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Does Empowering Leadership and Technology Matter for Readiness for Change? The Mediating Role of Organizational Commitment in Public Organization

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ABSTRACT

Organizational change is an ongoing and dynamic process that enables institutions to adapt to both internal and external developments. This study explores key factors that influence employees' readiness to embrace change, focusing specifically on the roles of Empowering Leadership and Technology Readiness. The research examines how these factors directly and indirectly affect Readiness for Change, with Organizational Commitment acting as a mediating variable, as guided by a carefully developed conceptual and empirical model. A quantitative approach was used, employing a structured questionnaire survey distributed to change champions and change ambassadors at BPS Headquarters, Provincial Offices, and Regional Offices across Indonesia. Data from 432 valid responses were analyzed using Structural Equation Modeling (SEM) to test the proposed hypotheses and evaluate the overall model. Findings reveal that both Empowering Leadership and Technology Readiness have significant positive effects, both direct and indirect, on Readiness for Change. Organizational Commitment plays a critical mediating role in these relationships. This study contributes to theoretical literature by empirically demonstrating how leadership style and technological adaptability jointly enhances readiness in a public sector institution within a developing country. It highlights the human-centered dimensions necessary for sustaining transformation in bureaucratic settings.

Keywords: Readiness for Change, Organizational Commitment, Empowering Leadership, Technology Readiness, BPS Statistics Indonesia

1. Introduction

Change in organizations is sustained and continuous, where Readiness for Change is crucial for the successful enactment of the change in organization (Armenakis et al, 1993; Kotter, 1995; Mabey, Salaman & Storey, 1998; Armenakis, Harris, & Field, 1999; Mento et al, 2002; Bouckenooghe et al, 2009). According to Lewin (1946), organizational change unfolds through three interconnected phases: unfreezing existing patterns, transitioning toward new behaviors, and stabilizing these changes into the organizational culture. This process acknowledges that lasting transformation requires both psychological readiness and structural support. Organizational change requires proactive adaptation to both internal and external forces (Holt et al, 2007; Lauer, 2020). In the context of public sector institutions in developing countries, readiness for change (RFC) becomes a pivotal determinant for the success or failure of change initiatives (Weiner, 2009; Holt et al., 2007). Readiness for change is not merely a procedural phase, but a psychological and organizational state that

reflects the willingness and capability of employees and institutions to commit and engage in transformation (Armenakis et al., 1993; Weiner, 2020).

In the modern era of digital governance, leadership and technology have emerged as critical enablers of organizational agility (Alolabi et al., 2021, Faulks et al., 2021; Lokuge et al., 2019, Mathur et al., 2023, Vaishnavi & Suresh, 2019). Empowering leadership, which emphasizes participative decision-making and support for employee autonomy, has been found to foster intrinsic motivation and commitment (Amundsen & Martinsen, 2014). Similarly, technology readiness, reflecting an individual's propensity to embrace and use new technologies, plays a vital role in shaping organizational transformation outcomes (Parasuraman, 2000). The role of technology in readiness for change is often overlooked in research because organizations must be aggressive in introducing new technology that is fundamental in managing change in organizations (Alolabi, 2021).

In addition to individual and organizational factors, the pace of digital disruption has reshaped how public institutions must approach change readiness, especially in environments where bureaucratic inertia is common (Guenduez & Mergel, 2022). Moreover, organizational readiness is not only about capability but also about change valence, or the perceived value and legitimacy of the proposed change, which determines stakeholder buy-in (Weiner, 2020). This becomes particularly important in the public sector, where mandates for change are often top-down and politically driven (Gentles-Gibbs & Kim, 2019).

The Indonesian public sector, particularly the Statistics Central Agency (BPS), is undergoing significant reforms through initiatives such as the Electronic-Based Government System (SPBE) and the Indonesia One Data (SDI) policy. Despite these efforts, internal surveys indicate persistent challenges in adaptive capacity, especially within the domain of RFC. The 2022 Organizational Culture Survey (SBO) conducted by BPS, for example, identified "Adaptiveness" as the lowest-performing dimension among BerAKHLAK values. The Adaptive dimension (Defined as continuing to innovate and be enthusiastic in driving and facing change) had a value of 3.99 (scale 1-5) or still in the yellow category (red, yellow, and green categories). While in the context of the SPBE, BPS achieved the maturity index score of 381 in 2022, which falls under the "Very Good" category.

