



Determinants of Employee Change Readiness: A Study of Transformational Leadership and Self-Efficacy and the Role of Organizational Commitment

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Abstract: The covid pandemic requires the readiness of employees to deal with the work system. This study aims to determine the effect of Transformational Leadership, Self-Efficacy, and Organizational Commitment on Readiness to Change and to determine the role of Organizational Commitment in mediating the relationship between Transformational Leadership and Self-Efficacy on Readiness to Change. This study was conducted at the Civil Servants of the Regional Secretariat of Poso Regency with a population of 260 people. The sample in this study used a purposive sampling technique of 118 respondents. The exogenous variables in this study are Transformational Leadership and Self-Efficacy, while the endogenous variables are Readiness to Change mediated by Organizational Commitment. Variable measurements were carried out using a Likert scale. Data analysis was performed using the Structural Equation Model (SEM) with the PLS (Partial Least Square) approach. The software used for structural analysis uses Smart PLS 3.2.9. The results of the analysis show that Transformational Leadership and Self-Efficacy have a positive and significant effect on Organizational Commitment. Transformational Leadership, Self-Efficacy, and Organizational Commitment have a positive and significant impact on Readiness to Change. Organizational Commitment partially mediates the relationship between Transformational Leadership and Self-Efficacy and Readiness to Change.

Keywords: Organizational Commitment; Readiness for Change; Self-Efficacy; Transformational Leadership

INTRODUCTION

The spread of the Corona Virus disease 2019 (COVID-19) outbreak in Indonesia has not fully shown signs of ending. The emergence of the new Omicron variant at the beginning of 2022 has caused concern for the Government both centrally and regionally, where there is an increase in positive confirmed cases throughout the country, surpassing the Delta variant cases in mid-2021. In this situation, the Poso Regency Regional Government has again adopted a policy of Enforcing Restrictions on Community Activities, including office activities in the Poso Regency Local Government Ranks limited to 50% of employee attendance by enforcing Work from Home (WFH), eliminating gathering activities that cause crowds such as morning and evening apple implementation, eliminating flag ceremonies and disabling electronic attendance through fingerprints. Implementing the Work from Home (WFH) work system has caused Regional Apparatus Organizations to have difficulty supervising employee performance during the Pandemic because it is easier to monitor employee performance while working in the office. In regular times the organization can oversee the employees' work of any process, not only based on its results. A challenge for organizations to see and monitor employee performance and determine the right strategy to maintain employee performance and ensure service functions to the community continue to run during the Covid-19 Pandemic.

This research was conducted at the Regional Secretariat Office of Poso Regency, considering its strategic role as a regional apparatus organization that the central government gives duties and responsibilities to improve public services in

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government and development and enhance community welfare. The non-optimal performance of employees of the Regional Secretariat of Poso Regency can be seen from the decrease in employee discipline during the pandemic; namely, the percentage of civil servant discipline levels decreased from 82.39% in 2019 down to 74.81% in 2020. The reduction in the level of discipline of civil servants during the pandemic can be seen to be directly proportional to the results of the performance assessment of civil servants in the Poso Regency Regional Secretariat environment based on the average achievement of the Employee Performance Target value as shown below :

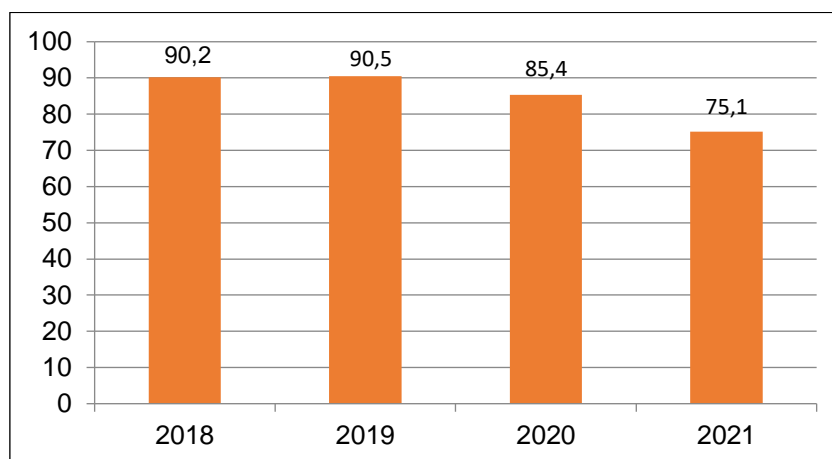


Figure 1. Average value of Employee Performance of Poso Regency Regional Secretariat
Source: General Section of Setdakab Poso (2022)

