

Perception of Transformational Leadership, Organizational Commitment, and Readiness for Change through Psychological Capital as a Mediator in Civil Servants



Rafi Naufal Aprilianto¹, Dr. Andik Matulesy, M.Si., Psikolog², Dr. R. Amanda Pasca Rini, M.Si., Psikolog³

^{1,2,3} University 17 August 1945 Surabaya, Indonesia

ABSTRACT: The current changes are so rapid that organizations are required to adapt quickly so that the existence of the organization is maintained, the organization can adapt quickly the key is readiness for change if employees are not ready then the change will be hampered. This study aims to test the mediating role of psychological capital in the relationship between perceptions of transformational leadership and organizational commitment to readiness for change. A total of 252 respondents were involved in this study from several local government agencies in the city of Surabaya using random sampling techniques. The analysis method used is path analysis used in hypothesis testing and it was found that perceptions of transformational leadership are significant to employee readiness for change $p = <.001$, organizational commitment is significantly related to readiness for change $p = <.001$, psychological capital is not significant to readiness for change $0.140 > .001$ and psychological capital cannot mediate the relationship between perceptions of transformational leadership and organizational commitment to employee readiness for change $0.153 > p.001$, perceptions of transformational leadership are significantly related to psychological capital $<.001$ and organizational commitment is significantly related to psychological capital $<.001$. So it can be concluded that the variables of perception of transformational leadership and organizational commitment are directly related without going through the psychological capital variable as a mediator and psychological capital is not significantly related to employee readiness for change.

KEYWORDS: perception of transformational leadership, organizational commitment, psychological capital.

INTRODUCTION

The development of Industry 5.0 brings rapid changes that affect various sectors, including government. In the past, jobs required physical presence in the office, but now work can be done from anywhere thanks to remote work technology. The government has also begun adopting digital technologies to improve public service efficiency, although this requires adaptation to technology and digital skills training. The shock of the COVID-19 pandemic forced many employers and employees to work from home, with many enjoying it due to more time for family and flexible working hours. The development of technology today has grown much faster (Denni, 2020; Sako, 2021).

A report on remote work from "Deloitte" states that post-COVID-19, organizations were forced to adopt or adapt to a remote working system that can be done anywhere. Some organizations have adopted this remote work system as a permanent working arrangement because it reduces costs and increases productivity. This report includes ASEAN countries, including Indonesia, and states that the public sector has the potential to implement remote working systems with a value of 55% (Deloitte, 2020). Individuals who are ready to face change will believe that the organization will develop when implementing change, will have a positive attitude toward organizational change, and will have the desire, attitude, and understanding to engage in organizational changes (Armenakis et al., 1993; Holt et al., 2007).

Organizations often struggle to adapt to changes because they focus less on employees, even though employees are crucial assets to drive innovation. In addition to policy or rule changes, what's more important is preparing employees to face changes because in today's era, work is becoming more dynamic, and organizations are required to innovate to compete and survive (AlEsa & Durugbo, 2022; Gigliotti et al., 2019). The rapid pace of technological change means that if an organization wants to succeed and survive, it must strengthen its employees' ability to adapt to the changes taking place (Katsaros et al., 2020). Organizational commitment refers to the intention and commitment of organizational members to the psychological conditions or mindsets that define the relationship between employees and the organization, and determine employees' intention to stay in the organization (Olafsen et al., 2020; Woznyj et al., 2019). The importance of readiness for change is evident—if an employee is unwilling to

Perception of Transformational Leadership, Organizational Commitment, and Readiness for Change through Psychological Capital as a Mediator in Civil Servants

change, the adaptation to change will hinder the successful implementation of any changes in the organization (Allaoui & Benmoussa, 2020; Cummings et al., 2016). Organizations around the world, including in Indonesia, are facing changes in market conditions, technological innovations, political and economic uncertainty, as well as an increased focus on the quality of services to the public. The development of organizations today is much faster than before and is continually confronted with the need to adopt and embrace various global transformation initiatives, such as quality management systems and effective quality improvement programs to survive in a highly dynamic environmental situation (Haffar et al., 2019).

