THE RELATIONSHIP BETWEEN TRANSFORMATIONAL AND CROSS-GENERATIONAL LEADERSHIP ON READINESS FOR CHANGE TO ACHIEVE THE 2020 VISION AT PT. SURI TANI PEMUKA

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ABSTRACT

This research is a quantitative research which aims to examine the relationship of transformational leadership to readiness for change, the relationship of cross generational to readiness for change, and the relationship of transformational leadership and cross generational to readiness for change. Subjects in this study were employees with a total of 75 samples using sensus sampling techniques. This study uses 2 scales of measuring instruments, namely: readiness for change measuring instrument and transformational leadership measuring instrument. The results of this study indicate that there is a significant relationship between organization culture to engagement with $r = 0,236$. There is a significant relationship between cross generational to readiness for change with $r = 0,122$. There is a significant relationship between transformational leadership and cross generational to readiness for change with $R = 0,289$ or $28,9\%$.

Keywords: Readiness for Change, Transformational Leadership, Cross Generational.

INTRODUCTION

A growing business organization definitely has a vision to continue to grow and become a market leader in its industry. When the position as market leader is finally achieved, the position will then reverse, where the company that is leading the market will again be attacked by market challengers, especially the market leader who has abdicated. Therefore, the company's efforts to continue to grow, both as a market leader and a market challenger, must continue. In the business world, the jargon "Change or Die!" is very familiar. This is what has been experienced, one of Japfa Comfeed's subsidiaries, PT. Suri Tani Pemuka (STP), since its birth in 1992, has continued to grow rapidly and become a market challenger in the animal feed industry in Indonesia. STP is an animal feed and fish rearing company that is currently experiencing global competition, we are currently carrying out a comprehensive change or transformation program starting in 2018.

The presence of the STP Vision for 2020, "To Be a Customer Solution Company in 2020" is the main driving force for the company to launch the "STP Business Transformation Project (STP BTP)" two years ago with around 17 main projects which continue to be launched from 2017 to 2020 coming. All leaders and employees are involved in the implementation of STP BTP, a business transformation project which is the main focus of STP to realize its 2020 Vision.

In this series of causal relationships, researchers try to place each variable in the perspective of organizational behavior, and relate it to various phenomena that occur in PT. Suri Tani Pemuka (STP), characteristics of leadership (Department Head and Section Head) as agents of change and organizational conditions as considerations in determining hypotheses.

The background is that competition in the aquafeed business in Indonesia is getting tougher and tighter in Indonesia in particular and Southeast Asia in general, because almost all world-class aquafeed players have entered Indonesia. Increasing competition in the aquafeed business has forced STP to carry out business change programs, better known as the STP Business Transformation Project (STP BTP). STP BTP is intended to move STP with all its business potential towards STP's Total Solution Company Vision 2020. The STP BTP program is a change program that is "re-orientation" (David A. Nadler and Michael L. Tushman, 1989), where STP in 2017 prepared a new vision orientation, namely Vision 2020: "Becoming a Total Solution Company in 2020." To realize this new vision, Top Management (Board of Directors) determined 17 (seventeen) business transformation projects to achieve Vision 2020, which is ultimately intended to consistently improve the performance and effectiveness of the organization so that it is able to win competition in the aquafeed business in Indonesia.

One of the problems underlying the importance of this research is the reality that has occurred in the field since the STP BTP started in 2017, Top Management suspects that there is a generational difference between the Change Agents who are generally Gen-X and most employees who are generally Gen-Y and Gen -Z, as well as the quality of Transformational Leadership for Change Agents that has never been provided, so that the speed and quality of STP BTP performance in 2017 and 2018 is considered less effective. From the results of discussions with the HRD department, it turned out that there were phenomena of generation gaps between generations at STP. In recent years, employee recruitment has been carried out on a large scale to meet job needs at STP, namely from the younger generation, namely Gen-Z and Gen-Y, who are generally relatively younger than the existing leadership. The current leaders, whose work weight is more technical, are starting to be emphasized to also rotate STP BTP in their respective business units. From the results of the discussion, the phenomenon was found that these leaders were not yet equipped with the competence to act as Change Agents in the field, so that the ability to Transformational Leadership and Lead Employees Across Generations was still a weakness, making their effectiveness as Change Agents a problem in the field. The lack of readiness of Change Agents as the driving force of the Change Program at STP will disrupt the effectiveness of change (Robbins, 2001).

