The Influence Of Transformational Leadership And Competence On Employee Performance Through Readiness To Change In Badung Pamong Praja Police Unit

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ArticleInfo	ABSTRACT
Keywords: transformational leadership, competence, readiness to change, employee performance, Badung Satpol PP	This research aims to determine the influence of transformational leadership, competency and readiness to change on employee performance at the Badung Satpol PP, then to determine the influence of transformational leadership and competency on readiness to change, then to determine the influence of transformational leadership and competency on employee performance through readiness to change. changed at Badung Satpol PP. The sampling technique uses a purposive sampling method. The population in this study is all employees of the Badung Regency Civil Service Police Unit in 2024, totaling 288 employees. The type of data used in this research is quantitative data. The data source in this research is primary data. Data analysis in this research uses the Partial Least Square (PLS) approach using SmartPLS software, namely SmartPLS 4.0. The research results show that, 1) Transformational leadership has a positive and significant effect on employee performance, 2) Competency has a positive and significant effect on employee performance, 3) Readiness to change has a positive and significant effect on employee performance, 4) Transformational leadership has a positive and significant effect on readiness to change, 5) Competence has a positive and significant effect on readiness to change, 6) Readiness to change is able to mediate the influence of transformational leadership on employee performance, and 7) Readiness to change is able to partially mediate the influence of competence on employee performance.
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INTRODUCTION

Sumber Daya Manusia (SDM) merupakan aspek penting dalam sebuah organisasi. Pengelolaan SDM yang baik memiliki dampak positif terhadap peningkatan kinerja organisasi. Menurut Pusparani et al., (2021), kinerja sangat penting bagi sebuah organisasi karena dapat menjadi tolak ukur efektifitas organisasi, mencerminkan ukuran keberhasilan manajer dalam mengelola organisasi dan sumber daya manusianya. Munandar & Fuady (2017) menjelaskan bahwa salah satu permasalahan yang sering muncul dalam organisasi adalah menghasilkan pegawai dengan kinerja optimal dan produktivitas kerja tinggi. Jufrizen & Hadi (2021) mendefinisikan kinerja sebagai hasil kerja seseorang selama periode tertentu

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dibandingkan dengan standar, target/sasaran atau kriteria yang telah ditentukan dan disepakati bersama.

Human Resources (HR) is an important aspect in an organization. Good HR management has a positive impact on improving organizational performance. According to Pusparani et al., (2021), performance is very important for an organization because it can be a benchmark for organizational effectiveness, reflecting the measure of a manager's success in managing the organization and its human resources.Munandar & Fuady (2017)explained that one of the problems that often arises in organizations is producing employees with optimal performance and high work productivity.Jufrizen & Hadi (2021)defines performance as the result of a person's work during a certain period compared to standards, targets/objectives or criteria that have been determined and mutually agreed upon.

Performance is the work result that can be achieved by a person or group of people in an organization in accordance with their respective authority and responsibilities, in order to achieve organizational goals legally, without violating the law, and in accordance with norms and ethics (Muis et al., 2018). Employee performance has a direct influence on the company's progress or decline (Novitasari et al., 2020). The first factor that influences employee performance is leadership style .Khotijah et al., (2022) states that leaders are a factor that greatly influences employee performance. Effendi (2020) calls leadership a social fact that cannot be avoided by individuals.Rivai (2018) emphasizes that effective leadership must direct workers' efforts in achieving organizational goals, avoiding situations where workers only achieve personal goals and make the organization inefficient.

The transformational leadership style is the most sought after because it is able to encourage employees and has a visionary view. According to Novitasari et al. (2020) Transformational leadership is able to raise the performance of subordinates by motivating employees to develop and achieve the highest performance. (Peng et al., 2021) states that transformational leadership makes followers aware of the value of work and persuades them to put the interests of the organization first. Research result Asbari et al. (2021) shows that the transformational leadership style has a positive and significant effect on employee performance. However, Nurhuda et al., (2019) And (Amalia, 2016) found that transformational leadership did not significantly or did not affect employee performance.

