

Building Readiness for Change: The Impact of High Performance HRM Practices and Transformational Leadership in A Tangerang Private Hospital

Tantri Yanuar Rahmat Syah^{1*}, Winny Indriyanti², Edi Suyitno³, Rojuaniah⁴, Puji Astuti⁵
Fakultas Ekonomi Bisnis Universitas Esa Unggul Indonesia^{1,2,3,4,5}
tantri.yanuar@esaunggul.ac.id^{1*}, winny_indriyanti@yahoo.com²,
edisuyitno@bhaktiasih.com³, rojuaniah@esaunggul.ac.id⁴, puji.astuti@esaunggul.ac.id⁵

*Corresponding Author

ABSTRACT

This study investigates the impact of high-performance Human Resource Management (HRM) practices and transformational leadership on staff preparedness to confront change in a private hospital setting in Tangerang, Indonesia. This study emphasizes the need of being able to adapt to changes in the corporate environment, particularly in the always evolving health industry. The study utilized a quantitative research approach and included 201 participants who were chosen by purposive sampling. The research instrument assessed three primary variables: high-performance human resource management techniques, transformational leadership, and readiness for change. The results of the Structural Equation Model (SEM) research validate that the implementation of high-performance HRM practices and the presence of transformational leadership have a substantial influence on the level of preparedness for change. Research supports the significance of allocating resources towards staff training and development, as well as cultivating effective leadership, in order to enhance employee preparedness for organizational change. The managerial implications of this research underscore the need for organizations to allocate resources for employee development and strengthen leadership that supports change. In this way, organizations can increase their adaptability in facing change and achieve optimal performance overall.

Keyword: High performance HRM practices, transformational leadership, readiness to change

1. Introduction

Amidst the dynamic landscape of the commercial world, the healthcare sector must be exceptionally equipped to confront intricate and unforeseen transformations. Being prepared to change is not just a must, but also the crucial factor for achieving success in confronting these obstacles. Mladenova (2022) emphasizes that the ability to respond to and implement change is the main key in overcoming the dynamics of a rapidly changing business environment. Employee readiness to accept and implement change is very important. This not only affects overall organizational performance but is also strongly influenced by emotional factors and the work environment (Lubis et al., 2022 ; Rotea et al.,2023) . Data from the Central Statistics Agency (BPS) shows that in 2024, Indonesia will have 2,636 public hospitals, with a growth trend that has continued to increase in the last four years (Databoks, 2022) .

Facing the ever-growing dynamics of change, high-performance Human Resource Management (HRM) practices have become very important. The ability to manage human resources effectively has been proven to be a crucial foundation in achieving organizational goals, with a focus on improving employee performance according to established standards (Javed & Paracha, 2023 ; Rizka et al., 2022). Effective HRM practices support employee readiness in facing change, as well as increasing their performance and commitment to the change process (Sun et al.,2007 ; Maheshwari & Vohra, 2015) .In addition to high-performance HRM practices, transformational leadership also plays an important role in influencing

readiness for change. This leadership increases employee maturity, motivates them to achieve achievements, and develops well-being for individuals and organizations. Transformational leadership has a significant impact on employee performance (Bass et al. , 2003 ; Senjaya et al., 2020) .

However, previous research has not specifically paid attention to the context of private hospitals in Tangerang regarding employee readiness in facing change. Therefore, this study aims to fill this gap by analyzing the impact of high-performance HRM practices and transformational leadership on readiness for change in these hospitals. It is hoped that the results of this research will provide valuable contributions and managerial implications for organizational leaders in designing effective high-performance HRM practice strategies, as well as opening new insights for further research in this field.

2. Literature Review

High Performance Human Resource Management Practices

High performance HRM practices are one way to develop positive perceptions among employees about the organizational environment that supports performance, and aims to improve the performance of an organization (Sun et al. , 2007 ; Van Beurden et al. , 2021 ; Lewin, 2020) . High performance HRM practices are a series of processes, including recruitment and selection, communication through training, performance appraisal, and managerial practices according to organizational standards. This aims to encourage active employee participation, create superior and competitive human resources, and achieve optimal organizational performance. Rewards from the organization to employees also play a role in motivating the achievement of organizational goals (Raziq, 2014 ; Pamungkas & Wulandari, 2021).

Readiness to Change

Readiness to change is one of the driving factors in achieving effective organizational change (Armenakis et al. , 1993) . Meanwhile, Holt et al. (2007) defines readiness to change as a comprehensive attitude that is simultaneously influenced by the process, context, and individuals involved in a change, where this attitude reflects responses in the individual's cognitive and emotional aspects. Cognitive conditions occur when organizational members have positive attitudes, beliefs, intentions and deliberate awareness to face these changes (Bouckennooghe et al ., 2009 ; Rafferty et al. , 2012) . Readiness for change at the organizational level is when the leaders and members of the organization agree to implement change (Al-maamari et al. , 2018).

Transformational leadership

Transformational leadership is one of the key factors that can determine the success or failure of an organization's transformation program. Transformational strategy refers to a pattern that effectively produces change in various aspects (Pawar, 2003 ; Braun et al. , 2013) . A transformational leader is a leader who can describe the organization's vision and communicate it to employees on a regular basis. In the process, transformational leaders form a strong emotional connection to the team, and create a positive work environment so that employees can make maximum contributions to the organization (Carless et al. , 2000; Nyakundi et al. , 2021)s.

