

The Influence of Transformational Leadership and Job Involvement to Change Adaptation

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Abstract – The current era of globalization is full of uncertainty. The challenge faced by the company is that it requires management to make changes in order to maintain its existence. The change process itself requires adaptation to achieve effective goals. This study aims to determine the effect of transformational leadership and job involvement on employee adaptation to change. Research participants totaled 197 employees of PT. Bank BSI Banda Aceh City. The measuring instrument in this study used the scale of adaptation to change, the scale of transformational leadership, and the scale of job involvement. The data obtained were then analyzed using multiple regression analysis. The results showed that there was a significant effect of transformational leadership and job involvement on adaptation to change ($F = 30,554$, $p = .000$). The implication of this research is that employees can adapt to change when it is supported by a transformational leadership style and employee job involvement in it.

Keywords – Transformational Leadership, Job Involvement, Change Adaptation.

I. INTRODUCTION

The halal industry ecosystem in Indonesia continues to grow, thereby increasing awareness to be at the forefront of the Islamic finance industry. In an effort to give birth to Islamic banks so that they can compete at the global level and become new energy for development and national economic prosperity, BUMN issued a new regulation that all state-owned Islamic banks, among others BRI Syariah, BNI Syariah, and Bank Syariah Mandiri, can be merged into one entity with the name PT. Bank Syariah Indonesia Tbk (BSI).

The birth of PT. Bank Syariah Indonesia Tbk (BSI) also aims to improve services that are more excellent, reach wider, and of course have a more increased capital capacity (Bank BSI, 2021). PT. Bank Syariah Indonesia Tbk (BSI) in Aceh is relatively large compared to other regions because the merger was not only carried out by the three Islamic banks, but also banks that were originally conventional.

Before the central government issued a policy that BRI Syariah, BNI Syariah and Bank Syariah Mandiri must merge, the Aceh Government had issued a regulation that all financial institutions operating in Aceh must use sharia principles. So that indirectly, apart from Islamic banks, conventional banks have also entered into PT. Bank Syariah Indonesia Tbk (BSI).

After the change occurs, of course, the big task of the members is to adapt to these changes, such as new rules, new structures, new work systems and even a new culture (Van Der Heijde & Van Der Heijden, 2006). In the change process, it is necessary to adapt employees to achieve the goal of making changes (Xiu et al., 2017).

According to Griffin et al (2007) adaptation is the extent to which individuals adjust to changes in the work system or work role. Wu & Parker (2013) said that employee adaptation can be influenced by transformational leaders. Transformational leadership is factors that underlie success or failure in transformation programs (Abbasi, 2017). Proven by Nemanich & Keller (2007) based on their research, transformational leadership can affect employee adaptation.

According to Lamprinakis (2015) in implementing change, apart from being supported by transformational leadership factors, employee job involvement is also a factor that needs to be considered. When employees are directly involved in change, it will make it easier for employees to adapt (Parent & Lovelace, 2018).

According to Cummings & Worley (2018), job involvement is one of the most effective strategies to overcome resistance and facilitate implementation for change. This is evidenced by the research of Parent et al (2012) that job involvement has a significant positive correlation to the adaptation of changes in employees.

II. STATEMENT OF THE PROBLEM

This study was to examine and analyze the effect of transformational leadership and job involvement on change adaptation in employees at PT. Bank Syariah Indonesia (BSI) Banda Aceh City.

III. LITERATURE VIEW

A. Change Adaptation

According to Griffin et al (2007) adaptation refers to the extent to which employees cope, respond to, and support changes that affect behavior. Parent et al (2012) describe adaptation, namely the adjustment of employees from the previous context to the new context by following each series of changes and maintaining the results of the changes themselves.

Parent et al (2012) explain the factors that can affect employee adaptation, including:

1. Individual factors; optimism, self-esteem, locus of control, transition experience.
2. Organizational factors; social support, role clarity, information acceptance, participation.

B. Transformational leadership

Transformational leaders can help respond to the needs of their followers to grow and develop without compromising the company's goals (Bass, 1998; Bass & Riggio, 2006). Bass B & Bass R (2008) again explain that transformational leadership identifies leaders who have ways to influence their followers so that they lead to trust, pride, loyalty, and respect for the leader.

According to Bass & Riggio (2006) there are 4 components of transformational leadership with the four "I" concepts, including:

1. Idealized influence; moral behavior of leaders who can be used as role models so that it creates a sense of admiration, respect and trust from employees towards their leaders.
2. Inspirational Motivation; the leader raises the spirit, enthusiasm and optimism of the employees. Leaders also demonstrate commitment to company goals.
3. Intellectual Stimulation; as a leader, he is also required to be proactive, creative and innovative in the search for ideas in solving problems.
4. Individualized Consideration; reflected as a leader who spends his time teaching and coaching

C. Job Involvement

Davis & Newstrom (2000) defined job involvement as the level of individuals in using time to provide energy and pursue their work because they view the work as an important thing in their lives. According to Wagner et al (1997) in Luthans et al (2007) employees are said to have job involvement when they successfully place themselves in physical, cognitive, and emotional roles during work.

