Enhancing Commitment to Change The Role of Perceived Supervisor Support and Self Efficacy

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ABSTRACT

The relationship between perceived supervisor support and self-efficacy with acceptance of change has been commonly studied, but no one has examined the relationship between perceived supervisor support and self-efficacy on commitment to change especially on the implementation of change policies of government organisations in Indonesia. This study presents the findings of an investigation into the moderating role of self-efficacy in the relationship between perceived supervisor support and affective, continuance, and normative commitment to change. This research is specifically necessary within the framework of executing organizational change policies in government organizations in Indonesia. A survey was administered to 255 workers of a public sector organization who were undergoing a reform program. The analysis of structural equation modeling indicated a favourable association between perceived supervisor support and affective and normative commitment to change. Therefore, the connection between how employees view their supervisor's support and their affective and normative commitment to change depends on their belief in their own ability to succeed.

KEYWORDS	*Perceived Supervisor Support, Self-Efficacy, Commitment to Change, Government Organization*

INTRODUCTION

The government organisation is unique and it's hard to change, especially because of criticism, frequent changes in leadership, difficulty measuring goals and impact, complex decision-making, many external stakeholders, strong civil service rules, limited financial tools and incentives, and transparency of government activities (Lavigna, 2015). Moreover, the operations of government organisations have been affected by economic, political conditions, and technology (Islam, 2023; Rahaman et

al., 2021). Change is important for success. Government organisations must change to stay competitive and survive. These changes include new technology, changing how the company is structured, mergers and acquisitions (Imran et al., 2021; Lynch and Mors, 2019; Bansal, 2016). Organisational change affects the whole firm and cannot be stopped (Herold and Fedor, 2008; Nafei, 2014). But, many programs for change are ineffective (Morin et al., 2016). Approximately two-thirds of change initiatives need to accomplish their goals (Imran et al., 2021). Organizational change outcomes depend heavily on how employees react to change (Choi, 2011; Oreg et al., 2018). Various reactions such as resistance, readiness, and commitment to change have been studied (Erwin and Garman 2010; Haffar et al., 2023; Stevens, 2013; Yang et al., 2020). During organizational transformation, it is essential to provide staff with ongoing support (Stevens, 2013). According to Avey et al. (2008) and Schumacher (2015), standing firms are bad for business and everyone involved. As a result, businesses must emphasize ensuring that their staff commit to change. According to Stouten et al. (2018), the secret to successful change initiatives is commit to change. Employees help with corporate change efforts when they commit to change, as they drastically change their conduct (Herscovitch and Meyer, 2002).

Supervisors have a crucial role in promoting a commitment to change because they can accurately assess their employees' skills, limitations, and potential for growth (Paglis and Green, 2002). According to Logan and Ganster (2007) and Wijaya et al. (2024), supervisors play a pivotal role in increasing the likelihood of change implementation by gaining employee commitment to new goals, initiatives, rules, and protocols. Supervisors are responsible for correctly implementing change (Herold et al., 2008). According to Kurtessis et al. (2017), when employees feel appreciated and recognized by their employers, it's known as perceived supervisor support. According to research by Bernuzzi et al. (2023) and Ng and Sorensen (2008), employees' perceptions of their supervisors' support play a vital role in their resilience during organizational change programs. According to previous research (Neves, 2011; Zappala et al., 2019), employees' commitment to change is affected both directly and indirectly by how they perceive the support of their supervisors. Gouldner (1960) cites previous research that used social exchange theory to look at how employees' perceptions of their bosses' support played a role. Individuals are more likely to commit to organizational change when they have support from others, according to Blau (1964) and Gouldner (1960). When employees have a positive impression of their managers, they are more inclined to back efforts to change the company.

Workers' day-to-day tasks and the factors directly linked to their commit to change are affected by several categories, according to previous research (e.g., Self et al., 2007). However, Straatmann et al. (2016) contend that Self et al. (2007) ought to have investigated the mental operations that influence workers' responses to the transformation. Knowledge of the mental factors that impact commitment to change is, hence, essential (Armenakis & Bedeian, 1999; Holt et al., 2007; Walker et al., 2007). Previous research by Armenakis and Harris in 2009 showed that self-efficacy is a major factor in understanding how individuals react to organizational change.

