



The Effect of Transformational Leadership on Readiness for Change Mediated by Organizational Commitment

Singgih Adiwijaya ^{a*}, Ribhan ^a and Keumala Hayati ^a

^a Department of Management, Faculty of Economics and Business, Lampung University, Indonesia.

Authors' contributions

This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.

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ABSTRACT

The purpose of this study was to determine the effect of transformational leadership on readiness to change and organizational commitment as a mediating variable between transformational leadership and readiness to change at Central Bureau of Statistics in Lampung Province. The analytical tool used is SEM - PLS. The number of samples is 138 with Stratified Random sampling method. The results of this study found that transformational leadership had a significant positive effect on readiness to change and transformational leadership had a significant positive effect on organizational commitment, organizational commitment had a positive effect on readiness to change. This study found that organizational commitment variables mediated the influence of transformational leadership on readiness for change. The results of the study show that there are several suggestions that can be given for Central Bureau of Statistics in Lampung Province, namely the initiative of leaders to criticize in terms of decision making, the need for increased

*Corresponding author: E-mail: adiwijayasinggih@gmail.com;

commitment from employees who are always in the Central Bureau of Statistics in Lampung Province environment, prioritizing organizational activities and the presence of full support from leaders so that readiness employees to change for the better.

Keywords: Transformational leadership; organizational commitment; readiness for change.

1. INTRODUCTION

The Indonesian government is making efforts to change the system and organizational structure of government or what is known as bureaucratic reform. Bureaucratic reform has been proclaimed since 2010 by the Ministry of Administrative and Bureaucratic Reform. Until now the implementation of national bureaucratic reform has entered its third stage which is marked by the preparation of the 2020-2024 Bureaucratic Reform Road Map through Permenpan No. 25 of 2020. The phenomenon that is happening is bureaucratic reform which is scheduled by the government to form the Central Bureau of Statistics which is a non-ministerial government institution that is directly responsible to the president to improve itself.

To realize the reform of the bureaucracy required transformational leadership. Transformational leadership is leadership behavior that is able to create a sense of trust, appreciation, loyalty and respect from subordinates so that they are motivated to do more than what is expected by the organization [1]. Transformational leadership consists of Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration.

At the beginning of 2017, to be precise, January 16-20 2017, Central Bureau of Statistics conducted an Online Census (Online) Change Management Progress. Central Bureau of Statistics's internal online census was conducted with the aim of obtaining an overview of Central Bureau of Statistics for the 2016 period, particularly employee understanding of several general statistical indicators, statistical business processes and employee perceptions of organizational readiness in making changes and implementing Central Bureau of Statistics's core values. The census that was followed by all employees showed the average result of organizational readiness in facing change was 3.88 from a scale of 5. This 3.88 scale is included in the medium risk category. Subsequent initial observations regarding the phenomenon of transformational leadership, where the characteristics of the leadership

carried out by the immediate supervisor are the presence of traits such as Inspirational Motivation. Direct superiors behave by providing motivation and inviting to see the future with optimism and provide motivation to employees. Furthermore, Intellectual Stimulation is to encourage subordinates to be more creative and stimulate the thinking of subordinates in solving problems. Individualized Consideration, is providing guidance and assistance to subordinates, such as during organizational activities. The last feature of Idealized Influence is marked by every Monday morning meeting, employees listen to the vision and mission that must be carried out. In this case, supported by the arrangement of the human resource management system, especially related to the performance appraisal of each employee, Central Bureau of Statistics launched the 360 Performance System. Performance 360 is a system that was built from the wishes of Central Bureau of Statistics's leadership in evaluating individual performance where individual performance assessment is not one-way. i.e. superiors rate subordinates, but individual performance is assessed by superiors, peers and subordinates. The Performance 360 application was created to allow each individual to freely assess superiors, subordinates and co-workers without anyone knowing.

There are values that are not in accordance with expectations, namely in the lever component, especially in the results between the change areas, namely 5.71 out of a weight value of 10.00. This is still a concern for Central Bureau of Statistics, especially in the Area of Change, to be precise in change management, which includes the roles of leaders and employees as the first key to change because it will affect organizational management and wider stakeholders. Changes will lead to certain responses from each individual involved in the change process. There are also reform and bureaucracy index values from 2014 – 2022.

