The Influence of Organizational Culture on Employee Affective Commitment to Change with Employee Resilience and Employee Readiness to Change as Mediators

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ABSTRACT

Changes in the organizational environment (e.g. IT, covid-19, age of employees) are driving organizational change, including government organization. Several studies have shown that 70% of change programs fail to run with various causes. The role of humans as a factor that influences the success of organizational change is necessary to research employee commitment to change by looking at the factors that affect it. This study aims to analyze, interpret and evaluate resource management practices, especially about the influence of Organizational Culture, Employee Resilience, and Employee Readiness to Change on Employee Affective Commitment to Change. Data collection was carried out through a survey at a government-owned academy in Indonesia with 185 respondents. The data were analyzed using variant-based Structural Equation Modeling (SEM) or Partial Least Square (PLS-SEM). As a result, Externally Oriented Organizational Culture significantly affects Employee Affective Commitment to Change through Employee Readiness to Change as a mediator variable. On the other hand, Employee Resilience has no significant effect on Employee Affective Commitment to Change

Keywords: affective employee commitment to change, organizational culture, employee resilience, employee readiness for change

INTRODUCTION

Changes in the external environment of the bureaucracy move quite dynamically. Many aspects of the environment are the drivers of the demands for changes in bureaucratic governance, or better known as bureaucratic reform. The development of information technology, known as digital disruption, demands an adaptive and agile bureaucracy. In addition, the increasingly critical attitude of the public towards bureaucratic practices, acting as an external control mechanism, also strengthens the need for bureaucratic reform. The condition of the Covid-19 pandemic since 2020 has also demanded a change in the way government employees work.

Theoretically and practically, bureaucracies are difficult to change because, within bureaucracies, public policies and formal institutions are usually designed to be difficult to change, and past decisions usually encourage policy continuity (1). Several studies show that 70% of change programs fail due to lack of strategy and vision, lack of communication and trust, lack of commitment of top management, lack of resources, lack of change management skills, resistance to change, and others (2, 3). Although the failure of organizational change efforts has many causes, the attitude of employees to change is an important factor to consider (4).

Recent studies have proven the importance of employee attitude factors in determining the success of the organizational change. Lack of commitment and resistance (rejection) are real barriers to change (5) because employees are a major role in organizational change (6). According to Brzeziński and Bąk (2015) employees are a crucial factor in all changes because without involving employees, changes and innovations will not be able to be made. On the other hand, employees can adapt to new solutions while giving a negative reaction to change (7).

Getting employee commitments is essential during radical changes because it involves fundamental and qualitative changes in organizational philosophy or core perspectives and strategic orientations (8). Since people are at the heart of the process of change, their well-being is also at stake during organizational change (9). Traditionally, individual attitudes toward organizational change have often been conceptualized as a rejection of change, which has long been considered a barrier to organizational change efforts, however, some researchers have begun to criticize the general view of resistance to change and suggest the need for a multifaceted perspective on individual attitudes towards organizational change (10). Although the failure of organizational change efforts may have many causes, the factor of employee attitudes to change is an important factor that determines the success of the change program (4).

The employee resilience factor should be considered in discussing organizational changes. The survival and effectiveness of the organization depend on the ability of the organization and employees to survive and adapt to significant challenges, namely on their resilience since resilience in the organization is a competitive advantage organization (11). Organizational changes will have an impact on the comfort of some employees, for this reason, it is necessary to have employee resilience or resilience so

that the change process can run without any problems from the employee side.

Employee readiness to change as part of the internal condition of employees has an important role in shaping employee attitudes towards change. Some researchers associate organizational change with the presence of employee resistance factors to these changes. Meanwhile, other researchers view it from the positive side, namely the readiness of employees to face change which is a reflection and willingness of employees to participate in the change process (10).

Meanwhile, the environmental factor that also influences change is organizational culture. This factor is very attached to the daily activities of employees and colors their behavior. Culture can be viewed as a system of socially transmitted patterns of behavior that serve to connect human communities with their ecological arrangements (12). An organization with a value system that is open to change will certainly be different from an organization that is filled with values that guarantee stability and the status quo.

LITERATURE REVIEW
Employee Commitment to Change
Commitment, in general, can be defined as a force (mindset) that binds a person to action relevant to one or more targets (13). Armenakis, et.al (1993) developed a model of the factors that influence employee motivation for commitment to change. The developed model includes fundamental causes in employees' awareness of change. The Armenakis model suggests that the leader can influence the attitudes of employees in terms of the desire to change, which leads to readiness for commitment (14).

