

## The Role of Organizational Commitment in Mediating the Effect of Employee Agility and Organizational Support on Readiness for Change among Employees of BNN NTB Province

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### ABSTRACT

This study aims to examine the effect of employee agility and perceived organizational support on readiness for change, with organizational commitment as a mediating variable among employees of the National Narcotics Board (BNN) in West Nusa Tenggara Province. Using a quantitative, explanatory research design, data were collected through a census survey of 54 active employees and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0. The results reveal that organizational commitment significantly influences readiness for change. While employee agility and organizational support do not directly affect readiness for change, both have significant indirect effects through organizational commitment. These findings highlight the critical role of psychological commitment in fostering change readiness. The study contributes to change management literature and offers practical implications for enhancing organizational transformation strategies in public institutions.

## INTRODUCTION

The modern world of work is increasingly characterized by volatility, uncertainty, complexity, and ambiguity collectively known as the VUCA era (Bennett & Lemoine, 2014). This global reality demands organizations to continuously adapt to technological, regulatory, and market shifts in order to maintain competitiveness and sustainability (Cascio & Boudreau, 2016). Accordingly, organizational change is no longer a choice, but a necessity. Success depends not only on strategies and structures, but on the readiness of human resources to respond effectively (Armenakis & Harris, 2009).

In the public sector, organizations face added pressure to transform into adaptive, responsive, and innovative entities. Digitalization of public services has been one of the major reform efforts aimed at improving efficiency and transparency (Dunleavy et al., 2006). Yet, compared to the private sector, public organizations face unique challenges rigid bureaucratic structures, entrenched work cultures, and high levels of resistance to change (Fernandez & Rainey, 2006).

Central to the success of any change initiative is readiness for change, which reflects an individual's or organization's cognitive, emotional, and behavioral preparedness to engage in transformation (Robbins & Judge, 2019; Armenakis et al., 1993). According to Holt et al. (2007), readiness encompasses dimensions such as change appropriateness, change efficacy, management support, and personal valence.

Research has identified several key predictors of change readiness, including effective communication, leadership support, organizational culture, employee involvement, prior experience with change, organizational commitment, employee agility, and perceived organizational support (Robbins & Coulter, 2016). Among these, employee agility the ability to quickly adapt and respond to change and organizational support the perception that the organization values and supports its employees (Eisenberger et al., 1986) have become increasingly relevant in dynamic public-sector contexts.

However, these factors may not directly influence readiness for change unless internalized through organizational commitment. This mediating factor reflects an individual's emotional attachment, obligation, or perceived cost associated with remaining in the organization (Meyer & Allen, 1991). Without a strong commitment, even agile or well-supported employees may resist change efforts.

In the context of the National Narcotics Board (BNN) of West Nusa Tenggara Province, internal reforms and dynamic directives from central government demand high readiness for change. Preliminary interviews conducted by the researcher revealed mixed responses: while some employees are enthusiastic, others show signs of confusion or resistance. This highlights the importance of understanding the mediating role of organizational commitment in fostering readiness for change. Therefore, this study aims to examine the influence of employee agility and organizational support on readiness for change, with a specific focus on the mediating role of organizational commitment among employees of BNN NTB.

## LITERATURE REVIEW

The modern world of work is increasingly characterized by volatility, uncertainty, complexity, and ambiguity collectively known as the VUCA era (Bennett & Lemoine, 2014). This global reality demands organizations to continuously adapt to technological, regulatory, and market shifts in order to maintain competitiveness and sustainability (Cascio & Boudreau, 2016). Accordingly, organizational change is no longer a choice, but a necessity. Success depends not only on strategies and structures, but on the readiness of human resources to respond effectively (Armenakis & Harris, 2009).

