

Influence of organizational commitment and employee engagement on employee readiness to change during PT. ABC

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Abstract

Purpose: This study aimed to determine how organizational commitment, employee engagement, and readiness change during physical therapy (PT). ABC, and the extent to which organizational commitment and employee engagement influence readiness among PT. ABC partially or simultaneously.

Method: This study used a quantitative research method with a causal relationship using a descriptive and verification approach. The study population comprised 452 individuals with PT. ABC. The sampling technique used a simple random sampling method, with the number of samples determined using the Solvin formula, which resulted in 212 respondents. The data collection technique consisted of 49 questions regarding the variables under study. Data analysis was performed using PLS structural equation modeling (SEM).

Results: The results show that Employee Engagement has a significant effect on Organizational Commitment and Readiness to Change. The implication of the results of this research is that organizational leaders should maximize Organizational Commitment or Employee Engagement to influence the readiness of individuals in the organization to change direction for better outcomes.

Conclusions: This study concludes that enhancing employee engagement and strengthening organizational commitment are essential strategies for increasing readiness for change. Employees with strong emotional bonds and active involvement are more likely to positively embrace transformation.

Limitations: This study was limited to PT. ABC focuses only on permanent employees within one organizational context, which restricts the generalizability of the findings.

Contribution: This study contributes to organizational behavior research by providing empirical evidence of the role of commitment and engagement in shaping change readiness. Practically, it offers insights for managers to foster engagement and loyalty as mechanisms to ensure a smoother organizational transformation.

Keywords: *Employee Engagement, Organizational Commitment, Readiness To Change*

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1. Introduction

The era of the industrial revolution 4.0 is an absolute and unavoidable phenomenon for almost every company. To address this, companies must have a strategy that can transform and innovate. This is done so that companies and businesses that have been built are not crushed by time and their development is hampered (Schuhmacher, Hinder, von Stegmann und Stein, Hartl, & Gassmann, 2023). Skare and

Riberio Soriano (2021) also explains several factors that encourage organizations to make changes, including increasing technological changes, intensive and global competition, customer demands, changes in country demographics, business privatization, and demands from shareholders who ask for more value.

Readiness for change is a psychological state in the process of facing change that reflects willingness, beliefs, intentions, and attitudes (Weiner, 2020). To prepare employees for change, it is necessary to understand the methods that can be used to foster readiness for change. According to Mathur, Kapoor, and Swami (2023), individual readiness to change is a positive driving factor.

Referring to these data, it can be concluded that the majority of employees agree with Telkom's transformation. However, to make the transformation process carried out by the company smoother and to avoid employee resistance, additional interviews were conducted to explore the reasons why respondents did not agree or were doubtful about the transformation carried out by Telkom. The interview was conducted with the War Room Manager of PT Telkom Regional 3. Based on the results of the interviews, it was found that there was a five-fold move (5BM) transformation that had an impact on employees. This transformation causes anxiety among employees as it affects their work performance. Although the company has communicated through various means, such as socialization through senior leaders who have received information and e-learning related to changes occurring in the company, employees still need clarity regarding these changes (Ishak, 2024).

To support company transformation, companies attempt to direct their employees to achieve predetermined company goals. Achieving company goals requires commitment from all employees. Commitment, as demonstrated by employee attitudes, supports the Five Bold Moves (5BM) transformation for the company's future sustainability. Based on the Five Bold Moves (5 BM) transformation, employees are required to make changes to their organization, which is reflected in their commitment to their organization. There are several aspects of organizational commitment, namely, a strong belief in and acceptance of the organization's values, a strong desire to maintain membership in the organization, and a willingness to work hard on behalf of the organization (Dionysopoulou, 2020).

The first is the existence of strong beliefs and acceptance of the organization's value. This means that individuals are required to be willing to adopt the change plans carried out by the organization and to have confidence in the organization to continue to accept and believe in all organizational values that are implemented. Employees with high organizational commitment also have a strong desire to maintain membership in the organization. This impacts employees' commitment in the form of a strong desire to maintain membership in the organization, so that organizational changes or transformations that occur do not influence employees' willingness to adopt and accept any changes that occur in their organization. Willingness to work extra hard is also an aspect of high organizational commitment, which is shown in the form of employee involvement in the organization (Ngaliman, Astarina, & Catrayasa, 2024). The impact that occurs on employees if this aspect is demonstrated is that employees are willing to work extra hard on behalf of the organization so that the changes that occur do not become obstacles for employees; rather, employees are still willing to accept and adopt existing changes with the aim of being better for their organization (Raya, Fanggidae, & Fanggidae, 2020).

According to Andrew (2017), if employees are not committed to the organization, they will not only have a low level of acceptance of organizational values but will also feel alienated from the organization. In addition, according to Ramalho Luz, Luiz de Paula, and de Oliveira (2018), employees who are low in commitment will have an impact on turnover (moving jobs), high absenteeism, increased work slowness, lack of intensity to remain as employees in the organization, low quality of work, and lack of loyalty to the company.