While previous studies have explored the role of leadership and technology in organizational change, few have examined their integrated effect on readiness for change (Frick et al, 2021; Faulks et al, 2021; Alkhwaldi et al, 2022; Engida et al, 2022; Potnuru et al, 2023; Waseel et al, 2023, Estradha et al, 2025), particularly within government agencies in developing countries, specifically government agencies in Indonesia, a country with a vast population (Alvarenga et al., 2020). Moreover, the mediating role of organizational commitment in this relationship remains underexplored. Given that commitment is central to change efficacy and sustainability (Colquitt et al., 2015; Meyer & Allen, 1991), understanding its mediating influence could offer valuable insights for change implementation strategies.

Therefore, this study investigates the direct and indirect effects of empowering leadership and technology readiness on readiness for change, with organizational commitment serving as a mediating variable. By focusing on BPS as a case study, this research contributes to the growing body of knowledge on digital transformation and change readiness in public organizations within emerging economies.

2. Literature Review

2.1. Theoretical Foundation

This research is based on two foundational theories: Social Exchange Theory (Homans, 1958) and Organizational Readiness for Change Theory (Weiner, 2009). Social Exchange Theory states that social behavior is the result of an exchange process aimed at maximizing benefits and minimizing costs. In the context of organizational change, empowering leadership represents a form of social exchange that can enhance employees' affective commitment and cooperation. Organizational Readiness for Change Theory conceptualizes readiness as a shared psychological state among organizational members, composed of both change commitment and change efficacy.

2.2. Construct Definitions and Linkages

The formation of Organizational Commitment (OCM) has been widely examined in organizational studies, particularly in relation to how leadership style and technological orientation shape employees' emotional bonds with their institutions (Adhiatma et al., 2022; Alqudah et al., 2022; Olafsen, 2021; Zhang, 2020). Building on prior theoretical frameworks, this study conceptualizes Empowering Leadership (EL) as a

leadership model that emphasizes shared decision-making, autonomy, and the development of employees' self-efficacy (Amundsen & Martinsen, 2014). Technology Readiness (TR) is defined as an individual's tendency to embrace and effectively use new technological tools and systems, reflecting both confidence and optimism toward innovation (Parasuraman, 2000). Organizational Commitment, especially in its affective form, represents the emotional attachment and identification an employee feels toward their organization, often linked with motivation and retention (Meyer & Allen, 1991). Readiness for Change (RFC) is viewed as a dynamic psychological state in which individuals cognitively and emotionally evaluate their willingness to support and engage with organizational change (Holt et al., 2007; Weiner, 2020), making it a crucial indicator for transformation success.

2.3. Hypotheses Development

Previous empirical studies have indicated significant relationships among these constructs:

EL has consistently been linked to higher levels of OCM. Prior studies have shown that leaders who delegate authority, promote autonomy, and demonstrate trust in their teams tend to foster stronger psychological ownership among employees. This sense of empowerment reinforces employees' affective commitment to their organization (Kim et al., 2020; Jung et al., 2020; Al Otaibi et al., 2022; Waseel et al., 2023; Dwivedula et al., 2016).

TR, reflecting individuals' confidence and openness toward adopting new technologies, also contributes meaningfully to commitment formation. Employees who perceive themselves as capable and willing to engage with technological tools often feel more integrated within their organization's innovation trajectory. This perceived alignment reinforces a sense of belonging and strengthens their organizational identification, particularly in settings marked by digital transformation (Terek et al., 2018; Mahendrati & Mangundjaya, 2020; Zarkasi et al., 2023; Vaishnavi & Suresh, 2020).

In turn, OCM has been widely recognized as a key antecedent of RFC. When employees feel emotionally invested in their organization, they are more inclined to support change initiatives, particularly when these are perceived as congruent with their professional values and personal beliefs (Alqudah et al., 2022; Almuqati et al., 2023; Mathur et al., 2023; Prastiti, 2023; Afrida et al., 2024; Meyer & Parfyonova, 2010).

Beyond these indirect influences, EL has also demonstrated a direct relationship with RFC. Leaders who promote a sense of ownership and participation in decision-making tend to reduce psychological resistance and enhance proactive behavior toward change (Faulks et al., 2021; Adhiatma et al., 2022). Similarly, TR has been identified as a driver of RFC, as employees who exhibit higher technological readiness tend to feel more equipped and confident when navigating organizational shifts. This suggests that technological self-efficacy not only improves operational engagement but also contributes to an openness toward institutional transformation (Lokuge et al., 2019; Hermawan et al., 2021; Priambodo et al., 2021; Darmawan et al., 2022; Kim, 2023).