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### ***Readiness for Change***

Readiness for change is a critical determinant of successful organizational transformation. Armenakis et al. (1993) define it as a cognitive and emotional state in which individuals or groups believe that change is necessary and that they have the capability and support to implement it. It reflects individuals' perception of the need for change and their willingness to engage in it. Holt et al. (2007) expand this view by emphasizing that readiness also involves emotional factors such as confidence, motivation, and trust. They identify four key dimensions: change appropriateness, change efficacy, management support, and personal valence each representing individual beliefs about the change process and its outcomes. Rafferty et al. (2013) divide readiness into two components: *psychological readiness*, which reflects attitudes and beliefs, and *structural readiness*, which refers to the availability of resources and systems supporting change. Sofyandi (2008) highlights that readiness emerges from individuals' understanding, motivation, and organizational support. Similarly, Wibowo (2016) underlines the need for inclusive communication and collective engagement to minimize resistance and ensure effective implementation. Overall, readiness for change is shaped by both individual perceptions and organizational context, making it a foundational element in managing transformation successfully.

### ***Organizational commitment***

Organizational commitment refers to the psychological attachment of individuals to their organization, reflecting their desire to remain, internalize its values, and contribute to its success (Mowday et al., 1979). It plays a crucial role in shaping employee attitudes and behaviors within the workplace. Meyer and Allen (1991) conceptualize organizational commitment through a three-component model: affective commitment (emotional attachment and identification), continuance commitment (perceived costs of leaving), and normative commitment (a sense of moral obligation to stay). These dimensions highlight both emotional and rational factors behind employee retention and engagement. Robbins and Judge (2017) note that organizational commitment influences key work behaviors, including attendance, performance, and openness to change. Higher levels of commitment are associated with greater loyalty, productivity, and readiness for change. Sopiah (2008) further defines commitment as a psychological state of involvement, loyalty, and responsibility toward the organization, shaped not only by personal values but also by work environment, leadership style, rewards, and communication systems. Wibowo (2016) emphasizes that organizational commitment serves as the foundation for trust and long-term collaboration. Committed employees are more likely to show consistent effort, persistence, and active participation in achieving organizational goals.

### ***Employee agility***

Employee agility is a modern human resource management concept that refers to an employee's ability to adapt quickly, flexibly, and effectively to organizational changes, environmental shifts, and unexpected external

challenges (McGowan & Shipley, 2020). It has become increasingly critical in today's volatile and disruptive work environment. Sutrisno (2016) defines employee agility as an individual's competence to think and act swiftly in response to dynamic shifts in work processes, technology, or strategic direction. Agile employees are typically open-minded, eager to learn, and continuously ready for change. Similarly, Kurniawan (2021) describes employee agility as the capacity to innovate, adjust rapidly to new conditions, and remain resilient under pressure or uncertainty. It involves not just speed, but also the mental and emotional readiness to face change constructively. Robbins and Coulter (2016) view agility as an essential individual capability within dynamic organizations. Agile employees are proactive, willing to challenge outdated procedures, and able to collaborate across functions to meet evolving organizational demands.

### ***Perceived Organizational Support***

Perceived organizational support (POS) refers to employees' perception of the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). This perception plays a vital role in shaping a positive psychological contract between employees and the organization, which in turn influences performance, loyalty, and readiness for change (Morgan, 2017). Eisenberger et al. (1986) introduced POS as a grand theory to explain how organizational treatment affects employee attitudes and behaviors. Employees who perceived organizational support to feel more committed and motivated, especially in challenging work conditions. Robbins and Judge (2015) define POS as the degree to which employees believe their organization appreciates their work and prioritizes their welfare. This includes both tangible aspects (resources, tools, fair compensation) and intangible aspects (emotional support, recognition, and trust). Wibowo (2016) emphasizes that organizational support involves fulfilling employee needs through training, supportive leadership, incentives, and a conducive work environment, all of which enable employees to perform optimally. Sopiah (2008) also highlights POS as both practical and psychological assistance provided by the organization to help employees accomplish their tasks and grow professionally. Such support fosters a healthy work climate, enhances job satisfaction, and strengthens employee commitment.

### ***The Relationship Between Employee Agility and Readiness for Change***

Employee agility refers to the ability of individuals to quickly and effectively respond to changes in the work environment (Doz & Kosonen, 2008). It involves cognitive, emotional, and behavioral readiness for change enabling employees to learn rapidly, adjust strategies, and remain productive in uncertain situations. Agile employees tend to possess stronger self-efficacy and optimism, which are essential components of readiness for change (Luthans, 2011). They view change as an opportunity and are more likely to engage actively in organizational transformation. Empirical evidence by Rahmadani et al. (2021) confirms that employee agility positively influences readiness for change, highlighting its role in shaping adaptive behavior.

