



## The Influence of Leadership on Hotel Staff Well-being through HRM Practices and Change Management during the Pandemic in South Kalimantan

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Leadership; Well-being; HRM  
Practices; Change  
Management

### ABSTRACT

*This study aims to explain the influence of leadership style on well-being or psychological comfort for hotel employees during the pandemic season through human resource management practices and change management as mediation in a structural equation model (Structural Equation Modelling). The research method used a survey of 137 hotel employees in 46 star hotels in South Kalimantan. Each hotel was represented by 2 or 3 people who had worked for more than 2 years. Using multivariate analysis techniques, SEM (Structural Equation Modelling) was used to measure the relationship between variables and the model. Results showed that transformational leadership had a positive effect on employee well-being, but it will be even better if it is mediated by wise HRM practices and participatory change management. The research implication was that hotel managers must help their employees stay calm, comfortable at work and motivated at work even though they are facing the COVID-19 pandemic. Originality: This study first combined the influence of leadership variables on well-being through HRM practices and change management.*

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## INTRODUCTION

The spread of virus 19, which is getting stronger, has resulted in many policies in various countries to restrict their citizens from travelling far away. Many countries have restricted the arrival of foreign nationals, and increasingly stringent inspections and isolations have disrupted various business fields, especially the tourism and hospitality industry (Jiang & Wen, 2020). Employees' fear of external threats represents negative psychological emotions that involve uncertainty or harm resulting from unwanted events or dangers from outside the organisation (Lebel et al., 2020). It is recognised that the COVID-19 pandemic is spreading in China and around the world, causing decreased profits and bankruptcies among hotels, restaurants and travel agencies. Compared to other industries, lockdowns and social distancing policies directly led to a sharp decline in hotels and tourism, as the sector relies on the mobility of the population and the personal services provided by employees (Jiang & Wen, 2020). The drop in hotel occupancy rates during the coronavirus pandemic has resulted in some hotels

in South Kalimantan being closed. In fact, some of them have to lay off their employees so that expenses can be reduced. There are already around 1,438 hotel employees who have been sent home, where employees who are sent home are no longer paid. Hotels choose to lay off some of their employees because they require a lot of costs in operations, which filled with 40 per cent new occupancy operational costs can be covered. So far, 12 hotels have closed from a total of 89 hotels belonging to PHRI South Kalimantan. Most are closed, non-star hotels and 3-star hotels. Of them, there are 4 closed hotels, the rest, 2 and 4-star hotels (PHRI, 2020).

Evidence suggests that fear of external threats causes employees to remain silent in the organisation (Kish-Gephart et al., 2009), reduce creativity, undermine employee welfare, organisational performance and behaviour (Abbas & Raja, 2014). Therefore, to overcome employee anxiety and fear after the adverse effects of COVID-19, employees must be helped to deal with environmental changes.

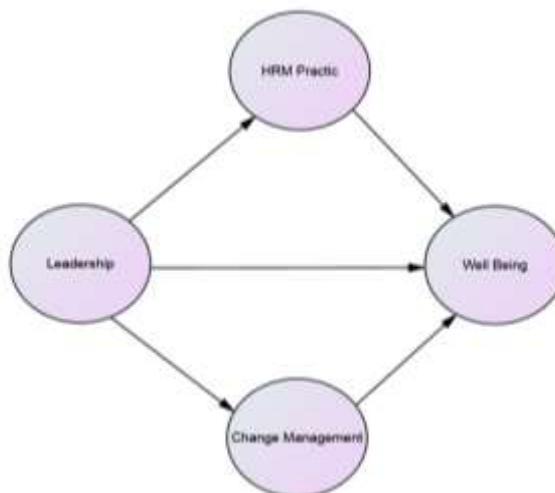
This study aims to explain the influence of leadership on well-being through the practice of human resource management (HRM) and change management in a structural equation model (Structural Equation Modelling). In this study, well-being was an indigenous variable. Referring to the opinion of Diener (1984) and Diener et al. (1999) which was at the same time the grand theory of this research, that well-being is an internal experience of one's experience in the form of a global assessment of all aspects of a person's life which includes cognitive components in the form of life satisfaction and the life domain domain of how a person thinks about an event and the affect component is in the form of positive affect and negative affect on how a person feels what is felt. Individuals can be said to have high well-being when they are satisfied with their lives, have a frequency of positive affect which is more frequent than negative affect. According to Harter et al. (2004), workplace well-being is an organisation's obligation to assist its employees in obtaining what is their right by giving them the freedom to reach it, so that positive emotions arise from employees.