The second factor that influences employee performance is competence. According to Khotijah et al. (2022) Apart from the influence of leaders, the individual factor of employees that influences performance is competence. Competence is a person's ability to complete work, which greatly influences performance because good competency makes a person more accomplished(Soares and Riana, 2018)). Previous research shows that competence has a positive effect on employee performance Khotijah et al. (2022);Novitasari et al. (2020) although there are also those who say it is not significant.

The inconsistency of the research results indicates that there is a research gap in the relationship between transformational leadership and employee performance. This research gap encourages researchers to explore more deeply by highlighting the mediating variable, namely readiness to change. Kwahk and Lee (2018) states that research on change readiness is very important considering that organizations cannot avoid challenges that require

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resolution and change. Readiness to change is the belief, attitude and intention of each member of the organization regarding the changes needed and the capability to implement them (Novitasari et al., 2020).

When individual readiness for change is high, organizational members will be more likely to initiate change and demonstrate cooperative behavior so that change implementation is effective. In the transformation process, transformational leadership is the most suitable style(Khotijah et al., 2022). Readiness to change is important to understand whether it can be a mediator between transformational leadership and competence on employee performance. Oreg & Berson (2011), Allen, Smith and Da Silva (2013) state that there is an influence of transformational leadership on readiness to change. This type of leader facilitates followers to cope with change, supports self-efficacy, and empowerment during change (Holten & Brenner, 2015). Mahessa & NRH (2017) and Katsaros et al. (2020) stated that readiness to change has a positive effect on performance and can mediate the relationship between leadership style and company performance.

This research replicates the research of Novitasari et al. (2020) and Khotijah et al. (2022), but carried out at the Badung Regency Civil Service Police Unit (Satpol PP) (public sector). In addition, this research explores data analysis techniques by testing mediation effects using mediation procedures and Variance Accounted For (VAF) calculations as well as bootstrapping to determine the type of mediation of readiness to change as an intervening variable (Hair, 2019).

This research was conducted at the Badung Regency Civil Service Police Unit, a regional apparatus with the main task of enforcing Regional Regulations and Regional Heads, maintaining public order and peace, and protecting the community. Badung Satpol PP, Type A regional apparatus, has a strategic role in supporting the performance of the Badung Regency Government. The performance of Satpol PP in enforcing regulations is very important to support increasing local revenue (PAD) through creating public order and public peace. The Badung Satpol PP in 2023 will number 183 people with the task of enforcing local regulations and regional regulations, maintaining public order and peace, and protecting the community.

Badung Satpol PP receives regular training through Technical Guidance (Bimtek) including Technical Guidance for Civil Servant Investigators (PPNS), Archives, Personnel, Regional Financial Management, and Equality. However, this training is inadequate compared to the complexity of the task and the scope of the Satpol PP assignment area. The results of a preliminary study (pre-research) through the Government Agency Performance Report (LKjIP) show that the performance achievements of the Badung Satpol PP have not been optimal, with budget realization only reaching 93.53% of the budget ceiling of Rp. 3,077,013,829.2,-. The percentage indicator for enforcement of Regional Regulations and Regional Heads only reached 95% in 2020. The challenge for the Badung Satpol PP is to improve performance through the application of transformational leadership and increasing employee competency.

Transformational leadership and readiness for change are demonstrated by various efforts to improve Satpol PP's Main Performance Indicators (IKU). The Civil Service Police Unit

as an institution tasked with enforcing local regulations and regional regulations, maintaining public order and public peace, as well as protecting the community is required to outline the direction of the Badung Regency Universal Planning development policy for 2021-2026. Based on information from the Badung Satpol PP Strategic Plan (Renstra), internal and external challenges and problems must be resolved referring to the main tasks and functions they have. Internal problems include: inadequate community compliance with order and peace, lack of insight, skills and human resource performance, weak evaluation of development patterns, the need for clear and synergistic guidelines, direction and authority with relevant regional apparatus, as well as increased cooperation with security and law enforcement officials.

Opportunities that can be exploited to improve the performance of the Badung Satpol PP are the potential for human resources with insight, skills and good performance, improving coordination with security and law enforcement officers, increasing synergy and cooperation in carrying out their duties, increasing the presence of the Civil Service Police in the community. to maintain public order and tranquility, as well as increase cooperation with all elements of society in maintaining peace and public order.