The theory of commitment to change from Herscovitch & Meyer (2002) was developed from the theory of organizational commitment, which started from the concept of side-bet by Howard Becker (1960). Some scholars refer to it as Transactional Commitment Theory, which

is an early concept in studying a comprehensive conceptual framework of organizational commitment from the perspective of the individual's relationship with the organization (15). Over some time there, is an increase in sacrifices (costs) that make it more difficult for the person to break away from a consistent pattern of activity, that is, maintain membership in the organization (15, 16). In later developments, the concept of commitment appeared to be seen as an obligation, known as obligatory commitment theory. Some researchers theorize that commitment is partly developed by individual tendencies or the mindset of obligations towards organizations (16).

Furthermore, Meyer & Allen (1991) introduced the concept of a-three components of organizational commitment, which consist of affective, continuance, and normative. The basis of these three approaches is the view that commitment is a psychological state that (a) characterizes the employee's relationship with the organization, and (b) has implications for the decision to continue or terminate membership in the organization (17).

Based on the concept of a-three components of organizational commitment, Herscovitch & Meyer (2002) develops in the context of organizational change so that employee commitments to change arise. Conner (1992) proposes that the commitment to change reflects the internalization of the program of change, the final result of a three-stage process that begins with awareness, followed by acceptance, of the need d for change initiatives (13, 18).

The Employee's Commitment to Change represents the behavioral intention to work towards the success of change rather than merely reflecting a favorable disposition towards it (4). Therefore, the employee's commitment to change can be seen as a function of the conformity of the change with the values of the employee, since the values represent beliefs about the social desires of the mode of behavior (19).

Herscovitch & Meyer (2002) defines a commitment to change as a force (mindset) that binds a person to actions that are considered necessary for the successful implementation of change initiatives. The mindset that binds a person to this action may reflect (a) a desire to provide support for change based on a belief in inherent benefits (affective commitment to change), (b) recognition that there are costs associated with failure to provide support for change (an ongoing commitment to change), and (c) a sense of obligation to provide support for change (normative commitment to change) (13). Meanwhile, Yu et al. (2002) stated that the commitment to change is conceptualized as a function of motivation that can be traced from four variables, namely personal goals, capacity beliefs, context beliefs, and emotional arousal process (20).

Herscovitch and Meyer (2002) measured affective commitment, continuance commitment, and normative commitment in 6 statement items each. This instrument was also used by Neves & Caetano (2009) and Purwaningrum et al. (2020).

Organizational Culture

An understanding of Organizational Culture and types of culture will help our understanding of why managerial reform can have different impacts within and among organizations (22). Organizational culture must be developed to support the existence of continuous change and improvement, allowing employees to improve their performance and thus develop quality awareness (23).

Organizational culture is a factor that colors the behavior and activities of members of the organization because culture can create social situations (24). Nevertheless, the culture of the organization is complex and not easy to capture or define. Organizational culture is defined as a set of values that are agreed upon by the members of the organization (25). Meanwhile, Hadid and Al-Sayed (2021) argue that Organizational culture is generally defined as the "shared

norms and values that set expectations about appropriate attitudes and behavior for members of the group" (26). On the other hand, Hwang and Choi (2017) define organizational culture to be broader and formal, that is, organizational culture is embodied in the mission, goals, policies, and practices of the organization (27). Some scholars argue that organizational culture is a unifying tool for organizational members so that there is a unity of steps in facing organizational challenges (24, 28).

Organizational member behavior based on organizational culture can be in the form of competitiveness, social responsibility, innovation support, and performance (29). This is in line with the statement of Hwang and Choi (2017) that effective innovation is based on the interaction between institutional pressure and organizational culture (27).

In the environment of government organizations, Rus and Rusu (2015) explain that organizational culture also involves matters related to spiritual, intellectual, and emotional embodied in the process of work that significantly determines the mission and main objectives of a public organization. Therefore, culture gives organizations a sense of identity and determines, through legends, rituals, beliefs, meanings, values, norms, and organizational language, a way of doing things (22).

Denison and Mishra (1995) propose a framework for measuring Organizational Culture by placing internal integration in the face of external adaptation on the other hand placing change with stability. From this model, four traits of organizational culture were born, namely involvement, consistency, adaptability, and mission. Organizations with a culture of involvement and consistency focus on the dynamics of internal integration of the organization. Meanwhile, the culture of adaptability and mission is more oriented towards the external dynamics of the organization (12).

Employee Resilience

According to Bardoel, Pettit, De Cieri, and Mcmillan (2014), the study of resilience stems from the field of psychology and clinical, focusing on the ability of children to cope with and respond to traumatic experiences. This study found resilience to be a common phenomenon resulting from a normal or fundamental process of human adaptation. Two theoretical approaches support research on resilience as applied to individuals in the workplace: positive psychology and the theory of resource conservation (30).