Transparent leadership style is a leadership style that refers to the exchange of relationships between leaders and followers to fulfil their own interests. This leadership style moves his subordinates through idealised influence (charisma), inspiration, intellectual stimulation, or individual consideration (Avolio et al., 2004). Leaders who are able to play their role as servants to their employees will be able to influence organisational performance through employee performance (Cahyono et al., 2020; Visentin et al., 2021). So that leaders must be trained to carry out a transformational leadership style in order to have closeness with subordinates, but still provide freedom to subordinates so that employees can feel their well-being (Kara et al., 2013). Based on this, the formulation of hypothesis 1 states that the leadership style affects the employee's well-being.

Human resource management is one aspect of business organisation policies in managing its members or employees, such as Planning, Recruitment Selection, Induction and socialisation, Training development, Performance Management, Rewards and Numeration, Managing Employee Relationships (Malik, 2018). Leaders are people who are responsible in an organisation, including being responsible for how to carry out human resource management to support the achievement of organisational goals; thus, human resource management practices are influenced by leadership (Zhao et al., 2020). There is strong evidence that employee-centred HRM practices greatly affect employee well-being (Agarwal, 2021). During the COVID-19 pandemic now challenges to HRM practices as organisations help their workforce cope with and adapt to their jobs and new changing environments (Gottfredson et al., 2020). Therefore, it is necessary to redefine employee performance (Caligiuri et al., 2020). The unfair role of the leader in adjusting HRM practices has an uneven impact on the employee's well-being (Blayney et al., 2020). Employees must remain calm, remain motivated, external self-concept, work enjoyment, internal self-concept and internalisation of objectives can effectively improve employee performance (Chien et al., 2020). So based on this, the second hypothesis is formulated that the leadership style affects HRM practice, and the third hypothesis is that HRM practices affect the well-being of employees. Furthermore, the 6th hypothesis is that leadership affects well-being through the practice of HRM as a mediation.

Change management is a broadly defined concept, but at its core, it is a systematic approach to embracing new technologies, processes and methodologies. This is difficult because it often requires a cultural change - people need to learn new ways to interact with their peers and leaders (Cummings & Worley, 2018). Change management is a broadly defined concept, but at its core, it is a systematic approach to embracing new technologies, processes and methodologies. This is difficult because it often requires a cultural change - people need to learn new ways to interact with their peers and leaders (Belias & Koustelios, 2014). Such rearrangements must involve employees primarily participating in the decision-making process (Olsen & Mikkelsen, 2020), where the role of the leader is expected to act as a mediator between the conditions of the organisation, the environment and employees (Oreg & Berson, 2019). Based on this, the fourth hypothesis is formulated that leadership affects change management.

On the one hand, change management can have an emotional impact on employees who are not ready to accept change, such as fear of not being empowered or replaced by technology, efficiency, underappreciation and so on. So it is expected that change management will anticipate if there is resistance to change by communicating, training, compromising and so on (Schutte-Lyth et al., 2016; Carnevale & Hatak, 2020). Based on this, the fifth hypothesis is formulated that change management affects the well-being of employees. Furthermore, the 7th hypothesis is that leadership affects well-being through change management as mediation. Based on theoretical studies and previous research formulated in 7 hypotheses, a conceptual framework of thought was created in this study can be seen in Fig. 1.



*Fig. 1 Conceptual Framework*

## METHOD

This research design used an explanatory (causal) design to test the causal relationship between variables.

### Measurement

A five-point Likert scale was used to measure leadership, HR management practices, change management and well-being, ranging from "strongly disagree" (1) to "strongly agree" (5). The questionnaire was developed from the variable theory and its indicators, for leadership consisted of 3 indicators: whether their leaders gave inspiration, whether the leadership always opened new opportunities for each member to learn, and always opened new opportunities for each member to learn (Ringgo, n.d.). The instrument used was the Multifactor Leadership Questionnaire (MLQ)

developed by Avolio et al. (1999). HR management practice consisted of 7 indicators, namely HR planning, recruitment, outreach, training, performance management, compensation, and employee relationship management (Malik, 2018), using A Survey of Human Resource Management Practices developed by Maloney and Milligan (1992). For change management using 5 indicators, namely change diagnosis, change planning, change intervention, change transition, and change evaluation (Cumming & Worley, 2018), using the Organisational Change Questionnaire – Climate of Change, Processes, and Readiness, developed by Bouckennooghe et al. (2009). To measure well-being using 4 indicators, namely freedom, positive thinking, comfort, and pleasure (Hayward et al., 2015), developed by Ryff (1989).

