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How to Encourage Employee Work Performance in Facing Construction Digitalization Transformation

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Abstract: The purpose of this study is to analyze the influence of adaptive leadership, organizational climate, organizational commitment, and readiness to change on the work performance of employees of PT Wijaya Karya Bangunan Gedung Tbk both partially and simultaneously. This research uses a descriptive and verifiable approach. The sample used was 235 respondents. Sampling applied non-probability sampling techniques, techniques with purposive sampling. Data was distributed using a survey method with questionnaire instruments that had previously been tested for validity and reliability with SPSS software. The data analysis method used in this study is the Structural Equation Model (SEM). The analysis using SEM was carried out with the help of the Lisrel program. The results of the study show that partially, adaptive leadership and organizational climate have a positive and significant effect on readiness to change, but organizational commitment has a negative but not significant influence. Simultaneously adaptive leadership, organizational climate and organizational commitment have a positive and significant effect on readiness to change. Both partially and simultaneously adaptive leadership, organizational climate, organizational commitment, and readiness to change have a significant effect on employee work performance. The results of the determination test were obtained by 55%.

Keywords: Adaptive Leadership, Organizational Climate, Organizational Commitment, Readiness to Change, Employee Work Performance.

INTRODUCTION

The way the world works today is changing. Digitalization is sweeping all fields, including finance, healthcare, business, education, and construction. Many new things have happened that have brought changes in the way of working related to the use of digital technology in human life. In the context of today's transformation, we are facing a change in the way we work to adapt to the Industrial Revolution 4.0 due to disruption. Disruption refers to a condition in which a major change occurs that leads to a major change in an established structure (Kilkki et al., 2018). This is a phenomenon that occurs when there is a significant change that changes some of the important foundations of a pre-existing system or

order. The rapid development of technology today has a major impact on human life and allows access to information more easily and quickly. Disruption brings about major changes, replacing conventional technology with digital technology, creating something completely new, more effective, and more useful.

Companies are facing difficulties in adapting to major changes in a dynamic and fast-paced business environment. For companies to survive and thrive in the current era of disruption, they must change their business processes. With the digital revolution, the industry has changed towards a new digital civilization. Companies that have adopted new systems may not be able to compete with companies that still use conventional systems and techniques. Therefore, every company must have the right strategies and actions to face disruption in today's era of fierce competition. To maintain a competitive advantage and the sustainability of a business, it is essential to adapt to change.

Employee performance in an organization is one of the important components that determine the success and productivity of an organization (Sihombing & Batoebara, 2019). Good performance As a result, it is very important for every company to consider aspects that can support and improve the performance of its employees (Sedarmayanti, 2017). According to (Dessler, 2017) There is a close relationship between employee performance and company success. Employees who show satisfactory performance tend to encourage improvement in the overall performance of the company. On the other hand, low employee performance can be an obstacle to the achievement of company success. In other words, the quality of human resource performance in an organization plays a crucial role in determining the level of success of the organization's performance. So related to the goal of immediately improving the company's performance of PT Wijaya Karya (Persero) Tbk, the performance of current employees is required to be better than the previous year, especially in implementing construction digitalization as part of the ability to master technology in relation to transformation.

President Director of PT Wijaya Karya Bangunan Gedung Tbk, Hadian Pramuditha, said at the Kick-Off Meeting of Wika Gedung Business Transformation in May 2023 that the obstacle in facing digitalization transformation is not from the system. A system is simply a tool designed to make it easy. The obstacle itself lies in "Human readiness to start transformation", namely the readiness of human resources to accept and face transformation. Therefore, some factors affect employee performance, one of which is the readiness to change employees, the active participation of HR/employees will add value to the company's productivity towards sustainable growth.

Readiness to change is influenced by the organizational climate. This statement is in line with the opinion (Rafferty et al., 2013) which states that employees who do not have a positive view of their work environment can affect their work behavior, which can ultimately hinder the transformation process. Employees who have a positive perception of the organization's climate will show good work behavior and are more focused on achieving company goals. A positive organizational climate will help employees face the demands of organizational transformation, making them better prepared to face these changes. This relationship between organizational climate and readiness to change is interesting to research. Companies will be more successful in implementing transformation if they are supported by employees who are ready to change, and this readiness can be affected by the organizational climate in the company.