One of the keys to the success of STP BTP, according to the author's opinion, is the quality of leadership, understanding of cross-generation between 3 (three) generations, namely gen-x, gen-y, and gen-z, as well as readiness to change leaders and employees in running the wheel. transformation and routine business operations. This is because the success of STP BTP is very dependent on the success of the leaders as agents of change (Robbins, 2001). Change Agents, consisting of Department Heads (Middle Management) and Section Heads (First Line Management) have a very important role as the driving force for change at STP through the implementation of the 17 STP BTP projects in all STP business units. The utilization of these Change Agents really determines the speed and quality of achievement of the 17 change programs at STP. Leadership is the middle and first layer of management that STP has relied on to facilitate the BTP process.

Leadership is a classic topic of discussion, but it is still very interesting to research because it is the most frequently observed but little understood phenomenon. The phenomenon of leadership style in Indonesia is an interesting problem and has a big influence in political and state life, as well as in companies that continue to grow and transform. Therefore, the challenge in developing a clear organizational strategy lies primarily in the organization, on the one hand it depends on leadership (Porter, 1996: in Sunarsih 2001). Leadership is an art for managing individuals and society, and motivating their enthusiasm to achieve predetermined goals (John

F and Robert B, 1960: in Ibrahim Ahmad 2006). Leaders try to ensure that their employees are willing and able to work optimally. In carrying out this leadership function, leaders need to pay attention to their leadership style.

The essence of leadership is accountability. The issue of leadership is still very good to research because it is endlessly discussed throughout human civilization. Especially in this day and age where morals and mentality are getting worse. It's like, it's increasingly difficult to find transformational leaders. A transformational leader is actually a leader who is willing to make sacrifices and cares for others and is of a servant nature. However, the reality is different. If you look now at the leaders, from the bottom layer to the highest layer, from the center to the regions. Many leaders are present who do not reflect the figure of what a leader should be, but instead there are leaders who are far from the people's expectations, do not care about the fate of the lower classes, and almost never think about serving the community. Because leadership is based more on personal desires and prioritizes group interests.

Leadership is the process of other people understanding and agreeing on what is needed to carry out a task and how to carry out that task, as well as the process of facilitating individual and collective efforts to achieve common goals (Yukl, 2015). Strong leadership is needed for an organization to achieve its goals. Transformational leadership is a method used by leaders to interact with their subordinates (Bryan Johannes Tampi 2014;3). Transformational leadership is also the antithesis of the leadership model which wants to maintain the status quo, so that transformational leadership can be defined as leadership that includes organizational change efforts (Ahmad Mubarak & Susetyo Darmanto, 2016:3).

Transformational leadership is a leader who has the power to influence subordinates in certain ways (Hay 2006). By implementing transformational leadership, subordinates will feel trusted, appreciated, loyal and respectful of their leaders. In the end, subordinates will be motivated to do more than expected. Without leadership or guidance, the relationship between individual goals and organizational goals may become tenuous (weak). This situation creates a situation where individuals work to achieve their personal goals, while the entire organization becomes inefficient in achieving its goals (Reksohadiprodjo & Handoko, 1991).