Based on the results of observations, there are obstacles faced by the Regional Secretariat of Poso Regency in carrying out their duties and functions, the lack of preparedness of employees to meet changes in the work system during the Covid pandemic, and the policy of limiting working hours causing limited communication so that employees are not optimal in completing their duties according to the targets that have been set. The new Work System also limits the leadership's control over the work of subordinates due to the limited direct interaction between the leader and subordinates. Another problem found was the low commitment of employees in maintaining discipline and many employees who were reluctant to be involved in increasing self-capacity, which had an impact on reducing employee performance so that it affected the achievement of organizational performance.

Employee readiness is the primary key for organizations that want to change following developments in the business world permanently. If employees are not ready to change, they will not be able to keep up and feel overwhelmed by the speed of organizational change and characterized by the involvement of employees who commit to the organization. Organizational commitment is a reflection of the willingness of individuals or employees to comply with administrative rules and the desire to strive to achieve organizational goals. High organizational commitment has implications for the emergence of various positive attitudes and behaviors, such as avoiding actions, behaviors, and attitudes that harm the good name of the organization, loyalty to the leadership, to colleagues at the same level, and to subordinates, high productivity, willingness to resolve conflicts through deliberation and so on (Muhdin, 2018).

Khan (2021) explains that readiness to change is strongly influenced by recipients emotional and cognitive input when they encounter change initiatives.



Emotional and mental responses impact the climate and the change process, where the process involves communication and involvement of various stakeholders. The industry and readiness to change are strongly influenced by the psychology and structures prevailing at the start of the change. Psychology involves The change leader's perception, The change process, The benefits, and Even the confidence held by the change recipient. Furthermore, an organizational structure is another variable that affects readiness to change, involving the hierarchical structure, responsibilities, skills, and knowledge possessed by the organization's members.

Alnoor et al. (2020) explain that readiness for change refers to an individual's opinion of how receptive their work environment is to change. An organization's readiness for change and practical implementation can be studied at three levels: individuals, individuals, groups, and the entire organization. Concerted collective action from each member is necessary for the successful implementation of change and effective follow-up. An organization's level of readiness to change reflects employees' willingness to accept change and work on its performance can differ according to the extent to which members of the organization value change and their ability to assess three key determinants of change implementation: Task requirements, resource availability, and environmental factors. When an organization's readiness for change is high, individuals seek a collection of positive changes, make a more significant effort to implement and accept them, demonstrate more remarkable perseverance during process changes, and work together on overall initiatives. More effective implementation outcomes (Vaishnavi et al., 2019).

Bass on Peng et al. (2021) explained that transformational leadership refers to a leadership style aimed at transforming employees' interests into self-realization, leading employees better to show concern for the organization's success. By fostering an inspiring vision (or purpose) for employees, stimulating employees to think in new ways, and showing consideration for their needs, transformational leadership can effectively elicit positive attitudes in employees and reduce their negative attitudes toward organizational change. Huo et al. (2020) showed that transformational leadership is significantly related to organizational commitment and psychological capital. Furthermore, the results also revealed that psychological capital was significantly associated with organizational commitment. Furthermore, transformational leaders promote psychological prosperity, which ultimately increases organizational commitment. Management should organize training programs on transformational leadership styles for managers because transformational leaders gain the trust of their subordinates because of their devotion and contribution.

Hallinger et al. (2018) reinforced previous research by revealing Self-efficacy plays a role in shaping employee commitment. Roswandi et al. (2021) found that Self-Efficacy has a direct positive effect on organizational Commitment, the relationship of Self-Efficacy to Organizational Commitment, also stated by Orgambidez et al. (2019) shows that Self-Efficacy positively influences organizational affective Commitment. In line with the findings of Fatima et al. (2020), which states Self-Efficacy directly affects employee commitment.

