Xi'an Shiyou Daxue Xuebao (Ziran Kexue Ban)/
Journal of Xi'an Shiyou University, Natural Sciences Edition
ISSN: 1673-064X
E-Publication: Online Open Access
Vol: 65 Issue 10 | 2022
DOI 10.17605/OSF.IO/TC7ZY

INFLUENCE OF LEADER MEMBER EXCHANGE, ADAPTABILITY CULTURE, AND PSYCHOLOGICAL CAPITAL ON INDIVIDUAL READINESS FOR CHANGE WITH CHANGE FATIGUE AS MODERATOR VARIABLE IN HEALTHCARE BPJS INDONESIA

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Abstract :

This study aims to examine the effect of leader member exchange, adaptability culture, and psychological capital on Individuals Readiness to Change with change fatigue as a moderator. Empirical data were collected from 723 permanent employees of BPJS Health using an online survey method. This study was analyzed using the SPSS application program with multiple regression analysis to test the seven hypotheses proposed. The results show that adaptability culture and psychological capital have a positive and significant effect on Individuals Readiness to Change with change fatigue not as a moderating variable of the relationship between leader member exchange, adaptability culture, and psychological capital on Individuals Readiness to Change. This research is expected to contribute to policy makers in the field of human resources to identify individual readiness to change as well as to anticipate change fatigue that occurs especially in the public sector.

Keywords: Leader Member Exchange, Adaptability Culture, Psychological Capital, Individuals Readiness to Change, Change Fatigue

INTRODUCTION

Change or Die. What if you were given that choice? If you didn't, your time would end soon a lot sooner than it had to. Could you change when change matters most? That although we all have the ability to change our behavior, we rarely ever do. But smart business owners and managers shouldn't be concerned. Instead, they should embrace change and find creative ways to expand. The near exponential rate of technological advancement poses more opportunities than ever before.

The present study is set in the backdrop of similar studies where impact of various leadership styles on employees' creative behaviour is set for investigation. This study specifically investigates the association of one of the leadership styles, that is, leader–member exchange [1], with creative behaviour of employees, mediated by one of the more tangible forms of positive organizational behaviour, that is, psychological capital [2]. PsyCap includes four psychological resources, namely hope, efficacy, resilience and optimism [3]. The study takes an interactionist approach by bringing together individual

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and contextual variable, that is, leadership–member exchange, to predict creativity in a single frame for the first time.

Leader-member exchange (LMX) is a dyadic process that reflects the different qualities of the work relationship between employees and their superiors. This dynamic relationship receives important attention in organizations. This issue has also attracted the attention of organizational scholars. Research on LMX and its impact on employee behavior has received wide attention, especially because LMX explores the dynamic interactions between employees and leaders [1], [4].

Such relationship inequality makes an employee compare himself or herself to his or her coworkers. When this comparison takes place repeatedly, an employee may experience negative feelings, such as envy, which eventually adversely affects the organization [5]. Dispositional envy may arise when employees compare what they receive to what others receive. Coworker envy occurs when employees find themselves not having a close, advantageous relationship with their superiors when they want one [6]. Urged other researchers to review the role of envy in multiple workplace contexts. The majority of previous studies have focused on the relationship between workplace envy in relation to performance and job dissatisfaction [7]. OCB stress and group cohesion [8]. Specifically, studies on the effect of LMX quality on envy in the workplace are relatively few. The dynamic relationship between LMX and envy has not been investigated in previous studies; thus, revealing the complexities underlying the relationship remains challenging [9] – [10].

The government has tried various ways to improve the health status of the community and the welfare of the community, including running a health insurance program that was launched by the central government through the Social Security Organizing Agency (BPJS). The BPJS Health makes it easy for people to get access to health services. Low access to health services increases the risk of failing to meet health needs and results in a decrease in health conditions with increasing frequency of experiencing pain, loss of income due to high medical costs and lower welfare. In addition, working environment conditions also have an impact on health. Workers in the informal sector have a work environment that is low in health compared to the formal sector and also impacts on their well-being. The study aims to analyze the effect of the effectiveness of the Healthcare BPJS program and employment relationship status on the level of leader member exchange - Psychological Capital on Individual Readiness for Change with Change Fatigue – in Healthcare BPJS.