Thus, employees with high commitment will show a sense of belonging to the company, increase their involvement in organizational activities, remain part of the organization, and contribute to the organization because they have an emotional bond and feel obliged to contribute to the organization. On the other hand, employees with low commitment tend to decline in their performance, want to leave

the organization, and do not try their best for effectiveness and optimization in achieving organizational goals because there is no emotional bond or feeling of obligation to contribute (Hadiwijaya & Yustini, 2023).

Based on the results of interviews, it was found that currently employees actually on the one hand agree that company transformation must occur. When asked to be ready to move, such as to a work location, many people still feel confused. This is because they have not yet received complete information from the HC management. Management has addressed employees' concerns; in the future, there will be no such thing as layoffs, and it will remain under the auspices of PT Telkom Indonesia and its subsidiaries and will carry the attributes used now. This was conveyed by the Senior Leader, who had received Training of Trainers (TOT) regarding organizational transformation so that the information received by employees would be correct. However, it has not been able to address employees' concerns regarding different cultures when they are transferred to a different work location; for example, when they are transferred to PT. Telkomsel. Employees feel that PT Telkomsel's culture is more agile and are afraid of experiencing culture shock and becoming foreigners. However, at the current location, more consideration is required (Nimtur, Kusa, & Olanrewaju, 2023).

In addition, interviews were conducted with five employees during their working hours. Based on follow-up interviews, it was found that some employees felt confused about the transformation, so they could not decide whether to remain in the same position or be willing to move, were confused about what to do if they moved, and some, if asked to move, would choose to just resign because they had to move. current work location.

Based on the above background, the author is interested in conducting research on organizational commitment and employee engagement at PT ABC as a way to increase employee change readiness. Therefore, in this thesis, the author chose the title "The influence of organizational commitment and employee engagement on employee readiness to change at PT. ABC.

1.1 Problem Formulation

- a) What is the organizational commitment of PT ABC?
- b) How is employee engagement at PT ABC?
- c) What is the change in the readiness of employees at PT. ABC?
- d) How significant is the influence of organizational commitment and employee engagement on employees' readiness to change at PT ABC?

2. Literature review

2.1 Organizational Behavior

Organizational behavior results from interactions between individuals within an organization. According to Robbins and Judge (2013), organizational behavior is a field of study that investigates the influence that individuals, groups, and structures have on behavior in organizations, with the aim of applying this knowledge to increase the effectiveness of a company. According to Drs. Sutrisna Hari, MM (organizational behavior is a field of study that studies organizational dynamics as a result of the interaction of the special traits (characteristics) of members and the special traits (characteristics) of its members and environmental influences.

Toha (2013) states that what is meant by organizational behavior concerns aspects of human behavior in an organization or a particular group. Organizational behavior is a general term that refers to the attitudes and behavior of individuals and groups in organizations and is concerned with the systematic study of attitudes and behavior, both personal and interpersonal, within the organizational context.

2.2 Readiness For Change

An individual's readiness to change is a comprehensive attitude that is simultaneously influenced by the content (what is changing), process (how the change is implemented), context (the environment in

which the change occurs), and individuals (characteristics of the individual being asked to change) involved in a change (Holt, Armenakis, Feild, & Harris, 2007).

Readiness to change is defined as a comprehensive attitude simultaneously influenced by the content, process, context, and individuals involved in a change, reflecting the extent of an individual's tendency to agree, accept, and adopt specific plans aimed at changing the current situation (Holt et al., 2007). According to (Holt et al., 2007), readiness to change is something that needs to be reviewed before making organizational changes. Readiness is employees' belief that they are able to implement the proposed changes (self-efficacy) that are appropriate for the organization (appropriateness). The leader is committed to the proposed changes (management support), which will provide benefits to members of the organization (personal benefit).

From this statement, readiness to change will show the behavior of accepting, embracing, and adopting the change plan. Before employees are in a ready position, they reflect on content, context, process, and individual attributes to perceive and believe in the changes that will be carried out by the organization. Readiness to change shows that when changes are made, two attitudes emerge: positive and negative. A positive attitude is shown by readiness to change, and a negative attitude is shown by resistance to change (Amarantou, Kazakopoulou, Chatzoudes, & Chatzoglou, 2018).

2.3 Organizational Commitment

Organizational commitment is a person's relatively strong identification and involvement with the organization (Mowday, Porter, & Steers, 2013). Organizational commitment is the desire of organizational members to maintain their membership in the organization and are willing to maintain their membership in the organization and are willing to try hard to achieve organizational goals (Bintang, Kasran, & Sampetan, 2024). Mowday et al. (2013) stated that work commitment is another term for organizational commitment (Mowday et al., 2013).