Cross-generational work in the work environment is one of the topics that is being widely discussed and implemented in human resource management practices in Indonesia. This intergenerational concept is a periodization concept across generations that live from time to time. According to De Meuse, et.al., (2010), there are four generations of the workforce in the company, namely (i) matures, born between 1920 and 1939; (ii) Boomers, born from 1940 to 1959; (iii) Xers, born from 1960 to 1979; and (iv) Generation Y or millennials who were born from 1980 to the end of 2000. These six generation groups have different characteristics. The veteran generation or often referred to as the silent generation is a generation that is conservative and disciplined (Howe & Strauss, 1991), the Baby Boom generation is a generation that is materialistic and time-oriented (Howe & Strauss, 1991).

Generation X is known as the millennial generation or millennials. The phrase generation Y began to be used in major newspaper editorials in the United States in August 1993. This generation uses a lot of instant communication technology such as email, SMS, instant messaging and social media such as Facebook and Twitter, in other words generation Y is the generation that grew up in the internet booming era. (Lyons, 2004). The youngest generation that has just entered the workforce is generation Z, also called iGeneration or the internet generation. Generation Z has similarities with generation Y, but generation Z is able to apply

all activities at one time (multi tasking) such as: running social media using a cellphone, browsing using a PC and listening to music using a headset. Whatever is done is mostly related to cyberspace. Since childhood, this generation has been familiar with technology and is familiar with sophisticated gadgets which indirectly influence personality. There are significant differences in characteristics between generation Z and other generations, one of the main factors that differentiates them is their mastery of information and technology. They have different expectations in their workplace, are career-oriented, an ambitious professional generation, have technical abilities and language knowledge at a high level. tall. Therefore, they are an excellent workforce. Companies must prepare to engage generation Z because they are effective employees in the digital era (Elmore, 2014).

In recent years, intergenerational definitions have developed, one of which is the definition according to Kupperschmidt's (2000) which states that intergenerational is a group of individuals who identify their group based on the same year of birth, age, location, and events in the lives of that group of individuals who have significant influence in their growth phase. Progress over time also causes the composition of the population for each generation to change, the composition of the baby boomers group begins to decline, if it is related to productive age and the composition of the workforce, the number of generations X and Y groups is the largest. Apart from that, a generation is starting to emerge which is starting to enter the workforce called generation Z. In this company, we need to know across generations because every company also knows across generations to make changes in leadership and readiness to change.

Employee readiness to change in order to transform the company to make its vision a reality has become something that is widely reviewed and studied by human resource management practitioners in Indonesia. Why not, increasingly global business competition forces companies to carry out business transformations to make them more resilient, with more efficient economies of scale, or with larger market shares. For this reason, employees' readiness to change really determines the level of success of the company's transformation in the future.

Change is the most important aspect to create effective and efficient management. The changes continuously experienced by organizations can be caused by several things such as the rapid pace of global development, business risks, exciting opportunities, innovation and new leadership systems (Madsen, et al, 2005). Organizations that always face changes in the business world from time to time also become the main trigger for continuous change which reflects the extent to which individuals tend to agree, accept and adopt specific plans aimed at changing the current situation. Readiness is a cognitive sign of behavior, both resisting and supporting efforts to make changes (Madsen et al., 2005). In addition, Bernerth (2004) also explains that an organization's readiness to change is an important factor for the success of efforts to change. Readiness to change is the main key for organizations that want to always change following developments in the business world.

Readiness to change, especially companies in STP which play an important role in making changes across generations, is a very interesting problem to discuss, therefore the author wants to research this problem with the title "The Relationship between Transformational and Cross-Generational Leadership and Readiness to Change in PT. STP".
Based on the description above, researchers will examine whether there is a relationship between transformational and intergenerational leadership and readiness to change to achieve the 2020 vision at PT. Suri Tani Pemuka.
The problem formulation in this research is:
1. What is the relationship between transformational leadership and readiness to change to

achieve the 2020 vision at PT. Suri Tani Pemuka?

2. Is there a relationship between generations and readiness to change to achieve the 2020 vision at PT. Suri Tani Pemuka?

3. Is there a relationship between transformational and intergenerational leadership to achieve the 2020 vision at PT. Suri Tani Pemuka?

