Journal of Economics, Business, and Accountancy Ventura Vol. 27, No. 1, April – July 2024, pages 62-84

Readiness for Change in the Hospitality Industry in Indonesia

Fiska Maya Saptari*, Nidya Dudija

Telkom University, Bandung, West Java, Indonesia

A R T I C L E I N F O

Article history:
Received: May 17, 2023
Revised: March 16, 2024;
May 6, 2024;
May 14, 2024;
May 20, 2024
Accepted: May 27, 2024

JEL Classification:
D22, D23, M14

DOI:
10.14414/jebav.v27i1.3033

Keywords:
Organizational culture,
Perceived organizational support,
Organizational commitment,
Readiness for change,
Structural equation model-partial least square

A B S T R A C T

This study aims to obtain empirical evidence regarding the influence of organizational culture, perceived organizational support, and organizational commitment on readiness for change. This type of quantitative research is quantitative research where the sample is 111 respondents who were analyzed using SEM-PLS. The results showed that organizational culture, perceived organizational support, and organizational commitment positively affect readiness for change. Studies show that if the organizational culture, perceived organizational support, and organizational commitment are reasonable, it will increase employee readiness for change during the COVID-19 pandemic in Indonesia. This research implies that The Royale Krakatau Hotel can create a web-based knowledge management system or application that can distribute employee knowledge anywhere and anytime. Second, it is important to pay attention to non-financial support, such as providing a more transparent employee of the month so that employees feel that the assessment is correct. Third, the organization can routinely look up to and calculate the workload of each employee so that the compensation and workload provided by the company are by the provisions without harming employees. Fourth, a change agent should be formed to manage any resistance to change and be more sensitive to the reasons why employees resist change to improve the employees' ability to understand and manage resistance to change.

A B S T R A K

Penelitian ini bertujuan untuk memproleh bukti empiris mengenai pengaruh budaya organisasi, persepsi dukungan organisasi dan komitmen organisasi terhadap kesiapan untuk berubah. Penelitian ini merupakan jenis penelitian kuantitatif dimana sampel penelitian ini sebanyak 111 responden yang dianalisis menggunakan SEM-PLS. Hasil penelitian menunjukkan bahwa budaya organisasi, persepsi dukungan organisasi dan komitmen organisasi mempengaruhi kesiapan untuk berubah secara positif. Studi menunjukkan bahwa jika budaya organ-isasi, persepsi dukungan organisasi dan komitmen organisasi baik maka akan meningkatkan kesiapan berubah kar-yawan pada masa pandemi covid-19 di Indonesia. Implikasi dari penelitian ini adalah pertama, The Royale Krakatau Hotel dapat membuat knowledge management system berbasis website maupun aplikasi yang mampu mendistri-busikan pengetahuan karyawan dimanapun dan kapanpun. Kedua, memperhatikan bentuk dukungan non finansial tersebut, seperti pemberian employee of the month yang lebih transparan agar karyawan merasa bahwa penilaian telah tepat. Ketiga, dapat secara rutin memperhatikan dan menghitung beban kerja yang dimiliki oleh setiap karya-wan, sehingga antara imbalan dengan beban kerja yang diberikan oleh perusahaan sesuai dengan ketentuan tanpa merugikan karyawan. Keempat, membentuk change agent untuk mengelola setiap penolakan perubahan dan lebih peka terhadap isu-isu yang menjadi alasan karyawan menolak perubahan guna meningkatkan kemampuan karyawan dalam memahami dan mengelola penolakan terhadap perubahan tersebut.

1. INTRODUCTION

In the face of the COVID-19 pandemic, the establishment of a sub-holding PT Krakatau Sarana Industri (PT KSI) is part of the transformation of PT Krakatau Steel (PT KS) to increase value and optimize company performance (Akbar, 2021). Where PT KS, through the sub-holding PT KSI, consistently continues to push each of its business units in a better direction, one of which is through its subsidiary PT Krakatau Sarana Properti (PT KSP), which is in charge of the business in the industrial property line, providing industrial

* *Corresponding author, email address: fiskamaya@gmail.com*

plots and warehousing, commercial property lines with the brand The Royale Krakatau Hotel, The Surosowan Restaurant, Krakatau Water World and the Residential line through the Pejaten Mas Estate and Bumi Rakata Asri brands (Kurniawan, 2021). One of the business lines owned by PT KSP is the hotel business line. During the COVID-19 pandemic in Indonesia, the hotel business was a business line that was greatly impacted. The Royale Krakatau Hotel is one of the hotels that temporarily closed its business to reduce the spread.

Implementation of organizational change will be hampered if employees do not support and participate in change initiatives (Olafsen et al., 2020). However, employees will consider the benefits and risks they will receive when implementing organizational changes (Pranatha & Majorsy, 2018). Organizations can overcome anxiety and worry about change by formulating an appropriate change plan because readiness for change is an individual's approach and cognitive attitude toward themselves and their environment. They are ready to engage in the changes they experience. After all, readiness for change is an assessment that determines an individual's willingness to engage in organizational change (Dharmawan & Nurtjahjanti, 2017).

The changes that occurred during the pandemic at The Royale Krakatau Hotel were implementing health protocols by limiting the number of rooms that could be booked and requiring guests and employees, especially those who came from outside the city, to show Polymerase Chain Reaction (PCR) or Antigen test, and the implementation of first vaccines, second vaccines and boosters for employee, the existence of WFH (Work From Home), online attendance, the absence of national leave, meetings and knowledge sharing activities or Activity Knowledge Management (AKM) and training is via Zoom or Google Meet. Internal activities that caused crowds had to be canceled, such as Family Gathering, Team Building Emotional Spiritual Quotient (ESQ), and firefighting simulations. Moreover, restaurants innovate by implementing drive-thru restaurants and lunch boxes to adapt to existing conditions.

It can be said that the changes made are incremental, where changes are made to maintain the general balance of the organization (Daft, 2004). Changes that occur require employees to accept the situation and be ready to change to survive in conditions that cannot be determined. Readiness for change has become a significant issue affecting individuals in various organizations and industrial sectors. The only factor that plays an important role in organizational change is the individual himself (Postsangbam & Barman, 2020). One of the individual factors of readiness for change is a person's demographic condition, including age, education, gender, and others (Mangundjaya, 2016). By designing interventions that suit demographic differences, employee readiness for change can be improved, and ultimately, change initiatives can be appropriately implemented (Mardhatilah & Rahman, 2020).

Researchers using age demographic data in this study know that most of The Royale Krakatau Hotel employees are 21-30 years old, with a percentage of 33.33 percent or 37 employees. This data interests researchers to see whether or not employees are ready to change because, according to Guamaradewi & Mangundjaya (2018) and Mardhatillah & Rahman (2020), older employees show a higher readiness for change compared to younger employees where the readiness for change in employees aged over 50 years is significantly higher than in employees aged 40-50 years (Mardhatillah & Rahman, 2020). Older employees have more family responsibilities, and it is not easy to leave the organization even though they dislike change initiatives (Mardhatillah & Rahman, 2020). However, the realization is related to employee readiness for change, as seen in the age demographics of employees. Information obtained that, in reality, employees over 40 years old find it more difficult to accept changes (Personal Communication, January 27, 2022). It is known that employees find it challenging to learn the latest technology at that age, and there is no desire to change because they feel comfortable with existing activities.

Given that the level of output analysis in this study is individual readiness for change and is measured at the individual level of analysis, using individual-level analysis is the most appropriate procedure for measuring organizational culture(Tsalits & Kismono, 2019). As a natural part of organizational culture, change contributes to organizational resilience, which is a prerequisite for survival and creates an internal environment for economic sustainability, where sustainability requires continuous organizational change and implementation is critical to successful implementation (Olafsen et al., 2020). The success of an organization in facing the challenges and complexity of the business world is primarily determined by its members' readiness for change, which is influenced by the culture within the organization (Rusdiana & Nasihudin, 2021).

PT KSP has four organizational cultural values that are also applied to The Royale Krakatau Hotel and every employee must uphold those values. These four values are called IKHLAS, and the acronyms integrity, creativity, reliability, loyalty, accountability, and synergy accompany them. However, in its realization in the face of change where employees are required to adapt to survive in unexpected circumstances, the value of organizational culture is embedded in creative acronyms where employees are expected to provide ideas (innovations) consistently and actual actions for the progress of the organization, as well as open themselves to insights. The acronym is implemented in AKM (Personal Communication, October 19, 2021). Activity Knowledge Management (AKM) implemented by The Royale Krakatau Hotel is a knowledge-sharing activity where all employees are involved in learning and training activities that are part of the organizational culture of The Royale Krakatau Hotel on the creative acronym. Information regarding AKM is known through a recap of knowledge-sharing activities attended by employees that have been carried out during 2021. PT KSP targets its employees by collecting 300 AKM points and applying them to The Royale Krakatau Hotel employees. It is known that from the total of 111 The Royale Krakatau Hotel employees, about 34.23 percent, or 38 employees, have met the target. Meanwhile, about 65.77 percent, or equals to 73 employees have not met the target, which means that in facing changes, the employee did not follow the cultural values in the creative point, regardless this point has become a sustainable culture and is agreed upon by all employees at The Royale Krakatau Hotel.

An important factor that has received less attention is perceived organizational support because organizational change significantly impacts the recipients. In contrast, the perceived organizational support in managing change requires believing the change is good for one's interests (Gigliotti, Vardaman, Marshall & Gonzalez, 2018). Organizations can prepare for change through top-down organizational change steps towards the perceived organizational support and pay attention to the fairness of resource allocation, superior support, rewards, and working conditions as part of the organizational perception support (Putra, Asmony, & Nurmayanti, 2021). Gigliotti et al. (2018) state that organizations should focus on providing an adequate level of support to employees during changes because the practical and emotional support provided by the leadership to employees shows the commitment of the top brass of the organization to the change process and their willingness to support employees in the process of change face challenges arising from change (Putra et al., 2021).