However, limited research has examined the mediating effect of OCM in these pathways. Additionally, several studies have explored the role of mediating variables and different dependent variables in related contexts. One such study is by Kim and Beehr (2020), which investigated the indirect influence of EL on withdrawal behaviors using affective commitment as the mediating role. This result indicates that EL has a positive effect on affective commitment. One study from Hermawan and Suharnomo (2020) has investigated the indirect influence of TR using Information Technology Capability on RFC using Human Capital Effectiveness for the mediating role. Moreover, studies examining different leadership styles, in relation to their effect on RFC through OCM mediation have been identified, including research by Runa (2023) and Rachmawati et al. (2024). These studies explored the indirect effect from transformational leadership to RFC with OCM in the mediating role. The findings of Runa (2023) provide evidence that this leadership has an indirect influence on readiness for change by the mediating role of organizational commitment. Therefore, also drawing from organizational behavior and RFC literature, this study hypothesizes that organizational commitment plays a partial mediating role in the influence of EL and TR on RFC. A conceptual model illustrating these hypotheses is presented in Figure 1.

H1 : Empowering Leadership (EL) positively influences Organizational Commitment (OCM);

H2 : Technology Readiness (TR) positively influences Organizational Commitment (OCM);

H3 : Organizational Commitment (OCM) positively influences Readiness for Change (RFC);

H4 : Empowering Leadership (EL) positively influences Readiness for Change (RFC);

H5 : Technology Readiness (TR) positively influences Readiness for Change (RFC);

H6 : Organizational Commitment (OCM) mediates the relationship between Empowering Leadership (EL) and Readiness for Change (RFC) ;

H7 : Organizational Commitment (OCM) mediates the relationship between Technology Readiness (TR) and Readiness for Change (RFC).

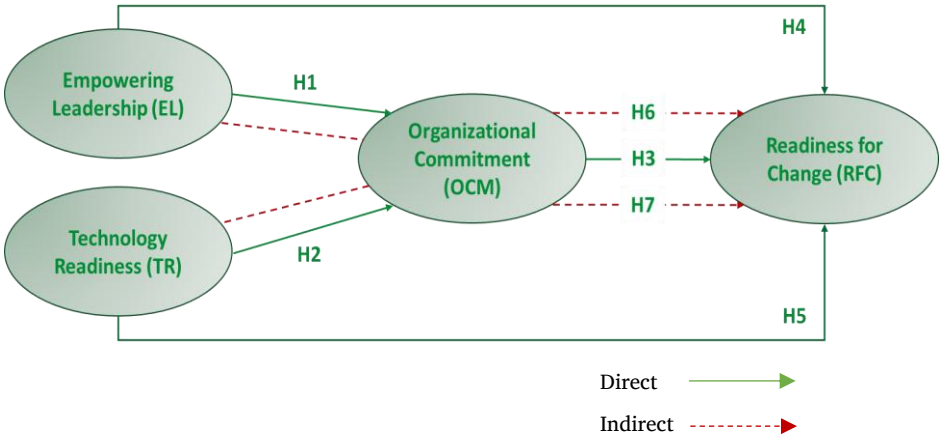

Figure 1. Research Model (Author, 2025)

3. Methods

3.1. Research Design

This study adopts a quantitative approach using a cross-sectional survey design. Data were collected via an online questionnaire distributed to employees of the Statistics Central Agency (BPS) across various administrative levels in Indonesia, starting from the BPS Headquarter to the BPS in each of the 34 Provinces and 510 Regencies/Municipalities. The study seeks to test a conceptual framework using Structural Equation Modeling (SEM) to analyze the relationships among the variables.

3.2. Population and Sample

The population of this study consists of civil servants within the Indonesian Statistics Agency (BPS) who are directly involved in formal organizational change initiatives. This includes individuals appointed as Change Champions and Change Ambassadors at the headquarters, provincial, and regency/municipality levels. These roles represent the core personnel responsible for facilitating and managing institutional transformation. Based on the Krejcie and Morgan (1970) formula with a 95% confidence level, a minimum sample size of 278 was determined. From the distributed survey, a total of 432 valid responses were collected, thereby exceeding the required minimum and providing a robust data set for analysis.

