

The Effect of Leadership Style and Organizational Commitment towards Readiness to Change (The Study of Mataram Government Employee)

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Abstract: *The purpose of the research are; to analyze the effect of the transformational leadership style, the transactional leadership style and the organizational commitment towards readiness to change on Mataram Government Employee. The type of this research is a causal associative that aims to determine the effect of causality between independent variable and dependent variable. The sampling method of the research is using random sampling technique. The research population included Echelon III and IV Mataram Government Officials. The sample involved 232 Officials. The instrument analysis technique applied is multiple linear regression. The result of the research performed, the transformational leadership, transactional leadership and organizational commitment had a positive effect on readiness to change.*

Keywords: Transformational Leadership, Transactional Leadership, Organizational Commitment

1. Introduction

Today, the world has entered the 4.0 industrial revolution. Schawab (2007) states that industrial revolution 4.0 has fundamentally changed human life and work. This is because the revolutionary era 4.0 has a wider scale, scope and complexity. Rapid technological advancements have integrated the world as if it were borderless and affected all joints of life. The rapid development of technology is followed by rapid changes in all aspects of life. Inability to adjust to change is the same as backwardness, because change is one of the most critical aspects of creating effective management (Hussey, 2000). But the effort to make changes in an organization is not an easy thing. According to research published in Harvard Business Review (HBR) since 1970 to 2013 the percentage of failure to make changes has never dropped from the figure of 60-70% (Ashkenas, 2013).

The challenges faced by organizations when implementing changes also vary. According to Lunenburg (2010), organizational change is not only influenced by the external environment but also the company's internal. Such as changes in leadership, leadership policies, changes in vision, changes in organizational structure and changes in company regulations. While external changes in the form of technological developments, government regulations, socio-cultural, changes in the labor market, economic conditions, geographical conditions, demographic factors and competitor activities.

The factor that often changes is the leader. Changes in leadership will certainly bring a different atmosphere with different leadership styles for each individual. According to Bass (1990), leadership style is divided into two, namely transformational leadership and transactional leadership. Many studies have been conducted to find out the relationship between transformational leadership style and readiness to change, but there are still differences in research results, including Anggi's (2015) research stating that transformational leadership has a positive and significant

effect on readiness to change. But on the contrary according to Hasanah (2016) states that transformational leadership has a positive but not significant effect on readiness to change.

Likewise transactional leadership, there are several studies that have been conducted to determine the relationship between transactional leadership style and readiness to change, but there are still differences in research results, including the Garnis study (2016) which states that transactional leadership has no significant positive effect on readiness to change. But the opposite according to Nordin (2012) states that transactional leadership has a positive effect on readiness to change. Transformational leadership style and transactional leadership style have a significant relationship with readiness to change (Nordin, 2012). Each of these leadership styles has different influences on employees. But most importantly, they are not conflicting, so that they are equally needed to run the organization. In addition to leadership style, organizational commitment can influence readiness to change.

In addition to leadership style, readiness to change is also influenced by organizational commitment. Research related to organizational commitment has been carried out. However, research to see the effect of organizational commitment and readiness to change still results in different results, including Zulkarnain and Hadiyani (2014) found that organizational commitment has a positive and significant effect on readiness to change. Pramadani and Fajrianthi (2012) state that organizational commitment has a positive and significant effect, especially affective commitment and normative commitment while continuous commitment does not have a significant effect on readiness to change. But in another study, Utomo (2016) stated that affective commitment and continuous commitment had a significant positive effect on employee readiness to change. The results of his research also show that normative commitment does not have a significant positive effect on employee readiness to change. Other research conducted by Ariesza (2017) states that normative commitment has a significant positive effect on readiness to change. However, the effect of

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continuous commitment and affective commitment is not proven to have a significant positive effect on readiness to change.