According to Ford and Ford [2], "changes that occur in an organization will cause different responses by each member. When organizational change is seen as a challenge,

the change will trigger a positive response, while when change is seen as a threat, it will trigger a negative response. A positive response to change can be in the form of support for the change process, in other words, ready to change. Meanwhile, a negative response to change can be in the form of resistance to change". According to Kotter and Cohen (2002), "one of the causes of organizational change failure is rejection or resistance by organizational members". Ashkenas (2013) suggests that "many studies show 60-70 percent of organizational failures in making changes". "Several studies have shown surprising results that organizational failure to make changes is more than 70 percent" (Bateh, Castaneda, & Farah, 2013; Decker, Durand, Mayfield, McCormack, Skinner, and Perdue, 2012). Madsen, John and Miller [3] stated that "organizational change will not be successful without employee changes and employee changes are ineffective without being prepared in advance".

"Therefore, organizations that make changes really need the support of employees who are open to improving themselves well and ready to face change" [4]. "Organizational change can be successful due to the readiness for change individuals within it" [5]. Hanpachern [6] defines "Readiness for change as the extent to which an individual is mentally, psychologically or physically ready, in prime condition and prepared to participate in organizational development activities". Armenakis, Harris and Mossholder [7] state that "readiness to deal with change is one of the factors that contribute to the effectiveness of change implementation". Bernerth [8] also stated that "Readiness for change is an important factor for the success of organizational change". "Organizational change can be carried out successfully if it is not only focused on employees as the object of change, but also when there is an effective relationship between superiors and subordinates. Leaders with a certain leadership can move their employees to carry out a change process that will have an impact on readiness and resistance to change. One of the leaderships that can affect Readiness for Change is the Transformational leadership" [9,10].

"Based on the results of the research above, it is possible that there are variables between the relationship between Transformational leadership and Readiness for change. Transformational leadership affects organizational commitment"

[11]. According to Iverson [12], "commitment is an important factor for the success of organizational change. Organizational commitment also plays a role in mediating the influence of transformational leadership and readiness for change" Allen and Meyer [13] define "organizational commitment as a psychological manifestation that characterizes the employee's relationship with the organization and has implications for the decision to continue or not to continue membership in the organization. Allen and Meyer [13] state three components of organizational commitment, namely affective commitment (effective individual attachment to the organization), continuance commitment (obligation to remain in the organization because of the value of individual loyalty), and normative commitment (individual losses when leaving the organization). The commitment that exists in each individual will bring a positive contribution to the employee". According to Robbin and Judge [14], "organizational commitment is the condition of an employee who is in favor of a particular organization and its goals and desire to maintain membership in that organization". Madsen *et al.* [3] stated that "highly committed employees support organizational change". Furthermore, Visagie and Steyn [15] stated that "organizational commitment is related to Readiness for change the organization and determines the success of the change. Based on the results of previous research and also looking at the phenomena that occur in the research area, the researcher is interested in conducting research to re- examine the influence of the Transformational leadership on Readiness for change mediated by organizational commitment. The purpose of this study was to determine the effect of transformational leadership on readiness to change and the organizational commitment variable as a mediating variable between transformational leadership and readiness to change at Central Bureau of Statistics in Lampung Province".

2. LITERATURE REVIEW

2.1 Readiness for Change

"Readiness for change is the extent to which an individual is mentally, psychologically or physically ready, in prime condition and ready to participate in organizational development activities" [6]. Meanwhile, Holt et al. [5] define "individual readiness for change as an overall attitude that is simultaneously influenced by

content (what changes), process (how changes are implemented), context (environment where changes occur), and individuals (individual characteristics that asked to change) involved in a change”.

Dennis R. Self, Achilles A. Armenakis [16] suggests that “the readiness of employees to change simultaneously can be influenced by the following three: 1) Change Content, which refers to what will be changed by the organization (eg changes in administrative systems, changes management, work procedures, technology or structure). Individuals who are involved in their work have strong growth needs and participate actively in their work. Individuals will be more prepared to change because change can meet their needs to continue to grow and develop in carrying out work procedures. 2) Change Process, namely how the process of implementing changes that have been planned beforehand, for example the existence of individual confidence in the ability to carry out changes successfully and the opportunity to participate in the change process. Transformational leadership and organizational commitment also contribute to individual readiness to face the change process in the organization. For example, with individual commitment and belief in the ability to implement change successfully and employee engagement in the change process. 3) Organizational Context related to conditions or work environment when changes occur. Readiness for change also begins with the perception of the benefits of change, the risk of failure in change and demands from outside the organization to make changes”.

