

## THE MEDIATING ROLE OF ORGANIZATIONAL READINESS AND RESILIENT LEADERSHIP EFFECT ON THE PERFORMANCE OF BUSINESS CORPORATIONS IN BELGIUM

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### Abstract

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*The "organizational readiness" refers to the interdependence of people, processes, systems, and performance asses Business Corporations nt. It necessitates synchronization and coordination, both of which are necessary for a successful implementation. As our research demonstrates, firms' performance can be increased openly or implicitly by strategically structured ideas and experimental resources. Leadership is critical for providing direction to employees and can considerably boost employee performance. When a leader can instill trust in his or her staff to accomplish their assigned jobs, he or she adds to the organization's performance. Apart from leadership, there has been a dearth of empirical research focusing on small and medium-sized businesses Business Corporations . The research employs quantitative methods, and data collection is accomplished through the use of an online questionnaire. The questionnaires were distributed to 361 owners or managers of small and medium-sized businesses, who were chosen to use a simple random sampling method. Structural Equation Modeling Business Corporations was used to analyze the data, along with data processing tools from the Smart PLS software. The data analysis reveals that Leadership has a significant positive impact on the performance of Business Corporations . Leadership has a measurable impact on organizational Readiness. Finally, organizational Readiness has a significant positive impact on performance. Finally, the findings reveal that organizational readiness acted as a moderator of the effect of leadership on the performance of Business Corporations in Belgium.*

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## 1. Introduction

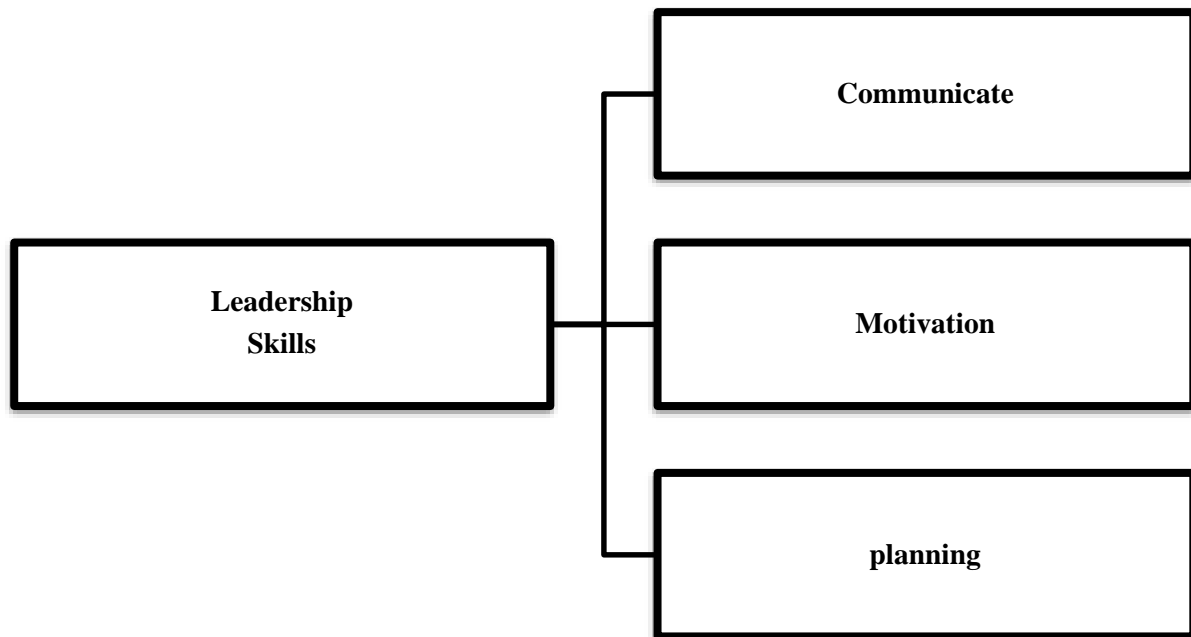
Essentially, every business has a purpose, which necessitates an increase in service quality. To improve service quality, it is necessary to consider a variety of factors, including employee or human resource factors. The employee is the primary source of productivity, and the employee's creativity is required to ensure the firm's success (Dappa et al., 2019; Supriyanto et al., 2020). For existing employees in a business, leadership is critical to performance improvement. Leadership is critical in providing direction to employees, fostering transparency, and enhancing employee performance. A leader who can boost performance is one who can instill employees with confidence in their ability to perform their assigned duties. Along with leadership, job satisfaction has a significant influence on employee performance. To maintain existing resources, businesses must increase employee satisfaction, organizational commitment, and job security (Widiandono, 2003).