Commitment leads to extra effort and significantly higher productivity within the organization. Organizational commitment leads to the intention and commitment of members toward change initiatives, participation in changes, intentions, implementation, and the application of changes within the organization (Wang et al., 2020). The commitment of members within the organization plays a crucial role in readiness for the changes that will occur in the organization. With this commitment and a unified goal, it will be easier for the organization to grow and develop (Olafsen et al., 2020). Organizational commitment is also crucial for forming readiness for change—when there is a strong commitment within the organization, its members will be ready to face the changes that occur (Al-Hussami et al., 2018; Haffar et al., 2023).

With the many changes happening, the role of transformational leadership is very important in forming readiness for change. The concept of transformational leadership describes leaders who have the ability to increase the enthusiasm and motivation of their followers or employees and achieve key results for the organization, thus fostering readiness for change (Faupel & Süß, 2019; Katsaros et al., 2020; Peng et al., 2021).

This study aims to determine whether the perception of transformational leadership, organizational commitment to change, psychological capital, and readiness for change are interconnected, and whether transformational leadership relates to psychological capital. This study is expected to contribute to the development of change theory, readiness for change, and the development of psychological science, particularly industrial and organizational psychology.

RESEARCH METHODS

The population in this study was the state civil apparatus at the Provincial Civil Service Agency located in Surabaya, the population consisted of several Regional Government Organizations of East Java Province with a total population of 5,700 ASN and the sample used in this study was 252 ASN. The selection of the population looked at the data submitted by the government regarding the preparation of ASN to be able to work anywhere.

The researcher used a simple random sampling technique, namely random sampling without considering strata in the population (Sugiyono, 2013). The sample size was determined with certain considerations, and according to Loehlin (Haryono, 2017), a minimum sample size is needed to reduce bias. Sample size guidelines depend on the number of indicators, which is 5-10 times the number of indicators. Using 20 indicators, the ideal sample size is between 100-200 (Davey, 2009; Haryono, 2017). The calculation results show a minimum sample of 235, and get 252 samples.

The results of the reliability test on the readiness for change scale showed a Cronbach's alpha number of 0.928. The scale used in this study used the transformational leadership perception scale developed by (Rafferty & Griffin, 2004). The results of the reliability test on the transformational leadership perception scale showed a Cronbach's alpha number of 0.943. In this organizational commitment scale, it adopts the scale developed by (Herscovitch & Meyer, 2002). The organizational commitment scale gets a Cronbach's alpha value of 0.808 which is categorized as high. In this psychological capital scale, it adopts the scale developed by (Prochazka et al., 2023). The psychological capital scale gets a Cronbach's alpha value of 0.891 which is categorized as high.

RESEARCH RESULT

The results of the demographic data of the number of respondents were 252 with 111 men (44%) and 141 women (56%), based on employee status there were 211 civil servants (93.7%) and 41 P3K (16.3%) and the average age of respondents was 43.49 years with a standard deviation of 9.81, the youngest age was 22 years old and the oldest age was 60 years old so that the range can be known as 38 years. Age categorization with a range of 20-25 years there were 7 people (2.8%), 26-30 there were 31 people (12.3%), 31-40 there were 56 people (22.2%), 41-50 there were 83 people (32.9%) and 51-60 there were 75 people (29.8%).

Table 1: Variable relationship test results

Variable	β	Z	p	Description
PTL → MP	0,3761	5,69	<.001	Significant
PC → ERC	0,0692	1,48	0,140	Insignificant
OC → PC	0,2241	3,39	<.001	Significant

Note: PTL (Perception of transformational leadership), ERC (Employee readiness for change), OC (Organizational commitment) dan PC (Psychological Capital)

Perception of Transformational Leadership, Organizational Commitment, and Readiness for Change through Psychological Capital as a Mediator in Civil Servants

From the table above, it can be seen that the results of the analysis of the relationship between each variable, there is a significant relationship between PTL and PC with a statistical value of $\beta = 0.3761$, $Z = 5.69$ $p = 0.140$ ($p < .001$) **H4 is accepted**, there is an insignificant relationship between PC and ERC with a statistical value of $\beta = 0.0692$, $Z = 1.48$ $p = 0.140$ **H6 is rejected**, there is a significant relationship between OC and PC with a statistical value of $\beta = 0.2241$, $Z = 3.39$ $p < .001$ **H5 is accepted**.