The objectives of this research are:

1. Find out whether there is a relationship between Transformational Leadership and Readiness to change to achieve the 2020 vision at STP.

2. Knowing whether there is a cross-generational relationship with readiness to change to achieve the 2020 vision at STP

3. Find out whether there is a relationship between Transformational and Intergenerational Leadership and Readiness to change to achieve the 2020 vision at STP.

LITERATURE REVIEW
Readiness to Change

Change according to Cook (Cook et.al., 1997) is a process where we move from the prevailing conditions to the desired conditions, carried out by individuals, groups and organizations in reacting to internal and external dynamic forces. According to Armenakis, Harris, and Mossholder (1993), readiness to change is defined as an individual's beliefs, attitudes and intentions that lead to support for change. Meanwhile, according to Holt, Armenakis, Feild, & Harris (2007) defines Readiness to change as a comprehensive attitude that is influenced simultaneously by the content of change (what is being changed), the change process (how the change is implemented), the context of change (the circumstances in which where the change occurs), and individual attributes (characteristics of those who are asked to change) which are collectively reflected in the cognitive and emotional aspects of the individual to indicate the extent to which the individual tends to accept, embrace and adopt changes that are prepared to replace current conditions.

According to Madsen (2005), individual readiness for change is defined as a set of thoughts and an individual's willingness to face certain changes. Organizational change will not be successful without employee change and employee change is ineffective without being prepared first. Berneth (2004) explains that readiness is more than understanding change, readiness is more than belief in change, readiness is a collection of thoughts and intentions for a specific change effort. Meanwhile, Backer (1995) also stated that employee readiness to change involves employee beliefs, attitudes and intentions regarding the extent of change needed and employee perceptions and organizational capacity to carry out these changes successfully.

Employees who are ready to change will believe that the organization will experience progress if the organization makes changes, besides that they have a positive attitude towards organizational change and have the desire to be involved in implementing organizational change Armenakis, Harris & Mossholder (1993). On the other hand, if employees are not ready to change, then they will not be able to keep up and feel like they have failed at the speed of organizational change that is occurring Hanpacern (1998). Other research states that readiness to change is mental and physical readiness to take action Walinga (2008). In this research, what is meant by readiness to change is a comprehensive attitude that is simultaneously influenced by content, process, context and individual characteristics; reflects the degree to which an individual or group of individuals is inclined to approve, accept, and adopt specific plans aimed at changing current circumstances.

The success of the change program itself requires considering the dimensions of change which consist of 5 dimensions (Prosci, 2006), namely:

1. Awareness of the need for change.
2. Desire to make the change happen.
3. Knowledge about how to change.
4. Ability to implement new skills
5. Reinforcement to retain the change Factors that influence readiness to change, according to Hanpachern, et.al., (1998), namely:
   a) Knowledge and Skills;
   b) Social relations at work;
   c) Organizational Culture;
   d) Leadership;
   e) Work Engagement.

In Miller's opinion, Masden and John (2005) state that the factors that influence readiness to change are: a) Life Experience; b) Motivation Level; and c) Sociodemographic Characteristics.

Transformational Leadership
According to Hay (2006), transformational leadership is defined as a leader who has the power to influence subordinates in certain ways. According to Indrayanto et al. (2013) transformational leadership style is a leadership style that inspires followers to be involved, committed, and have a vision and goals for their organization, encourages followers to be innovative in solving organizational problems, and supports followers to have competence in leadership through guidance and supervision. In this research, what is meant by Transformational Leadership is a leader who is charismatic and has a central role and strategy in bringing the organization to its goals.

Bass (1990) believes that better leadership performance occurs if leaders can behave in daily life with one or a combination of the following four dimensions:

1. Idealized influence (II), the behavior of a transformational leader who has strong self-confidence.
2. Inspirational Motivation (IM), the behavior of a transformational leader who inspires his followers to achieve unimaginable possibilities.
3. Intellectual Stimulation (IS), Transformational leaders stimulate their followers to be creative by questioning assumptions, reformulating questions and approaching old situations in new ways.
4. Individualized Consideration (IC), Transformational leadership pays special attention to the needs and development of each individual by acting as a mentor or coach.

