

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND PERCEIVED ORGANIZATIONAL SUPPORT ON READINESS FOR CHANGE FACING DIGITAL TRANSFORMATION THROUGH ORGANIZATIONAL COMMITMENT AMONG EMPLOYEES OF PERUMDAM TIRTA DHARMA PURABAYA MADIUN REGENCY

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Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh *Transformational Leadership* dan *Perceived Organizational Support* terhadap *Readiness For Change* melalui *Organizational Commitment* pada karyawan PERUMDAM Tirta Dharma Purabaya Kabupaten Madiun. Penelitian ini menggunakan pendekatan kuantitatif dengan jumlah sampel sebanyak 63 responden yang merupakan seluruh karyawan PERUMDAM Tirta Dharma Purabaya Kabupaten Madiun. Teknik pengambilan sampel yang digunakan yaitu sampling jenuh. Pengolahan dan analisis data dilakukan menggunakan *software* SmartPLS 4.0. Pengujian dalam penelitian ini meliputi pengujian model pengukuran (*Outer Model*) yang terdiri dari uji validitas konvergen, validitas diskriminan, dan uji reliabilitas, serta pengujian model struktural (*Inner Model*) yang meliputi nilai *R-square*, *Q-square*, dan pengujian hipotesis melalui prosedur *bootstrapping*. Hasil penelitian menunjukkan bahwa *Transformational Leadership* dan *Perceived Organizational Support* berpengaruh positif dan signifikan terhadap *Organizational Commitment*. *Transformational Leadership*, *Perceived Organizational Support*, dan *Organizational Commitment* berpengaruh positif dan signifikan terhadap *Readiness for Change*. Selain itu, *Organizational Commitment* mampu memediasi pengaruh *Transformational Leadership* dan *Perceived Organizational Support* terhadap *Readiness for Change* pada karyawan PERUMDAM Tirta Dharma Purabaya Kabupaten Madiun.

Kata Kunci: *Transformational Leadership, Perceived Organizational Support, Organizational Commitment, Readiness For Change.*

Abstract

This study aims to determine the influence of Transformational Leadership and Perceived Organizational Support on Readiness for Change, mediated by Organizational Commitment, among employees of PERUMDAM Tirta Dharma Purabaya, Madiun Regency. A quantitative approach was employed, utilizing a sample of 63 respondents comprising the entire workforce of PERUMDAM Tirta Dharma Purabaya, Madiun Regency selected via a saturated sampling

technique. Data processing and analysis were conducted using SmartPLS 4.0 software. The analysis involved testing the measurement model (Outer Model) covering convergent validity, discriminant validity, and reliability and the structural model (Inner Model) assessing R-square and Q-square values as well as hypothesis testing via bootstrapping. The results indicate that Transformational Leadership and Perceived Organizational Support have a positive and significant influence on Organizational Commitment. Furthermore, Transformational Leadership, Perceived Organizational Support, and Organizational Commitment all exert a positive and significant influence on Readiness for Change. Organizational Commitment was found to mediate the influence of Transformational Leadership and Perceived Organizational Support on Readiness for Change among the employees of PERUMDAM Tirta Dharma Purabaya, Madiun Regency.

Keywords: *Transformational Leadership, Perceived Organizational Support, Organizational Commitment, Readiness For Change.*

A. INTRODUCTION

1. Background and Phenomena

Organizational success is highly determined by the quality of human resources managed, as humans represent a dynamic element actively engaged in every organizational activity. Low human resource quality will hinder organizational business operations, making investment in HR management and development a strategic necessity. One of the greatest challenges currently facing human resources is digital transformation, which demands a shift in working patterns from conventional systems toward digital-based systems. The World Economic Forum (2020) demonstrated that organizations adopting digital technology early are more resilient in facing crises; thus, the Indonesian government has made digital transformation a national strategic agenda through Presidential Regulation No. 95 (2018) concerning Electronic-Based Government Systems.

Nevertheless, implementation gaps persist. Microsoft Indonesia (2017) recorded that 90% of Indonesian business leaders recognize the importance of digital transformation, but only 27% possess a comprehensive transformation strategy. Vial (2019) emphasized that digital transformation is not merely about technology adoption, but also encompasses shifts in organizational culture and HR readiness. Data from the

Ministry of Communication and Information Technology indicates that only 30% of State Civil Apparatus are digitally literate, while low digital competence and resistance to change further impede HR readiness.