3.3. Sampling Technique

A purposive sampling technique was used to select participants who met predefined criteria. The criteria included active civil servants, currently assigned to the change management team, as verified by BPS's internal decree letters. This approach ensured that participants had sufficient knowledge and involvement in the organizational change processes.

3.4. Data Collection Procedure

Data was collected over a period of two months using a structured questionnaire developed in Microsoft Forms and distributed through official BPS email channels. Respondents were assured of confidentiality, and participation was voluntary. A questionnaire-based method is used with a Likert scale for measuring respondents' perceptions. While the traditional Likert scale often consists of five response options, some variations use an even-numbered scale to eliminate the neutral option and encourage respondents to take a stance. Six-point Likert scale is adopted (Taherdoost, 2019), consisting of the following response categories: Start from (1) “Strongly Disagree” (STS) to (6) “Strongly Agree” (SS).

3.5. Measurement Instrument

All constructs were measured using validated scales adapted from prior literature as follows:

	Variable	Dimension and Item	Reference(s)
1.	Empowering Leadership (EL)	2 Dimensions (Autonomy Support and Development Support) with 16 items	Amundsen & Martinsen (2015)
2.	Technology Readiness (TR)	4 Dimensions (Optimism, Innovativeness, Discomfort, dan Insecurity) with 16 items	Parasuraman (2000)
3.	Organizational Commitment (OCM)	3 Dimensions (Affective Commitment, Continuance Commitment, Normative Commitment) with 20 items	Allen and Meyer (1991)
4.	Readiness for Change (RFC)	4 Dimensions (Appropriateness, Management Support, Change-Specific Efficacy, and Personal Beneficial) with 23 items	Holt et al (2007)

Table 1. Dimensions and Items in Research Constructs (Author, 2025)

3.6. Validity, Reliability, and Common Method Bias

The research instrument underwent validity and reliability testing prior to full deployment. In accordance with recommendations from Effendi & Singarimbun (2012) and Solimun et al. (2017), preliminary testing was conducted using a minimum of 30 respondents or 30 data points. The results indicated that all 16 items for Empowering Leadership (EL) were valid, while 12 out of 16 items for Technology Readiness (TR), 18 out of 20 items for Organizational Commitment (OCM), and 21 out of 23 items for Readiness for Change (RFC) met the validity criteria. These validated items were retained for the final analysis.

Reliability testing demonstrated strong internal consistency for all constructs, with Cronbach’s Alpha coefficients of 0.958 (EL), 0.896 (TR), 0.900 (OCM), and 0.893 (RFC), all exceeding the 0.70 threshold typically recommended for behavioral research (Nunnally, 1978). These values confirm that the instrument is highly reliable across constructs.

Confirmatory Factor Analysis (CFA) was conducted using AMOS v.26 to assess construct validity, with all composite reliability (CR) values above 0.70 and average variance extracted (AVE) exceeding 0.50, thus meeting standard criteria (Hair et al., 2019). To detect any presence of common method bias (CMB), Harman’s single-factor test was performed. The results showed that a single factor accounted for only 38.57% of the total variance, below the 50% threshold (Podsakoff et al., 2003; Masrek & Heriyanto, 2021), indicating that common method variance was not a concern in this study.

4. Results and Discussion

4.1. Respondent Demographic

A total of 432 responses were analyzed. Respondents were distributed across BPS headquarters (12.5%), provincial offices (32.2%), and regency/municipality offices (55.3%). The majority were categorized as junior

and first-level functional experts. Approximately 91.9% served as Change Agents/Ambassadors, with the remaining 8.1% serving as Change Champions. They were categorized based on various demographic factors: Gender, length of service, definitive position, position within the Change Management Work Team, and working unit. The distribution of respondents according to these characteristics is summarized in the table below:

No.	Information Group	Frequency	Percentage
		N = 432	
1	Gender		
	(1) Male	238	55,09%
	(2) Female	194	44,91%
2	Length of Service		
	(1) 1-5 year	133	30,79%
	(2) 6-10 year	95	21,99%
	(3) 11-15 year	121	28,01%
	(4) 16-20 year	50	11,57%
	(5) > 20 year	33	7,64%
3	Position (Definitive)		
	(1) Echelon III	3	0,69%
	(2) Echelon IV	10	2,31%
	(3) Senior Functional Expert (4th Level: "Madya")	30	6,94%
	(4) Intermediate Functional Expert (3rd level: "Muda")	163	37,73%
	(5) Junior Functional Expert (2nd Level: "Pertama")	197	45,60%
	(6) Technical Functional Staff (1st Level: "Keterampilan")	24	5,56%
	(7) General Staff	5	1,16%
4	Position (MP Team)		
	(1) Change Champion	35	8,10%
	(2) Change Agent/Change Ambassador	397	91,90%
5	Working Unit		
	(1) BPS Headquarter	54	12,50%
	(2) BPS Province	139	32,18%
	(3) BPS Regency	186	43,06%
	(4) BPS Municipality	53	12,27%

Table 2. Respondent Demography (Author, 2025)

From table 2 that has been displayed, several points can be explained as follows: First, the survey results indicate that most respondents participating in this study were male BPS employees, namely 238 employees or 55.09%, compared to female BPS employees with a total of 194 employees or 44.91%. Second, related to the length of service of the respondents, it can be seen by grouping the length of service for 5 years and above 20 years, where the largest number in each group of length of service respectively is BPS employees in the group of length of service 1-5 years (30.79%), 11-15 (28.01%), 6-10 (21.99%), 16-20 (11.57%), and above 20 years (7.64%). This means that employees who filled out the survey were employees who served in the Change Management Team with most of the work experience in the 1–15-year age group of 80.79%, although there were also employees with work experience above 15 years of 19.21%. Third, in the job group of respondents, the majority are dominated by BPS employees who have positions in 2 large groups, namely J.F.

Young Expert (37.73%) and J.F. First Expert (45.60%) both in their roles as Statisticians or other supporting J.F. such as Computer Administrators, HR Analysts, Archivists, Planners or other supporting J.F. at BPS. Fourth, based on the job position of the respondents in the Change Management Work Team, it can be seen that the majority are filled by team members who serve as Change Agents/Ambassadors with 91.90%, where this position is distributed from BPS Headquarter, BPS Province, and BPS Regency/Municipality offices, compared to Change Champions with 8.10%, which only exist at the echelon II level of each Work Unit within the Central BPS and Provincial BPS. Finally, in the context of the Working Units of the respondents, there is an even distribution in the Central BPS, Provincial BPS, Regency BPS, and City BPS environments where the Regency BPS has the largest percentage with 43.06%, followed by the Provincial BPS (32.18%), and Central BPS (12.50%), and City BPS (12.27%).

4.2. Structural Equation Model (SEM)

4.2.1. Measurement Model

The Structural Equation Modeling (SEM) analysis technique was conducted in two stages, known as the Two-Step Approach. Firstly, the stage started with constructing variables and measuring them to form a latent variable with the use of confirmatory factor analysis (CFA) technique. The CFA model is considered acceptable if it meets the criteria for good validity and reliability (Wijanto, 2008). The second stage involved testing the overall SEM research model by integrating the measurement model and structural model into a single full model for analyzing and estimating processes. A model is categorized good or fit if this model research fulfills the overall model suitability criteria and meets the model evaluating criteria, ensuring the acceptance of a well-fitting full model.

GoF Measure	Fit Index	Reference/Threshold Value	Result	Fit Assessment
Absolute Fit Measure	*GFI (Goodness of Fit)*	GFI ≥ 0.90	0.836	*Marginal Fit*
	RMSEA (Root Mean square Error of Approximation)	RMSEA ≤ 0.08	0.089	*Good Fit*
	Standardized Root Mean Square Residual (SRMR)	SRMR ≤ 0.08	0.025	*Good Fit*
	Normed Chi-Square	1 – 5	4.405	*Good Fit*
Incremental Fit Measure	*Normed Fit Index (NFI)*	≥ 0.90	0.902	*Good Fit*
	(TLI) or Non-Normed Fit Index (NNFI)	NNFI ≥ 0.92	0.906	*Marginal Fit*
	Comparative Fit Index (CFI)	CFI ≥ 0.92	0.922	*Good Fit*
	Incremental Fit Index (IFI)	IFI ≥ 0.90	0.922	*Good Fit*
	Relative Fit Index (RFI)	RFI ≥ 0.90	0.881	*Marginal Fit*
Parsimonious Fit Measure	*PNFI (Parsimonious Normed Fit Index)*	PNFI ≥ 0,50	0.745	*Good Fit*
	AGFI (Adjusted Goodness of Fit Index)	AGFI > 0,90	0.783	*Bad Fit*