Table 2: Mediation analysis results

Variable	β	Z	p	Efect	Description
PTL → PC → ERC	0,0260	1,43	0,153	Indirect	Insignificant
OC → PC → PTL	0,0155	1,35	0,153	Indirect	Insignificant
PTL → ERC	0,3505	6,72	<.001	Direct	Significant
OC → PTL	0,4778	9,52	<.001	Direct	Significant

Note: PTL (Perception of transformational leadership), PC (Psychological Capital), ERC (Employee readiness for change), OC (Organizational commitment).

The results of the above analysis show that the significant direct effect of perceived transformational leadership predicts readiness for change ($\beta = 0.3505$, $p = <.001$, CI95% [0.15087, 0.2750]), therefore **H2 is accepted** and the direct effect of organizational commitment to change significantly predicts employee readiness for change ($\beta = 0.4778$, $p = <.001$, CI95% 0.33040, 0.5017), therefore **H3 is accepted**. Meanwhile, the indirect effect is not significant where the presence of psychological capital variables cannot be an amplifier of the relationship between perceptions of transformational leadership on readiness for change ($\beta = 0.0260$, $p = 0.153$, CI95% [0.-0.00587, 0.0260]), therefore **H7 is rejected**. And the indirect effect is also insignificant where the psychological capital variable does not strengthen the relationship between organizational commitment to readiness for change ($\beta = 0.0155$, $p = 0.176$, CI95% [-0.00604, 0.0331]), therefore **H8 is rejected**. Psychological capital does not significantly mediate the relationship between perceived transformational leadership, organizational commitment with readiness for change with a statistical value of 0.153 ($p > .001$) **H1 is rejected**.

Table 3: The results of analyzing the contribution of predictor variables

Variable	Estimate	β	T	P	Description
PC	0,0579	0,0692	1,47	0,144	Insignificant
PTL	0,2129	0,3505	6,67	<.001	Significant
OC	0,4160	0,4778	9,45	<.001	Significant

Note: PC (Psychological Capital), PTL (Perception of transformational leadership), OC (Organizational commitment).

The results of the above analysis show that the contribution of the psychological capital variable to the Readiness for Change variable is 6.92% $p = 0.144$, the contribution of the transformational leadership perception variable to the readiness for change variable is 35.05% $p = <.001$ and the contribution of the organizational commitment variable to readiness for change is 47.78% $p = <.001$.

Research shows a significant relationship between perceptions of transformational leadership and organizational commitment to readiness for change ($p = 0.001$). Transformational leadership also increases employees' psychological capital ($p = 0.001$), as well as organizational commitment to psychological capital ($p = 0.001$). However, there was no significant relationship between psychological capital and change readiness ($p = 0.140$), possibly due to other unmeasured factors. Psychological capital was also not a mediating variable between transformational leadership and organizational commitment on change readiness ($p = 0.153$), due to less comprehensive measurement and differences in organizational cultural context.

DISCUSSION

Technological developments encourage organizations to adapt, from conventional methods that require employees to work face-to-face, now work can be done online or from anywhere. This requires organizations to prepare employees for change. Readiness for change is very important, because if employees are not ready, the processes in the organization will be hampered. Conversely, if employees are ready, organizational processes, especially in community services, will run well.

This study examines the role of perceived transformational leadership, organizational commitment, and psychological capital on change readiness. The first hypothesis was accepted, indicating that employees perceive their leaders as motivating, communicative, visionary, giving praise for good performance, and listening to employees' needs, which helps shape readiness for

Perception of Transformational Leadership, Organizational Commitment, and Readiness for Change through Psychological Capital as a Mediator in Civil Servants

change. Based on social cognitive learning theory (A. , W. R. H. Bandura, 1977), employees tend to emulate the behavior of their leaders as role models. Transformational leaders focus on change, challenging existing procedures in the organization (Podsakoff, 1996), the leader's emphasis on organizational goals and interests to deal with change is in line with previous research findings (Maulidiyah et al., 2024; Mujib & Rosari, 2023; Peng et al., 2021). Considering that leaders emphasize the goals and interests of the organization to be ready to face change, this is in line with research conducted by (Maulidiyah et al., 2024; Mujib & Rosari, 2023; Peng et al., 2021).

