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## 2nd International Conference On Association Of Indonesian Entrepreneurship Study Programs (APSKI)

Makassar, Indonesia, July 10, 2024

ISSN 3064-3635, Volume 02, Issue 1, Pages 16-29

DOI: <http://proceedings.apski.or.id/icoaiesp/article/view/16>

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### DETERMINANTS OF EMPLOYEE CHANGE READINESS: A STUDY OF TRANSFORMATIONAL LEADERSHIP AND SELF- EFFICACY AND THE ROLE OF ORGANIZATIONAL COMMITMENT (Case Study at the Regional Secretariat of Poso Regency)

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**Abstract:** This study aims to determine the influence of Transformational Leadership, Self-Efficacy, and Organizational Commitment on Readiness to Change and to determine the role of Organizational Commitment in mediating the relationship between Transformational Leadership and Self-Efficacy on Readiness to Change. This research was conducted on the staff of Civil Servants of the Regional Secretariat of Poso Regency with a population of 118 employees. The sample in this study uses a saturated sample technique of 118 respondents. The exogenous variables in this study are Transformational Leadership and Self-Efficacy, while the endogenous variable is Readiness to Change mediated by Organizational Commitment. Variable measurements were carried out using the Likert scale. Data analysis was carried out using the Structural Equation Model (SEM) with the PLS (Partial Least Square) approach. The software used for structural analysis uses Smart PLS 3.2.9. The results of the analysis show that Transformational Leadership and Self-Efficacy have a positive and significant effect on Organizational Commitment. Transformational Leadership, Self-Efficacy, and Organizational Commitment have a positive and significant impact on employee change readiness. Organizational Commitment mediates the relationship between Transformational Leadership and Self-Efficacy and Readiness to Partially Change.

**Keywords:** Organizational Commitment; Readiness Changes; Self-efficacy; Transformational Leadership

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## **A. Introduction**

The spread of the Corona Virus disease 2019 (COVID-19) outbreak in Indonesia has not fully shown signs of ending. The emergence of the new Omicron variant in early 2022 has caused concern for the Government both at the central and regional levels, where there has been an increase in positive confirmed cases across the country, surpassing the Delta variant cases in mid-2021. In this situation, the Poso Regency Regional Government has again adopted the policy of Enforcement of Community Activity Restrictions, including office activities in the ranks of the Poso Regency Regional Government limited to 50% employee attendance by enforcing Work from Home (WFH), eliminating gathering activities that cause crowds such as the implementation of morning and evening apples, eliminating flag ceremonies and disabling electronic attendance through fingerprints. The implementation of the Work from Home (WFH) work system has made it difficult for Regional Apparatus Organizations to monitor employee performance during the pandemic because it is easier to monitor employee performance while working in the office. In regular time the organization can supervise the work of employees from any process, not just based on the results. The challenge for organizations is to see and monitor employee performance and determine the right strategy to maintain employee performance and ensure that the service function to the community continues to run during the Covid-19 Pandemic.

This research was conducted at the Poso Regency Regional Secretariat Office, considering its strategic role as a regional apparatus organization so that the central government provides tasks and responsibilities to improve public services in government and development and improve community welfare. The suboptimal performance of employees of the Poso Regency Regional Secretariat can be seen from the decline in employee discipline during the pandemic; Namely, the percentage of civil servant discipline decreased from 82.39% in 2019

to 74.81% in 2020. The decline in the level of discipline of civil servants during the pandemic can be seen directly proportional to the results of the performance assessment of civil servants within the Regional Secretariat of Poso Regency based on the average achievement of the Employee Performance Target value as shown in the figure below:

Figure 1. Average Performance Score of Poso Regency Regional Secretariat Employees  
Source: General Section of the Poso Secretariat (2022)

Based on the results of observations, there are obstacles faced by the Poso Regency Regional Secretariat in carrying out its duties and functions, the lack of readiness of employees to face changes in the work system during the Covid pandemic, and the policy of restricting working hours causes limited communication so that employees are not optimal in completing their tasks according to the targets that have been set. The new Work System also limits leadership control over the work of subordinates due to limited direct interaction between leaders and subordinates. Another problem found is the low commitment of employees in maintaining discipline and the number of employees who are reluctant to be involved in self-capacity building, which has an impact on decreasing employee performance so that it affects the achievement of organizational performance.