The business wishes to accomplish its objectives and to accomplish the desirable ones. Managers play a critical role in achieving desired outcomes, and leaders must understand the factors that contribute to employee satisfaction. Employee satisfaction is what determines their performance. Employee behavior must be motivated by a sense of satisfaction with the desired company. Organizational readiness is a critical factor in achieving optimal work results. It can also be defined as an overall response of employees manifested in their behavior in response to their perceptions of work-related issues. Organizational readiness reflects the motivation and personality characteristics of program leaders and staff, as well as institutional resources and organizational climate. Employee satisfaction is critical to achieving organizational goals at the Department of Cooperatives, Industry, and Trade Pasuruan. Thus, it is clear that leadership is critical in ensuring that employees are satisfied with their jobs at the Department of Cooperatives, Industry, and Trade Pasuruan Regency and can perform their duties in accordance with the organization's established standards or objectives. Excellent performance is expected of the Department of Cooperatives, Industry, and Trade in the Pasuruan Regency, as their work is inextricably linked to the advancement of the Pasuruan government, particularly in the field of cooperatives, industry, and commerce. The objectives of this research are to examine the influence of leadership on organizational readiness, the influence of leadership on employee performance, the effect of organizational readiness on Business Corporations performance, and the effect of organizational readiness on employee performance as a mediator between leadership and Business Corporations performance.

## 2. Literature Review

### 2.1 Leadership

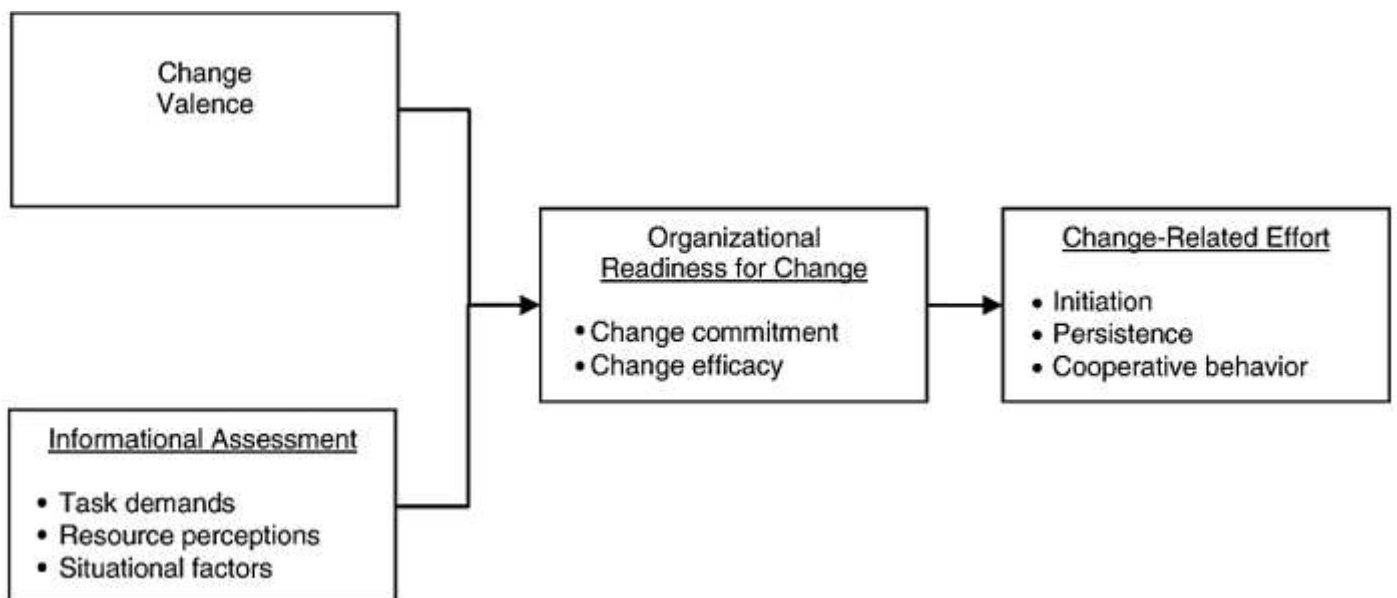
Amirullah (2004) defines leadership as a person who motivates others to collaborate on associated tasks to accomplish the leader's and/or group's intended goals. The term emphasizes the issue of the relationship between the one who influences (leader) and the person who is influenced (follower) (subordinate). Mulyasa (2005) defines leadership as "actions aimed at influencing others toward the attainment of corporate goals." According to Hasibuan (2008), leadership is "the way a leader affects subordinates, encouraging them to work together and achieve organizational goals," which is what it means to be a leader.