Change initiatives by top-down organizations will have limited effect if they ignore equity in resource allocation, management support, rewards, and working conditions as components of perceived organizational support (Putra et al., 2021). Gigliotti et al. (2018) suggested that organizations must support employees before initiating and during organizational change initiatives. Organizational support given properly and relatively to employees through rewards and job conditions will, in time, foster comfort and a feeling of psychological security in individual employees when faced with uncertain situations, such as during organizational change (Putra et al., 2021). It is known that the awards given by the company to employees are in the form of financial and non-financial. The form of appreciation given to The Royale Krakatau Hotel employees is not differentiated regarding employment status. However, when given a network quota, the contract employees (daily workers) do not get a reward from the company. The Royale Krakatau Hotel provides incentives and organizational support in the form of financial and non-financial support, which are considered to follow predetermined company rules. However, for non-financial support in the form of an employee of the month certificate, it is known that this support has only been held since August 2021 and previously stopped in January 2018 (Personal Communication, October 19, 2021), so the non-financial awards given by the company have not been implemented optimally to provide perceptions of organizational support to employees in supporting employee readiness for change.

The important thing in a change is that employees are required to get out of their comfort zone, and not all employees are ready for this because many are pessimistic and end up resigning (Astuti & Khoirunnisa, 2018). Organizations should pay attention to employees while maintaining welfare to have high-performance loyalty, make employees feel bound, and have no desire to leave the organization (Guntoro & Dudija, 2020). Low organizational commitment will result in turnover, low quality of work, lack of loyalty, high absenteeism, increased work delays, and decreased employee desire to stay in the organization (Mustofa & Frianto, 2019). Thus, organizational commitment is essential in employee readiness for change (Astuti & Khoirunnisa, 2018; Prastiti, 2021).

Growing commitment in the organization has three main aspects: identification, involvement, and loyalty. Organizations can see employee involvement through attendance, where the attendance rate of employees with a high sense of involvement is generally the level of intentional absenteeism for these employees is low because employees are only absent if they really cannot come to work (Yusuf & Syarif, 2017). Employee attendance data at The Royale Krakatau Hotel shows employees a high percentage of absenteeism. Pranita & Dewi (2018) stated that a reasonable absenteeism rate below 3 percent, which is above 3 percent to 10 percent is considered high. The employee attendance data at The Royale Krakatau Hotel shows an average attendance rate of 13.50 percent. It is influenced by the change in the attendance system from offline to online. It is known that there are several obstacles, such as website adjustments, which sometimes have to be repaired, and some employees have difficulty accessing the website due to a lack of understanding of online-based technology (Personal Communications, January 27, 2022). Thus, based on the data, it can be explained that the level of employee absenteeism tends to fluctuate, and it is illustrated that employees at The Royale Krakatau Hotel do not yet have a high commitment to their work in facing changes.

This study has the following objectives. First, it aims to determine how strong the organizational culture, perceived organizational support, organizational commitment, and readiness for change employees are at The Royale Krakatau Hotel. Second, this study also seeks to know the influence of organizational culture on the readiness for change. Third, the effect of perceived organizational support on employee readiness for change is also analyzed in this research. Last, this study also examines the effect of organizational commitment on employee readiness for change. The object of this research is the employees of The Royale Krakatau Hotel. The employees of The Royale Krakatau Hotel were selected based on the results of observations made previously by researchers, where it is known that there is a discrepancy between reality and the theory described in this hotel. The results of this study are expected to provide empirical evidence regarding the influence of organizational culture, perceived organizational support, and organizational commitment on readiness for change. In addition, the results of this study can also be used to consider The Royale Krakatau Hotel and increase its readiness for changing employees in the current pandemic conditions.

2. THEORETICAL FRAMEWORK AND HYPOTHESES

2.1. Organizational Culture

As a distinction between the organization and other organizations, organizational culture refers to the beliefs held by its members (Badu & Djafri, 2017). Organizational culture relates to the values and beliefs that evolve and develop inside an organization to govern the behavior and activities of its people (Tewal et al., 2017). Organizational culture reveals an individual's meaning system, which separates the organization from other organizations (Robbins & Judge, 2017). Organizational culture is the fundamental values, beliefs, and principles that form the basis for management systems and practices and the behaviors that enhance and reinforce these principles (Denison & Mishra, 1995). This study uses the dimensions of organizational culture proposed by Denison, Nieminen, & Kotrba (2014) as a reference. By looking at the problem, the adaptability dimension is where the COVID-19 pandemic changes the company's situation, where the dimensions and indicators are involvement (empowerment, teamwork, capability development), consistency (core values, agreement, coordination, and integration), adaptability (creating changes, customer focus, and organizational learning), and mission (strategic direction and intention, goals and objectives, and vision).

2.2. Perceived Organizational Support

Perceived organizational support is the degree to which workers feel the company appreciates their contributions and cares about their well-being (Robbins & Judge, 2017). Perceived organizational support is where workers estimate the proportion between what they contribute and get while dealing with the company, influencing their total investment (Yusuf & Syarif, 2017). Perceived organizational support presupposes an organization's readiness to reward increased work effort and meet socioemotional needs, which must be determined. Employees develop global beliefs about how much the organization values their contribution and cares about their well-being (Rhoades & Eisenberger, 2002). The dimensions used in this study are the dimensions of perceived organizational support proposed by Rhoades & Eisenberger (2002), consisting of fairness, supervisor support, and organizational rewards and job conditions.

2.3. Organizational Commitment

Organizational commitment is the degree to which an employee identifies with a specific organization and its aims and wishes to retain participation (Robbins & Judge, 2017). Organizational commitment is an employee's willingness to be part of the organization (Wijaya, 2017). Allen & Meyer (1990) defined organizational commitment as a psychological relationship between employees and their organization, which will provoke employees to be attached to the organization so that they will not leave voluntarily by paying attention to the problems in attendance data where the fluctuating absentee level can be interpreted that the employees of The Royale Krakatau Hotel do not have a high organizational commitment to their work. The dimension that will be used in this study is the dimension of organizational commitment proposed by Allen & Meyer (1990). The dimensions include affective commitment, continuous commitment, and normative commitment.

2.4. Readiness for Change

According to Tauhid et al. (2021), readiness for change is a comprehensive attitude that is simultaneously influenced by change, how the change is implemented, the circumstances in which the change occurs, and the characteristics of the individual who is asked to make the change. Mangundjaya (2016) stated that the idea of readiness for change has an emotional impact on a person. Readiness for change is how individuals are mentally, psychologically, and physically ready or primed to participate in organizational development activities (Hanpachern et al., 1998). The COVID-19 pandemic phenomenon is a problem that requires employees to be ready to change under these conditions. This research refers to the dimension of readiness for change proposed by Hanpachern, Morgan, & Griego (1998), which include promoting change, participating in change, and resisting change.

2.5. Organizational Culture and Readiness for Change

Several research studies have explored different aspects of organizational culture in various settings. Kirana & Aswar (2021) investigated Takalar Regency DPRD employees. Harahap, Wahdi, & Wulandini (2020) focused on elementary school teachers in Jakarta and surrounding areas. Olafsen et al. (2020) also examined employees in Norwegian public organizations, specifically researching organizational culture types, namely flexible and stable. Lastly, Tsalits & Kismono (2019) studied employees of XYZ Company, a family company in Indonesia, and researched organizational culture types, including clan culture, adhocracy, market, and hierarchy. The research shows that organizational culture has a positive and significant relationship with readiness for change. Based on the explanation above, the researcher estimates that organizational culture influences employee readiness for change, so the first hypothesis is:

H1. Organizational culture has a positive effect on employee readiness for change.

2.6. Perceived Organizational Support and Readiness for Change

Several research studies have been conducted to explore the relationship between the perception of organizational support and readiness for change. Notably, Anggraeni & Febrianti (2022) examined employees working at service companies in West Java, Fradipta & Mulyana (2021) studied teachers of SMP Negeri 2 Krui, Putra et al. (2021) focused on employees of Bumigora University, Rochmi & Hidayat (2018) investigated government employees from 19 different provinces in Indonesia, and Dharmawan & Nurtjahjanti (2017) analyzed employees of PT KAI Commuter JABODETABEK. These studies found a positive and significant relationship between perceptions of organizational support and readiness for change.

The higher the perceived organizational support employees possess, the higher their readiness for change. Companies that want to form readiness for change in employees can do so by paying attention to the welfare felt by employees (Dharmawan & Nurtjahjanti, 2017; Rochmi & Hidayat, 2018). Based on the explanation above, the researcher estimates that employees will be ready to face change if it is balanced with the perceived organizational support for employees so the second hypothesis is:

H2. Perceived organizational support has a positive effect on employee readiness for change.

2.7. Organizational Commitment and Readiness for Change

Several research studies have been conducted on different groups of employees in various industries. Zahra & Widawati (2022) investigated lecturers at the Islamic University of Bandung, while Prastiti (2021) focused

on employees of PT X Jatimbalinusa. Kemas & Anwar (2021) also studied employees in Indonesia's food and beverage industry, with a minimum service period of one year. Fazzari, Juwitaningrum, & Wulandari (2021) researched employees of Geoff Max Footwear.Co in Bandung and Pranatha & Majorsy (2018) examined print media employees of PT X. The research shows a positive and significant relationship between employee organizational commitment and readiness for change. Where an increase in organizational commitment causes an increase in employee readiness for change, this confirms that organizational commitment plays an essential role in readiness for change (Prastiti, 2021). Based on the explanation above, the researcher estimates that organizational commitment has a role that influences employees to face change readiness, resulting in the following hypothesis:

H3. Organizational commitment has positive effects on employee readiness for change.

3. RESEARCH METHOD

This study uses quantitative methods. The types of data used are primary data and secondary data. Primary data is collected using a Google Form questionnaire. In contrast, secondary data uses book literature, national and International journals, and internal data from The Royale Krakatau Hotel provided by the company, namely Employee Age Data, 2021 Knowledge Sharing Recap, Types of Awards at The Royale Krakatau Hotel, and Attendance Data. The population in this study was 111 employees. In this study, the sample used as the respondents are the entire population, using a non-probability sampling technique in the saturated sampling category to make generalizations with minimal errors.

In structural Equation Modeling (SEM) research, the independent variable is exogenous, while the dependent variable is endogenous. Exogenous variables always appear as independent variables in all equations in the model (Suharto & Ligery, 2018). In this study, we can see from Figure 1 that the exogenous variables were organizational culture (X1), perceived organizational support (X2), and organizational commitment (X3). Endogenous variables are dependent variables with at least one equation in the model. The rest are independent variables (Suharto & Ligery, 2018). While in this study, the endogenous variable is the readiness for change (Y).

