Employee Readiness in Implementing the Core Values of the Indonesian Government Organization "BerAKHLAK"

Tisa Siti Rachmawati[✉][1], **Anggraini Sukmawati**[2], **Popong Nurhayati**[3]

Business Management Study Program, IPB Business School, Bogor, Indonesia[1,3]
Department of Management, FEM IPB, Bogor, Indonesia[2]

Abstract

This research aims to identify employee perceptions of employee readiness to implement the core values of BerAKHLAK, analyze the influence of leadership, organizational support, and commitment to the organization on employee readiness to change, and formulate policy recommendations to increase employee readiness to change. The survey samples chosen to be the subjects of this research were TNI, POLRI, and ASN, who had active work periods of more than one year. Data processing and analysis were performed using Structural Equation Modeling–Partial Least Square (SEM-PLS). The research results show that the respondents in this study were dominated by employees aged 46-55 years. Based on the results of Structural Equation Modeling data processing, leadership variables and organizational support directly influence employee readiness to change. However, a commitment to the organization has little effect on employee readiness to change. Managerial implications can be implemented by the Secretariat General of the National Resilience Council by implementing the POLC (Planning, Organizing, Leading, Controlling) model. In addition, further research is likely to include other factors related to employee readiness to change.

Kesiapan Karyawan dalam Menerapkan Nilai-Nilai Inti Organisasi Pemerintah Indonesia "BerAKHLAK"

Abstrak

Penelitian ini bertujuan untuk mengidentifikasi persepsi karyawan terhadap kesiapan karyawan untuk mengimplementasikan nilai-nilai inti BerAKHLAK, menganalisis pengaruh kepemimpinan, dukungan organisasi, dan komitmen terhadap organisasi terhadap kesiapan karyawan untuk berubah, serta merumuskan rekomendasi kebijakan untuk meningkatkan kesiapan karyawan terhadap perubahan. Sampel survei yang dipilih untuk menjadi subjek penelitian ini adalah TNI, POLRI, dan ASN, yang memiliki masa kerja aktif lebih dari satu tahun. Pengolahan dan analisis data dilakukan dengan menggunakan Structural Equation Modeling–Partial Least Square (SEM-PLS). Hasil penelitian menunjukkan bahwa responden dalam penelitian ini didominasi oleh karyawan berusia 46-55 tahun. Berdasarkan hasil pengolahan data Structural Equation Modelling, variabel kepemimpinan dan dukungan organisasi secara langsung mempengaruhi kesiapan karyawan untuk berubah. Namun, komitmen terhadap organisasi tidak banyak berpengaruh pada kesiapan karyawan untuk berubah. Implikasi manajerial dapat dilaksanakan oleh Sekretariat Jenderal Dewan Ketahanan Nasional dengan menerapkan model POLC (Planning, Organizing, Leading, Controlling). Selain itu penelitian selanjutnya dapat memasukkan faktor-faktor lain yang terkait dengan kesiapan karyawan untuk berubah.

JEL Classification: M31, D12, Z11

✉Correspondence Address
  Institutional address: Bogor, Jawa Barat
 Email: tisarachmawati@apps.ipb.ac.id

INTRODUCTION

The current challenge that government employees must face is triple disruption. Triple disruption is three things that can influence organizational conditions to make changes following increasingly modern developments. Triple disruption consists of pandemic disruption, digital disruption, and millennial disruption. This requires organizations and employees to increase their competence and ability to adapt to change. According to Diona & Dahesihsari (2016), change is a way for an organization to do things differently and comprehensively by using an efficient system to develop in line with developments in its environment. Change has become a primary need for organizational activities (Zulkarnain & Hadiyani, 2014). The process of change in an organization is not easy; directing an organization toward change requires the support of management and all employees (Gabriel & Aguinis, 2022).

The government encourages Ministries, Institutions, and Regional Go-vernments to continue making changes to achieve clean, effective, efficient government governance and quick decision-making by implementing bureaucratic reform. Guidelines for implementing bureaucratic reform have been contained in the Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation Number 3 of 2023 concerning Amendments to the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 25 of 2020 concerning the 2020-2024 Bureaucratic Reform Road Map. Based on these regulations, the implementation of bureaucratic reform is annually assessed by the Ministry of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia. The results of the assessment of the implementation of bureaucratic reform within the Secretariat General of the National Resilience Council can be seen in Figure 1.