Britt, Shen, Sinclair, Grossman, and Klieger (2016) say that some definitions of resilience refer to construction as a capacity that resides within the individual, others as the ability of the individual to maintain a stable function in the face of highly stressful or traumatic events, and others again as a reflection. positive growth and change after adverse events (31). Resilience is conceptualized as a response in circumstances in which an individual: 1) has been exposed to a subjectively significant threat, risk, or danger; 2) adapts positively; and 3) does not lose its normal function (30).

Amir and Standen (2012) define resilience as the capacity of the individual to respond to difficulties in the workplace in a way that reinforces and develops himself as a better person (32). Britt et al. (2016) define resilience as the embodiment of positive adaptation in the face of significant difficulties (31). Almost the same opinion was conveyed by Zehir and Narcıkara (2016) who stated resilience is, a successful adaptation to the tasks of life in the face of social misfortune or very adverse conditions. At the individual level resilience is directly proportional to the positive emotions of the individual (33). According to Tonkin, Malinen, Näswall, and Kuntz (2018) the definition of employee resilience reflects a behavioral construct, which is different from, but related to, an existing construction that describes the capacity to cope with stress and stress. Employee

Resilience is identified as "employee capability, facilitated and supported by the organization, to utilize resources to continually adapt and flourish at work, even when faced with challenging circumstances" (34).

Näswall, Malinen, Kuntz, and Hodliffe (2019) define that employee resilience, like organizational resilience, is manifested by the behaviors that employees undertake to face work-related challenges, which range from large-scale crises to the repeated demands of work life associated with frequent changes and uncertainties (11). Furthermore, Näswall et al. (2019) argue that employee resilience, and behaviors that exhibit this ability, are the result of the interaction of individual and environmental factors.

Building resilience requires the existence of flexibility, adaptation, and even improvisation in situations dominated by change and uncertainty, to be able to make decisions under pressure (35, 36). Näswall et al. (2019) and Tonkin et al. (2018) used the Employee Resilience Scale (EmpRes) to measure Employee Resilience consisting of 9 items, which included the statement "I learn from mistakes and improve the way I do my job" (11, 34).

Employee Readiness for Change

Knowing an individual's readiness to change is an important thing that needs to be done in implementing organizational change (2). The readiness of members of an organization to change involves the evaluation of members of the organization of the benefits that members and their broader organization can achieve from the implementation of change, the ability of individuals and organizations to make changes, and the need for organizational change (37). This is in line with the opinion of Desplaces (2005) who states that the readiness of individuals in an organization to make changes seems to be a precursor to successful change (38).

For the implementation of any changes, it is necessary to take into account the important role of the individual and the operational staff should be aware of the benefits of the changes otherwise a failure of implementation will occur (39, 40).

Traditionally, individual attitudes towards organizational change have often been conceptualized as a rejection of change, which has long been considered a barrier to organizational change efforts, however, some researchers have begun to criticize the general view of resistance to change and suggest the need for a multifaceted perspective on individual attitudes towards organizational change (10).

Armenakis et al. (1993) define an individual's readiness to change as beliefs, attitudes, and intentions regarding the extent to which change is necessary and their perception of the capacity of individuals and organizations to successfully make those changes (14). The same is stated by Vakola (2014) who defines the mindset that exists among employees during the implementation of organizational change as consisting of the beliefs, attitudes, and intentions of the members of the target of change regarding the needs and ability to carry out organizational change (41).

Meanwhile, Desplaces (2005) succinctly defines an individual's readiness to change as the degree to which an individual is prepared to participate in the activities of different organizations. It is seen as a precursor to the behavior of either resistance to, or support for, the attempted change made by an organization (38). Jones et al. (2005) define it more broadly, namely as the extent to which employees have a positive view of the need for organizational change, as well as the degree to which employees believe that such changes tend to have positive implications for themselves. and broader organization (42).

The readiness of the individual to change is a multidimensional construct that distinguishes between four separate components in which the weight and relevance of each component depend on the type of change facing the organization (43).

Holt et al. (2007) developed a measurement scale for ICR with multi-dimensional constructions, including change efficacy, appropriateness, management support, and personal valence. The Efficacy dimension of change reflects the extent to which members of the organization are confident that they can do an excellent and successful job. The accuracy dimension measures the extent to which individuals feel that change is desired by the organization and the extent to which individuals feel that change will benefit the organization. The management support dimension measures the extent to which members of an organization feel that senior leaders support the changes taking place. The personal reward dimension measures whether the changes made can be beneficial to the individual (43, 44).

HYPOTHESES AND RESEARCH MODEL

The Influence of Organizational Culture on Employee Resilience

Organizational Culture contains competitiveness, social responsibility, innovation, and performance support (29). Organizational Culture will affect the behavior of members of the organization (26, 23).