Research related to leadership style, organizational commitment and readiness to change becomes interesting to study, because change will continue and continue to occur in every organization or company to maintain its sustainability. Moreover the theory of leadership style, organizational commitment and readiness to change in this study are very in accordance with the conditions and conditions of the City Government of Mataram which is being transformed into a smart city city.

Based on preliminary observations made in several Mataram City Regional Organizations regarding the phenomenon of transformational leadership style, it can be seen that the heads of the Regional Device Organizations in each morning and meeting deliver the motivation to work better, to invite creative ideas and keep doing monitoring all employees. This shows the characteristics of transformational leadership in the Regional Devices Organization of the City of Mataram. The phenomenon observed is also the transactional leadership style. Where the presence of regional performance allowances (TKD) provided based on workloads of employees becomes the trigger for ASN to work more diligently. This can be seen from the attendance rate of Mataram City employees in 2018. According to data from BKPSDM in the City of Mataram, the percentage of attendance at the City of Mataram ASN 2018 was 96.5%. ASN Kota Mataram has a high percentage due to the existence of rules related to the provision of TKD to ASN contained in Mayor Mataram Regulations Number 26 Year 2015 regarding additional income for civil servants and CPNS as confirmed by Decree Number 18 Year 2019 concerning Provision of Additional Income Based on Work Achievement with Indicators Work Discipline to Civil Servants and CPNS in the City of Mataram in 2019.

The researcher also conducted interviews with several ASN Mataram City Governments related to organizational commitment. Based on the results of the interview, ASN Kota Mataram has good organizational commitment. That is, the ASNs almost did not want to move from the city of Mataram for several reasons. First, access in Mataram City is easy and there is. Second, regional benefits are far higher than in other regions. Third, it is clearer in the level of his career. This was supported by the many requests to move to the city of Mataram. Where in the Mataram City BKPSDM data in 2018, there were 84 ASN people applying to move to Mataram City, only 17 ASN people were accepted. As for the ASN of the city of Mataram during 2018 according to BKPSDM data, there were 36 ASNs changing assignments from the City of Mataram. From the description of the background, in this study we will focus on the influence of leadership style and organizational commitment on readiness to change.

2. Research Objectives

The objectives to be achieved in this study are as follows:

- 1) To find out, analyze, and provide empirical evidence about the effect of transformational leadership on

readiness to change in Mataram City Government employees.

- 2) To find out, analyze, and provide empirical evidence regarding the effect of transactional leadership on readiness to change in Mataram City Government employees.
- 3) To find out, analyze, and provide empirical evidence regarding the effect of organizational commitment on readiness to change in Mataram City Government employees.

3. Theory Basis

3.1 Transformational leadership

Transformational leadership by Northouse (2013) is defined as the process by which someone engages with other people, and creates relationships that increase motivation and morality in leaders and followers Transformational leaders make employees more sensitive about the value and importance of work and invite employees to exceed organizational interests of interests self (Yukl, 2013). Robbins and Judge (2013) explain that transformational leaders pay attention to matters of the developmental needs of each follower and problem issues by helping them view old problems in new ways, and they are able to excite, arouse, and inspire followers to issue extra effort to reach the group's goals.

According to Bass (1985) transformational leadership is a situation where the followers of a transformational leader feel a sense of trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than they initially expected. The leader transforms and motivates followers by making them more aware of the importance of the results of a job, encouraging them to be more concerned with the organization or team than self-interest, and activating their needs to the higher.

O'leary (2001) states that transformational leadership is a leadership style used by a manager if he wants a group to widen its boundaries and have a performance that exceeds the status quo or reaches a whole new set of organizational goals. Transformational leadership style is a leadership style that is appropriate for organizations that are undergoing uncertain organizational changes and situations, such as market competency and frequent changes in government policies that require organizations to make changes (De Hoogh, et al., 2004). Transformational leadership style focuses on organizational and individual changes in it and influences subordinates to prioritize the interests of the organization by increasing commitment which is one of the important elements to achieve the organization's vision (Bass, 1990; Luts: 2007).