Data from the Badung Regency Civil Service Police Unit Position Map for 2024 shows that the human resource needs in Satpol PP are still not ideal, with a bezetting of 186 people from the ideal requirement of 532 people, indicating a shortage of 352 human resources. The challenge for the Badung Satpol PP leadership is to carry out transformation efforts through the application of transformational leadership and increasing readiness to change for all ASN to achieve optimal performance. Implementation of transformational leadership patterns and readiness for change is demonstrated by digital transformation through online-based complaints, socialization and openness of public information through digital platforms, as well as increasing HR competency through competency training.

The inconsistency of research results (research gap) as well as pre-research results (preliminary study) showing the phenomenon of transformational leadership, competence, and readiness to change as well as the suboptimal performance of Satpol PP make this research relevant to conduct. Based on the background of this research, several problem formulations can be identified to explain the relationship between transformational leadership, competence, and readiness to change on employee performance in the Badung Regency Civil Service Police Unit (Satpol PP). First, it is important to know whether transformational leadership has a significant influence on employee performance. Second, it is necessary to examine whether employee competence has an effect on employee performance. Third, readiness to change is also hypothesized to have an influence on employee performance, so it needs to be studied further. Apart from that, this research also aims to understand whether transformational leadership and employee competence influence readiness to change. Finally, this research wants to explore whether readiness to change can be a mediating variable in the relationship between transformational leadership and competence on employee performance in the Badung Regency Satpol PP.

The main objective of this research is to identify and analyze the influence of transformational leadership on employee performance at the Badung Regency Satpol PP.

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Apart from that, this research also aims to measure the influence of competence on employee performance and understand the extent to which readiness to change influences employee performance. This research also aims to explore the influence of transformational leadership and competence on readiness for change in the Badung Regency Satpol PP environment. Furthermore, this research wants to test whether readiness to change can act as a mediating variable in the relationship between transformational leadership and competence on employee performance, with the hope that the results of this research can provide practical and theoretical contributions in improving employee performance in the public sector.

The results of the research are expected to provide benefits to related parties, including: contributing to empirical studies on the influence of transformational leadership on employee performance, competency on employee performance, the influence of readiness to change on employee performance, the influence of transformational leadership and competency on employee performance with readiness changes as an intervening variable. The results of the research are used as material for consideration in determining a good strategy to be implemented by the Badung Regency Civil Service Police Unit in order to improve employee performance. Optimizing the application of transformational leadership style and competence and encouraging the level of readiness for change among employees within the Badung Satpol PP environment.

METHODS

Research design

This research examines the direct influence of transformational leadership variables on employee performance, the direct influence of competence on employee performance, the influence of readiness to change on employee performance and the indirect influence of transformational leadership variables on employee performance with readiness to change as an intervening variable and the indirect influence of competency variables. on employee performance with readiness to change as an intervening variable using digital leadership and career development as independent variables, employee performance as a dependent variable and organizational commitment as a mediating variable. The variables in this research consist of 2 (two) independent variables, namely transformational leadership and competence, 1 (one) intervening (mediating) variable, namely readiness to change, and 1 (one) dependent variable, namely employee performance. Data processing is carried out using the Partial Least Square (PLS) approach using software namely SmartPLS. The results of the analysis are then interpreted so that they can answer existing problems

Population and Sample

Population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2019: 56). The population in this study were all employees of the Badung Regency Civil Service Police Unit in 2024, totaling 288 employees. The sampling method in this study used a non-probability sampling method using a purposive sampling technique. Purposive sampling is a sampling technique that is carried out and based on certain considerations that are tailored to Sugiyono's research objectives (2021: 135).

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Conceptual Framework

This research is motivated by the phenomenon that the performance of the Satpol PP of the Badung Regency government is still not optimal. This is reflected in the number of violations of public order and public order, such as violations of business permits, violations of building permits (IMB), violations of green lanes, the discovery of sprawl or homelessness and other public order disturbances. This indicates that the performance of the Badung Satpol PP is not optimal.