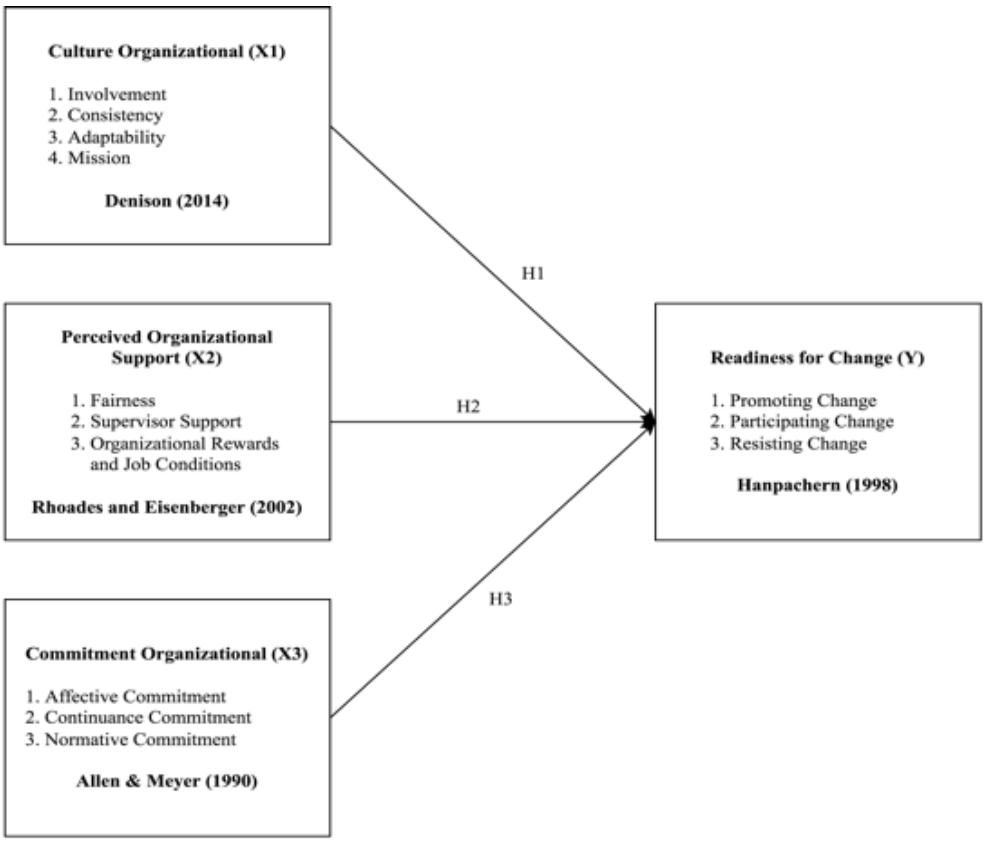

Figure 1. Research framework

Variables are measured using the dimensions proposed by the experts. The organizational culture variable uses the dimensions proposed by Denison et al. (2014). The perceived organizational support variable adopts the dimensions proposed by Rhoades & Eisenberger (2002), while the organizational commitment variable uses the dimensions proposed by Allen & Meyer (1990). The last variable, readiness for change, uses the dimensions proposed by Hanpachern et al. (1998), which in these dimensions, there is an unfavorable dimension, namely resisting change. Azwar (2016) stated that favorable items are those whose contents support, favor, or indicate the characteristics of the measured attribute. In contrast, unfavorable items are items whose contents do not support or do not describe the attributes' characteristics.

Data was analyzed using the Structural Equation Model - Partial Least Squares (SEM-PLS). The analysis is divided into two stages. The outer model is divided into three parts, namely convergent validity test, discriminatory validity test, and reliability test, and the inner model is viewed with five criteria, namely: Variance Inflation Factor (VIF), determinant coefficient (R^2), cross-validated redundancy (Q^2), effect size (f^2), path coefficients, and Goodness of Fit (GoF) tests. The GoF is a single measure to validate the joint (simultaneous) performance between the measurement and structural models. The GoF value is obtained from the average communalities index multiplied by the R^2 value of the model.

4. DATA ANALYSIS AND DISCUSSION

The model design resulted in four latent variables with manifest variables: organizational culture has 24 manifest variables, perceived organizational support has six manifest variables, organizational commitment has six manifest variables and employee readiness for change has six manifest variables. Questionnaires were distributed using Google Forms to 111 respondents. From the results of distributing questionnaires, it is known that the characteristics of the respondents in this study are to determine the background of the respondents and can provide a clear picture of the condition of the respondents in this study based on employee status, gender, age, last education, and years of service.

Based on Table 1, the distribution of respondents according to their employee status reveals that 23 respondents (20.7 percent) are daily worker (DW) employees, 55 respondents (49.5 percent) are contract worker (PKWT) employees, and 33 respondents (29.7 percent) are organic employees. Based on gender, 97 respondents (87.4 percent) are male, while 14 (12.6 percent) are female. According to the age data, the majority of respondents fall between 31-40 years old 42 respondents (37.8 percent), followed by those within 21-30 years with 36 respondents (32.4 percent), 41-50 years with 27 respondents (24.3 percent), and lastly, >50 years with six respondents (5.4 percent).

When considering the education level of the respondents, the distribution shows that senior high school is the most common level, accounting for 44 respondents (39.6 percent), followed by Diploma 3 with 29 respondents (26.1 percent), Bachelor with 18 respondents (16.2 percent), Diploma 1 with 17 respondents (15.3 percent), and less than senior high school with two respondents (1.8 percent). Additionally, one respondent (0.9 percent) had a postgraduate degree. Furthermore, regarding the working period of the respondents, 64 respondents (57.7 percent) have a service period of ≥3 years, while the remaining 47 respondents (42.3 percent) have a service period of <3 years.

When we look again at the characteristics of the respondents, namely the last education, Munawaroh and Meiyanto (2017) said that employees with the last education of senior high school or Diploma (D1, D2, and D3) have lower readiness for change to the last education of bachelor and postgraduate. While it is known that the respondent's last education that dominates is senior high school, researchers assume that employees resist change because they feel comfortable with what they are doing now. Tarsan (2018) argued that employees refuse not because they cannot but because they do not want to be reluctant to move from their comfort zone, fear failure, reluctance to adopt something new, negative thinking, and excessive suspicion. Establishing a change agent can be used to deal with employees who resist change, where the change agent is a facilitator whose job is to reduce employee resistance to leading change.

The descriptive statistics for organizational culture are based on Table 2, where the total variable score is 11,485, with an average percentage of 86.23 percent. Four of the 24 statement items are in the high category, namely CUO2, CUO5, CUO18, and CUO22, while the other 20 are in the very high category. This result shows that the overall organizational culture variable is very high. So, it can be concluded that the average employee of The Royale Krakatau Hotel has implemented a very high organizational culture in carrying out their work activities.

Table 1. Characteristics of respondents

	Categories	Number	%
Employee Status	Daily Worker (DW)	23	20.7
	Contract Worker (PKWT)	55	49.5
	Organic	33	29.7
Sex	Male	97	87.4
	Female	14	12.6
Age	<21 years old	0	0
	21 – 30 years old	36	32.4
	31 – 40 years old	42	37.8
	41 – 50 years old	27	24.3
	>50 years old	6	5.4
Education	Less than senior high school	2	1.8
	Senior high school	44	39.6
	Diploma 1	17	15.3
	Diploma 2	0	0
	Diploma 3	29	26.1
	Bachelor	18	16.2
	Postgraduate	1	0.9
Experience	<3 years	47	42.3
	≥3 years	64	57.7

Table 2. The respondent's feedback on organizational culture at the Royale Krakatau Hotel

Dimension	Score Total	Mean (%)
Involvement	2,869	86.16%
Consistency	2,886	86.67%
Adaptability	2,860	85.89%
Mission	2,870	86,19%
Total	11,485	86.23%

Table 3. The respondent's feedback on perceived organizational support at the Royale Krakatau Hotel

Dimension	Score Total	Mean (%)
Fairness	956	86.13%
Supervisor Support	1,004	90.45%
Organizational Rewards and Job Conditions	933	84.06%
Total	2,893	86.88%

The results of distributing questionnaires, which include the lowest percentage on this variable, are contained in the adaptability dimension with a percentage result of 85.89 percent. The statement item CUO18, with a percentage of 80.90 percent, "I am passionate about participating in knowledge sharing activities (AKM)," has the lowest percentage. This result can be a consideration for The Royale Krakatau Hotel to pay more attention to the adaptability of organizational culture, especially in knowledge-sharing activities (AKM), because adopting a knowledge-sharing strategy within the organization allows employees to continuously update the necessary skills and knowledge (Al-Tahitah et al., 2020). The willingness of employees to contribute and accumulate knowledge enables organizations to enhance innovation capabilities (Ahmed, Ashraf, & Sheikh, 2020). The increased employee innovation due to knowledge sharing will positively impact employee readiness to face change.

The data in Table 3 explains that the total score of perceived organizational support is 2,893, with an average percentage of 86.88 percent. Of the six statement items, two are in the high category, namely POS1

and POS5, while the others are in the very high category. This result shows that the variable perceived organizational support is very high. So, it can be concluded that the average employee of The Royale Krakatau Hotel feels a very high perceived organizational support.

The results of distributing questionnaires, which include the lowest percentage on this variable, are found in the dimensions of organizational rewards and working conditions with a percentage result of 84.06 percent. The POS5 statement item with a percentage of 79.82 percent, "I feel my hard work is appreciated," has the lowest percentage. This result should be a note for The Royale Krakatau Hotel to pay more attention to organizational awards given to employees as a form of perceived organizational support. The fulfillment of awards and working conditions is a form of appreciation for employee contributions from the company(Fradipta & Mulyana, 2021). Awards given by the company can be considered as providing employee benefits, such as feeling accepted and recognized, getting salaries and promotions, getting access to information, and other forms needed by employees to feel that the company values employees in their work.