If it has met the validity and or reliability, then the structural equation model (SEM) assumption test is carried out using IBM AMOS version 20, namely the data normality test. The data normality test was carried out by observing the multivariate CR value. If the multivariate critical ratio value is in the range -2.58 to 2.58, it can be categorised that the data distribution is normal. Based on the results of the calculation of the multivariate CR value of 2.420, which was outside the range of -2.58 to 2.58, it was concluded that the assumption of multivariate normality was fulfilled. Furthermore, the outlier problem analysis was carried out by comparing the Mahalanobis distance value with the chi-square table value of the number of respondents and an error rate of 0.1%.

Furthermore, the construct model is evaluated to see the loading factor of each indicator that forms a variable by looking at Standardised regression Weights and Estimates. Overall, the model suitability test (Goodness of Fit) was carried out by referring to the Chi-Square little criterion, Significant Probability  $\geq 0.05$ , RMSEA  $\leq 0.08$ , GFI  $\geq 0.90$ , AGFI  $\geq 0.90$ , CMIN / DF  $\leq 2.00$ , TLI  $\geq 0.95$ , CFI 0.95 (Sanusi, 2016).

Finally, testing the hypothesis by looking at the critical ratio (CR) value, if it is more than 2, the standardised coefficient is more than 0.2, and the probability value is less than 0.05, then the hypothesis is statistically accepted. Otherwise, hypothesis testing is against the existence of mediating variables or between the direct effect is smaller than the total effect, then the hypothesis is accepted. Otherwise, if the direct effect is greater, the intermediate variable is rejected.

### Sample and Procedure

The population of this research was all hotel employees who were still open (52 hotels of PHRI members) in South Kalimantan, with a total of 600 employees. The number of samples used was random sampling with the Slovin formula,  $e 7.5\% = 137$  people. This sample was taken from 46 hotels, where each hotel was represented by 2 to 3 people who had worked for 2 years and selected those who had at least 4 years of work experience, who were considered to have experienced the conditions before the pandemic and during the pandemic. The distribution of questionnaires in the form of a Google form was carried out using the WhatsApp (WA) application on the number of each respondent.

## RESULTS AND DISCUSSION

### Results

Most of the respondents are between the ages of 18 and 40 years, as much as 75.00%, where according to DeSimone and Werner (2012), these employees are included in the early career category to the mature age for a career, meaning that most respondents spend a lot of work and quite a career in their job. Most of the male sex (74.32%), where employees use rational rather than emotional reasoning, and high school education (58.11%) show that employees have had basic education, with 6 to 10 years of experience, which is good enough to work (Table 1).

Table 1  
Respondent Profile

No.	Respondent Profile	Percentage
1.	Age 17 - 55	75.00
2.	Sex Man	74.32
3.	Education High school education	58.11
4.	Experience 6-10 years	31.08

Resources: Data Process by SPSSV.23

The respondents' perceptions of research subjects can be seen in the results of descriptive analysis (frequency distribution). The variables studied consisted of: leadership (X1) with an average score of 3.24 indicating a fairly good transformation performance, HR management practices that were responsive to pandemic conditions (Y1) with an average score of 3.23 which indicated that it was still lacking, change management (Y2) with The average score of 2.96 also indicates a little less well, and well-being (Y3) with an average score of 3.11 indicates a little good.

Cronbach's Alpha is 0.786, 0.877, 0.692, 0.803 > 0.600, thus the data is quite reliable, while the average correlation of indicators is 0.700754, 0.740782, 0.754, 0.679978 > with a probability below 0.05, which indicates that the data is quite valid. Assessment of normality results (Group number 1). Skew shows the highest score is 2.141, the lowest is -1.756, where this number is still between -2.56 to 2.56, so the data is normally distributed.

Based on the evaluation results of the Goodness of Fit Indices criteria (Table 2), it shows that there are only two evaluations of the model that do not meet, so the model can be accepted. After the model is declared fit, the next step is to analyse the influence between variables in the hypothesis (Fig. 2).