These challenges are likewise experienced by Regional State-Owned Enterprises (BUMD), including the water utility sector. Prabowo and Lukman (2025) revealed that although the Ministry of BUMN's SPBE Index has improved, internal implementation remains constrained by low system interoperability and limited digital HR capabilities. PERPAMSI (2022) stressed that digitalization is an urgent requirement for Water Utility BUMDs; however, BPPSPAM (2022) noted that out of 389 evaluated Water Utility BUMDs, only 24 received the Digital Transformation Award at the Indonesia Water Forum 2022. Fajriyani et al. (2024) explained that this gap is primarily caused by HR resistance, as employees are unready to depart from traditional working methods.

PERUMDAM Tirta Dharma Purabaya Madiun Regency is one of the Water Utility BUMDs actively executing digital transformation. Established in 1993, the company employs 63 staff members at its head office and implemented six digital systems between 2021 and 2022, including web-based customer complaint handling, online payment, online installation registration, live chat, online bill checking, and Electronic Procurement Systems. This commitment continues to evolve through the development of the TEGAP Purabaya and PESILAT Purabaya systems as a smart water management ecosystem. Nevertheless, Rahmadi and Rusmiati (2025) emphasized that digital transformation success relies heavily on change leadership, policy support, and HR competency readiness, whereas initial interviews conducted by the researcher with PERUMDAM's HR management confirmed the absence of structured digital socialization and training programs for employees.

This situation culminates in the issue of Readiness for Change, which refers to a comprehensive attitude reflecting the extent to which individuals are cognitively and

emotionally inclined to accept and adopt a change plan. Pre-survey results among 31 PERUMDAM employees indicated that Readiness for Change fell in the high category with an average score of 4.18; however, the Personal Valence indicator (personal benefits from digital transformation) recorded the lowest score of 4.06 with 19.4% non-positive responses. Transformational Leadership obtained an average score of 4.11, with the Inspirational Motivation indicator scoring lowest at 4.00 and yielding 22.6% non-positive responses. Perceived Organizational Support recorded the lowest overall mean of 3.91, with organizational fairness and digital facility provision both scoring 3.84. Organizational Commitment achieved the highest average score of 4.25, but the Continuance Commitment indicator scored lowest at 3.97 with 22.6% non-positive responses. Rinaldo et al. (2025) proved that change readiness serves as an antecedent to adoption or resistance behavior toward change, while Husna et al. (2023) found that Transformational Leadership has a positive and significant effect on Readiness for Change at the Teluk Bayur Navigation District Office.

Previous studies leave noticeable gaps. Rinaldo et al. (2025) examined transformational leadership on Readiness for Change through organizational culture in the property industry, omitting Perceived Organizational Support and the BUMD context. Runa (2023) investigated Transformational Leadership and Self-Efficacy with Organizational Commitment as a mediator in private companies, without incorporating Perceived Organizational Support. Mahdani et al. (2022) demonstrated the direct relationship between Perceived Organizational Support and Readiness for Change among BRI employees, without integrating Transformational Leadership or the mediating role of Organizational Commitment. This study bridges these gaps by simultaneously integrating all four variables within the context of a Water Utility BUMD undergoing massive digital transformation—a setting rarely examined in Indonesian change management literature. Based on this rationale, this study tests the influence of Transformational Leadership and

Perceived Organizational Support on Readiness for Change through Organizational Commitment among employees of PERUMDAM Tirta Dharma Purabaya Madiun Regency.

2. Theoretical Framework

This study relies on Social Exchange Theory popularized by Blau (1964), which explains the relationship between individuals and organizations as a reciprocal connection driven by expectations of future social rewards. Employees receiving benefits from an organization feel morally obligated to reciprocate through commitment and readiness to support organizational change. Within this framework, Transformational Leadership and Perceived Organizational Support act as organizational stimuli, whereas Organizational Commitment and Readiness for Change represent psychological and behavioral reciprocations from employees

Transformational Leadership is defined as leadership that inspires followers to commit to a shared vision and organizational goals through four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Perceived Organizational Support reflects employee perceptions regarding the degree to which an organization values their contributions and cares about their well-being, as reflected in organizational fairness, supervisor support, organizational rewards, and job conditions. Organizational Commitment is a psychological state that binds employees to an organization, comprising affective commitment, continuance commitment, and normative commitment. Readiness for Change is defined as employees' beliefs, attitudes, and intentions regarding the extent to which changes in work systems are needed, beneficial, and achievable. This framework forms the foundation for explaining how leadership and organizational support shape commitment, which ultimately determines employee readiness for digital transformation.