The descriptive statistics for organizational commitment in Table 4 show that the total score of the variable is 2,576, with an average percentage of 77.36 percent. Of the six statement items, six are in the high category, namely COO1, COO2, COO3, COO4, and COO6, while the rest are in the very high category, namely COO5. This result shows that the overall organizational commitment variable is high. So, it can be concluded that the average employee of The Royale Krakatau Hotel has a high organizational commitment. The results of distributing questionnaires, which include the lowest percentage on this variable, are found in the dimension of continuous commitment with a percentage yield of 75.59 percent. In the COO3 statement item with a percentage of 74.60 percent, "I feel that the rewards I receive are following what I do" is the statement item with the lowest percentage. This result can be a consideration for The Royale Krakatau Hotel to look up to the continuous commitment of employees although based on the descriptive statistics, the continuance commitment owned by The Royale Krakatau Hotel employees is already in the high category. The Royale Krakatau Hotel must increase its continuance commitment by considering that employees' rewards are based on what they do. It is important due to employees with high continuous commitment will stay in the company because of the employees' awareness of the big losses they will experience if they leave the company (Ariyani & Sugiyanto, 2020). Table 5 shows the results of the descriptive statistics that the total score of readiness for change is 2,822, with an average percentage of 84.75 percent. Of the six statement items, two are in the high category, namely RFC5 and RFC6, while the other five are in the very high category. This result shows that the overall readiness for change variable is high. Thus, it can be concluded that the average employee of The Royale Krakatau Hotel is highly ready for change.

The results of distributing questionnaires, which include the lowest percentage on this variable, are found in the dimension of rejecting change with a percentage result of 79.55 percent. In the RFC6 statement item with a 75.68 percent percentage, "I will not make changes if the method I use is good and does not cause problems," is the statement item with the lowest percentage. The Royale Krakatau Hotel can consider this result to result in more attention to rejecting employee changes. However, based on the results of the descriptive analysis resisting changes made by The Royale Krakatau Hotel, employees are already in the high category in the unfavorable measurement. The Royale Krakatau Hotel must reduce the rejection of these changes because rejection refers to the negative behavior of employees in resisting change (Kemas & Anwar, 2021).

Table 4. The respondent's feedback on organizational commitment at the Royale Krakatau Hotel

Dimension	Score Total	Mean (%)
Affective Commitment	862	77.66%
Continuance Commitment	839	75.59%
Normative Commitment	875	78.83%
Total	2,576	77.36%

Table 5. The respondent's feedback on readiness for change at the Royale Krakatau Hotel

Dimension	Score Total	Mean (%)
Promoting Change	973	87.66%
Participating Change	966	87.03%
Resisting Change	883	79.55%
Total	2,822	84.75%

4.1. Outer Model

The first stage in SEM-PLS is the outer model. This stage is known as the construct validity test and construct reliability test, consisting of convergent validity, discriminant validity, and reliability tests. Convergent validity testing was conducted to measure the magnitude of the correlation between constructs and latent variables. The results were determined by considering the value of the loading factor and average variance inflation factor (AVE). The results show that all indicators are valid with all of these indicators having a loading factor value of >0.70 and an AVE >0.50.

Furthermore, a discriminant validity test was carried out to determine to what extent the construct's value differs from other constructs. The test results were based on the value of cross-loading, the Fornell-Larcker criterion, and the Heterotrait Monotrait Ratio (HTMT). According to the results, 42 indicators used were in the right category. It is known that each indicator generates cross-loading at a value of >0.7. The value for each indicator is correlated with its construct and other constructs, so it can be seen that the correlation constructs generated in each construct moderate the size better with its construct than with other constructs. It can be concluded that the research model has a valid or good discriminant validity test.

Furthermore, based on the Fornell-Larcker criterion test from Table 6, which is part of the discriminant validity test, it is found that the Fornell-Larcker criterion value or the square root value of AVE for each construct is more than the correlation value between other constructs. This result indicates that the model has valid or good discriminant validity.

Meanwhile, based on the Heterotrait Monotrait Ratio (HTMT) test from Table 7, which is part of the discriminant validity test, the results of all HTMT values are above <0.9. In other words, the research model has a valid or good discriminant validity test result. Finally, construct reliability testing was carried out to prove the instrument's accuracy, consistency, and accuracy in measuring the construct. The test is carried out by paying attention to Cronbach's alpha and composite reliability values. The results of Table 6 on the construct reliability test show that all Cronbach's alpha and composite reliability values in the research variables have a value of >0.7. It can be said that the variables in the model are reliable.

4.2. Inner Model

Structural model testing is carried out to predict causal relationships between variables or test hypotheses. The structural model test (inner model) has five assessment criteria where the value of the variance inflation factor (VIF) <5, the value of R^2=0.75, 0.50 or 0.25, the value of Q^2>0, the value of f^2=0.02, 0.15 or 0.35 and a path coefficient value between -1 and +1.

The VIF test was conducted to determine the presence or absence of collinearity between constructs. If the value of VIF<5, there is no multicollinearity, but if the value of VIF>5, there is multicollinearity in the variable. Based on the analysis results from Table 8, the VIF results for each variable are less than 5. Thus, there is no multicollinearity in the variables in this study. The R^2 test was used to determine the strength of the model under study. It is known that if the value of R^2=0.75, the model is strong; if it has R^2=0.5, the model is moderate; and if it has R^2=0.25, the model is weak. Based on the analysis results in Table 9, the R^2 in this study is 0.713 which means the model's strength is moderate.

Q^2 test determines the predictive relevance. It is known that the value of Q^2>0 indicates that the model has real predictive relevance to certain constructs, while the value of Q^2<0 indicates that the model lacks predictive relevance. Based on the analysis results from Table 10, the value of Q^2=0.517. Therefore, this research model has an accurate predictive relevance of 0.517 or 51.7 percent.

Table 6. Construct reliability test results

Variable	Cronbach's Alpha	Composite Reliability	Rule of Thumb	Description
Organizational Culture (CUO)	0.980	0.982	>0.7	Reliable
Perceived Organizational Support (POS)	0.913	0.931	>0.7	Reliable
Organizational Commitment (COO)	0.886	0.912	>0.7	Reliable
Readiness for Change (RFC)	0.930	0.946	>0.7	Reliable

Table 7. The results of the Fornell-Larcker criterion test

	COO	CUO	POS	RFC
COO	0.800			
CUO	0.787	0.832		
POS	0.712	0.674	0.834	
RFC	0.739	0.818	0.692	0.864

Table 8. The results of the variance inflation factor (VIF) test

	CUO	POS	COO	RFC
CUO				2.820
POS				2.180
COO				3.124
RFC				

Table 9. The results of the R-square test

	R-Square	Adjusted R-Square
RFC	0,713	0,705

Table 10. The results of the Q-square test

	SSO	SSE	Q^2 (=1-SSE/SSO)
RFC	666	321.562	0.517

Table 11. The results of the f-square test

	Readiness for Change (RFC)
Organizational Culture (CUO)	0.387
Perceived Organizational Support (POS)	0.068
Organizational Commitment (COO)	0.026
Readiness for Change (RFC)	

The f^2 test is carried out to determine whether there is a significant relationship (influence) between variables. Where it is known if the value of f^2=0.02 is considered to have a small significant relationship, f^2=0.15 has a moderately significant relationship, f^2=0.35 has a large significant relationship, and f^2<0.02 means it can be ignored or considered not to have a significant relationship. Based on the analysis results, the f^2 in this study is 0.387 or 38.7 percent for the relationship between organizational culture variables and readiness for change. It can be concluded that organizational culture has a significant relationship with readiness for change.

Furthermore, Table 11 shows that f^2 for perceived organizational support and readiness for change is 0.068 or 6.8 percent. In other words, perceived organizational support has a moderately significant relationship with readiness for change. Finally, organizational commitment with readiness for change is 0.026 or 2.6 percent, which means that organizational commitment has a small significant relationship to readiness for change.

Path coefficient tests were used to test the hypothesis. The path coefficient value ranges from -1 to +1. If the result is closer to the value of +1, a positive relationship is found between the two constructs. On the other side, a relationship that is closer to -1 indicates that the relationship is negative. Based on the results in Table 12, it is known that all variables have positive values. It indicates that the relationship constructs in this study have a positive effect, where organizational culture affects 56 percent of readiness for change. Furthermore, Table 12 also indicates that perceived organizational support affects 20.6 percent of readiness for change. Finally, organizational commitment affects 15.2 percent of readiness for change.

The goodness of fit (GoF) test was carried out to validate the overall structural model. The GoF value ranges from 0 to 1 with the assessment criteria. If GoF=0.1, it is stated that the GoF result is small. If GoF=0.25, it is stated that the GoF result is moderate. If GoF=0.36, it is stated that the GoF result is large. Based on the analysis results in Table 13, it is found that the communality index value for each variable is known, and the average communality index value is 0.590. So, it is found that the GoF value is 0.649, or it is in a large category, and indicates that the model fits and follows the data analysis.

Table 12. The results of the path coefficient test

	Readiness for Change (RFC)
Organizational Culture (CUO)	0.560
Perceived Organizational Support (POS)	0.206
Organizational Commitment (COO)	0.152
Readiness for Change (RFC)	

Table 13. The results of the goodness of fit (GOF) test

	SSO	SSE	Q^2 (=1-SSE/SSO)
CUO	2664	918.233	0.655
POS	666	289.998	0.565
COO	666	335.576	0.496
RFC	666	236.910	0.644
Mean			0.590

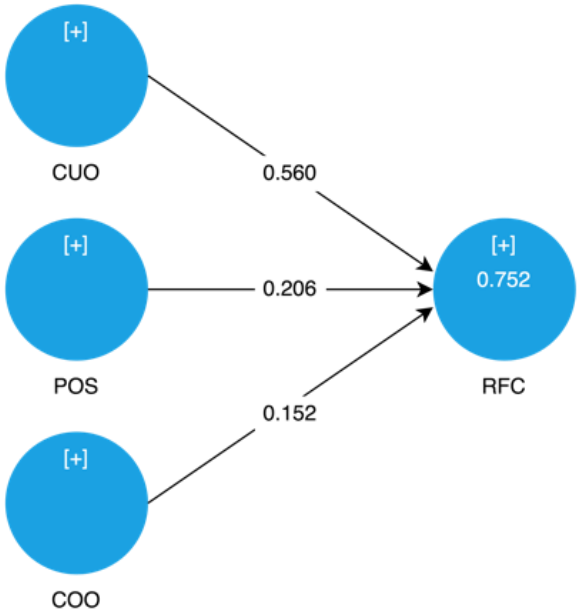

Figure 2. Output results of SmartPLS 3.2.9 (2022)

The model output results obtained after evaluating the outer model, inner model, and GoF test can be seen in Figure 2, where organizational culture with the CUO item code has four dimensions and 24 indicators. The perceived organizational support with the POS item code has three dimensions. Six indicators of COO have three dimensions and six indicators, while RFC has three dimensions and six items. All indicators can be used, and this study does not need to modify the model.