The Relationship between High Performance HRM Practices and Readiness for Change

High performance HRM practices can change certain situations towards a better change, without effective HRM practices and strategies, change in an organization is

impossible. In the organizational change process, it is necessary to align, integrate and address every HRM practice and procedure to implement change in the organization (Sher et al., 2021). Lubis et al. (2022) said that the concept of Human Resource Competency 4.0 is related to high-performance HRM, namely the soft skills training variables and individual characteristics, as well as employee readiness for change. Three of the four HR practices, namely training and development, compensation and benefits and work assessment are important factors in influencing employee readiness to change (Othman & Dahlan, 2013) . Referring to Rotea et al. (2023) who revealed that HRM practices have a direct impact on organizational performance and mediate the process of organizational change where human resources as agents of change are very important. High-Performance Work System (HPWS) through comprehensive training and development firmly increases their readiness in facing change towards transformation (Narbariya et al. , 2022) . So, the following hypothesis is proposed:

H1: High-performance HRM practices influence readiness for change.

The Relationship of Transformational Leadership to Readiness to Change

Transformational leadership can motivate employees to be able to follow changes that will occur in an organization and create new views regarding leadership through intellectual stimulation, as well as providing inspiration and a strong influence on employees to work optimally in the company (Catherine et al. , 2018; Eliyana et al. , 2019 ; Aprileani & Abadi, 2022) . Communication from a transformational leader is an important part of readiness to implement change, where effective interpersonal skills are the basis for the change performance of an organization (Guerrero & Kim, 2014) . A review conducted by Ratnawati & Sugiharti (2023) found that the direct influence of transformational leadership on employee performance had a higher influence than the indirect influence through the readiness to change variable. Referring to this, Abbasi (2017) found that transformational leadership has an effective influence on readiness for planned change, where It is important for managers to improve expected performance through regular and appropriate evaluations to make planned changes. Referring to the explanation above, the hypothesis proposed is:

H2: Transformational leadership influences readiness to change.

Based on the hypothesis framework previously explained, the research model can be illustrated as shown in Figure 1 below

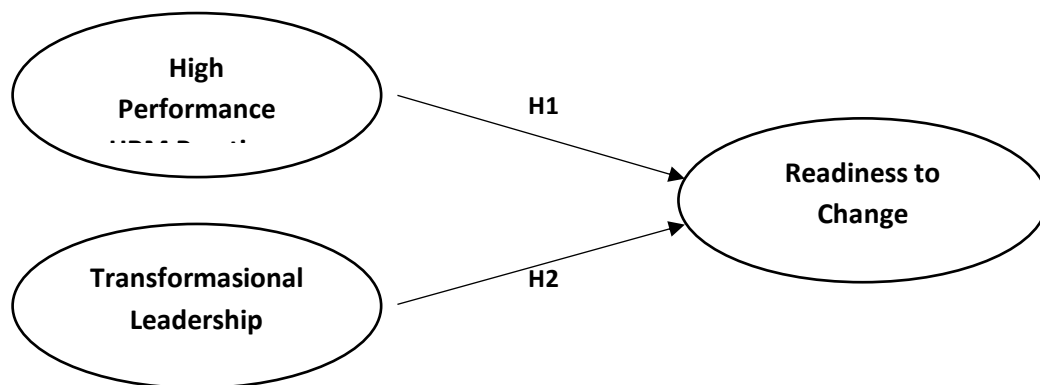


Figure 1. Research Model

3. Methodology

The approach that will be used in this research is quantitative deductive, questionnaire measurement using the Likert scale method with validation of four answer choices, namely strongly disagree (STS), disagree (TS), agree (S), strongly agree (SS). High performance HRM practices were measured with 12 questions referring to Sun et al. (2007). Readiness for change was measured using 5 questions adapted from Bouckennooghe et al. (2009) and Piderit (2000). Transformational leadership consists of 7 questions according to an adaptation from Carless et al. (2000).

The author carried out validity and reliability tests involving 30 respondents to ensure the quality of the research instruments used. The validity test is carried out using the factor analysis method, where the author will take into account several important parameters such as Kaiser-Meyer-Olkin (KMO) and Anti Image Matrices. If the KMO and Anti Image Matrices values exceed 0.5, then it shows that the indicators used are valid and reliable (Hair et al., 2018). Apart from that, the author also carried out a reliability test by referring to the Cronbach's alpha value. If the Cronbach's alpha value exceeds 0.5, then the research instrument is considered reliable and trustworthy in measuring the variables studied (Hair et al., 2018). By carrying out these steps, the author ensures that the data collected can provide accurate and reliable results in subsequent analysis.

This study aims to investigate the perspectives of employees working in private hospitals in the Tangerang region of Indonesia. It will examine the impact of specific elements on their opinions of the work environment. The author sent an invitation to personnel from diverse business units inside this institution to partake in this research. The sample technique employed was purposive sampling, whereby participants were chosen based on certain criteria, such as their present employment status, tenure, and organizational role. Furthermore, this study also considered demographic variables such as age and gender. The majority of the statements utilized to assess the validity and reliability of variables in this study were deemed valid, with the exception of statements PM1, PM2, PM3, PM11, and PM12 pertaining to the HRM practice variable, as well as statement TL1 concerning the transformational leadership variable. The total number of statements utilized in this research was 18 items.

The author employs Lisrel Structural Equation Model (SEM) analysis to scrutinize the acquired data. According to the author, the minimum number of respondents needed for the questionnaire should be five times the number of statements, based on theory (Hair et al., 2018). A minimum of 90 employees is necessary, which is calculated by multiplying 18 by 5.