H1: Employee agility has a positive and significant effect on readiness for change among employees of BNN West Nusa Tenggara Province.

### ***The Relationship Between Perceived Organizational Support and Readiness for Change***

Perceived organizational support (POS) refers to employees' belief that the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). In the context of organizational change, such support helps foster confidence (change efficacy) and perceived benefit (valence) toward the change (Armenakis et al., 1993). Supportive actions such as training, open communication, and leadership involvement reduce uncertainty and enhance psychological readiness. According to Robbins and Judge (2017), a supportive work environment lowers resistance to change by making employees feel guided and secure during transitions. Empirical findings by Pradipta and Nugroho (2020) confirm that perceived organizational support significantly enhances readiness for change in public-sector reform efforts.

H2: Perceived organizational support has a positive and significant effect on readiness for change among employees of BNN West Nusa Tenggara Province.

### ***The Relationship Between Organizational Commitment and Readiness for Change***

Organizational commitment reflects employees' psychological attachment to their organization, encompassing affective, normative, and continuance dimensions (Allen & Meyer, 1990). In the context of change, employees with strong commitment are more likely to adopt positive attitudes and behaviors that support transformation. Herscovitch and Meyer (2002) argue that commitment to change is strongly influenced by organizational commitment. Employees who identify with organizational values are more motivated to accept and support change as part of their responsibility to sustain the organization. Robbins and Judge (2017) further explain that affectively committed individuals often become agents of change, driven by emotional and moral investment in the organization's success. Empirical evidence from Lestari and Fadli (2020) shows that organizational commitment significantly affects public employees' readiness to face policy reforms.

H3: Organizational commitment has a positive and significant effect on readiness for change among employees of BNN West Nusa Tenggara Province.

### ***The Relationship Between Employee Agility and Organizational Commitment***

Employee agility refers to the capacity of individuals to adapt quickly and effectively in response to changing and complex work environments (Doz & Kosonen, 2008). Agile employees tend to absorb new information rapidly, adjust behaviors flexibly, and remain resilient amid organizational shifts. These adaptive capabilities foster a stronger sense of confidence, recognition, and belonging—factors that contribute to organizational commitment (Robbins & Judge, 2017). Organizational commitment, as defined by Allen and Meyer (1990), includes affective, normative, and continuance components that reflect psychological attachment to the organization. When employees feel capable of

navigating change successfully, they are more likely to feel emotionally invested and motivated to contribute. Empirical support comes from Dewi and Saputra (2021), who found that employee agility significantly influences organizational commitment in the banking sector.

H4: Employee agility has a positive and significant effect on organizational commitment among employees of BNN West Nusa Tenggara Province.

#### ***The Relationship Between Perceived Organizational Support and Organizational Commitment***

Perceived organizational support (POS) is defined as employees' belief that the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). According to social exchange theory (Blau, 1964), when employees perceive fair treatment and organizational care, they reciprocate with positive attitudes, including stronger commitment to the organization (Cropanzano & Mitchell, 2005). Supportive practices such as relevant training, open communication, and fair rewards enhance employees' sense of belonging and emotional attachment to the organization (Robbins & Judge, 2017). This perceived support encourages loyalty and psychological investment in the workplace. Empirical findings by Putri and Hidayat (2021) show that perceived organizational support significantly strengthens organizational commitment in the industrial sector.

H5: Perceived organizational support has a positive and significant effect on organizational commitment among employees of BNN West Nusa Tenggara Province.

#### ***The Mediating Role of Organizational Commitment in the Relationship Between Employee Agility and Readiness for Change***

Employee agility refers to the ability of individuals to respond quickly and flexibly to organizational change. Agile employees tend to develop positive perceptions of their organization, which can enhance their psychological attachment and commitment (McGowan & Shipley, 2020; Kurniawan, 2021). According to Meyer and Herscovitch (2001), organizational commitment may mediate the relationship between individual characteristics and readiness for change. Agile employees often exhibit greater self-confidence and emotional connection to their workplace, which fosters a proactive attitude toward change (Luthans, 2011). Empirical research by Prasetya and Indrawan (2021) confirmed that organizational commitment significantly mediates the relationship between employee agility and readiness for change in organizational settings.