In addition, using the right analytical strategy (Hayes, 2017) and estimating the model components simultaneously (Pek and Hoyle, 2016). Concerning H1, the results showed that (SE 1.191; CR 2.975;  $p > 0.003$ ) (Table 3 and Fig. 2). So, H1 is accepted. Likewise, the impact of the determinants of leadership on HR management (H2) (SE 0.263; CR 3.291;  $p < 0.00$ ) (Table 3 and Fig. 2) is positive and significant. Hence, H2 was accepted. With regard to H3, SEM results (SE 0.145; CR 0.109;  $p < 0.013$ ) (Table 3 and Fig. 2), there is a positive and significant relationship between leadership and change management. Hence, H3 was accepted. H4 highlights the relationship between HR management practices and well-being (SE 0.075; CR 2.11;  $p < 0.03$ ) (Table 3 and Fig. 2) was accepted. The relationship between change management and well-being (SE 0.102; CR 0.246;  $p < 0.006$ ) (Table 3 and Fig. 2) is positive and significant. Hence, H5 was accepted.

Table 2  
Goodness of Fit Test

Goodness Of Fit Index	Cut-off Value	Model Result	Information
Chi-Square (df=15)	≤ 30,58	89,008	Marginal
Probability Chi-Square	≥ 0,05	0,111	Good
CMIN/DF	≤ 2,00	1,204	Good
RMSEA	≤ 0,08	0,037	Good
GFI	≥ 0,90	0,926	Good
AGFI	≥ 0,90	0,880	Marginal
TLI	≥ 0,95	0,977	Good
CFI	≥ 0,95	0,954	Good

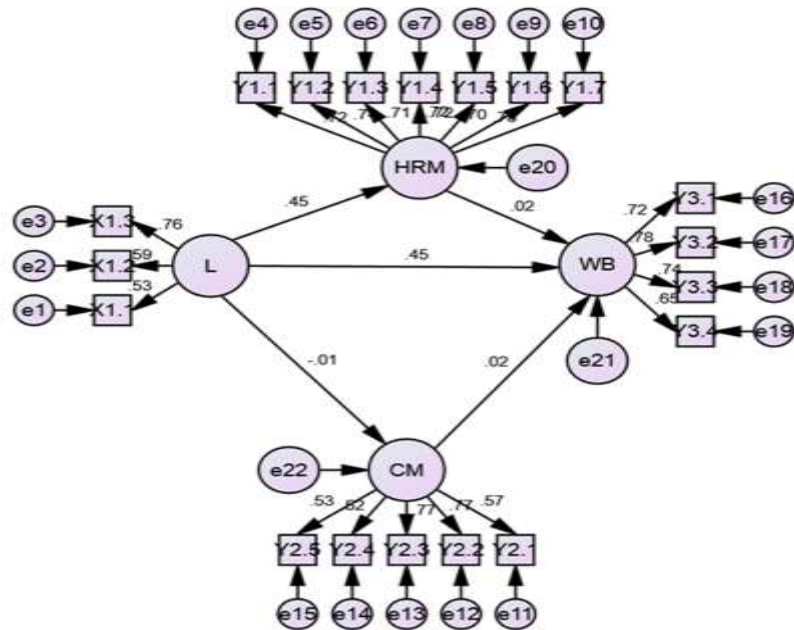


Fig. 2 SEM Result

Table 3  
Regression Weights

			Estimate	S.E.	C.R.	p	Label
HRM	<---	L	.865	.263	3.291	***	par_17
CM	<---	L	.016	.145	.109	.013	par_18
WB	<---	L	.569	.191	2.975	.003	par_16
WB	<---	HRM	.016	.075	.211	.033	par_19
WB	<---	CM	.025	.102	.246	.006	par_20