Organizational commitment is expressed as an attitude that reflects an HR person's feelings of like or dislike towards the organization (Robbins & Judge, 2013). Work commitment is a condition of an HR person who supports a particular organization, as well as their goals and desires to maintain their membership in the organization (Robbins & Judge, 2013).

Organizational commitment is the level at which HR believes in and accepts an organization's goals) (Sutrisno, Astuti, Safitri, Setrojoyo, & Wibowo, 2023). Herrera and De Las Heras-Rosas (2021), organizational commitment is an attitude in which individuals identify with the goals and hopes of the organization where they work and try to maintain membership in the organization to realize the organization's goals (Dirwan et al., 2024).

Organizational commitment refers to an employee's desire to remain a member of an organization. Organizational commitment is a psychological relationship between employees and their organization, which encourages employees to be attached to the organization so that they will not leave voluntarily.

2.4 Employee Engagement

Experts define employee engagement as employees who are fully connected physically, cognitively, and emotionally with their work role (Huang, Huang, & Chang, 2022). According Yan, Zhang, Akhtar, and Liang (2023), employee engagement brings employees to a state of positive self-fulfillment, thereby fostering a sense of belonging, and employees will find it difficult to separate themselves from work. According to Macey & Schneider in (Muliawan et al., 2017:69) argue: "Employee engagement is one way to make employees have high loyalty so that they can reduce the desire to leave the company voluntarily." According to Robbins & Judge in Fitria and Linda (2020) stated: "Employee engagement is the involvement, satisfaction and enthusiasm of employees with the work they do."

Based on the definition above, it can be concluded that employee engagement involves employees in their work so that they have an attitude of commitment and more effort to realize company goals and know their role at work.

2.5 Research Framework

In this study, the researchers examine Organizational Commitment (X1) and Employee Engagement (X2) as independent variables and employee change readiness as the dependent variable (Y). To measure organizational commitment (X1), the researchers used Vipraprastha, Sudja, and Yuesti (2018) theory, and for Employee Engagement (X2), the researchers used Maisyuri and Ariyanto (2021) theory, which consists of vigor, dedication, and absorption.

Meanwhile, to measure readiness to change the variable (Y), Holt et al. 's (2007) theory Holt et al. (2007) consists of appropriateness, change efficacy, management support, and personal valence. The researcher chose the overall variable measurement of organizational commitment, employee engagement, and employee change readiness based on the expert theory that has been explained because the theory is quite complete and relevant to conditions at PT ABC?

2.6 Research Hypothesis

Based on the above framework, the hypotheses proposed and proven in this study are that organizational commitment influences employee readiness to change, employee engagement influences employee readiness to change, and organizational commitment and employee engagement influence employee readiness to change.

H1: Organizational commitment influences the readiness to change employees of PT. ABC.

H2: Employee engagement influences employees' readiness to change at PT ABC.

H3: Organizational commitment and employee engagement influence employee readiness to change at PT ABC.

3. Research methodology

3.1 Types of Research

This study used a survey to test the research hypothesis. According to Sugiyono (2019), the descriptive method is useful for data analysis by describing collected data without making generalizations. The population in this study was employees at PT Telkom Regional 3, with a total of 452 employees.

3.2 Variable Operationalization

Organizational Commitment (X1) was measured using a questionnaire developed by Mayer and Allen (1991) in Luthans (2006). This questionnaire uses a 5 point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Employee Engagement (X2) was measured using a questionnaire developed by Holt et al. (2007). Respondents were asked to answer questions using a 5 point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

3.3 Validity and Reliability Test

3.3.1 Validity Test

According to Sugiyono (2019), a validity test is a measuring instrument used to obtain data that can be measured and obtain valid data. This instrument can be used to measure anything that should be measured in a study. Data from a validity test can be considered valid if the instrument or measuring tool can measure the construct according to the researcher's expectations and objectives.

Each statement that is an indicator of the questionnaire can be considered valid under the following conditions.

1. A respondent's indicator or statement is considered valid if $r_{count} > R_{table}$.
2. A respondent's indicator or statement is said to be invalid if $r_{count} < R_{table}$, where:

3.3.2 Reliability Test

In PLS-SEM, reliability testing was performed in addition to the validity testing. The reliability test was used to prove the accuracy, consistency, and precision of the instrument in measuring the construct (Ghozali & Latan, 2014, p. 75). The reliability of a construct with reflective indicators can be measured in two ways: Cronbach's Alpha and Composite Reliability. The Rule of Thumb for assessing construct reliability was that the Composite Reliability value must be greater than 0.70.

However, using Cronbach's alpha to test construct reliability will give a lower value (under estimate), so it is recommended to use composite reliability (Haji-Othman & Yusuff, 2022).