The next hypothesis tested a significant relationship between organizational commitment and readiness for change (Armenakis & Bedeian, 1999), commitment is key in the theory of readiness for change. This study focuses on organizational commitment to change, which is defined as a mindset that binds individuals to actions that are considered important for the successful implementation of change (Herscovitch & Meyer, 2002). This commitment is very important for every employee, because it will facilitate the implementation of changes in the organization and help the organization be ready to face change. This finding is in line with research conducted (Olafsen et al., 2020; Potnuru et al., 2023). It can be concluded that H3 is accepted.

Furthermore, the researcher hypothesized that there is a significant relationship between perceived transformational leadership and psychological capital, as well as organizational commitment which is significantly related to psychological capital. Perceptions of transformational leadership can influence employees' cognitive processes to increase their psychological capital, which in turn can improve their performance. This is in line with social learning theory (A. Bandura, 1986), where the behavior shown by the leader will be responded to by employees and form the attitude desired by the leader (Yuan et al., 2018). The theoretical concept put forward by (Luthans et al., 2015) also states that transformational leadership plays an important role in shaping psychological capital, which was previously dominated by the role of authentic leadership. This study supports the findings expressed (Karimi et al., 2023; Yuan et al., 2018). It can be concluded that H3 is accepted.

Then the researcher hypothesizes that there is a significant relationship between the perception of transformational leadership on psychological capital and organizational commitment significantly related to psychological capital. This perception of transformational leadership can influence employees' cognitive processes to increase their psychological capital, so as to improve their performance and this is in line with social cognitive theory (A. Bandura, 1986) where the behavior provided by the leader will be responded to by employees and form the attitude desired by the leader (Yuan et al., 2018). In line with the theoretical concept put forward by (Luthans et al., 2015) that transformational leadership can play an important role in shaping psychological capital, this is new because the previous theoretical concept of the role of authentic leadership that plays a role in shaping psychological capital as transformational leadership is included in an important part in shaping psychological capital. This is in line with research conducted by (Karimi et al., 2023; Yuan et al., 2018), it is concluded that H4 is accepted.

Researchers also see and hypothesize that psychological capital is related to Readiness for Change and can mediate the relationship between perceptions of transformational leadership on readiness for change and organizational commitment to readiness for change. In this study, the hypotheses made by researchers were not proven H1, H6, H7 and H8 were rejected, this is not in line with research conducted by (Ningrum & Salendu, 2021; Rohimatuzahroh & Haryanti, 2023; Sastaviana, 2022). In the theoretical concept that this psychological capital can increase readiness for change (Luthans et al., 2015) there are other factors that influence it, namely the awareness that employees have of psychological capital and the positive emotions possessed by employees, if awareness of the importance of psychological capital is greater, the greater the positive behavior relevant to organizational change (Avey et al., 2008), given that awareness can help employees to be more aware of their psychological capital, given that mindfulness can assist in "releasing individuals from unhealthy thoughts, habits and patterns of behavior", becoming more aware of thoughts and supporting organizational change is therefore an important factor related to psychological capital to influence positive emotions that support change in organizations (Brown & Ryan, 2003). It can also be seen from the categorization of psychological capital that respondents who answered were in the moderate category there are several factors that are not discussed in this study to see the psychological capital that each individual has. In this organizational change, there are inhibiting factors in it, namely cynicism towards this organizational change, which means negative emotions (Avey et al., 2008).

Forming readiness for change is a complex process, in which management and individuals both play an important role. Based on the theoretical concept (Luthans et al., 2015) of positive organizational behavior, important factors for shaping readiness for change are psychological capital, mindfulness, and positive emotions. According to (Avey et al., 2008), if employees have mindfulness, this can form positive emotions and reduce cynicism towards organizational change, which in turn increases readiness for change.

So it can be concluded, to achieve employee readiness for positive organizational change, it is necessary to pay attention to the role of psychological capital and positive emotions that can reduce cynicism in employees who may be against or forced to face change. Organizational support for individuals in the change process is also very important in ensuring the success of these changes (Montreuil, 2023; Supriharyanti & Sukoco, 2023). Organizational change is often difficult for many individuals to accept and creates opposition, especially if individuals have negative emotions, which can make them feel dissatisfied with the change.