## Discussion

Many studies have shown that the influence of bad leadership is stressful for employees. Employees who are stressed have difficulty focusing on work, quality of work, and so on. The transformational leadership style (TL) makes subordinates understand indirectly why they do the work. Each component of TL leadership is relevant to employees' well-being. Thus, idealised influence allows leaders to be guided by ethical reasoning when they commit to their employees, and can take actions which benefit their employees' health and well-being in the long-term. They are also able to consider the organisation as a whole, rather than their own short-term self-interest. Leaders who exhibit individual consideration focus on employees' need for achievement and development, demonstrate empathy and compassion, and provide employees with guidance and support, which impacts the employee's well-being, but also fosters a supportive team climate within the organisation. Empirical evidence indicates that leadership support leads to higher employee well-being and fewer psychosomatic complaints. Positive affective well-being suggested that the components idealised influence and individual consideration influence employees' own self-concept by providing application and empathy, which fosters perceptions of confidence and trust, which eventually leads to decreased perceived strain. Through Intellectual stimulation, employees can make sense of their situation and feel an increased sense of self-confidence when solve when they solve work-related problems in their own way they and achieve beyond their own expectations and also enables them to make sense of their situation. This, in turn, enhances their well-being. Intellectual stimulation could also influence employees' task clarity and decrease uncertainty and ambiguity when the leader

describes expected performance, which in turn leads to low levels of perceived stress and fewer stress symptoms. Thus, empirical research seems to support the positive effect of transformational leadership on employee well-being, especially the dimensions of individualised influence and individualised consideration. Therefore, based on these theoretical arguments and empirical findings, this study hypothesises that perceived transformational leadership leads to higher employee well-being. This is in line with the results of research by Avolio et al. (2004), Cahyono et al. (2020), Visentin et al. (2021), and Kara et al. (2013).

Leadership may have an indirect effect on outcomes through HRM practices, or HRM practices may have an indirect effect on outcomes through leadership. For example, transformational CEOs are likely to adopt skill-based HRM practices (Lopez-Cabrales et al., 2017) and human-capital-enhancing HRM practices (Zhu et al., 2005), which, in turn, will influence organisational outcomes; organisational-level transformational leadership-enhancing HRM practices may influence team-level transformational leadership, which, in turn, will impact team creativity.

Leadership may strengthen the influence of HRM practices on outcomes, or HRM practices may strengthen the influence of leadership on outcomes. For example, the CEO's charismatic leadership would strengthen the positive relationship between high-commitment HR practices and organisational performance (McClellan and Collins 2019). Leadership may also weaken the influence of HRM practices on outcomes, or HRM practices may weaken the influence of leadership on outcomes.

In sum, both HRM practices and leadership are multi-level concepts. HRM practices within a single or cross-border context can be formulated and analysed at any single level or multiple levels, including firm, department/unit, team, and individual levels. However, there is a lack of a clear picture as to how HRM practices interact with leadership at each of these different levels (firm, unit, team, and individual) and in different types of contexts in the existing literature. Thus, we believe that integrating leadership and HRM at multiple levels and/or in different contexts to fully demonstrate the role of leadership on HRM (or vice versa) offers promising areas of research.

To fill the gaps discussed above, the special issue would like to encourage theoretical and empirical (both quantitative and qualitative) contributions from a broad range of perspectives directed to any leaders including lower-to-middle leaders, HR managers, top management team, CEOs, the directors of boards and expatriates that address questions around the contents, process, and outcomes of HRM at various levels (firm, department/team, or individual) and in different contexts (domestic or international). We also welcome submissions incorporating a range of methodological approaches and particularly encourage multi-level and multi-country comparative analyses. Relevant research questions for this purpose include, but are not limited to: the interactive effects of HRM practices (e.g. high performance, high commitment, high control, high involvement, and international HRM) and leadership (e.g. authentic, ethical, transformative, paternalistic, authoritarian leadership, leader-member exchange, and global leadership) on organizational, team/unit, and individual outcomes; the roles of leadership at multiple levels (e.g., lower-to-middle managers, HR director/managers, TMTs, and CEO) in HRM content, process, and outcomes, and the role of HRM in developing or influencing leadership at multiple levels; the influence of various contextual variables such as culture, institution, cross-border investment, and the COVID-19 pandemic on the complex relationships between leadership and HRM.

These types of leaders manifest themselves as change catalysts who manipulate organisational factors to improve knowledge cycles. Organisational culture includes the three dimensions: collaboration, trust, and learning. Transformational leaders facilitate collaboration by using the idealised influence dimension, which develops relationships in organisations. A transformational leader contributes to the cultural aspect of trust through considering both employees' individual interests and the company's essential needs concurrently. Also, transformational leaders identify the individual needs of their

employees and develop a learning culture by intellectually stimulating them to generate new knowledge and share it with others.