Hanpachern [6], “indicators of readiness in dealing with change are: promoting change, participating change, and resisting change”. Holt et al [5] stated that “there are four indicators of employee readiness for change, namely: appropriateness, change specific efficacy, management support, and personal benefits”. Achilles A. Armenakis, Stanley G. Harris, [17] identified “five main factors that can change employee confidence to support change, namely: 1. Discrepancy, namely the belief that change is needed by the organization 2. Appropriateness, namely the belief that specific changes are made is the right way to overcome the problems faced 3. Efficacy, namely the belief that employees and the organization are able to implement changes 4. Principal support, namely the perception that the organization provides support and is

committed to implementing changes and making organizational changes successful 5. Personal valance, namely the belief that changes will provide personal benefits to employees. The 10 five beliefs above do not only affect Readiness for change but also affect how employees will adopt and commit to organizational change. After discussing the factors that influence Readiness for change, then the indicators used to measure Readiness for change will be discussed”.

2.2 Transformational Leadership

“Transformational leadership is a situation in which followers of a transformational leader feel trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than they originally expected. Leaders change and motivate followers by making them more aware of the importance of work outcomes, encouraging them to prioritize the organization or team over personal interests, and activating their higher needs. After discussing the meaning of transformational leadership, we will then discuss the indicators used to measure transformational leadership” [1]. Transformational Leadership can be measured by the following indicators: a. Idealized Influence, marked by the power of vision and appreciation of the mission, raises respect, increases optimism, emphasizes the importance of goals, and leaders will make subordinates have confidence. b. Inspirational Motivation, includes the capacity of leaders to be role models for their subordinates. The leader conveys clear goals and sets a good example for his subordinates. c. Intellectual Stimulation, namely the ability to lead to eliminate the reluctance of subordinates to spark ideas, encourage subordinates to be more creative and stimulate thinking from subordinates in solving problems. d. Individualized Consideration, namely Transformational leaders provide guidance and mentoring to subordinates. Leaders give personal attention to their subordinates and pay special attention so that subordinates can develop abilities.

Transformational leadership according to Podaskoff, et al. [18] consists of: a. Identifying and articulating the vision, is a behavior that aims to find new opportunities that can be developed, as well as inspire the team in conveying the vision for the future. b. Providing role models, giving examples consistently based on the values they adhere to. c. Fostering the acceptance of group goals, being able to foster cooperative behavior between team members to

achieve team goals. d. Communicating high performance expectations, showing the leader's expectations of the performance and quality of his team members. e. Providing individualize support, paying attention to their subordinates and understanding what their subordinates need and empowering and training each of their subordinates, f. Intellectual stimulation, the leader's behavior in challenging his subordinates to find new ways to complete tasks and achieve common targets.

2.3 Organizational Commitment

Allen and Meyer [13] state that "organizational commitment is a manifestation of the psychological attitude that characterizes the employee's relationship with the organization and has implications for the decision to continue or not to continue membership in the organization". Meanwhile, Luthans [19] defines "organizational commitment as a strong desire to remain a member of a particular organization, willing to provide the best performance and effort for the organization with confidence and accept the values and goals of the organization. In other words, organizational commitment is an attitude that shows employee loyalty to the organization on an ongoing basis, where organizational members express concern for the organization in the form of involvement to achieve organizational success and progress. After discussing the notion of organizational commitment, then the factors that influence organizational commitment will be discussed".