H6: Employee agility has a positive and significant effect on readiness for change through organizational commitment among employees of BNN West Nusa Tenggara Province.

#### ***The Mediating Role of Organizational Commitment in the Relationship Between Perceived Organizational Support and Readiness for Change***

Perceived organizational support (POS) reflects employees' belief that the organization values their contributions and supports their well-being

(Eisenberger et al., 1986). This perception fosters emotional attachment and loyalty, which form the foundation of organizational commitment (Meyer & Allen, 1997). According to social exchange theory (Blau, 1964), employees reciprocate organizational support with positive attitudes and behaviors. However, this process often occurs through a psychological mechanism—organizational commitment—that enhances readiness to embrace change (Luthans, 2011). When employees feel valued and committed, they are more resilient and proactive during organizational transformations. Aprillia and Budiman (2020) demonstrated that organizational commitment significantly mediates the relationship between perceived organizational support and readiness for change.

H7: Perceived organizational support has a positive and significant effect on readiness for change through organizational commitment among employees of BNN West Nusa Tenggara Province.

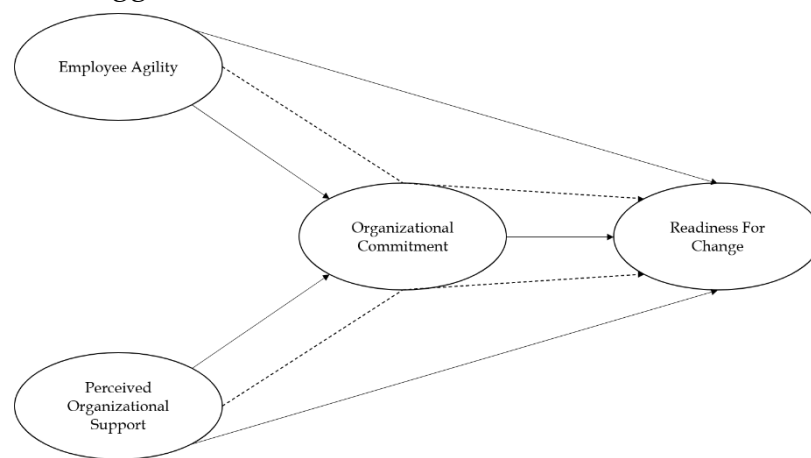


Figure 1. Conceptual Frameworks

## METHODOLOGY

This study employs a quantitative associative approach aimed at examining the direct and indirect relationships among variables. It is explanatory in nature, as it seeks to identify causal links between employee agility, perceived organizational support, organizational commitment, and readiness for change, based on theoretical frameworks and empirical testing. This approach is appropriate for objectively analyzing how variables influence one another, especially in the context of organizational change. Data were collected using a structured, closed-ended questionnaire distributed through a survey to all active employees of the National Narcotics Board (BNN) of West Nusa Tenggara Province. Given the relatively small population size of 58 employees, the study employed a census method, where the entire population was included as the research sample. This saturation sampling approach allows for comprehensive data collection and eliminates sampling bias.

The data analysis technique was conducted using Partial Least Squares-Structural Equation Modeling (PLS-SEM) with the SmartPLS version 4.0 software. The analysis included two key stages: first, the measurement model (outer model) was tested to evaluate instrument quality through convergent validity, discriminant validity, composite reliability, and Cronbach's Alpha. Second, the structural model (inner model) assessed the strength of the

relationships among latent variables. The predictive power was measured using R-square values, while hypothesis testing was conducted using bootstrapping procedures, with a significance threshold of t-statistics > 1.96 and p-values < 0.05. This analytical method ensures a high level of reliability and validity in explaining the causal relationships among the studied variables.