Currently, Badung Satpol PP is making various efforts to improve performance, one of which is through improving employee performance. Implementation of transformational leadership patterns or styles and increasing employee competency through participation in various types of technical guidance (Bimtek) and education and training (Diklat) such as civil service training, basic Satpol PP training, Civil Servant Investigator (PPNS) training, intelligence training. This effort is a form of Badung Satpol PP's readiness to respond to changes or increasingly dynamic work dynamics. Several previous studies such as research results Anhara et al., (2023) and research Khotijah et al., (2022) shows that transformational leadership has a positive and significant effect on employee performance. In addition, research results Puspitawaty (2020) shows that competence has a positive and significant effect on employee performance.

Several previous studies have examined the influence of transformational leadership and competence on employee performance, but the results are still mixed (inconsistent). This inconsistency is thought to be caused by the existence of contingency variables in the form of moderating variables or mediating variables. The inconsistency in the research results prompted the author to re-examine the influence of transformational leadership and competence on employee performance with readiness to change as a mediating variable. This research uses the variable readiness to change as a mediating or intervening variable. This research is a replication of research Khotijah et al., (2022) which states that the role of readiness to change can mediate the influence of transformational leadership and competence on employee performance.

Based on the description above, the researcher created a conceptual framework that describes this research. According to Sugiyono (2019:95), a conceptual framework or framework is a conceptual model of how a theory relates to various factors that have been identified as important problems. The conceptual framework is the relationship between supporting theories or concepts in research which is used as a guide in arranging systematic research. The conceptual framework guides researchers to systematically explain the theories used in research. In connection with the explanation above, a research concept can be developed which is a logical connection from the theoretical basis and empirical studies that have been explained previously. This concept is presented in figure 1 below.
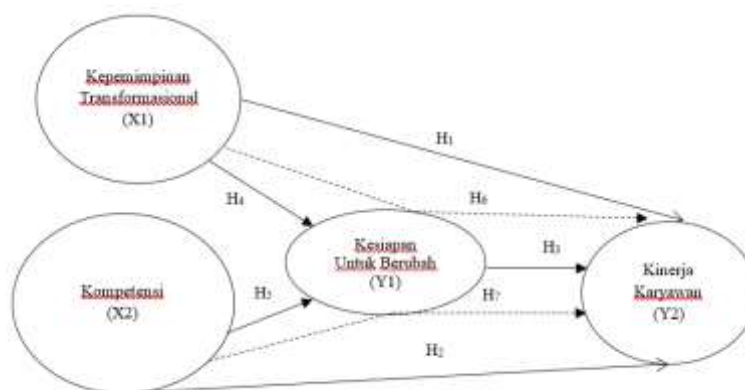
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Figure 1. Conceptual Framework
Source: processed data, 2024

Research Hypothesis

The Influence of Transformational Leadership on Employee Performance at the Badung Satpol PP

The influence of transformational leadership on employee performance is explained by goal setting theory. Leadership is an important factor due to the fact that replacing a leader often changes the performance of a unit, agency or organization and one of the internal factors that influence organizational success is leadership, including the leadership process at every level of the organization, the competence and actions of the leader concerned (Efliyulia et al., 2022). Based on the explanation, the following hypothesis can be formulated: H1: transformational leadership has a positive and significant effect on employee performance at Badung Satpol PP

The Influence of Competency on Employee Performance at Badung Regency Satpol PP

The influence of competency on employee performance is explained by goal setting theory. The factor that supports employee performance to increase is competence. Competence in this case is the employee's ability to provide the ability to work neatly and have an attitude to complete the work in accordance with the expertise of the workforce in the field of work which of course provides a level of results from their hard work. If employees have high competence, this can provide an increase in the employee's work results. Employees who have work abilities that are appropriate to their field of work will be more careful about the results that employees get at work (Febriandono et al., 2019).Based on the presentation, the following hypothesis can be formulated:

H2: competency has a positive and significant effect on employee performance at the Badung Regency Satpol PP

The Influence of Readiness to Change on Employee Performance at the Badung Satpol PP

Employees who are ready to change are also employees who have a growth mindset. Transformational leadership influences readiness to change. The more prepared employees are to change, it also influences their performance positively, the results of a growth mindset influence employee performance, and human resource development has a positive and significant influence on employee performance. Readiness is employees' belief that they are