Table 4. Goodness of Fit (GoF) Result (Author, 2025)

Measurement Model was conducted on variable EL, TR, OCM, and RFC. Variable EL has 2 dimensions and 6 indicators, Variable TR has 2 dimensions and 4 indicators, Variable OCM has 3 dimensions and 6 indicators, and Variable RFC has 4 dimensions and 7 indicators. The indicators were directly measured by 16 items (EL), 12 items (TR), 18 items (OCM), and 21 items (RFC) sequentially.

The confirmatory factor analysis results from the data presented showed the values exhibit Standardized Loading Factor (SLF) exceeding 0.50, indicating that all indicators used to measure variables X1, X2, Z1, and Y1 can be considered valid. Furthermore, reliability testing was conducted by calculating the Construct Reliability (CR) and Average Variance Extracted (AVE) values. According to Hair et al. (2019), the dimension reliability is appraised as strong if the CR value surpasses 0.7 and the AVE value surpasses 0.5. Each indicator has CR values with more than 0.7, and AVE values surpassing 0.5. Therefore, it can be said all dimensions within EL, TR, OCM, and RFC demonstrate strong reliability.

4.2.2. Structural Model

In the SEM model, the measurement model and the parameter structural model were estimated together and must meet the demands of model fit, therefore the model must be based on a strong theory. The measurement model can be declared fit if it can meet 3 (three) or 4 (four) indices with a minimum of each incremental index and absolute index (Hair et al., 2019). The results showed that there are no incremental index criteria and absolute indexes that have met the reference value. Therefore, it can be determined with the structural model that is not achieved an adequate level of goodness of fit. In this case, modification errors are carried out on the model according to the modification indices value can be utilized in increasing the fit level of the research model being studied (Civelek, 2018; Collier, 2020). After modification indices were applied, the model achieved good fit indices with three incremental index criteria and three absolute index criteria that had met the reference value. Therefore, it can be concluded that the structural model has met Goodness of Fit.

4.3. Hypotheses Testing

Hypothesis testing was conducted to examine if exogenous variables have a significant impact on endogenous variables. According to the testing criteria, if the CR value is surpassed or equaled to the T-table value of 1.96, or if the P-value is below significance level of 5% (0.05), it indicates a significant influence of exogenous variables on endogenous variables. The significance test results, and model evaluation can be observed carefully below:

Hypothesis	Effect	Estimate	S.E.	C.R.	P	Decision
H_1	EL → OCM	.539	.047	11.473	.000	H_1 Accepted
H_2	TR → OCM	.533	.125	4.254	.000	H_2 Accepted
H_3	OCM → RFC	.315	.081	3.891	.000	H_3 Accepted
H_4	EL → RFC	.218	.056	3.856	.000	H_4 Accepted
H_5	TR → RFC	.626	.157	3.990	.000	H_5 Accepted

Table 5. Direct Effect Hypothesis Result (Author, 2025)

The table presents the results of direct effects in the Structural Equation Modeling (SEM) analysis using AMOS v.26. It examines the function of OCM in mediating the relationships between EL and RFC as well as TR and RFC. It can be observed that: First, based on each effect result from EL, TR on OCM, the estimate value shows a positive relationship (0.539 and 0.533 respectively), with C.R. value exceeding the threshold of 1.96 (11.473 and 4.254 respectively), and the p-value is 0.000, indicating a strong level of significance. Therefore, H1 and H2 are accepted, with EL and TR significantly influence OCM. Second, based on each effect result from EL, TR, and OCM on RFC, the estimate value shows a positive relationship (0.315, 0.218, and 0.626 respectively), with C.R. value exceeding 1.96 (3.891, 3.856, and 3.990 respectively), and p-value is 0.000 on each, indicating a strong level of significance. Therefore, H3, H4, and H5 are accepted, with the effect of TR on RFC having the strongest relationship in the model. Third, with all five hypotheses (H1–H5) are supported at a high significance level ($p < 0.001$), the model demonstrates strong statistical relationships, supporting the

proposed theoretical framework, where the strongest effects are TR on RFC (0.626) and EL on OCM (0.539), while the weakest but still significant effect is EL on RFC (0.218). In other words, this result suggests that both EL and TR significantly influence OCM and RFC, with TR having the most substantial impact on RFC.