4.3. Hypothesis Test Result

Hypothesis testing aims to see whether the exogenous latent variable affects the endogenous latent variable. In testing the partial hypothesis by paying attention to the t-statistic test, it can also be seen whether a significant decision is variable by paying attention. If the p-value is 0.05, then the variable is said to be insignificant. Partial hypothesis testing on SmartPLS is done through the bootstrapping process to get the t-statistics value. The results of the partial hypothesis test are obtained by comparing the value of t-statistics with t-table. The confidence level used in this study is 95 percent, with an inaccuracy limit of 5 percent. The table used in this study was 1.982. Based on Table 14, it can be concluded that the results of the hypothesis tests of this study show support for all hypotheses. The three hypotheses have a t-statistic value compared to t-table of 4.720>1.982 for H_1, 2.531>1.982 for H_2, and 2.165>1.982 for H_3.

Table 14. Hypothesis Test Result

Hypothesis	t-statistic	t-table	p-value	Description
CUO *to RFC*	4.720	1.982	0.000	Accepted
POS *to RFC*	2.531	1.982	0.012	Accepted
COO *to RFC*	2.165	1.982	0.023	Accepted

4.3.1. The Influence of Organizational Culture on Employees' Readiness for Change

Based on the analysis results, it is known that the background to organizational culture problems is indeed in knowledge-sharing activities or AKM. Although the results of the descriptive analysis are in the high category, the percentage obtained from organizational culture items in knowledge-sharing activities (AKM) gets the lowest percentage. From the respondents' answers, it can be concluded that the knowledge management process for the activity has not been carried out properly because some employees still have not been able to obtain material related to knowledge optimally. Knowledge management is built to improve the performance of a person or company by managing and providing sources of knowledge that exist today and for the future (Irfani, 2018). No less important than information, companies also need to manage knowledge, which is unconsciously a valuable asset for the company (Pratama, Ruliansyah, Kadafi & Gunawan, 2020). Companies must maintain knowledge to ensure that personal knowledge is not lost (Jumeilah & Sensuse, 2018). For all employees to get knowledge evenly, it demands a knowledge management system that all employees can access. Knowledge management systems can be in the form of applications or websites that can distribute employee knowledge so that knowledge sharing can occur between employees (Murad, Wandanaya, Saputra, & Tarmizi, 2018). If The Royale Krakatau Hotel can improve its knowledge management system, employees can gain knowledge more easily without taking up solid work time. It can be stated that The Royale Krakatau Hotel has implemented its organizational culture well because, overall, the organizational culture has been running well. Moreover, employees are ready to face change.

So, an organization with strong values and beliefs about the importance of adapting to change and working to achieve certain goals and targets in a customer-oriented team can increase employee readiness for change (Metwally et al., 2019). An organizational culture that can facilitate the creation of readiness for change embraces innovation, risk-taking, and learning to support organizational readiness for change. A culture that embraces innovation and risk-taking means the organization encourages employees to be innovative and take risks. In addition, the organization also values risk-taking by employees and generates employee ideas (Kirana & Aswar, 2021).

4.3.2. The Influence of Perceived Organizational Support on Employees' Readiness for Change

Based on the results of the analysis, it is known that the background of the problem of perceived organizational support is indeed in organizational awards. Although the results of the descriptive analysis are in the high category, the percentage obtained from the perceived organizational support item on organizational awards gets the lowest percentage from respondents' answers to The Royale Krakatau Hotel. It can be concluded that the hard work done by employees has not been properly rewarded in the form of organizational awards, namely employee of the month, because the fulfillment of awards and working conditions is a form of appreciation from the company for the contributions that have been given (Fradipta & Mulyana, 2021). Employees believe that the company has a positive and negative orientation that will ultimately affect the appreciation of employee contributions and welfare (Hidayat & Fatimah, 2019). Employees expect a transparent employee of the month assessment so that they feel that the assessment has been properly carried out and that employee welfare will be maintained because the assessment has been carried out transparently. The company has tried to provide perceived organizational support to employees who are expected to feel that every effort they have made is appreciated and can give a positive perception to The Royale Krakatau Hotel. So that any changes will occur at The Royale Krakatau Hotel, employees will not have feelings of worry and can participate in carrying out these changes.

4.3.3. The Influence of Organizational Commitment on Employees' Readiness for Change

Based on the results of the analysis, it is known that organizational commitment is in the high category even though it is known that the background of the problem of organizational commitment is indeed in the rewards received by employees. Therefore, researchers can conclude that other factors influence organizational commitment so that it provides descriptive analysis results with a high category. When we look at the characteristics of the respondents, namely the last education, Pranatha & Majorsy (2018) said that employees with the last education of SMA/SMK (senior high school) are higher than bachelor employees. Differences influence this difference in commitment in employee expectations of the company, where employees with a bachelor's education expect higher or at least different rewards from employees with lower education. However, based on the study's results, it is known that employees with the last education of SMA/SMK dominate with a percentage of 39.6 percent or 44 respondents.

Researchers assume that the rewards employees receive do not follow what employees expect. Rewards are given fairly and according to the workload, making employees feel cared for and needed. It can make employees work optimally and support all activities carried out by the company. A good reward system in a company will affect the company's survival because there will be a symbiosis of nausea between employees and the company (Putri & Prasetio, 2018). So, to increase employees' continuous commitment, The Royale Krakatau Hotel should improve the reward system by providing appropriate and fair rewards based on the workload and hours of employees.

Based on the characteristics of respondents with a working period of three years, it dominates with a percentage of 57.7 percent or 64 respondents. Ayuni & Khoirunnisa (2021) said that employees in the three-year tenure group had higher organizational commitment than employees in the less than three-year tenure group. The researcher assumes that although there are problems with organizational commitment, most of the employee tenure in The Royale Krakatau Hotel is three years. Hence, the results of the continuum line in this study are in the high category. It can be stated that The Royale Krakatau Hotel has a good organizational commitment, so the overall organizational commitment of employees is high, and employees are ready to face change. It can be proven from the research results above that the higher the organizational commitment, the more ready the employees of The Royale Krakatau Hotel will be for change. Furthermore, the growth of readiness for change employees is affected by employees' commitment to the company, which is reflected in the extent to which employees want to be dedicated to the company and are willing to work on behalf of the company (Pranatha & Majorsy, 2018).

5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

Based on the theoretical description and the results of the research, it was carried out using SEM-PLS analysis using SmartPLS 3.2.9 regarding the influence of organizational culture, perceptions of organizational support, and organizational commitment to employee change readiness (case study: The Royale Krakatau Hotel). Can answer five formulation problems that have been determined in this study to produce conclusions. First, the organizational culture applied by the employees of The Royale Krakatau Hotel obtained a percentage of 86.23 percent. With this percentage, it can be concluded that the organizational culture from the employee's point of view is very high. Furthermore, the perceived organizational support given by The Royale Krakatau Hotel to employees is obtained by 86.13 percent. With this percentage, it can be concluded that the perceived organizational support from the employee's point of view is very high. The Royale Krakatau Hotel also gave an organizational commitment to employees, which is 77.36 percent. With this percentage, it can be concluded that organizational commitment is high from the employee's point of view. Finally, based on respondents' responses, The Royale Krakatau Hotel's readiness for change employees obtained a percentage of 84.75 percent. With this percentage, it can be concluded that the readiness for change employees from the employee's point of view is a very high percentage. Second, organizational culture positively and significantly influences the readiness for change employees of The Royale Krakatau Hotel by 52.4 percent, which states that the hypothesis is accepted.

The results of this study also prove that organizational culture, perceived organizational support, and commitment have a positive and significant impact on readiness for change because the research model fits the data analysis that has been carried out. Therefore, the managerial implications that researchers can convey are as follows. First, to increase readiness for change through organizational culture, companies can strengthen organizational culture by acknowledging the importance of adapting to change. The ways that can be done are to accept innovation, dare to take risks, and provide knowledge sharing. Second, companies

can meet employee welfare to increase readiness for change through perceived organizational support. The efforts that can be taken are providing appreciation for the hard work done by employees, promotions, and support from superiors in the work environment, such as providing evaluation and monitoring. Third, to increase readiness to change through organizational commitment, companies can create a comfortable work environment where employees have a passion for work so that employees are loyal to the company. The ways that can be done are to provide a salary based on the duties and responsibilities, position, and ability to meet the needs of life (according to the UMR/Regional Minimum Wage).

Practical implications can be suggested from the findings. First, by looking at the organizational culture that has been applied to increase the adaptability of organizational culture in the company through knowledge-sharing activities (AKM), it is recommended that The Royale Krakatau Hotel create a knowledge management system based on websites and applications capable of distributing employee knowledge anywhere and anytime so that knowledge sharing activities can continue even in a busy employee schedule. It is intended that if one day, The Royale Krakatau Hotel makes changes again or changes caused by external factors that are not planned, employees will have a high readiness for change, so they do not have to worry because organizational culture is the key to the successful implementation of change.

Second, the Royale Krakatau Hotel has implemented perceived organizational support to increase employee rewards and working conditions through non-financial support through organizational awards. This study suggests that The Royale Krakatau Hotel pays more attention to non-financial support, such as providing a more transparent employee of the month so that employees feel that the assessment is correct. In addition, non-financial awards can be in the form of thanks or praise from superiors to employees so that employees feel appreciated for their hard work. Third, the organizational commitment that The Royale Krakatau Hotel has implemented. To increase continuous commitment by considering the issue of the benefits received by employees, The Royale Krakatau Hotel can routinely pay attention to and calculate the workload of each employee so that between the rewards and the workload provided by the company following the provisions without harming employees. So that employees will feel that the rewards they receive follow what has been done. Fourth, the readiness for change that The Royale Krakatau Hotel has implemented to reduce the resistance to change in the company, which is often caused by ignoring the benefits of change. Thus, The Royale Krakatau Hotel leaders are advised to form a change agent to manage any resistance to change and be more sensitive to the issues that are why employees resist change to improve the employee's ability to understand and manage resistance to change.