Based on Figure 1, the assessment of the implementation of bureaucratic reform at the Secretariat General of the National Resilience Council over the last five
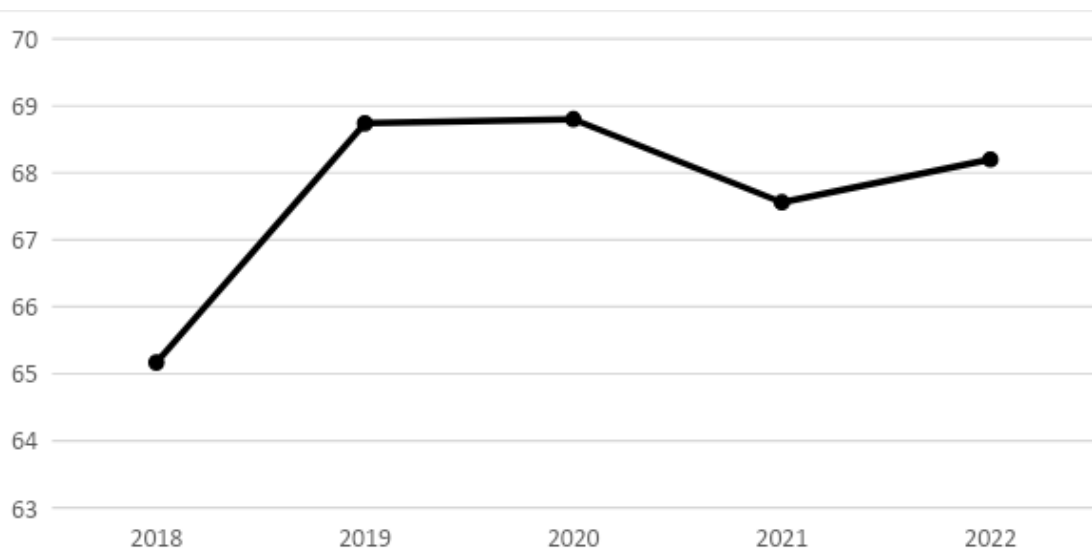
Figure 1. Assessment Index for the Implementation of Bureaucratic Reform at the Secretariat General of the National Resilience Council
Source: Ministry of State Apparatus Empowerment and Bureaucratic Reform (2023)
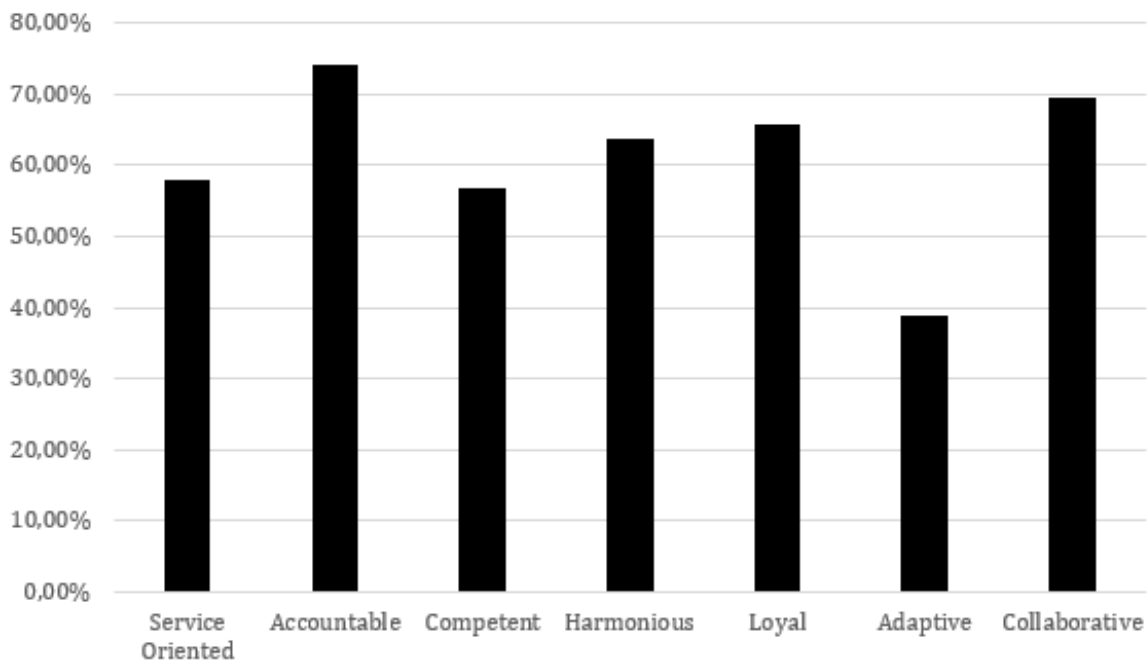
Figure 2. Core Values Index of Morals in Government Agencies in 2022
Source: Ministry of State Apparatus Empowerment and Bureaucratic Reform (2023)

years has remained the same. Based on the strategic plan, the Secretariat General of the National Resilience Council has set a target for assessing the implementation of bureaucratic reform, namely 70-80 with the BB category (outstanding). However, Figure 1 shows that the assessment of the implementation of bureaucratic reform needs to meet the targets set. One of the reasons for this is that the role of the leadership in stages in improving the work culture in each work unit within the Secretariat General of the National Resilience Council has yet to be optimal. According to Mukhtar et al. (2020), leadership problems that often occur in government organizations are that leaders need to manage their resources optimally, lack innovation in serving the community, and must be unable to adapt quickly to environmental demands.

Bureaucratic reform faces various challenges that all government agencies must resolve to encourage the achievement of national development goals. One

of the problems that must be addressed is a work culture that needs to be appropriately implemented. Work culture within government agencies has been stated in the Circular Letter of the Minister for Administrative Reform and Bureaucratic Reform Number 20 of 2021 that the core values of AKHLAK (Service Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative) are defined as work culture. The core values of BerAKHLAK simplify the fundamental values previously contained in Law Number 5 of 2014.

The fundamental values regulations contained in Article 4 of Law 5 of 2014 encourage government agencies to have their core values derived from the law, such as the Secretariat General of the National Resilience Council has determined the core values contained in the Decree of the Secretary General of the National Resilience Council Number 37 of 2017, namely professionalism and integrity, accountability and transparency, efficien-

cy, and effectiveness, and responsiveness. Differences in fundamental values (core values) in each government agency cause the role of government employees to not function as glue and unifier of the nation and cause adaptation problems for government employees when mobility occurs between government agencies. In reality, government employees often undergo job rotations or transfers, resulting in differences in how they work and making it difficult for employees to adapt again. In 2022, the Ministry of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia conducted the BerAKHLAK core values survey for the first time for 442 government agencies.