Today, every institution is faced with the need to transform. The leadership style must always adapt to the situation and conditions of the social environment to be able to move the institutional wheels effectively and efficiently. Leadership that does not develop will result in slow institutional adaptation and will eventually be left behind by change. In addition, a major challenge faced by a leader in this era is the ability to "adapt quickly" through

innovation, so that the organization can move more progressively. The ability of leaders to adapt in this dilemmatic innovation situation is considered part of disruption in leadership. Disruption changes and innovates the way leadership works so that it becomes more effective, efficient, and healthy. Therefore, an adaptive leadership style is needed to face transformation in this era of digital disruption (Tagscherer & Carbon, 2023).

Adaptive leadership plays a critical role in improving job performance during the digitalization transformation (Huang et al., 2023). A positive organizational climate will help employees face the demands of organizational transformation, making them better prepared to face these changes. Companies will be more successful in implementing transformation if they are supported by employees who are ready to change, and this readiness can be affected by the organizational climate in the company. Employee adaptability and technology readiness are key factors that affect employees' ability to navigate digital transformation effectively (Kyriakopoulos & Hamid, 2022). A positive organizational climate will help employees face the demands of organizational transformation, making them better prepared to face these changes. This relationship between organizational climate and readiness to change is interesting to research. Companies will be more successful in implementing transformation if they are supported by employees who are ready to change, and this readiness can be affected by the organizational climate in the company.

These findings highlight the importance of leadership style, organizational commitment, and organizational climate in driving successful digital transformation initiatives and ultimately improving job performance in organizations undergoing technological change. However, based on the results of a pre-survey that has been conducted on two age groups of employees, namely the senior employee group (work experience > 10 years) and the junior employee group (where many millennials) have < 10 years of experience, namely the ability and willingness of employees to be ready to change towards construction digitalization transformation, and obtained 52.86%", the level of employee awareness of construction digitalization, is still low. This means that there is a gap between the company's desire to immediately carry out transformation, and the low awareness of employees in construction digitalization. From this survey, it is also felt that organizations need enthusiastic adaptive leadership, an organizational climate that supports transformation, and organizational activities from employees, to create conditions of readiness for change that can support employee performance in implementing digitalization.

METHODE

This research method uses a quantitative method with a descriptive and verifiable approach. Tempat penelitian dilakukan di PT. Wijaya Karya Gedung Tbk. The population of this study is 568 permanent employees of PT Wijaya Karya Bangunan Gedung Tbk (Data 2022), namely employees with the status of organic employees, company employees and skilled employees with a working period limit of more than 2 years. Excluding outsourcing employees, fixed-time work contract employees (KKWT), project personnel employees (TP). In terms of education, 12.32% have D-III education, 80.28% have D-IV and S-1 education, and 7.4% have S-2 education. The number of samples was determined by the calculation of the Slovin formula with an error tolerance limit of 5% so that 235 respondents were obtained. Sampling applies non-probability sampling techniques, techniques with purposive sampling with the criteria of (1) permanent employees of PT Wijaya Karya Bangunan Gedung Tbk, from the position of middle manager (level below the board of directors) to staff and (2) the consideration is that in a transformation of change, the permanent employee acts as a change agent for all employees. The data was disseminated using a survey method with a questionnaire instrument that had previously been tested for validity and reliability with the

help of SPSS software. The data analysis method used in this study is the Structural Equation Model (SEM). The analysis using SEM was carried out with the help of the Lisrel program.