Several studies have found that when people have a high level of self-efficacy, they are more likely to be open, prepared, involved, and committed to making changes (Cunningham et al., 2002; Herold et al., 2007; Wanberg & Banas, 2000). There is a lack of study on how personal attributes like self-efficacy influence the connection between feeling supported by one's supervisor and showing commitment to change.

To carry out this investigation, a sample of government officials in Indonesia whose organizations had undergone specific organizational transformation processes was used. It's important to look at how self-efficacy affects the connection between management (e.g., how much support employees feel they have from their supervisors) and their commitment to putting organizational change policies into action (Straatmann et al., 2016), especially in Indonesian government agencies.

According to experts, such as Smeltzer (1991), various changes can elicit diverse responses from employees and include distinct processes that contribute to their commitment to change. While this framework is adaptable to different transformation processes, its conclusions may be more applicable to current situations. Therefore, this study must be conducted to determine, in Indonesian public organizations that execute organizational change policy, how commitment to change is affected by perceived supervisor support and how self-efficacy plays a role in this relationship.

1. Background theory and hypotheses development

2..1 Commitment to change

According to Meyer and Herscovitch (2001), the essence of commitment shouldn't change no matter what the goal is. Research into existing definitions reveals that "a compelling (mental) force that ties an individual to an action connected to one or multiple objectives" is the most typical way to characterize determination. Affective commitment, continuation commitment, and normative commitment are the three ways in which this attitude or force can be described by Meyer and Allen (1991).

A person's commitment to change can be described by Herscovitch and Meyer (2002) as the mental attitude that drives them to take the necessary steps to make a change happen. The mentality that drives people to do these things can be described as follows: (a) wanting to support the change because they believe in its benefits (affective commitment to change), (b) knowing the downsides of standing against the change (continuance commitment to change), and (c) having a sense of obligation to stand behind the change (normative commitment to change). Because of their desire, sense of responsibility, or moral obligation, employees may feel forced to support the change.

2.2 Perceived supervisor support and commitment to change

The extent to which subordinates believe their supervisors value their input, are willing to lend a hand, and show care for them is called supervisor support, according to Eisenberger et al. (2002). According to Khan et al. (2015), perceived supervisory support occurs when workers feel their bosses back their efforts by providing them with resources and recognizing their achievements. According to Mazumder et al.

(2016), supervisory support includes many traits that contribute to administrative help. These attributes included competence, aid, backing, concern, flexibility, expertise, familiarity, and comprehension. According to Bhanthumnavin (2003), there are three forms of supervisorial assistance: emotional, instructional, and material assistance.

According to Eisenberger et al. (1986), employees show less inclination to withdraw from work, such as quitting or being absent, and more dedication to the organization and performing extra tasks outside their formal job responsibilities if a supervisor supports them. Maertz et al. (2007) states that supervisors play a vital role in establishing a work atmosphere where employees feel respected, protected, and valued. The level of support that employees perceive from their superiors has a significant impact on the outcome, as stated by Eisenberger et al. (1986). There are several methods in which supervisors can help their subordinates, such as showing genuine interest in their welfare, listening attentively to their ideas, being there when help is needed, and encouraging them to make better decisions (Eisenberger et al., 2002). Herscovitch and Meyer (2002), Leiter and Harvie (1997), Vakola (2016), Gupta et al. (2023), and Zappala et al. (2019) all found that when workers perceive that their supervisors back their efforts by providing the resources they need, it leads to positive outcomes for the employees, such as a strong commitment to implementing changes. Supervisor support and commitment to change are positively correlated, according to Herscovitch and Meyer (2002). The three components of this commitment affective commitment, continuance commitment, and normative commitment represent the degree to which workers are prepared to back change because they think it's right. Given the information presented, this research assumes that in government organisations there is also a positive relationship between supervisor support and affective commitment, continuance commitment, and normative commitment to change. This study puts forth the subsequent hypothesis:

H.1a. There was a positive relationship between perceived supervisor support and commitment to change (affective commitment to change).
H.1b. There was a positive relationship between perceived supervisor support and commitment to change (continuance commitment to change).
H.1c. There was a positive relationship between perceived supervisor support and commitment to change (normative commitment to change).