Based on Figure 2, each Morale Index score has a different percentage. Even though all government agencies have socialized the core values of BerAKHLAK, they still need to be adequately internalized. So, understanding the meaning of the value of AKHLAK is uneven among government employees in all Ministries, Institutions, and Regional Governments. Apart from that, the Secretariat General of the National Resilience Council is also experiencing difficulties implementing changes to the core values of BerAKHLAK because these changes have yet to be felt at all levels, which is essentially the ultimate goal of implementing bureaucratic reform. In addition, conditions at the Secretariat General of the National Resilience Council are dominated by employees with a length of service of 1-5 years; the age of employees at the Secretariat General of the National Resilience Council is over 46 years. This can make it difficult to internalize changes in the core values of BerAKHLAK. Therefore, it is necessary to strengthen the internalization of BerAKHLAK's core values massively and sustainably. Based on the survey results, the adaptive value which received the lowest implementation score, one of the behavioural derivatives of adaptive, namely readiness to face change, received the fewest votes. This shows that employees have a low implementation of adaptation values into their daily work behaviour.

According to Holt & Vardaman (2013), readiness to change is a condition when the organization and employees are ready and able to implement change. The change process can be started by identifying the readiness of human resources or employees to face change. This is very important for organizations to predict employee readiness when facing change (Borges & Quintas, 2020). If employees are prepared and motivated, the organization will experience success when facing change (Maisyura et al., 2022). In the preparation stage for change, employees must know the importance of change and have the desire to change. According to Asbari et al. (2020), employee readiness to change is one of the organization's practical and strategic steps to bring the organization out of its current crisis.

The influencing factor in the success of organizational change and employee readiness to change is leadership (Katsaros et al., 2020). Leadership influences and motivates subordinates to achieve organizational goals (Paais & Pattiruhu, 2020). According to Peng et al. (2021), organizational change is closely related to leadership. Leaders have a crucial role as directors in adapting to and managing these changes to become an advantage the organization possesses. The role of the leader is expected to motivate employees to be committed to change because the success or failure of organizational change is primarily determined by the organization's leader (Mangundjaya, 2022).

The next factor that concerns organizational change and employee readiness to change is support from the organization. Employees attached to the organization where they work will be better prepa-

red to face organizational changes (Aini et al., 2022). According to Eisenberger et al. (2020), organizational support is an employee's perception of how the organization cares for and respects employees. Organizational support is significant for employee development (Chen & Eyoun, 2021). If employees rate organizational support as high, this will increase commitment to the organization. Therefore, it can encourage employees to fight for the organization to achieve its goals, improve the performance of both employees and the organization, and be ready to face changes in the organization and its environment (Rhoades & Eisenberger, 2002).

According to Trisnanto (2021), the supporting factors for the success of changes that occur in organizations are support and commitment to the organization. According to Mahmood et al. (2021), commitment to the organization is the employee's way of thinking about how much the employee's values and goals align with the organization, how employees solve problems, and the employee's connection to the organization. The relationship between employee and organizational perspectives in improving organizational performance by the culture and core values applied to the organization is part of commitment to the organization (Giao et al., 2020). Commitment to the organization can create confidence that the changes that occur will benefit employees.

Based on the conditions described above, implementing the core values in the organizational culture is one of the processes for an organization to become more adaptive in good governance, quicker in making decisions, and faster in the public service process. To be able to achieve this requires employee readiness to make changes. The readiness of employees to change will impact organizational change that can run successfully (Mahessa & Frieda, 2016).

Based on the previous research studies explained above, this research differs in the research objects and indicators used to measure each variable. In this research, the research object used was the Secretariat General of the National Resilience Council using leadership and organizational support as independent variables, employee readiness to change as the dependent variable, and organizational commitment as the intervening variable. It is interesting to study in more depth to reveal the influence of leadership and organizational support on employee readiness to change with commitment to the organization as an intervening variable in non-structural institutions (LNS) whose employees consist of ASN, TNI, and POLRI. This research then analyzes the influence of leadership and organizational support on individual readiness to change with commitment to the organization as an intervening variable in implementing the BerAKHLAK core values using the Structural Equation Model (SEM) method.

The Influence of Leadership on Employee Readiness to Change

Leaders are the determining factor in the success and failure of change (Errida & Lotfi, 2021). Change is closely related to the ability of organizational leaders to face change (Peng et al., 2021). Leader ability positively influences innovation tendencies (Kozioł-Nadolna, 2020) and can influence the change process (Farahnak et al., 2020). These changes may or may not be planned. Planned changes prepare everything, while unplanned changes usually happen and can cause organizational problems. Planned organizational change cannot be separated from the role of a leader (Onyeneke & Abe, 2021).

The role of the leader should be able to motivate employees to be committed to the planned organizational changes. Leaders provide insight, guide, and become

role models for their employees when organizational changes occur (Mangundjaya, 2022). Leaders must be able to teach their employees to continue to develop so that with competence that continues to develop, organizational changes that occur, there is no resistance from employees. As leaders often hold meetings, this creates awareness and confidence in employees that organizational change can be carried out (Asbari et al., 2020). Thus, the hypothesis in this research is:

H1: Leadership has a significant effect on Readiness to Change.