Luthans et al (2007) also suggested several dimensions of job involvement, among others:

1. Work is life's main interest; The emergence of job involvement when employees feel their work as a hope and sources of satisfaction of employees' primary needs

2. Actively participate in work; Employees show concern and participation in their work.

D. Research Hypothesis

The hypothesis of this research is that transformational leadership and job involvement together have a significant effect on adapting to changes in employees of PT. Bank Syariah Indonesia Tbk (BSI) Banda Aceh City.

IV. RESEARCH METHODS

A. Change Adaptation

Adaptation is a behavioral response of employees to adjust, change, modify and get used to the new company situation so that changes can be implemented properly. In measuring adaptation to change, researchers arranged items based on the derivatives of the 2 factors that influence adaptation to change proposed by (Parent et al., 2012).

The factors include: first, individual factors include; optimism, self-esteem, locus of control, transition experiences. Second, organizational factors include; social support, role clarity, information acceptance, and participation (Parent et al., 2012).

B. Transformational leadership

Transformational leadership is a leader who has the skills to influence employees to accept, support and participate in change by attracting sympathy, being a good listener to the needs and complaints of employees in the change process without ignoring the company's goals.

Measurement of transformational leadership variables using items arranged based on components from Bass (1998) cited in Bass & Riggio (2006), among others; ideal influence, inspirational motivation, intellectual stimulation, individual judgment.

C. Job Involvement

Job involvement is the intensity of employees in identified themselves psychologically with their work, being actively involved and realizes that their work is important for them. Job involvement variables were measured using a scale based on the dimensions of Luthans et al (2007), among others; work is the main interest in life and actively participates in work.

V. RESEARCH RESULT

This study involved 197 employees of PT. Bank BSI Banda Aceh City.

A. Assumption Test

Normality test		
<i>One-Sample Kolmogorov-Smirnov Test</i>		
	<i>Unstandardized Residual</i>	Information
N	197	
asymp. Sig. (2-tailed)	.200 ^{c,d}	Normal

Residual data has a significance value of .200. This proves that the residual data is normally distributed because sig > .05.

Linearity Test		
Variable	P	Information
Adapting to Change * Transformational Leadership	.000	linear
Adaptation to Change* Job Involvement	.001	linear

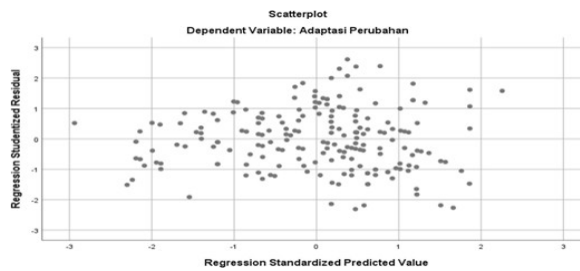
Variables of adaptation to change and transformational leadership obtained a linearity significance value of .000 (p < .05). Likewise with the variable adaptation to change with job involvement which has a linearity significance value of .001

($p < .05$). So it can be concluded that the variables of change adaptation and transformational leadership have a linear connection.

Multicollinearity Test			
Variable	Tolerance	VIF	Information
Leadership Transformational	.250	3.994	Not occur multicollinearity
Job Involvement	.250	3.994	Not occur multicollinearity

The value of tolerance on the variables of transformational leadership and job involvement is .250 ($> .10$) with a VIF of 3.994 (< 10). This shows that there is no multicollinearity in the variables of transformational leadership and job involvement. This means that the multicollinearity test in this study has been fulfilled.

Heteroscedasticity Test



There are points on the graph that spread randomly and don't just collect at the top or bottom. The spread of these points is also not patterned. So it was concluded that there were no symptoms of heteroscedasticity, meaning that the heteroscedasticity assumption test was met.

B. Hypothesis Test

Hypothesis 1: There is a significant effect between transformational leadership and job involvement on change adaptation.