## RESEARCH RESULTS

### *Characteristics of Respondents*

Table 1. Characteristics of Respondents

	Characteristics	Sum	Percentage
Gender	Male	31	58%
	Female	23	42%
	Total	54	100%
Age Range	18-25 years	3	5%
	26-30 years	7	13%
	31-40 years	24	45%
	41-50 years	11	21%
	>50 years	9	16%
	Total	54	100%
	Educational Level	High School	12
Diploma III (D-III)		6	15%
Bachelor's (S1)		31	57%
Master's (S2)		5	9%
Total		54	100%

*Source: Data Processed by Researcher, 2025*

The demographic profile of the respondents in this study consists of 54 active employees of the National Narcotics Board (BNN) of West Nusa Tenggara Province. Most respondents were male (58%) and aged 31–40 years (45%). In terms of education, the majority held a bachelor's degree (57%), followed by high school (22%), diploma (15%), and master's degree (9%). These figures indicate that the workforce at BNN NTB is relatively well-educated and predominantly in the productive age group, which may influence their readiness to face organizational change.

**Outer Loading Test**  
*Convergent Validity*

Table 2. Outer Loading Sensors

	Employee Agility	Perceived Organizational Support	Readiness For Change	Organizational Commitment	Information
X1.1	0.734				Valid
X1.10	0.702				Valid
X1.11	0.749				Valid
X1.12	0.711				Valid
X1.2	0.768				Valid
X1.3	0.738				Valid
X1.4	0.707				Valid
X1.5	0.758				Valid
X1.6	0.746				Valid
X1.7	0.759				Valid
X1.8	0.780				Valid
X1.9	0.701				Valid
X2.1		0.718			Valid
X2.10		0.726			Valid
X2.11		0.739			Valid
X2.12		0.752			Valid
X2.2		0.717			Valid
X2.3		0.751			Valid
X2.4		0.747			Valid
X2.5		0.723			Valid
X2.6		0.717			Valid
X2.7		0.758			Valid
X2.8		0.763			Valid
X2.9		0.774			Valid
Y.1			0.857		Valid
Y.10			0.721		Valid
Y.11			0.722		Valid
Y.12			0.800		Valid
Y.2			0.782		Valid

Y.3	0.786		Valid
Y.4	0.702		Valid
Y.5	0.703		Valid
Y.6	0.713		Valid
Y.7	0.773		Valid
Y.8	0.767		Valid
Y.9	0.778		Valid
Z.1		0.853	Valid
Z.2		0.936	Valid
Z.3		0.819	Valid
Z.4		0.826	Valid
Z.5		0.832	Valid
Z.6		0.858	Valid
Z.7		0.896	Valid
Z.8		0.927	Valid
Z.9		0.727	Valid

*Source: SmartPLS 4 Data Processing Results*

Based on the outer loading results, all indicators for the variables Employee Agility, Perceived Organizational Support, Readiness for Change, and Organizational Commitment show loading values above 0.70. This indicates that each indicator strongly contributes to measuring its respective construct and meets the criteria for convergent validity. Therefore, the research instrument is considered construct valid and appropriate for further analysis in the structural model.

Table 3. Average Variance Extranced (AVE)

Variable	AVE Value	Information
Readiness For Change	0.578	Valid
Employee Agility	0.545	Valid
Perceived Organizational Support	0.549	Valid
Organizational Commitment	0.731	Valid

*Source: SmartPLS 4 Data Processing Results*

Based on the results in Table 3, all variables show AVE (Average Variance Extracted) values above 0.50. This indicates that the constructs meet the criteria for convergent validity, as more than 50% of the variance is explained by the

indicators within each construct. Thus, the variables Readiness for Change, Employee Agility, Perceived Organizational Support, and Organizational Commitment are all considered valid in terms of convergent validity.

**Discriminant Validity**

Table 8. Cross Loading

	Perceived Organizational Support	Employee Agility	Readiness For Change	Organizational Commitment
X1.1	0.390	0.734	0.208	0.441
X1.10	0.225	0.702	0.127	0.262
X1.11	0.267	0.749	0.409	0.471
X1.12	0.398	0.711	0.238	0.375
X1.2	0.257	0.768	0.242	0.292
X1.3	0.438	0.738	0.247	0.313
X1.4	0.295	0.707	0.114	0.381
X1.5	0.254	0.758	0.291	0.341
X1.6	0.364	0.746	0.224	0.373
X1.7	0.340	0.759	0.200	0.471
X1.8	0.224	0.780	0.311	0.391
X1.9	0.188	0.701	0.186	0.312
X2.1	0.718	0.269	0.228	0.389
X2.10	0.726	0.354	0.268	0.524
X2.11	0.739	0.194	0.211	0.456
X2.12	0.752	0.266	0.024	0.486
X2.2	0.717	0.466	0.244	0.458
X2.3	0.751	0.155	0.132	0.507
X2.4	0.747	0.309	0.383	0.486
X2.5	0.723	0.283	0.126	0.425
X2.6	0.717	0.256	0.203	0.527
X2.7	0.758	0.426	0.175	0.572
X2.8	0.763	0.371	0.399	0.549
X2.9	0.774	0.270	0.172	0.491
Y.1	0.210	0.183	0.857	0.445
Y.10	0.238	0.186	0.721	0.427
Y.11	0.296	0.193	0.722	0.417