3.3.3 Data Analysis Techniques

Wright developed this concept in 1934; initially, this technique was known as path analysis and was then narrowed down in the form of Structural Equation Modeling analysis (Waqar et al., 2023). 1. Understanding SEM (Structural equation modeling) (SEM) is a statistical technique that can analyze relationship patterns between latent constructs and their indicators, one latent construct with another, and direct measurement error. SEM allows for the direct analysis of several dependent and independent variables (Hair et al., 2021).

The data analysis technique used in this research was structural equation modeling (SEM) with SmartPLS 3 software. SEM tests the relationship between one or more endogenous and exogenous variables. This study uses Partial Least Squares structural equation modeling (PLS-SEM).

Hair et al. (2011) in Ghozali (2017, p. 105) recommend using PLS-SEM if the research is an exploration or extension of existing structural theory, namely TAM, in the context of this study. The PLS SEM model was evaluated according to Ghozali (2017, p.106) by assessing the outer and inner models. In PLS-SEM, the measurement model is evaluated in two stages: the measurement model (outer model) and the structural model (inner model).

The two stages of the measurement model evaluation aimed to assess the validity and reliability of the model. A concept and research model cannot be tested in a relational and causal relationship prediction model if it has not passed the purification stage of the measurement model (Hershowitz, Hodkiewicz, Bikaun, Stewart, & Liu, 2024).

3.4 Structural Model (Inner Model)

The second stage of model evaluation is the evaluation of the structural model (inner model). There are several item components that are criteria for assessing the structural model (inner model), namely, the R-squared value and significance. The R-Square value is used to measure the level of variation in changes in the independent variable towards the dependent variable Hamid and Anwar (2019, p. 84). R-Square values of 0.75, 0.50, and 0.25 respectively indicate that the model is strong, moderate, and weak (Ghozali & Latan, 2017: 82). The second structural model (inner model) assessment criterion was also significant. The significance values used (two-tailed) t-values are 1.65 (significance level = 10%), 1.96 (significance level = 5%), and 2.58 (significance level = 1%).

Table 1. PLS Assessment Criteria for Linear Model Test (Structural Model/Hypothesis Test)

Model Test	Output	Criteria
Inner Model (Hypothesis Testing)	R2 for endogenous latent variables	The R2 result is 0.75; 0.50; and 0.25 indicates that the model is good, moderate, and weak.
	Parameter coefficients and T- statistics	The estimated value for the path relationship in the structural model must be significant. Obtained by bootstrapping procedure.

Source: Ghozali and Latan (2015)

4. Results and discussion

4.1 Research Results

4.1.1 Research Subject Profile

The subjects of this study were permanent employees working in Regional 3, West Java. They were aged between 18 and 55 years and had educational backgrounds ranging from high school to master's degrees. The author distributed the questionnaires via WA Blast, assisted by HC Management and

colleagues. A total of 186 employees completed the questionnaire. The following is a recapitulation of the characteristics of the study participants. The following is the profile of the research subjects, divided by gender:

Table 2. The following is the profile of research subjects divided by gender

Information		Total	Percentage (%)
Gender	Man	98	52,7%
	Woman	88	47,3%
	Total	186	100%
Age	18-25 years old	17	9,14%
	26-30 years old	63	33,87%
	31-35 years old	22	11,83%
	36-40 years old	9	4,84%
	41-45 years old	5	2,7%
	46-50 years old	6	3,2%
	51-55 years old	50	26,88%
	>55 years old	14	7,35%
	Total	186	100%
Education	SMU	34	18,28%
	Diploma	8	4,3%
	S1	121	65,05%
	S2	23	12,37%
	Total	186	100%
Years of service	< 5 years old	63	34 %
	5-10 years old	38	20%
	11-15 years old	8	4%
	16-20 years old	6	3%
	21-25 years old	5	3%
	> 25 years old	66	35%
	Total	186	100%

4.2 Questionnaire Validity and Reliability Test Results

4.2.1 Data Analysis

Data analysis in this study uses SEM-PLS, which is in accordance with the research objective, namely, to determine the relationship between the variables studied.

4.2.2 Convergent Validity

The convergent validity test is seen from the value of each variable construct, which must be greater than 0.70, this value shows 50% or more of a change in the indicator. Another opinion states that Chin and Wynne (1999) state that an indicator is declared to meet the requirements if it is between 0.50 and 0.60, which is considered quite valid.