2.3 The role of self-efficacy on perceived supervisor support and commitment to change

The term "self-efficacy" was first used by Bandura (1982) to describe a person's belief in their abilities to face future obstacles successfully. Bandura (1977) suggested that individual self-efficacy can be improved by engaging in successful experiences, receiving verbal encouragement, and receiving emotional support. Self-efficacy is defined as the confidence (self-efficacy) to perform and exert effort to succeed in challenging tasks (Luthans, et al. 2006). Empirical evidence has demonstrated that when employees actively seek feedback, their self-efficacy is significantly enhanced.

One of them is research by Zhang and Wang (2021), who found that supervisor aid, a type of situational support, significantly contributes to employees' self-efficacy. Employees' confidence in their talents grows when they feel that their supervisors have their backs, which in turn helps them focus on the work at hand (Walumbwa et al., 2011).

According to earlier studies, people's reactions to organizational change are heavily influenced by their self-efficacy (Armenakis and Harris, 2009). This relates to a person's faith in their own abilities to make necessary adjustments in a dynamic setting. There is a correlation between self-efficacy and many good things, such change fairness, openness to change, commitment to organizational change, readiness to change, and receptivity to new experiences are all outcomes that have been studied (Xu et al., 2016; Wanberg and Bannas, 2000; Meyer and Herscovitch, 2002; Nwanzu and Babalola, 2019; Katsaros and Tsirikas, 2022).

Researchers Luszczynska et al. (2005) found that those who believe in their own abilities are better equipped to deal with stressful events, such as taking chances or facing difficult situations head-on and emerging victorious. An individual's belief in their ability to effectively navigate a certain set of circumstances is known as self-efficacy, according to Bandura (1977). Perceived supervisorial support has a greater impact on employees with high levels of self-efficacy when it comes to embracing change, according to research by Taufikin et al. (2021). A higher degree of commitment and acceptance to change is likely to occur when employees believe their superiors are behind them in their efforts to adapt to change (Bayraktar, 2020). It seems that those who have faith in their own abilities are more likely to be able to handle challenges and adapt to new situations, given the information we have.

If this is the situation, individuals may find it easier to perceive endorsement from higher authorities and be more open to receiving recommendations for and executing modifications in the workplace. Consequently, individuals with low self-efficacy may see a weak or nonexistent connection between their supervisor's support and their commitment to make changes. Individuals with higher self-efficacy had a more robust correlation between perceived supervisor support and commitment to change.

We postulate the following based on the preceding discussion:

"Hypothesis H.2a. The positive relationship between perceived supervisor support and commitment to change (affective commitment to change) was stronger in individuals with higher self-efficacy than in those with lower self-efficacy.

Hypothesis H.2b. The positive relationship between perceived supervisor support and commitment to change (continuance commitment to change) was stronger in individuals with higher self-efficacy than in those with lower self-efficacy.

Hypothesis H.2c. The positive relationship between perceived supervisor support and commitment to change (normative commitment to change) was stronger in individuals with higher self-efficacy than in those with lower self-efficacy."

RESEARCH METHOD

Measures

A translated version of the 18-item scale developed by Herschovits and Meyer (2002) was used to measure the amount of commitment to change. This scale takes into account the three aspects of commitment: affective, continuance, and normative. Respondents used a 6-point Likert scale, with 1 indicating "Never" and 6 indicating "Very often." to determine their answers. An alpha value of 0.64 was reported by Cronbach's alpha.

In order to determine how much support workers felt they were getting from their managers, the researchers used a survey called SPOS, which was developed by Rhoades et al. (2001). This survey asks workers to rate how much their boss appreciates and recognizes them for who they are. For the purpose of gauging perceived supervisor support, four items were chosen from the SPOS (Eisenberger et al., 1986). A Likert scale from 1 (strongly disagree) to 6 (strongly agree) was used to assess the amount of support given by supervisors to participants. A Cronbach's alpha coefficient of 0.93 indicates that this scale is quite reliable.

To measure self-efficacy, researchers used a psychological capital survey that was based on work by Luthans et al. (2006). From the PsyCap Scale, which was developed to measure self-efficacy (Luthans et al., 2006), we extracted six questions that were meant for this purpose. We used a 6-point Likert scale in this experiment, where 1 was for "strongly disagree" and 6 was for "strongly agree." According to Cronbach's alpha, the reliability of the scale was found to be 0.93.