4. Results and Discussions

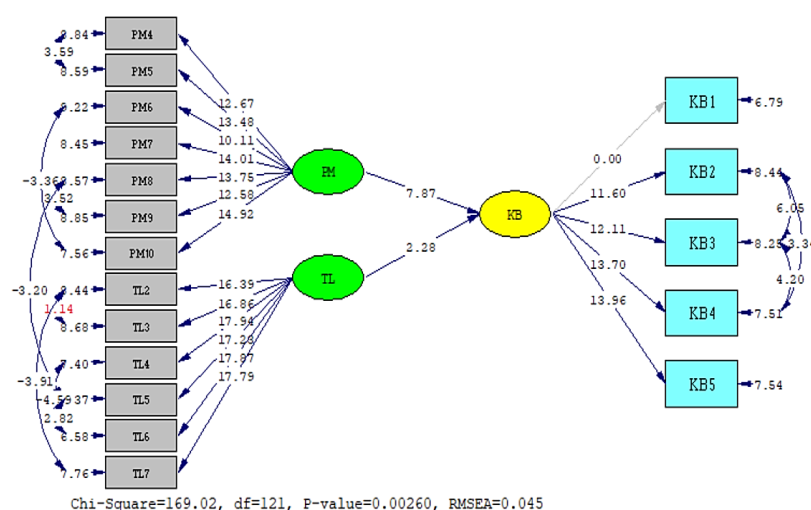
From the results of distributing questionnaires conducted online via Google Form, 201 respondents were obtained who met the predetermined criteria. There were 17% male respondents and 83% female respondents. Furthermore, based on the employee's field of work, the majority of employees work in the medical and nursing fields (non-doctors) as much as 66%, while those who work in other health care fields are 20%, and 13% work in non-medical fields (functional).

The results of the construct validity test in this study showed that all indicators for each variable were declared acceptable and valid because they had a loading factor value above 0.50. Furthermore, the reliability test results with a minimum limit of construct reliability value of 0.50 and variance extracted value of 0.50 (Hair et al., 2018). Construct reliability value on high performance HRM (PM) practices 0.92, transformational leadership (TL) 0.97, readiness to change (KB) 0.90. The variance extracted value for high performance

HRM practices (PM) is 0.62, transformational leadership (TL) 0.97, readiness to change (KB) 0.64.

After structural test analysis and evaluation of the R2 value in each equation, it was found that the readiness to change (KB) variable was influenced by high-performance HRM practices (PM) and transformational leadership (TL), with the R2 value reaching 0.66. This means that approximately 66% of the variation in readiness to change (KB) can be explained by high-performance HRM (PM) and transformational leadership (TL) practices, while the remaining 34% is influenced by other factors not included in this study.

Furthermore, the results of the model suitability test show that several items still show a good level of fit based on Chi Square, RMSEA, ECVI, AIC, and NFI. Although some of them achieved a marginal fit level, such as Critical N and Goodness of fit, the overall research model still showed adequate fit. Thus, a T- Value diagram will be presented to provide a more detailed picture of the research results as follows:



Description: Readiness to Change (KB), HRM Practices (PM) and Transformational Leadership (TL)

Figure 2. T-Value Path Diagram

The results of hypothesis testing obtained in this research model can be explained in table 1. Hypothesis testing is as follows:

Table 1. Hypothesis Testing

Hypothesis	Hypothesis statement	Mark T-Value	Information
H ₁	High-performance HRM practices influence readiness for change.	7.87	The data supports it
H ₂	Transformational leadership influences readiness to change	2.28	The data supports it

Source: Lisrel SEM data processing results

Based on the table above, all hypotheses have a T-Value value above 1.96, or it can be said that the hypothesis is accepted.

This research revealed two important findings that show how various factors influence employees' readiness to change. The first results prove that high-performance Human

Resource Management (HRM) practices influence readiness for change. This finding is in line with previous research by Kehoe & Wright (2013) ; Yang (2012) ; Pahos & Galanaki (2022) ; Beurden et al. (2021) , all of whom confirm that effective HRM practices increase employees' emotional attachment to their organizations. The majority of respondents were women working in the medical and nursing fields who said that the training they received made them feel more motivated to adapt to change and improve their performance in the workplace. For example, a nurse who undergoes training may feel more confident in using the latest medical technology or implementing more effective patient care procedures. This positive impact encourages them to feel more passionate and emotionally connected to their work.

This study shows that formal training as part of high-performance HRM practices not only improves employee skills, but also fosters positive attitudes toward change. This means that when organizations face situations that require rapid adaptation, such as technological developments or regulatory changes, employees who have received good training are better prepared to accept and implement these changes. Employees who feel supported by strong HRM practices tend to have higher emotional attachment to their organizations, as shown by Kehoe & Wright (2013) and Yang (2012) . Pahos & Galanaki (2022) and Beurden et al. (2021) also emphasize that this emotional attachment is key in increasing readiness to change.

The second result of this research shows that transformational leadership influences employee readiness to change. This finding is in line with previous research by Hariadi & Muafi (2022) , which shows that positive transformational leadership can encourage employee readiness to change and improve their performance. In this research, the role of the leader is very important. Transformational leaders not only manage, but also inspire their teams by building trust, engagement, and cooperation among team members. When a boss is able to create an environment like this, employees feel more motivated and ready to face change.

Respondents felt this encouragement when they saw their leaders communicating openly, providing consistent support, and inviting the team to participate in the decision-making process. The leader also sets a clear and inspiring vision, which makes the team feel like they have a greater sense of purpose. This is in line with the findings of Ratnawati & Sugiharti (2023) , which stated that the direct influence of transformational leadership on employee performance is more dominant than the indirect influence through readiness to change. This means that effective leadership not only makes employees ready to change but also directly improves their performance.

Respondents in this study revealed that their superiors fostered a supportive environment, where trust and cooperation were strongly instilled. As a result, when change comes, they feel more motivated to improve their performance. For example, an employee who is initially skeptical about a procedural change may change their mind because they feel strong support and direction from their leader. They are not only ready to change but also feel compelled to do so for the good of the team and organization.