RESULTS AND DISCUSSION

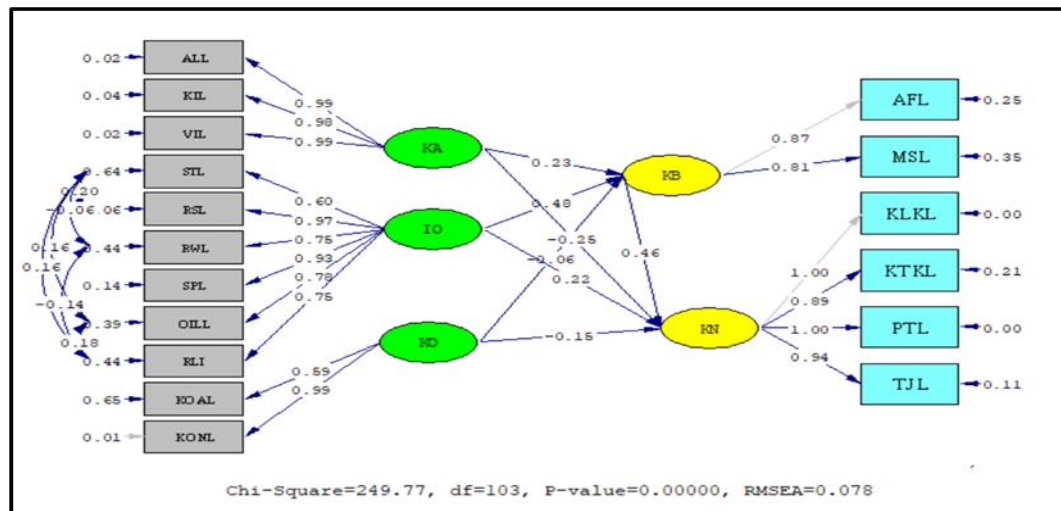


Figure 1. Model Hybrid (Full SEM) Standardized

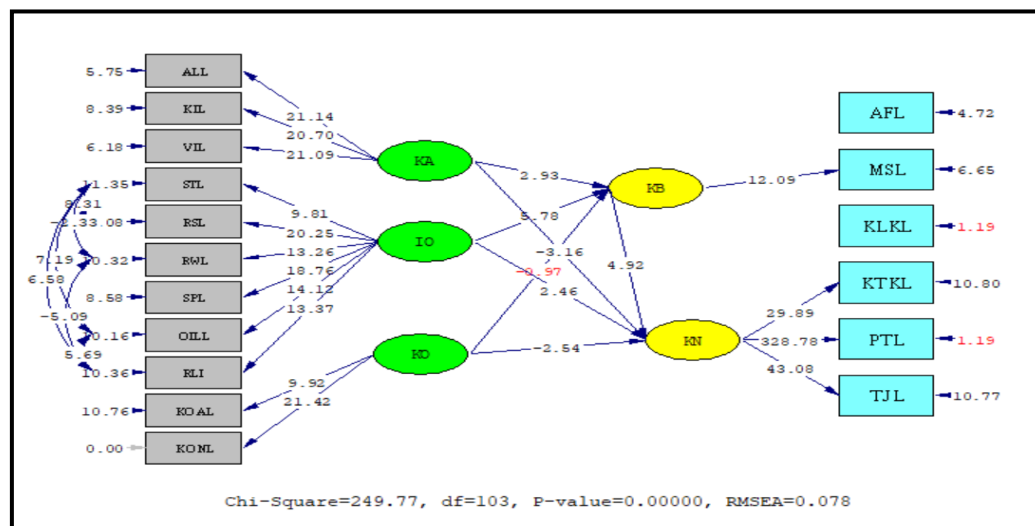


Figure 2. Model Hybrid (Full SEM) t-Value

Table 1. Model Fit Size

Indeks Fit	Fit Criteria	Result	Conclusion
RMSEA	$\leq 0,08$	0,078	Good Fit
GFI	$\geq 0,90$	0,89	Marginal Fit
TLI/NNFI	$\geq 0,90$	0,97	Good Fit
NFI	$\geq 0,90$	0,97	Good Fit
RFI	$\geq 0,90$	0,95	Good Fit
CFI	$\geq 0,90$	0,98	Good Fit

Based on Table 1, the six measures of conformity obtained have a good fit measurement model conformity index, namely RMSEA, NNFI, NFI, RFI, GFI, and CFI. Based on the results of the analysis with Lisrel 8.80, a structural equation model was obtained

Sub Structural Equation 1 :

$$KB = 0.23*KA + 0.48*IO - 0.057*KO, \text{Errorvar.} = 0.45, R^2 = 0.55$$

(0.078)	(0.083)	(0.059)	(0.084)
2.93	5.78	-0.97	6.51

Sub Structural Equation 2 :

$$KN = 0.46*KB - 0.25*KA + 0.22*IO - 0.15*KO, \text{Errorvar.} = 0.31, R^2 = 0.69$$