Data Analysis

The program developed by Ringle et al. (2015), known as partial least squares (PLS), was used to test the research hypotheses. Several factors led to the conclusion that PLS-SEM would be a better choice than the analysis of covariance method. The trustworthiness and reliability of Partial Least Squares Structural Equation Modeling (PLS-SEM) are enhanced by its extensive testing capabilities made possible by resampling approaches and its robust statistical power (Hair et al., 2017). According to Astrachan et al. (2014), PLS-SEM can handle a variety of issues, including non-normally distributed data, complex models with few structures, indicator variables, and more. When it comes to evaluating model fit, partial least squares structural equation modeling (PLS-SEM) is far more effective with smaller samples than covariance-based structural equation modeling (SEM), which requires a minimum of 200 (Hair et al., 2017). The gold standard for theory testing and development is PLS-SEM, or Partial Least Squares Structural Equation Modeling. Thus, this research serves its intended goal admirably. Because of its adaptability and user-friendliness, SmartPLS has quickly become the software of choice for management variance-based structural modeling (Astrachan et al., 2014). This led to the utilization of PLS-SEM.

The research here follows the two-step process laid out by Anderson and Gerbing (1988). The first step in conducting a correlation research between the latent and

observable variables was to assess the measurement model. We used reliability measures, which included validity, internal consistency, convergent and discriminant validity, and more, to assess the results comprehensively. By testing the structural model, we were able to determine the relationships between the model's latent variables. Evaluation was carried out using path coefficients and R^2 values.

RESULT AND DISCUSSION

Result
Descriptive statistic
We collected 255 civil servant respondents from a government organization in Indonesia. The first part of the questionnaire explored the participants' gender. The results were calculated descriptively using percentages, which enabled researchers to read and compare the data. Table I illustrates that 67% of the respondents in this study were male, 38% were aged between 41 and 50, 40% had worked for the organisation for over 50 years, and over 50% had obtained a Bachelor's or Master's degree.

Table 1. Sample characteristics

Profile	Description	Total	Percentage
Age	20- 30 years	51	20%
	31- 40 years	73	29%
	41- 50 years	96	38%
	> 50 years	35	14%
Gender	Male	170	67%
	Female	85	33%
Tenure	1- 5 years	55	22%
	6- 10 years	32	13%
	11- 15 years	66	26%
	> 15 years	102	40%
Education	Senior	23	9%
	High	42	16%
	School	91	36%
	Diploma	96	38%
	Bachelor Degree	3	1%
	Master		
	Degree		
	PhD		

Measurement model results
In this study, we use Anderson and Gerbing's (1988) two-stage structural equation modeling (SEM) technique to analyse the measurement and structural models. First, we check if the constructs converge and evaluate the measurement

model's reliability. We also check the measurement model's discriminant validity as part of the first stage of SEM analysis. The second stage evaluates the structural model's impacts and statistical significance. Hair et al. (2017) provided three indicators for assessing the measurement items' convergent validity. In the first phase, we evaluate the items' reliability. Then, in the second step, we calculate the composite reliability (CR) of the construct. Lastly, we analyse the average variance extracted (AVE) in the third and final stage.

In order for composite reliability to be valid, each indicator inside a construct must possess internal reliability. Items that failed to fulfill the minimum criteria were discarded. Several components, namely NC3, NC4, NC6, CC4, and CC6, were excluded from usage due to a loading factor below 0.6. The components in Table II exhibited standardized factor loadings ranging from 0.621 to 0.954. This range signifies that all the elements are legitimate and lie inside the authorized range. All variables' composite reliabilities (CRs), which ranged from 0.825 to 0.961, were higher than the 0.6 threshold set by Hair et al. (2017). This shows that all the structures are internally coherent to a high degree. The final AVE values, which were between 0.568 to 0.861, were higher than the 0.5 cut-off set by Hair et al. (2017) and Henseler et al. (2015). The convergent validity of all concepts was satisfactory. The discriminant validity of a construct can be found by comparing its association with other constructs using the square root of its average variance extracted (AVE), as proposed by Henseler et al. (2015). Table III shows that when the square root of the average variance extracted (AVE) is larger than the off-diagonal components in the corresponding row and column, it indicates a stronger correlation between the indicators and a construct.

