Transformational Leadership, Organizational Culture, Change Management, and Employee Engagement

Kresna Widjajakusuma[1*], Rina Anindita[2]
Universitas Esa Unggul, Jakarta, Indonesia[1,2]
kresna.wk71@gmail.com[1]*

Abstract
Purpose: This study aims to analyze the influence of transformational leadership, organizational culture, change management, and employee engagement on readiness to change within the Indonesian banking sector. It highlights how leadership behavior and cultural alignment shape employees' willingness and preparedness to adapt to organizational transformation.

Research Methodology: Data were collected from 201 permanent employees of Tier-4 banks (Bank Mandiri, BRI, BNI, and BCA) through online questionnaires using a quantitative cross-sectional design. Analysis was conducted using partial least squares structural equation modeling (PLS-SEM) to test the relationships among the variables.

Results: The structural model indicated that transformational leadership significantly predicted organizational culture ($\beta = 0.625$; $t = 15.332$; $p < 0.001$) and change management ($\beta = 0.318$; $t = 4.270$; $p < 0.001$). Change management significantly increased employee engagement ($\beta = 0.535$; $t = 9.250$; $p < 0.001$), and employee engagement, in turn, predicted readiness to change ($\beta = 0.601$; $t = 11.758$; $p < 0.001$).

Conclusions: The results confirm that transformational leadership, effective change management, and strong organizational culture collectively foster employee engagement and readiness for change. These factors are crucial for maintaining the adaptability and competitiveness of Indonesia's banking industry.

Limitations: This study focuses on Tier-4 banks, limiting its generalizability to smaller institutions. Future studies could include broader sectors and longitudinal data.

Contributions: This research contributes empirical evidence to the human resource management literature by identifying engagement as a key mediating factor between leadership and readiness to change, providing strategic insights for organizational transformation.

Keywords: *Change Management, Employee Engagement, Organizational Culture, Readiness to Change, Transformational Leadership*

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1. Introduction

In the era of globalization and rapid technological development, Indonesia's banking industry faces increasingly complex challenges. In response to these inexorable changes, the concept of readiness to change has become increasingly salient. Contemporary business environments are frequently characterized by volatility, uncertainty, complexity, and ambiguity (VUCA), which pose real threats to banking operations, including rising non-performing loans that erode core capital, difficulties in mobilizing public funds that reduce liquidity, and declines in transactional activity through formal

banking channels (Sinha & Sinha, 2020). Readiness to change therefore depends on the preparedness of individuals, groups, and organizations to plan for and implement change within their work contexts.

In the banking sector, such change may take the form of new technology adoption, shifts in financial regulation, or revisions to core organizational values; all of these fall under the umbrella of readiness to change and are important human-resource concerns because employees' perceptions of, and willingness to engage with, change constitute a decisive determinant of organizational outcomes. The dynamic nature of employee involvement in readiness to change motivates the present investigation. This study examines readiness to change at the macro level, as it analyzes the phenomenon across large populations such as organizations or firms (Holt & Vardaman, 2010).

Organizational change is a critical mechanism through which firms achieve success (Millar et al., 2012), and readiness to change is an empirically measurable construct that captures the extent to which employees believe that change is necessary within their organization (Holt et al., 2007). Change is often driven by internal and external pressures that compel organizations to act (Lubis et al., 2022). In the banking context, these pressures require adaptation to both opportunities and challenges presented by Industry 4.0 to realize strategic objectives. Beyond readiness to change, employee engagement constitutes a central factor influencing the effectiveness of organizational change. Employee engagement is a key element of change readiness and must be activated for an organization to successfully implement change (Jason, 2016).

Vidal (2007) notes that high levels of employee engagement are instrumental to the successful implementation of organizational change, particularly when changes are substantial and require the participation of all organizational actors. Empirically, readiness to change manifests when employees demonstrate a strong commitment to change initiatives (Lyons et al., 2009). In other words, when bank employees exhibit robust engagement and adaptive rather than resistant responses to change, the probability of successful change implementation increases (Soumyaja et al., 2011). Given the unpredictability of the contemporary business environment, change is essential at the individual, team, and organizational levels (Whelan-berry & Somerville, 2010).

Transformational leadership cultivates readiness for change and provides support for change efforts (Faupel et al., 2018), notably by fostering employee involvement in change management processes (Hussain et al., 2021). Organizational culture plays a pivotal role in enabling organizations to achieve their objectives, in part by creating social bonds that motivate employees through intrinsic and extrinsic drivers (Onyango, 2014). By applying transformational leadership, leveraging the potential of organizational culture, and implementing robust change management practices, leaders in Indonesia's banking sector can encourage sustained change, enhance operational efficiency, and accelerate adaptation to industry and regulatory developments.