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LITERATURE REVIEW

Invidividual Readines for Change.

Many empirical studies have demonstrated the effectiveness of normative-reeducative strategies in fostering individual readiness for change. In his classic work on changing food preference, demonstrated that participative discussion is more effective than a lecture [11]. Similarly, Coch and French's (1948) study, which is often regarded as the first to investigate the causes of individuals' resistance to organizational change (Dent & Goldberg, 1999a), showed that people are more likely to accept and learn new methods if they participated in planning and developing the change [12]. Following this tradition, many researchers have examined the relative effectiveness of participation in the change project or change decision making. For example, Zaltman and Duncan (1997), Falbe and Yukl (1992), and Nutt (1998) empirically showed that facilitative and reeducative strategies are more effective than strategies using persuasion, pressure, and edict [13].

Individual readiness for change (IRFC): In order to measure the level of IRFC components, the reliable and valid instrument developed by Holt et al. (2007) was adopted. Unlike previous studies which treated IRFC as a one-dimensional construct, Holt et al. (2007) developed a more precise and relevant measurement of IRFC [14]. They treated it as a multifaceted measure that distinguishes between four components of IRFC. This current study also uses the scale of Holt et al. (2007), as it fully captures existing definitions and concepts of IRFC and offers better operationalization of this variable [14]-[15]. This instrument consists of 25 items designed to assess the extent to which organisational members feel positive about the implementation of TQM as a new change initiative. The respondents were asked about their perception and evaluation regarding the benefits that members and the wider organisation may achieve from a TQM induced change, the individual and organisational ability for performing change, and the need for organisational change [16].

Individual affective commitment to change (IACC): IACC was measured by using Herscovitch and Meyer's (2002) instrument. TQM: In order to measure the level of implementation of TQM practices in AMOs, the valid and reliable instrument developed by Samson and Terziovski (1999) was utilised and adopted [17]. In this instrument the empirical constructs are guided by and based on the principle criteria of the MBNQA* . The findings from many empirical studies, such as Ahire et al. (1996), have demonstrated that TQM practices are strongly correlated to each other, supporting the synergy among the practices. Like many previous studies, the current study views TQM as a unidimensional set (or package) of practices [18]. TQM is modelled as a single latent variable that is measured by six first-order latent variables, namely plan (Strategic Planning), info (Information and Analysis), peop (People Management), cust (Customer Focus), proc (Process Management) and lead (Leadership). All the items were assessed via a 5-point Likert-scale, ranging from 1 (strongly disagree) to 5 (strongly agree) [19].

Individual readiness for change is recognised as critical for TQM implementation, there is a lack of systematic and empirical studies regarding the relationship between individual

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readiness for change and TQM. Simultaneously, much of the extant research studies treated IRFC as a unidimensional construct, and only limited attention has been given to the various dimensions of IRFC [15],[19].

Leader Member Exchange

The direction of central point behind LMX; quality of the relation between the leaders and followers is based on the respect and trust both the leader and the followers develop against the competences of each other [2], [12],[13]. In the studies conducted on the benefits that the quality of LMX, it was determined that especially those in the internal group has a higher work performance, that they display more positive attitudes against the work [20]-[21]. In addition to this, it was described that that level of LMX is high affect TI negatively and it was found that there is a negative and meaningful relations [22].

In the studies conducted on LMX, it was suggested that exchange showing change on the quality level from lower to upper between the leader and the followers (Delugaand Perry, 1991) has effect on the results such as work satisfaction, loyalty, work performance, worker turnover speed etc [23]-[24]. Setting off from the study examined in the direction of the purposes of the study, relations between the variables of the study are presented below in a way that they will be utilized in the formation of hypotheses.