REFERENCES

Ahmed, S., Ashraf, A., & Sheikh, A. (2020). Relationship Between Organizational Culture and Knowledge Sharing: A Study of University Librarians. *Libri*, *70*(2), 143–156. https://doi.org/10.1515/libri-2019-0034

Akbar, R. J. (2021). Krakatau Sarana Infrastruktur Terbentuk, Ini Target Erick Thohir. *Viva. Co.Id*. https://www.viva.co.id/berita/bisnis/1387502-krakatau-sarana-infrastruktur-terbentuk-ini-target-erick-thohir

Allen, N. J., & Meyer, J. P. (1990). The Measurement and Antecedents of Affective, Continuance, and Normative Commitment to The Organization. *Journal of Occupational Psychology*, *63*, 1–18.

Al-Tahitah, A., Abdulrab, M., Alwaheeb, M. A., Al-Mamary, Y. H. S., & Ibrahim, I. (2020). The Effect of Learning Organizational Culture on Readiness for Change and Commitment to Change in Educational Sector in Yemen. *Journal of Critical Reviews*, *7*(9), 1019–1026. https://doi.org/10.31838/jcr.07.09.188

Anggraeni, W., & Febrianti, A. M. (2022). Managing Individual Readiness for Change: The Role of Mindfulness and Perceived Organizational Support. *International Journal of Research in Business and Social Science*, *11*(2), 127–135. https://doi.org/10.20525/ijrbs.v11i2.1700

Ariyani, R. P. N., & Sugiyanto, E. K. (2020). Pengaruh Komitmen Afektif, Komitmen Berkelanjutan dan Komitmen Normatif terhadap Kinerja Karyawan (Studi Perusahaan BUMN X di Semarang). *Jurnal Ilmiah Manajemen Ubhara*, *2*(2), 113–122.

Astuti, E., & Khoirunnisa, R. M. (2018). Pengaruh Employee Engagement, Komitmen Organisasi dan Kepemimpinan Transformasional terhadap Kesiapan untuk Berubah (Readiness for Change) pada Karyawan Universitas Ahmad Dahlan. *Jurnal Fokus*, *8*(1), 47–66. https://doi.org/https://doi.org/10.12928/fokus.v8i1.1581

Ayuni, A. Q., & Khoirunnisa, R. N. (2021). Perbedaan Komitmen Organisasi ditinjau Berdasarkan Masa Kerja pada Karyawan. *Jurnal Penelitian Psikologi*, *8*(1), 84–98.

Azwar, S. (2016). *Reliabilitas dan Validitas*. Yogyakarta: Pustaka Pelajar.

Badu, S. Q., & Djafri, N. (2017). *Kepemimpinan dan Perilaku Organisasi*. Ideas Publishing.

Daft, R.L. (2004). *Organization Theory and Design.* (8th ed.). Ohio: Thomson.

Denison, D., Nieminen, L., & Kotrba, L. (2014). Diagnosing Organizational Cultures: A Conceptual and Empirical Review of Culture Effectiveness Surveys. *European Journal of Work and Organizational Psychology*, *23*(1), 145–161. https://doi.org/10.1080/1359432X.2012.713173

Denison, D. R. & Mishra, K.A. (1995). Toward A Theory of Organizational Culture and Effectiveness. *Organizational Sciences*, *6(2),* 204-223.

Dharmawan, D. C., & Nurtjahjanti, H. (2017). Hubungan antara Perceived Organizational Support dan Kesiapan untuk Berubah pada Karyawan PT KAI Commuter JABODETABEK. *Jurnal EMPATI*, *6*(1), 115–119. https://doi.org/https://doi.org/10.14710/empati.2017.15154

Fazzari, F. A., Juwitaningrum, I., & Wulandari, A. (2021). Pengaruh Komitmen Organisasi terhadap Kesiapan untuk Berubah pada Karyawan Geoff Max Footwear.co di Kota Bandung. *Jurnal Psikologi Insight*, *5*(2), 39–47.

Fradipta, D., & Mulyana, O. P. (2021). Hubungan Persepsi Dukungan Organisasi dengan Kesiapan untuk Berubah pada Guru. *Jurnal Penelitian Psikologi*, *8*(2), 60–70.

Gigliotti, R., Vardaman, J., Marshall, D. R., & Gonzalez, K. (2018). The Role of Perceived Organizational Support in Individual Change Readiness. *Journal of Change Management*, *19*(2), 86–100. https://doi.org/10.1080/14697017.2018.1459784

Guntoro, Y. H., & Dudija, N. (2020). The Effect of Perceived Organizational Support and Organizational Commitment on Employee Turnover Intention (Case Study: PT. Paripurna Swakarsa Minamas Plantation South Borneo). *E-Proceeding of Management*, 2455–2462.

Hanpachern, C., Morgan, G. A., & Griego, O. V. (1998). An Extension of The Theory of Margin: A Framework for Assessing Readiness for Change. *HUMAN RESOURCE DEVELOPMENT QUARTERLY*, *9*(4), 339–350.

Harahap, S., Wahdi, H., & Wulandini. (2020). Kesiapan Menghadapi Perubahan pada Guru Sekolah Dasar terhadap Jenis Budaya dan Dukungan Organisasi. *JAMP: Jurnal Adminitrasi Dan Manajemen Pendidikan*, *3*, 359–369.

Hidayat, S., & Fatimah, I. (2019). Persepsi Dukungan Organisasi sebagai Mediator Hubungan antara Penghargaan Organisasi, Keadilan Prosedural, Dukungan Atasan dengan Komitmen Afektif pada Guru. *Valid Jurnal Ilmiah*, *16*(1), 61–70.

Irfani, M. H. (2018). Pengaruh Teknologi Knowledge Management terhadap Kreativitas dalam Meningkatkan Prestasi Belajar Mahasiswa UIN Raden Fatah Palembang. *JUSIFO (Jurnal Sistem Informasi)*, *4*(2), 165–179. https://doi.org/https://doi.org/10.19109/jusifo.v4i2.4111

Jumeilah, F. S., & Sensuse, D. I. (2018). Faktor-Faktor yang Mempengaruhi Proses Manajemen Pengetahuan: Studi Kasus STMIK XYZ. *JUSIFO (Jurnal Sistem Informasi)*, *4*(2), 133–142. https://doi.org/https://doi.org/10.19109/jusifo.v4i2.4108

Kemas, M. A., & Anwar, R. (2021). The Effect of Organizational Culture Gaps on Individual Readiness to Change through Organizational Commitment. *International Journal of Business and Technology Management*, *3*(3), 70–81. http://myjms.mohe.gov.my/index.php/ijbtm70

Kirana, A., & Aswar, S. (2021). Pengaruh Budaya Organisasi dan Lingkungan Kerja terhadap Readiness for Change pada Kantor DPRD Kabupaten Takalar. *Journal Nobel*, *2*(4), 558–568.

Mangundjaya, W. L. H. (2016). *Psikologi dalam Perubahan Organisasi* (1st ed.). PT Swasthi Adi Cita.

Mardhatillah, A., & Rahman, S. A. (2020). Kesiapan Karyawan untuk Berubah: Apakah ada Perbedaan Demografis dari Prediktor Psikososial? *Jurnal Psikologi Sosial*, *18*(1), 64–72. https://doi.org/10.7454/jps.2020.08

Metwally, D., Ruiz-Palomino, P., Metwally, M., & Gartzia, L. (2019). How Ethical Leadership Shapes Employees' Readiness to Change: The Mediating Role of an Organizational Culture of Effectiveness. *Frontiers in Psychology*, *10*(2494), 1–18. https://doi.org/10.3389/fpsyg.2019.02493

Munawaroh, L., & Meiyanto, IJK. S. (2017). Peranan Psychological Capital terhadap Kesiapan Individu untuk Berubah yang Dimoderatori oleh Persepsi Dukungan Organisasi. *Jurnal Psikologi*, *44*(3), 198–210. https://doi.org/10.22146/jpsi.28217

Murad, D. F., Wandanaya, A. B., Saputra, W. J. W., & Tarmizi, R. (2018). Knowledge Sharing pada Knowledge Management System PT Telekomunikasi Indonesia International. *(JUTIS) Jurnal Teknik Informatika UNIS*, *6*(1), 2252–5351.

Mustofa, W., & Frianto, A. (2019). Peningkatan Komitmen Organisai Dipengaruhi Work Family Conflict melalui Kepuasan Kerja. *Jurnal Ilmu Manajemen*, *7*(4), 931–941.

Olafsen, A. H., Nilsen, E. R., Smedsrud, S., & Kamaric, D. (2020). Sustainable Development Through Commitment to Organizational Change: The Implications of Organizational Culture and Individual Readiness for Change. *Journal of Workplace Learning*, *33*(3), 180–196. https://doi.org/10.1108/JWL-05-2020-0093

Postsangbam, M. C., & Barman, Prof. A. (2020). Readiness for Change among Executives of Japanese MNCs Indian Workspaces-An Exploration. *PalArch's Journal of Archaeology of Egypt/Egyptology*, *17*(9), 7158–7170.