## **B. Literature Review and Hypothesis Development**

Khan (2021) explains that readiness to change is greatly influenced by the recipient's emotional and cognitive input when they face change initiatives. Emotional and mental responses impact the climate and the process of change, where the process involves communication and involvement of various stakeholders. The industry and readiness to change are greatly influenced by the psychology and structure that prevails at the beginning of the change. Psychology involves the perception of

change leaders, the process of change, benefits, and even the beliefs held by the recipients of change. Furthermore, organizational structure is another variable that affects readiness to change, which involves the hierarchical structure, responsibilities, skills, and knowledge possessed by the members of the organization.

Alnoor et al. (2020) Explain that readiness for change refers to an individual's opinion of how receptive their work environment is to change. Organizational readiness for change and practical implementation can be studied at three levels: individual, individual, group, and the entire organization. Joint collective action from each member is necessary for the successful implementation of change and effective follow-up. The level of organizational readiness to change reflects an employee's willingness to accept change and work on its performance can differ according to the extent to which members of the organization are changing their values and ability to assess the three main determinants of change implementation: Task requirements, resource availability, and environmental factors. When an organization's readiness for change is high, individuals seek out positive sets of changes, make more significant efforts to implement and accept them, demonstrate greater perseverance during process changes, and work together on overall initiatives. More effective implementation results (Vaishnavi et al., 2019).

Deep bass Peng et al. (2021) explained that transformational leadership refers to a leadership style that aims to transform employee interests into self-realization, directing employees better to show concern for the success of the organization. By fostering an inspiring vision for employees, stimulating employees to think in new ways, and demonstrating consideration for their needs, transformational leadership can effectively acquire positive attitudes toward employees and reduce their negative attitudes toward organizational change. Huo et al. (2020) showed that transformational leadership was significantly linked to organizational commitment and psychological capital. In addition, the results also revealed that

psychological capital was significantly related to organizational commitment. Furthermore, transformational leaders promote psychological prosperity, which ultimately increases organizational commitment. Management should organize a training program on transformational leadership styles for managers because transformational leaders gain the trust of their subordinates because of their devotion and contribution.

Hallinger et al. (2018) reinforcing previous research by revealing that self-efficacy plays a role in shaping employee commitment. Roswandi et al. (2021) found that Self-Efficacy has a direct positive effect on Organizational Commitment, the relationship between Self-Efficacy and Organizational Commitment, also stated by Orgambidez et al. (2019) showed that Self-Efficacy positively affects organizational affective commitment. In line with the findings Fatima et al. (2020), which states Self-Efficacy directly affects employee commitment.

Bandura on Taufikin et al. (2021) Define the concept of self-efficacy as the belief that a person can perform in a certain way to achieve a specific target that affects his or her life. Bandura also explains the concept of self-efficacy as the belief that a person can produce a certain level of performance that affects events that also impact his or her life. Therefore, self-efficacy determines how people feel, think, motivate, and behave. Believing that one's skills offer the opportunity to carry out complex tasks will be a challenge for them. Positive and significant to Readiness for Change, in line with research Turja et al. (2020) which concludes that the higher one's Self-Efficacy will affect one's readiness to change.

Al Fajri et al. (2022) suggest that Organizational Commitment affects Readiness to Change. Organizational change must begin by preparing all human resources to accept change because humans are the subject and object of organizational change and have a resistant nature to change. This shows that the readiness of members to change is something that must be considered by the company's leaders to change the organization. Regarding Readiness to Change

and Organizational Commitment, it can be seen that Readiness to Change in members is positively related to the organizational commitment that exists in members.

This study aims to focus on the factors that affect changes in the readiness of Poso Regency Regional Secretariat employees by examining Transformational Leadership and Self-Efficacy and assessing the extent of the role of Organizational Commitment in facing changes in the work system during the Covid pandemic. So the hypothesis in this study is:

**H1:** Transformational Leadership has a Positive and Significant Effect on Organizational Commitment.

**H2:** Self-efficacy has a positive and significant effect on Organizational Commitment.

**H3:** Transformational Leadership positively and significantly affects employee readiness to change.

**H4:** Self-Efficacy Has a positive and significant effect on readiness to change

**H5:** Organizational Commitment positively and significantly affects Employee Change Readiness.

**H6:** Transformational Leadership positively influences and supports Change Readiness through Organizational Commitment.