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able to implement the proposed change, the proposed change is appropriate for the organization to undertake, the leader is committed to the proposed change, and the proposed change will provide benefits to members of the organization. Employees who are ready for change are employees who have the behavior of accepting and implementing plans for the changes that will be made (Novitasari et al., 2020). Based on the explanation, the following hypothesis can be formulated:

H3: readiness to change has a positive and significant effect on employee performance at Satpol PP

The Influence of Transformational Leadership on Readiness for Change in the Badung Satpol PP

Readiness to change indicates the extent to which an individual is cognitively and emotionally inclined to accept and adopt a particular plan aimed at change (Asbari et al., 2021). Readiness to change is an individual's willingness to accept and participate in activities that have been prepared by the company after experiencing change (Khotijah, et al., 2023). The success of an organization in changing really depends on the readiness of its employees. One of the factors that influences employee readiness to change is transformational leadership. Leaders with transformational characteristics are agents of positive change and can cope with complex and rapidly changing work environments. This is in accordance with research conducted by Henricks et al. (2020);Novitasari et al. (2020);Peng et al. (2021);Yeap (2021) which states that transformational leadership has a positive and significant effect on readiness to change. Based on the explanation above, the following hypothesis can be formulated:

H4: Transformational leadership has a positive and significant effect on readiness for change in Satpol PP

The Influence of Competency on Readiness to Change in Badung Satpol PP

According to Kwahk and Lee (2018) that readiness for change is influenced by competence. The competency level of employees will increase based on previous work experience which will also produce new confidence when they perform different or new tasks after the change. Competency shows the potential to carry out a job in accordance with one's abilities, skills and knowledge. Competence as a value is a strength in responding to every incident or problem in the work environment. In carrying out tasks, the reality shows that work ability plays a significant role in determining what can be done in order to achieve certain goals. Individuals who have above average competence with adequate education or knowledge to carry out their work will find it easier to face change (Febriandono et al., 2019). Based on the explanation above, the following hypothesis can be formulated:

H5: Competence has a positive and significant effect on readiness to change in Satpol PP

The Influence of Transformational Leadership on Employee Performance at the Badung Satpol PP through Readiness to Change as an Intervening Variable

The success of an organization in changing really depends on the readiness of its employees. One of the factors that influences employee readiness to change is transformational leadership. Leaders with transformational characteristics are agents of positive change and can cope with complex and rapidly changing work environments.

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Transformational leadership that is more communicative, participative, and involves employees in the change process will encourage employees to carry out change initiatives and reduce employee reluctance to change. Leaders who are considered to be able to lead successfully are transformational leadership. Transformational leadership is leadership that is described as being able to grow or motivate each member to develop and achieve maximum performance. Based on the explanation, the following hypothesis can be formulated:

H6: Transformational leadership has a positive and significant effect on employee performance. On Employee Performance at Badung Satpol PP through readiness as an Intervening Variable

The Influence of Competency on Employee Performance on Employee Performance at Badung Satpol PP through Readiness to Change as an Intervening Variable

PIn the digital era with rapid developments and changes, teachers are also required to be prepared to respond to changes quickly and responsively. Readiness for change or what is commonly known as readiness for change in an organization. This readiness is important for organizational members in dynamic and rapidly changing environmental situations because they are required to respond to changes as challenges and profitable opportunities. Novitasari, et al (2020) found that readiness for change has a positive and significant effect on a person's performance. Competence and readiness for change are two important things that employees need due to very rapid technological developments. Readiness to change will produce behavior that supports change. Employees who are mentally ready to change will be willing to learn new things and perform more in order to be able to achieve the expected changes. Readiness to change will also influence the level of expertise and skills of employees at work so that they can maximize their work results. Readiness to change will produce behavior that supports change. Readiness to change will also influence the level of expertise and skills at work so that you can maximize work results. Based on the explanation, the following hypothesis can be formulated:

H7: competency has a positive and significant effect on employee performance with readiness to change as

RESULTS AND DISCUSSION

Respondent Characteristics

Research data was obtained from the results of a questionnaire that was distributed to 160 research respondentsemployee at the Badung Regency Civil Service Police Unit. Respondent characteristics include gender, age, and length of work of the respondent. A summary of the characteristics of respondents can be seen in Table 1 below.