Bandura on Taufikin et al. (2021) define the concept of self-efficacy as the belief that a person can perform in a certain way to achieve specific targets that affect his life. Bandura also explains the concept of self-efficacy as the belief that a person can generate a certain level of performance that influences events that also impact his life. Therefore, self-efficacy determines how people feel, think, motivate, and behave. Believing that one's skills offer opportunities to implement complex tasks will be challenging for them. Positive and significant to Readiness for Change, in line with



research Turja et al. (2020) which concluded that the higher a person's Self-Efficacy will affect his readiness to change.

Al Fajri *et al.* (2022) suggest that Organizational Commitment influences Readiness to Change. Organizational change must begin with preparing all human resources to accept change because humans are the subject and object of organizational change and have a resistant nature to change. It shows that the readiness of members to change is something that company leaders must pay attention to change the organization. Regarding Readiness to Change and Organizational Commitment, it can be seen that Readiness to Change in members is positively related to organizational Commitment that exists in members.

This study aims to focus on factors that affect the changing readiness of employees of the Regional Secretariat of Poso Regency by examining Transformational Leadership and Self-Efficacy and assessing the extent of the role of Organizational Commitment in facing changes in the work system during the Covid pandemic. Then the hypothesis in this study is :

- H1:** Transformational Leadership has a Positive and Significant effect on Organizational Commitment.
- H2:** Self-Efficacy has a positive and significant effect on Organizational Commitment.
- H3:** Transformational Leadership positively and significantly affects employee Readiness to Change.
- H4:** Self-Efficacy Influential positive and Significant toward Readiness to Change
- H5:** Organizational Commitment positively and significantly affects Employee Change Readiness.
- H6:** Transformational Leadership positively influences and favors Change Readiness through Organizational Commitment.
- H7:** Self-Efficacy has a Positive and Significant effect on Change Readiness through Organizational Commitment.

METHODS

This research uses a quantitative approach. According to Sugiyono (2021) in quantitative research, researchers investigate research problems based on phenomena in the field or the need to explain why something happened. This study aims to find an empirical picture of the influence of Transformational Leadership and Self-Efficacy on Organizational Commitment and Employee Change Readiness and how the role of Organizational Commitment of employees of the Regional Secretariat of Poso Regency. This research is part of the survey research. Survey research is a procedure in quantitative research in which the researcher surveys a sample or an entire population to describe the population's attitudes, opinions, behaviors, or characteristics. Based on the above statement, this research can be classified into survey designs because it uses samples as a measured group.

The types of data to be used in this study are primary and secondary. Primary Data is data obtained directly from the source. In this study, the primary data used were derived from the results of questionnaires distributed to respondents following the object of study. Secondary data of the researcher was obtained from records or documentation of attendance recaptures and reports. Performance accountability, reports. Performance. Employees and data. Other. The data source in this study is primary data obtained directly from respondents (employees), and secondary data was collected through information documentation at the Poso Regency Regional Secretariat office.



The population of this study is the Official Secretariat Area Poso County, with a total of 260 employees. The samples in this study used the Purposive Sampling technique, a sample determination technique with specific considerations that aims to make the data obtained later more representative (Sugiyono (2021)). The sample of this study was Civil Servants from the staff element of 118 people, considering that the Civil Service Staff sufficiently understood how the leadership and working conditions of the Regional Secretariat of Poso Regency to solve research problems and adjust to research objectives to provide more representative value and avoid bias of research results.

Data collection in this study using questionnaires aims to Take Data About the Influence of Transformational Leadership and Self-Efficacy towards the Changing Readiness of Secretariat employees. Area. Regency. Poso, as well as to know how the role of Organizational Commitment. The data analysis method used in this study is Structural Equation Modeling (SEM) with an approach based on Partial Least Square (PLS). PLS is an alternative to the Structural Equation Modeling method in handling complex variables (Hair et al., 2019).