According to Bass and Avolio (1994) that transformational leadership can be measured by four-dimensional dimensions, namely: 1) Idealized Influence, characterized by the power of vision and appreciation of mission, raising respect, increasing optimism, emphasizing the importance of goals, and leaders will make subordinates have confidence. 2) Inspirational Motivation, includes the capacity of leaders to be role models for their subordinates. The leader conveys

clear goals and is a good example for his subordinates. 3) Intellectual Stimulation, namely the ability to lead to eliminate subordinates' unwillingness to spark ideas, encourage subordinates to be more creative and stimulate the thinking of subordinates in solving problems. And 4) Individualized Consideration (Attention to Individuals), namely transformational leaders provide guidance and mentoring to subordinates. Leaders give personal attention to their subordinates and give special attention so that subordinates can develop abilities.

3.2. Transactional Leadership

Odumeru and Ifeanyi (2013: 358) state that transactional leadership is a leadership style in which a leader focuses his attention on interpersonal transactions between leaders and employees involving exchange relationships. The exchange is based on agreement regarding the classification of targets, work standards and awards. So that it can be interpreted transactional leadership as a way used by a leader in moving its members by offering rewards or as a result of contributions given by members to the organization.

According to Bass in Robbins and Judge (2013: 90) transactional leadership style is a leadership model where leaders guide or motivate their followers in the direction of goals that are upheld by clarifying the roles and demands of the task. In Robbins and Coulter (2012: 497) leaders with a transactional style are leaders who guide and motivate followers towards the goals set by rewarding their productivity.

According to Burns in Odumeru and Ifeanyi (2013: 359) describe that in transactional leadership the relationship between leaders and subordinates is based on a series of bargaining activities between the two. Transactional leadership style is also known as managerial leadership that focuses on supervisory roles, organization and group performance. Transactional leadership style is a leadership style where the leader encourages the adherence of followers through two factors, namely rewards and punishments. Leaders with transactional leadership style work by paying attention to the work of employees to find errors and irregularities. This type of leadership is very suitable in times of crisis and emergency.

Bass in Yukl (2010: 260) suggests that transactional leadership relationships with employees are avoided by three things, namely 1) leaders know what employees want and explain what they get if their work is in line with expectations, 2) leaders exchange efforts made by employees with rewards, and 3) responsive leaders to the personal interests of employees as long as those interests are comparable to the value of the work that the employee has done.

According to Robbins and Judge (2009: 91) that transactional leadership can be measured by dimensions, namely 1) Contingency Reward, the leader makes an agreement on what things are done by the subordinate and promises what rewards are obtained if this is achieved. Rewards can be in the form of bonuses, increased income or providing facilities to employees. 2) Active Management by

Exception (Management with active exceptions / exceptions). In active exception management, the leader monitors the deviation from the standards set and takes corrective action. And 3) Passive Management by Exception (Management with exception / passive exception). In passive exception management, the leader takes action if the standard is not reached.

3.3. Organizational Commitment

Allen and Meyer (1990) state that organizational commitment is an embodiment of psychological attitudes that characterize the relationship between workers and organizations and has implications for the decision to continue or not continue membership in the organization. Furthermore, Robbins and Judge (2013) define organizational commitment as a condition of an individual siding with the organization and its goals and desires to maintain its membership in the organization.

Mowday, Porter, and Steers (1982) state that organizational commitment is the desire to remain a member of the organization, trust and accept the values and goals of the organization and the willingness to try as well as possible for the benefit of the organization.

Allen and Meyer (1990) in Luthans, 2008) distinguish organizational commitment in three dimensions, namely: 1) Affective commitment, related to the desire to be attached to the organization. Individuals stay in the organization because of their own desire for beliefs in their values. 2) Continuance commitment is a commitment based on rational needs. In other words, this commitment is formed on the basis of profit and loss, considered for what must be sacrificed if it will settle in an organization. And 3) Normative commitment (normative commitment) is a commitment that is based on the norms that exist within the employee, containing the individual's beliefs about responsibility for the organization. He felt he had to endure because of loyalty.