Across Generations
According to De Meuse et al. (2010), there are four generations of the workforce in the company, namely (i) matures, born between 1920 and 1939; (ii) Boomers, born from 1940 to 1959; (iii) Xers, born from 1960 to 1979; and (iv) Generation Y or millennials who were born from 1980 to the end of 2000. Based on the description above, it can be concluded that the differences between generations are divided into six, namely the Veteran generation or often referred to as the silent generation is a conservative and disciplined generation, the Baby boom generation is materialistic and time-oriented generation (Howe & Strauss, 1991). Generation (Lyons, 2004). The youngest generation that has just entered the workforce is generation Z, also called iGeneration or the internet generation. Generation Z has similarities with generation Y, but generation Z is able to apply all activities at one time (multi tasking) such as: running

social media using a cellphone, browsing using a PC and listening to music using a headset. Whatever is done is mostly related to cyberspace. Since childhood, this generation has been familiar with technology and is familiar with sophisticated gadgets which indirectly influence personality. In this research, what is meant by Cross Generation is a social construction in which there is a group of people who have the same age and the same historical experience.

According to Kupperschmidt (in Putra, 2016), there are characteristics of each generation, including:

1. Generation X (born 1965-1980)
   a. Able to adapt.
   b. Able to accept change well and is called a tough generation.
   c. Have an independent and loyal character (loyal).
   d. Prioritizes image, fame and money.
   e. Hardworking type.
   f. The drawback is always calculating the contribution the company has made to its work results.
2. Generation Y (born 1981-1994)
   a. The characteristics of each individual are different, depending on where he grew up, the economic and social strata of his family.
   b. The communication pattern is very open compared to previous generations.
   c. Social media users are fanatical and their lives are greatly influenced by technological developments.
   d. More open to political and economic views, so they seem very reactive to environmental changes that occur around them.
   e. Have more attention to 'wealth' or riches.
3. Generation Z (born 1995-2010)
   a. They are a digital generation who are proficient and passionate about information technology and various computer applications. They will access the information they need for educational and personal purposes quickly and easily.
   b. Really likes and often communicates with all groups, especially via social networks such as Facebook, Twitter or SMS. Through this media, they are freer to express what they feel and think spontaneously.
   c. Tends to be tolerant of cultural differences and really cares about the environment.
   d. Accustomed to various activities at the same time. For example reading, talking, watching and listening to music simultaneously. This is because they want everything to be fast, not long-winded or complicated.
   e. Tend to be less able to communicate verbally.

Research Hypothesis
a. Ha1: There is a relationship between transformational leadership and readiness to change to achieve the 2020 vision at PT. Suri Tani Pemuka.
b. Ha2: There is a relationship between generations and readiness to change to achieve the 2020 vision at PT. Suri Tani Pemuka.
c. Ha3: There is a relationship between transformational and intergenerational leadership on readiness to change to achieve the 2020 vision at PT. Suri Tani Pemuka.

METHODOLOGY
The population in this study were 75 employees of the Suri Tani Pemuka company. The sampling technique used in this research is total sampling or census, which is a sampling

technique when all members of the population are used as samples. All members of the population were used as samples, namely employees at PT. Suri Tani Pemuka.

The scale in this study uses a Likert scale with alternative answers consisting of very suitable (SS), suitable (S), neutral (N), not suitable (TS), and very inappropriate (STS). The method for testing hypotheses and analyzing data in this research uses Bivariate Correlation, Eta Test and Dummy Regression.