(0.093)	(0.080)	(0.088)	(0.060)	(0.068)
4.92	-3.16	2.46	-2.54	10.15

The structural model analysis was carried out to examine the relationship between latent variables in the research model. This assessment also tests various hypotheses proposed in the research. In the model fit test, it has the same stages as the measurement model fit test. The results of this conformity test are in the form of Goodness Fit of Statistics (GOF) values. Meanwhile, the structural model conformity test is carried out through an examination of the significance of the coefficients that are estimated. If the value of $|t| \geq 1.96$, then it indicates that the coefficient is significant and if the $t\text{-value} < 1.96$, then it is concluded that the coefficient of the trajectory is not significant.

Table 2. Significance Between Variables

No	Structural Trajectory	Cow Jalur	t -Value/ F-Value	T Table/ F-Table	Conclusion
1.	Adaptive Leadership -- > Readiness to Change	0,23	2,93	1,96	Significant
2.	Organizational Climate -- > Readiness Changes	0,48	5,78	1,96	Significant
3.	Organizational Commitment -- > Readiness to Change	-0,06	-0,97	1,96	insignificant
4.	Adaptive Leadership, Organizational Climate, Organizational Commitment -- > Readiness to Change		6,51	2,64	Significant
5.	Adaptive Leadership -- > Employee Work Performance	-0,25	-3,16	1,96	Significant
6.	Organizational Climate -- > Employee Work Performance	0,22	2,46	1,96	Significant
7.	Organizational Commitment -- > Employee Work Performance	-0,15	-2,54	1,96	Significant
8.	Readiness Changes -- > Employee Work Performance	0,46	4,92	1,96	Significant
9.	Adaptive Leadership, Organizational Climate, Organizational Commitment, Readiness to Change -- > Employee Work Performance		10,15	2,40	Significant

In the first hypothesis test, based on structural equation 1 and figure 1, the magnitude of the path coefficient of the adaptive leadership variable to the readiness to change PT Wijaya

Karya Bangunan Gedung Tbk. is 0.23 with a calculated t-value of $2.93 > 1.96$, **H1 was accepted** so that it can be said that there is a positive and significant influence of adaptive leadership on readiness in the form of readiness. The magnitude of the pathway coefficient indicates that the magnitude of the contribution of adaptive leadership influences readiness to change. The results of this study are in line with the research conducted by (Triuspita et al., 2023) (To, 2023) which states that adaptive leadership can have a positive and significant influence on the readiness to change in employees.

The **H2 hypothesis was accepted**, this is evidenced by the t-value of $5.78 > 1.96$ stating that the organizational climate has a positive and significant effect on the readiness to change PT Wijaya Karya Bangunan Gedung Tbk. The coefficient of the variable path of organizational climate to readiness to change is 0.48. The results of this study are in line with the research conducted by (Altaf et al., 2019) (Mumtaz et al., 2023) which states that the organizational climate has a positive and significant effect on the readiness to change

The **H3 hypothesis was rejected** which stated that organizational commitment had a negative and insignificant influence on the readiness to change PT Wijaya Karya Bangunan Gedung Tbk. which was evidenced by the t-value of $0.97 < 1.96$ with the variable path coefficient of organizational commitment to readiness to change was -0.06. The results of this study provide facts that are different from the results of research conducted by (Melani, 2022) and (Runa, 2023) which state that organizational commitment has a positive and significant effect on readiness to change.

Simultaneously, there is a significant influence of adaptive leadership, organizational climate, and organizational commitment on the readiness to change PT Wijaya Karya Bangunan Gedung Tbk. It is proven by obtaining F calculation $6.51 > F$ table 2.64, **H4 was accepted**. The magnitude of the determination coefficient (R^2) shows that the contribution of the influence of adaptive leadership, organizational climate, and organizational commitment together on readiness changes 55%, while the remaining 45% is the influence of other variable factors outside this study. The most dominant variable affecting readiness to change is the organizational climate variable. The results of this study complement some of the results of previous research, such as the results of research from (Altaf et al., 2019) which states that the organizational climate has a positive and significant effect on the readiness to change, (Hoerudin, 2020) which states that adaptive leadership can have a positive and significant influence on the readiness to change in employees.