Allen and Meyer [13] state that each indicator of organizational commitment is influenced by the following factors: 1. Affective commitment is related to desire, which is influenced by the following three factors: a. Individual characteristics: years of service, level of education, and need for achievement. This can show how high the commitment of an employee. b. Work experience, this can also show that the more the organization can meet the expectations of its employees, the employee can provide a high commitment to the organization. c. Organizational structure, there are job challenges and opportunities to interact. 2. Normative commitment relates to individual obligations to the organization, which is influenced by the socialization process which is commonly referred to as the psychological contract. This psychological contract is related to individual perceptions of the exchange between them and the organization. Employees who feel their needs

have been met by the organization tend to prefer to remain in the organization. 3. Continuance commitment relates to the ratio between costs and benefits if an employee chooses to leave the organization, the influencing factors are investment and lack of other job alternatives. If an employee wants to leave the organization, first think about and consider a position that is relatively the same as the previous situation.

2.4 Hypothesis

2.4.1 The effects of transformational leadership on readiness for change

Richardson and Vandenberg [20] argued that transformational leaderships can influence employee reactions to change, provide opportunities for members of the organization to continue to innovate, provide freedom, provide satisfaction, provide feedback so that each member of the organization knows where it went wrong and as soon as possible Transformational Leadership (KT) Organizational commitment (KO) Readiness for change (KUB) H1 H4 H2 H3 21 can fix this. This condition is supported by previous research from Elizabeth Imelda Yani; Soehardi [21] and Putri Oktovita Sari [10] who found that Transformational leadership has a positive and significant effect on Readiness for change. Based on this description, the hypothesis can be formulated as follows:

H1: Transformational leadership has a direct positive effect on Readiness for change.

2.4.2 The influence of transformational leadership on organizational commitment

Voon et al (2011), stated that organizational leaders can adopt the right leadership to influence employee job satisfaction and organizational commitment for success in achieving organizational goals and the ideal style is transformational leadership. This condition is supported by previous research from Peter Khaola [11] and Simon C.H Chan W.M Mak [22] who found that Transformational leadership has a positive and significant effect on organizational commitment. Based on this description, the hypothesis can be formulated as follows:

H2: Transformational leadership has a positive effect on organizational commitment.

2.4.3 The effects of organizational commitment on readiness for change

Visagie and Steyn [15] revealed that organizational commitment can influence readiness for change. Patterson also revealed that the most important factor that can cause the failure of organizational change is the lack of commitment from the people involved in it. Employees who have organizational commitment will put more effort into change projects in order to build a positive attitude towards change. Research by Faishal Ali Fazzari, Ita Juwitaningrum, Anastasia Wulandari [23] and Mahmoud Al-Hussami, Sawsan Hammad, Firras Alsolehahat (2018) shows that Organizational Commitment has a significant effect on Readiness for change. Based on this description, the hypothesis can be formulated as follows:

H3: Organizational Commitment has a positive effect on Readiness for change.

2.4.4 Organizational commitment mediates the effects of transformational leadership on readiness for change

Madsen et al. [3] conducted a study examining the effect of organizational commitment and social relations on workplace readiness for change. The results of this study indicate that employees have a higher readiness for change when they feel committed to the organization. Employees who have organizational commitment can increase employee readiness. Conversely, employees who do not have organizational commitment can lower the level of readiness for change. Employees who are committed to the organization will be fully dedicated to their organization and show a strong commitment to realizing organizational goals. Research by Sumardi Unhas, Adji Fernandes [24] and Luqman Oyekunle Oyewobi [25] shows that the significant mediating effect of organizational commitment on the influence of Transformational leadership and Readiness for change. Based on this description, the hypothesis can be formulated as follows:

H4: organizational commitment mediates the effect of transformational leadership on readiness for change.

The theoretical framework describes the alleged influence that occurs between transformational leadership on readiness for change, transformational leadership on organizational

commitment, organizational commitment on readiness for change, and the effect of transformational leadership on readiness for change through organizational commitment as a mediating variable.