RESULTS AND DISCUSSION

Based on data obtained from 118 respondents, the age of respondents 41-50 years dominates the age of respondents by 42%, respondents are dominated by the female sex, as much as 72% of the working period of respondents is dominated by the category of 10-20 years by 64% and the level of education of respondents is dominated by Bachelor (S1) years as much as or by 61.02%.

Table 1. Characteristics of Respondents

Profile	Criteria	Percentage
Age	≤ 30	6 %
	31-40	27 %
	41-50	42 %
	> 50	25 %
Gender	Female	72 %
	Male	28 %
years of service	< 10	21 %
	10-20	64 %
	> 20	15 %
education	senior high school	21,19 %
	diploma	6,78 %
	bachelor	61,02 %
	masters	10,17 %
	doctoral	0,85 %

Source : Data processed by the author (2022)



Table 2. Outer Loading Value

Variable	Item	Outer Loading	Description
Transformational leadership (X1)	KT1	0.719	Valid
	KT2	0.710	Valid
	KT3	0.702	Valid
	KT4	0.732	Valid
	KT5	0.727	Valid
	KT6	0.719	Valid
	KT7	0.753	Valid
	KT8	0.733	Valid
Self Efficacy (X2)	ED1	0.711	Valid
	ED2	0.716	Valid
	ED3	0.731	Valid
	ED4	0.728	Valid
	ED5	0.748	Valid
Organizational Commitment (Y)	KO1	0.721	Valid
	KO2	0.711	Valid
	KO3	0.726	Valid
	KO4	0.727	Valid
	KO5	0.716	Valid
	KO6	0.742	Valid
	KO7	0.703	Valid
	KO8	0.712	Valid
	KO9	0.728	Valid
Readiness to Change (Z)	KB1	0.713	Valid
	KB2	0.713	Valid
	KB3	0.741	Valid
	KB4	0.753	Valid
	KB5	0.719	Valid
	KB6	0.714	Valid

Source : Data processed by the author (2022)

Based on processed Smart PLS data, as in Table 2 all construct indicators have a loading factor value above 0.7. It describes all indicators capable of explaining latent variables so that it can be concluded that the model meets the conditions of Convergent validity.

Table 3. Average Variant Extracted (AVE)

Variable	AVE Value
Transformational leadership (X1)	0.525
Self Efficacy (X2)	0.528
Organizational Commitment (Y)	0.519
Readiness to Change (Z)	0.527

Source : Data processed by the author (2022)

Based on table 3, all latent variables have an AVE value above 0.5, indicating that each latent construct indicator can explain 50% or more of its variance.



Table 4. Cross loadings Fornell-Larcker Criterion

Variable	KT	ED	KO	KB
Transformational leadership (X1)	0.725			
Self Efficacy (X2)	0.675	0.727		
Organizational Commitment (Y)	0.713	0.686	0.721	
Readiness to Change (Z)	0.710	0.642	0.705	0.726

Source : Data processed by the author (2022)

Table 4 shows that each variable has an enormous FLC value in its latent variable column compared to the other variable columns. It describes the indicators used in this study as having good discriminant validity.

Table 5. Cross loadings value

Indicator	KT	ED	KO	KB
KT1	0.714	0.649	0.675	0.673
KT2	0.703	0.615	0.591	0.679
KT3	0.708	0.590	0.624	0.660
KT4	0.720	0.624	0.645	0.668
KT5	0.752	0.603	0.619	0.652
KT6	0.754	0.633	0.559	0.621
KT7	0.748	0.622	0.563	0.614
KT8	0.747	0.598	0.547	0.606
ED1	0.668	0.741	0.687	0.659
ED2	0.642	0.709	0.614	0.622
ED3	0.590	0.725	0.638	0.667
ED4	0.590	0.732	0.607	0.652
ED5	0.583	0.730	0.583	0.653
KO1	0.619	0.640	0.706	0.649
KO2	0.611	0.587	0.728	0.658
KO3	0.586	0.634	0.736	0.642
KO4	0.614	0.604	0.749	0.628
KO5	0.625	0.648	0.732	0.652
KO6	0.545	0.601	0.736	0.588
KO7	0.618	0.688	0.736	0.672
KO8	0.579	0.601	0.726	0.650
KO9	0.642	0.647	0.722	0.675
KB1	0.707	0.729	0.735	0.743
KB2	0.620	0.639	0.583	0.706
KB3	0.619	0.637	0.604	0.718
KB4	0.606	0.634	0.638	0.748
KB5	0.641	0.610	0.658	0.745
KB6	0.694	0.669	0.659	0.731

Source : Data processed by the author (2022)

Based on table 5 above, it is known that each indicator has a more excellent Cross Loading value on its latent construct/variable compared to the value of the Cross Loading of other variables so that the indicators have met the criteria for Discriminant Validity.