**H7:** Self-Efficacy has a Positive and Significant Effect on Change Readiness through Organizational Commitment.

### **C. Research Methods**

This study uses a quantitative approach. According to Sugiyono (2021) In quantitative research, researchers investigate research problems based on phenomena in the field or the need to explain why something happens. This study aims to find an empirical picture of the influence of Transformational Leadership and Self-Efficacy on Organizational Commitment and Employee Change Readiness as well as the role of Organizational Commitment of employees of the Regional Secretariat of Poso Regency. This

research is part of the survey research. Survey research is a procedure in quantitative research in which researchers survey a sample or an entire population to describe the attitudes, opinions, behaviors, or characteristics of a population. Based on the above statement, this study can be classified into a survey design because it uses a sample as a measured group.

The types of data that will be used in this study are primary and secondary. Primary data is data obtained directly from the source. In this study, the primary data used came from the results of a questionnaire distributed to respondents following the research object. Secondary data of the researcher was obtained from the recaptured attendance records or documentation and reports. Performance accountability, reports. Performance. Employees and data. Other. The data source in this study is primary data obtained directly from respondents (employees), and secondary data is collected through information documentation at the Poso Regency Regional Secretariat office.

The population of this study is civil servant staff of the Regional Secretariat of Poso Regency, with a total of 118 employees. The sample in this study uses a saturated sample technique, namely Civil Servants from the staff element as many as 118 people, considering that the Civil Servant Staff quite understands how the leadership and working conditions of the Poso Regency Regional Secretariat to solve research problems and adjust to the research objectives to provide more representative values and avoid bias in research results.

The data collection in this study using a questionnaire aims to collect data on the influence of transformational leadership and self-efficacy on changes in the readiness of secretariat employees. Area. Regency. Poso, as well as to find out what the role of Organizational Commitment is. The data analysis method used in this study is Structural Equation Modeling (SEM) with a Partial Least Square (PLS)-based

approach. PLS is an alternative to the Structural Equation Modeling method in handling complex variables (Hair *et al.*, 2019).

#### D. Result and Discussion

Based on data obtained from 118 respondents, the age of respondents 41-50 years dominated the age of respondents by 42%, respondents were dominated by female gender, as many as 72% of respondents' working period was dominated by the category of 10-20 years by 64% and the respondent's education level was dominated by Bachelor (S1) years as much as or by 61.02%

**Table 1. Characteristics of Respondents**

Profile	Criterion	Percentage
Age	≤ 30	6 %
	31-40	27 %
	41-50	42 %
	> 50	25 %
Gender	Woman	72 %
	Man	28 %
Years of service	< 10	21 %
	10-20	64 %
	> 20	15 %
education	High school	21,19 %
	diploma	6,78 %
	bachelor	61,02 %
	Master	10,17 %
	doctoral	0,85 %

Source : Data processed by the author (2022)

**Table 2. Outer Loading Value**

Variable	Item	Outer Loading	Description
Transformational leadership (X1)	KT1	0.719	Legitimate
	KT2	0.710	Legitimate
	KT3	0.702	Legitimate
	KT4	0.732	Legitimate
	KT5	0.727	Legitimate
	KT6	0.719	Legitimate
	KT7	0.753	Legitimate
	KT8	0.733	Legitimate
Self Efficacy (x2)	ED1	0.711	Legitimate
	ED2	0.716	Legitimate
	ED3	0.731	Legitimate
	ED4	0.728	Legitimate
	ED5	0.748	Legitimate
Organizational Commitment (Z)	KO1	0.721	Legitimate
	KO2	0.711	Legitimate
	KO3	0.726	Legitimate
	KO4	0.727	Legitimate
	KO5	0.716	Legitimate
	KO6	0.742	Legitimate
	KO7	0.703	Legitimate
	KO8	0.712	Legitimate
	KO9	0.728	Legitimate

Variable	Items	Outer Loading	Description
Readiness to Change (Y)	KB1	0.713	Legitimate
	KB2	0.713	Legitimate
	KB3	0.741	Legitimate
	KB4	0.753	Legitimate
	KB5	0.719	Legitimate
	KB6	0.714	Legitimate

Source : Data processed by the author (2022)

Based on the processing of Smart PLS data, as in Table 2, all construction indicators have a *loading factor value* above 0.7. It describes all the indicators that are able to explain the latent variable so that it can be concluded that the model meets the Convergent validity condition.