Overall, this research suggests that investments in high-performance HRM practices and transformational leadership can create adaptive and productive work environments. Thus, organizations that implement this strategy will be better prepared to face change and improve their overall performance

5. Conclusion

This research found that high-performance HRM practices and transformational leadership increase employee readiness for change. Employees who receive training feel more confident and motivated, improving their performance. In addition, leaders who build a sense of trust and cooperation within the team make employees more ready and motivated to face

change. In conclusion, investing in effective HRM practices and transformational leadership helps organizations be more adaptive and productive in the face of change.

This research has provided valuable insights. However, there are several additional aspects that need to be considered to enrich understanding. First, the focus of this research on the health sector, specifically hospitals, may limit the generalizability of the findings to various types of industries and professions. Therefore, suggestions for future research are to involve a more industrially diverse sample, so as to broaden the scope of the findings. In addition, it is also necessary to consider using more holistic survey methods, which combine quantitative and qualitative data to provide a more comprehensive understanding. Longitudinal research can also provide deeper insight into changes in employee attitudes and behavior over time.

Meanwhile, there are interesting managerial implications of these findings. First, it is important for organizations to invest in employee training and development so that they are better prepared to deal with change. Effective training not only improves technical skills, but also strengthens positive attitudes towards change. Furthermore, the importance of transformational leadership is not only limited to the health sector, but also applies to various industrial fields. Leaders who can inspire, motivate, and guide their teams will help create an adaptive and productive work environment. Finally, it is important for organizations to build a supportive culture, where open communication, participation in decision making, and team trust are emphasized. By implementing this strategy, organizations from various business fields will be able to increase their readiness to face change and achieve better overall performance.

References

- Abbasi, B. (2017). Transformational leadership and change readiness and a moderating role of perceived bureaucratic structure: An empirical investigation. *Problems and Perspectives in Management*, 15(1), 35–44. [https://doi.org/10.21511/ppm.15\(1\).2017.03](https://doi.org/10.21511/ppm.15(1).2017.03)
- Al-maamari, Q. A., Kassim, R. M., Raju, V., Al-tahitah, A., & Ameen, A. A. (2018). *Factors Affecting Individual Readiness for Change : A Conceptual Framework*. 2(1), 13–18.
- Allen, N. J., & Meyer, J. P. (1990). Organizational Commitment. In *Work Orientations* (pp. 124–146). <https://doi.org/10.4324/9781351121149-6>
- Allen, N. J., & Meyer, J. P. (1996). *Affective , Continuance , and Normative Commitment to the Organization : An Examination of Construct Validity*. 276(49), 252–276.
- Alolabi, Y. A., Ayupp, K., & Dwaikat, M. Al. (2021). *administrative sciences Issues and Implications of Readiness to Change*. <https://doi.org/https://doi.org/10.3390/admsci11040140>
- Alqudah, I. H., Carballo-Penela, A., & Ruza-Sanmartín, E. (2022). High-performance human resource management practices and readiness for change: An integrative model including affective commitment, employees' performance, and the moderating role of hierarchy culture. *European Research on Management and Business Economics*, 28(1), 100177. <https://doi.org/10.1016/j.iemeen.2021.100177>
- Aprileani, A. P., & Abadi, F. (2022). The Roles of Transformational Leadership on Employee's Job Satisfaction, Readiness for Change, and Organizational Commitment of Islamic Banking in Indonesia. *Indonesian Journal of Business Analytics (IJBA)*, 2(2), 213–230. <https://journal.formosapublisher.org/index.php/ijba/index>
- Aprilyanti, S. (2017). Pengaruh Usia dan Masa Kerja. *Jurnal Sistem Dan Manajemen Industri*, 1(2), 68–72. [aasdfghjkl;redfghjkdfghjkl](https://doi.org/10.24127/jurnal.sistem.dan.manajemen.industri.v1i2.12345)
- Armenakis A. A., Haris, S. G., & W., K. M. (1993). *Creating Readiness for Organizational Change* (p. 681).
- Asbari, M., Novitasari, D.Gazali, Silitongan N., Pebrina, E. T. (2020). Analisis Pengaruh Efektivitas Kepemimpinan Transformasional dan Kesiapan untuk Berubah terhadap