Table 6. Composite Reliability and Cronbach's Alpha

Variable	Cronbach's Alpha	Composite Reliability
Transformational leadership (X1)	0.871	0.898
Self-Efficacy (X2)	0.777	0.849
Organizational Commitment (Y)	0.884	0.907
Readiness to Change (Z)	0.821	0.870

Source : Data processed by the author (2022)

Composite reliability values of 0.6 – 0.7 and Cronbach's alpha values greater than 0.7 are considered reliable (Hair et al., 2019). Based on Table 6 above, all constructs/variables have Composite reliability values and Cronbach's alpha > 0.7 according to the criteria, so it is concluded that the data is reliable.

The results of the bootstrapping process using Smart PLS, then output model measurements Structural get views at Figure 2:

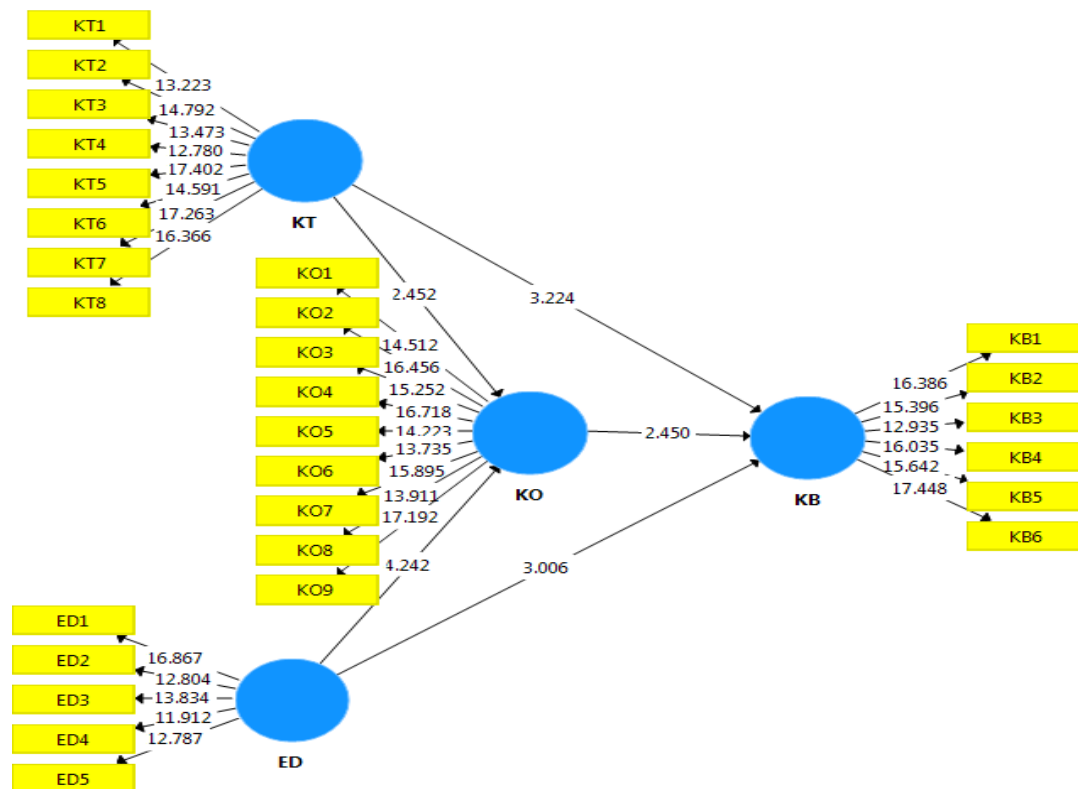


Figure 2. Output Model Measurements Structural

Source : Data processed by the author (2022)