Table 1. Characteristics of Respondents

No	Characteristics	Classification	Number of Respondents (people)	Percentage Respondent (%)
1	Gender	Man	135	84.4
		Woman	25	15.6
		Amount	160	100

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No	Characteristics	Classification	Number of Respondents (people)	Percentage Respondent (%)
2	Age	21 – 30 Years	5	3.1
		31 – 40 Years	5	3.1
		41 – 50 Years	75	47
		51 – 60 Years	75	47
	Amount		160	100
	Amount		160	100
3	Length of work	5-10 years	5	3.1
		11-20 years old	55	34.4
		21-30 years old	95	59.5
		>30 years	5	3.1
	Amount		160	100

Source: Results of primary data processing, 2024

Table 1 shows the respondents in this study, namely Badung Regency Civil Service Police The dominant gender is male with a total of 135 people or 84.4 percent, while there are 16 female employees or 36.4 percent. This means that there are more male employees than female employees working at Badung Regency Civil Service Police Unit. Data shows that respondents aged 21-30 years and those aged 31-40 years were 5 people each or 3.1 percent. Then respondents aged 41-50 years and those aged 51-60 years were 75 people or 47 percent. These results provide information thatBadung Regency Civil Service Police Unitthe majority are over 41 years old. The age range of more than 41 years indicates that respondents tend to have quite a long working experience inBadung Regency Civil Service Police Unit, so it is hoped that they will be able tohave good performance.Grouping respondents based on length of work shows that respondents who work inBadung Regency Civil Service Police Unit with a long working period 5-10 a year there are as many as 5 people or 3.1 percent, then that works for 11 until 20 years is as much 55 person or 34.4percent,Thendian respondents who worked during21 until 30 as many years 95 person or 59.5 percent And which works more than 30 years as much 5 person or 3.1percent. This indicates that the majority Badung Regency Civil Service Police Unithave a service life of 21 to 30 yearswhich indicates that the officer Badung Regency Civil Service Police Unithas a high attitude of loyalty because he has worked for more than 20 years.

Hypothesis testing results

Hypothesis testing is carried out using a t-test by dividing it into testing direct influence and indirect influence or testing mediating variables. In the following section, the results of direct influence testing and mediating variable testing are described respectively.

Direct Effect Test Results

This research uses a Partial Least Square (PLS) analysis approach to test the research hypothesis that was stated previously. The results of the empirical research model analysis using Partial Least Square (PLS) analysis can be seen in Figure 2 below.
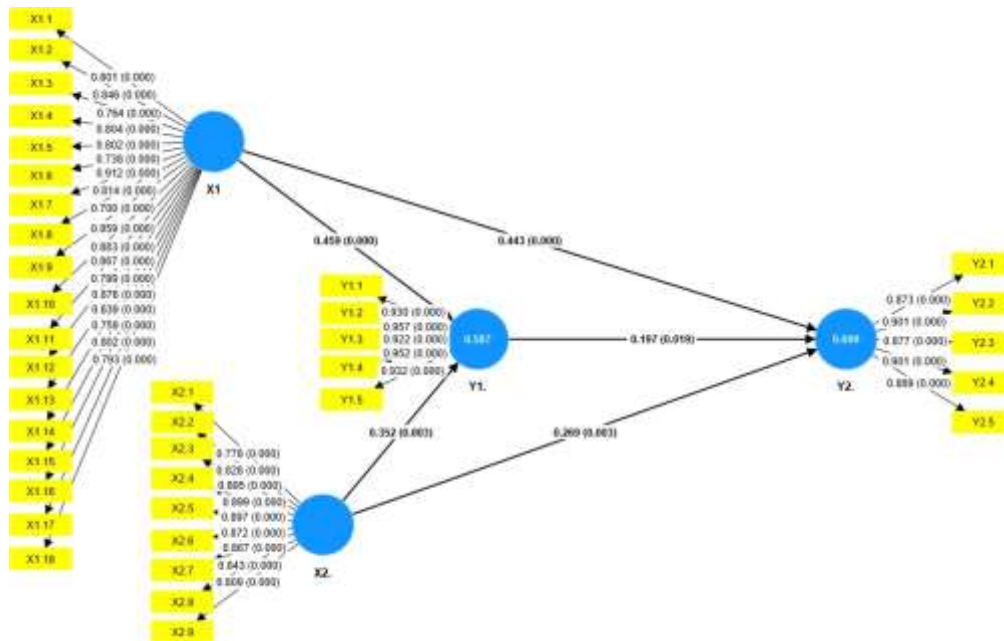
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Figure 2. Empirical PLS Algorithm Model

Based on figure 2, it can be seen that the relationship between all variables has a p value of less than 0.050 with a positive coefficient so that there is a positive and significant influence between the variables studied. Furthermore, the results of the path coefficient test on each path for direct influence can be presented in Table 3 below.