*Figure 1. leadership-Skills- Concept*

## 2.2 Organizational Readiness

(Staples, M. and Niazi, M., 2010) Organizational Readiness for Change (ORC) is a contemplative attitude that is influenced concurrently by the type of a change, the process of a change, the organization's surroundings, and the characteristics of individuals. Researchers in the field of change management have underlined the need for establishing an ORC and have advocated a variety of approaches to preparing for change (Sawang et.al 2007). While there is a small scientific knowledge base about ORC, there has not been much empirical research on the topic.

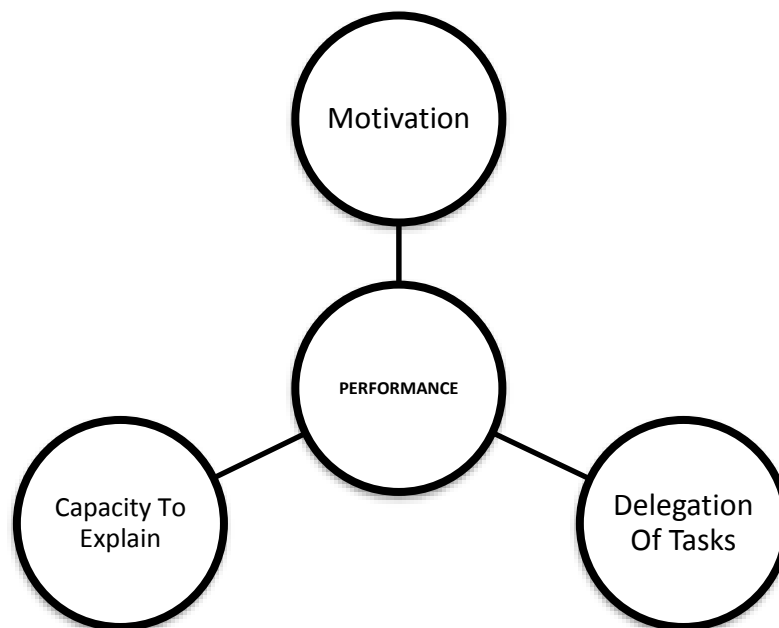


*Figure 2 Determinants and Outcomes of Organizational Readiness for Change*

They may value it because their managers, opinion leaders, or colleagues value it. Given the numerous reasons why organizational members may desire change, it appears improbable that any of these individual reasons will exhibit consistent, cross-situational connections with organizational readiness for change. Indeed, it may not be necessary for all organizational members to value organizational change equally. Change valence derived from dissimilar reasons may be just as powerful a predictor of change commitment as change valence derived from common ones. For organizational readiness, the critical question is do organizational members collectively value the change enough to commit to its implementation, independent of their individual motivations Ahmed, Y. (2021).

### 2.3 Performance

Performance, according to Hasibuan (2007), is defined as the work accomplished by employees in the course of carrying out duties assigned based on the employees' talents, experience, sincerity, and available time. When evaluating an employee's performance, three crucial criteria must be taken into consideration: his or her capacity to explain and accept the delegation of tasks, as well as the role and level of motivation in which the employee participates. The greater the sum of these three criteria, the better the overall performance of the employees in question is expected. Hariandja (2002), on the other hand, states that "performance is the work generated by employees or the true behavior that is presented." In addition, Mangkunegara (2005) believes that performance refers to "the quality of work achieved by an employee while doing their duties in accordance with the obligations assigned to him."