3.4. Readiness To Change

Holt, et. Al (2007) defines an individual's readiness to change as a comprehensive attitude that is simultaneously influenced by content (what changes), processes (how changes are implemented), context (the environment in which changes occur), and individuals (individual characteristics asked to change) involved in a change. Hanpachren (1997) in Mangundjaya, Utoyo, and Wulandari (2015) defines individual readiness for change as to the extent to which individuals are mentally, psychologically, or physically ready and prime to participate in organizational development activities. Furthermore according to Rafferty, Jimmieson, and Armenakis (2013) Readiness to change is the extent to which individuals or individuals cognitively tend to accept, embrace, and adopt a specific plan that intentionally changes the status quo.

Armenakis and Holt et al (2007) suggest that employee readiness to change simultaneously can be influenced by three things: 1) Change Content, which refers to what will be changed by the organization (eg changes in

administrative systems, management changes, work procedures, technology or structure). 2) Change Process, namely how the process of implementing changes that have been planned in advance, for example the existence of individual beliefs about the ability to implement changes successfully and the opportunity to participate in the change process, as well as job involvement also contributes to the readiness of individuals to deal with changes in the organization. And 3) Organizational Context related to the conditions or work environment when change occurs. Readiness to change also begins with the perception of the benefits of change, the risk of failure to change and the demands of outside organizations to make changes.

4. Conceptual and Development Framework for Hypothesis

4.1 Conceptual Framework

Readiness to change as an independent variable will be proxied by Transformational Leadership, Transactional Leadership and Organizational Commitment. This study will reveal the effect of Transformational Leadership (X1), Transactional Leadership (X2) and Organizational Commitment (X3) on Readiness to Change (Y). Thus, the conceptual framework in this study is as follows:

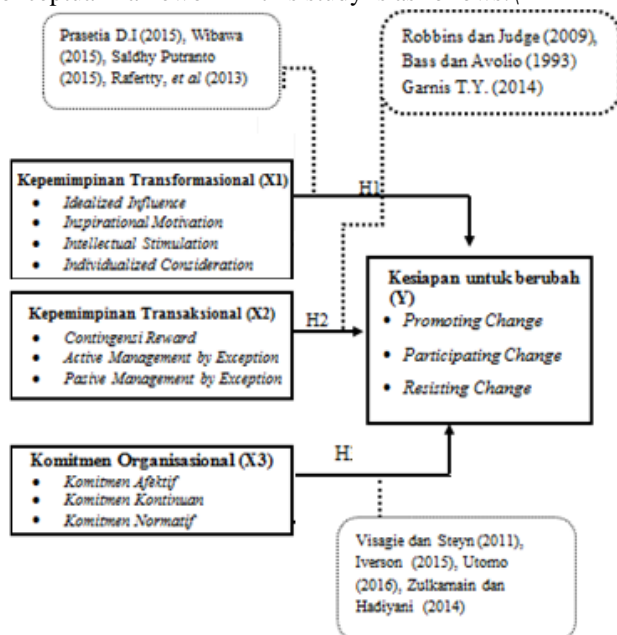


Figure 2: Conceptual Framework

4.2. Development of Hypotheses

4.2.1. Effect of Transformational Leadership on Readiness to Change

Transformational leadership is leadership that involves change in the organization. According to Northouse (2013), transformational leadership is the process by which people engage and create relationships that increase motivation in individuals and morality in leaders. Whereas Natsir (2004) transformational leadership deals with the influence of leaders or superiors on subordinates. On the subordinates

there arises trust, pride, loyalty and respect for superiors and they are motivated to do more than expected.