Malik & Garg (2017) used a broaden-and-build theory approach to conduct further research on the technology and information industry in India to see the influence of learning culture on Employee Resilience. The results of the study showed the results that learning culture had a positive effect on employee resilience (45). Meanwhile, Mandal (2017) researched the influence of Organizational Culture on health care supply chain resilience. The results of his research show that most dimensions of Organizational Culture have a positive effect on health care supply chain resilience (46). Research on the influence of Organizational Culture on Organizational Resilience conducted by Suryaningtyas, Sudiro, Troena, & Irawanto (2019) shows that Organizational Resilience can be a mediator of the influence of Organizational

Culture on Organizational Performance (47).

In this study, the authors placed the Employee Resilience variable as a mediator between the Organizational Culture variable and the Employee Commitment to Change variable as done by Malik &Garg (2017) and Suryaningtyas et al. (2019).

Based on several previous studies, for this study, the authors put forward the following hypothesis:

H1: Externally Oriented Organizational Culture positively affects Employee Resilience.

The Influence of Organizational Culture on Employee Affective Commitment to Change

Based on the theory of three-component organizational commitment, Meyer & Allen (1991) states that culture can do the same to its members by emphasizing the importance of the collective rather than the individual. Organizational culture can affect the acceptance of a change, whether the rules and reforms are effectively adopted or not (48).

Al-Tahitah et al. (2020) conducted research in Yemen on several ministries that manage education using the variable Readiness for Change as a mediator for the influence of learning organizational culture on the Commitment to Change. The results of this study show that learning about organizational culture has a significant effect on the Commitment to Change (49).

Meanwhile, Marchalina, Ahmad, & Gelaidan (2020) in their research related to Commitment to Change in Malaysia used the personality trait variable as a predictor and the Organizational Culture variable as a moderator. From the test, it was found that personality traits had a significant effect on the Commitment to Change by being mediated by Organizational Culture (6).

Acar (2012) in research on employee enthusiasm to ensure that the outcomes that continue to affect the Commitment to Change. By making employees of several logistics companies in Turkey as

respondents, empirical evidence was obtained that the type of clan organizational culture and adhocracy have a positive and significant influence on the commitment to change (50).

Following previous studies and paying attention to the role of Organizational Culture in shaping employee behavior and the theory of organizational commitment, the author proposes the following hypothesis:

H2: Externally Oriented Organizational Culture positively affects Employee Commitment to Change.

The Influence of Organizational Culture on Employee Readiness to Change

Organizational culture can serve as a driver, "fertile ground" or a barrier to the implementation of new change initiatives (39). Ignoring aspects of organizational culture is one of the biggest obstacles in implementing many new change initiatives in the organization because organizational culture is recognized as one of the most important factors in determining the level of readiness of employees to change (10, 14, 42, 51).

Haffar, Al-Karaghouli, & Ghoneim (2013) conducted a study on the influence of Organizational Culture on TQM implementation with individual variable readiness for change as a mediator and the results of the study proved that organizational culture affects employee readiness to change. On another occasion Haffar, Al-Karaghouli, & Ghoneim (2014) researched manufacturing companies in Shia and proved that Organizational Culture affects individual readiness for change. The same was done by Imam, Abbasi, Muneer, & Qadri (2013) with research on educational institutions in Pakistan.

Tsalits & Kismono (2019) using a four-type approach to organizational culture, tests its effect on individual readiness for change. The results of the study proved that the organizational culture of clan-type and adhocracy affects the readiness of employees to change. Al-Tahitah et al.

(2020) conducted research in Yemen using variable readiness for change as a mediator for the influence of Learning Organizational Culture on a commitment to change. The results of the study stated that organizational culture has a significant effect on the commitment to change.

In line with the results of previous studies, the authors put forward the following hypothesis.

H3: Externally Oriented Organizational Culture positively affects Employee Readiness to Change.

The Effect of Employee Resilience on Employee Affective Commitment to Change

Changes in an organization will affect the attitude of employees. For some organizations that often carry out change programs, it will make their employees have high resilience. Acceptance of a change depends largely on the extent of employee resilience.

W. L. Mangundjaya & Amir (2021) tested Resilience and Work Ethics as a mediator between Charismatic Leadership and Commitment to Affective Change and the results showed that Resilience is a partial mediator between Charismatic Leadership and Commitment to Affective Change (36). Paul, Bamel, & Garg (2016) researched to explore the mechanisms of the relationship between Resilience and organizational citizenship behavior and emphasized that Resilience also affects Organizational Commitment (52).

Meyer & Allen (1991) assumes that commitment develops as a result of experiences that satisfy the needs of employees and/or conform to their values. Furthermore, the variables of work experience can be roughly divided into two categories: variables that satisfy the employee's need to feel comfortable in the organization, both physically and psychologically, and variables that contribute to the employee's sense of competence in a work role (17). Employee Resilience Variables can be categorized as

the experience of employees contributing.