*Figure 5. Three Main Criteria of Performance*

## 3. Methodology

### 3.1 Research design

The Method used for this study approach is the quantitative methods approach. The quantitative method approach was used by data collecting through a structured questionnaire survey as well as statistical analysis in presenting a respondents profile Younus, A. Y. (2021).

### 3.2 Population, Samples and Sampling Techniques

population is all Small and Medium-Sized Enterprises in Belgium, which number up to 6. This study employs quantitative approaches and collects data via an online questionnaire. Owners or managers of Small and Medium-Sized Enterprises were handed questionnaires, and a total of 361 respondents were chosen using a simple random sample procedure Business Corporations in Belgium Younus, A. M. (2021).

### 3.3 Instruments

Responses from university instructors were gathered using a questionnaire form. They were tasked with completing a questionnaire consisting of three components. The component contains demographic information about the applicant, such as gender, age, Qualifications, and years of experience.

- A. Age and Gender of Respondents B. Qualifications of Respondents C. Experience of Respondents D. Job Title

### 3.4 Data Analysis

This study employs quantitative approaches and collects data via an online questionnaire. Owners or managers of Small and Medium-Sized Enterprises were handed questionnaires, and a total of 361 respondents were chosen using a simple random sample procedure. Analysis of data using Structural Equation Modeling Business Corporations in conjunction with data processing tools provided by the SmartPLS program.

### 3.5. A Proposed Model and Hypothesis of This Study

A conceptual framework is a collection of fundamental concepts and principles gathered from relevant fields of study that serves as a guide for the development of a future presentation (Azmi, Abdullah, Bakri, Musa, and Balakrishnan, 2018).

The study indicates that Organizational Readiness and leadership has a effect on performance in Business Corporations in Belgium. The purpose of this study is to cultivate Ahmed, M. Y. (2021).

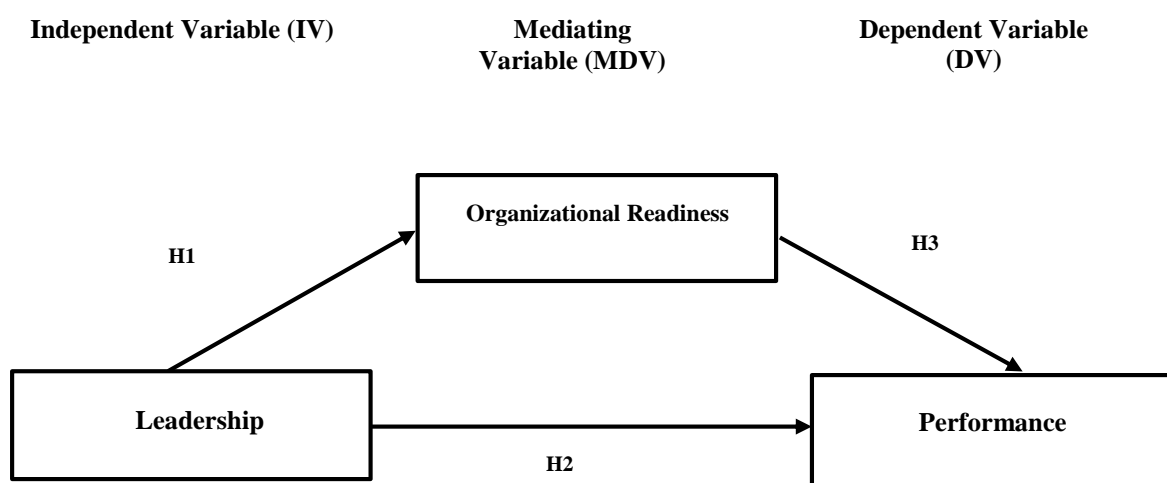


Figure 3. Research Model

*H1. Leadership has a significant influence on the performance of Business Corporations.*

*H2. Leadership has a significant influence on Organizational Readiness.*

*H3. Organizational Readiness advantage has a significant effect on Business Corporations performance.*

## 4. Result and Discussion

### 4.1 Demographic of Respondents

The researcher analyzed the demographic characteristics of the respondents to decipher the logic behind their responses to the questionnaire. The demographic information collected from respondents included their gender, age, and education level and length of service with the company. The questionnaire, which contains respondent information, summarizes the demographic characteristics of the respondents. characteristics. There are 361 participants in this study. This study included both females and males. characteristics of respondents. Their ages ranged from 25 to 50 years old. These are discussed in greater detail below. in detail in the Table 1 Ahmed, M. (2022). That follow.