Previous studies have examined the relationships among transformational leadership, organizational culture, and change management. Research indicates that transformational leadership enhances change management (Alqatawenh, 2018; Bagga et al., 2023; Hamstra et al., 2011; Hussain et al., 2021) and positively influences organizational culture. Organizational culture, in turn, has been shown to exert a favorable impact on change management (Al-Ali & Singh, 2017; Bagga et al., 2023; Onyango, 2014; Too, 2018). Other studies report a positive association between change management and employee engagement (Chien, 2015; Pattnaik, 2016; Sonenshein & Dholakia, 2012), and evidence suggests that employee engagement positively affects readiness to change (Bevan, 2011; Matthysen et al., 2018; Munthe & Mariatin, 2022)

Although Bagga et al. (2023) investigated the interplay among transformational leadership, organizational culture, and change management, their study was confined to the information technology sector in India. The present study extends this line of inquiry by incorporating employee engagement and readiness to change as additional variables and situating the analysis within Indonesia's banking industry, a context that has received comparatively less empirical attention. Accordingly, this study aims to address the identified gaps by exploring the influence of transformational leadership,

organizational culture, change management, and employee engagement on employees' readiness to change.

Focusing on bank employees' determinants of readiness to accept change, this research is expected to contribute to the theoretical literature in human resource management and offer practical implications that may be applicable across related sectors. Research question: To what extent do transformational leadership, organizational culture, and change management influence employee engagement and employees' readiness to change in the Indonesian banking sector? Novelty: This study integrates these constructs into a single structural model and provides empirical evidence from Indonesian Tier-4 banks using partial least squares structural equation modelling, clarifying employee engagement as a key mechanism linking leadership and change management practices to readiness to change.

2. Literature Review and Hypothesis Development
2.1. Transformational Leadership
Transformational leadership is distinguished by leaders who inspire their followers, assist them in attaining objectives, and efficiently employ their skills and abilities. Conversely, transactional leadership emphasizes the relationship between leaders and subordinates, often characterized by exchanges of rewards for performance (Lasrado & Kassem, 2021). Busari et al. (2020) similarly delineate transformational leadership as a style in which leaders motivate followers to transcend self-interest for collective goals, whereas transactional leadership concentrates on structured exchanges between leaders and subordinates. The fundamental characteristic of transformational leadership is its emphasis on organizational change and transformation.

Behaviors associated with this style exhibit heightened effectiveness in dynamic organizational contexts, particularly during periods of change (Epitropaki et al., 2013; Kegan & Laskow Lahey, 2009). Transformational leaders foster employee motivation, confidence, and job satisfaction by offering support, inspiration, and a shared vision (Senjaya and Anindita, 2020). They articulate optimistic visions of achievable transformations and capitalize on charismatic influence to align followers with organizational objectives (Faupel et al., 2018). Transformational leaders serve as agents of change, enhancing followers' motivation, beliefs, and attitudes from low to high levels of engagement. They stimulate intellectual growth and elevate followers' awareness, facilitating the achievement of exceptional outcomes (Busari et al., 2020). Evidence from recent studies also indicates that transformational leadership can enhance important employee outcomes through motivational mechanisms (Piri & Abdi, 2025).

2.2. Organizational Culture
Organizational culture has been recognized as a vital intangible asset and a barrier to replication, significantly influencing performance (Joseph & Kibera, 2019). It is defined as a framework of shared values, beliefs, and behavioral patterns that unconsciously guide organizational members in decision-making processes (Ortega-Parra & Sastre-Castillo, 2013). Additionally, it plays a crucial role in shaping organizational behavior and outcomes through the collective endeavors of its members (Joseph & Kibera, 2019). Schneider et al. (2013) describes organizational culture as the perceived norms within the workplace that dictate employee behavior and adaptation strategies towards achieving organizational objectives. A dynamic work environment that emphasizes effective informal communication among employees is essential for fostering organizational cohesion (Rahman et al., 2021). An effective organizational culture combines strength and positivity, ensuring that members routinely align their actions with organizational values (Pathiranage, 2020). Recent empirical work has also demonstrated the role of organizational culture in shaping organizational outcomes across contexts (Ichdan & Maryani, 2024; Nazari Poor & Zahedi, 2024).

2.3. Change Management
Change management is a systematic approach to preparing organizations for change initiatives by aligning evolving environments with established business practices (Pattnaik, 2016). Organizational change is characterized as a complex dialectical process in which the interplay between existing and emerging relationship dynamics shapes a fluid operational landscape (Castel & Friedberg, 2010). This

process frequently involves shifts from rigid routines, processes, and strategies, significantly impacting overarching organizational structures (Shin et al., 2012).

Acknowledged as a major challenge for leadership, change management necessitates substantial planning, resource allocation, and adaptive strategies to effectively respond to fluctuations in both internal and external business environments (Alqatawenh, 2018). According to Smith (2006), change management encompasses a structured series of steps, including planning, effective communication, stakeholder engagement, resource support, leadership involvement, process oversight, and resistance management. Traditionally, its focus has been on identifying the drivers of resistance and offering tools to mitigate associated challenges (Errida & Lotfi, 2021). The applicability of change management spans projects with varying levels of stability and change, underscoring its versatility across diverse contexts (Pattnaik, 2016).