- Kinerja Karyawan Wanita di Masa Pandemi Covid-19. *Jurnal Ilmiah Mahasiswa Ekonomi Manajemen*, 5(3), 615–632. <https://doi.org/https://doi.org/10.31294/jp.v17i2>
- Asbari, M., Hidayat, D. D., & Purwanto, A. (2021). Managing Employee Performance: From Leadership to Readiness for Change. *International Journal of Social and Management Studies (IJOSMAS)*, 02(01), 74–85. <https://doi.org/https://doi.org/10.30596/jimb.v22i1.4888>
- Ayu Kuserawati, N. K., & Rahmat Syah, T. Y. (2022). Pengaruh High Performance Work System terhadap Employee Creativity, Employee Performance dan Entrepreneurial Orientation. *Jurnal Ecodemica: Jurnal Ekonomi Manajemen Dan Bisnis*, 6(2), 269–280. <https://doi.org/10.31294/eco.v6i2.13349>
- Bal, P. M., de Lange, A. H., Van der Heijden, B. I. J. M., Zacher, H., Oderkerk, F. A., & Otten, S. (2015). Young at heart, old at work? Relations between age, (meta-)stereotypes, self-categorization, and retirement attitudes. *Journal of Vocational Behavior*, 91, 35–45. <https://doi.org/10.1016/j.jvb.2015.09.002>
- Banjongprasert, J. (2017). An assessment of change-readiness capabilities and service innovation readiness and innovation performance: Empirical evidence from MICE venues. *International Journal of Economics and Management*, 11(SpecialIssue1), 1–17.
- Bass, B. M., Avolio, B. J., Jung, D. I., & Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership. *Journal of Applied Psychology*, 88(2), 207–218. <https://doi.org/10.1037/0021-9010.88.2.207>
- Becton, B. J., Giles, W. F., & Schraeder, M. (2008). Evaluating and rewarding OCBs: Potential consequences of formally incorporating organisational citizenship behaviour in performance appraisal and reward systems. *Employee Relations*, 30(5), 494–514. <https://doi.org/10.1108/01425450810888277>
- Bertolino, M., Truxillo, D. M., & Fraccaroli, F. (2013). Age effects on perceived personality and job performance. *Journal of Managerial Psychology*, 28(7), 867–885. <https://doi.org/10.1108/JMP-07-2013-0222>
- Bouckenooghe, D., Devos, G., & Van Den Broeck, H. (2009). Organizational change questionnaire-climate of change, processes, and readiness: Development of a new instrument. In *Journal of Psychology: Interdisciplinary and Applied* (Vol. 143, Issue 6). <https://doi.org/10.1080/00223980903218216>
- BPS. (2024). *No Title*. <https://www.bps.go.id/id/statistics-table?subject=520>
- Braun, S., Peus, C., Weisweiler, S., & Frey, D. (2013). Transformational leadership, job satisfaction, and team performance: A multilevel mediation model of trust. *Leadership Quarterly*, 24(1), 270–283. <https://doi.org/10.1016/j.leaqua.2012.11.006>
- Burke, R. J. (2016). *The Aging Workforce Handbook Article information :*
- Cameron, K. S., & Quinn, R. E. (2006). Diagnosing and changing organizational culture. Revised edition. In *Jossey-Bass* (Vol. 16, Issue 1).
- Carless, S. A., Wearing, A. J., & Mann, L. (2000). A short measure of transformational leadership. *Journal of Business and Psychology*, 14(3), 389–405. <https://doi.org/10.1023/A:1022991115523>
- Catherine, Hartini, S., & Marpaung, W. (2018). Readiness For Change Ditinjau Dari Kepemimpinan Transformasional Pada Karyawan/I PT. Mam Medan. *Jurnal Psikologi*, 14(2), 154. <https://doi.org/10.24014/jp.v14i2.6405>
- Databoks. (2022). *No Title*. <https://databoks.katadata.co.id/datapublish/2022/10/13/jumlah-rumah-sakit-di-indonesia-capai-2522-unit-pada-2021>
- Eliyana, A., Ma'arif, S., & Muzakki. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), 144–150.

- <https://doi.org/10.1016/j.iedeen.2019.05.001>
- Galanaki, E., Parry, E., Bučiūnienė, I., & Panayotopoulou, L. (2019). Demographic challenges for management: fad or reality? *Evidence-Based HRM*, 7(1), 2–7. <https://doi.org/10.1108/EBHRM-04-2019-065>
- Gomes, J. F., Sabino, A., & Antunes, V. (2023). The Effect of Green Human Resources Management Practices on Employees' Affective Commitment and Work Engagement: The Moderating Role of Employees' Biospheric Value. *Sustainability (Switzerland)*, 15(3). <https://doi.org/10.3390/su15032190>
- Griffin, M. A., Neal, A., & Parker, S. K. (2007). A new model of work role performance: Positive behavior in uncertain and interdependent contexts. *Academy of Management Journal*, 50(2), 327–347. <https://doi.org/10.5465/AMJ.2007.24634438>
- Guerrero, E. G., & Kim, A. (2014). *EPP- Lead-ORC-OCC- Pub. May*.
- Hair, J. F., Ringle, C. M., Gudergan, S. P., Fischer, A., Nitzl, C., & Menictas, C. (2018). Partial least squares structural equation modeling-based discrete choice modeling: an illustration in modeling retailer choice. *Business Research*, 12(1), 115–142. <https://doi.org/10.1007/s40685-018-0072-4>
- Hanscom, M. E., & Cleveland, J. N. (2018). The influence of successful aging at work upon simulated performance decisions. *Work, Aging and Retirement*, 4(2), 129–144. <https://doi.org/10.1093/workar/wax021>
- Hariadi, A. R., & Muafi, M. (2022). The effect of transformational leadership on employee performance mediated by readiness to change & work motivation: A survey of PT. Karsa Utama Lestari employees. *International Journal of Research in Business and Social Science (2147- 4478)*, 11(6), 252–263. <https://doi.org/10.20525/ijrbs.v11i6.1945>
- Hetkamp, M., & Erwee, R. (2015). Ready for Success? How Readiness for Change Drives Project Success. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.2676285>
- Hofstede, G. (2011). Dimensionalizing Cultures. *Online Readings in Psychology and Culture*, 2(1), 1–26. <https://doi.org/https://doi.org/10.9707/2307-0919.1014>
- Holt, D. T., Armenakis, A. A., Feild, H. S., Harris, S. G., Holt, D. T., Feild, H. S., & Harris, S. G. (2007). *The Journal of Applied Behavioral Science The Systematic Development of a Scale*. <https://doi.org/10.1177/0021886306295295>
- Ikyanyon, D. N., & Ode, E. (2017). Fostering Knowledge Transfer through High- Performance HRM Practices: The Mediating Role of Affective Commitment. *European Scientific Journal, ESJ*, 13(13), 374. <https://doi.org/10.19044/esj.2017.v13n13p374>
- Javed, A., & Paracha, O. S. (2023). HRM System and Work Practices Impact on Affective Commitment: Considering mediating mechanism. *Iranian Journal of Management Studies*, 16(3), 613–626. <https://doi.org/10.22059/ijms.2022.318560.674430>
- Katsaros, K. K., Tsirikas, A. N., & Kosta, G. C. (2020). The impact of leadership on firm financial performance: the mediating role of employees' readiness to change. *Leadership and Organization Development Journal*, 41(3), 333–347. <https://doi.org/10.1108/LODJ-02-2019-0088>
- Kehoe, R. R., & Wright, P. M. (2013). The Impact of High-Performance Human Resource Practices on Employees' Attitudes and Behaviors. *Journal of Management*, 39(2), 366–391. <https://doi.org/10.1177/0149206310365901>
- Kim, K. Y., Eisenberger, R., & Baik, K. (2016). Perceived organizational support and affective organizational commitment: Moderating influence of perceived organizational competence. *Journal of Marriage and Family*, 37(1), 558–583. <https://doi.org/10.1002/job>
- Kishen, K., Syah, T. Y. R., & Anindita, S. R. (2020). The Transformational Leadership Effect On Job Satisfaction And Job Performance. *Journal of Multidisciplinary Academic*, 4(1), 47–51.