Tabel 2. Hasil Uji Convergent Validity Sebelum Modifikasi

Indicator	Code	Question	Outer Loading
Vigor	WE_V_1	I am very energetic when doing my work.	0,788
	WE_V_2	I am strong when I work.	0,783
	WE_V_3	I am enthusiastic when working	0,738
	WE_V_4	I continue to try to do my work even though it is difficult.	0,376
Dedications	WE_D_5	I am enthusiastic about my work.	0,726
	WE_D_6	I am proud of my work.	0,561
	WE_D_7	My job is quite challenging.	0,440
	WE_D_8	The work I do is very meaningful.	0,721

Absorption	WE_A_9	Time seems to pass quickly when I work.	0,592
	WE_A_10	When I work, I forget about other things.	0,321
	WE_A_11	I get so lost in my work that I often lose track of time.	0,306
	WE_A_12	I am willing to sacrifice my time for the success of my work.	0,704
	WE_A_13	I am willing to sacrifice my energy for the success of my work.	0,785
	WE_A_14	I am willing to sacrifice my thoughts for the success of my work.	0,791

Indicator	Code	Question	Outer Loading
Affective Commitment	KO_A_1	I have an emotional attachment to PT. Telkom so I find it difficult to change jobs.	0,653
	KO_A_2	I feel like part of the family in the company where I work.	0,799
	KO_A_3	I feel proud to be part of PT Telkom.	0,797
	KO_A_4	I am willing to work overtime to achieve PT Telkom's targets.	0,687
	KO_A_5	I feel like the problems at the company where I work are my problems too.	0,636
Continuous commitment	KO_A_6	It would be very hard for me to leave the company where I work now even if I wanted to.	0,828
	KO_A_7	For me, working at the company where I work is both a need and a desire.	0,846
	KO_A_8	I thought leaving the company I worked for would require a huge personal sacrifice.	0,731
	KO_A_9	If I change jobs, I will not get the benefits I get at the company where I work.	0,702
Normative Commitment	KO_A_10	In my opinion, showing loyalty to the company where I work is important.	0,771
	KO_A_11	The company where I work has given me a lot of help.	0,748
	KO_A_12	I would feel guilty if I left the company where I work.	0,757
	KO_A_13	The company I work for deserves my loyalty.	0,815
	KO_A_14	Moving from one workplace to another seems unethical to me.	0,629

Indicator	Code	Question	Outer Loading
Appropriateness (Accuracy in making changes)	KB_A_1	In the future, transformation will be beneficial if implemented.	0,766
	KB_A_2	Transformation according to priorities.	0,776
	KB_A_3	The transformation will increase efficiency to PT Telkom	0,732

	KB_A_4	It really doesn't make sense for PT Telkom to carry out this transformation.	-0,378
	KB_A_5	If the transformation is carried out, I do not believe there will be any benefits for PT Telkom.	-0,386
Management support (Management support)	KB_MS_6	Leadership has encouraged employees to support the transformation.	0,601
	KB_MS_7	The leadership has provided all its support to support the transformation.	0,639
	KB_MS_8	Each leader emphasized the importance of transformation.	0,648
	KB_MS_9	I think that this will only waste time when the leadership does not want transformation.	0,143
Change efficacy (Belief in one's ability to change)	KB_CE_10	Past experiences make me confident that I will be able to adapt to the transformation.	0,742
	KB_CE_11	I don't expect any problems in adapting to the job I will have when I have to move due to the transformation.	0,413
	KB_CE_12	I feel like I won't be able to do some of the additional tasks well, due to the transformation.	-0,335
	KB_CE_13	If I believe I can, I can learn everything that is necessary during the transformation.	0,694
	KB_CE_14	I have the skills needed to make the transformation a success.	0,721
Personal Benefit (Benefits for individuals)	KB_PB_15	The transformation will provide new career opportunities for me	0,704
	KB_PB_16	When the transformation is implemented I can imagine the financial benefits that will come for me.	0,637
	KB_PB_17	I'm worried about losing my job when the transformation is implemented.	-0,244
	KB_PB_18	My future in my job will be threatened, because of the transformation.	-0,382
	KB_PB_19	The transformation will disrupt many of my colleagues or relations.	-0,370

Indicator	Code	Question	Outer Loading
Vigor	WE_V_1	I am very energetic when doing my work.	0,796
	WE_V_2	I am strong when I work.	0,792
	WE_V_3	I am enthusiastic when working	0,727
Dedications	WE_D_5	I am enthusiastic about my work.	0,717
	WE_D_6	I am proud of my work.	0,544
	WE_D_8	The work I do is very meaningful.	0,719
Absorption	WE_A_9	Time seems to pass quickly when I work.	0,592
	WE_A_12	I am willing to sacrifice my time for the success of my work.	0,719
	WE_A_13	I am willing to sacrifice my energy for the success of my work.	0,800
	WE_A_14	I am willing to sacrifice my thoughts for the success of my work.	0,801
	WE_A_15	I do my work seriously.	0,677

Based on the table above, the Employee Engagement indicators (WE4, WE7, WE10, WE11) and organizational readiness variables (KB4, KB5, KB9, KB11, KB12, KB17, KB 18, KB19) have external loading values of less than 0.500. This indicates that the seven indicators did not meet the requirements for convergent validity.