Therefore, it is evident that transformational leaders can highly manipulate a firm's culture (i.e. collaboration, trust and learning) to conform to the needs and expectations of strategic goals and objectives. These three cultural aspects play a critical role in enhancing the effectiveness of organisational knowledge cycles. Collaboration provides a shared understanding of the current issues and problems among employees, which helps to generate new ideas within organisations, and establishes that trust towards their leader's decisions is a necessary precursor to creating new knowledge. Moreover, the amount of time spent learning is positively related to the amount of knowledge gained, shared, and implemented. Therefore, transformational leaders can reshape, in some cases, manipulate organisational culture to create a more effective knowledge cycle within departmental and business units of organisations.

Organisational structure can be reshaped by transformational leaders when they apply the intellectual stimulation aspect to develop knowledge sharing and inspire employees to create new ideas for a better environment among business units and departments. Transformational leaders implement organisational changes to develop better collaboration among subordinates and managers. One can suspect that more emphasis on formalised structures can negatively impact the transformational leader's ability to exert such changes. Therefore, a more decentralised structure may enable the concept of idealised influence, which can be directed toward improving departmental and managerial interactions.

The mechanical or centralised approach at the commanding level of transformational leadership impairs the opportunity to develop relationships among managers, business units, and departments. Transformational leaders reshape organisational structures to be more effective when the command centre can disseminate information in a decentralised and organic way, as opposed to the mechanical and centralised commanding. Decentralised structures shift the power of decision-making to the lower levels and subsequently inspire organisational members to create new ideas and even implement them, while centralised structures may negatively impact interdepartmental communications and inhibit knowledge exchange. Transformational leaders apply this strategy to enable intellectual stimulation, which creates more innovative solutions for organisational problems. The second aspect, "Futurity", emphasises the effectiveness of long-term decisions.

Transformational leaders employ this kind of strategy to facilitate the effectiveness of idealised influence by developing a vision of adopting more comprehensive information about the future. The third aspect, "Defensiveness", can also be applied by transformational leaders by taking into account the objectives of a strategic implication that seeks to decrease organisational costs and redundancies. While transformational leaders focus on implementing changes, a defensive strategy can be used to modify the current processes to enhance organisational efficiencies. The aspect can be enhanced by a transformational leader as they adopt a strategic posture that inspires employees to identify better opportunities in both the internal and external environment.

Transformational leaders who employ the four strategic aspects of analysis, defensiveness, futurity, and proactiveness may enhance goal achievement. In many ways, a proactive strategy could enhance knowledge transfer by developing interactions with both departmental units and the business environment. When adopting a more futurity type strategy, transformational leaders can enhance the knowledge utilisation process, thereby developing guidelines for future pathways and determining future trends in the external environment and allocate their resources accordingly.

Therefore, transformational leaders can improve organisational knowledge cycles through embracing the four strategic aspects of analysis, proactiveness, defensiveness, and futurity. Aspiring managers and future business leaders can conduct an exploratory review of the existing strategic culture and act

as change agents who provide a more humanistic and applicable approach to effectively managing knowledge cycles within organisations. This confirms the research of Malik (2018), Zhao et al. (2020), Agarwal (2021), Gottfredson et al. (2020), Caligiuri et al. (2020), Blayney et al. (2020), and Chien et al. (2020).

HRM need to take the lead on well-being and embed it within their people strategies to help create a workplace that works. This involves data gathering, engaging your workforce, measuring results, listening to feedback and improving your policies and practices. At the end of the day, well-being is the crux to tackling HR issues such as absences, presenteeism, dragging productivity, retention, and engagement. Investing in employees' well-being is instrumental in creating a committed and performance-driven workforce, which is the ultimate competitive advantage. But at the end of the day, well-being is the dutiful reminder to bring back the "Human" in Human Resources (Blayney et al., 2020).

Managing work-life balance has never been more important, and those who fail at it are left feeling indifferent, isolated, stressed and frustrated. Well-being is often misunderstood and miscommunicated, largely because of limited literature and its subjective nature. Employers commonly approach well-being as a firefighting measure. For example, they see a dip in employee morale in the latest internal survey, and HR reacts with ad hoc well-being initiatives to get their numbers back up. Well-being should not be a reactive measure; it should be proactive and strategically implemented. HR needs to take steps to understand the issues faced by employees and their organisation, and then back it up by investing in the right areas.