In line with the results of previous studies, the authors put forward the following hypothesis.

H4: Employee Resilience has a positive effect on Employee Affective Commitment to Change.

The Effect of Employee Readiness to Change on Employee Affective Commitment to Change

Ignoring the vital role of the individual in the process of change causes failures or difficulties in implementing many change initiatives (39). One of the factors influencing an Employee's Affective Commitment to Change is individual readiness to change, as employees must be open and receptive to change before demonstrating a commitment to the implementation of change (53).

Mangundjaya (2013) conducted research to identify the role and contribution of Change Leadership, Organizational Readiness for Change, and Individual Readiness for Change to Commitment to Change in Indonesia. The results showed that there is a positive and significant relationship between Change Leadership with Readiness to Change and Commitment to Change. However, the study also showed that Leadership change does not correlate significantly with a commitment to change.

Thien (2019) conducted research in the Malaysian educator environment to examine the relationship between the two perceived distributive leadership functions, namely, Leadership Team Cooperation and Participative Decision-Making, and Commitment to Change with the mediation effect of Intentional, Emotional, and Cognitive Readiness for Change readiness. The findings revealed neither Teamwork Leadership nor Participatory Decision Making had a significant direct relationship with the Commitment to Change. However, a significant but weak mediation effect was found between Participatory Decision Making and Commitment to Change with

Mediators Of Intent, Emotional, and Cognitive Readiness to Change.

Mahendrati & Mangundjaya (2020) conducted a study to investigate the role of Technology Readiness as a mediator in the relationship between Individual Readiness for Change and Affective Commitment to Change in Indonesia. The results showed that Technology Readiness mediates the relationship between Individual Readiness to Change and Affective Commitment to Change. The study successfully proved the relationship of Technology Readiness mediation to the relationship between Individual Readiness to Change and Affective Commitment to Change, as a partial mediator.

Al-Tahitah et al. (2020) conducted a study to empirically examine the influence of learning organizational culture on readiness for change and commitment to change. In addition, it is also to identify the role of readiness for change mediation in the relationship between learning organizational culture and commitment to change. The data was collected through a survey distributed to the administrative staff of the ministry of education in Yemen. The findings reveal that all hypotheses are supported in which learning organizational culture has a significant influence on readiness for change and commitment to change. Meanwhile, readiness for change is found to be a partial mediator in causal and result variables. The implications of this study are focused on the importance of readiness to change and studying organizational culture in achieving and implementing the process of change as well as during and after change begins.

In line with the results of previous studies as well as the theory of organizational commitment that developed from experiences that satisfied the needs of employees (17), the authors put forward the following hypothesis.

H5: Employee Readiness to Change positively affects Employee Affective Commitment to Change.

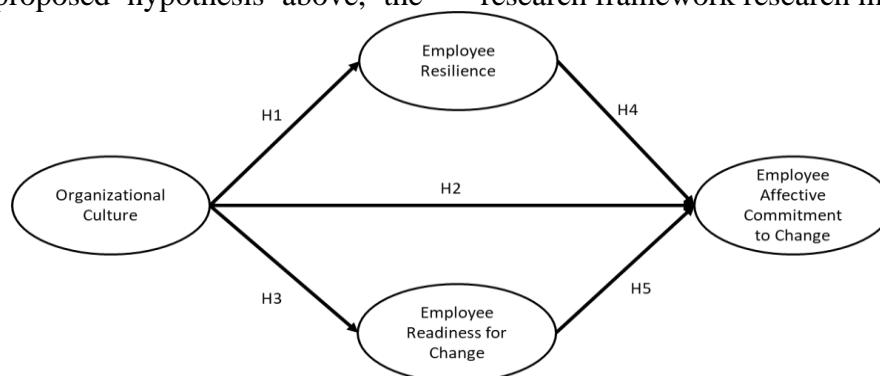From the proposed hypothesis above, the research framework research model is:

Figure 1. Research Model

MATERIAL & METHODS

This study used quantitative methods to analyze the data obtained from the survey using a questionnaire given to respondents to obtain data directly. From the research model that has been built, confirmatory factor analysis (CFA) is carried out to test the dimensionality of a construct.

Sample dan Population

The object of this study is an employee at one of the government-owned academies in Indonesia. All employees (population) are sent a questionnaire consisting of administrative personnel and lecturers.

Measurement and Analyse Data

Data collection was carried out through instruments measured on a five-Likert scale. The instrument is adapted from several indicators from previous studies. The Commitment to Change Indicator is adapted from Herscovitch and Meyer (2002). To measure Organizational Culture, adapt the indicators used by Denison & Mishra (1995). Furthermore, Employee Resilience is adapted from the Employee Resilience Scale (EmpRes) instrument as developed by K. Näswall et al. (2015). The Readiness of Employees to change is adapted from Holt et al. (2007).