Table 7. Inner VIF Values

Variable	KT	ED	KO	KB
Transformational leadership (X1)			1.836	2.347
Self-Efficacy (X2)			1.836	2.176
Organizational Commitment (Y)				2.412

Source : Data processed by the author (2022)



Based on table 7 above, the results from Collinearity Statistics (VIF) to see the Multicollinearity test with the outer results of the Transformational Leadership variable to Organizational Commitment were 1,836. The VIF value of the Self-Efficacy variable against Organizational Commitment was 1,836. The VIF value of the Transformational Leadership variable to Readiness to Change was 2,347. Then the VIF value of the Self-Efficacy variable to Readiness was 2.176, and the VIF Value of the Organizational Commitment to Readiness Changed variable was 2.412. From each variable showing a VIF value of < 5 , it can be concluded that the research data does not violate the multicollinearity test criteria.

Table 8. Coefficient Determination (R^2)

Endogenous Variables	R Square (R^2)	R Square Adjusted
Organizational Commitment	0.585	0.578
Readiness to Change	0.598	0.588

Source : Data processed by the author (2022)

This study used two variables that were influenced by other variables, namely the Organizational Commitment (Y) variable, which was influenced by Transformational Leadership (X1) and Self-Efficacy (X2), the Readiness to Change (Z) variables which were influenced by Transformational (X1), Self-Efficacy (X2) and Organizational Commitment (Y). Table.8 shows the R-square Adjusted value for the Organizational Commitment variable (Y), obtained by 0.578, and for the Changing Readiness variable (Z), obtained by 0.588. These results show that 57.8% of the Organizational Commitment variable (Y) is influenced by Transformational Leadership (X1) and Self-Efficacy (X2), and 58.8% of the Change Readiness (Z) variable is influenced by the Transformational (X1), Self-Efficacy (X2) and Organizational Commitment (Y) with values falling into the moderate category.

Table 9. Path Coefficients (Mean, STDEV, T-Statistic)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
KT -> KO	0.460	0.455	0.105	4.366	0.000
KT -> KB	0.354	0.358	0.106	3.330	0.001
ED -> KO	0.375	0.382	0.107	3.512	0.000
ED -> KB	0.175	0.186	0.083	2.111	0.035
KO -> KB	0.333	0.321	0.117	2.835	0.005

Source : Data processed by the author (2022)

The Value of the Transformational Leadership variable against Organizational Commitment is 0.46 has a significant influence because the t-statistic of 4,366 is greater than the t-value of 1.96 and the P value of $0.000 < 0.05$. Thus H1 is accepted. Namely, Transformational Leadership has a Positive and significant effect on Organizational Commitment. The Value of the Self-Efficacy variable against Organizational Commitment of 0.375 has a significant influence because the t-statistic of 3,512 is greater than the t-value of 1.96 with a P value of $0.000 < 0.05$. Thus H2 is accepted. Namely, Self-Efficacy has a Positive and significant effect on Organizational Commitment.

The Value of the Transformational Leadership variable against Change Readiness is 0.375 has a significant influence because the t-statistic of 3,333 is greater than the t-value of 1.96 with P. value. as much as. $0.001 < 0.05$. With. such. H3.



accepted, ie. Leadership. Transformational. Influential. Positive. and. Significant. towards. Readiness Changes. The Value of the Self-Efficacy variable against Change Readiness is 0.175 has a significant influence because the t-statistic of 2,111 is greater than the t-value of 1.96 with P. value. as much as. $0.035 < 0.05$. With Such H4 Accepted, ie. Efficacy Self Influential Positive and Significant to Readiness to Change. The Value of the Organizational Commitment to Readiness to Change variable of 0.333 has a significant effect because the t-statistic of 2,835 is greater than the t-value of 1.96 with P Value as much as $0.005 < 0.05$. With Such H5 accepted, ie. Commitment Influential organizations Positive and Significant Towards Readiness to change.