This condition is supported by previous research from Faturochmah (2014) which states that there is a significant relationship between transformational leadership and readiness to change. Prasetya (2015) and Wibawa (2015) also in their study found that transformational leadership has a positive and significant effect on readiness to change. This was confirmed by the results of Puspasari's research (2017) which found a positive influence of leadership style on readiness to change. Based on the description, the hypothesis can be formulated as follows:

H1: "Allegedly transformational leadership style has a positive effect on readiness to change".

4.2.2. Effect of Transactional Leadership on Readiness to Change

Transactional leadership is leadership that gets motivation on its subordinates by calling for its own interests (Thomas, 2003). Transactional leadership behavior focuses on the results of the task and the relationship of the good worker in exchange for the desired reward. Whereas according to Robbins (2006), transactional leadership is what guides or motivates their followers toward the goals set by clarifying the requirements of roles and tasks.

Waldman et. al. (2002) state that transactional leadership operates on an existing system or culture and its purpose is to strengthen existing strategies, systems or cultures, not to change them. Therefore, transactional leaders in addition to trying to focus the needs of subordinates to buy performance, also focus attention on irregularities, mistakes or subordinate mistakes and try to make corrective actions for changes in the organization. This condition is supported by previous research from Nordin (2012) who found that transactional leadership influences readiness to change. Based on the description, the hypothesis can be formulated as follows:

H2: "Allegedly transactional leadership style has a positive effect on readiness to change".

4.2.3. The Influence of Organizational Commitment to Readiness to Change

Organizational commitment is a manifestation of psychological attitudes that characterize the relationship between workers and organizations and has implications for the decision to continue or not continue membership in the organization (Allen & Meyer, 1990 in Pramadani & Fajrianthi, 2012). According to Visagie and Steyn (2011) revealed that organizational commitment can affect readiness to change.

According to Iverson (1996) in Zulkarnain and Hadiyani, (2014), organizational commitment is the best predictor of change compared to job satisfaction. Patterson (2009) mentions that the most important factor that can cause success in organizational change is the lack of commitment of the people involved. Employees who have organizational commitment will exert more effort in change projects to build a positive attitude towards change. The research conducted by Pramadani (2012) resulted in a significant

relationship between organizational commitment, specifically affective, normative commitment to readiness to change. The research of Zulkarnain and Hadiyani (2014) and Utomo (2016) also shows that organizational commitment has a significant effect on readiness to change. Reaffirmed the results of research conducted by Suwaryo (2017) and Qureshi (2018) who found that organizational commitment has a positive influence on readiness to change. Based on the description, the hypothesis can be formulated as follows:

H3: "Allegedly organizational commitment has a positive effect on readiness to change".

5. Research Methods

5.1. Types of Research, Population and Samples

The type of research used in this study is quantitative research with an associative approach. The population in this study amounted to 550 echelon III and IV officials of the City Government of Mataram. Determination of the sample using purposive sampling technique, so as to obtain a sample of 232 people.

5.2. Research Variables and Variable Operational Definitions

5.2.1. Transformational Leadership Style

Transformational leadership style in this study is interpreted as respondents' perceptions of leadership style from the leadership of the Divine Device Organization in accordance with Bass theory, namely leaders who have ideal charisma and influence accompanied by actions that enhance subordinate expertise, are able to motivate and inspire, able to hone creativity subordinates, and respect and pay attention to each individual each subordinate.

5.2.2. Transactional Leadership Style

Transactional leadership style in this study is interpreted as the respondents' perceptions of leadership style of the leaders of the respective Regional Devices Organization based on Bass theory, namely leaders who provide contingency rewards, active management by exception and passive management by exception. This will be reflected in how subordinates are encouraged to carry out an activity with enthusiasm because there are transactions with the leadership.

5.2.3. Organizational Commitment

Organizational commitment in this study is interpreted as respondent's perception of attitudes that reflect the extent to which he knows and is bound to his organization and his desire to maintain his membership in his organization.