> H1: Leader member exchange has a positive and significant influence on invidividual readines for change

Adaptability Culture

Cultural adaptability may be descried as the way an organization systematically responds to the external realities it is exposed to [25]. Firms are not isolated as theyare part of the broader business environment that poses specific difficulties and risks thatneed to be sustainably handled in order to survive. For organizations to be effectively adaptive, they must remain astutely sensitive to the external environment and appropriately recognize and interpret the ensuing pointers of change [16]. It is important to note that organizations that have a focus that is internallyskewed will always experience a myriad of challenges in respect to adaptability [26]. That although being sensitive to the external climate and the current signs of change is essential, businesses must create a culture promoting foresight. Successful organizations are those that remain ahead of the curve and can comprehend their customers' future requirements [27]-[28]. Highly anticipated organizations regularly acquire and review data from their external environment [29].

An adaptive culture consists of three main dimensions which include: The capacity to adapt and change, an organization's ability to learn, and acustomer-centered culture. An organization’s attitude towards change is one of the critical measures of its adaptable culture [30] – [31]. The ability of a company to adapt to change, is reliant on the capacity, knowledge, capability, proceduresand processes of its members [32].

> H2: Adaptability Culture has a positive and significant influence on Invidividual Readines for Change

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Psychological Capital

Psychological Capital (PC), which is the integrated description of positive strengths of workers, has the effects on improving the behaviors towards the work and enabling the life to be enjoyed [12]. In this sense, it was seen in the study conducted, that there is a negative and meaningful relation between PC and TI and behavior of looking for a new job of workers and also that in the study conducted, there is a negative and meaningful relation between PC and TI of the workers [33].

When measuring PC levels of the participants, the scale (PCQ24), which was developed by [2] and which was adopted in Turkish in a number of studies [34]-[35] Özer et al., 2013). Within the contours of positive organizational behaviour, Luthans and his associates proposed an initial list of 'statelike' four psychological resources, namely hope, efficacy, resilience and optimism, as the first-order variables, which converge into psychological capital (hereinafter referred as PsyCap), a higher order variable [36].

An Individual's positive psychological state of development that is characterized by 1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; 2) making a positive attribution (optimism) about succeeding now and in the future; 3) persevering towards goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and 4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resiliency) to attain success [2], [37].

Positive emotions have been suggested to be a conduit to building psychological resources, since positive emotions broaden thought and action repositories [38]. Therefore, the role of emotions can also be factored in, in addition to cognitive resources, in explaining the creative behaviour of employees. Additionally, mindfulness can also be incorporated into the model for its mediating [18] or moderating role [33]. Mindfulness has shown the capacity to keep delusions at bay, which results in better attention span and freedom, a prerequisite for creative endeavours [39]/

> H3: Psychological Capital has a positive and significant influence on Invidividual Readines for Change.

Change Fatigue

Change fatigue has not been researched with nursing, but as healthcare races forward into the future, change fatigue will likely be a factor [40]. Change fatigue is the overwhelming feeling of stress, exhaustion, and burnout associated with rapid and continuous change in the workplace [41]. With change fatigue, staff become disengaged, apathetic, and do not openly express their dissent about the organizational change. Because of this passive behavior, change fatigue is unnoticed by nurse managers and under researched [42]. According to [24], new graduate nurses and staff newly transferred to a unit are more vulnerable for change fatigue and the pressures to perform at a basic level are compromised by the addition of each change in the organization.

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The concept of change fatigue evolved from the discipline of management as a means to explore organizational change, but has not been researched in nursing, even though healthcare changes are at an all-time high [43]. Although organizational change often places strain on employees, few studies have explored the impact of multiple organizational changes and change fatigue on their well-being, job satisfaction, and turnover intentions [44].

According to [45], when the rate of change is perceived as too frequent, there is a potential for negative outcomes within the organization. With change fatigue, staff become disengaged, apathetic, and do not openly express their dissent about the organizational change. Because of this passive behavior, change fatigue is unnoticed and under researched. Failure of change in an organization is frequently associated with change resistance in the nursing literature, but change fatigue is different from resistance to change [46]-[47]. Resistant behaviors are intentional actions, but change fatigue is when staff become disengaged, apathetic, and passive about the changes. Change fatigue moves beyond simply discussing change failure, but also takes into account and questions the impact of repeated organizational change on overall health and well-being of nurses [48]-[49],

H4: Change Fatigue acts as a moderator in weakening the connection leader-member exchange with invidividual readines for change.