- <https://www.kemalapublisher.com/index.php/JoMA/article/view/429>
- Kooij, D. T. A. M., de Lange, A. H., Jansen, P. G. W., & Dikkers, J. S. E. (2013). Beyond chronological age. Examining perceived future time and subjective health as age-related mediators in relation to work-related motivations and well-being. *Work and Stress*, 27(1), 88–105. <https://doi.org/10.1080/02678373.2013.769328>
- Koster, F., & Gutauskaitė, D. (2019). HRM-culture fit: Why the link between human resource practices and commitment varies across countries. *Dynamic Relationships Management Journal*, 8(1), 13–27. <https://doi.org/10.17708/DRMJ.2019.v08n01a02>
- Kumbadewi, L. S., Suwendra, I. W., & Susila, G. P. A. J. (2021). Pengaruh umur, pengalaman kerja, upah, teknologi dan lingkungan kerja terhadap perilaku caring perawat. *E-Journal Universitas Pendidikan Ganesha*, 9, 1–9. <https://ejournal.undiksha.ac.id/index.php/JMI/article/view/6729>
- Kustini, K., Izaak, W. C., & Rini, H. P. (2020). Pengaruh kesiapan untuk berubah dan proactive behavior terhadap kinerja. *Bisma: Jurnal Bisnis dan Manajemen*. 14(3), 180–190. <https://jurnal.unej.ac.id/index.php/BISMA>
- Lasut, E. E., Lengkong, V. P. K., & Ogi, I. W. J. (2017). Analisis Perbedaan Kinerja.... *Jurnal EMBA*, 5(2), 2771–2780. <https://ejournal.unsrat.ac.id/index.php/emba/article/view/17155>
- Lewin, D. (2020). *High Performance Human Resources (HPHR). January 2011*. <https://doi.org/10.1057/9780230349421>
- Lockhart, P., Shahani, N. K., & Bhanugopan, R. (2020). Do organisational culture and national culture mediate the relationship between high-performance human resource management practices and organisational citizenship behaviour? *International Journal of Manpower*, 41(8), 1179–1197. <https://doi.org/10.1108/IJM-04-2018-0129>
- Lubis, A. S., Lumbanraja, P., Absah, Y., & Silalahi, A. S. (2022). Human resource competency 4.0 and its impact on Bank Indonesia employees' readiness for transformational change. *Journal of Organizational Change Management*, 35(4–5), 749–779. <https://doi.org/10.1108/JOCM-02-2021-0045>
- Magsamen-Conrad, K. (2016). *Bridging the Divide: Using UTAUT to predict multigenerational tablet adoption practices*. 186–196. <https://doi.org/10.1016/j.chb.2015.03.032>
- Mahendra, A. D. (2014). Analisis Pengaruh Pendidikan, Upah, Jenis Kelamin, Usia dan Pengalaman Kerja Terhadap Produktivitas Tenaga Kerja. *Diponegoro Journal of Economics*, 2(4), 1–70.
- Maheshwari, S., & Vohra, V. (2015). critical HR practices impacting employee perception and commitment.pdf. *Journal of Organisational Change Management*, 28(5), 872–894. <https://doi.org/http://dx.doi.org/10.1108/JOCM-03-2014-0066>
- McKay, K., Kuntz, J. R. C., & Näswall, K. (2013). The effect of affective commitment, communication and participation on resistance to change: The role of change readiness. *New Zealand Journal of Psychology*, 42(2), 29–40.
- Mechanism of recombinant human growth hormone accelerating burn wound healing in burn patients*. (n.d.).
- Mercurio, Z. A. (2015). Affective Commitment as a Core Essence of Organizational Commitment: An Integrative Literature Review. *Human Resource Development Review*, 14(4), 389–414. <https://doi.org/10.1177/1534484315603612>
- Merdiaty, N., Rosbi Rimbun, L., Wijaya, P. A. D., & Shintiarafy, V. A. (2022). Link readiness for change to work performance through mindfulness among health care employees in Indonesia. *International Journal of Research in Business and Social Science (2147- 4478)*, 11(4), 149–158. <https://doi.org/10.20525/ijrbs.v11i4.1812>
- Mladenova, I. (2022). Relation between Organizational Capacity for Change and Readiness for Change. *Administrative Sciences*, 12(4). <https://doi.org/10.3390/admsci12040135>