DATA ANALYSIS AND DISCUSSION
Data Analysis
Based on the results of the hypothesis test, in the first hypothesis, the transformational leadership variable (X1) and readiness to change (Y) were tested using Bivariate Correlation. The correlation coefficient (r) between transformational leadership and readiness to change was r = 0.236 with P = 0.041 (p<0). .05). So the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_{a1}) which states "there is a relationship between transformational leadership and readiness to change to achieve the 2020 vision at PT. Suri Tani Pemuka" was accepted. This shows that there is a relationship between transformational leadership intelligence and readiness to change significantly in a positive direction.

In the second hypothesis, the cross-generation variable test (X2) and readiness to change (Y) using the Eta test obtained a correlation coefficient (r) between generations and readiness to change of r = 0.122. So the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_{a2}) which states "there is a relationship between generations and readiness to change to achieve the 2020 vision at PT. Suri Tani Pemuka" was accepted. This shows that there is a relationship between generations and readiness to change significantly in a positive direction.

In the third hypothesis, testing the variables transformational leadership (X1) and intergenerational (X2) with readiness to change (Y) using Dummy Regression, the correlation coefficient (R) between transformational and intergenerational leadership on readiness to change was R = 0.289 with R Square (R_2) = 0.083. So the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_{a3}) which states "there is a relationship between transformational and intergenerational leadership on readiness to change" is accepted. This shows that there is a significant relationship in a positive direction between transformational and intergenerational leadership on readiness for change.

DISCUSSION
Based on the results of data analysis carried out on 75 respondents, calculation results were obtained using the Bivariate correlations data analysis method with the bivariate correlation coefficient between the transformational leadership variables and readiness to change, obtained r = 0.236. This shows that there is a relationship between transformational leadership and readiness to change. So it can be concluded, the higher the transformational leadership applied to PT. employees Suri Tani Pemuka, the higher the sense of readiness for change that will apply to employees at PT. Suri Tani Pemuka, and vice versa. The lower the transformational leadership applied to PT employees. Suri Tani Pemuka, the lower the readiness to change. This is in line with research conducted by Anisah Faturochmah and Alice Salendu (2014) which states that there is a significant relationship between transformational leadership and readiness to change. The results of this research are also in line with the opinion of Hanpachern et.al., (1998) that leadership is one of the factors that influences readiness to change.

In the results of the second analysis using the Eta Test data analysis method with the correlation coefficient between the intergenerational variables and readiness to change, it was obtained that r = 0.122. This shows that there is a relationship between generations and readiness to change. This is in line with research conducted by Beaman (2012) that there is a positive relationship between generations and readiness to change. And also research by Miller, Masden and John (2005) shows that sociodemographic characteristics, namely age, are one of the factors that influence readiness to change.

In the results of the third analysis using the dummy regression data analysis method with the enter method between transformational and cross-generational leadership variables on readiness to change, a correlation coefficient (R) of 0.289 was obtained. This shows the relationship between transformational and intergenerational leadership towards readiness for change. So it can be concluded, the higher the transformational leadership in each generation of employees at PT. Suri Tani Suri Tani Pemuka, the higher the readiness for change.

The categorization results show that the readiness to change among employees at PT. Suri Tani Pemuka is in the high category. High category results also occur in the transformational leadership variable. This indicates that almost all employees at PT. Suri Tani Pemuka has a good application of transformational leadership so that employees in each generation here have a level of readiness for change that is considered good. Thus employees at PT. Suri Tani Leaders are expected to be able to maintain the implementation of transformational and intergenerational leadership well, so that their readiness for change is always at a good level. Categorization of variables is based on the significant difference between the found mean score and the theoretical mean score which is divided into three parts, namely: high, medium and low.

CONCLUSION

Based on the results of data analysis and discussion, the following conclusions can be drawn:
1. There is a positive relationship between transformational leadership and readiness to change.
2. There is a positive relationship between generations towards readiness to change.
3. There is a positive relationship between transformational and intergenerational leadership and readiness to change.

It can be concluded that the better transformational leadership and its fulfillment across generations, the higher the readiness for change in employees will be.

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