In the H5 hypothesis, the magnitude of the adaptive leadership variable path coefficient on employee performance is -0.25 with a t-value of $3.16 > 1.96$, so **H5 was accepted** so that it can be said that there is a negative and significant influence between adaptive leadership on the performance of employees of PT Wijaya Karya Bangunan Gedung Tbk. This means that even though leaders can map the level of problems and make strategic planning immediately, it is not necessarily possible to make work results that will be of good value and meticulous and have minimal errors, even though the relationship between variables is significant. The results of this study are different from the research conducted by (Chandra, 2021) (Maliki et al., 2024) which states that adaptive leadership has a positive and significant influence on employee performance.

The coefficient of the organizational climate variable path was obtained of 0.22 and the t-value of $2.46 > 1.96$, **H6 was accepted** so that it can be said to have a positive and significant effect. The results of this study are in line with the research conducted by (Mukhtar & Asmawiyah, 2019) (Maliki et al., 2024) which states that there is a positive and

significant relationship between the influence of organizational climate on employee performance.

In the seventh hypothesis, a t-value of $2.54 > 1.96$ was produced and the magnitude of the variable path coefficient of organizational commitment to employee performance was -0.15 , **H7 was accepted** so that it can be said that there is a negative and significant influence between organizational commitment to employee performance. This means that even though employees have the confidence to remain loyal to carry out their obligations in the company's organization, it does not necessarily make the work results of good value and meticulous and minimal errors, even though the relationship between variables is significant. The results of this study are different from the research conducted by (Misnan et al., 2023)

The eighth hypothesis states that readiness changes affect employee performance, the magnitude of the variable path coefficient of readiness changes to employee performance is 0.46 with a t-value of $4.92 > 1.96$, then **H8 was accepted** so that it can be said to have a positive and significant influence. The results of this study are in line with the research conducted by (Ratnawati & Sugiharti, 2023) which states that readiness to change has a direct effect on employee performance.

Simultaneously there is a significant influence of adaptive leadership, organizational climate, organizational commitment, and readiness to change together on employee performance, this is evidenced by the F value of $10.15 > 2.40$, **H9 is accepted**. The magnitude of the determination coefficient (R^2) shows that the contribution of the influence of adaptive leadership, organizational climate, organizational commitment, and readiness changes together on employee performance is 69%, while 31% is the influence outside of the variables of adaptive leadership, organizational climate, organizational commitment and readiness to change on employee performance. The most dominant variable that affects employee performance is the variable of readiness to change. The results of this study complement some of the results of previous research, such as the results of research from (Huda, 2024) which states that adaptive leadership has a positive and significant influence on employee performance, the results of the study (Oktaviari et al., 2020) which states that there is a positive and significant relationship from the influence of the organizational climate on employee performance, (Potter & Mowday, 2018) which states Organizational Commitment, has a positive and significant influence on employee performance and (Ratnawati & Sugiharti, 2023) (Arshad & Zara Sabeen, 2021) which states that readiness to change has a direct effect on employee performance. Based on table 3, shows that the variable readiness changes are partial mediating variables on the influence of adaptive leadership, organizational climate, and organizational commitment to employee performance in the face of construction digitalization transformation.

Table 3. Large Test Results of Direct and Indirect Influence Through Readiness to Change On Employee Performance

Influence	Direct (D)	Indirect (ID)	Conclusion
Adaptive Leadership -- > Employee Work Performance	$(-0,25)^2 = 0,0625$	$(0,23 \times 0,46) = 0,106$	$TL > L$ (mediating)
Organizational Climate -- > Employee Work Performance	$(0,22)^2 = 0,048$	$(0,48 \times 0,46) = 0,221$	$TL > L$ (mediating)
Organizational Commitment -- > Employee Work Performance	$(-0,15)^2 = 0,0225$	$(-0,06 \times 0,46) = -0,0276$	$TL < L$ (Nonmediating)

CONCLUSION

Leadership that can and can adapt to all changing conditions is proven to have a positive and significant impact on employee readiness to face change. This indicates that the better a leader is in adapting to change, the more it will increase the readiness of employees to face these changes.