Perception of Transformational Leadership, Organizational Commitment, and Readiness for Change through Psychological Capital as a Mediator in Civil Servants

The categorization of the research sample conducted on 252 ASNs from the four variables obtained different percentages by looking at the interval distance between variables. The readiness for change variable in ASN received a high categorization of 45 (17.9%), medium 185 (73.3%), and low 21 (8.4%). Furthermore, the variable of perceived transformational leadership in ASN received a high categorization of 17 (6.7%), moderate 208 (82.9%) and low 26 (10.4%). Then the organizational commitment variable in ASN received a high categorization of 51 (20.3%), moderate 155 (61.3%) and low 45 (17.9%). Meanwhile, the psychological capital variable in ASN received a high categorization of 42 (16.7%), moderate 174 (69.3%), and low 35 (13.9%).

CONCLUSION

Based on the results of the analysis the variables of perceived transformational leadership and organizational commitment have a significant relationship with employee readiness for readiness for significant change, except for the relationship between psychological capital and readiness for change found that the data is not significant.

In the mediation analysis, it is known that psychological capital cannot mediate the relationship between perceived transformational leadership and organizational commitment to readiness for change. This finding is a novelty to be able to become a reference for further researchers to deepen the measurement of psychological capital, especially in government agencies. The reason psychological capital cannot mediate the relationship between perceived transformational leadership and organizational commitment to readiness for change is because there are other more dominant variables that are not studied by researchers and different organizational cultural factors can also affect the measurement of psychological capital.

Based on the results of this study, researchers provide guidance aimed at advancing future research so that it can be more successful. It is hoped that in the future, researchers will be able to conduct research with a larger and more precise scale in order to more specifically address the issues that are being discussed. A few of the variables that will be examined in the future in order to increase awareness of the changes are employee engagement, organizational justice, organizational change capability, organizational culture, positive and sinister emotions, organizational politics, and organizational culture.

REFERENCES

- 1) AlEsa, H. S., & Durugbo, C. M. (2022). Systematic review of innovative work behavior concepts and contributions. *Management Review Quarterly*, 72(4), 1171–1208. <https://doi.org/10.1007/s11301-021-00224-x>
- 2) Al-Hussami, M., Hammad, S., & Alsoleihat, F. (2018). The influence of leadership behavior, organizational commitment, organizational support, subjective career success on organizational readiness for change in healthcare organizations. *Leadership in Health Services*, 31(4), 354–370. <https://doi.org/10.1108/LHS-06-2017-0031>
- 3) Allaoui, A., & Benmoussa, R. (2020). Employees' attitudes toward change with Lean Higher Education in Moroccan public universities. *Journal of Organizational Change Management*, 33(2), 253–288. <https://doi.org/10.1108/JOCM-08-2018-0232>
- 4) Armenakis, A. A., & Bedeian, A. G. (1999). Organizational Change: A Review of Theory and Research in the 1990s. *Journal of Management*, 25(3), 293–315. <https://doi.org/10.1177/014920639902500303>
- 5) Armenakis, A. A., Harris, S. G., & Mossholder, K. W. (1993). Creating Readiness for Organizational Change. *Human Relations*, 46(6), 681–703. <https://doi.org/10.1177/001872679304600601>
- 6) Avey, J. B., Wernsing, T. S., & Luthans, F. (2008). Can positive employees help positive organizational change?: Impact of psychological capital and emotions on relevant attitudes and behaviors. *Journal of Applied Behavioral Science*, 44(1), 48–70. <https://doi.org/10.1177/0021886307311470>
- 7) Bandura, A. (1986). Social foundations of thought and action: A social cognitive theory. In *Social foundations of thought and action: A social cognitive theory*. Prentice-Hall, Inc.
- 8) Bandura, A., & W. R. H. (1977). *Social Learning Theory* (Vol. 1).
- 9) Brown, K. W., & Ryan, R. M. (2003). The Benefits of Being Present: Mindfulness and Its Role in Psychological Well-Being. In *Journal of Personality and Social Psychology* (Vol. 84, Issue 4, pp. 822–848). American Psychological Association Inc. <https://doi.org/10.1037/0022-3514.84.4.822>
- 10) Cummings, S., Bridgman, T., & Brown, K. G. (2016). Unfreezing change as three steps: Rethinking Kurt Lewin's legacy for change management. *Human Relations*, 69(1), 33–60. <https://doi.org/10.1177/0018726715577707>
- 11) Davey, A. (2009). *Statistical Power Analysis with Missing Data*. Routledge. <https://doi.org/10.4324/9780203866955>
- 12) Deloitte. (2020). Remote work.
- 13) Denni, A. (2020). *Learning 5.1* (P. Benedanto, Ed.; 1st ed.). Kepustakaan Populer Gramedia.
- 14) Faupel, S., & Süß, S. (2019). The Effect of Transformational Leadership on Employees During Organizational Change—An Empirical Analysis. *Journal of Change Management*, 19(3), 145–166. <https://doi.org/10.1080/14697017.2018.1447006>
- 15) Gigliotti, R., Vardaman, J., Marshall, D. R., & Gonzalez, K. (2019). The Role of Perceived Organizational Support in Individual Change Readiness. *Journal of Change Management*, 19(2), 86–100.