2.4. Employee Engagement
Employee engagement is a positive attitude, perspective, and satisfaction related to one's work (Munthe & Mariatin, 2022). It is conceptually distinct from burnout and represents a unique framework that requires measurement using various instruments (Schaufeli et al., 2006). Engagement is characterized as a positive and fulfilling mental state encompassing vigor, dedication, and absorption in one's professional role (Schaufeli et al., 2006). Various factors predict engagement, including job demands (such as challenges and obstacles), individual dispositions and resources (such as positive affect), positive leadership styles (notably transformational leadership), opportunities for learning and development, and perceived fit between the person and the organization (Saks, 2019).

Organizations aim to evaluate engagement by establishing and implementing behavioral and organizational elements that influence employee interactions (Bailey, 2016). Given its complex nature, engagement entails multifaceted organizational dynamics and may incorporate additional social and psychological processes, leading to the adoption of total quality management (TQM) approaches that consider cultural and performance aspects (Ababneh, 2020). Engaged employees demonstrate their engagement through physical, cognitive, and emotional expressions in their roles, indicating a holistic alignment with organizational objectives (Lemon & Palenchar, 2018). Studies have also reported that organizational climate and employer–employee relations are associated with employee engagement in organizational settings (Arimie, 2020; Onyekwelu et al., 2021).

2.5. Readiness to Change
The concept of readiness to change reflects the extent to which individuals accept and intentionally adjust specific strategies to alter the status quo (Holt et al., 2007). Defined as a cognitive condition encompassing beliefs, attitudes, and intentions toward change efforts (Armenakis & Harris, 2002), readiness to change is critical in organizational contexts. According to Soumyaja et al. (2011), when organizations prepare to implement change, employee receptiveness increases, while resistance diminishes. Employees' perceptions of organizational flexibility to enact change and the availability of participatory opportunities in the change process are pivotal to achieving successful outcomes (Smith, 2006).

Readiness to change constitutes a comprehensive attitude influenced simultaneously by content, process, situational factors, and individual participation within an organization (Lubis et al., 2022). It is operationalized as the degree to which employees evaluate their capacity to navigate organizational change (Neves, 2009). Armenakis and Harris (2002), drawing on their consulting experience in multinational corporate restructurings, emphasize the role of management in formulating and disseminating strategic communication to foster preparedness. Furthermore, independent variables such as participation, intelligence, and communication quality significantly influence employees' readiness to adapt to evolving environments (Soumyaja et al., 2011).

2.6. Relationship between Variables
Conceptual framework: Consistent with transformational leadership theory and the organizational change literature, this study proposes that transformational leadership shapes organizational culture and

strengthens change management practices, which, in turn, foster employee engagement and ultimately enhance readiness to change. Figure 1 summarizes the hypothesized relationships among the constructs and guides the empirical testing in the banking context.

2.6.1. The Relationship between Transformational Leadership and Change Management

Transformational leaders cultivate a vision of optimism regarding transformations that are deemed worthwhile. They inspire their followers through charismatic appeals (Faupel et al., 2018). Leadership styles are essential for facilitating organizational change (Bagga et al., 2023). Organizational change is a complex dialectical process in which traditional and contemporary modes of interaction converge to create a dynamic environment (Castel & Friedberg, 2010). Empirical research demonstrates that transformational leadership significantly influences change creation while fostering employee engagement in change management initiatives (Hussain et al., 2021). This finding aligns with prior studies exploring the impact of transformational leadership on change management (Alqatawenh, 2018; Bagga et al., 2023; Hamstra et al., 2011; Hussain et al., 2021). Therefore, based on this description, the following hypothesis is proposed:

    H1: Transformational leadership has a positive influence on change management

2.6.2. The Relationship between Transformational Leadership and Organizational Culture

Transformational leadership pertains to leaders who support, inspire, and enhance employee motivation and confidence, fostering job satisfaction (Senjaya & Anindita, 2020). This leadership style is intricately linked to the shaping and reinforcing of organizational culture while propelling continuous improvement (Lasrado & Kassem, 2021). Scholars have accentuated its pivotal role in influencing organizational cultural dynamics (Ratina et al., 2021). The extant literature highlights a significant positive correlation between transformational leadership and organizational culture (Jati et al., 2015; Lasrado & Kassem, 2020; Poturak et al., 2020). Ghasabeh (2021) further asserts that transformational leadership directly and effectively catalyzes cultural transformation. Empirical studies consistently illustrate its constructive impact on organizational culture (Gholamzadeh et al., 2014; Muawanah et al., 2020; Ratina et al., 2021). Based on this evidence, the following hypothesis is proposed:

    H2: Transformational leadership has a positive influence on organizational culture