The Influence of Leadership on Organizational Commitment

Commitment to the organization is a reflection of a leader to direct his organization (Keskes, 2013). According to Xu & Thomas (2011), leaders who provide support and understanding to employees about the importance of employees in achieving the goals of an organization will feel organizational change, increasing employee commitment to the organization. Leadership that monitors employees' needs and abilities and can direct them according to their interests will develop a positive employee mindset towards the work environment (Parimalam & Mahadevan, 2012). Thus, the hypothesis in this research is:

H2: Leadership has a significant effect on Organizational Commitment.

The Influence of Perceived Organizational Support on Employee Readiness to Change

One of the factors that influences employee readiness to change is organizational support (Suri, 2020). Employees who have high levels of organizational support mean that employees believe that the organization cares about its employees, which will create a high sense of

trust within employees. Thus, employees will support the change when there is a change in the organization (Mihalace & Mihalace, 2022).

As stated by Rhoades & Eisenberger (2002), organizational support and employee readiness to change are like a reciprocal relationship; employees who have good organizational support, then employees will have concern for the success of the organization and achieve planned goals. This means that the better the organizational support, the better the employee's readiness to face organizational change. In addition, organizational support factors and an environment supporting innovation will influence employee readiness to change (Kebede & Wang, 2022). This is supported by research conducted by Dharmawan & Nurthahjanti (2017), who found that the organizational support provided can be in the form of training. Training will make employees more innovative and competent in making changes. Thus, the hypothesis in this research is:

H3: Perception of Organizational Support has a significant effect on Readiness to Change.

The Influence of Perceived Organizational Support on Organizational Commitment

One factor that influences organizational commitment changes is organizational support (Santoso & Mangundjaya, 2018). Employees then feel the justice provided by the organization; it will positively impact the employee's behaviour and make each employee committed to the organization (Dewa & Salendu, 2018). Thus, organizations must consider the reciprocal relationship between the organization and its employees. This will impact employees, giving them a perception of good organizational support and

more effective employee performance and forming employee commitment to the organization for change. This aligns with research conducted by McCook (2002), who found that organizational support must be monitored to increase organizational commitment. Commitment to the organization is needed so that skilled employees can be well-maintained (Silvana, 2022). Thus, the hypothesis in this research is:

H4: Perception of Organizational Support has a significant effect on Organizational Commitment.

The Influence of Organizational Commitment on Employee Readiness to Change

Job satisfaction and organizational commitment influence employee readiness to change among employees in the government sector (Alghizzawi & Masruki, 2019). Apart from that, Mahmood et al. (2021) also said that commitment to the organization contributes to employee readiness to change so that the organization can successfully carry out the desired changes. Employees committed to the organization will be ready to make more significant changes (Trisnanto, 2021). In addition, according to Olafsen et al. (2021), change failure is often due to employees' lack of commitment and creativity. Employee commitment to the organization is tied to employee behaviour, which is essential for success in change (Guamaradewi & Mangundjaya, 2018). Researchers will also test the role of the commitment variable to the organization as an intervening variable. Thus, the hypothesis in this research is:

H5: Organizational Commitment has a significant effect on Employee Readiness to Change.

H6: Leadership has a significant effect on Employee Readiness to Change

with Organizational Commitment as an intervening variable.

H7: Perception of Organizational Support has a significant effect on Employee Readiness to Change with Organizational Commitment as an intervening variable.

METHOD

This research will be carried out at the Secretariat General of the National Resilience Council, located at Jl. Medan Merdeka Barat No.15, Jakarta and Jl. Ir. H. Juanda No. 36, Jakarta. Field data collection was carried out from March to July 2023. This research used a population of all officials and employees who worked at the Secretariat General of the National Resilience Council. The total number of officials and employees at the Secretariat General of the National Resilience Council is 145 employees, consisting of TNI, POLRI, and ASN.

The survey samples chosen for this research were TNI, POLRI, and ASN, with more than one year of active work periods. According to data from the Personnel and Legal Unit of the Secretariat General of the National Resilience Council, as of March 1, 2023, there were 124 officials and employees of the Secretariat General of the National Resilience Council.

The data obtained from the questionnaire was then processed with several processes and stages of data processing. Two methods were used in this research, namely quantitative and descriptive methods. Primary data used in this study used questionnaire distribution and direct field observations. Processing in this study using SPSS version 27 and SmartPLS version 3.0. Table 1 provides information regarding variables and indicators that were used in this study.

Table 1. Variables and Indicators

Latent Variable	Dimension (Symbol)	Definition	Indicator (Symbol)
Individual Employee readiness to change (KB) (Holt & Vadarman, 2013)	Precontemplation and preparation (KB1)	Desire to take action in the near future	1. Accepting change (KB11) 2. Work activities change in line with changes (KB12) 3. Changes increase organizational efficiency and effectiveness (KB13) 4. Prepare yourself for change (KB14)
	Appropriateness (KB2)	Self-confidence that the changes that will be undertaken or are being undertaken are the right thing in the current situation	1. Rational things are the reason for making changes (KB21) 2. Change provides benefits (KB22) 3. Change makes work easier (KB23) 4. Change is a priority (KB24)
	Principal support (KB3)	Employees' confidence in organizational leaders is committed to change and will not just pass away	1. Encourage change (KB31) 2. Provide support for change (KB32) 3. Emphasize the importance of change (KB33) 4. Commit to making changes (KB34) 5. Socializing changes (KB35)
	Change efficacy (KB4)	Self-confidence that you will succeed in making changes	1. Changes are easy to make(KB41) 2. Competence to make change a success (KB42) 3. Learn about changes (KB43) 4. Experience can support change (KB44)
	Valence (KB5)	Self-confidence that change will be beneficial	1. Change has an impact (KB51) 2. Understanding the changes (KB52)