The analysis uses variant-based Structural Equation Modeling (SEM) known as Partial Least Square (SEM-PLS). PLS is an excellent analysis method and is often referred to as soft modeling because it does not use regression OLS assumptions. PLS can be used to test weak theories and weak data such as small sample counts or the presence of data normality problems.

The model in PLS consists of two, namely the outer model (measurement model) and the inner model (structural model). Evaluation of the model is carried out by assessing the outer model and inner model. Outer model evaluation is used to assess the validity of the model through convergent validity (loading factor and AVE) and discriminant indicator (cross-loading) while assessing the reliability of the model using composite reliability and Cronbach alpha. The evaluation of the inner model aims to predict the relationship between latent variables by looking at the values of Path Coefficient, R^2, effect size f^2, and Q^2 (54).

RESULTS

Descriptive Analysis

Of the 262 employees who were asked to fill out the questionnaire, 185 respondent data were collected that could be processed. Of the 185 respondents, 74.6% were male and 25.4% were female. Based on the type of position, 49.7% of lecturers and 50.3% of administrative personnel. In terms of service life, 40% with a service life of fewer than 5 years, 45.4% with a service life of 5-10 years, and 14.6% with a service life of more than 10 years.

Partial Least Squares Structural Equation Modeling (SEM-PLS) Analysis
1. Outer-Model Evaluation

Evaluation of the outer model is carried out by measuring validity and reliability. Evaluation of the validity of the measurement model, namely convergent validity and discriminant validity. Evaluation of convergent validity is shown by the value of the loading factor and the average variance extracted (AVE). The evaluation of discriminant validity is shown by the cross-loading value. The indicator is said to be valid if the loading correlation with the measured construct has a value of > 0.70 or the AVE has a value of >0.50 and the cross loading has a value of >70. The table below shows. The evaluation of convergent validity in this study is as follows:

Table 1. Loading Factor

Indicator/Latent Variable	Loading Factor	T-Statistics	P-Values
x15 <- Org Culture	0.770	13.995	0.000
x16 <- Org Culture	0.855	37.150	0.000
x17 <- Org Culture	0.865	39.155	0.000
x18 <- Org Culture	0.855	35.985	0.000
x31 <- Emp Resilience	0.868	41.349	0.000
x32 <- Emp Resilience	0.871	38.651	0.000
x33 <- Emp Resilience	0.874	40.639	0.000
x34 <- Emp Resilience	0.858	34.927	0.000
x41 <- Emp Readiness for Change	0.913	53.718	0.000
x42 <- Emp Readiness for Change	0.881	29.641	0.000
x43 <- Emp Readiness for Change	0.889	32.509	0.000
x44 <- Emp Readiness for Change	0.914	47.037	0.000
x45 <- Emp Readiness for Change	0.867	35.806	0.000
x46 <- Emp Readiness for Change	0.857	27.345	0.000
y11 <- Affective Commitment to Change	0.938	66.139	0.000
y12 <- Affective Commitment to Change	0.941	58.050	0.000
y13 <- Affective Commitment to Change	0.905	35.237	0.000

Table 2. Average Variance Extracted

Latent Variable	AVE	T-Statistics	P Values
Affective Commitment to Change	0.861	29.739	0.000
Emp Readiness for Change	0.787	27.115	0.000
Emp Resilience	0.753	25.585	0.000
Org Culture	0.715	26.103	0.000

Table 3. Cross Loading

Indicator	Affective Commitment to Change	Emp Readiness for Change	Emp Resilience	Org Culture
x15	0.462	0.528	0.375	0.770
x16	0.509	0.570	0.400	0.855
x17	0.565	0.623	0.449	0.865
x18	0.545	0.586	0.453	0.855
x31	0.477	0.537	0.868	0.433
x32	0.388	0.501	0.871	0.394
x33	0.398	0.534	0.874	0.420
x34	0.495	0.622	0.858	0.493
x41	0.674	0.913	0.537	0.648
x42	0.666	0.881	0.537	0.667
x43	0.614	0.889	0.530	0.606
x44	0.619	0.914	0.572	0.665
x45	0.574	0.867	0.600	0.627
x46	0.613	0.857	0.617	0.608
y11	0.938	0.673	0.479	0.607
y12	0.941	0.656	0.496	0.562
y13	0.905	0.640	0.447	0.504

From the validity evaluation data, it is known that all indicators have a loading factor value of >0.70, an AVE value of >0.50, and a cross-loading value of >0.70 so all indicators are declared valid.

The next test is a reliability measurement to see the internal consistency construct evaluated through Cronbach's alpha and composite reliability values. The values of Cronbach's alpha and composite reliability

are obtained for all latent variables above 0.7 so it is said to be reliable.