F test						
ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1654,934	1	1654,934	51,56	.000 ^b
	Residual	6258,274	195	32.094		
	Total	7913,208	196			

a. Dependent Variable: Adapting to Change
 b. Predictors: (Constant), Transformational Leadership

Based on the results of the above analysis, the value of $F = 51,566$ with $p = .000$ ($p < .05$). That is, the dependent variable has an influence on the independent variable, in other words this regression model is declared appropriate. Meanwhile, to see the effective contribution of transformational leadership variables to change adaptation, it can be seen in the following table:

Coefficient of Determination Test

Model Summary ^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.457 ^a	.209	.205	5.66513	1.892

a. Predictors: (Constant), Transformational Leadership
 b. Dependent Variable: Adapting to Change

.457a (> Rtable = .1175) indicating that the correlation/relationship between the independent variable and the dependent variable has a linear relationship and has a positive value of .457. The value of the determinant coefficient (R Square) is .209 or 20.9%. This shows that the transformational leadership variable has a significant effect on the change adaptation variable by 20.9%. While the remaining 79.1% is explained by other factors or variables.

Transformational Leadership Regression Equation Analysis on Change Adaptation

Coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	35,215	2.829		12,44	.000
Transformational leadership	.279	.039	.457	7.18	.000

a. Dependent Variable: Adapting to Change

The t value of the dependent variable on the independent variable is 7.181 (> t table = 1.65271) with a significance of .000 (p < .05). This means that transformational leadership affects the adaptation to change. Thus, the first hypothesis in this study is accepted,

Hypothesis 2: There is a significant effect of job involvement on change adaptation.

F test

ANOVA ^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	754,036	1	754,036	20,538	.000 ^b
Residual	7159,172	195	36,714		
Total	7913,208	196			

a. Dependent Variable: Adapting to Change
 b. Predictors: (Constant), Job Involvement

Based on the table above, there is a value of F = 20,538 with p = .000 (p < .05). This means that this regression model is considered appropriate or the hypothesis is accepted (*good of fit*). Furthermore, it is carried out to see the amount of the contribution of the dependent variable to the independent variable.

R Determination Test

Model Summary ^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.309 ^a	.095	.091	6.05918	1.903

a. Predictors: (Constant), Job Involvement
 b. Dependent Variable: Adapting to Change

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The table above shows the correlation coefficient (R) of .309 ($> R_{table} = .1175$) meaning that the correlation or relationship between the independent variable and the dependent variable has a linear connection and has a positive value of .309. Meanwhile, the value of the determinant coefficient (R Square) is .095 or 9.5%. This shows that the job involvement variable has an influence on the adaptation variable changes by 9.5%. While the remaining 90.5% is explained by other factors or variables.

Analysis of the Regression Equation of Job Involvement on Change Adaptation.

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	43,74	2,592		16,88	.000
	Job Involvement	.275	.061	.309	4,532	.000

a. Dependent Variable: Adapting to Change

The regression model in the table above shows that job involvement on adaptation to change has a significant effect because it has a significance value of .000 ($p < .05$) with a $t_{count} = 4.532$ ($> t_{table} = 1.65271$). So based on the analysis it was concluded that the second hypothesis in this study was accepted.

Hypothesis 3: There is a significant effect between transformational leadership and job involvement on change adaptation.

F test ANOVA^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1895.526	2	947,763	30,554	.000 ^b
Residual	6017,682	194	31,019		
Total	7913,208	196			

a. Dependent Variable: Adapting to Change

b. Predictors: (Constant), Job Involvement, Transformational Leadership

Leadership

Based on the table above, it can be seen that the value of $F = 30.554$ with a significance of .000 ($p < .05$), meaning that transformational leadership and job involvement together have a significant effect on adaptation to change. Thus, the third hypothesis is accepted in this study. Then, to see the magnitude of the influence of leadership and job involvement together on adaptation to change, see the table below:

R Determination Test Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.489 ^a	.240	.232	5.56947	1.891

a. Predictors: (Constant), Job Involvement, Transformational Leadership

b. Dependent Variable: Adapting to Change

If viewed based on table 4.15, it is known that the correlation coefficient (R) is .489 ($> R_{table} = .1175$) indicating that between the

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independent variable and the two dependent variables, there is a positive linear relationship. Meanwhile, the value of the determinant coefficient (R Square) = .240 or 24%. This shows that the influence of transformational leadership and work involvement on adaptation to change is 24%, while the remaining 76% is explained by causes or other factors outside this research model.

Categorization and Percentage of Adaptation to Change			
Categorization			
		Frequency	Percent
Valid	Low	2	1.0%
	Enough	42	21.3%
	Tall	113	57.4%
	Very high	40	20.3%
	Total	197	100.0

Based on the table above, it can be seen that the average adaptation to changes in research subjects is in the high category. It is proven from 197 samples, as many as 113 people or 57.4% have high adaptability to change.

Transformational Leadership Categorization and Percentage.

Categorization			
		Frequency	Percent
Valid	Very weak	0	0.0%
	Weak	17	8.6%
	Currently	65	33.0%
	Strong	91	46.2%
	Very strong	24	12.2%
	Total	197	100.0

In the table above, it can be seen that as many as 91 people or 46.2% of the subjects assessed transformational leadership at PT. Bank BSI Tbk. The city of Banda Aceh is quite strong.