Table 3. Convergent Validity Test Results After Modification

Indicator	Code	Question	Outer Loading
Affective Commitment	KO_A_1	I have an emotional attachment to PT. Telkom so I find it difficult to change jobs.	0,651
	KO_A_2	I feel like part of the family in the company where I work.	0,797
	KO_A_3	I feel proud to be part of PT Telkom.	0,795
	KO_A_4	I am willing to work overtime to achieve PT Telkom's targets.	0,686
	KO_A_5	I feel like the problems at the company where I work are my problems too.	0,638
Continuous commitment	KO_A_6	It would be very hard for me to leave the company where I work now even if I wanted to.	0,828
	KO_A_7	For me, working at the company where I work is both a need and a desire.	0,847
	KO_A_8	I thought leaving the company I worked for would require a huge personal sacrifice.	0,732
	KO_A_9	If I change jobs, I will not get the benefits I get at the company where I work.	0,704
Normative Commitment	KO_A_10	In my opinion, showing loyalty to the company where I work is important.	0,770
	KO_A_11	The company where I work has given me a lot of help.	0,747

	KO_A_12	I would feel guilty if I left the company where I work.	0,760
	KO_A_13	The company I work for deserves my loyalty.	0,815
	KO_A_14	Moving from one workplace to another seems unethical to me.	0,632
Indicator	Code	Question	Outer Loading
Appropriateness (Accuracy in making changes)	KB_A_1	In the future, transformation will be beneficial if implemented.	0,773
	KB_A_2	Transformation according to priorities.	0,786
	KB_A_3	The transformation will increase efficiency to PT Telkom	0,747
Management support	KB_MS_6	Leadership has encouraged employees to support the transformation.	0,624
	KB_MS_7	The leadership has provided all its support to support the transformation.	0,664
	KB_MS_8	Each leader emphasized the importance of transformation.	0,674
Change efficacy (Belief in one's ability to change)	KB_CE_10	Past experiences make me confident that I will be able to adapt to the transformation.	0,743
	KB_CE_13	If I believe I can, I can learn everything that is necessary during the transformation.	0,688
	KB_CE_14	I have the skills needed to make the transformation a success.	0,736
Personal Benefit	KB_PB_15	The transformation will provide new career opportunities for me	0,739
	KB_PB_16	When the transformation is implemented I can imagine the financial benefits that will come for me.	0,680

Based on Table 3, the indicators had external loading values greater than 0.700, and some were between 0.50 and 0.60, which were acceptable. This shows that the indicators for each research variable can be explained to meet the requirements of convergent validity.

4.2.3 Discriminant Validity

Table 4. Discriminant Validity Test Results

Variable	Code	KO	WE	KB
Organizational Commitment	KO_A_1	0,651	0,416	0,314
	KO_A_2	0,797	0,595	0,479
	KO_A_3	0,795	0,533	0,464
	KO_A_4	0,686	0,551	0,482
	KO_A_5	0,638	0,567	0,444

	KO_B_6	0,828	0,526	0,413
	KO_B_7	0,847	0,517	0,473
	KO_B_8	0,732	0,337	0,312
	KO_B_9	0,704	0,358	0,365
	KO_N_10	0,770	0,628	0,494
	KO_N_11	0,747	0,454	0,498
	KO_N_12	0,760	0,359	0,321
	KO_N_13	0,815	0,550	0,525
	KO_N_14	0,632	0,311	0,262

Discriminant Validity Test Results

Variable	Code	KO	WE	KB
Employee Engagement	WE_V_1	0,542	0,796	0,535
	WE_V_2	0,475	0,792	0,504
	WE_V_3	0,524	0,727	0,382
	WE_D_5	0,515	0,717	0,455
	WE_D_6	0,426	0,544	0,306
	WE_D_8	0,505	0,719	0,462
	WE_A_9	0,316	0,592	0,363
	WE_A_12	0,449	0,719	0,480
	WE_A_13	0,557	0,800	0,543
	WE_A_14	0,502	0,801	0,547
	WE_A_15	0,419	0,677	0,455
Readiness to Change	KB_A_1	0,473	0,582	0,773
	KB_A_2	0,488	0,540	0,786
	KB_A_3	0,518	0,555	0,747
	KB_MS_6	0,214	0,249	0,624
	KB_MS_7	0,387	0,396	0,664
	KB_MS_8	0,350	0,321	0,674
	KB_CE_10	0,492	0,465	0,743
	KB_CE_13	0,302	0,385	0,688
	KB_CE_14	0,300	0,401	0,736
	KB_PB_15	0,356	0,462	0,739
	KB_PB_16	0,486	0,521	0,680

The extent to which a test is unrelated to other tests and measures different concepts. The discriminant validity test can be seen from the Average Variance Extracted (AVE) value for each construct, which must be greater than 0.50. An AVE value >0.50 indicates a good model, and the results of the discriminant validity test are presented in table above. As shown in Table 4, each latent construct has an AVE value of > 0.500, indicating that the measurement model is good.