Table 2. Outer Loading Items, AVE, Cα, and CR

Variables	Sub-variables	Item	Loadings >0.60	AVE >0.50	CR >0.60
Commitment to Change	Affective Commitment to Change (AC)	AC1	0.902	0.641	0.913
		AC2	0.927		
		AC3	0.675		
		AC4	0.889		
		AC5	0.621		
		AC6	0.736		
	Continuance Commitment to Change (CC)	CC1	0.705	0.568	0.839
		CC2	0.852		
		CC3	0.797		
		CC5	0.645		
	Normative Commitment to Change (NC)	NC1	0.827	0.613	0.825
		NC2	0.704		
		NC5	0.812		
Perceived		PSS1	0.934	0.861	0.961

Variables	Sub-variables	Item	Loadings >0.60	AVE >0.50	CR >0.60
Supervisor Support		PSS2	0.954		
		PSS3	0.912		
		PSS4	0.912		
Self-Efficacy		SE1	0.856	0.718	0.939
		SE2	0.883		
		SE3	0.889		
		SE4	0.867		
		SE5	0.768		
		SE6	0.815		

Table 3. Heterotrait-Monotriat Ratio of Correlations (HTMT)

	AC	CC	NC	SE	PSS
1. Affective Commitment (AC)					
2. Continuance Commitment (CC)	0.748				
3. Normative Commitment (NC)	0.541	0.218			
4. Self-Efficacy (SE)	0.171	0.126	0.250		
5. Perceived Supervisor Support (PSS)	0.323	0.210	0.385	0.223	

Structural model results

To ensure the measurement model was suitable, we ran a test before assessing the associations in the latent-variable model. Instances of improper specification in the measurement model were sought to be identified by this test (Hair et al., 2017). Given that SRMR relative fit indices were less than 0.08, which is often considered acceptable for a good match (Hair et al., 2017), the fit was deemed to be outstanding. The proposed model could be tested and evaluated. For the purpose of validating the causal linkages among the variables, Table IV provides the route coefficient analysis. Affective commitment to change (AC) was significantly and positively impacted by perceived supervisor support (PSS) ($\beta = 0.212$, z=|2.839|>1.96, p<0.01) throughout the trial. We can thus conclude that 1a is correct. Perceived supervisor support (PSS) did not have a significant impact on continuation commitment to change (CC) according to the study ($\mu = -0.140$, z=|1.689|<1.96, p>0.05). Hence, we cannot accept hypothesis 1b. The study discovered a strong correlation between normative commitment to change (NC) and perceived supervisor support (PSS). The PSS beta coefficient (ŗ) is 0.239, and the z-score is 3.145, both of which above the crucial value of 1.96. The p-value is less than 0.01, indicating statistical significance. Thus, Hypothesis 1c is confirmed.

Additionally, "Self-efficacy (SE) significantly impacts normative commitment to change (NC) and affective commitment to change (AC), but does not impact continuance commitment to change (CC). Tenure significantly affects normative

commitment to change (NC) and affective commitment to change (AC). Age significantly affects normative commitment to change (NC)".
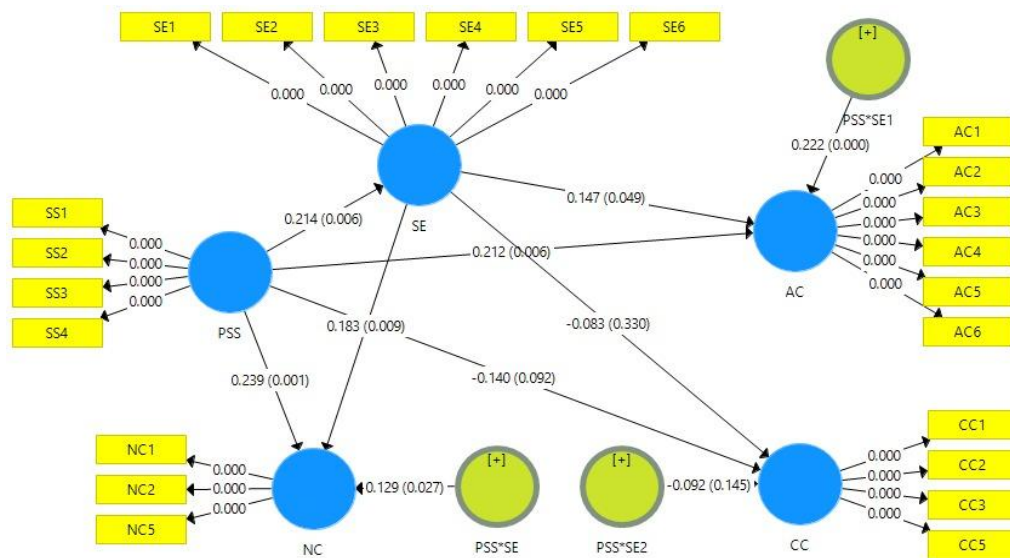

Figure 1. Structural Model

Note: Perceived supervisor support (PSS), self-efficacy (SE), Affective Commitment to Change (AC), Continuance Commitment to Change (CC), and Normative Commitment to Change (NC).