Categorization and Percentage Job Involvement			
Categorization			
		Frequency	Percent
Valid	Very low	0	0.0%
	Low	23	11.7%
	Enough	54	27.4%
	Tall	82	41.6%
	Very high	38	19.3%
	Total	197	100.0%

The table above shows that the average work involvement of research subjects is in the high category. It can be proven from 82 people or 41.6% who have high job involvement.

VI. DISCUSSION

A. Transformational Leadership to Change Adaptation

Companies cannot be separated from the role of the bureaucracy as the main driver of the change system. Companies need leaders who are able to solve various problems and demands in the future. Certo & Ceta (2006); The reason why transformational leadership affects employee change adaptation behavior is because the leader plays a very important role in managed employees.

Harmoko (2017); Transformational leadership style is a leadership style that is in accordance with change because it is able to keep up with technological advances, information developments, demands for work professionalism and changes in the character of its followers.

Transformational leadership is known to be more communicative and participative, involving employees in the change process, encouraging employees to take change initiatives to make it easier for employees to adapt to change itself (Penava & ehić, 2014; Sun & Wang, 2017). Neves & Schyns (2018); the positive relationship that transformational leaders build with their followers can influence follower behavior and reduce resistance and increase follower adaptation to change. Transformational leaders play an important role in encouraging employee performance improvements to reach the level expected by the company.

The transformational leadership at PT. Bank BSI Banda Aceh City is a leader who has become a role model and motivator for employees so that it creates enthusiasm, respect, and optimism for the success of this change. Managers also listen to the needs and pay attention to their employees.

Managers also often hold meetings or discussions to provide information and discuss things that need to be done to make the change successful. PT. Bank BSI Kota Banda Aceh has increased the ability of employees to a higher level and encouraged employee participation during the transformation period so that the attitude of these leaders has made it easier for employees to adapt to change more constructively.

B. Job Involvement to Change Adaptation

Most of the employees of PT. Bank BSI Tbk. The city of Banda Aceh considers that his work is an interest and a source of satisfaction so that he is willing to spend time, energy, and thought for his work. Rhoades et al (2001) employees who are involved will feel inspired by their work, are customer oriented, feel concerned about the future of the company so they are willing to give their best performance to achieve company goals.

Many bank employees work overtime, in addition to the demands of the job, but there are also employees who enjoy their work. What's more, the stigma that has been created that working in a bank is a privilege for several reasons such as getting career opportunities, salaries and benefits (Sari, 2019).

Frese (2008) revealed that job involvement has an association with adapting to changes in employees. Eldor & Harpaz (2016) which states that employee job involvement has a positive impact on adapting to change. Sagie & Koslowsky (2000) when employees are able to maintain job involvement, it will build the capacity to be resilient and have positive emotions that can affect individual adaptation.

C. Transformational Leadership and Job Involvement to Change Adaptation

Transformational leaders are leaders who can articulate the company's future vision and mission and build emotional attachment with employees so that employees are enthusiastic about implementing change (Smith, 2011). Shum et al (2010); a change will be difficult to succeed if it does not provide opportunities for employees to participate and be actively involved so that changes must be prepared in advance to be effective.

Supported by the statement of Cummings & Worley (2019) that employees will feel happy in carrying out their work, including new jobs during changes when employees have high work involvement in the company. Kerr & Jermier (1978) say that employees can adapt more effectively if employees are actively involved in change. During the company's transformation period, job involvement will make it easier for employees to adapt to more constructive changes (Raelin, 1984; Wanberg & Banas, 2000).

VII. CONCLUSION

Transformational leadership has a significant effect on adaptation to change with an effective contribution of 20.9%. The influence given shows that the stronger the transformational leadership style at PT. Bank BSI Tbk. The city of Banda Aceh, the higher the behavior of adapting to change in its employees. On the other hand, if the transformational leadership style is getting weaker at PT. Bank BSI Tbk. Banda Aceh City, the lower the behavior of adapting to changes in employees.

Job involvement has a significant effect on adaptation to change with an effective contribution of 9.5%. The influence given

shows that the higher the job involvement of employees at PT. Bank BSI Tbk. Banda Aceh City, it will also increase behavior to adapt to change. However, if the lower the job involvement of employees at PT. Bank BSI Tbk. Banda Aceh City, it will also decrease the behavior of adapting to changes in employees.

Transformational leadership and job involvement simultaneously affect the adaptation to change with an effective contribution of 24%. That is, the stronger the transformational leadership style and the higher the job involvement, the higher the behavioral change adaptation in employees. On the other hand, if the transformational leadership style is weaker and the employee's job involvement is lower, then the employee's behavior change adaptation behavior will be lower at PT. Bank BSI Tbk. Banda Aceh City.

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