3. Research Objective

This study aims to provide empirical evidence regarding the influence of Transformational Leadership and Perceived Organizational Support on Readiness for Change, both directly and indirectly through Organizational Commitment, among employees of PERUMDAM Tirta Dharma Purabaya Madiun Regency.

4. Research Hypotheses

- a. H₁: Transformational Leadership influences Organizational Commitment among employees of PERUMDAM Tirta Dharma Purabaya Madiun Regency.
- b. H₂: Perceived Organizational Support influences Organizational Commitment among employees of PERUMDAM Tirta Dharma Purabaya Madiun Regency.
- c. H₃: Transformational Leadership influences Readiness for Change among employees of PERUMDAM Tirta Dharma Purabaya Madiun Regency.
- d. H₄: Perceived Organizational Support influences Readiness for Change among employees of PERUMDAM Tirta Dharma Purabaya Madiun Regency.
- e. H₅: Organizational Commitment influences Readiness for Change among employees of PERUMDAM Tirta Dharma Purabaya Madiun Regency.
- f. H₆: Transformational Leadership influences Readiness for Change through Organizational Commitment as a mediating variable.
- g. H₇: Perceived Organizational Support influences Readiness for Change through Organizational Commitment as a mediating variable..

B. METHOD

This study adopts a quantitative approach with a causal design utilizing a cross-sectional survey method to examine the effects of Transformational Leadership (X_1) and Perceived Organizational Support (X_2) on Readiness for Change (Y) mediated by Organizational Commitment (Z). The research was conducted from April to July 2026 at the Head Office of PERUMDAM Tirta Dharma Purabaya Madiun Regency. The research

population consisted of all 63 permanent employees at the Head Office, and the entire population was sampled using a saturated sampling (census) technique due to the relatively small and accessible population size.

Data were collected via questionnaires using a 1 to 4 Likert scale. Transformational Leadership was measured using four indicators: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, referring to Bass and Avolio (1994). Perceived Organizational Support was measured using three indicators: fairness, supervisor support, and organizational rewards & job conditions, referring to Rhoades and Eisenberger (2002). Organizational Commitment was measured through affective, continuance, and normative commitment, referring to Meyer et al. (1993). Readiness for Change was measured via appropriateness, management support, self-efficacy, and personal valence, referring to Holt et al. (2007).

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) executed via SmartPLS 4.0 software. The evaluation of the Measurement Model (Outer Model) included convergent validity via Outer Loadings and Average Variance Extracted (AVE), discriminant validity via Cross Loadings and Heterotrait-Monotrait Ratio (HTMT), and reliability via Cronbach's Alpha and Composite Reliability. The Structural Model (Inner Model) evaluation encompassed coefficients of determination (R-Square), predictive relevance (Q-Square), hypothesis testing via bootstrapping procedures based on path coefficients, t-statistics, and p-values, as well as Variance Accounted For (VAF) calculations to determine mediation types. Hypotheses were accepted if the t-statistic exceeded 1.96 and the p-value was less than 0.05.

C. RESULTS AND DISCUSSIONS

1. Measurement Model Evaluation (Outer Model)

Initial testing of 84 indicators revealed that 33 indicators failed to meet validity criteria and were eliminated, leaving 51 valid indicators for the final model. Convergent validity tests showed that all remaining indicators had Outer Loading values exceeding 0.70, with AVE values across all variables exceeding 0.50, as presented in Table 1:

Table 1. Reliability and Convergent Validity Test Results

Variable	Cronbach's Alpha	Composite Reliability	AVE
<i>Transformational Leadership</i>	0,956	0,953	Reliable
<i>Perceived Organizational Support</i>	0,932	0,943	Reliable
<i>Organizational Commitment</i>	0,966	0,969	Reliable
<i>Readiness for Change</i>	0,952	0,958	Reliable

Source: Processed SmartPLS 4 Data, 2026

2. Structural Model Evaluation (Inner Model)

The R-Square value for Organizational Commitment of 0.570 indicates that Transformational Leadership and Perceived Organizational Support explain 57% of the variance in Organizational Commitment. The R-Square value for Readiness for Change of 0.653 is categorized as moderate-to-strong. The Q-Square values of 0.525 for Organizational Commitment and 0.552 for Readiness for Change exceed zero, confirming that the structural model possesses excellent predictive relevance.