**Table 3. Average Variant Extracted (AVE)**

Variable	AVE Scores
Transformational leadership (X1)	<b>0.525</b>
Self Efficacy (x2)	<b>0.528</b>
Organizational Commitment (Z)	<b>0.519</b>
Readiness to Change (Y)	<b>0.527</b>

Source : Data processed by the author (2022)

Based on table 3, all latent variables have AVE values above 0.5, indicating that

each latent construct indicator can explain 50% or more of its variances.

**Table 4. Fornell-Larcker Criteria**

Variable	KT	ED
Transformational leadership (X1)	0.725	
Self Efficacy (x2)	0.675	0.72
Organizational Commitment (Z)	0.713	0.68
Readiness to Change (Y)	0.710	0.64

Source : Data processed by the author (2022)

Table 4 shows that each variable has a very large FLC value in its latent variable column compared to the other variable columns. This illustrates that the indicators used in this study have good discriminatory validity.

**Table 5. Cross Loading Values**

Indicator	KT	ED	KO	KB
KT1	0.714	0.649	0.675	0.673
KT2	0.703	0.615	0.591	0.679
KT3	0.708	0.590	0.624	0.660
KT4	0.720	0.624	0.645	0.668
KT5	0.752	0.603	0.619	0.652
KT6	0.754	0.633	0.559	0.621
KT7	0.748	0.622	0.563	0.614
KT8	0.747	0.598	0.547	0.606

ED1	0.66 8	0.74 1	0.68 7	0.65 9
ED2	0.64 2	0.70 9	0.61 4	0.62 2
ED3	0.59 0	0.72 5	0.63 8	0.66 7
ED4	0.59 0	0.73 2	0.60 7	0.65 2
ED5	0.58 3	0.73 0	0.58 3	0.65 3
KO1	0.61 9	0.64 0	0.70 6	0.64 9
KO2	0.61 1	0.58 7	0.72 8	0.65 8
KO3	0.58 6	0.63 4	0.73 6	0.64 2
KO4	0.61 4	0.60 4	0.74 9	0.62 8
KO5	0.62 5	0.64 8	0.73 2	0.65 2
KO6	0.54 5	0.60 1	0.73 6	0.58 8
KO7	0.61 8	0.68 8	0.73 6	0.67 2
KO8	0.57 9	0.60 1	0.72 6	0.65 0
KO9	0.64 2	0.64 7	0.72 2	0.67 5
KB1	0.70 7	0.72 9	0.73 5	0.74 3
KB2	0.62 0	0.63 9	0.58 3	0.70 6
KB3	0.61 9	0.63 7	0.60 4	0.71 8
KB4	0.60 6	0.63 4	0.63 8	0.74 8
KB5	0.64 1	0.61 0	0.65 8	0.74 5
KB6	0.69 4	0.66 9	0.65 9	0.73 1

Source : Data processed by the  
author (2022)

other variables so that the indicator has  
met the Discriminant *Validity criteria*.

**Table 6. Composite Reliability and  
Alpha Cronbach**

Variable	Alpha Cronbach	Composite Reliability
Transformational leadership (X1)	<b>0.871</b>	<b>0.898</b>
Self Efficacy (x2)	<b>0.777</b>	<b>0.849</b>
Organizational Commitment (Z)	<b>0.884</b>	<b>0.907</b>
Readiness to Change (Y)	<b>0.821</b>	<b>0.870</b>

Source : Data processed by the  
author (2022)

Composite reliability values of 0.6 –  
0.7 and Cronbach alpha values greater  
than 0.7 are considered reliable (Hair et  
al., 2019). Based on Table 6 above, all  
constructs/variables have composite  
reliability values and Cronbach's alpha >  
0.7 according to the criteria, so it is  
concluded that the data is reliable.