- Narbariya, S., Nayeem, M. A., & Gupta, R. (2022). Does HPWS amplify employees' change readiness for digital transformation? A study through the "work-from-anywhere" prism. *Personnel Review*, 51(8), 1948–1966. <https://doi.org/10.1108/PR-01-2022-0068>
- Ng, T. W. H., & Feldman, D. C. (2013). How do within-person changes due to aging affect job performance? *Journal of Vocational Behavior*, 83(3), 500–513. <https://doi.org/10.1016/j.jvb.2013.07.007>
- Ng, Y. N. K. (2023). Effects of organizational culture, affective commitment and trust on knowledge-sharing tendency. *Journal of Knowledge Management*, 27(4), 1140–1164. <https://doi.org/10.1108/JKM-03-2022-0191>
- Niam, J., & Syah, T. Y. R. (2019). Pengaruh Motivasi, Kepemimpinan dan Budaya Organisasi Terhadap Kepuasan Kerja serta Dampaknya pada Kinerja Karyawan. *Opsi*, 12(2), 89. <https://doi.org/10.31315/opsi.v12i2.3147>
- Novitasari, D., Goestjahjanti, F. S., & Asbari, M. (2020). The Role of Readiness to Change between Transformational Leadership and Performance: Evidence from a Hospital during Covid-19 Pandemic. *APMBA (Asia Pacific Management and Business Application)*, 9(1), 37–56. <https://doi.org/10.21776/ub.apmba.2020.009.01.4>
- Nyakundi, W., Nyoni, J., Dandira, M., Chufama, M., Kandjinga, E., & Jeremiah, A. (2021). Achieving High Employee Performance through Transformational Leadership in the Banking Sector. *International Journal of Research and Innovation in Social Science (IJRISS) / Volume V, Issue I, January 2021 | ISSN 2454-6186*, 5(1), 461–466.
- Oliveira, H. H., & Honório, L. C. (2020). Human resources practices and organizational commitment: Connecting the constructs in a public organization. *Revista de Administracao Mackenzie*, 21(4). <https://doi.org/10.1590/1678-6971/ERAMG200160>
- Othman, S. Z., & Dahlan, M. (2013). HR practices and readiness for change among Malaysian SME's employees. *Conference on Business Management Research, 2002*, 432–441.
- Pahos, N., & Galanaki, E. (2022). Performance Effects of High Performance Work Systems on Committed, Long-Term Employees: A Multilevel Study. *Frontiers in Psychology*, 13(March). <https://doi.org/10.3389/fpsyg.2022.825397>
- Pahos, N., Galanaki, E., Van Der Heijden, B. I. J. M., & De Jong, J. (2021). The Moderating Effect of Age on the Association Between High-Performance Work Systems and Employee Performance in Different Work Roles. *Work, Aging and Retirement*, 7(3), 214–228. <https://doi.org/10.1093/workar/waaa032>
- Palar, R. (2018). *Hubungan Antara Umur, Masa Kerja dan Kepemimpinan Dengan Kinerja Perawat di Rumah Sakit Bhayangkara Tk.III Manado Tahun 2018*. 1–11.
- Pamungkas, V. D., & Wulandari, F. (2021). the Influence of Human Resource Management Practices and Job Involvement on the Employee Performance in the Public Service Sectors Mediated By Affective Commitment. *Journal of Management and Islamic Finance*, 1(1), 75–90. <https://doi.org/10.22515/jmif.v1i1.3571>
- Pawar, B. S. (2003). Central conceptual issues in transformational leadership research. *Leadership & Organization Development Journal*, 24(7), 397–406. <https://doi.org/10.1108/01437730310498596>
- Pradnyani, L. D., & Putra, M. S. (2023). Pengaruh Budaya Organisasi Terhadap Kepuasan Kerja Dengan Komitmen Afektif Sebagai Variabel Mediasi. *E-Jurnal Ekonomi Dan Bisnis*, 12(03), 421–429. <https://ojs.unud.ac.id/index.php/EEB/>
- Prastiti, Z. D. (2021). The Relationship Between Organizational Commitment and Readiness to Change for Employee of PT X. *Jurnal Organisasi Dan Manajemen*, 17(1), 78–88. <https://doi.org/10.33830/jom.v17i1.1003.2021>
- Rafferty, A. E., Jimmieson, N. L., & Armenakis, A. A. (2012). *Journal of Management*. September 2012. <https://doi.org/10.1177/0149206312457417>