Perception of Transformational Leadership, Organizational Commitment, and Readiness for Change through Psychological Capital as a Mediator in Civil Servants

<https://doi.org/10.1080/14697017.2018.1459784>

- 16) Haffar, M., Al-Hyari, K., Djebarni, R., Alnsour, J. A., Oster, F., Al-Shamali, A., & Alaya, A. (2023). The mediating effect of affective commitment to change in the readiness for change–TQM relationship. *Total Quality Management and Business Excellence*, 34(3–4), 326–344. <https://doi.org/10.1080/14783363.2022.2054695>
- 17) Haffar, M., Al-Karaghoul, W., Djebarni, R., & Gbadamosi, G. (2019). Organisational culture and TQM implementation: investigating the mediating influences of multidimensional employee readiness for change. *Total Quality Management & Business Excellence*, 30(11–12), 1367–1388. <https://doi.org/10.1080/14783363.2017.1369352>
- 18) Haryono. (2017). METODE SEM UNTUK PENELITIAN MANAJEMEN AMOS LISREL PLS. JAKARTA LUXIMA METRO MEDIA.
- 19) Herscovitch, L., & Meyer, J. P. (2002). Commitment to organizational change: Extension of a three-component model. *Journal of Applied Psychology*, 87(3), 474–487. <https://doi.org/10.1037/0021-9010.87.3.474>
- 20) Holt, D. T., Armenakis, A. A., Feild, H. S., & Harris, S. G. (2007). Readiness for organizational change: The systematic development of a scale. *Journal of Applied Behavioral Science*, 43(2), 232–255. <https://doi.org/10.1177/0021886306295295>
- 21) Karimi, S., Ahmadi Malek, F., Yaghoubi Farani, A., & Liobikienė, G. (2023). The Role of Transformational Leadership in Developing Innovative Work Behaviors: The Mediating Role of Employees' Psychological Capital. *Sustainability*, 15(2), 1267. <https://doi.org/10.3390/su15021267>
- 22) Katsaros, K. K., Tsirikas, A. N., & Kosta, G. C. (2020). The impact of leadership on firm financial performance: the mediating role of employees' readiness to change. *Leadership & Organization Development Journal*, 41(3), 333–347. <https://doi.org/10.1108/LODJ-02-2019-0088>
- 23) Luthans, F., Youssef-Morgan, C. M., & Avolio, B. J. (2015). *PSYCHOLOGICAL CAPITAL AND BEYOND*.
- 24) Maulidiyah, S., Rini, A. P., & Matulessy, A. (2024). Perceived Transformational Leadership, Employee Engagement and Readiness to Change in Employee. *International Journal of Social Science and Human Research*, 07(11). <https://doi.org/10.47191/ijsshr/v7-i11-76>
- 25) Montreuil, V.-L. (2023). Organizational change capability: a scoping literature review and agenda for future research. *Management Decision*, 61(5), 1183–1206. <https://doi.org/10.1108/MD-01-2022-0051>
- 26) Mujib, M., & Rosari, R. (2023). THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP, LOCUS OF CONTROL AND EMPLOYEES' READINESS TO CHANGE: THE MEDIATING ROLE OF PSYCAP. *International Journal of Business and Society*, 24(1), 312–329. <https://doi.org/10.33736/ijbs.5618.2023>
- 27) Ningrum, O. A., & Salendu, A. (2021). Pengaruh Psychological Capital terhadap Individual Readiness for Change pada Karyawan Sales. *JURNAL DIVERSITA*, 7(1), 53–62. <https://doi.org/10.31289/diversita.v7i1.4644>
- 28) 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>
- 29) Peng, J., Li, M., Wang, Z., & Lin, Y. (2021). Transformational Leadership and Employees' Reactions to Organizational Change: Evidence From a Meta-Analysis. *Journal of Applied Behavioral Science*, 57(3), 369–397. <https://doi.org/10.1177/0021886320920366>
- 30) Podsakoff, P. (1996). Transformational leader behaviors and substitutes for leadership as determinants of employee satisfaction, commitment, trust, and organizational citize. *Journal of Management*, 22(2), 259–298. [https://doi.org/10.1016/S0149-2063\(96\)90049-5](https://doi.org/10.1016/S0149-2063(96)90049-5)
- 31) Potnuru, R. K. G., Sharma, R., & Sahoo, C. K. (2023). Employee Voice, Employee Involvement, and Organizational Change Readiness: Mediating Role of Commitment-to-Change and Moderating Role of Transformational Leadership. *Business Perspectives and Research*, 11(3), 355–371. <https://doi.org/10.1177/22785337211043962>
- 32) Prochazka, J., Kacmar, P., Lebedova, T., Dudasova, L., & Vaculik, M. (2023). The Revised Compound Psychological Capital Scale (CPC-12R): Validity and Cross-Cultural Invariance in an Organizational Context. *International Journal of Mental Health and Addiction*. <https://doi.org/10.1007/s11469-023-01135-6>
- 33) Rafferty, A. E., & Griffin, M. A. (2004). Dimensions of transformational leadership: Conceptual and empirical extensions. *Leadership Quarterly*, 15(3), 329–354. <https://doi.org/10.1016/j.leaqua.2004.02.009>
- 34) Rohimatuzahroh, H. R., & Haryanti, K. (2023). Psychological Capital sebagai Mediator Hubungan Kepemimpinan Transformasional dengan Kesiapan untuk Berubah Karyawan (Psychological Capital as a Mediator of Transformational Leadership with Employees' Readiness to Change). *Jurnal Ilmiah Psikologi Mind Set Khusus TIN*, 2(1), 94–105.
- 35) Sako, M. (2021). From remote work to working from anywhere. In *Communications of the ACM* (Vol. 64, Issue 4, pp. 20–22). Association for Computing Machinery. <https://doi.org/10.1145/3451223>