Moderation effect analysis

An external variable called the moderator can also be called a nuisance variable. Its role is to influence the relationship between X and Y. Using a slope is a conventional method for establishing the relationship between independent and dependent variables. According to Baron and Kenny (1986), moderators have the ability to influence the intensity, orientation, and trajectory of the link between the two variables being examined.

Some examples of moderators are age, gender, and level of education; others are quantitative factors such as satisfaction; others are latent variables such as attitudes; and others are observable variables such as height and weight (Busemeyer and Jones, 1983). Determining the discordance in the connection between X and Y, the independent and dependent variables, is an important first step before introducing moderators.

One way to find the moderating effect is to calculate the dependent variable, the independent variable, and the moderator, assuming that there is a linear relationship between them. Busemeyer and Jones (1983) outline the process, which encompasses multiplying the independent variable and moderator in a similar manner. Multiplying the independent and moderator variables together yields a moderating effect that

significantly affects the dependent variable. Perceived support from supervisors and the level of commitment to change were both mediated by self-efficacy in our suggested framework. Affective commitment to change (AC) and normative commitment to change (NC) were both positively moderated by self-efficacy (PSS*SE), with an effect size of 0.222 and 0.129, respectively, according to the findings. Nonetheless, as shown in Table IV, PSS*SE does not act as a moderator with respect to continuance commitment to change (CC). A statistically significant difference is indicated by the fact that the z-value of PSS*SE to AC and NC is greater than 1.96, according to the analysis. Table IV shows that there is a substantial moderating impact because the p-value is less than 0.05.

Each unit increase in the moderator (PSS*SE) results in a 0.222 increase in the slope of PSS towards AC and 0.129 toward NC. This study provides evidence in favor of Hypotheses 2a and 2c. On the other hand, each unit increase in the moderator (PSS*SE) will result in a 0.140 down in the slope of PSS towards CC, in favor of hypothesis 2b, which is not supported.

In addition, education moderated the correlation between self-efficacy (SE) and commitment to change (affective, normative, and continuance), as shown in Table 4.

Table 4. Path coefficient, t-Value, p-Value

Hypothesis	Path Coefficients (β)	t-Value (z)	p-Values (p)	Result
H.1a. PSS -> AC	0.212	2,839	0,005	Supported
H.1b. PSS -> CC	-0.140	1,689	0,091	Not Supported
H.1c. PSS -> NC	0.239	3,145	0,002	Supported
H.2a. PSS*SE -> AC	0.222	3,802	0,000	Supported
H.2a. PSS*SE -> CC	-0.092	1,477	0,140	Not Supported
H.3a. PSS*SE -> NC	0.129	2,168	0,030	Supported
Addition				
SE -> AC	0.147	1,969	0,049	
SE -> NC	0.183	2,696	0,007	
Tenure -> AC	-0.211	2,340	0,010	
Tenure -> NC	-0.223	1,998	0,023	
SE*Education -> AC	0,224	2,950	0,002	
SE*Education -> CC	-0,158	1,899	0,029	
SE*Education -> NC	0,186	2,501	0,006	
Age -> NC	0,221	2,011	0,022	

Note: Perceived supervisor support (PSS), Self-efficacy (SE), Affective Commitment to Change (AC), Continuance Commitment to Change (CC), Normative Commitment to Change (NC), Gender (GEN)