2.6.3. The Relationship between Organizational Culture and Change Management

Organizational culture is recognized as a vital intangible asset and a potential barrier that significantly affects performance outcomes (Joseph & Kibera, 2019). Schneider et al. (2013) asserts that organizational culture comprises the shared norms and values acknowledged by members of the organization, which collectively shape behavioral patterns and adaptive strategies aimed at achieving strategic objectives. This culture is dynamic, evolving through collective experiences, responses to environmental challenges, and interactions within sociophysical contexts (Pakdil & Leonard, 2014). Existing empirical research reveals a positive correlation between organizational culture and the effectiveness of change management practices (Al-Ali & Singh, 2017; Rajala et al., 2012). Subsequent studies (Bagga et al., 2023; Onyango, 2014; Too, 2018) have corroborated these findings, emphasizing the role of culture as a facilitator of organizational adaptability and readiness for change. Considering the present empirical evidence, the following hypothesis is proposed:

    H3: Organizational culture positively influences change management

2.6.4. The Relationship between Change Management and Employee Engagement

Change management represents a critical challenge for organizational leadership, necessitating strategic resource allocation and comprehensive planning to address internal and external environmental dynamics (Alqatawenh, 2018). A pivotal aspect of this process is fostering employee engagement, which depends on organizational leaders' ability to integrate behavioral insights and structural mechanisms that shape workplace interactions (Bailey, 2016). Research underscores that employees with strong organizational attachment are instrumental in enabling effective change implementation, as their commitment enhances adaptability and reduces resistance (Islam et al., 2021).

Proactive engagement during transitions further amplifies employees' willingness to endorse change initiatives, thereby elevating performance outcomes and reinforcing their psychological bonds with the

organization (Pattnaik, 2016). Notably, employees' anticipation of long-term benefits from organizational improvements serves as a motivational catalyst during periods of transformation (Pattnaik, 2016). Empirical evidence consistently demonstrates a positive correlation between change management efficacy and employee engagement, mediated by factors such as communication clarity, participatory decision-making, and trust cultivation (Chien, 2015; Pattnaik, 2016; Sonenshein & Dholakia, 2012). Based on the current empirical evidence, we propose the following hypothesis:

> *H4:* Change management positively influences employee engagement

2.6.5. The Relationship between Employee Engagement and Readiness to Change

Readiness for change reflects the extent to which individuals cognitively and emotionally embrace organizational transformations and intentionally adopt strategies to alter existing practices (Holt et al., 2007). Organizational readiness, as posited by Soumyaja et al. (2011), is a critical antecedent to successful change implementation, wherein heightened readiness correlates with reduced resistance and increased acceptance among stakeholders. Concurrently, employee engagement, defined as a positive, fulfilling psychological state characterized by vigor, dedication, and absorption in one's work (Munthe & Mariatin, 2022), has emerged as a pivotal factor in fostering adaptive capacities during transitions.

Empirical studies underscore that engaged employees exhibit greater commitment to organizational change initiatives, as their intrinsic alignment with organizational goals mitigates apprehension toward external disruptions (Makumbe, 2016; Munthe & Mariatin, 2022). Kaira (2022) further emphasizes that employees' psychological attachment to an organization amplifies their resilience and proactive stance during periods of instability. This synergy between engagement and readiness is corroborated by longitudinal findings, which posit a robust positive relationship between the two constructs (Bevan, 2011; Matthysen et al., 2018; Munthe & Mariatin, 2022; Zulkarnain et al., 2024). Collectively, these insights suggest that engaged employees are more likely to internalize change objectives, thereby enhancing organizational agility. Based on current empirical evidence, we propose the following hypothesis:

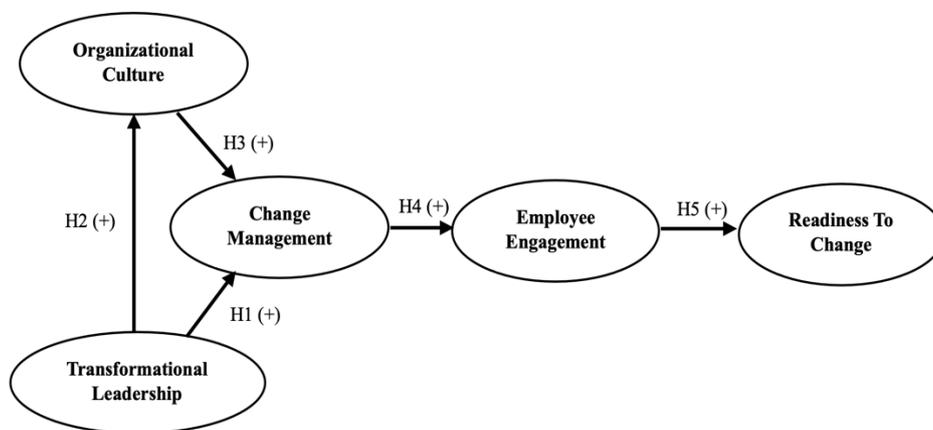> *H5:* Employee engagement positively influences readiness to change

Figure 1. Conceptual framework

3. Methodology

3.1. Research Design

This study employs a quantitative, cross-sectional design to examine the relationships between transformational leadership, organizational culture, change management, employee engagement, and readiness to change. Data were collected via a structured questionnaire and analyzed using partial least squares structural equation modeling (PLS-SEM). The PLS-SEM approach was selected for its ability to handle complex models with latent variables and its robustness in predictive analysis (Hair et al., 2019).