Table 10. Spesific Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
KT ->KO ->KB	0.153	0.146	0.065	2.360	0.019
ED->KO -> KB	0.125	0.123	0.059	2.111	0.035

Source : Data processed by the author (2022)

The Transformational Leadership Variable Impact Value of Change Readiness through Organizational Commitment is 0.153 and has a significant influence because the t-statistic of 2,360 is smaller than the t-value of 1.96 and the P value of $0.019 < 0.05$. Thus H6 is accepted. Namely, Transformational Leadership positively and significantly affects Change Readiness through Organizational Commitment. The Value of the Self-Efficacy variable against Readiness to Change through Organizational Commitment was 0.125, having a significant influence because the t-statistic of 2,111 was greater than the t-value of 1.96 with. P. Value. as much as. $0.035 < 0.05$. With. such. H7 is accepted, ie. Efficacy. Self. Influential. positive. and. Significant. to Readiness to Change through Organizational Commitment.

The results of the hypothesis analysis, as contained in table 9, found that the relationship between the variables of Transformational Leadership to Organizational Commitment in the Poso Regency Regional Secretariat office has a t-statistic of 4,366 more significant than the t-value of 1.96 and P value of $0.000 < 0.05$ so that H1 is accepted, namely Transformational Leadership has a positive and significant relationship to Organizational Commitment. It means that the better the Transformational Leadership applied to the Poso Regency Regional Secretariat Office, the better the Employee Organization Commitment will be formed. This study's results align with previous research by Huo et al. (2020) and Iqbal et al. (2020), which showed that Transformational Leadership significantly affects organizational commitment. Transformational Leadership Characteristics that affect employee Organizational Commitment can occur because leaders pay more attention to subordinates through caring, understanding, and accommodating attitudes to assistants' needs during work system changes during the pandemic to encourage increased employee motivation and maintain the relationship between leaders and subordinates well maintained.

The results of the hypothesis analysis found that the relationship between the variables of Self-Efficacy to Organizational Commitment in the Poso Regency Regional Secretariat office had a t-statistic of 3,512 more significant than the t-value of 1.96 and a P value of $0.000 < 0.05$ so that H2 was accepted, namely Self-Efficacy had a positive and significant relationship to Organizational Commitment. The Relationship of Self-Efficacy to Organizational Commitment at the Poso Regency Regional Secretariat



Office shows a positive relationship, meaning that the better the level of Self-Efficacy of the Poso Regency Regional Secretariat employees, the more it will increase the Employee Organization Commitment. The results of this study are in line with previous research by Roswandi et al. (2021) and Orgambidez et al. (2019), which showed that Self-Efficacy has a positive and significant effect on Organizational Commitment. The dominant Self-Efficacy characteristic influences the Organizational Commitment of Poso Regency Regional Secretariat employees, namely through the confidence that their employees can solve problems in any situation. Intelligent employees will express creativity by trying their best to solve the issues and are willing to involve themselves with the organization. Employees who believe in carrying out tasks according to organizational goals will form attachments consistently, strengthening their commitment to the organization.

The relationship between the variables of Transformational Leadership to Change Readiness in the Poso Regency Regional Secretariat office has a t-statistic of 3,330 more significant than the t-value of 1.96 and the P value of $0.001 < 0.05$ so that H3 is accepted, namely Transformational Leadership has a positive and significant relationship to Change Readiness. The Relationship of Transformational Leadership to Employee Readiness to Change in the Poso Regency Regional Secretariat Office shows a positive relationship, meaning that the better the perception of Poso Regency Regional Secretariat employees towards Transformational Leadership, the more Employee Change Readiness will increase. This research shows the characteristics of Transformational Leadership where leaders have concern and pay more attention in difficult times to subordinates so that employees feel more confident and focused on the benefits of changing work systems during the pandemic. Employees believe the change program that is implemented benefits not only the organization but also benefits them. One of the characteristics of Transformational Leaders is paying attention and encouraging employees to be more confident in making the change successful. This research aligns with previous research by (Orgambidez et al., 2019; Faupel & Süß, 2019; Tayal et al., 2018), which shows that Transformational Leadership has a positive and significant effect on Change Readiness.