Table 4: Reliability

Latent Variable	Cronbach's Alpha	Composite Reliability
Affective Commitment to Change	0.919	0.949
Emp Readiness for Change	0.946	0.957
Emp Resilience	0.891	0.924
Org Culture	0.943	0.952

Table 4 presents reliability data with the values of Cronbach's alpha and composite reliability of all latent variables > 0.70 thus the entire latent variable is reliable.

2. Inner-Model Evaluation

2.1 Evaluation of significance estimates is used to answer the proposed null hypothesis whether it is accepted or rejected. From the evaluation of the structural model through the bootstrapping procedure as shown in table 4:

a. The results of the T-Statistics relationship between the Organizational Culture variable and Employee Resilience showed a value of 8.569, so the null hypothesis was rejected;

b. The results of the T-Statistics relationship between the Organizational Culture variable and the Employee Affective Commitment to Change show a value of 2.802 then the null hypothesis is rejected;

c. The results of the T-Statistics relationship between the Variables Organizational Culture and Employee readiness for Change showed a value of 13.255 then the null hypothesis was rejected;

d. The results of the T-Statistics relationship between the Employee Resilience variable and the Employee Affective Commitment to Change show a value of 1.173 then the null hypothesis is accepted;

e. The results of the T-Statistics relationship between the Variable Employee Readiness for Change and the Employee Affective Commitment to Change show a value of 6.927 then the null hypothesis is rejected.

Table 5: Path Coefficients of Employee Affective Commitment to Change Model

Latent Variable	Path Coefficient	T-Statistics	P-Values
Org Culture -> Emp Resilience	0.479	8.569	0.000
Org Culture -> Affective Commitment to Change	0.218	2.802	0.005
Org Culture -> Emp Readiness for Change	0.659	13.255	0.000
Emp Resilience -> Affective Commitment to Change	0.081	1.173	0.241
Emp Readiness for Change -> Affective Commitment to Change	0.513	6.297	0.000

2.2 Determinant correlation evaluation (R^2) is used to measure how much influence certain exogenous latent variables have on endogenous latent variables. According to Chin (1998) the value $R^2 = 0.67$ indicates a strong model, a value of $R^2 = 0.33$ indicates moderate strength, and $R^2 = 0.19$ indicates a weak strength (54). The results of table 5 can be described as follows.

a. The Employee Affective Commitment to Change variable can be explained at 53.4% by the variables Organizational Culture, Employee Resilience, and Employee Readiness for Change, with 46.6% explained by other variables outside this study;

b. The Employee Readiness for Change variable can be explained at 43.4% by the Organizational Culture variable, while the rest is explained by other variables in this study;

c. The Employee Resilience variable is explained 23.0% by the Organizational Culture variable, while the rest is explained by other variables in this study.

Table 6: R-Square of Employee Affective Commitment to Change Model

Latent Variable	R²	Keterangan
Affective Commitment to Change	0.534	Moderat
Emp Readiness for Change	0.434	Moderat
Emp Resilience	0.230	Weak

2.3 The Effect Size (f^2) value is used to see the magnitude of the substantive influence of exogenous variables on endogenous variables. Rule of thumb values f^2 in 3 categories, namely $f^2 = 0.02$ small influences, f^2 values $= 0.15$ moderate influences, and f^2 values $= 0.35$ major influences. The results of table 6 can be interpreted as follows,

a. The Employee Readiness for Change variable has a moderate substantive effect on the Employee Affective Commitment to Change variable;

b. The Employee Resilience variable has a very small substantive effect on the Employee Affective Commitment to Change variable;

c. The Organizational Culture variable has a small substantive effect on the Employee Affective Commitment to Change variable;

d. The Organizational Culture variable has a major substantive effect on the Employee Readiness for Change variable;

e. The Organizational Culture variable has a moderate substantive effect on the Employee Resilience variable.

Table 6: Effect Size f² of Employee Affective Commitment to Change Model

Latent Variable	f²	Information
Emp Readiness for Change -> Affective Commitment to Change	0.244	Moderat
Emp Resilience -> Affective Commitment to Change	0.008	Small
Org Culture -> Affective Commitment to Change	0.057	Small
Org Culture -> Emp Readiness for Change	0.767	Major
Org Culture -> Emp Resilience	0.298	Moderat

2.4 Predictive Relevance or often called Predictive Sample Reuse (Q^2). The result of Q^2 predictive relevance is said to be good if the value > 0 indicates a good (appropriate) exogenous latent variable as an explanatory variable capable of predicting its endogenous variable. Table 7 shows that the variables Affective Commitment to Change, Employee readiness for Change, and Employee Resilience have values of $Q^2 > 0$ thus it can be said that those endogenous variables can be well explained by their exogenous variables.