Pranatha, N. R. D., & Majorsy, U. (2018). Komitmen Organisasi dan Kesiapan untuk Berubah pada Karyawan Media Cetak. *Jurnal Psikologi*, *11*(1), 25–34. https://doi.org/10.35760/psi.2018.v11i1.2071

Pranita, M. D. A., & Dewi, I. A. M. S. (2018). Pengaruh Budaya Organisasi dan komunikasi Internal terhadap Kinerja yang Dimediasi oleh Kepuasan Kerja Pegawai pada Dinas Kesehatan Kabupaten Tabanan. *Jurnal Widya Manajemen*, *1*(1), 114–127. https://doi.org/10.32795/widyamanajemen.v1i1.211

Prastiti, Z. D. (2021). The Relationship Between Organizational Commitment and Readiness to Change for Employee of PT X. *Jurnal Organisasi Dan Manajemen*, *17*(1), 78–88. https://doi.org/10.33830/jom.v17i1.1003.2021

Pratama, R., Ruliansyah, Kadafi, M., & Gunawan, C. E. (2020). Knowledge Sharing System Berbasis Web (Studi Kasus: PDAM Tirta Musi Palembang). *JIKO (Jurnal Informatika Dan Komputer)*, *3*(3), 159–165. https://doi.org/10.33387/jiko.v3i3.2287

Putra, M. A., Asmony, T., & Nurmayanti, S. (2021). Pengaruh Perceived Organizational Support terhadap Individual Readiness for Change yang Dimediasi oleh Psychological Capital. *Jurnal Manajemen Dan Keuangan*, *10*(1), 28–42. https://doi.org/https://doi.org/10.33059/jmk.v10i1.2914

Putri, A. D., & Prasetio, A. P. (2018). Pengaruh Kompensasi terhadap Komitmen Karyawan di Departemen Pemasaran Divisi Ethical Reguler PT. Pharos Indonesia. *Jurnal Manajemen Bisnis (Performa)*, *15*(1), 1–9. https://doi.org/https://doi.org/10.29313/performa.v0i1.3614

Rhoades, L., & Eisenberger, R. (2002). Perceived Organizational Support: A Review of The Literature. *Journal of Applied Psychology*, *87*(4), 698–714. https://doi.org/10.1037/0021-9010.87.4.698

Robbins, S. P., & Judge, T. A. (2017). *Organizational behavior* (17th ed.). Pearson Education Limited.

Rochmi, A., & Hidayat, A. E. (2018). The Mediating Role of Affective Commitment in Perceived Organizational Support and Readiness for Change. *Proceeding of The 2nd International Conference on Intervention and Applied Psychology (ICIAP) 2018*, 785–795. https://doi.org/10.2991/iciap-18.2019.65

Rusdiana, H. A., & Nasihudin. (2021). Manajemen Human Capital Menuju Perguruan Tinggi Unggul: (Studi pada Perguruan Tinggi Keagamaan Islam Swasta di Lingkungan Kopertais Wilayah II Jawa Barat) (1st ed.). Pusat Penelitian dan Penerbitan LPPM UIN SGD Bandung.

Suharto, & Ligery, F. (2018). *Analisis SEM: Teori dan Praktik* (1st ed.). Lembaga Penelitian UM Metro. http://lppm.ummetro.ac.id

Tauhid, Suraya, Kamaluddin, & Syamsuddin. (2021). *Strategi Cerdas dalam Pengembangan, Inovasi dan Perubahan Organisasi* (1st ed.). Penerbit Lakeisha.

Tsalits, A. H., & Kismono, G. (2019). Organizational Culture Types and Individual Readiness for Change: Evidence from Indonesia. *Diponegoro International Journal of Business*, *2*(2), 86–95. https://doi.org/10.14710/dijb.2.2.2019.86-95

Wijaya, C. (2017). *Perilaku Organisasi* (1st ed.). Lembaga Peduli Pengembangan Pendidikan Indonesia (LPPPI).

Yusuf, R. M., & Syarif, D. (2017). *Komitmen Organisasi: Definisi, Dipengaruhi, Mempengaruhi* (1st ed.). Nas Media Pustaka.

Zahra, F. F., & Widawati, L. (2022). Pengaruh Komitmen Organisasi terhadap Kesiapan untuk Berubah pada Dosen. *Bandung Conference Series: Psychology Science*, *2*(1), 387–393. https://doi.org/10.29313/bcsps.v2i1.1136

APPENDICES

Appendix 1: SmartPLS loading factor test output result

	ACM	ATB	CCM	CST	FRN	IVM	MSN	NCM	ORJ	PMC	PPC	RTC	SPS
ACM1	0.913												
ACM2	0.912												
ATB1		0.954											
ATB2		0.887											
ATB3		0.778											
ATB4		0.886											
ATB5		0.930											
ATB6		0.741											
CCM1			0.923										
CCM2			0.924										
CST1				0.934									
CST2				0.860									
CST3				0.839									
CST4				0.933									
CST5				0.831									
CST6				0.917									
FRN1					0.908								
FRN2					0.916								
IVM1						0.820							
IVM2						0.831							
IVM3						0.878							
IVM4						0.901							
IVM5						0.809							
IVM6						0.857							
MSN1							0.800						
MSN2							0.701						
MSN3							0.816						
MSN4							0.899						
MSN5							0.900						
MSN6							0.912						
NCM1								0.798					
NCM2								0.817					
ORJ1									0.884				
ORJ2									0.892				
PMC1										0.981			
PMC2										0.982			
PPC1											0.919		
PPC2											0.940		
RTC1												0.925	
RTC2												0.906	
SPS1													0.934
SPS2													0.926

Based on Appendix 1, in the convergent validity test by observing the loading factor, the 42 indicators used in this study are in the valid category. Where it is known that the loading factor produced by each indicator is at a value of > 0.7, and the largest value is 0.982 for the PMC2 indicator, while the smallest value is 0.701 for the MSN2 indicator.

Appendix 2: SmartPLS output results of average variance inflation factor (ave) test and construct reliability test *first order*

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Inflation Factor (AVE)
ACM	0.799	0.799	0.909	0.833
ATB	0.931	0.936	0.947	0.750
CCM	0.827	0.827	0.920	0.853
COO	0.886	0.889	0.914	0.640
CST	0.945	0.949	0.957	0.786
CUO	0.980	0.982	0.982	0.692
FRN	0.797	0.798	0.908	0.831
IVN	0.923	0.924	0.940	0.722
MSN	0.915	0.922	0.935	0.707
NCM	0.712	0.711	0.790	0.652
ORJ	0.731	0.732	0.882	0.788
PMC	0.962	0.962	0.981	0.963
POS	0.913	0.914	0.932	0.696
PPC	0.843	0.857	0.927	0.864
RFC	0.930	0.938	0.946	0.746
RTC	0.808	0.815	0.912	0.838
SPS	0.844	0.846	0.928	0.865

The results of the AVE first order in Appendix 2 explain that the dimensions of the variable of organizational culture, perceived organizational support, organizational commitment, and readiness to change have an AVE value >0.5, where the highest value is 0.963 for the dimension of promoting company (PMC) on the variable readiness to change (RFC) while the smallest value is 0.652 for the dimension of normative commitment (NCM) on the variable organizational commitment (COO).

Appendix 3: SmartPLS output results of average variance inflation factor (AVE) test and construct reliability test second-order

Variable	AVE	Rule of Thumb	Remark
CUO	0,692	>0,5	Valid
POS	0,696	>0,5	Valid
COO	0,640	>0,5	Valid
RFC	0,746	>0,5	Valid

The results of the AVE second order in Appendix 3 explain that the variables of organizational culture, perceived organizational support, organizational commitment, and readiness to change have an AVE value> 0.5. Where the highest value is 0.746 for the variable readiness to change (RFC), while the smallest value is 0.640 for the organizational commitment (COO) variable, based on the explanation of Appendix 2 and Appendix 3, it can be concluded that the indicators and dimensions used to measure variables in this study can be declared valid or fulfill the convergent validity test.

Appendix 4: SmartPLS output results of cross-loading test

	ACM	ATB	CCM	CST	FRN	IVN	MSN	NCM	ORJ	PMC	PPC	RTC	SPS
ACM1	0.913	0.627	0.686	0.618	0.687	0.639	0.645	0.647	0.777	0.543	0.585	0.513	0.665
ACM2	0.912	0.667	0.622	0.616	0.456	0.564	0.673	0.731	0.532	0.492	0.554	0.375	0.476
ATB1	0.670	0.954	0.668	0.922	0.500	0.811	0.882	0.684	0.606	0.728	0.787	0.568	0.399
ATB2	0.701	0.887	0.649	0.799	0.563	0.722	0.820	0.635	0.681	0.598	0.700	0.552	0.523
ATB3	0.474	0.778	0.564	0.730	0.405	0.700	0.806	0.559	0.444	0.689	0.689	0.571	0.274
ATB4	0.633	0.886	0.672	0.794	0.603	0.693	0.838	0.661	0.636	0.635	0.779	0.624	0.488
ATB5	0.674	0.930	0.574	0.868	0.514	0.768	0.841	0.609	0.627	0.650	0.748	0.512	0.486
ATB6	0.512	0.741	0.487	0.757	0.447	0.792	0.699	0.457	0.513	0.571	0.564	0.448	0.420
CCM1	0.703	0.579	0.923	0.522	0.563	0.580	0.616	0.623	0.625	0.428	0.507	0.517	0.463
CCM2	0.620	0.709	0.924	0.653	0.503	0.704	0.755	0.714	0.565	0.611	0.682	0.620	0.383
CST1	0.675	0.942	0.628	0.934	0.522	0.799	0.901	0.678	0.620	0.717	0.799	0.560	0.429
CST2	0.627	0.795	0.560	0.860	0.638	0.802	0.782	0.623	0.671	0.670	0.720	0.573	0.576
CST3	0.469	0.673	0.443	0.839	0.439	0.866	0.693	0.486	0.531	0.555	0.567	0.419	0.408
CST4	0.682	0.952	0.629	0.933	0.530	0.806	0.898	0.681	0.635	0.716	0.787	0.575	0.413
CST5	0.438	0.663	0.456	0.831	0.409	0.875	0.685	0.468	0.496	0.552	0.564	0.407	0.410
CST6	0.672	0.938	0.642	0.917	0.535	0.806	0.909	0.679	0.627	0.717	0.798	0.613	0.404