The results of the bootstrapping  
process using Smart PLS, then the  
measurement output of the Structural  
model gets views in Figure 2:

Based on table 5 above, it is known that  
each indicator has a better *Cross Loading*  
value on its latent construct/variable  
compared to the *Cross Loading value* of

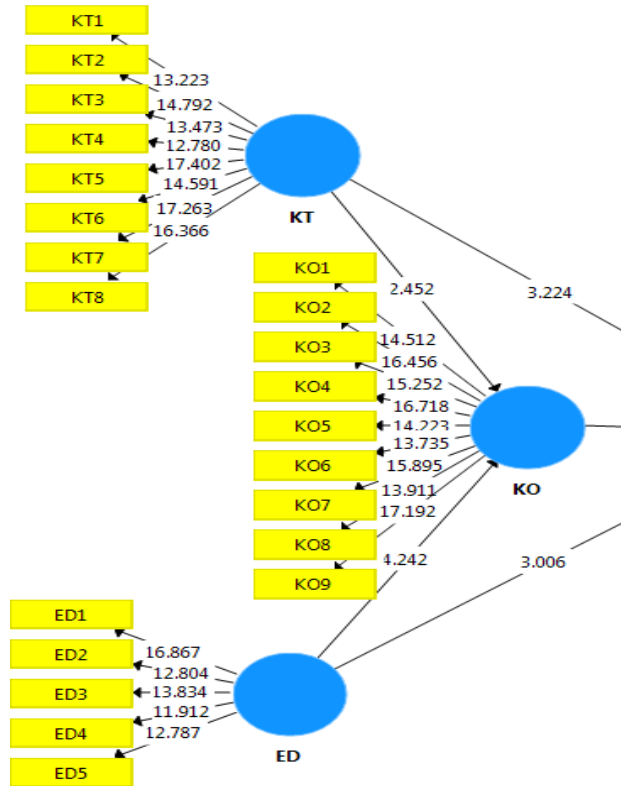


Figure 2. Measurement of Structural Output Models

Source : Data processed by the author (2022)

Table 7. Determination of Coefficient (R2)

Endogenous variables	R Square( R2)	R Square Customized
Organizational Commitment	0.585	0.578
Readiness to Change	0.598	0.588

Source : Data processed by the author (2022)

This study uses two variables that are influenced by other variables, namely the variable Organizational Commitment (Z) which is influenced by Transformational Leadership (X1) and

Self-Efficacy (X2), the variable Readiness to Change (Y) which is influenced by Transformational Leadership (X1), Self-Efficacy (X2) and Organizational Commitment (Z). Table.8 shows that the R-Square *Adjusted* value for the Organizational Commitment (Z) variable, obtained at 0.578, and for the Readiness to Change variable (Y), obtained at 0.588. The results showed that 57.8% of the variables of Organizational Commitment (Z) were influenced by Transformational Leadership (X1) and Self-Efficacy (X2), and 58.8% of the variables of Readiness to Change (Y) were influenced by Transformational Leadership (X1), Self-Efficacy (X2) and Organizational Commitment (Z) with values that were included in the moderate category.

Table 8. Path coefficients (mean, STDEV, T-statistics)

	Original Sample (O)	Average Sample (M)	Standard Deviation (STDEV)
KT -> KO	0.460	0.455	0.105
KT -> KB	0.354	0.358	0.106
ED -> KO	0.375	0.382	0.107
ED -> KB	0.175	0.186	0.083
KO -> KB	0.333	0.321	0.117

Source : Data processed by the author (2022)

The variable value of Transformational Leadership on Organizational Commitment of 0.46 had a significant effect because the t-statistic of 4.366 was greater than the t-value of 1.96 and the P value of  $0.000 < 0.05$ . Thus



H1 is accepted. Namely, Transformational Leadership has a positive and significant effect on Organizational Commitment. The variable value of Self-Efficacy to Organizational Commitment of 0.375 had a significant effect because the t-statistic of 3.512 was greater than the t-value of 1.96 with a P value of  $0.000 < 0.05$ . Thus H2 is accepted. Namely, Self-Efficacy has a positive and significant effect on Organizational Commitment.