5.2.4. Readiness to change

In this study, the readiness of employees to change is the respondent's perception of a change that occurs within the organization. Perception of change referred to perceptions that reflect attitudes of willingness to support change, participate in change, and reject a change.

5.3. Data Analysis Procedure

The data analysis procedures used in this study are as follows:

3.1. Classic assumption test

The classic assumption test in this study consisted of normality test, multicollinearity test and autocorrelation test.

5.3.2. Analysis of Multiple Linear Regression

Analysis method to determine the effect of transformational leadership, transactional leadership and organizational commitment on readiness to change. In this study, data was processed using a computer application, namely SPSS version 21.0. The multiple linear regression equations in this study are as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

5.3.3. Model Testing (t Test)

This test is conducted to partially determine whether the independent variable has a significant effect or not on the dependent variable (Ghozali, 2009). The test criteria used are H0 rejected and Ha accepted if the significance value is <0.05. This means that the independent variables partially have a significant effect on the dependent variable. Likewise the opposite.

5.3.4. Model Testing (F Test)

This test is conducted to determine whether the independent variables together have a significant effect or not on the dependent variable (Ghozali, 2009). The test criteria used are H0 rejected and Ha accepted when sig. F <0.05. This means that the independent variables simultaneously have a significant effect on the dependent variable. Likewise the opposite.

6. Research Results

6.1. Classical Assumption Test Results

Table 1: Classical Assumption Test Results

Classical Assumption	Results	Information
Normality (Kolmogorov-Smirnov)	Significance 0,660 > 0,05	Normal Distribution, Pass the Normality Test
Multicollinearity (Variance Inflation Factor)	VIF values of all three variables range from 1,505-1,877 which one < 10	Pass the Multicollinearity Test
Autocorrelation (Durbin Watson)	The DW value is equal to 1,818	Pass the Autocorrelation Test

Source: Data processed (SPSS Output)

6.2. Analysis of Multiple Linear Regression

6.2.1. Test F

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.417	3	5.139	48.199	.000 ^b
	Residual	24.310	228	.107		
	Total	39.728	231			
a. Dependent Variable: Y						
b. Predictors: (Constant), X3, X1, X2						

Based on the results of the analysis in the table above, the p-value for the regression model is 0.000 which is smaller than the value of α (0.10), so it was decided to reject H0. Thus it can be concluded that with a 5% error rate, there is a simultaneous influence of transformational leadership

variables, transactional leadership, and organizational commitment to affect readiness to change.

6.2.2. Test T

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.739	.172		10.121	.000		
	X1	.120	.051	.152	2.355	.019	.644	1.552
	X2	.107	.049	.156	2.200	.029	.533	1.877
	X3	.292	.044	.427	6.713	.000	.664	1.505

a. Dependent Variable: Y

Based on the results of the analysis in the table above, a constant value of 1.739 means that if each independent variable is transformational leadership, transactional leadership, and organizational commitment 0, then the readiness to change will be positive at 1.739. This means that readiness to change is always present in each individual even though there are no factors that influence it.

6.2.3. R Square

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.623 ^a	.388	.380	.32653	1.818

a. Predictors: (Constant), X3, X1, X2
b. Dependent Variable: Y

Based on the table above, obtained the adjusted R square value of 0.380. That is, the influence of transformational leadership variables, transactional leadership and organizational commitment to readiness changes only 38%, while 62% is influenced by other variables.

7. Discussion

a) Hypothesis Testing Results 1 (H1)

The first hypothesis in this study states "it is assumed that transformational leadership variables affect the readiness to change". Proof of this hypothesis is done by t test analysis which shows that the p-value α 0.05 which proves that transformational leadership has a positive effect of 0.120 on readiness to change.