	ACM	ATB	CCM	CST	FRN	IVN	MSN	NCM	ORJ	PMC	PPC	RTC	SPS
FRN1	0.642	0.571	0.598	0.527	0.908	0.477	0.615	0.584	0.816	0.604	0.665	0.522	0.553
FRN2	0.504	0.497	0.458	0.529	0.916	0.523	0.574	0.472	0.759	0.574	0.570	0.439	0.716
IVM1	0.626	0.765	0.604	0.746	0.501	0.820	0.757	0.585	0.592	0.738	0.708	0.561	0.473
IVM2	0.624	0.738	0.805	0.745	0.505	0.831	0.796	0.613	0.603	0.684	0.680	0.694	0.450
IVM3	0.433	0.680	0.462	0.799	0.427	0.878	0.690	0.444	0.523	0.544	0.564	0.453	0.383
IVM4	0.457	0.693	0.460	0.821	0.423	0.901	0.710	0.462	0.513	0.579	0.576	0.433	0.397
IVM5	0.706	0.891	0.705	0.849	0.514	0.809	0.866	0.622	0.619	0.651	0.708	0.602	0.446
IVM6	0.489	0.604	0.484	0.748	0.416	0.857	0.680	0.457	0.522	0.511	0.519	0.420	0.432
MSN1	0.492	0.759	0.533	0.733	0.404	0.676	0.800	0.600	0.444	0.684	0.695	0.591	0.301
MSN2	0.446	0.588	0.521	0.706	0.496	0.813	0.700	0.471	0.562	0.491	0.536	0.478	0.427
MSN3	0.592	0.758	0.652	0.698	0.542	0.659	0.816	0.567	0.567	0.586	0.703	0.537	0.531
MSN4	0.569	0.841	0.674	0.833	0.513	0.804	0.899	0.609	0.557	0.667	0.711	0.573	0.404
MSN5	0.735	0.874	0.666	0.818	0.654	0.740	0.900	0.663	0.738	0.628	0.739	0.514	0.585
MSN6	0.775	0.904	0.684	0.843	0.659	0.787	0.912	0.652	0.748	0.652	0.758	0.541	0.605
NCM1	0.540	0.554	0.601	0.553	0.611	0.526	0.609	0.798	0.612	0.747	0.800	0.533	0.458
NCM2	0.676	0.571	0.570	0.554	0.328	0.490	0.538	0.817	0.395	0.384	0.453	0.345	0.240
ORJ1	0.747	0.644	0.593	0.662	0.740	0.661	0.683	0.518	0.884	0.550	0.544	0.531	0.643
ORJ2	0.531	0.561	0.552	0.539	0.793	0.520	0.600	0.583	0.892	0.629	0.683	0.515	0.648
PMC1	0.550	0.705	0.539	0.715	0.638	0.710	0.699	0.665	0.648	0.981	0.863	0.661	0.486
PMC2	0.563	0.759	0.565	0.741	0.629	0.723	0.746	0.699	0.657	0.982	0.918	0.667	0.485
PPC1	0.593	0.797	0.627	0.756	0.608	0.666	0.786	0.700	0.638	0.707	0.919	0.592	0.432
PPC2	0.570	0.741	0.574	0.739	0.647	0.709	0.749	0.731	0.649	0.963	0.940	0.660	0.516
RTC1	0.439	0.526	0.494	0.492	0.528	0.529	0.534	0.477	0.562	0.690	0.649	0.925	0.378
RTC2	0.454	0.635	0.643	0.607	0.430	0.620	0.645	0.516	0.514	0.542	0.585	0.906	0.322
SPS1	0.605	0.574	0.462	0.562	0.647	0.559	0.632	0.465	0.735	0.553	0.600	0.429	0.934
SPS2	0.557	0.349	0.388	0.352	0.652	0.380	0.420	0.330	0.613	0.362	0.347	0.280	0.926

Based on Appendix 4 on the discriminant validity test by observing cross-loading, the 42 indicators used in this study are valid. Where it is known that the cross-loading generated by each indicator is at a value of> 0.7, and the value for each indicator is correlated with its construct and other constructs. So, it can be known that the resulting construct correlation in each construct moderates the size better with its construct than with other constructs. It can be concluded that the research model has a valid or good discriminant validity test.

Appendix 5: SmartPLS output results Fornell-larcker criterion

	COO	*CUO*	*POS*	*RFC*
COO	*0.800*			
CUO	*0.787*	*0.832*		
POS	*0.712*	*0.674*	*0.834*	
RFC	*0.739*	*0.818*	*0.692*	*0.864*

Based on Appendix 5 on the Fornell-Larcker criterion test, which is part of the discriminant validity test, the result is that the Fornell-Larcker criterion value or the square root value of AVE for each construct is more than the correlation value between other constructs. These states concluded that the model has valid or good discriminant validity, where it is known that the highest Fornell-Larcker criterion value is the readiness to change, with a 0.864. In contrast, the lowest value is the organizational commitment of 0.800.

Appendix 6: SmartPLS output results Heterotrait-Monotrait Ratio Test (HTMT)

	COO	*CUO*	*POS*	*RFC*
COO				
CUO	*0.840*			
POS	*0.787*	*0.710*		
RFC	*0.815*	*0.856*	*0.692*	

Based on the results of Appendix 6 on the Heterotrait-Monotrait Ratio (HTMT) test, which is part of the discriminant validity test, the results showed that all HTMT values were above <0.9. It can be concluded that the research model formed has valid or good discriminant validity test results.

Appendix 7: SmartPLS output results of variance inflation factor (VIF) test

	COO	*CUO*	*POS*	*RFC*
COO				*2.820*
CUO				*2.180*
POS				*3.124*
RFC				

VIF test was carried out to determine the presence/absence of collinearity between constructs. Where it can be known that if the VIF value is <5, then there is no multicollinearity, but if the VIF value is >5, then there is multicollinearity in that variable. Based on Appendix 7, the VIF results for each variable are <5. It can be concluded that the variables in this study did not have multicollinearity.

Appendix 8: SmartPLS output results of r2 test

	R Square	*Adjusted R Square*
RFC	*0.713*	*0.705*

The R^2 test was conducted to find out how strong the observed model is. It is known that if the value of $R^2 = 0.75$, the model is declared strong, then if $R^2 = 0.5$, the model is declared moderate, and if $R^2 = 0.25$, the model is declared weak. Based on the result, the R^2 result in this study was 0.713. It can be known that the model's power is moderate or at a medium level. The simultaneous R^2 test results (coefficient of determination) were 0.713 or 71.3 percent, while the remaining 28.7 percent were influenced by other variables not examined in this study.

Appendix 9: SmartPLS output results of q^2 test

	SSO	*SSE*	*Q^2(=1-SSE/SSO)*
CUO	*2664*	*2664*	
POS	*666*	*666*	
COO	*666*	*666*	
RFC	*666*	*321.562*	*0.517*

The Q^2 test was conducted to determine predictive relevance. It is known if the value of $Q^2 > 0$ indicates that the model has accurate predictive relevance to certain constructs, while the value of $Q^2 < 0$ indicates that the model lacks predictive relevance. Based on the result, the value of $Q^2 = 0.517$ is obtained. It can be known that this research model has an accurate predictive relevance of 0.517 or a percentage of 51.7 percent.

Appendix 10: SmartPLS output results of f2 test

	CUO	*POS*	*COO*	*RFC*
CUO				*0.367*
POS				*0.068*
COO				*0.026*
RFC				

The F^2 test is carried out to determine whether there is/isn't a significant relationship (influence) between variables. Where it is known if the value of $f^2 = 0.02$ is considered to have a small significant relationship, $f^2 = 0.15$ has a moderately significant relationship, $f^2 = 0.35$ has a large significant relationship, and $f^2 < 0.02$ can be ignored or considered does not have a significant relationship or has no effect. Based on the result, the f^2 results obtained in this study for the relationship between organizational culture variables and readiness to change were 0.387 or 38.7 percent. It can be known that organizational culture has a significant relationship to readiness to change. Furthermore, the variable perceived organizational support with readiness to change is 0.068 or 6.8 percent. It is known that perceptions of organizational support have a moderately significant relationship with readiness to change. Finally, organizational commitment to readiness to change is 0.026 or 2.6 percent. It can be known that organizational commitment has a small significant relationship with readiness to change.

Appendix 11: SmartPLS output results of path coefficient

	CUO	*POS*	*COO*	*RFC*
CUO				*0.560*
POS				*0.206*
COO				*0.152*
RFC				

Path coefficient tests were used to test the hypothesis. The path coefficient value ranges from -1 to +1. If the result is closer to the value of +1, a positive relationship is found between the two constructs. On the other side, a relationship that is closer to -1 indicates that the relationship is negative. Based on the results in Table 12, it is known that all variables have positive values. It indicates that the relationship constructs in this study have a positive effect, where organizational culture affects 56 percent of readiness for change. Furthermore, Table 12 also indicates that perceived organizational support affects 20.6 percent of readiness for change. Finally, organizational commitment affects 15.2 percent of readiness for change.

Appendix 12: SmartPLS output results of communality index test

	SSO	*SSE*	*Q^2(=1-SSE/SSO)*
CUO	*2664.000*	*918.233*	*0.655*
POS	*666.000*	*289.998*	*0.565*
COO	*666.000*	*335.576*	*0.496*
RFC	*666.000*	*236.910*	*0.644*

The Goodness of Fit (GoF) test was performed to validate the overall structural model, which can also be interpreted as the results of the GoF test being the results of the simultaneous SEM test values. The GoF values range from 0 to 1 with the assessment criteria: if GoF = 0.1, it is stated that the GoF result is small. GoF = 0.25, it is stated that the GoF result is medium, and GoF = 0.36, it is stated that the GoF result is large. To solve equation 3.1, the results from processing the communal data are needed, as shown in Appendix 12. The communality index value for each variable is obtained based on the result. The average communality index value is also obtained, which will be used in equation 3.1, and the value of R^2 can be known in the table. GoF testing will be carried out using equation 3.1 as follows:

$$GOF = \sqrt{\overline{Com} \ x \ \overline{R^2}} \qquad (1)$$
$$GOF = \sqrt{0{,}590 \ x \ 0{,}713}$$
$$GOF = \sqrt{0{,}421}$$
$$GOF = 0{,}649$$

Based on the results of this equation, it was known that the GoF value was 0.649, or it can be stated that the GoF in this study was in a large category.

Appendix 13: SmartPLS output results of t-statistics and p-value

	t-statistics (| O/STDEV |)	*p-values*
CUO -> RFC	*4.720*	*0.000*
POS -> RFC	*2.531*	*0.012*
COO -> RFC	*2.165*	*0.230*

This has been explained in the hypothesis test result.