The value of the variable Transformational Leadership on Change Readiness of 0.375 had a significant effect because the t-statistic of 3.333 was greater than the t-value of 1.96 with a P value As  $0.001 < 0.05$  With such H3 accepted, i.e. Leader Transformational Influential Positive and Significant to readiness to change. The value of the variable Self-Efficacy to Readiness for Change of 0.175 had a significant effect because the t-statistic of 2.111 was greater than the t-value of 1.96 with a value of P. as much.  $0.035 < 0.05$ . With H4 Accepted, that is. Self-efficacy has a positive and significant effect on readiness to change. The variable value of Organizational Commitment to Readiness changed by 0.333 had a significant effect because the t-statistic of 2.835 was greater than the t-value of 1.96 with a P Value of  $0.005 < 0.05$ . With the H5 accepted, namely Organizational Commitment That Has a Positive and Significant Effect on Change Readiness.

**Table 9. Indirect Effects**

	Original Sample (O)	Average Sample (M)	Standard Deviation (STDEV)
KT ->KO ->KB	0.153	0.146	0.00
ED->KO -> KB	0.125	0.123	0.00

Source : Data processed by the author (2022)

The Impact Value of the Transformational Leadership Variable on Readiness changed through Organizational Commitment by 0.153 and had a significant effect because the t-statistic of 2.360 was smaller than the t-value of 1.96 and the P value of  $0.019 < 0.05$ . Thus H6 is accepted, Transformational Leadership positively and significantly influences Change Readiness through Organizational Commitment. The value of the variable Self-Efficacy on Readiness for Change through Organizational Commitment was 0.125, which had a significant effect because the t-statistic of 2.111 was greater than the t-value of 1.96 with P Value As.  $0.035 < 0.05$ . With such H7 accepted, Self-efficacy affects Positive and Significant to Readiness to Change through Organizational Commitment.

The results of the hypothesis analysis as contained in table 9 found that the relationship between the variables of Transformational Leadership to Organizational Commitment at the Regional Secretariat office of Poso Regency had a t-statistic of 4.366 more significant than the t-value of 1.96 and the P value of  $0.000 < 0.05$  so that it was accepted as H1, namely Transformational Leadership had a positive and significant relationship with Organizational Commitment. This means that the better Transformational

Leadership is applied at the Poso Regency Regional Secretariat Office, the better the Organizational Commitment of employees will be. The results of this study are in line with previous research by Huo et al. (2020) and Iqbal et al. (2020), which shows that Transformational Leadership significantly influences organizational commitment. Transformational Leadership characteristics that affect employee organizational commitment can occur because leaders pay more attention to subordinates through a caring, understanding, and accommodating attitude to the needs of assistants during work system changes during the pandemic to encourage increased employee motivation and maintain relationships between leaders and subordinates well.

The results of the hypothesis analysis found that the relationship between the variables of Self-Efficacy to Organizational Commitment at the Regional Secretariat office of Poso Regency had a t-statistic of 3.512, more significant than the value of t 1.96 and a P value of  $0.000 < 0.05$  so that it was accepted as H2, namely Self-Efficacy, had a positive and significant relationship with Organizational Commitment. The Relationship between Self-Efficacy and Organizational Commitment at the Regional Secretariat Office of Poso Regency shows a positive relationship, meaning that the better the level of Self-Efficacy of employees of the Regional Secretariat of Poso Regency, the higher the Organizational Commitment of Employees. The results of this study are in line with previous research by

Roswandi et al. (2021) and Orgambídez et al. (2019), which shows that Self-Efficacy has a positive and significant effect on Organizational Commitment. The dominant characteristics of Self-Efficacy affect the Organizational Commitment of Poso Regency Regional Secretariat employees, namely through the belief that their employees can solve problems in any situation. Smart employees will express creativity by trying their best to solve problems and are willing to engage with the organization. Employees who believe in carrying out tasks according to the organization's goals will form a consistent attachment, strengthening their commitment to the organization.

The relationship between the variables of Transformational Leadership to Readiness to Change at the Regional Secretariat office of Poso Regency has a t-statistic of 3.330, more significant than the value of t 1.96 and a value of  $P 0.001 < 0.05$  so that H3 is accepted, namely Transformational Leadership has a positive and significant relationship with Readiness to Change. The Relationship between Transformational Leadership and Employee Readiness to Change at the Poso Regency Regional Secretariat Office shows a positive relationship, meaning that the better the perception of Poso Regency Regional Secretariat employees towards Transformational Leadership, the more Employee Change Readiness will also increase. This study shows the characteristics of Transformational Leadership where leaders have more care and attention in difficult times to subordinates so that employees feel more

confident and focus on the benefits of work system change during the pandemic. Employees believe that the change programs implemented not only benefit the organization but also benefit them. One of the characteristics of a Transformational Leader is to pay attention to and encourage employees to be more confident in making changes successful. This research is in line with previous research by (Orgambídez et al., 2019; Faupel & Süß, 2019; Tayal et al., 2018), which shows that Transformational Leadership has a positive and significant effect on Change.