Leadership (K) (Mangundjaya, 2022)	Change pioneer (K1)	Leaders who are ready to make changes to the demands within the organization and outside the organization and have a clear vision and goals for making changes	1. Visionary (K11) 2. Think outside the box (K12) 3. Have breakthrough tips (K13) 4. Bringing out competitive advantages (K14) 5. Creative and innovative (K15) 6. Adequate facilities (K16) 7. Good relationship (K17) 8. Making changes (K18)
	Change enabler (K2)	Leaders plan, communicate, direct and evaluate so that the implementation of the changes carried out runs effectively	1. Charismatic (K21) 2. Formulate ideas into actions (K22) 3. Mastering change strategies (K23) 4. Inviting to make changes (K24) 5. Able to lead (K25) 6. Communicate (K26) 7. Commit to change (K27)
	Coach (K3)	Leaders who accompany, motivate and inspire organizational members in making changes	1. Listening to opinions (K31) 2. Be aware of what is happening around you (K32) 3. Empathy (K33) 4. Open attitude (K34) 5. Independent (K35) 6. Want to learn (K36) 7. Accepting criticism (K37) 8. Appreciate differences (K38) 9. Protecting others (K39) 10. Integrity (K310) 11. Adapt (K311) 1. Consistent (K312) 2. Motivate (K313) 3. Confident in his opinion (K314) 4. Inspire (K315) 5. Humble (K316) 6. Trusted (K317) 7. Firm (K318) 8. Commitment (K319)

9. Change for the better (K320)
10. Believe (K321)
11. Focus (K322)
12. Emotional intelligence (K323)
13. Supervise work (K324)
14. Evaluating (K325)

Perception of Organizational Support (PDO) (Sya & Man-gundjaya, 2020)	Supervisor support (PDO1)	Employee perceptions of supervisors, the extent to which supervisors assess employees	1. Appreciate contributions (PDO11) 2. Employee opinions are considered and heard (PDO12) 3. The organization considers employee goals and values (PDO13)
	Organizational rewards (PDO2)	Employee perceptions of the organization that there are variations in rewards given to employees	1. Ready to help employees (PDO21) 2. Take pride in employee performance (PDO22) 3. Care about job satisfaction (PDO23) 4. Have a change impact matrix (PDO23) 5. Proud of employee achievements (PDO24)
	Favorable Job Conditions and Fairness (PDO3)	Employee perceptions of the organization that there are working conditions that support employees and how the organization distributes justice to members of the organization	1. Have clear responsibilities and division of tasks (PDO31) 2. Make work as interesting as possible (PDO32) 3. Follow a systematic process (PDO33)

Organizational Commitment (KO) (Milovanovic et al. 2022)	Emotional attachment (KO1)	Employees feels they belong to the organization	1. Proud to work at the current agency (KO11) 2. Don't want to leave work (KO12) 3. Feeling that other people often change agencies (KO13) 4. Have values that are almost in line with the organization's values (KO14)
	Feeling of pride (KO2)	Employees feel happy that their work has made a good contribution to the organization	1. Don't want to move to another agency (KO21) 2. Feeling part of the organization (KO22) 3. Happy to spend the rest of his career at the current agency (KO23)
	Personal sense of obligation (KO3)	Employees feel proud to work in an organization and are willing to spend the rest of their career in that organization	1. Salaries offered by other agencies will not make you change jobs (KO31) 2. Feel happy that his work has made a contribution (KO32) 3. Keep working because of needs and desires (KO33)

Source: Data Processed (2023)

RESULT AND DISCUSSION

Based on the list of employees of the Secretariat General of the National Resilience Council as of March 1, 2023, the population in this study is all 145 officials and employees of the Secretariat General of the National Resilience Council consisting of TNI, POLRI, and ASN. The sample in this study were employees of the Secretariat General of the National Resilience Council who had active work periods of more than one year, namely 124 employees. There are five categories of respondent characteristics, namely gender, age, education, position, and length of work.

Based on Table 2, it is known that the respondents are predominantly male with a percentage of 75.81% compared to female respondents. This means that the majority of employees at the Secretariat General of the National Resilience Council are male. Generation In the age category, the majority of respondents were 46-55 years old, with a percentage of 41.13%. This shows that the respondents fall into the generation.

Table 2. Respondent Characteristics

No	Characteristics	Category	Total (n)	Percentage (%)
1	Gender	Male	94	75.81
		Female	30	24.19
2	Age	26-35 years old	25	20.16
		36-45 years old	24	19.35
		46-55 years old	51	41.13
		>56 years old	24	19.35
3	Educational Level	High School	26	20.97
		Diploma Degree	11	8.87
		Bachelor Degree	43	34.68
		Master Degree	39	31.45
		Doctoral Degree	5	4.03
4	Position	Echelon I	4	3.23
		Echelon II	45	36.29
		General Functional	56	45.16
		Specific Functional	19	15.32
5	Work Duration	1-3 years	54	43.55
		4-5 years	50	40.32
		6-8 years	14	11.29
		9-10 years	3	2.42
		>10 years	3	2.42

Source: Data Processed (2023)

The characteristics of respondents regarding their latest level of education show that most respondents had a Bachelor's (S1) education level of 34.68% and a Postgraduate (S2) level of 31.45%. This shows that the educational level of employees of the Secretariat General of the National Resilience Council is classified as good because they have completed undergraduate and even postgraduate education. Respondent characteristics based on position level, dominated by general functional with a percentage of 45.16%. This general function is spread across three work units: the Planning, Organization, and Finance Bureau, the General Bureau, and the Trial, Information Systems, and Internal Control Bureau. Technical, managerial, and socio-cultural competency standards are the minimum competency requirements that must be possessed by a government employee in carrying out office duties.