3. RESEARCH METHODS

The research was conducted in Central Bureau of Central Bureau of Statistics Lampung. In this study the independent variable is Transformational Leadership (X). The dependent variable is Readiness for change (Y). Furthermore, the intervening variable is Organizational Commitment (M). The research uses a quantitative data approach and uses a Likert scale to test how much respondents agree with a statement [26]. Determination of the sample was carried out using the Stratified Random Sampling method, this sampling technique is more efficient than simple random sampling because for the same sample measurement each important segment of the population is represented better and more valuable and different information is obtained with respect to each group [26]. The method used in data analysis and hypothesis testing in this study is the Structural Equation Model – Partial Least Square Method (SEM-PLS). According to Noor [27], SEM is a statistical technique used to build and test statistical models, usually in the form of causal models. In this study used descriptive statistical data analysis and Partial Least Square SEM which is an analysis used to develop or predict existing theories. Descriptive method is used to obtain a complete and precise description of the research objectives. In this case using a Likert scale of 5. Data analysis using Partial Least Square SEM. A study is used to develop or predict an existing theory. Measurement model analysis (Outer Model) includes convergent validity, discriminant validity, and reliability tests. And analysis of the Structural Model (Inner Model) and discussion of the results of hypothesis testing. Data processing uses the Structural Equation Model (SEM) model with the help of the SmartPLS v.3.2.9 application.

4. RESULTS

4.1 Descriptive Statistics

The descriptive data of the respondents (Table 1) shows that the gender of the respondents in this study were mostly female, namely 105 respondents or 78%, while the male sex was 33 people or 22%. Age of respondents who had the highest frequency were respondents aged between 26-34 years as many as 65% or as

many as 86 respondents, and the lowest respondents were respondents aged over 45 years as many as 7% or as many as 6 people. Respondents aged 35-45 years and over were 25 respondents or 12.3%. Characteristics of respondents based on length of service at most < 5 years frequency 34 and 26.7%.

4.2 Measurement Models

This study implements covariance-based Structural Equation Modeling (CB-SEM) to test the proposed research model using Smart PLS software. The measurement model of this study uses validity and reliability which can be assessed through factor loadings whose value must be greater than 0.5, average variance extract (AVE) whose value must be greater than 0.5, Cronbach alpha whose value must be greater than 0.7, and composite reliability whose value must be greater than 0.7 [28-30].

Table 2 predictive value shows that all values meet the recommended value criteria.

4.3 Structural Models

Based on the results of the analysis of the coefficient of determination in Table 3, it can be seen that the R-Square value for the Readiness variable changes R-Square 0.128 and R Square Adjusted 0.115. While organizational commitment R-Square 0.310 and R-Square Adjusted 0.305. So it can be explained that all exogenous constructs simultaneously affect Y by 0.128 or 12.8% or are able to explain the construct variable by 12.8%. Furthermore, the R-Square value for the exogenous construct organizational commitment variable simultaneously influences Y by 0.310 or 3.1% or is able to explain the construct variable by 3.1% [31-34].

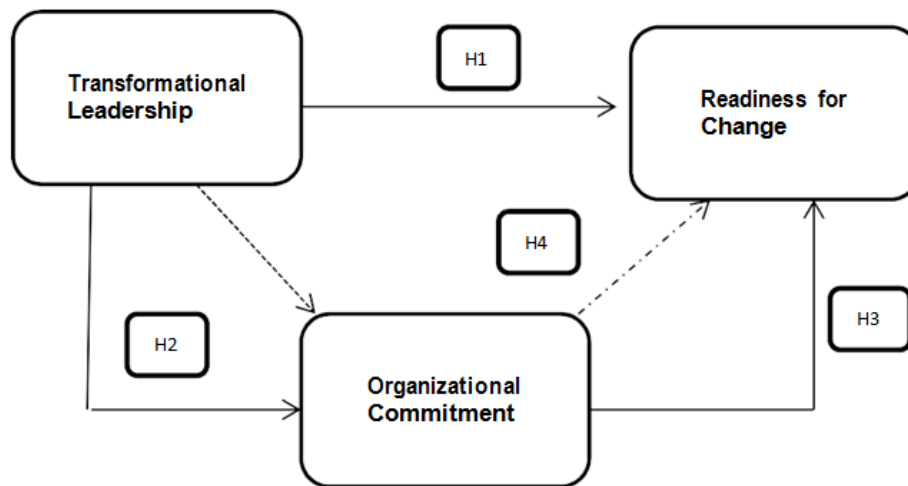


Fig. 1. Research framework

Table 1. Characteristics of respondents

Demographic Variables	Category	Frequency	Percentage
Gender	Male	33	22%
	female	105	78%
Age	20-26years	21	12.3%
	26-34 years	86	65%
	35-45 years	25	15.7%
Working age	>45 years	6	70%
	<5 years	34	26.7%
	5-10 years	28	14%
	11-15 years	15	84%
	16-20 years	15	1.7%
	>20 years	46	35.36%