H5: Change fatigue acts as a moderator in weakening the connection adaptability culture dengan individual readiness for change.

H6: Change Fatigue acts as a moderator in weakening the connection psychological capital with individual readiness for change

METHODOLOGY

Study research uses a quantitative approach through distributing questionnaires which were distributed online using mobile media to BPJS Health employees as many as 723 people out of 6,849 employees were determined using the Slovin formula. Based on this interest, this research designs a construct model by integrating several variables. Therefore, this study adopted simple random sampling with the provisions and criteria that have been determined as the research sample. As stated by [50], the model built in this study is as presented in the image figure 1.

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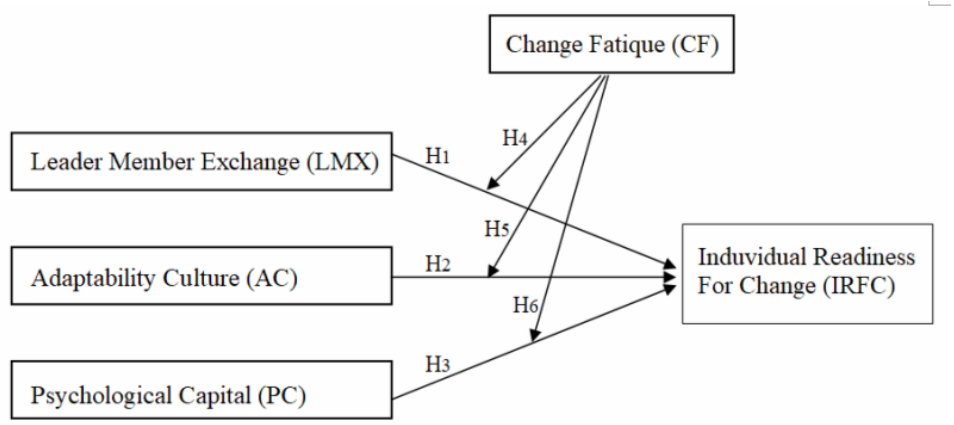
Figure 1. Model of research and hypothesis



This research has succeeded in collecting samples in various regions BPJS Health employee. Which are not only centered in one area, whose data will be attached in the section below. This study also uses Regresion Statistical Analysis where SPSS 18 is a causal modeling approach aimed at maximizing the explained variance of the dependent latent constructs. It is a potent statistical tool because it can be applied to all data scales, does not require many assumptions, and confirms relationships that do not yet have a strong theoretical foundation [51].

Testing the validity of this research will use Bivariate Pearson (Pearson Product Moment). This analysis correlates each item's score with the total score. Items that have a significant correlation with the total score indicate that these items are able to provide support in revealing what they want to reveal.

Table 1: Validity Test Results

Variable	*Kaiser Meyer-Olkin (KMO)*	Results
LMX	0.750	Valid
AC	0.712	Valid
PC	0.793	Valid
CF	0.741	Valid
IRFC	0.758	Valid

In measuring reliability in this study, Cronbach's Alpha was used. In accordance with the opinion of Malhotra (2010) reliability is reflected through a high coefficient value, if the value is > 0.5 this indicates that the data presented is reliable data.

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Table 2: Instrument Reliability Test Results

Alat Ukur	*Cronbach's Alpha*	Results
LMX	0.904	Reliabel
AC	0.799	Reliabel
PC	0.898	Reliabel
CF	0.790	Reliabel
IRFC	0.915	Reliabel

RESULTS

Judging from the place of assignment, respondents are mostly spread out in branch offices with a total of 471 people (65.1%), followed by respondents who work in district/city offices (26.6%) and a small number of others work in deputy offices (6.2%) and head office. of (2.1%). Details of the respondent's place of work can be seen in the table below:

Table 3: Percentage of Respondents' Place of Work

Place of Duty	Amount	Percentage
District/city office	122	26.6 %
Branch office	471	65.1 %
Deputy Office	45	6.2 %
Headquarters	15	2.1 %
Total	723	100 %

Based on the demographics of the respondent's place of work, the majority of them are branch offices, this status is considered to be able to provide the expected response related to the research objectives. The results of the regression before adding the moderator variable can be seen in the table below:

Table 4: Results of Regression Analysis before Moderator

Variable	Beta (OR)	Sig.	R Square	Konstanta
Leader Member Exchange	0,004	0,891	0,515	31,186
Adaptibility Culture	0,492	<0,001		
Psychological Capital	0,351	<0,001		

Shows the multiple linear regression model in testing the effect of the independent variable on the dependent variable. The regression equations formed include:

$$Y = 31{,}168 + 0{,}004X1 + 0{,}492X2 + 0{,}351X_3$$

This regression equation has the following meanings:

The constant value is 31.168, so if the relationship between superiors and subordinates, cultural adaptability and psychological capital is 0, it means that the individual's readiness to change is 31.168. The value of the regression coefficient in the superior-subordinate

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relationship variable (X1) is 0.004 then if the superior-subordinate relationship variable is increased by 1 unit, it can make the individual readiness variable value to change increase by 0.004 units.

The value of the regression coefficient in the adaptability culture variable (X2) is 0.492, so if the adaptability culture variable is increased by 1 unit, it can make the individual readiness variable value to change increase to 0.492 units. The value of the regression coefficient in the psychological capital variable (X3) is 0.351, so if the psychological capital variable is increased by 1 unit, the value of the individual readiness variable for change increases by 0.351 units.

Based on the results of the multivariate analysis above, it is known that there is a relationship between cultural adaptability and psychology on individual readiness to change (p value <0.05), and there is no relationship between superior-subordinate relationships to individual readiness to change (p value > 0.05).). The value of R Square shows that individual readiness to change is influenced by 51.5% by superior-subordinate relationships, adaptability culture, and psychology. This study also uses statistical tests after the addition of a moderating variable, which serves to answer the overall hypothesis in this study. The results of the partial test in this study are as follows.

Table 5: Results of Regression Analysis after Moderator

Variable	Beta (OR)	Sig.	R Square
Leader Member Exchange	0,040	0,726	0,558
Adaptibility Culture	0,510	0,003	
Psychological Capital	0,416	0,001	
Moderating 1 *(leader*fatigue)*	-0,002	0,790	
Moderating 2 *(adapatability*fatigue)*	-0,003	0,761	
Moderating 3 *(psychology*fatigue)*	-0,003	0,648	

The significance value for the superior-subordinate relationship variable is 0.726 > 0.05. From these results it can be seen that the test accepts H0 and rejects Ha so that H1 which states the superior-subordinate relationship has a positive and significant influence on individual readiness to change is rejected. The significance value for the cultural adaptability variable is 0.003 <0.05. From these results it can be seen that the test accepts H0 and Ha so that H2 which states adaptability culture has a positive and significant influence on individual readiness to change is accepted. The significance value for the psychological capital variable is 0.001 < 0.05. From these results it can be seen that the test accepts H0 and Ha so that H3 which states psychological capital has a positive and significant influence on individual readiness to change is accepted. Change fatigue is not a moderator of the superior-subordinate relationship on individual readiness to change (p value 0.790), and weakens the occurrence of individual readiness to change (beta coefficient = -0.002). From these results, it can be seen that the test accepts H0 and rejects Ha so that H4 which states change fatigue has a negative effect on the leader-member exchange with individual readiness to change (individual readiness for change) is rejected.