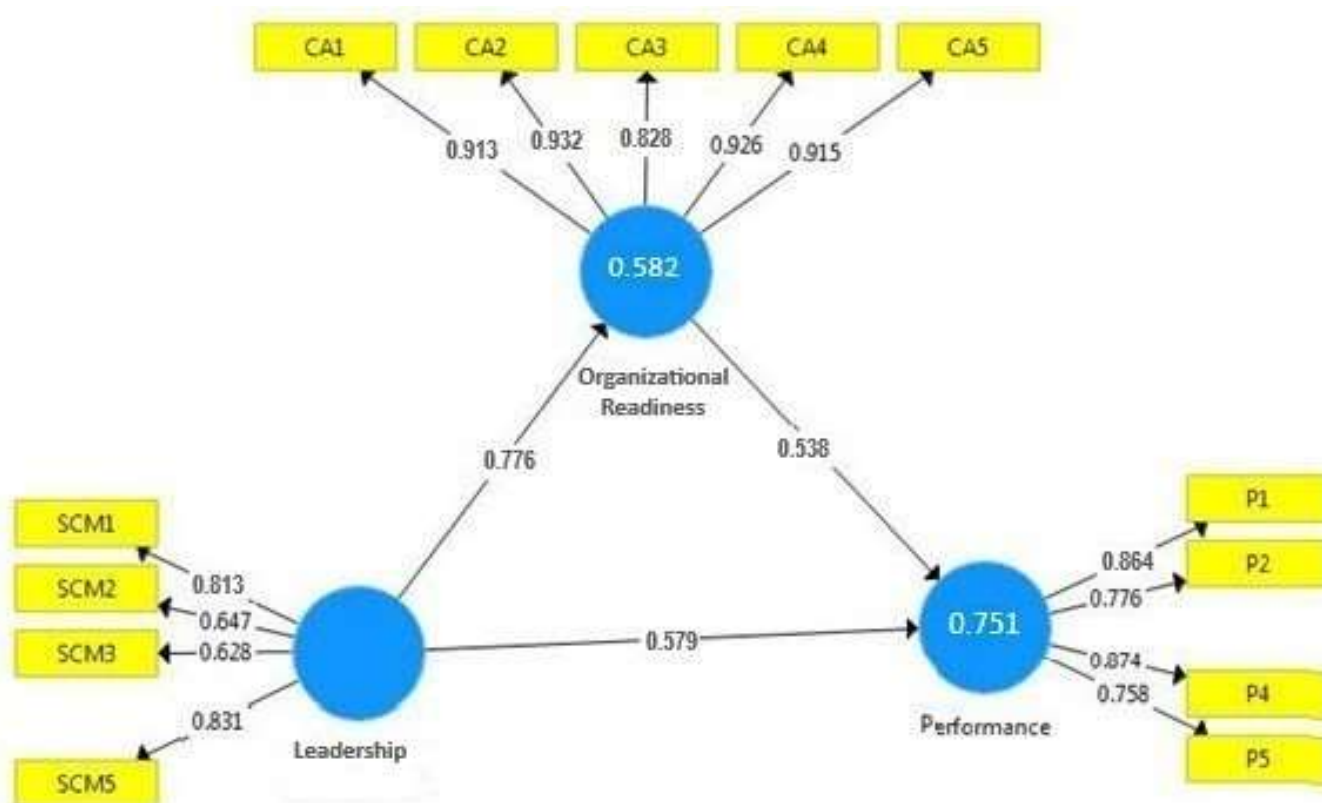
**Table 1.** Respondents Demographic Characteristics