Y.12	0.222	0.265	0.800	0.447
Y.2	0.205	0.322	0.782	0.442
Y.3	0.331	0.279	0.786	0.634
Y.4	0.128	0.312	0.702	0.355
Y.5	0.087	0.311	0.703	0.273
Y.6	0.305	0.322	0.713	0.486
Y.7	0.218	0.332	0.773	0.415
Y.8	0.216	0.172	0.767	0.508
Y.9	0.189	0.132	0.778	0.361
Z.1	0.597	0.394	0.433	0.853
Z.2	0.652	0.483	0.569	0.936
Z.3	0.590	0.473	0.421	0.819
Z.4	0.541	0.444	0.432	0.826
Z.5	0.516	0.497	0.462	0.832
Z.6	0.499	0.493	0.539	0.858
Z.7	0.579	0.406	0.580	0.896
Z.8	0.634	0.434	0.549	0.927
Z.9	0.505	0.314	0.531	0.727

*Source: SmartPLS 4 Data Processing Results*

Discriminant validity is used to assess whether each construct in the model is truly distinct from other constructs by comparing the cross-loading values. Based on Table 8, each indicator shows the highest loading value on the latent variable it is intended to measure, compared to its loading on other constructs. For instance, all indicators for Employee Agility (X1.1 to X1.12) have higher loadings on the Employee Agility variable than on Perceived Organizational Support, Readiness for Change, or Organizational Commitment. Similarly, indicators of Perceived Organizational Support, Readiness for Change, and Organizational Commitment load more strongly on their respective variables. These results indicate that all constructs meet the criteria for discriminant validity, meaning the indicators are well differentiated from one another and validly measure their respective constructs.

**Composite Reliability**

Table 4. Composite Reliability

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Information
Readiness For Change	0.933	0.941	0.942	Reliable
Employee Agility	0.924	0.931	0.935	Reliable
Perceived Organizational Support	0.925	0.928	0.936	Reliable
Organizational Commitment	0.953	0.956	0.960	Reliable

*Source: SmartPLS 4 Data Processing Results*

Composite reliability is used to assess the internal consistency of indicators in measuring their respective constructs. According to Table 4 all variables Readiness for Change, Employee Agility, Perceived Organizational Support, and Organizational Commitment – demonstrate high reliability. The Cronbach's Alpha values for each variable are above the threshold of 0.70, indicating good internal consistency. Additionally, the composite reliability values (rho\_a and rho\_c) for all constructs exceed 0.90, further confirming the robustness of the measurement model. These results suggest that the indicators used in the study are reliable and consistently reflect the intended latent variables. Therefore, it can be concluded that all constructs meet the reliability criteria and are appropriate for further analysis.

**Inner Model Test***R-Square*

Table 5. R-Square

Variable	R-square	R-square adjusted
<b>Readiness For Change</b>	0.365	0.327
<b>Organizational Commitment</b>	0.512	0.493

*Source: SmartPLS 4 Data Processing Results*

The R-square ( $R^2$ ) value is used to measure the explanatory power of the independent variables toward the dependent variables in the structural model. As shown in Table 10, the R-square value for Readiness for Change is 0.365, which means that 36.5% of the variance in readiness for change can be explained by the variables Employee Agility, Perceived Organizational Support, and Organizational Commitment. Meanwhile, the R-square value for Organizational Commitment is 0.512, indicating that 51.2% of the variance in organizational commitment can be explained by Employee Agility and Perceived Organizational Support. The adjusted R-square values (0.327 and 0.493 respectively) show the model's stability when generalized to the population. R-square value above 0.25 is considered weak to moderate, and above 0.50 is

considered moderate. Therefore, the model has acceptable predictive accuracy for both dependent variables.