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Fatigue to change is not a moderator between cultural adaptability to individual readiness to change (p value 0.761) and weakens individual readiness to change (coef beta = -0.003). From these results it can be seen that the test accepts H0 and rejects Ha so that H5 which states change fatigue has a negative effect on adaptability culture with individual readiness to change (individual readiness for change) is rejected. f. Change fatigue is not a moderator between psychological capital on individual readiness to change (p value 0.648), and weakens individual readiness to change (beta coefficient = -0.003). Change fatigue has a negative effect on psychological capital with individual readiness to change (individual readings for change) Rejected. The value of R Square shows that individual readiness to change is influenced by 55.8% by the superior-subordinate relationship, cultural adaptability, psychological capital, and the three variables are moderated by change fatigue. The regression equations formed includeL

$$Y = 31.040 + 0.040X1 + 0.510X2 + 0.4161X3 - 0.002X4 - 0.003X5 - 0.003X6$$

Individual Readiness = 31.040 + 0.040 (leader) + 0.510 (adaptability) + 0.416

(Psychology) - 0.002 (leader*fatigue) - 0.003 (adapt*fatigue) - 0.003

(Psychology*fatigue).

As a novelty in this study, the researcher tries to link fatigue changes that act as moderator variables that weaken superior-subordinate relationships, adaptability culture and psychological capital to individual readiness to. And it was found that fatigue changes did not play a role as a moderator variable on the relationship between independent and dependent variables in this study.

This is possible because the relationship between the independent and dependent variables is too small and too large to be influenced by the moderator variable in this study. However, in the descriptive analysis of the average calculation of the variable fatigue change, it was found that the fatigue that occurred in BPJS permanent employees when this research was conducted was at a moderate level in total with the indicator with the highest average value being the CF3 item, namely the number of changes that occurred. In the organization very much with an average value of 3.73. Furthermore, it was also found that the loading factor for the first largest psychological capital variable was on the CF4 item, namely "I was asked to change too many things in my organization".

Meanwhile, the second biggest item is on the CF5 question item, namely "I feel like I'm always being asked to change something around me". This is in line with the results of the employee opinion survey in 2021, which was previously mentioned that there are three main problems with BPJS Health permanent employees, including employees who feel they work overtime without compensation, policy changes that are too fast, changes in organizational structure which is too fast.

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MANAGERIAL IMPLICATIONS

The results show that individual readiness to change can strengthen the influence of adaptability culture. Based on this, it can be concluded that organizations can increase individual readiness to change by: a) providing education and improving communication (providing a thorough explanation of the background, goals and objectives of the organization). as a result of making changes to all parties and communicating them in various forms such as lectures, discussions, reports, or presentations), b) increasing participation in change (involving all parties to make decisions, where employee involvement in the process of managing change is also believed to increase meaning and self-determination and thereby increase employee readiness to change, c) provide convenience and support (if employees feel afraid or anxious in the face of organizational change, consultation or even therapy can be carried out. Companies can also provide provide training that will reduce the level of resistance or resistance to change). Companies can also maintain and increase employees' psychological capital by maintaining a conducive working atmosphere by: a) leaders are expected to inspire and motivate and reward employees to remain engaged, committed to the organization's vision and mission, and be able to develop capacity in terms of career development of the employees themselves, b) the company conducts regular work supervision with the aim that employee productivity does not decrease and the company knows what are the obstacles for employees at work, c) the company conducts a survey on employee job satisfaction, where the survey team can also provide solutions to employee problems at work. For the development of individual readiness to change, the company should also pay attention to factors in the organization that come from outside the individual such as organizational justice, communication of change, leadership, and participation in decision making. Groups of individuals who are in the maintenance stage, namely those who are aged 41 to more than 50 years and individuals who have worked at the company for a longer time appear to have readiness to change, high psychological capital and culture of adaptability. For this reason, individuals with these characteristics can be used as agents of change in the organization, where the individual has a high readiness to change, with a culture of adaptability and good psychological capital as well.

CONCLUSIONS, SUGGESTIONS AND LIMITATIONS

Conclusion

The quality of the superior-subordinate relationship does not have a significant positive effect on individual readiness to change. Adaptability culture has a significant positive effect on individual readiness to change. Psychological capital has a significant positive effect on individual readiness to change. Change fatigue does not act as a moderator and does not significantly weaken the superior-subordinate relationship on individual readiness to change. Change fatigue does not act as a moderator and does not significantly weaken the adaptability culture to individual readiness to change. Fatigue to

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change does not act as a moderator and does not significantly weaken psychological capital on individual readiness to change.