In terms of miscommunication, employers tend to focus on the byproduct of well-being- how it impacts their bottom line and productivity. Well-being is good business sense; however, the focus should be on increasing communication, improving employee engagement and alignment. Well-being needs to be a part of a consistent discussion and embedded within the organisation's culture, values, and behavioural framework.

When it comes to employee well-being in an organisation, the human resources department plays a major role in building bridges between the administration and the employee panel. They also help the administration realise that the best wellness program is not just concentrated on cost-saving and absenteeism, but they also donate to the organisation's growth, long-term and short-term goals. Here are a few tips that HR has employed to manage or handle an employee's well-being in an organisation.

Most of the time, while assessing a current scenario of an organisation, Human Resource executives tend to concentrate only on the management and impose various policies that let employees suffer tremendously. As the project brings a low income to the company, the authorities of the organisation might neglect the requests of the designer who wants to prove his/her capability. Eventually, this may affect the design that the client expects, ending up with a poor income which is lower than the designated budget.

This is where human resources should be involved in recognising both the company's as well as the employee's needs and provide them the required resources so they can perform in a way that the organisation gets a positive reputation. This not only builds the brand of the organisation but also helps in the growth and well-being of the organisation as well as the employee.

As mentioned earlier, the human resource team should coordinate between the branches of the organisation or its elements. Any organisation that is handled and managed by an enthusiastic and capable human resource can witness an intense growth in their career. The Human Resources should perfectly coordinate between the teams and perform necessary advancements that can help both the organisation and the employees simultaneously. The HR team can perform periodical personal

sessions with the employees and make a note of the common drawbacks and hardships they face on the work floor. It does not necessarily have to be a salary hike or anything related to finance.

The constraints may fall from company timings to financial hesitations. This can be resolved only when the human resources takes appropriate action towards hearing the employees' inabilities and discomforts. That is how they contribute to the well-being of an employee in the organisation. This confirms the research of Blayney et al. (2020) and Chien et al. (2020).

The speed and effectiveness of change implementation, coupled with achieving proposed organisational goals through change management, are measures of successful organisational change. Change acceptance and improved well-being are recognised as positive outcomes for recipients of change. Employee reactions to organisational change play a crucial role in successful adaptation to change and change effectiveness. To adjust to new circumstances, employees devise various strategies for dealing with organisational change. On one hand, employees may display voluntary and supportive behaviour in reaction to change (Oreg et al., 2011). On the other hand, they can resist change affectively, behaviorally, and cognitively. Receptivity to organisational change is an openness to change processes, which alleviates problems associated with resistance to change and change fatigue. The various levels of employees' receptivity to change, from resisting to supporting, and mixed results from negative to positive, can be explained by differences in sensemaking. The key lies in examining the strategies individuals use to acquire, organise, and make sense of change. Through social interactions influenced by an employee's need to preserve a positive self-concept.

However, only some stimuli are processed for sensemaking. Sense is often understood as the "intellectual grasp of a disruptively ambiguous situation, as perception, as meaningfulness, as understanding, and as reflection. Sensemaking is largely a social, collaborative communication process of creating shared awareness and understanding and experiencing situations as meaningful. As employees seek to understand the meaningfulness of work, they use sensemaking as a unifying underlying process leading to positive outcomes and reducing uncertainty, ambiguity, and crises. Thus, the meaningfulness of organizational change can be defined as the employee-construed sense of specific organizational change significance, importance, and worth. Starting effective change communication is important for sensemaking of the organizational change, specifically, the process of meaning convergence. However, leaders are more likely to influence the sensemaking process rather than control it. In meaning-divergence situations (i.e. misunderstandings), leaders may find instances when organisational change sensemaking is enacted unexpectedly, contradicting their initial intent. Thus, it is important to examine the organisational change communication process while recognising that sensemaking and meaningfulness may change employee receptivity to change. These results confirm previous research by Schutte-Lyth et al. (2016) and Carnevale and Hatak (2020).

## **CONCLUSIONS**

Transformational leadership had a positive effect on employee well-being, but it will be even better if it is mediated by wise HRM practices and participatory change management. To help employees who experience fear, sadness, due to pandemic conditions because they feel not free, think negatively, feel uncomfortable and unhappy like before the pandemic, a leadership role is needed to calm them, entertain and make policies that express support for employees, both directly and indirectly through HRM practices especially relationship management, and through change management to make various changes from environmental diagnostics, planning to implementing changes through participatory management so that employees can understand what and why must change.

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