A pretest of the instrument was conducted to ensure validity and reliability prior to the main survey. In addition, partial least squares structural equation modeling (PLS-SEM) is commonly used to establish measurement validity and reliability because it provides a structured evaluation of the measurement model prior to interpreting the structural relationships, allowing researchers to test indicator reliability and internal consistency (e.g., outer loadings, Cronbach's alpha/composite reliability) and to assess construct validity, including convergent validity (e.g., AVE) and discriminant validity using more stringent criteria, such as the HTMT ratio (Hair et al., 2019). A pretest of the instrument was conducted to ensure validity and reliability prior to the main survey.

3.2. Variable Measurement

All constructs were operationalized utilizing validated scales adapted from established scholarly sources. Responses were recorded on a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Transformational leadership was assessed with five items adapted from Hinkin and Tracey (1999), while organizational culture was evaluated using a seven-item scale sourced from Denison et al. (2015). Change management was gauged through six items derived from Alnuaimi (2013), and employee engagement was operationalized via seven items adapted from Ababneh et al. (2019). Readiness to change, conceptualized as a multidimensional construct, was measured utilizing nine items across four dimensions as proposed by Holt et al. (2007). The questionnaire consisted of 34 items.

3.3. Population and Sample

This study focused on permanent employees of Indonesia's four largest banks, ranked by core capital (exceeding IDR 100 trillion as of December 31, 2022): Bank Mandiri, Bank BRI, Bank BNI, and Bank BCA. The eligibility criteria required participants to have a minimum tenure of five years with the institution and to be above the age of 30 years. Sociodemographic data, including gender, age, educational attainment, and organizational tenure, were gathered to characterize the sample. A pretest involving 55 participants affirmed the validity and reliability of the instrument. For the primary study, data were collected between December 2023 and March 2024 through an online survey platform (Google Forms), resulting in 201 valid responses. Participants were recruited using purposive sampling to ensure that they met the eligibility criteria and had direct experience with organizational change initiatives.

3.4. Method Data Analysis

This study utilizes partial least squares structural equation modeling (PLS-SEM) as its analytical framework, which is particularly suitable for predictive research models that involve smaller sample sizes and non-normal data distributions. This approach minimizes dependence on the stringent assumptions typically required by covariance-based structural equation modeling (SEM) (Hair et al., 2019). The analysis was performed using the Smart PLS software and followed a two-stage methodology. In the first stage, the outer model was evaluated by examining the factor loadings, where values above 0.70 indicate strong indicator reliability (Hair et al., 2019).

Convergent validity was established when the average variance extracted (AVE) exceeded 0.50, while composite reliability and Cronbach's alpha values exceeding 0.70 confirmed internal consistency. In the second stage, the inner (structural) model was evaluated by analyzing R^2 values to measure the predictive power of independent variables on dependent constructs. Bootstrapping with 5,000 resamples was conducted to assess path significance, where t-values greater than 1.96 and p-values less than 0.05 indicated statistically significant relationships (Hair et al., 2019).

4. Results and Discussions
4.1. Validity and Reliability Pre-Test

A pretest was administered on the 34-item survey instrument to assess validity and reliability. Using SPSS 27, a pilot analysis was conducted on 55 responses collected via Google Forms, confirming that all items met the validity thresholds (Cronbach's alpha > 0.7). Consequently, all questions derived from the theoretical constructs of transformational leadership, organizational culture, change management, employee engagement, and readiness to change were retained for the final questionnaire. The study

population comprised 201 permanent employees from Indonesia's four largest commercial banks (Book 4 category) with core capital exceeding IDR 100 trillion as of December 31, 2022: Bank Mandiri, Bank BRI, Bank BNI, and Bank BCA. These institutions represent nationwide coverage, ensuring geographically diverse respondent sampling.

4.2. Respondent Demographics

The study sample comprised employees from Category 4 commercial banks in Indonesia with core capital exceeding IDR 100 trillion, including Bank Mandiri, Bank Central Asia, Bank Negara Indonesia, and Bank Rakyat Indonesia. Data were collected using purposive sampling between December 2023 and March 2024, yielding 201 valid respondents. Ethical compliance was ensured through informed consent and anonymization of the participants' identities. The sample consisted predominantly of male respondents (64.7%), with the majority (78.6%) aged 30–40 years. A significant proportion of participants reported being married (74.1%) and holding a bachelor's degree (87.1%). Bank Mandiri accounted for the largest proportion of employer representation (39.1%), whereas nearly half of the respondents (49.3%) reported 5–10 years of work experience.