4.2.4 Composite Reliability

The reliability test on SEM-PLS is shown through Cronbach's alpha test. The required Cronbach's alpha value was > 0.70. The results of the reliability tests are presented in Table 5.

Table 5. Composite Reliability Test Results

Variable	Cronbach's Alpha
Organizational Commitment (X1)	0,938
Employee Engagement (X2)	0,906
Employee Change Readiness (Y)	0,906

According to the reliability test results, Cronbach's alpha was greater than 0.70, indicating that it met the requirements of the reliability test.

4.3 Structural Model Evaluation (Inner Model)

At this stage, the inner model was tested for goodness of fit and hypothesis testing. The model fit test examines the R-squared value, while the hypothesis test examines a significance value of < 0.05 . The results of the structural model tests are presented in Figure 1.

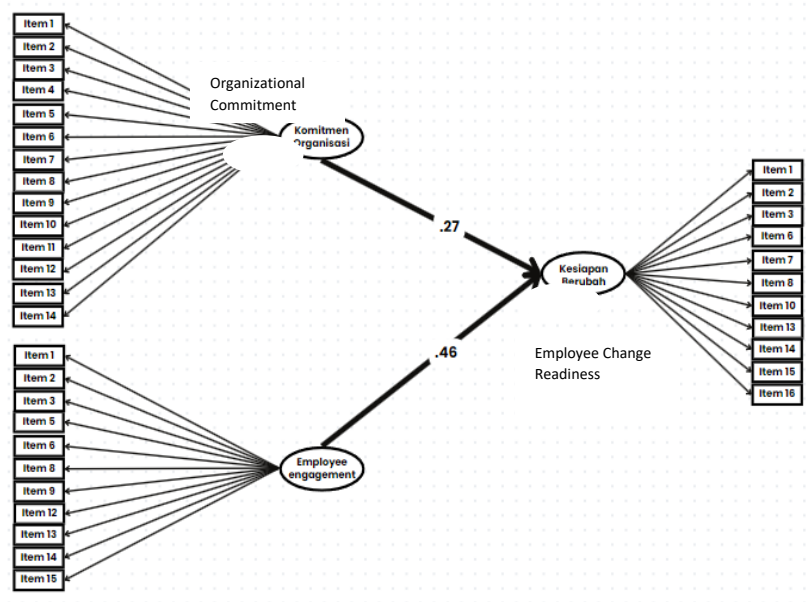


Figure 1. Inner Model

4.4 Model Goodness Test (Model Fit)

The R-squared value determines the magnitude of the model's influence on the inner model. The model goodness-of-fit test values were as follows:

Table 6. Model Goodness Test Results (Model Fit)

Variable	R-Square
Employee performance	0,46

According to Table 6, the R-squared value is 0.46, meaning that the influence of Organizational Commitment and Employee Engagement on employee performance is at a base of 46%.

4.5 Partial Hypothesis Testing

The hypothesis was tested by examining the original sample value (O) to determine the direction of the relationship between the variables. The original sample value (O), which is close to +1, indicates a positive relationship, whereas -1 indicates a negative relationship. In addition, to test the hypothesis, it can also be seen through the statistical value that must be greater than 1.96, and the significance is below 0.05; if both are fulfilled, the hypothesis can be accepted.

Table 7. Hypothesis Test Results

No	Variable Relationships	Original Sample Estimates	T-Statistik	P-Value	Information
1	X1 → Y	0,2710	3,730863	0,000	Hypothesis accepted
2	X2 → Y	0,4651	6,403426	0,000	Hypothesis accepted

The interpretation of this hypothesis is as follows:

- a) The t-statistic value for Organizational Commitment is $3.70863 > 1.96$, with significance below 0.05; therefore, H2 is accepted, meaning that organizational commitment has a significant effect on employee change readiness at PT. ABC.
- b) The t-statistic value for Employee Engagement is $6.403426 > 1.96$, with significance below 0.05; thus, H2 is accepted, meaning that Employee Engagement has a significant effect on employee readiness to change at PT ABC.

4.6 F Statistical Test

The R-squared obtained from the previous calculation is 0.46 (46%), with the independent variable (k) equal to 2 (Organizational Commitment and Employee Engagement), the number of samples (n) used was 186, and the level of significance used was (a) 5%. Subsequently, the F-calculation was obtained using the following formula:

$$F \text{ count} = \frac{R^2(n - k - 1)}{k(1 - R^2)}$$

$$F \text{ count} = \frac{0,46(186 - 2 - 1)}{2(1 - 0,46)}$$

$$F \text{ count} = \frac{84,18}{1,08}$$

$$F \text{ count} = 77,944$$

The F table value is obtained by the F table with a significance value of 5% and a sample size of 186, namely 3.06. Based on the results of the calculation above, it is found that Fcount is $77.944 > F_{table} 3.06$, which means that the variables Organizational Commitment and Employee Engagement simultaneously influence and contribute to Readiness to Change (Y) by 46% (R-square).