Respondents with a working period at the Secretariat General of the National Resilience Council were dominated by 1-3 years with a percentage of 43.55% and employees with a working period of around 4-5 years with 40.32%. This shows that the transfer of employees from the Secretariat General of the National Resilience Council to other government agencies is relatively high, so changes in organizational culture are needed because the latest regulations from the Ministry of State Apparatus Empowerment and Bureaucratic Reform require that the core values of Morals must be implemented in all government agencies to make it easier for new employees and the transfer of capable employees. Adapt well to its environment.
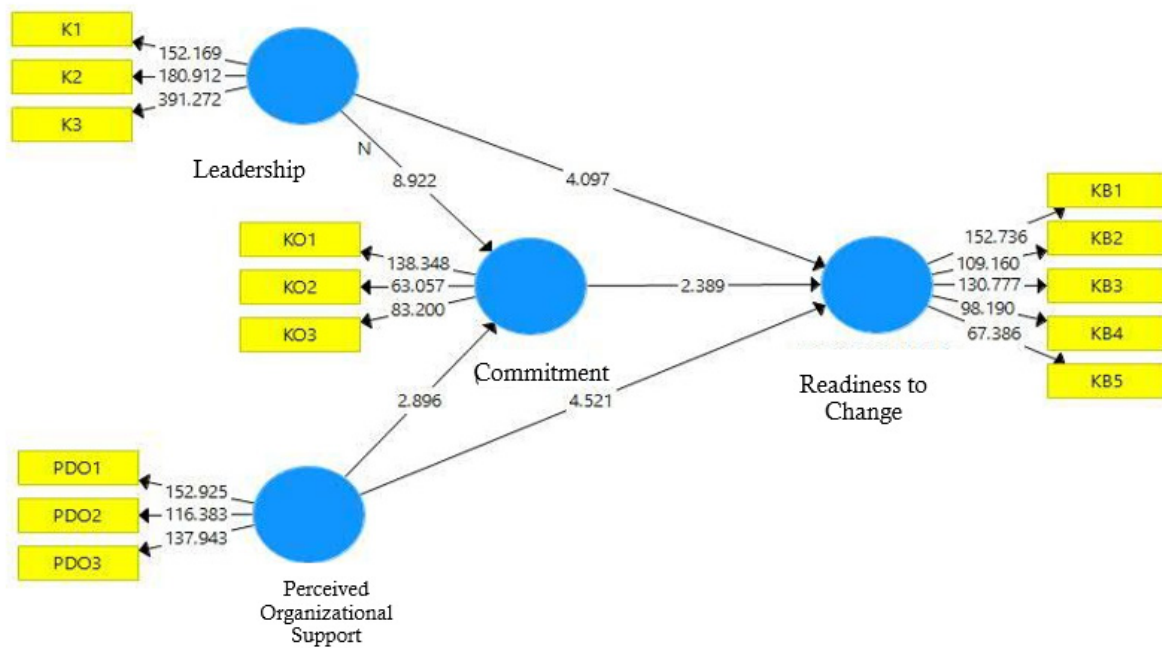
Figure 3. SEM Model

Hypothesis Testing

Hypothesis testing in this study was calculated using the bootstrapping procedure in SmartPLS 3.0 software. This research has seven hypotheses, including five hypotheses that discuss variable relationships directly and two hypotheses that discuss variable relationships indirectly.

The Influence of Leadership on Employee Readiness to Change

The first hypothesis in this research states that leadership significantly affects employee readiness to change. Based on Table 3, leadership positively and significantly affects employee readiness to change with a path coefficient value of 0.464 and a t-statistics value of 4.823. So H1, which states that leadership positively and significantly affects employee readiness to change, is accepted. This positive direction means that the better the employee's perception of the agency's leadership and direct superiors, the more prepared the employee will be to make changes that will be made or are currently being car-

ried out by the agency. This is also supported by the answers of respondents who agree with the K22 indicator, namely, formulating ideas into actions. The leadership has launched the BerAKHLAK core values within the Secretariat General of the National Resilience Council, together with the Ministry of State Apparatus Empowerment and Bureaucratic Reform. In this activity, the leadership of the Secretariat General of the National Resilience Council agreed and invited all employees to change to the core values of BerAKHLAK.

The results of this research align with research conducted by Mahessa & Frieda (2016), who found that the better the employee's perception of leadership, the higher the employee's readiness to change. The role of leaders is vital in increasing employee readiness to change. So, the better the leadership role, the better the employee's readiness to change. The importance of support from organizational leaders and direct superiors who show seriousness in making changes in the or-

Table 3. Direct Relationship between Variables

Relationship between Variable	Original Sample (O)	t-statistics (|O/ STDEV|)	p- values	Remarks
Leadership → Employee readiness for change	0.464	4.823	.000	Significant
Leadership → Organizational Commitment	0.726	7.532	.000	Significant
Organizational Commitment → Employee readiness to change	0.132	1.654	.101	Not Significant
Perceived Organizational support → Employee readiness to change	.395	5.041	.000	Significant
Perceived Organizational support → Organizational Commitment	.256	2.624	.010	Significant

Source: Processed Data (2023)

ganization for the long term, not just a program that is carried out for a moment and inviting all employees that the changes made can provide benefits to both individuals and the organization, so it will influence employee readiness to change.