4.3. Convergent Validity Test

This study employed a cross-sectional design and gathered data through a standardized questionnaire administered within a single time frame. This methodology may introduce potential risks associated with common method bias (Podsakoff et al., 2003). To address this concern, statistical evaluations for method bias were performed utilizing validity and reliability tests within the framework of a reflective measurement model analyzed using SmartPLS 4.0. Indicator reliability was assessed by examining the loading factors, with a threshold of > 0. (Hair et al., 2019). Internal consistency was evaluated using Cronbach's alpha, where values approaching 1. indicated enhanced reliability (Hair et al., 2019). Convergent validity was scrutinized through composite reliability (CR) and average variance extracted (AVE), with acceptable thresholds defined as CR > 0. and AVE > 0. (Hair et al., 2019). The findings indicated adherence to all criteria, confirming the robustness of the measurement model in addressing potential bias and ensuring statistical rigor. Table 1 presents the results. Validity and Reliability

Table 1. Validity and Reliability

Variable	CA	CR	AVE
Change Management	0,880	0,909	0,627
Employee Engagement	0,929	0,943	0,703
Organizational Culture	0,909	0,928	0,647
Readiness To Change	0,932	0,943	0,647
Transformational Leadership	0,861	0,900	0,643

4.4. Discriminant Validity Test

Discriminant validity was assessed using two established criteria. First, in accordance with the Fornell–Larcker criterion, discriminant validity is established when the square root of the average variance extracted (AVE) for each latent construct surpasses its correlation coefficients with all other constructs (Hair et al., 2019). Second, the HTMT was evaluated, with values falling below the threshold of 0.90 providing additional evidence of discriminant validity (Hair et al., 2019). Collectively, these evaluations affirm that the constructs are empirically distinct and measure unique phenomena. The results are presented in Table 2. the Fornell-Larcker criterion and Table 3. for the Heterotrait-Monotrait Ratio.

Table 2. Forner Larcker Criterion

Variables	Change Management	Employee Engagement	Organizational Culture	Readiness to Change	Transformational Leadership
Change Management	0,792				
Employee Engagement	0,655	0,838			

Organizational Culture	0,747	0,755	0,805		
Readiness To Change	0,735	0,797	0,772	0,805	
Transformational Leadership	0,663	0,568	0,721	0,673	0,802

Table 3. Heterotrait-Monotrait Ratio

Variables	Change Management	Employee Engagement	Organizational Culture	Readiness to Change	Transformational Leadership
Change Management					
Employee Engagement	0,718				
Organizational Culture	0,829	0,825			
Readiness To Change	0,810	0,851	0,837		
Transformational Leadership	0,752	0,630	0,798	0,749	

4.5. R-Square Test

Structural analysis can be conducted by evaluating the R^2 in regression models, which quantifies the proportion of variance in the dependent variable explained by the independent variables. A higher R^2 value indicates a stronger explanatory capacity of the predictors, thereby reflecting the extent to which variations in the dependent variable are attributable to the independent variables under investigation. This metric is critical for assessing model fit and interpreting the predictive or explanatory relationship between variables in empirical research. The R-square results are presented in Table 4.

Table 4. R-Square

Variable	R-Square	R-Square Adjusted
Change Management	0,590	0,586
Employee Engagement	0,429	0,426
Organizational Culture	0,520	0,517
Readiness To Change	0,635	0,633