4.7 Discussion

4.7.1 Employee Engagement at PT ABC

The results of the descriptive analysis of employee engagement are presented in Table 4.9. The majority of employee engagement fulfillment levels in organizations are very low.

Employee Engagement is an important factor that determines a person's success at work and the entire organization. Employee Engagement includes the extent to which employees feel connected to their work, organization, and company goals. The indicator with the lowest score is "Dedications" meaning that there are still employees who are not good at showing employee engagement in the form of being responsible for their work.

4.7.2 Organizational Commitment to PT ABC

The results of the descriptive analysis of the organizational culture variables are presented in Table 4.10. The majority of employees' organizational commitment levels at Telkom Regional 3 are in the very strong category (63%), strong category (27%), moderate category (8%), weak category (1%), and very category. weak at 1%. The indicator with the lowest score is "Normative Commitment." This means that there are still employees who are not good at showing that the company deserves their loyalty. Normative Commitment is one aspect of the Organizational Commitment Model that measures the level of employees who feel obligated or morally bound to remain in the organization. If Normative Commitment has the lowest score, this may indicate that some employees do not feel moral obligation or loyalty to the company.

4.7.3 The Influence of Organizational Commitment and Employee Engagement on Readiness to Change at PT ABC

The results of partial hypothesis testing show that the t-statistical value of the organizational commitment variable is $3.7309 > 1.96$, with significance below 0.05, meaning that organizational commitment has a significant effect on employee readiness to change at PT. ABC. The t-statistic value for employee engagement is $6.4034 > 1.96$, with significance below 0.05, indicating that employee

engagement significantly affects employee change readiness at PT. ABC. The magnitude of the influence of the organizational commitment and employee engagement variables on employees' change readiness is shown by the R-squared value, namely 0.46 or 46%.

The greater the influence of employees' organizational commitment at work, the greater their readiness to change to achieve the company's goals. Similar to employee engagement, employees are involved in their work so that they have an attitude of commitment and make more effort to realize company goals and know their role at work.

Organizational commitment can create conditions in which employees feel that they have a strong identification with the company's values, goals, and culture. This can create a desire to support and contribute to the organizational change. In addition, they are more likely to survive changing situations. Employees view change as an opportunity to improve their organization and work toward achieving mutual success.

Employee engagement can make employees feel actively involved in their work and tasks, making them more responsive to change. This involvement creates a situation in which employees feel that they have a direct impact on the success of the organization; therefore, they feel more open to changes that might improve their performance and satisfaction. In addition, employees can engage in two-way communication and collaboration with AI. This is important in the context of change because it can create effective communication channels, facilitate understanding of the change, and increase support and collaboration in its implementation. Overall, the influence of organizational commitment and employee engagement can create an environment in which readiness for change is more likely to occur.

5. Conclusion

5.1 Conclusions

Employee Engagement at PT ABC as a whole is categorized as "very high" meaning that PT ABC employees feel involved, motivated, and connected to their work and the company's values. Commitment to PT ABC as a whole is categorized as "very strong" meaning PT ABC means that it shows that employees at PT ABC have a high level of involvement and loyalty to the company. High employee commitment reflects a positive relationship between employees and the company, as well as a sense of moral responsibility to remain loyal and actively contribute. Organizational commitment and employee engagement significantly affect PT readiness. ABC employees. The magnitude of the influence of organizational commitment and employee engagement on the change readiness of PT. ABC employees is 0.46 or 46%. The greater the influence of organizational commitment and employee engagement at work, the greater the readiness to change to achieve the company's goals. Employee change readiness is a positive response to changes. This indicates that employees with high commitment and involvement levels are more likely to accept and adapt to organizational changes.

5.2 Suggestions

The suggestions for this research are as follows:

1. Organizational commitment is related to the desire of organizational members to maintain their membership in the organization and are willing to maintain their membership in the organization and are willing to try hard to achieve goals. Therefore, PT. ABC must encourage its employees to have high organizational commitment by building trust, enriching their work, and motivating them to maintain their commitment to the organization.
2. Employees who participate in work must be appreciated. Recognition of excellence is vital for maintaining employees' commitment and job satisfaction. Even though the appreciation given is small, this will make employees happy because they feel that their work is appreciated by the company; thus, in the end, employees will be more committed to working hard for the progress of the company.
3. This would be a good idea for PT. ABC employees to increase organizational commitment by creating an environment built on mutual trust, work motivation, and bonuses that can provide enthusiasm for work, which makes workers fully committed to their organization.
4. To increase employee engagement at PT. ABC, it is a good idea for the company to always provide

opportunities for employees to grow and develop so that it can make a big difference in terms of retaining its best talent.

5. Leaders should acknowledge the existence of employees to increase their enthusiasm for work. Morale is important for rewarding employees who achieve important goals.

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