Table 2. Measurement model results

Construct Name	Items	Factor loadings	Cronbach's Alpha	Composite Reliability	AVE
Organizational Commitment	M10	0.800	0.865	0.903	0.653
	M6	0.691			
	M7	0.808			
	M8	0.836			
	M9	0.891			
Readiness for Change	Y2	0.757	0.812	0.865	0.562
	Y3	0.744			
	Y4	0.732			
	Y5	0.757			
	Y6	0.758			
	X1	0.727			
Transformational Leadership	X15	0.592	0.881	0.907	0.551
	X2	0.791			
	X3	0.778			
	X4	0.765			
	X5	0.856			
	X6	0.671			
	X7	0.726			
	X8	0.726			

Table 3. R-Square test results

Information	R Square	R Square Adjusted
Readiness for change	0.128	0.115
organizational commitment	0.310	0.305

Based on the results of the Predictive Relevance (Blindfolding) test listed in Table 4, it can be concluded that the resulting Q Square value is greater than > 0, namely 0.054 for a competency of 0.191 so that it can be said that the model has predictive relevance.

After analyzing using a measurement model, the next step is to test the hypothesis proposed using a structural model. This study uses the Path Coefficient as a research model, within an acceptable range. Similarly, the Specific Indirect Effect Test index, implies an acceptable fit. The four predicted paths are significant. Therefore, H1, H2, H3 are all supported in this study (Fig. 1).

Table 6 explains that the mediation test was conducted to find out how the mediating variable influences the relationship between endogenous and exogenous variables, in terms of the strength and/or direction of the relationship. With reference to path estimation and t-values [35-38].

5. DISCUSSION

The first hypothesis examines the effect of transformational leadership on Readiness for

change. The test results show a t-statistic value of 3.106 and a p-value of 0.002. From these results it is stated that the t-statistic is significant. Because the t-statistic is greater than the t-table > 1.96 with a p-value <0.05, the first hypothesis is supported. This proves that transformational leadership has a positive and significant effect on readiness for change. It can be said that if transformational leadership increases, it will increase readiness for change in Central Bureau of Statistics in Lampung Province. The results of this study are in accordance with the research of Soehardi [9] and Putri Oktovita Sari [10] who found that there is a significant influence between transformational leadership and readiness to change.

The second hypothesis examines the effect of transformational leadership on organizational commitment. The test results show a t-statistic value of 8.158 and a p-value of 0.000. From these results it is stated that the t-statistic is significant. because the t-statistic is greater than the t-table > 1.96 with a p-value <0.05, the second hypothesis is supported. It can be said that if transformational leadership increases it will increase organizational commitment in Central Bureau of Statistics in Lampung Province. The

results of this study are in accordance with the research of Peter Khaola [11] and Simon C.H Chan W.M Mak [22] who found that there is a significant influence between transformational leadership on organizational commitment.

Table 4. Predictive relevance test results (Blindfolding)

Information	SSO	SSE	Q ² (=1- SSE/SSO)
Transformationals leadership	1.096.000	1.096.000	
Readiness for change _	685.000	648.151	0.054
Organizational commitment _	685.000	553.894	0.191