		FREQUENCY	PERCENT
<b>Age group</b>	More than 50 years old	121	33.5%
	40 – less than 50 years old	151	41.8%
	25– less than 40 years old	76	21.1%
	Less than 26	13	3.6%
Total		361	100.0%
<b>Job Title</b>	Employees (C)	124	34.3%
	Managers (B)	121	33.5%
	Deputy Director (A)	74	20.5%
	General Director (A4)	28	7.8%
	General Director (A3)	14	3.9%
Total		361	100.0%
<b>Gender</b>	Male	292	80.9%
	Female	69	19.1%
Total		361	100.0%
<b>Qualification</b>	B.Sc.	191	52.9%
	Master	150	41.6%
	Ph.D.	18	5.0%
	other: diploma	2	0.6%
Total		361	100.0%
<b>Years of Experience</b>	More than 15 years	187	51.8%

	10 – less than 15 years	105	29.1%
	5 – less than 10 years	60	16.6%
	Less than 5 years	9	2.5%
Total		361	100.0%

#### 4.1.1 Validity and Reliability

Data quality test includes reliability and validity test. The reliability test was carried out by looking at the composite reliability value generated by the PLS calculation for each construct. The value of a construct is said to be reliable if it provides a composite reliability value  $> 0.70$  (Hair et al., 2014).



**Figure 4.** Validity and Reliability

The validity test is carried out utilizing the evaluation of the measurement model (outer), i.e., using convergent validity, rather than by employing the measurement model itself. From the correlation between each indicator score and its corresponding construct score, it is possible to determine the convergence validity of the measurement model with reflexive indicators (Ghozali, 2006). When the individual reflexive measure has a correlation coefficient of higher than 0.70 with the construct under investigation, it is considered to be high. All indicators utilized to measure all constructs in this study, as shown in the table above, have a correlation range greater than the proposed figure of 0.500, as can be seen in the table above. This demonstrates that the statement concerning the validity of all constructs in the study can be considered valid.

**Table 2.** Loadings, Cronbach’s Alpha, Composite Reliability, and Average Variance Extracted (AVE)

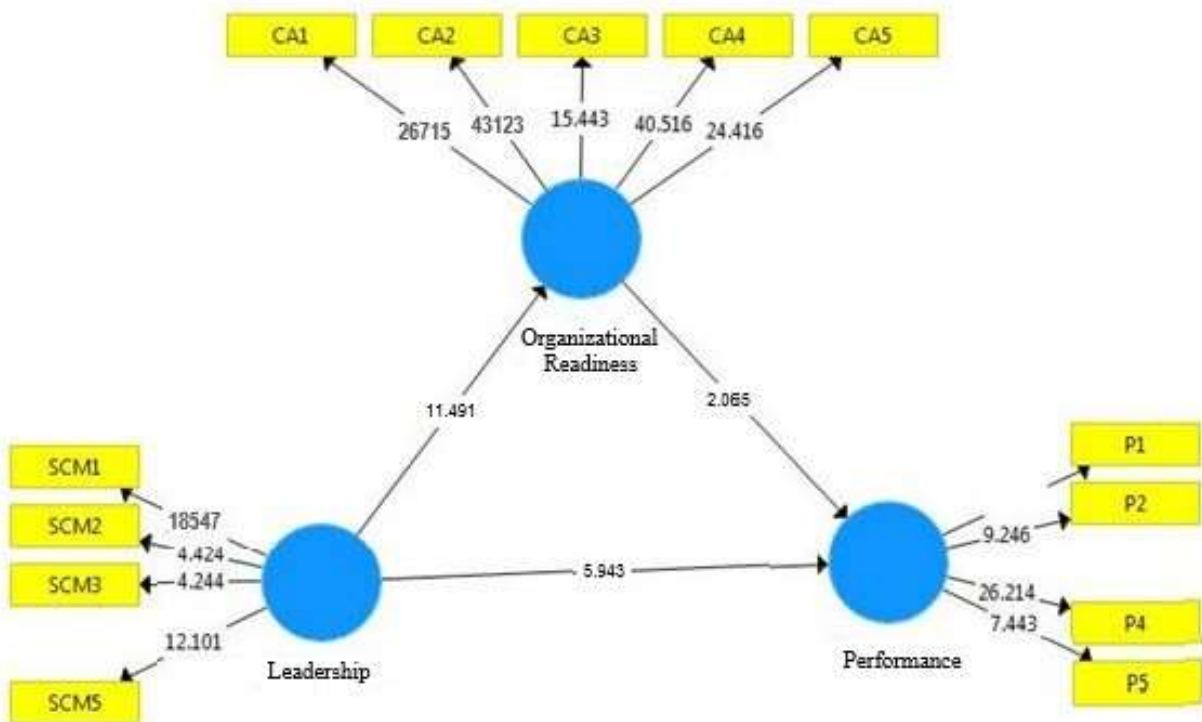
Variables	Cronbach’s Alpha	Rho_A	Composite Reliability	AVE
Leadership	0.856	0.886	0.886	0.673
Organizational Readiness	0.865	0.865	0.814	0.655
Performance	0.873	0.887	0.862	0.743