Suggestions for Organizations

The following are suggestions for BPJS Health related to individual readiness to change which is influenced by adaptability culture and psychological capital with fatigue changing as a moderator so that it can run more optimally, among others: Organizations are expected to focus more on adaptability culture by focusing on externals and continuing to learn (continuous learning) so that input from external parties can be applied into concrete actions and employee skills in seeing opportunities and listening to customer complaints will also increase, this can increase This is done through the formation of a work design where the organization involves employees from planning, implementation to evaluation, so that it can be identified as a result of change or innovation. By involving employees in every stage of the change process, the employee will be more sensitive in seeing problems or risks that will be found, which ultimately finds opportunities to improve these stages. In addition, superiors are advised to actively create an organizational climate that encourages innovation, by allowing and accepting employee ideas for improvement of work processes. Visualize employees' innovative ideas by drawing or implementing them directly with customers and co-workers, so that employees feel their contributions are appreciated. Regarding the average results on the measurement of changing fatigue, where currently fatigue is felt to have reached a moderate level, the organization can also make management of change strategies more organized and not overlapping. In addition, the organization must ensure that the rules and policies of the organization are properly received up to the employees at the staff level, especially with the many changes that occur in the organization. It is important to equalize the perception of each of the latest regulations by conducting two-way communication on a regular basis, especially in the face of obstacles due to new policies, leaders must be able to provide solutive directions. In the midst of busyness, the branch head must provide time to discuss with every employee in his work area to ensure that the work process is in accordance with organizational policies and subordinates must also prepare all information, including the conditions experienced without any fear or embarrassment so that the branch head can also provide the right solution.

Suggestions for Further Research

Research on individual readiness for change is very important, especially for organizations in the public sector, so the researchers suggest the following points for further research, including: 1). Further research can re-examine the relationship between superior-subordinate relationships, adaptability culture, psychological capital, fatigue change and individual readiness to change in companies operating in Indonesian industries other than the public sector. It is intended that further research will examine the phenomenon of organizational change in other industries, not only in organizations in the public sector. 2). Subsequent research can also re-examine the independent variables in this study using other measuring tools as described in the literature review in the research

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measuring instrument section. It is hoped that if using other measuring instruments with the same variables in future studies, researchers can have comparisons with other measuring instruments, find out the reliability and validity of these measuring instruments, and can compare with previous measuring instruments which measuring instrument is more appropriate to use for further research. 3). Further research can re-examine the four dimensions of the organizational culture variable moderated. The fatigue variable changes to its effect on other variables based on the Denison and Misrah model and the effect of each dimension on the variable change. This is done so that the construct of organizational culture and its four dimensions is more clearly depicted and overall, not just a description of the adaptability dimension. 4). To increase the validity of the test measuring individual readiness to change, it can be done by increasing the number of respondents, because the more number of respondents will reduce the occurrence of bias and produce more accurate statistical calculations.

Limitations

In carrying out this research the author has several limitations so that the next one can be considered to get better research results. The following are these limitations: 1). Research is completely done online. The distribution of questionnaires conducted using Google Forms is a limitation of the research, which does not pay attention to the ability of respondents who cannot or do not understand in filling out questionnaires. The ability of respondents who are less able to understand the procedure for filling out online questionnaires also causes filling in more or less accurately. 2). the research has also not been equipped with qualitative data confirmation to obtain an objective opinion from the respondents so that the analysis can be more detailed. 3). Data collection is only from one public organization in Indonesia, so it is possible that this study cannot be generalized to the public sector in Indonesia. It is possible to find differences in the activities of public organizations in different conditions and cultures. 4). This research is still cross-sectional, where data collection as a factor from independent and dependent variables is carried out at the same time, making it difficult to identify causal relationships. It is hoped that further research will use longitudinal studies, which are carried out over a longer period of time and use the same sample in each phase, so that they can analyze the characteristics that develop in a population.

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