The results of the research responses of respondents regarding transformational leadership showed that the average categories of the four dimensions of transformational leadership adopted from the opinions of Bass and Avolio in this study showed effective categories. Thus, the results of this study have not been fully effective which is expected. Where from the 20 statements there is no one that produces very effective results. There are 16 indicators with effective categories and 4 indicators with categories that are quite effective.

The hope is that in the future transformational leaders in the Mataram City Government will have very effective value. In this questionnaire, the transformational leader in the city of Mataram is described as always speaking optimistically about the future, doing things that make respect and the

ethical standard model in carrying out tasks. While the lowest score in this statement is that leaders do not see subordinates as individuals but rather as members of their organizations. While indicators that have value are quite effective with statements, namely leaders who pay more attention to subordinates as individuals than as members of the organization, leaders focus too much on developing subordinate strengths one by one, leaders spend time teaching and giving training and leaders give attention to subordinates needs, different abilities and aspirations than others.

Looking at the results in this study, the average echelon III and IV officials in the Mataram City Government have the view that the leadership of regional organizations (OPD) is transformational leadership style. This is caused by the average echelon III and IV officials of the city of Mataram already have a long working period and a high level of education, thus affecting the maturity of cooperation.

b) Results of Hypothesis Testing 2 (H2)

The second hypothesis in this study states "it is assumed that transactional leadership variables affect the readiness to change". Proof of this hypothesis is done by t test analysis which shows that p-value α 0.05 which proves that transactional leadership has a positive effect of 0.107 on readiness to change.

The results of this study indicate that the transactional leadership style according to respondents from the 22 statements given is the average answer per effective statement category. There are only 3 categories of value that are effective enough, that is, leaders help staff work as part of the reward for what the staff have done, focusing on the mistakes of staff and leaders spending time looking for what must be overcome. While the highest score states that echelon III and IV officials of the City of Mataram will be satisfied when their leaders show satisfaction when staff perform their duties well. These results indicate that appreciation is much more making staff feel satisfied, so it is ready to change. This is inseparable from the background of respondents who have mature ages and the average level of education for undergraduate and master. Only a few are still graduates of diploma.

c) Hypothesis 3 Testing Results (H3)

The third hypothesis in this study states "it is assumed that organizational commitment variables influence the desire to

change". Proof of this hypothesis is done by t test analysis which shows that p-value $< \alpha 0.05$ which proves that organizational commitment has a positive effect of 0, 292 on readiness to change.

The results of this study indicate that organizational commitment has a greater influence than transformational leadership style and transactional leadership. In the organizational commitment variable there are 24 items of statements with various results from categories, namely very high, only 1 indicator statement, high there are 20 indicators and 3 indicators have quite high scores. The indicator with the highest score is that respondents feel part of the family of the Mataram City Government. While the lowest was respondents who were afraid of what happened if they stopped from the city of Mataram.

These results indicate that echelon III and IV officials of the City of Mataram have high organizational commitment. This is inseparable from the bond of respondents with the Government of the City of Mataram by looking at their tenure of more than 30 years. The duration of work is a factor that makes the respondent's organizational commitment high.

8. Conclusion

Based on the results of research and discussion, conclusions can be drawn as follows:

- 1) There is a positive influence of transformational leadership on readiness to change in Mataram City Government employees. This means that the more effective transformational leadership, the higher the readiness to change. Likewise, if the transformational leadership is ineffective, then the readiness to change will decrease in Mataram City Government employees.
- 2) There is a positive influence of transactional leadership on readiness to change in Mataram City Government employees. This means that the more effective transactional leadership, the readiness to change will also be higher. Likewise vice versa if the transactional leadership provided is ineffective, then the readiness to change will decrease in Mataram City Government employees.
- 3) There is a positive influence of organizational commitment on readiness to change at Mataram City Government employees. This means that the higher organizational commitment will lead to higher readiness to change. Likewise vice versa if the readiness to change is low will cause a readiness to change to decrease in Mataram City Government employees.

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