4.6. Hypothesis Test

This study employed hypothesis testing and structural equation modeling (SEM) to evaluate the proposed research model. As shown in Figure 2 and Table 5, all five hypotheses were supported (t-values > 1.96; p < 0.05). Accordingly, transformational leadership significantly influences change management (H_1) and organizational culture (H_2); organizational culture significantly influences change management (H_3); change management significantly influences employee engagement (H_4); and employee engagement significantly influences readiness to change (H_5).
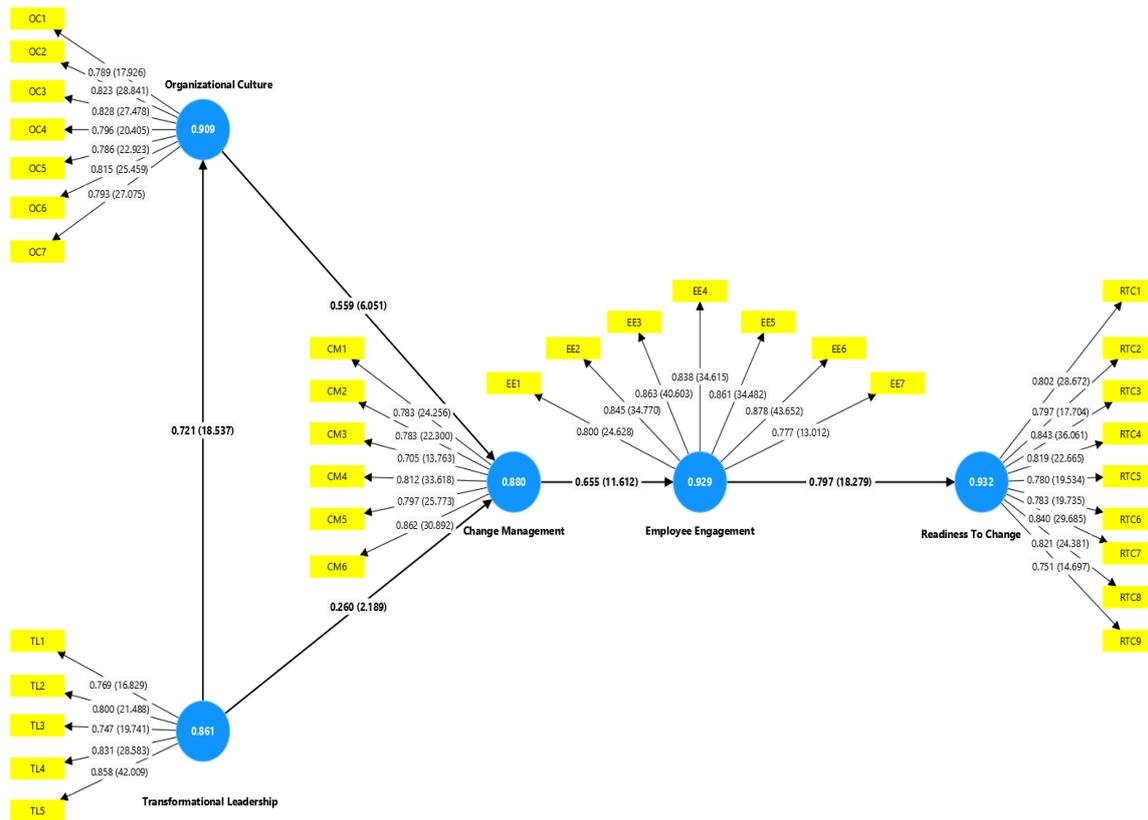
Figure 2. Path Diagram

Table 5. Hypothesis Result

Hypothesis	Variables	Original Mean	T-Value	P-Value	Information
H1	Transformational leadership positively influences change management.	0,260	2,189	0,000	Hypothesis Supported
H2	Transformational leadership positively influences organizational culture.	0,721	18,357	0,000	Hypothesis Supported
H3	Organizational culture has a positive influence on CM.	0,559	6,051	0,000	Hypothesis Supported
H4	Change management positively influences employee engagement.	0,655	11,612	0,000	Hypothesis Supported
H5	Employee Engagement positively influences Readiness to Change	0,797	18,279	0,000	Hypothesis Supported

As presented in Table 5, which details the hypothesis testing results, all five proposed hypotheses are empirically supported. This conclusion is substantiated by T-values exceeding the critical threshold of 1.96, confirming the statistical significance of the hypothesized relationships.

Table 5 also shows the magnitude of each relationship: H1 (TL → CM) β = 0.318 (t = 4.270; p < 0.001); H2 (TL → OC) β = 0.625 (t = 15.332; p < 0.001); H3 (OC → CM) β = 0.478 (t = 5.898; p < 0.001); H4 (CM → EE) β = 0.535 (t = 9.250; p < 0.001); and H5 (EE → RTC) β = 0.601 (t = 11.758; p < 0.001). These results reinforce prior evidence that leadership and culture shape change processes and engagement, which, in turn, promote readiness to change.

4.7. Discussion

This study empirically investigates the influence of transformational leadership, organizational culture, change management, and employee engagement on organizational readiness for change within the Indonesian banking sector. Utilizing a quantitative approach, data were collected via structured questionnaires to evaluate the interrelationships among these variables. The findings reveal a statistically significant positive relationship between transformational leadership and effective change management, particularly evident in large-scale banks. Questionnaire responses further indicate that transformational leadership behaviors, such as leaders consistently providing developmental guidance to employees, enhance workforce preparedness to embrace managerial changes. These results underscore the critical role of leadership-driven developmental support in fostering adaptability during organizational transitions, offering practical insights for banking institutions navigating dynamic market environments.

Corporate culture in state-owned banks, such as the AKHLAK Values (*Amanah*/Trustworthy, *Kompeten*/Competent, *Harmonis*/Harmonious, *Loyal*/Loyal, *Adaptif*/Adaptive, *Kolaboratif*/Collaborative), emphasizes the significance of collaboration and adaptability to enhance organizational synergy. Similarly, BCA Bank prioritizes teamwork as a core value, fostering synergistic behaviors in its operations. This aligns with the findings of Hussain et al. (2021), who highlight transformational leadership's direct impact on driving change and engaging employees in organizational change management. Strong transformational leadership positively influences change management processes, enabling effective adaptation to dynamic environments. Prior research corroborates this relationship, demonstrating the critical role of transformational leadership in facilitating organizational change (Alqatawenh, 2018; Bagga et al., 2023; Hamstra et al., 2011; Hussain et al., 2021; Yaghi, 2017). These insights underscore the necessity of leadership that cultivates adaptability and collaboration to successfully navigate evolving business landscapes.