Discussion

This study utilized social exchange theory to investigate the impact of employees' perceptions of their supervisors' support on their affective, continuance, and normative commitment to change. The findings validated that the perception of support from higher-ranking individuals had a direct impact on employees' affective and normative commitment to change, both emotionally and in terms of adherence to social norms. Research conducted by Eisenberger et al. (1986), Blau (1964), and Gouldner (1960) suggests that receiving support from others enhances the probability of individuals committing to making changes. Employees who perceive that their bosses provide support and protection are more likely to embrace and fully engage in organizational changes. On the other hand, the amount of dedication to continuous improvement is negatively affected by the impression of support from one's supervisor. In order to motivate positive behavioural responses to change, affective commitment to change (AC) and normative commitment to change (NC) are essential. Conversely, according to Bouckenooghe (2015), employees' continuance commitment to change could impede behavioural support for change. The results of this study support the research conducted by Bouckenooghe (2015), meaning that government employees who have faith in their own abilities and who have the backing of their managers are less likely to stick with the initiative to implement changes. Employees who are continuance committed to change will do what they are told without question. They will not try to make the change better or help it succeed. They will not do extra things to help the change. In contrast to continuance commitment, employees with AC and NC are more likely to make extra efforts and show stronger enthusiasm for the change because they are loyal to the organisation or expect mutual benefits (Meyer et al., 2002).

Consistent with previous research in private organisation, this study found that in government organisation, self-efficacy moderates the association between feeling supported by one's supervisor and a desire to make a change, both affective and normative commitment to change. Those who have faith in themselves are more likely to succeed in spite of setbacks and unpredictable environments. Governments' employees who believe that their supervisors have their backs are more likely to affective and normative commitment to change, and adapting to new circumstances. Employees who believe in themselves and their abilities are more flexible and open to new ideas. In such a setting, employees may be more receptive to suggestions for and implementers of workplace changes, and they may be better able to identify and value the support provided by their superiors. Consequently, those with poor self-efficacy showed a less strong or non-existent connection between their perception of support from their supervisor and their affective and normative commitment to change, both in terms of their emotions and their sense of obligation. In contrast, those with high self-efficacy exhibited more robust associations. In order to encourage positive behavioural responses to change, the ideas of affective commitment to change (AC) and normative commitment to change (NC) are vital. However, according to Bouckenooghe (2015), there is a possibility that employees' interpersonal communication hinders the provision of behavioural support such   continuance

commitment to change.

Additionally, affective commitment to change (AC) and normative commitment to change (NC) are both significantly influenced by self-efficacy (SE). People who believe in their abilities to handle any situation that comes their way have a strong level of self-efficacy. The ability to believe in one's own abilities is crucial for successfully accepting and adjusting to new circumstances. This is because people are more likely to embrace change when they have faith in their capacity to adapt to different demands. This similarity is supported by the results of Wanberg and Banas (2000), who showed that people who are more confident in their ability to adapt to new situations are more likely to exhibit it. There is a strong relationship between tenure and both the normative and emotional commitment to change. Normative commitment to change (NC) was significantly impacted by age, and the nature of the association between self-efficacy (SE) and commitment to change (affective, normative, and continuance) was influenced by education.

Organizational change is primarily used to enhance an organization's performance and effectiveness. However, to accomplish these objectives, employees must embrace the introduced changes. To achieve this objective, it is crucial for middle managers and supervisors, who act as representatives of the organization, to allocate time and energy towards retaining employees who are experiencing change and implementing new approaches to fully capitalize on the advantages of organizational change. This should be performed while considering individuals' self-efficacy. The organization can govern supervisor support, significantly contributing to employees' commitment to change.

Limitation and Future Research

A limitation of this study is that the target population of this study was only mid-level civil servants in one of the Indonesian government organizations; therefore, the results of this study have limitations in general applicability. This problem can be overcome by conducting similar research with different types of organizations to compare the results and identify general findings. Additionally, with a larger sample size, this study may reveal findings that can be applied more widely.

The results and findings of the current study were based on inferential statistical analysis. Descriptive analyses were not carried out with the data from this study, which describes the basic characteristics of the study, including a summary of the size, sample, and general demographic analyses. Descriptive analyses can be added to this study to explain the results based on demographic factors such as background education, tenure, experience, and age.

CONCLUSION

This study's findings suggest that successful change requires not only the backing of top executives but also the presence of self-confident government employees. Consequently, it is wise for organizational management to tailor workplace norms and

behaviours to match these traits, making employees' commitment to organizational transformation more meaningful. The goal can be reached with the help of development and training programs. The study's results have important implications for HRM, particularly in the areas of selection and recruiting, because change is constant and intrinsic to businesses. Consequently, in order to enhance staff recruitment and selection processes, organizational practitioners must consider the impact of self-efficacy. Organizational management must emphasize evaluating beliefs about organizational change by considering self-efficacy as the most important component, given its considerable significance in commitment to change.

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