Table 7: Q-Square of Employee Affective Commitment to Change Model

Laten variable	SSO	SSE	Q² (=1-SSE/SSO)
Affective Commitment to Change	555.000	319.369	0.425
Emp Readiness for Change	1,110.000	761.866	0.314
Emp Resilience	740.000	622.341	0.159
Org Culture	740.000	740.000	

DISCUSSION

The Influence of Externally Oriented Organizational Culture on Employee Resilience

The results of the path analysis showed that Externally Oriented Organizational Culture had a significant effect on Employee Resilience with a T-Statistics value = 8,569. The data is reinforced by the value $f^2 = 0.298$ which means that Externally Oriented Organizational Culture has a moderate influence on the Affective Commitment of Employees to Change. An organization with an externally oriented culture with the characteristics of adapting to environmental changes and having a long-term vision will make the members of the organization resilient to dynamic organizational changes. These findings are consistent with previous studies conducted by Malik &Garg (2017),

Mandal (2017), and Suryaningtyas et al. (2019).

The Influence of Externally Oriented Organizational Culture on Employee Affective Commitment to Change

The results of the path analysis showed that externally oriented organizational culture had a significant effect on employee affective commitment to change with a T-Statistics value = 2.802. Although the value of $f^2 = 0.057$ which means that Organizational Culture with An External Orientation has a small influence on the Affective Commitment of Employees to Change, the probability value (P-Value) shows a significant number. An organization with a culture that prioritizes adaptation to environmental changes and has a long-term vision will shape the affective commitment of employees to change. For employees, support for change is based on the belief that change will benefit organizations and individuals. These findings are consistent with research conducted by Al-Tahitah et al. (2020), Marchalina et al. (2020), and Acar (2012).

The Influence of Externally Oriented Organizational Culture on Employee Readiness to Change

The results of the path analysis showed that externally oriented organizational culture had a significant effect on employee readiness to change with a value of T-Statistics = 13,255. The value of $f^2 = 0.767$ explains that Externally Oriented Organizational Culture has a strong influence on Employee Readiness to Change. This finding is in line with the results of the research of Haffar et al. (2013), Haffar et al. (2014), Imam et al. (2013), Tsalits & Kismono (2019), and Al-Tahitah et al. (2020) which stated that Organizational Culture influences Employee Readiness to Change.

The Effect of Employee Resilience on Employee Affective Commitment to Change

The results of the evaluation showed that the Employee Resilience variable had no significant effect on the Employee Affective Commitment variable to Change. This is indicated by the value of the path coefficient of 0.081 with a T-Statistic value = 1.173 and the strength of influence is very small ($f^2 = 0.008$). This finding is different from the results of research conducted by W. L. Mangundjaya & Amir (2021) and Paul et al. (2016). Conditions can be interpreted that the variable of Employee Resilience is not a mediator of the relationship between the variables of Externally Oriented Organizational Culture and the variables of Affective Commitment of Employees to Change. In other words, a high level of employee resilience will not lead to a high level of affective commitment of employees to change. The locus of this research is in educational institutions that consistently and gradually carry out organizational changes following the dynamics of the environment. When the organization makes changes gradually, it is unlikely to cause traumatic experiences for employees so the level of employee resilience will rise gradually and tend not to be felt by employees. Different conditions for organizations that make radical changes so that there is a heavy impact on employees, will force employees to immediately make choices, survive or give up.

The Effect of Employee Readiness to Change on Employee Affective Commitment to Change

The results of the evaluation showed that the Employee Readiness to Change variable had a significant effect on the Employee Affective Commitment to Change variable. This is shown by the value of the coefficient of 0.513 with the value of T-Statistic = 6.297 and its influence on the moderate category ($f^2 = 0.244$). This finding is in line with the research results of Mangundjaya (2013), Thien (2019), Mahendrati & Mangundjaya (2020) and Al-Tahitah et al. (2020). Readiness to change which is manifested in the dimensions of change

efficacy, appropriateness, management support, and personal valence can become a mediator for the relationship between Externally Oriented Organizational Culture and Employee Affective Commitment to Change.

CONCLUSION

This study developed a model to test the relationship between Externally Oriented Organizational Culture and Employee Affective Commitment to Change by using the variables Employee Resilience and Employee Readiness for Change as mediators. The results showed that the Employee Resilience variable did not have a significant effect on the Affective Commitment of Employees to Change.

Employee Resilience will be felt if organizational changes are implemented fundamentally and radically that have a traumatic impact on employees, forcing employees to survive and rise. When the leadership of the organization decides to carry out a program of change gradually and starts by creating a culture of change, it will produce employees who are ready to make changes and have a commitment to support the change

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