Transformational leadership significantly shapes organizational culture, as evidenced by employee surveys in the banking sector, where workers value leaders who provide self-development guidance and foster a sense of belonging. In Indonesian state-owned banks (e.g., Mandiri, BRI, and BNI), the AKHLAK culture emphasizes core values such as loyalty and harmony, whereas private banks such as BCA prioritize teamwork. Transformational leaders effectively align organizational culture with strategic objectives, thereby enhancing efficiency. Studies confirm this linkage, with Ridlwan et al. (2021) asserting that leadership success hinges on cultural management, while Widyaningrum and Amalia (2023) and others (Gholamzadeh *et al.*, 2014; Muawanah *et al.*, 2020; Ratina *et al.*, 2021) validate the correlation between transformational leadership and cultural cohesion.

Organizational culture significantly influences change management in central Indonesian banks, with employees demonstrating readiness to embrace organizational shifts. Institutions such as Bank Mandiri, BRI, and BNI implement the AKHLAK cultural framework, emphasizing integrity, loyalty, accountability, and adaptability, which aligns with BCA's integrity-driven values. These principles foster honesty, consistency, and accountability in operational adjustments during periods of change. Covic and Plannic (2020) emphasize organizational adaptability to environmental dynamics as critical for effective internal implementation and harmonious culture, thereby ensuring systemic and business stability. These findings corroborate those of previous studies on the interplay between organizational culture and change management (Bagga et al., 2023; Onyango, 2014; Too, 2018).

The relationship between change management and employee engagement is significant, particularly in fostering proactive problem-solving when organizational changes are communicated effectively by leadership. In Indonesia's major banking institutions—Bank Mandiri, BRI, BNI, and BCA–cultural value-based change management strategies have strengthened employee engagement. While Mandiri, BRI, and BNI emphasize harmony, adaptability, and collaboration, BCA prioritizes teamwork and integrity. These practices cultivate transparent work environments that enhance engagement, aligning with Pattnaik 's(2016) assertion that inclusive decision-making during organizational change amplifies employee commitment. This finding is further corroborated by prior studies (Chien, 2015; Pattnaik,

2016; Sonenshein & Dholakia, 2012), underscoring the critical role of strategic change management in sustaining workforce engagement.

This study examines permanent employees at Indonesia's state-owned banks (Mandiri, BNI, BRI) and private bank BCA and reveals that employee engagement significantly enhances change readiness. Employees adhering to established problem-solving protocols build robust professional reputations and access career advancement opportunities. In state-owned banks (SOEs), a culture emphasizing competence and adaptability aids employee adaptation. BCA's values of integrity, continuous pursuit of excellence, and customer focus drive staff to embrace change aligned with client needs. Change management, organizational culture, and transformational leadership collectively shape engagement, reframing employees' perceptions of change as opportunities rather than threats, thereby accelerating adaptability. These findings align with those of previous studies (Bevan, 2011; Matthysen et al., 2018; Munthe & Mariatin, 2022; Zulkarnain et al., 2024). Reinforcing employee engagement as a critical determinant of successful organizational change.

5. Conclusions

5.1. Conclusion

This study concludes that transformational leadership, organizational culture, change management, and employee engagement significantly influence employees' readiness to change within the Indonesian banking sector. Transformational leaders play a critical role in shaping organizational culture and guiding effective change management, which in turn enhances employee engagement. A supportive and adaptive culture strengthens an organization's capacity to manage transformation, whereas engaged employees demonstrate higher motivation and openness toward change. These findings emphasize that readiness for change is not merely an outcome of strategic planning but also a result of leadership quality, organizational alignment, and employees' emotional commitment. Theoretically, this study extends readiness-to-change research by empirically positioning employee engagement as a central mechanism through which leadership, culture, and change management translate into change readiness. Practically, the findings imply that banking leaders should strengthen transformational leadership capabilities, institutionalize adaptive cultural values, and execute structured and inclusive change management communication to sustain employee engagement and accelerate readiness for ongoing transformation.

5.2. Research Limitations

This study was limited to Tier-4 banks (Bank Mandiri, BRI, BNI, and BCA) and involved 201 respondents with a minimum of five years of service. Therefore, the findings may not be generalizable to smaller financial institutions and other industries. In addition, the cross-sectional design restricts the ability to observe changes over time and may not fully capture the causal relationships between the variables.

5.3. Suggestions and Direction for Future Studies

Future studies should (1) apply longitudinal designs to observe how readiness to change evolves across different phases of change; (2) conduct comparative research across different industries (e.g., banking vs. manufacturing vs. the public sector) or across bank categories (Tier-4 vs. smaller banks) to test generalizability; and (3) incorporate multi-source data (e.g., supervisor ratings or archival HR metrics) to reduce common method bias. Banking leaders should prioritize transformational leadership development, foster adaptive organizational cultures, and implement inclusive communication strategies to enhance employee engagement and organizational readiness for continuous transformation.

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