The Influence of Leadership on Commitment to The Organization

Hypothesis two in this research is that leadership significantly affects commitment to the organization. The smart PLS calculations show that leadership positively and significantly affects a commitment to the organization, with a path coefficient value of 0.726 and a t-statistics value of 7.532. Thus, H2, which states that leadership significantly affects commitment to the organization, is accepted.

The path coefficient value of the leadership variable on commitment to the organization is the largest compared to the path coefficient values of other variables. This shows that leadership is the main priority and influences increasing employee readiness to change. The leadership variable is supported by three dimensions that play a role in representing the role of

the variable. Leaders who have good communication will have good relationships between employees and leaders. One indicator that supports this statement is K17, where 79.8% of respondents agreed that the leadership of the Secretariat General of the National Resilience Council has a good relationship with employees. This is in line with what is happening in the field, namely that the leadership provides an open discussion space for all employees of the Secretariat General of the National Resilience Council to get involved in solving the issues being faced. This indicates that there is a commitment to the organization within the Secretariat General of the National Resilience Council because the leadership has a good relationship with employees, giving rise to the employee's desire to grow and develop with the Secretariat General of the National Resilience Council as well as a desire to work harder within the employee. The results follow research conducted by Jung et al. (2020) that shows leaders who can influence and involve employees in discussing and making decisions will increase commitment to the organization.

The Influence of Organizational Support on Employee Readiness to Change

Organizational support positively and significantly affects employee readiness to change with a path coefficient value of 0.395 and a t-statistics value of 5.041. The third hypothesis (H3) in this research, namely that organizational support significantly affects employee readiness to change, is accepted. The path coefficient value is quite significant, meaning that increasing organizational support will increase employee readiness to change. This is because the Secretariat General of the National Resilience Council already has a matrix for implementing changes to the core values of BerAKHLAK. This statement is supported by one of the indicators, DO24, where 87.1% of respondents agreed that the Secretariat General of the National Resilience Council has a matrix to assess the impact of changes to the core values of BerAKHLAK.

The findings in this research are in line with conditions in the field. The leadership has emphasized the importance of changing the BerAKHLAK core values and providing all support for efforts to implement them within the Secretariat General of the National Resilience Council. Apart from that, implementing the BerAKHLAK core values can only run optimally by taking steps to implement changes to them. So currently, the Secretariat General of the National Resilience Council has created a systematic process to manage the implementation of the core values of BerAKHLAK, which are contained in the changes to the 2020-2024 bureaucratic reform roadmap; this has become a guideline for the code of ethics and code of behavior for employees of the Secretariat General of the National Resilience Council to implement change in core values BerAKHLAK.

The research results are by Rizky & Dwarawati (2023), who found that the higher the employee's perception of organizational support, the higher the employee's readiness to make changes. Direct superiors' behavior, thoughts, and abilities are part of organizational support (Eisenberger et al., 2020). Employees feel that their direct supervisor represents organizational support in conveying the organization's goals and values to employees. The decisions of direct superiors can be a success factor or an obstacle to the change process, so the relationship between direct superiors must be strengthened in implementing change in the organization. The relationship between employees and their leaders and direct superiors significantly influences employees' readiness to change.

The Influence of Organizational Support on Commitment to the Organization

The results of hypothesis testing on the influence of organizational support on a commitment to the organization produced a path coefficient value of 0.256 and a t-statistics value of 2.624, more significant than 1.96. This shows that organizational support positively and significantly affects commitment to the organization. Thus, H4 in this research, which states that organizational support significantly affects commitment to the organization, is accepted. The direction of positive influence means that the better the organizational support, the higher the level of commitment to the organization.

This is in line with findings in the field that the positive perception felt by employees of the Secretariat General of the National Resilience Council results in employee engagement as a form of employee commitment to remain at the Secretariat General of the National Resilience Council and show positive behavior that can support the achievement of the objectives of the Secretariat General of the National Resilience Council which has been set. This statement is one of the indi-

Table 4. Indirect Relationship between Variables

Relationship Between Variable	Original Sample (O)	t-statistics (|O/ STDEV|)	p-values	Remarks
Leadership → Organizational Commitment → Employee Readiness to Change	.096	1.603	.112	Not Significant
Perceived Organizational Support → Organizational Commitment → Employee Readiness to Change	.034	1.325	.188	Not Significant

Source: Data Processed (2023)

cators, namely appreciating contributions (DO11). Where 87.9% of respondents agreed that the leadership of the Secretariat General of the National Resilience Council appreciates the contribution of each work unit by giving rewards to work units that have the best performance. These rewards are given during quarterly performance evaluation meetings, which all employees of the Secretariat General of the National Resilience Council attend.

However, the Secretariat General of the National Resilience Council still needs to be clear in providing rewards and punishments to assess the performance achievements of each employee. The researcher confirmed to the planning department in a short interview that employees of the Secretariat General of the National Resilience Council receive the same salary according to the class and position of each employee without looking at the employee's performance. Currently, the Secretariat General of the National Resilience Council is developing a performance management application that is expected to be integrated with e-performance so that it can be used as a tool for providing rewards and punishments based on performance achievements.