The relationship between the variables of Self-Efficacy to Readiness changed in the Regional Secretariat office of Poso Regency had a t-statistic of 2.111, more significant than the value of t 1.96 and the value of  $P\ 0.035 < 0.05$  so that H4 was accepted, namely Self-Efficacy had a positive and significant relationship with Readiness to Change. The Relationship between Self-Efficacy and Employee Readiness to Change at the Poso Regency Regional Secretariat Office shows a positive relationship, meaning that the higher the Self-Efficacy of Poso Regency Regional Secretariat employees, the more prepared and easier it will be for employees to accept change. The results of this study are in line with previous research by Taufikin et al. (2021) and Turja et al. (2020) which shows that Self-Efficacy has a positive and significant effect on Readiness to Change. The characteristic of employee self-efficacy with the highest outer loading score is the confidence to solve problems in any situation, especially in difficult times. Employees of the Poso Regency Regional

Secretariat are confident that their ability remains enthusiastic and diligent so that they can complete every task well in carrying out their work, besides that employees have confidence in the benefits obtained from changes in the work system during the pandemic so that employees will be better prepared to face the changes made by the organization.

The relationship between the variables of Organizational Commitment to Change Readiness in the Poso Regency Regional Secretariat office has a t-statistic of 2.835, more significant than the t value of 1.96 and the P value of  $0.005 < 0.05$  so that H5 is accepted, namely Organizational Commitment has a positive and significant relationship with Change Readiness. The Relationship of Organizational Commitment to the Readiness to Change Employees at the Poso Regency Regional Secretariat Office shows a positive relationship, meaning that the higher the level of Organizational Commitment of Poso Regency Regional Secretariat employees, the more ready and easier it will be for employees to accept change. The characteristics of the organizational commitment of the highest-rated employees are willing to sacrifice their interests to advance the organization and strengthen their belief in the benefits of work system change. This shows that the higher the level of identification and engagement of employees within the organization, the easier it is for them to accept change. The results of this study are in line with previous research by Al-Hussami et al. (2018) and Al-Maamari & Raju (2020) which shows that

Organizational Commitment has a positive and significant effect on Readiness to change.

The results of this study prove that Transformational Leadership has a significant positive effect on the Readiness to Change Employees of the Regional Secretariat of Poso Regency through Organizational Commitment. The variable of transformation leadership towards Change Readiness through Organizational Commitment was 2.360, which had a significant effect because the t-statistic of 2.360 was greater than the t-value of 1.96 and the P value of  $0.019 < 0.05$ . Thus H6 is accepted. Namely, Transformational Leadership positively and significantly affects Readiness to Change through Organizational Commitment. The type of mediation of Organizational Commitment is classified as partial mediation because based on the analysis of research data on Exogenous Variables, namely Transformational Leadership, affects the endogenous variable of Change Readiness both directly and indirectly through Organizational Commitment.

The influence of the variable Self-Efficacy on Readiness for Change through Organizational Commitment was 2.111, which had a significant effect because the t-statistic of 2.111 was greater than the t-value of 1.96 with a P value of  $0.035 < 0.05$ . Thus H7 is accepted. Namely, Self-Efficacy positively and significantly affects Readiness to Change through Organizational commitment. The type of mediation between the relationship between Transformational Leadership

and Self-Efficacy on Readiness to Change through Organizational Commitment is classified as partial mediation because based on the results of the analysis of research data, the Self-Efficacy variable positively or significantly affects the Readiness to Change variable either directly or indirectly through the Organizational Commitment variable.

## **E. Conclusion**

This research explains the Determinant Analysis of the Use of Financial Technology (E-Wallet) among Generation Z based on the results of tests that have been carried out: convenience is stated to have an effect on the use of e-wallets, satisfaction is stated to have an effect on the use of e-wallets, security is stated to have an effect on the use of e-wallets, and promotions are stated to have an effect on the use of e-wallets.

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