Perception of Transformational Leadership, Organizational Commitment, and Readiness for Change through Psychological Capital as a Mediator in Civil Servants

- 36) Sastaviana, D. (2022). The Role of Psychological Capital on Employee's Readiness for Change in Covid-19 Pandemic Era.
- 37) Sugiyono, D. (2013). Metode Penelitian Kuantitatif, Kualitatif, dan Tindakan.
- 38) Supriharyanti, E., & Sukoco, B. M. (2023). Organizational change capability: a systematic review and future research directions. *Management Research Review*, 46(1), 46–81. <https://doi.org/10.1108/MRR-01-2021-0039>
- 39) Wang, T., Olivier, D. F., & Chen, P. (2020). Creating individual and organizational readiness for change: conceptualization of system readiness for change in school education. *International Journal of Leadership in Education*. <https://doi.org/10.1080/13603124.2020.1818131>
- 40) Woznyj, H. M., Heggstad, E. D., Kennerly, S., & Yap, T. L. (2019). Climate and organizational performance in long-term care facilities: The role of affective commitment. *Journal of Occupational and Organizational Psychology*, 92(1), 122–143. <https://doi.org/10.1111/joop.12235>
- 41) Yuan, L., Nguyen, T.-T.-N., & Vu, M.-C. (2018). Transformational leadership and its impact on performance. *Proceedings of the 2018 2nd International Conference on Management Engineering, Software Engineering and Service Sciences*, 18–27. <https://doi.org/10.1145/3180374.3181325>



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0)

(<https://creativecommons.org/licenses/by-nc/4.0/>), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.