Table 3. Results of Direct Effect Testing (Path Coefficient)

	Relationship Between Variables	Path Coefficient (Original Sample)	T Statistics	P Value	Information
H1	X1 (Transformational leadership) -> Y2 (Employee performance)	0.443	4,774	0,000	Significant Positive
H2	X2 (Competency) -> Y2 (Employee performance)	0.269	2,946	0.003	Significant Positive
H3	Y1 (Readiness to change) -> Y2 (Employee performance)	0.197	2,355	0.019	Significant Positive
H4	X1 (Transformational leadership) -> Y1 (Readiness to change)	0.459	4,538	0,000	Significant Positive
H5	X2 (Competency) -> Y1 (Readiness to change)	0.352	2,992	0.003	Significant Positive

Source: Data Processed Results, 2023

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Information from Table 3, the results of hypothesis testing can be determined which are presented in the following description:

1. Transformational leadership has been proven to have a positive and significant effect on employee performance. This result is shown by the positive path coefficient of 0.443 with a t-statistic of 4.774 (t-statistic > 1.96), and a p value of 0.000 <0.050, thus, hypothesis 1 (H1) can be proven. The results obtained can be interpreted to mean that the better the transformational leadership, the more employee performance will increase.

2. Competency has been proven to have a positive and significant effect on employee performance. This result is shown by the positive path coefficient of 0.269 with a t-statistic of 2.946 (t-statistic > 1.96), and a p value of 0.003 <0.050, thus, hypothesis 2 (H2) can be proven. The results obtained can be interpreted as meaning that the higher the competency opportunities provided, the more employee performance will increase.

3. Readiness to change has been proven to have a positive and significant effect on employee performance. This result is shown by the positive path coefficient of 0.197 with a t-statistic of 2.335 (t-statistic > 1.96), and a p value of 0.000 <0.050, thus hypothesis 3 (H3) can be proven. The results obtained can be interpreted as meaning that the higher the readiness to change, the more employee performance will increase.

4. Transformational leadership has been proven to have a positive and significant effect on readiness to change. This result is shown by the positive path coefficient of 0.459 with a t-statistic of 4.538 (t-statistic > 1.96), and a p value of 0.000 <0.050, thus, hypothesis 4 (H4) can be proven. The results obtained can be interpreted to mean that the better the transformational leadership, the greater the readiness to change.

5. Competence has been proven to have a positive and significant effect on readiness to change. This result is shown by the positive path coefficient of 0.352 with a t-statistic of 2.992 (t-statistic > 1.96), and a p value of 0.003 <0.050, thus, hypothesis 5 (H5) can be proven. The results obtained can be interpreted as meaning that the higher the competency opportunities provided, the greater the readiness to change.

Indirect Effect Testing

Furthermore, the influence of the indirect relationship can be seen from the results of the specific indirect effect test in Table 4:

Table 4. Indirect Effect Test Results

	Original sample (O)	T statistics (|O/STDEV|)	P values	Information
X1 (Transformational leadership) -> Y1 (Readiness to change) -> Y2 (Employee performance)	0.090	1,969	0.027	Significant Positive
X2 (Competency) -> Y1 (Readiness to change) -> Y2 (Employee performance)	0.069	2,294	0.022	Significant Positive

Source: Data Processed Results, 2023

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Based onTable 4 shows the results of the indirect influence between variables as follows:

1. Transformational leadership(X1) on employee performance (Y2) through readiness to change (Y1) obtained a correlation value of 0.218 with a t statistic of 1.969>1.96, and a p value of 0.027<0.050, so there is a significant positive indirect effect between transformational leadership on employee performance through readiness to change.
2. Competence(X2) on employee performance (Y2)through Readiness to change (Y1) obtained a correlation value of 0.069 with a t statistic of 2.294>1.96, and a p value of 0.022<0.050, so there is a significant positive indirect effect between Competence on employee performance through Readiness to change.