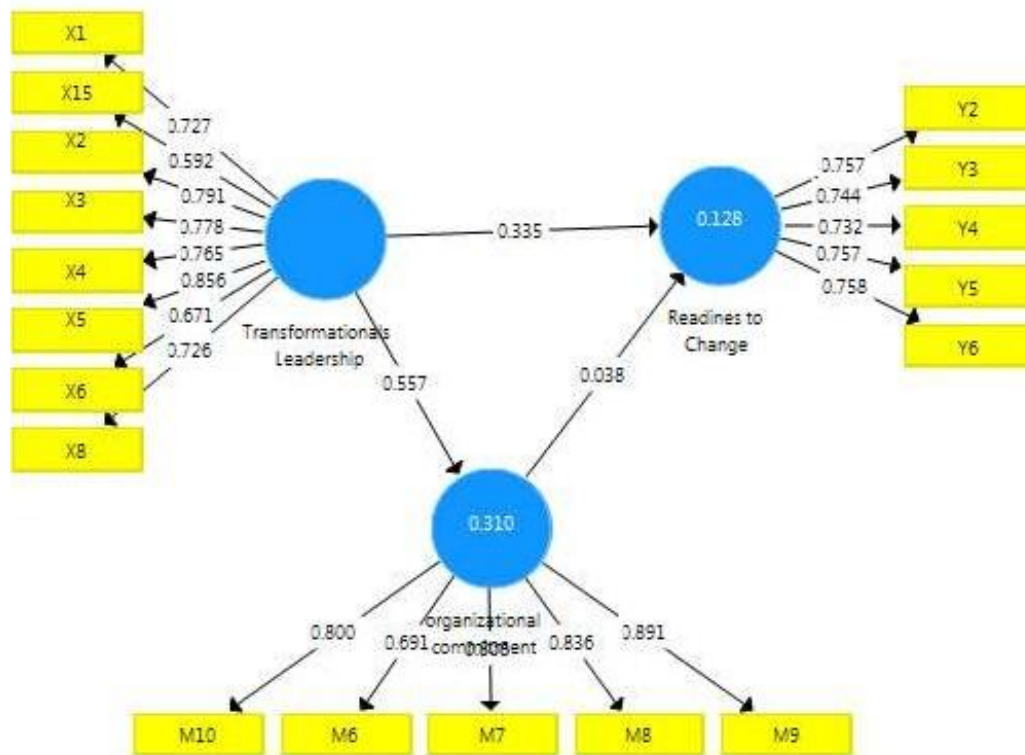


Fig. 2. Of SEM Test results

Table 5. Structural model results

Constructs	Hypothesis	T Statistics	P-value	Results
Transformational leadership has a direct positive effect on Readiness for change.	H1	3.106	0.002	Supported
Transformational leadership has a direct positive effect on organizational commitment.	H2	8.158	0.000	Supported
Organizational Commitment has a direct positive effect on readiness for change.	H3	3.339	0.000	Supported

Table 6. Intervening Impacts

Constructs	Hypothesis	T Statistics	P-value	Results
Organizational commitment mediates the effect of transformational leadership on readiness for change	H4	3.329	0.000	Supported

The third hypothesis examines the effect of organizational commitment on readiness for change. The test results show a t-statistic value of 3.339 and a p-value of 0.000. From these results it is stated that the t-statistic is significant positive. because the t-statistic is greater than the t-table > 1.96 with a p-value < 0.05 , the third hypothesis is supported. This proves that organizational commitment has a positive and significant effect on readiness for change. It can be said that if organizational commitment increases, it will increase readiness for change in Central Bureau of Statistics in Lampung Province. The results of this study are in accordance with the research of Firras Alsoleihat (2018) Visagie and Steyn [15] who found that there is a significant influence between organizational commitment on readiness for change.

The fourth hypothesis examines the mediating effect of organizational commitment mediation on the effect of transformational leadership on readiness for change. The test results show a significant positive, so that the fourth hypothesis is supported, it can be interpreted that the indirect effect is measured through the specific index effect test. It can be concluded that if transformational leadership is through organizational commitment then it can indirectly influence change readiness in Central Bureau of Statistics in Lampung Province. The results of this study are in accordance with Adji Fernandes [24] Luqman Oyekunle Oyewobi [25] who found that there is a significant influence mediating effect of organizational commitment mediation on the effect of transformational leadership on readiness for change.

6. CONCLUSION

Based on the discussion that has been described, it is concluded that transformational leadership has a positive and significant effect on readiness for change. This shows that the better the transformational leadership, the better the readiness for change in Central Bureau of Statistics in Lampung Province. Transformational leadership has a positive and significant effect on organizational commitment. This shows that the better the transformational leadership, the better the organizational commitment in Central Bureau of Statistics in Lampung Province. Organizational commitment has a positive and significant effect on readiness for change. This shows that the better the organizational commitment, the better the readiness for change in Central Bureau of Statistics in Lampung Province.

Transformational leadership mediated by organizational commitment has a positive and significant effect on readiness for change, the indirect effect of transformational leadership mediated by organizational commitment on readiness for change, in this study mediates organizational commitment, the higher the level of transformational leadership and is mediated by organizational commitment, the higher the readiness for change in Central Bureau of Statistics in Lampung Province

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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