Organizational climate has proven to have a positive and significant effect on employee readiness for change. This indicates that the better the organizational climate is created, the higher the level of readiness of employees to welcome and adapt to existing changes.

Organizational commitment is known to have a negative effect on the readiness of employees to change. These findings indicate that there is a gap between employees' normative commitment to the organization and their readiness to deal with change. While employees feel morally bound to be loyal to the organization and perform their obligations, this is not always in line with their belief that the company culture can accommodate the required transformation. In other words, a high normative commitment does not necessarily reflect a high level of readiness to face the changes needed by the organization. Thus, the facts of the research results show that organizational commitment does not have a significant negative impact on readiness to change.

Adaptive leadership, organizational commitment, and organizational climate together have a positive and significant effect on employee readiness for change. Based on the analysis of the data conducted, it was found that about 55% of the variation in readiness to change can be explained by a combination of the three variables studied, namely adaptive leadership, organizational climate, and organizational commitment. Meanwhile, the remaining 45% was influenced by other factors that were not studied in this study. Of the three variables, it turns out that organizational climate plays the most significant role in influencing readiness to change. Specifically, organizational climate contributed 23.04% to the variation in readiness to change, with an influence coefficient of 0.48. This shows that a conducive and supportive work environment is an important factor that encourages employee readiness to face changes in the organization.

Adaptive leadership has a negative effect on employee performance. This means that although leaders can map the level of problems and make strategic planning immediately, they do not necessarily make good value and meticulous work results with minimal errors, even though the relationship between variables is significant. Based on the findings of the study, it can be concluded that a flexible leadership style and ability to adapt to the existing situation has a disadvantageous and quite significant impact on reducing the productivity of employee performance.

Organizational climate has a positive influence on employee performance. The higher the organizational climate, especially reflected in the high dimension of responsibility, namely employees feel the support of their superiors in their work. These achievements can have a beneficial and meaningful impact on the productivity of employees, especially reflected in the improvement in the quality of their work which is characterized by high precision, as well as tasks that are completed with very few errors. In other words, these improvements contribute positively to the accuracy and meticulousness of employees' performance in completing their work.

Organizational commitment has proven to have a negative effect on employee performance. This means that even though employees have the confidence to remain loyal to carry out their obligations in the company's organization, it does not necessarily make the work results of good value and meticulous and minimal errors, even though the relationship

between variables is significant. The results of the study showed that the level of commitment of employees to the organization they work for actually had a negative impact and had a significant correlation with the low performance they showed.

Readiness to change is known to positively affect employee performance. The level of willingness to change, especially when employees feel the change is appropriate and appropriate, has a significant positive impact on their performance. This is reflected in the better quality of work results and more efficient task execution. This means that the greater the confidence of employees in the company culture in facing transformation, the higher their performance. This is shown through the thoroughness in working and the lack of errors in completing the tasks given. In other words, readiness to change encourages the improvement of the quality and efficiency of employee work in the face of changes in the company environment.

The findings show that the four variables of adaptive leadership, organizational climate, organizational commitment, and readiness change—together have a positive and significant influence on employee performance with a contribution of 69%, while 31% are influenced by other factors. Among the four variables, readiness to change had the most dominant influence at 21.16%. In detail, in adaptive leadership, the visionary leadership dimension is the most influential; In the organizational climate, the most dominant dimension of responsibility; in organizational commitment, the normative commitment dimension is the most influential; And in readiness to change, the dimension of suitability for change has the greatest influence. These findings highlight the importance of readiness for change, visionary leadership, organizational responsibility, normative commitment, and suitability of change in improving employee performance.

Thus, the facts of the research results prove that adaptive leadership, organizational climate, organizational commitment, and readiness to change have a simultaneous effect on the performance of PT Wijaya Karya Bangunan Gedung Tbk employees in facing the transformation of construction digitalization.

The results of this analysis show that the variable readiness to change is a partially mediating variable on the influence of Adaptive Leadership, Organizational Climate, and Organizational Commitment on Employee Performance in facing the transformation of construction digitalization.

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