Hypothesis	Effect	Estimate	S.E.	C.R.	P	Decision
H_6	OC (X1) → OCM (Z1) → RFC (Y1)	.046	.046	3.683	.000	H_6 Accepted
H_7	EL (X2) → OCM (Z1) → RFC (Y1)	.168	.058	2.873	.004	H_7 Accepted

Table 6. Indirect Effect Hypothesis Result (Author, 2025)

The table presents the results of indirect effects in the Structural Equation Modelling (SEM) analysis using AMOS v.26. It examines the function of OCM in mediating the relationships between EL and RFC as well as TR and RFC. It can be observed that based on each effect result from EL, TR on RFC through OCM, the estimate value shows a positive relationship, even though indicate with a weak (0.046) and moderate (0.168) indirect effect respectively, with p-value is 0.000 and 0.004 respectively, where this indicates a highly significant mediation effect. Therefore, H6 and H7 are accepted, where both indirect effects are statistically significant, confirming that OCM acts as a mediator. Furthermore, the effect of TR→OCM→RFC (0.168) is stronger than EL→OCM→RFC (0.046), suggesting that TR has a more substantial indirect impact on RFC through OCM. In addition, the mediation is partial since both EL and TR have direct effects on RFC (from the previous direct effect table)with TR has a stronger indirect effect than EL.

4.4. Discussion

The analysis of the hypotheses reveals several significant relationships among the variables under investigation, providing deeper insights into the interplay between leadership, technology readiness, and organizational dynamics in the context of public sector transformation.

The findings indicate that EL has a significant and positive impact on OCM. This suggests that when leaders demonstrate empowering behaviors, such as setting clear examples, involving employees in decision-making, and autonomy, employees develop a stronger emotional attachment to the organization. This leadership behavior signals trust and respect, which in turn enhances intrinsic motivation and commitment (Al Otaibi et al., 2022; Limon, 2022; Waseel et al., 2023). Prior research supports this by emphasizing the strategic importance of EL in cultivating a psychologically safe and committed work environment, especially in bureaucratic institutions undergoing transformation (Dwivedula et al., 2016).

Similarly, the results show that TR significantly and positively influences OCM. Employees who feel confident and capable of adapting to technological changes are more likely to internalize organizational goals and show higher levels of commitment. This is particularly relevant in digitally transforming public agencies, where technological disruptions can create uncertainty (Terek et al., 2018; Mahendrati & Mangundjaya, 2020; Zarkasi et al., 2023). Improving TR not only strengthens employees' operational capabilities but also supports their affective bond with the organization, reinforcing their commitment (Vaishnavi & Suresh, 2020).

Furthermore, OCM was found to have a significant positive effect on RFC. Individuals who feel emotionally invested in the organization are more likely to embrace change initiatives and contribute proactively to the transformation process. These results align with previous research emphasizing the role of commitment as a psychological enabler of change (Alqudah et al., 2022; Mathuer et al., 2023; Potnuru et al., 2023; Runa, 2023; Afrida et al., 2024; Zulkarnain et al., 2024). Commitment acts as a motivational driver that shapes employees' perceptions of change as beneficial rather than threatening (Meyer & Parfyonova, 2010).

The direct effect of EL on RFC was also supported, reinforcing the notion that leaders who empower and support their teams create the conditions necessary for successful change. By encouraging participation, promoting psychological safety, and aligning organizational vision with employee values, empowering leaders cultivate a shared readiness for transformation (Katsaros et al., 2020; Adhiatma et al., 2022). This finding suggests that leadership development should focus not only on technical competence but also on relational and motivational aspects of leading change.

Likewise, TR was found to directly influence RFC. Employees with high levels of technological competence and confidence are more adaptable, less resistant, and better prepared to implement digital innovations within their organizations (Lokuge et al., 2019; Hermawan et al., 2021; Priambodo et al., 2021;

Darmawan et al., 2022; Kim, 2023). Organizations, especially in the public sector, must therefore invest in digital literacy programs and foster a culture of continuous learning to enhance their workforce's change readiness (Guenduez & Mergel, 2022).