The relationship between the variables of Self-Efficacy to Change Readiness in the Poso Regency Regional Secretariat office has a t-statistic of 2,111 more significant than the t-value of 1.96 and the P value of $0.035 < 0.05$ so that H4 is accepted, namely Self-Efficacy has a positive and significant relationship to Change Readiness. The Relationship between Self-Efficacy to Employee Readiness to Change at the Poso Regency Regional Secretariat Office shows a positive relationship, meaning that the higher the Self-Efficacy of Poso Regency Regional Secretariat employees, the more prepared and easy it will be for employees to accept change. This study's results align with previous research by Taufikin et al. (2021) and Turja et al. (2020) which shows that Self-Efficacy has a positive and significant effect on Change Readiness. Self-efficacy characteristics of employees with the highest outer loading value are confidence to solve problems in any situation, especially in difficult times. Employees of the Regional Secretariat of Poso Regency are confident that their abilities remain enthusiastic and diligent so that they can complete every task well in carrying out their work, besides that employees have confidence in the benefits obtained from changes in the work system during the pandemic so that employees will be better prepared to face changes carried out by the organization.

The relationship between the variables of Organizational Commitment to Change Readiness in the Poso Regency Regional Secretariat office has a t-statistic of 2,835, more significant than the t-value of 1.96 and the P value of $0.005 < 0.05$ so that H5 is accepted, namely the Organizational Commitment has a positive and significant



relationship to Change Readiness. The Relationship of Organizational Commitment to Readiness to Change of employees at the Poso Regency Regional Secretariat Office shows a positive relationship, meaning that the higher the level of Organizational Commitment of employees of the Poso Regency Regional Secretariat, the more prepared and easy it will be for employees to accept change. The characteristics of organizational commitment of employees with the highest value are willing to sacrifice their interests to advance the organization and strengthen their belief in the benefits of changing the work system. It shows that the higher the level of identification and engagement of employees in the organization, the easier it will be for them to accept change. This study's results align with previous research by Al-Hussami et al. (2018) and Al-Maamari & Raju (2020) which shows that Organizational Commitment has a positive and significant effect on Readiness to change.

The results of this study prove that Transformational Leadership has a significant positive effect on the Readiness to Change Employees of the Regional Secretariat of Poso Regency through Organizational Commitment. The transformation leadership variable against Readiness to Change through Organizational Commitment is 2,360, having a significant influence because the t-statistic of 2,360 is greater than the t-value of 1.96 and the P value of $0.019 < 0.05$. Thus H6 is accepted. Namely, Transformational Leadership positively and significantly affects Change Readiness through Organizational Commitment. The type of mediation of the Organizational Commitment Variable is classified as partial mediation because, based on research data analysis, the Exogen Variable, namely Transformational Leadership, affects the endogenous variable of Change Readiness either directly or indirectly through the Organizational Commitment variable.

The effect of the variable Self-Efficacy on Readiness to Change through Organizational Commitment is 2,111, having a significant influence because the t-statistic of 2,111 is greater than the t-value of 1.96 with a P value of $0.035 < 0.05$. Thus H7 is accepted. Namely, Self-Efficacy positively and significantly affects Readiness to Change through Organizational Commitment. The type of mediation between the relationship between Transformational Leadership and Self-Efficacy on Readiness to Change through Organizational Commitment is classified as partial mediation because, based on the results of research data analysis, the variable Self-Efficacy affects positively or significantly the variable Readiness to Change either directly or indirectly through the variable Organizational Commitment.

CONCLUSION

Transformational Leadership and self-efficacy have a positive and significant effect on organizational commitment. Transformational Leadership, self-efficacy, and organizational commitment positively and significantly affect readiness for change. Organizational commitment mediates the relationship between Transformational Leadership and Self-Efficacy to Readiness for Change. Forms of mediation Organizational commitment demonstrates partial mediation because the value of the direct influence of Transformational Leadership and Self-Efficacy on readiness changes more significantly than the indirect influence through the mediation of organizational commitment. This study shows that the better the Transformational Leadership, the better the self-efficacy, the better the Organizational Commitment, and the better the readiness of employees to face changes in the work system..



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