- Ramadista, R. M. P., & Kismono, G. (2020). The effect of the degree of misfit between human resources management practices and the types of organizational culture on organizational performance. *Gadjah Mada International Journal of Business*, 22(3), 301–322. <https://doi.org/10.22146/gamaijb.56583>
- Ratnawati, I., & Sugiharti, R. R. R. (2023). The moderating role of readiness for change on the effect of transformational leadership and compensation satisfaction on employee performance: Evidence from post-acquisition companies. *Diponegoro International Journal of Business*, 6(1), 9–23.
- Raziq, A. (2014). Strategic Planning And High Performance Human Resource Management Practices In Pakistani Smes. *Management and Marketing Journal*, 12(2), 123–134.
- Ridlwani, M., Purwandari, D. A., & Syah, T. Y. R. (2021). The Effect of Situational Leadership and Organizational Culture on Employee Performance Through Job Satisfaction. *International Journal of Multicultural and Multireligious Understanding*, 8(3), 73–87.
- Rizka, A. I., Mahendro Sumardjo, & Iwan Kresna Setiadi. (2022). Transformational Leadership and Employee Engagement Analysis on Employee Performance Readiness to Change at Human Resources Development Agency. *Journal of Social Science*, 3(2), 212–229. <https://doi.org/10.46799/jss.v3i2.311>
- Rotea, C. C., Ploscaru, A. N., Bocean, C. G., Vărzaru, A. A., Mangra, M. G., & Mangra, G. I. (2023). The Link between HRM Practices and Performance in Healthcare: The Mediating Role of the Organizational Change Process. *Healthcare (Switzerland)*, 11(9). <https://doi.org/10.3390/healthcare11091236>
- Sanders, K., Dorenbosch, L., & De Reuver, R. (2008). The impact of individual and shared employee perceptions of HRM on affective commitment: Considering climate strength. *Personnel Review*, 37(4), 412–425. <https://doi.org/10.1108/00483480810877589>
- Santhidran, S., Chandran, V. G. R., & Borromeo, J. (2013). Enabling organizational change-leadership, commitment to change and the mediating role of change readiness. *Journal of Business Economics and Management*, 14(2), 348–363. <https://doi.org/10.3846/16111699.2011.642083>
- Senjaya, V., & Anindita, R. (2020). the Role of Transformational Leadership and Organizational Culture Towards Organizational Commitment Through Job Satisfaction Among Mining Industry Employees. *Jurnal Aplikasi Manajemen*, 18(4), 767–782. <https://doi.org/10.21776//ub.jam.2020.018.04.15>
- Sher, S., Abbas, U., Arif, R., Khan, M., Khan, N., & Ahmed, H. (2021). *Strategic Role of Human Resource Management Policies and Practices in Organizational Change*. 20(4), 275–294. <https://doi.org/10.5281/zenodo.5869923>
- Silviana, P. G., & Cahyadi, L. (2023). Mengukur Turnover Intention melalui Work Engagement. *Jurnal Manajemen Bisnis Syariah*, 12.
- Soelton, M., Paijan, P., Sugiharjo, R. J., Rahmat, A., Parwoto, P., Supriyatno, S., Rahmawati, W., & Syah, T. Y. R. (2023). Exploring Factors that Influence Organizational Citizenship Behavior in the Advertising Industry. *WSEAS Transactions on Business and Economics*, 20, 526–540. <https://doi.org/10.37394/23207.2023.20.48>
- Somadi, N., & Salendu, A. (2022). Mediating Role of Employee Readiness to Change in the Relationship of Change Leadership with Employees' Affective Commitment to Change. *Budapest International Research and Critics Institute-Journal*, 5(1), 30–38. <https://doi.org/10.33258/birci.v5i1.3576>
- Sonang, S., Purba, A. T., & Pardede, F. O. I. (2019). Pengelompokan Jumlah Penduduk Berdasarkan Kategori Usia Dengan Metode K-Means. *Jurnal Teknik Informasi Dan Komputer (Tekinkom)*, 2(2), 166. <https://doi.org/10.37600/tekinkom.v2i2.115>
- Sun, L., Aryee, S., & Law, K. L. (2007). High-Performance Human Resource Practices, Citizenship

- Behavior, and Organizational Performance: a Relational Perspective. *Academy of Management Journal*, 50(3), 558. <http://proquest.umi.com/pqdweb?did=1302008271&Fmt=7&clientId=4574&RQT=309&VName=PQD%5Cnpapers2://publication/uuid/513BA1CF-E49A-4C2A-8ED5-DB00D8D52A03>
- Sun, S. (2008). Organizational Culture and Its Themes. *International Journal of Business and Management*, 3(12), 137–141. <https://doi.org/10.5539/ijbm.v3n12p137>
- Utami, F. W., & Wardani, R. (2021). The Role of Affective Commitment to the Readiness for Changes of E-Puskesmas Entry Officers in Mojokerto District. *Journal for Quality in Public Health*, 4(2), 166–172. <https://doi.org/10.30994/jqph.v4i2.204>
- Van Beurden, J., Van De Voorde, K., & Van Veldhoven, M. (2021). The employee perspective on HR practices: A systematic literature review, integration and outlook. *International Journal of Human Resource Management*, 32(2), 359–393. <https://doi.org/10.1080/09585192.2020.1759671>
- Wahyuni, N. P. D., Purwandari, D. A., & Syah, T. Y. R. (2019). Transactional Leadership, Motivation and Employee Performance. *Journal of Multidisciplinary Academic (JOMA)*, 3(5), 156–161.
- Wardjianto, Purwana, D., & Clara, E. (2022). The Influence of Organizational Culture on Employee Affective Commitment to Change with Employee Resilience and Employee Readiness to Change as Mediators. *International Journal of Research and Review*, 9(8), 733–748. <https://doi.org/10.52403/ijrr.20220861>
- Yang, Y. C. (2012). High-involvement human resource practices, affective commitment, and organizational citizenship behaviors. *Service Industries Journal*, 32(8), 1209–1227. <https://doi.org/10.1080/02642069.2010.545875>
- Yasin, M., & Priyono, J. (2016). Analisis Faktor Usia, Gaji Dan Beban Tanggungan Terhadap Produksi Home Industri Sepatu Di Sidoarjo (Studi Kasus Di Kecamatan Krian). *Jurnal Ekonomi Dan Bisnis*, 1, 95–120.
- Zacher, H., Heusner, S., Schmitz, M., Zwierzanska, M. M., & Frese, M. (2010). Focus on opportunities as a mediator of the relationships between age, job complexity, and work performance. *Journal of Vocational Behavior*, 76(3), 374–386. <https://doi.org/10.1016/j.jvb.2009.09.001>
- Zacher, H., Rosing, K., & Frese, M. (2011). Age and leadership: The moderating role of legacy beliefs. *Leadership Quarterly*, 22(1), 43–50. <https://doi.org/10.1016/j.leaqua.2010.12.006>