These findings emphasize that readiness for change is not solely a matter of structural reforms or technological tools but is fundamentally a human-centered process. Particularly in the public sector, where hierarchical rigidity and procedural compliance dominate, fostering empowerment and psychological engagement is both a leadership and policy challenge (Brahmana, 2021). This study illustrates that change readiness is not simply the absence of resistance, but the presence of alignment—between leadership intent, employee belief, and institutional culture (Gentles-Gibbs & Kim, 2019).

The indirect relationship between EL and RFC through OCM was also found to be significant. This mediation effect highlights the importance of considering employee commitment as a core mechanism through which leadership behavior influences change outcomes. While literature has explored various mediators in leadership-change relationships, few studies have focused explicitly on OCM as a mediator (Kim & Beehr, 2020; Runa, 2023; Rachmawati et al., 2024). The study findings fill this gap and suggest that leadership initiatives aiming to promote change readiness should simultaneously work to enhance organizational commitment.

A similar mediating effect was observed in the relationship between TR and RFC. Employees with high levels of technology readiness, when supported by strong organizational commitment, are more likely to show change-ready behavior. Although research on this specific pathway is still limited, related studies have indicated that psychological readiness and commitment can enhance the impact of technological adaptation (Hermawan & Suharnomo, 2020). Future research should further investigate the underlying mechanisms that strengthen this relationship and explore whether factors such as learning climate or perceived organizational support act as additional mediators.

Moreover, the relative strength of TR in shaping RFC affirms that digital literacy and an innovation mindset are now integral parts of public service competence frameworks (Guenduez & Mergel, 2022). Governments in developing countries must treat technological empowerment not as a technical upgrade but as an organizational transformation strategy (Vaishnavi et al., 2019). This strategic view of technology requires policy alignment, leadership commitment, and active employee engagement.

Overall, the findings provide a comprehensive understanding of how leadership, technology readiness, and organizational commitment interact to shape readiness for change in public organizations. By demonstrating both direct and mediated effects, this study contributes to theory and practice in change management, particularly within the challenging and complex environment of the public sector. For practitioners, the implications are clear: building a change-ready culture requires an integrated approach that addresses psychological, technological, and leadership dimensions. Future studies may benefit from examining additional contextual variables such as organizational culture, role clarity, or resistance to change to gain a more nuanced understanding of readiness for transformation.

5. Conclusion

This study provides empirical support for the role of EL and TR in enhancing both OCM and RFC within a public sector context. The findings confirm that EL and TR not only have direct effects on RFC but also exert significant indirect influences through OCM. This highlights the psychological mechanisms that bridge structural or behavioral interventions with actual change receptivity among employees.

The results offer practical implications for public institutions undergoing digital or organizational transformation. Leaders who actively involve employees, delegate authority, and encourage autonomy can foster a deeper emotional connection to the organization. Likewise, improving employees' technological confidence and openness to innovation can catalyze change readiness, particularly when such initiatives are aligned with broader institutional goals. These insights are especially relevant for bureaucratic settings where hierarchical rigidity may hinder adaptive behaviors.

By situating the research in the context of Indonesia's national statistics agency (BPS), the study contributes to the theoretical understanding of change dynamics in developing countries. The integration of leadership behavior and technology orientation with commitment-based mechanisms provides a holistic framework that future research can extend by incorporating longitudinal data, qualitative insights, or additional organizational variables such as culture and resistance to change.

6. Limitation and Future Research

This study is not without limitations, and these should be acknowledged to guide future research efforts. One notable constraint can be seen in the use of purposive sampling, which, although appropriate for targeting employees involved in change initiatives within BPS, limits the broader generalizability of the findings. Employing random sampling across multiple public institutions could enhance the representativeness and external validity of future studies.

Another important consideration concerns research design. As a cross-sectional study, the data capture reflects a single point in time and may not fully represent how leadership behaviors, organizational commitment, and technology readiness evolve in response to institutional changes or policy shifts. A longitudinal approach could offer more dynamic insights into these relationships over time.

Moreover, while this research centers on EL and TR as key predictors of RFC, it does not account for other influential organizational factors, such as culture, resistance to change, or digital infrastructure readiness. Including these elements in future models may contribute to a more comprehensive understanding.

Finally, integrating qualitative approaches, such as in-depth interviews or focus groups, could uncover deep contextual insights and enrich the interpretation of employee attitudes, thereby complementing the quantitative findings.

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