Discussion

The Influence of Transformational Leadership on Employee Performance

Data analysis shows that the p-value of the transformational leadership variable on employee performance is 0.000, which is smaller than 0.05. The positive path coefficient value is 0.443 and the t-statistic value is 4.774 which is greater than the t-table of 1.96. This shows that transformational leadership has a positive and significant effect on employee performance, so the hypothesis is accepted.

The Influence of Competency on Employee Performance

Data analysis shows that the p-value of the competency variable on employee performance is 0.003, which is smaller than 0.05. The positive path coefficient value is 0.269 and the t-statistic value is 2.946 which is greater than the t-table of 1.96. This shows that competence has a positive and significant effect on employee performance, so the hypothesis is accepted.

The Effect of Readiness to Change on Employee Performance

Data analysis shows that the p-value of the readiness to change variable on employee performance is 0.000, which is smaller than 0.05. The positive path coefficient value is 0.197 and the t-statistic value is 2.335 which is greater than the t-table of 1.96. This shows that readiness to change has a positive and significant effect on employee performance, so the hypothesis is accepted.

The Influence of Transformational Leadership on Readiness to Change

Data analysis shows that the p-value of the transformational leadership variable on readiness to change is 0.006, which is smaller than 0.05. The positive path coefficient value is 0.459 and the t-statistic value is 4.538 which is greater than the t-table of 1.96. This shows that transformational leadership has a positive and significant effect on readiness to change, so the hypothesis is accepted.

The Influence of Competency on Readiness to Change

Data analysis shows that the p-value of the competency variable on readiness to change is 0.003, which is smaller than 0.05. The positive path coefficient value is 0.352 and the t-statistic value is 2.992 which is greater than the t-table of 1.96. This shows that competence has a positive and significant effect on readiness to change, so the hypothesis is accepted.

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The role of readiness to change in mediating the influence of transformational leadership on employee performance

The analysis shows that transformational leadership has a positive and significant effect on employee performance through readiness to change, with a correlation value of 0.218, t-statistic 1.909 > 1.96, and p-value 0.0127 < 0.050. This means that readiness to change is able to mediate the influence of transformational leadership on employee performance, so the hypothesis is accepted.

The role of readiness to change in mediating the influence of competency on employee performance

The analysis shows that competence has a positive and significant effect on employee performance through readiness to change, with a correlation value of 0.069, t-statistic 2.294 > 1.96, and p-value 0.022 < 0.050. This means that readiness to change is able to mediate the influence of competence on employee performance, so that the hypothesis is accepted.

CONCLUSION

Based on the results of research analysis and the results of the discussion in the previous chapter, the conclusions of this research are as follows: 1) Transformational leadership has a positive and significant effect on employee performance. This means that the better the implementation of transformational leadership in the Badung Regency Civil Service Police Unit, the more the employee's performance will improve. 2) Competency has a positive and significant effect on employee performance. This means that the higher the competency, the more the performance of employees in the Badung Regency Civil Service Police Unit will improve. 3) Readiness to change has a positive and significant effect on employee performance. This means that the higher the readiness for change in the Badung Regency Civil Service Police Unit, the higher the employee performance will be. 4) Transformational leadership has a positive and significant effect on readiness to change. This means that the better the implementation of transformational leadership in the Badung Regency Civil Service Police Unit, the higher the readiness for change in the Badung Regency Civil Service Police Unit. 5) Competence has a positive and significant effect on readiness to change. This means that the higher the competence of the Badung Regency Civil Service Police Unit employees, the higher the readiness to change employees in the Badung Regency Civil Service Police Unit. 6) Readiness to change is able to mediate the influence of transformational leadership on employee performance. This means iftransformational leadership is getting better and employeesHaving a high sense of readiness to change will cause employee performance to increase. 7) Readiness to change is able to mediatepartially on the influence of competence on employee performance. This means ifthe competence of employees is getting higher and employeesHaving a high sense of readiness to change will lead to increased employee performance.

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