The model is evaluated using PLS by calculating the R-square for each dependent latent construct. Changes in the R-square value can be used to determine whether certain independent latent constructs have a substantive effect on the dependent latent construct.

**Table 3.** R Square

	R Square	R Square Adjusted
Organizational Readiness	0.582	0.587
Performance	0.751	0.689

The table above indicates that the performance construct's R2 value is 0.700. The bigger the R2 number, the more well the exogenous construct can describe the endogenous construct, implying that the structural equation is more effective. The R2 value of the performance construct is 0.700, indicating that Organizational Readiness and Leadership account for 70% of the variance in performance, while the remaining 30% is explained by other constructs not included in this study. According to the table above, the Organizational Readiness construct has an R2 value of 0.582. The bigger the R2 number, the more well the exogenous construct can describe the endogenous construct, implying that the structural equation is more effective. The R2 value of the performance construct I is 0.582, indicating that Leadership accounts for 58.2 percent of performance variance, while the remaining 40.9 percent is explained by other constructs not included in this study.



**Figure 5.** Hypothesis Testing



**Table 4.** Hypothesis Testing

Hypotheses	Relationship		Decision
H1	Leadership → Performance	0.002	Supported
H2	Leadership → Organizational Readiness	0.000	Supported
H3	Organizational Readiness → Performance	0.000	Supported

**Table 5.**  $f^2$  Effect Sizes Evaluation

	Performance
Leadership	0.21
Organizational Readiness	0.28

For the Leadership variable, the  $f^2$  value of 0.21 represents a small effect, for the Organizational Readiness variable, the  $f^2$  value of 0.0 represents a large effect.

#### *Q<sup>2</sup> Evaluation.*

$Q^2$  value is greater than 0 indicates that the model has predictive relevance for certain endogenous constructs. Conversely, values of 0 and below indicates a lack of predictive relevance (Hair et al 2017)

**Table 6.**  $Q^2$  Evaluation

Construct	$Q^2$
Organizational Readiness	0.532
Performance	0.565

The value of  $Q^2$  for the Organizational Readiness variable is  $0.532 > 0.000$ , meaning that this variable has predictive relevance. The  $Q^2$  value of the Performance variable is  $0.565 > 0.000$ , meaning that this variable has predictive relevance.

## **4.2 Discussion**

### **4.2.1 The Effect of Leadership on Business Corporations Performance**

The partial test results, the p value of 0.002 0.050 indicates that the Leadership variable has a substantial positive effect on the performance of Business Corporations. Thus, the stronger the leadership, the more successful the business corporation. Due to its large effect, the Leadership variable is critical for Business Corporations to consider while enhancing the financial and operational success of their Business Corporations. The findings of this study corroborate those of Hahn et al. (2020), which demonstrate that leadership has a considerable favorable effect on business corporation performance. As a result, the hypothesis is established. Leadership is the coordination of all aspects of the Leadership activity, from raw materials to delighted clients. According to Wijayaa et al. (2021), leadership include suppliers, Business Corporations that manufacture or offer services, and Business Corporations that distribute, wholesale, or retail products or services to end consumers. Business Corporations have demonstrated leadership in fostering positive supplier relationships, which has aided in the achievement of lower prices and production levels. According to Yuliantoro et al. (2019), Business Corporations Leadership focuses

on customer satisfaction and determining what customers want for Business Corporations to achieve their performance goals of providing products that match customer perceptions and can cover the entire market. The findings of this study corroborate prior studies by Khalil et al. (2019), all of which indicate that leadership has a favorable and significant effect on the success of Business Corporations.