*Hypothesis Test*

Table 6. Direct Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Employee Agility -> Readiness For Change	0.248	0.272	0.164	1.515	0.130
Perceived Organizational Support -> Readiness For Change	0.198	0.200	0.156	1.268	0.205
Organizational Commitment -> Readiness For Change	0.677	0.667	0.169	4.017	0.000
Employee Agility -> Organizational Commitment	0.286	0.291	0.089	3.191	0.001
Perceived Organizational Support -> Organizational Commitment	0.549	0.549	0.074	7.418	0.000

*Source: SmartPLS 4 Data Processing Results*

Based on the results shown in Table 6, the hypothesis test on direct effects presents several important findings. First, the path coefficient from Employee Agility to Readiness for Change is 0.248 with a t-statistic of 1.515 and a p-value of 0.130, indicating that the effect is positive but not statistically significant at the 5% significance level. Similarly, the effect of Perceived Organizational Support on Readiness for Change yields a coefficient of 0.198 with a t-statistic of 1.268 and a p-value of 0.205, also showing a non-significant direct effect. In contrast, Organizational Commitment has a significant positive effect on Readiness for Change, with a coefficient of 0.677, a t-statistic of 4.017, and a p-value of 0.000. This suggests that employees with stronger organizational commitment are significantly more ready to adapt to change. Moreover, the direct influence of Employee Agility on Organizational Commitment is statistically significant, with a coefficient of 0.286, a t-statistic of 3.191, and a p-value of 0.001. Similarly, Perceived Organizational Support has a very strong and significant effect on Organizational Commitment, with a coefficient of 0.549, a t-statistic of 7.418, and

a p-value of 0.000. These findings support the mediating role of organizational commitment, indicating that while agility and support may not directly influence readiness for change, they do so indirectly through commitment.

Table 7. Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Employee Agility -> Organizational Commitment -> Readiness For Change	0.193	0.194	0.078	2.468	0.014
Dukungan Organisasional -> Organizational Commitment -> Readiness For Change	0.371	0.370	0.117	3.162	0.002

*Source: SmartPLS 4 Data Processing Results*

Table 7 presents the results of the hypothesis testing for indirect effects. The indirect path from Employee Agility to Readiness for Change through Organizational Commitment shows a coefficient of 0.193, with a t-statistic of 2.468 and a p-value of 0.014. This indicates that the effect is positive and statistically significant at the 5% level, suggesting that employee agility indirectly increases readiness for change when mediated by organizational commitment. Similarly, the indirect effect of Perceived Organizational Support on Readiness for Change through Organizational Commitment is also positive and significant, with a coefficient of 0.371, a t-statistic of 3.162, and a p-value of 0.002. These findings reinforce the role of organizational commitment as a key mediating variable, implying that support and agility influence change readiness more effectively when they enhance employees' commitment to the organization.

## CONCLUSIONS AND RECOMMENDATIONS

This study concludes that employee agility and perceived organizational support do not directly influence readiness for change. However, both variables significantly affect organizational commitment, which in turn has a strong positive effect on readiness for change. Thus, organizational commitment serves as a crucial mediator, especially in translating support and agility into change-readiness. Notably, perceived organizational support has the strongest indirect effect on readiness for change through organizational commitment.

Based on these findings, it is recommended that organizations focus on strengthening employee commitment by building emotional bonds, enhancing recognition, and fostering a supportive work environment. Programs that enhance employee agility such as adaptive training and proactive culture should also be aligned with efforts to build organizational commitment. Moreover, visible and consistent organizational support should be emphasized to help

employees internalize a sense of care and fairness, which can motivate their readiness to embrace change.

### **ADVANCED RESEARCH**

Future research is encouraged to explore other potential mediators or moderators, such as psychological empowerment, trust in leadership, or change fatigue, to gain deeper insights into the dynamics influencing readiness for change. Longitudinal studies could also be beneficial in capturing how employee agility and organizational support evolve over time and affect long-term change outcomes. Expanding the research across different sectors or institutions would improve generalizability, while incorporating qualitative methods could enrich understanding of the underlying motivations and contextual factors that shape employee responses to change.

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