The findings in this research align with research conducted by Dewa & Salendu (2018), who found that organizational support significantly influences

commitment to the organization. The satisfaction felt by employees with their organization is a form of organizational support for employees. This is because the relationship built by the organization with employees must be reasonable and constructive so that employees feel appreciated and that employee perceptions of organizational support will be positive.

The Influence of Commitment to the Organization on Employee Readiness to Change

Hypothesis five in this research states that commitment to the organization significantly influences employee readiness to change. Based on Table 3, the path coefficient value is 0.132, and the t-statistics value is 1.654, which is less diminutive than 1.96. This shows that the hypothesis in this study (H5) that commitment to the organization significantly affects employee readiness to change is rejected.

The results of this hypothesis calculation show that changes in employee readiness to change are caused by one indicator, namely KO13, where 79% of respondents agree that they feel that other people often transfer work to other agencies. This statement is based on one of the respondents' characteristics, namely work experience. Respondents were dominated by respondents who had worked at the Secretariat General of the National Resi-

lience Council for 1-3 years, amounting to 43.55%. The longer an employee's work period in an organization, the higher the employee's level of commitment to the organization (Dianriasning, 2018). According to Trisnanto (2021), the longer an employee's working period, the more comfort zone he will create, giving rise to a tendency to resist change.

The results of this research align with research conducted by Vakola & Nikolau (2005) that commitment to the organization will conflict with change; if employees only think about the benefits obtained in the organization for individuals, then the employee will start not to care about the organization. Apart from that, research conducted by Alqudah et al. (2022) shows that commitment to the organization does not significantly affect employee readiness to change.

Indirect Effect

This research uses the variable commitment to the organization as an intervening variable. Table 4 shows that the hypothesis in this study (H6), which states that leadership has a significant effect on employee readiness to change with commitment to the organization as an intervening variable, is rejected with a path coefficient value of 0.096 and a t-statistics value of 1.603 which is smaller than 1.96. Apart from that, there is another indirect influence hypothesis, namely hypothesis H7, which states that organizational support has a significant effect on employee readiness to change with commitment to the organization as an intervening variable being rejected with a path coefficient value of 0.034 and a t-statistics value of 1.325 which is smaller than 1.96.

In this research, the variable commitment to the organization is an intervening variable. However, the variable commitment to the organization weakens the influence of leadership on employee rea-

diness to change and the influence of organizational support on employee readiness to change. This shows that leadership can directly influence employee readiness to change without involving commitment to the organization. Likewise, organizational support variables can directly influence employee readiness to change without commitment to the organization.

Based on the loading factor value, the leadership variable is influenced by the K24 indicator, namely that leaders and superiors directly invite employees to change the core values of AKHLAK. Meanwhile, in the organizational support variable, the DO13 indicator has a vital role in considering each employee's goals and values. The KO14 indicator on the variable commitment to the organization has the most significant influence, which is represented by employees' values that are almost in line with the organization's values. In the variable employee readiness to change, the indicators that have a significant influence are KB24 and KB52. This shows that employees believe that changes to the BerAKHLAK core values are a current priority activity, and employees understand the changes to the BerAKHLAK core values that have been made.

There is a difference (gap) in the dominance of respondents' short tenure; researchers indicate a gap between the commitment of new employees and employees who have worked for a long time. This is shown by cross-tabulation data processing results showing that employees who are ready to face change have 4-5 years of service.

CONCLUSION AND RECOMMENDATION

Based on the results of identifying the characteristics of respondents in this study, respondents were dominated by employees aged 46-55 which represents Gen-X. Meanwhile, employees in genera-

tion apart from that, based on the results of SPSS data processing, the Secretariat General of the National Resilience Council employees who are ready to face change are dominated by employees with 4-5 years of service. This is a challenge for the Secretariat General of the National Resilience Council, dominated by employees with 1-3 years of service. This is because the Secretariat General of the National Resilience Council often experiences job turnover or transfers.

The data processing results show that leadership variables and organizational support directly influence employee readiness to change. Some variables do not significantly affect employee readiness to change, namely commitment to the organization. This is because there is a commitment gap between new and old employees. New employees will tend to have a low commitment to change because employee commitment to the organization can weaken employee readiness to change.

Managerial implications can be implemented by the Secretariat General of the National Resilience Council by implementing the POLC (Planning, Organizing, Leading, Controlling) model. At the planning stage, the Secretariat General of the National Resilience Council can carry outreach and form a team of change agents so that employees know the plan to implement the core values of BerAKHLAK and contribute. At the organizing stage, the program implementation of planning for the implementation of the BerAKHLAK core values, which has been prepared with the aim of increasing employee readiness to change and achieving agency goals, will be carried out by each work unit in the Secretariat General of the National Resilience Council. Socialization can be done using FGD (Focus Group Discussion). At the leading stage, the leadership can have an open discussion with all employees during the "leadership hour," which is usually held by the Secretariat General of the National Resilience Council once a month. The change agent team can help leaders become role models for the process of changing the core values of BerAKHLAK so that organizational goals can be achieved. At the controlling stage, the Secretariat General of the National Resilience Council can conduct a Morale Index survey.

One thing that the Secretariat General of the National Resilience Council can do to make the BerAKHLAK core values change program successful is to communicate through socialization and open discussions. Apart from that, support from leadership and direct superiors to employees is needed to reduce resistance to changes made by the Secretariat General of the National Resilience Council. The support provided to employees is expected to increase employee commitment to the changes carried out within the organization. It is hoped that future research can use respondents from other agencies with more respondents and different characteristics. In addition, further research is likely to include other factors related to employee readiness to change.

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