Table 2. Direct Effect Hypothesis Test Results

Hypothesis	Path	Coefficient	t-statistic	p-value	Result
H ₁	TL → OC	0,551	7,463	0,000	Accepted
H ₂	POS → OC	0,398	5,336	0,000	Accepted
H ₃	TL → RFC	0,370	3,592	0,000	Accepted
H ₄	POS → RFC	0,261	2,399	0,016	Accepted
H ₅	OC → RFC	0,359	3,500	0,000	Accepted

Source: Processed SmartPLS 4 Data, 2026

Table 3. Hasil Uji Efek Mediasi (*Indirect Effect*)

Hypothesis	Path	Coefficient	t-statistic	p-value	Result.
H ₆	TL → OC → RFC	0,198	2,828	0,005	Partial Mediation
H ₇	POS → OC → RFC	0,143	3,367	0,001	Partial Mediation

Source: Processed SmartPLS 4 Data, 2026

3. Discussion

Transformational Leadership was proven to exert a positive and significant influence on Organizational Commitment, yielding the highest path coefficient among all direct paths leading to Organizational Commitment. Leaders who serve as role models, articulate inspiring visions, encourage critical thinking, and provide individualized consideration effectively strengthen employees' emotional attachment and moral responsibility toward the organization. This finding aligns with Social Exchange Theory principles (Blau, 1964) and is supported by Almaududi Ausat et al. (2022), Fadilah et al. (2023), and Tamara et al.

(2022), who consistently proved that transformational leadership enhances organizational commitment.

Perceived Organizational Support was also proven to have a positive and significant influence on Organizational Commitment. Employees who perceive fair treatment, supervisor support, and adequate rewards and working conditions tend to reciprocate this support through higher loyalty and commitment, conforming to the reciprocity principle of Social Exchange Theory. This result is consistent with Agustin and Surya (2026) and Elgeka et al. (2022), who established a positive and significant relationship between Perceived Organizational Support and Organizational Commitment.

Transformational Leadership and Perceived Organizational Support directly and significantly influence Readiness for Change. Inspirational leadership helps employees understand the necessity of change, while organizational support provides psychological safety that reduces resistance to new work systems. These findings reinforce Husna et al. (2023), Lestari et al. (2022), Meria et al. (2022), Virgianty and Budiani (2021), and Mahdani et al. (2022), who consistently demonstrated that both variables foster change readiness among employees.

Organizational Commitment was shown to have a positive and significant effect on Readiness for Change. Employees with strong affective, normative, and continuance commitment tend to view organizational transformation as an integral part of their responsibility toward the firm. This finding is in line with Vanny et al. (2022), Herminingsih (2024), Restiani and Indiyati (2024), and Qureshi et al. (2018), who highlighted organizational commitment as a pivotal determinant of change readiness.

Mediation test results indicated that Organizational Commitment partially mediates the relationship between both Transformational Leadership and Perceived Organizational Support on Readiness for Change. The direct effects of both independent variables remained significant after incorporating Organizational Commitment into the model,

indicating that commitment reinforces rather than replaces the direct pathways. This finding is consistent with Adiwijaya et al. (2023), Runa (2023), and Rosari et al. (2025) for the Transformational Leadership pathway, as well as Jayadi and Suryatni (2025), Ferdinan and Dewi (2024), and Fazzari et al. (2023) for the Perceived Organizational Support pathway, confirming that organizational commitment serves as a key psychological mechanism bridging leadership and support with digital transformation readiness.

D. CONCLUSIONS

This study proves that Transformational Leadership and Perceived Organizational Support have a positive and significant impact on Organizational Commitment among employees of PERUMDAM Tirta Dharma Purabaya Madiun Regency. Transformational Leadership, Perceived Organizational Support, and Organizational Commitment also individually exert positive and significant effects on Readiness for Change. Furthermore, Organizational Commitment partially mediates the influence of both Transformational Leadership and Perceived Organizational Support on Readiness for Change, with VAF mediation contributions of 34.9% and 35.4%, respectively. These findings emphasize that employee readiness for digital transformation is driven not only by direct leadership and organizational support, but also by organizational commitment fostered through them. Study limitations include a relatively small sample size (63 respondents), a single-company scope, and focus limited to four core constructs.

E. SUGGESTIONS

PERUMDAM Tirta Dharma Purabaya Madiun Regency is advised to continuously strengthen the application of Transformational Leadership through clear vision communication, consistent motivation, and individual attention, particularly concerning the inspirational motivation aspect which requires further reinforcement. The company also needs to enhance Perceived Organizational Support through equitable treatment and proper

digital facilities provision, considering this variable recorded the lowest pre-survey mean score. Employees are encouraged to remain open to technological developments and actively participate in digital competency training. Future researchers are recommended to incorporate other relevant variables such as Trust in Leadership or Job Satisfaction, expand the scope to include other Water Utility BUMDs, and employ larger sample sizes to enhance generalizability.

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