#### **4.2.2 The Effect of Leadership on Organizational Readiness**

In the partial test results, leadership characteristics have a positive but negligible effect on organizational readiness ( $p$  value = 0.000 0.050). Thus, the more effectively leadership is implemented, the greater the organization's readiness. Purwanto and Juliana (2021) assert that businesses that demonstrate leadership by cultivating positive relationships with suppliers will obtain stronger bargaining power, lower production costs, and produce more competitive products than competitors, thereby increasing their organizational readiness. According to Rudyanto et al. (2021), businesses demonstrate leadership by producing goods that are modular in nature or can be assembled into multiple product variations to increase organizational readiness for responding to product changes based on customer desires and meet customer demands for new features. According to Zambujal-Oliveira et al. (2019), strong leadership can increase the timely delivery of goods or services while also retaining quality. If information is shared incorrectly or goods or services are distributed incorrectly, the quality of goods and services will suffer, resulting in lower organizational readiness. As a result, leadership implementation has a significant impact on the organizational readiness of Business Corporations. Thus, the higher the leadership, the more prepared Business Corporations are organizationally. The findings of this study corroborate prior studies by Wei et al. (2021) and Zambujal-Oliveira et al. (2019) showing leadership has a positive and significant effect on organizational readiness. As a result, the second hypothesis is established.

#### **4.2.3 The Effect of Organizational Readiness on the Performance of Business Corporations**

Based on the partial test results obtained that  $p$  value  $0.000 < 0.050$  Organizational Readiness variable has a positive and significant effect on the performance of Business Corporations. So the higher the Organizational Readiness, the higher the performance of Business Corporations. Because of its significant effect, it is important to increase and maintain the Organizational Readiness variable in order to dominate the market and improve the performance of Business Corporations. Business Corporations need to pay attention to the quality and price of products or services to match customer perceptions and can achieve sales and profit targets so that Business Corporations performance can increase. According to Wang et al. (2018), Business Corporations provide customized products and can change offerings according to the client's wishes to improve the performance of their Business Corporations so that they are able to provide products or services according to customer perceptions. So that by increasing the Organizational Readiness Business Corporations can achieve sales, profits, production and costs. So the higher the Organizational Readiness, the higher the Business Corporations performance. The results of this study are in accordance with previous research conducted by Thongrawd et al. (2019), which states that Leadership has a positive and significant effect on Organizational Readiness. So the conclusion is the third hypothesis is proven.

### **4.3 Findings**

The findings of this study corroborate prior research indicating that Organizational Readiness can act as a buffer against the influence of Leadership. concludes that leadership has a greater impact on business corporation performance when it is channeled through organizational readiness. Oliveira et al. (2019) demonstrated that managers' understanding of Business Corporations supports a greater indirect effect regarding the application of Leadership guided by increasing competitive advantage. The study's conclusion

is that leadership plays a greater role in enhancing business corporation performance. This is because Business Corporations offer a neutral price or the same price as competitors, the same quality, and the majority of Business Corporations introduce new products concurrently, implying that indirect influence is less powerful than direct influence.

## 5. Conclusion

The analysis of the data revealed that leadership continues to have a positive and significant impact on the performance of business corporations. Leadership has a significant positive impact on competitive advantage. Finally, organizational readiness had a significant positive impact on job satisfaction. Organizational readiness may act as a moderator in the relationship between leadership practices and performance. Business corporations must improve their leadership in terms of sharing financial information with business partners for business partners to assist in either a mental or physical capacity until the problem is resolved. Business corporations must constantly improve their performance by introducing new products. Business corporations in Belgium are advised to improve their leadership by enhancing their performance. In this study, it was not possible to reveal all the factors that affect leadership management, organizational readiness, and business company performance.

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