

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, COMPETENCY, AND INDIVIDUAL RESILIENCE ON READINESS TO CHANGE, OCB-INDIVIDUAL, AND EMPLOYEE PERFORMANCE AND ORGANIZATIONAL COMMITMENT AS A MODERATION VARIABLE AT BIDDOKKES POLDA EAST JAVA

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Abstract

This study aims to investigate the impact of transformational leadership, competency, and individual resilience on readiness for change, individual Organizational Citizenship Behavior (OCB), and employee performance, with organizational commitment as a moderating factor within the Biddokkes department of the East Java Regional Police. Utilizing an explanatory research method, the study sampled Biddokkes officers from a total population of 3,860 individuals across 10 locations in East Java. Structural Equation Modeling was employed for data analysis. Findings reveal that transformational leadership influences readiness for change but not individual OCB and employee performance, whereas competency and individual resilience affect all three variables. Additionally, readiness for change and individual OCB influence employee performance, with organizational commitment moderating their effects. Future research is encouraged to delve deeper into employee changes, particularly focusing on their commitment to change, in addition to readiness for change.

Keywords: Transformational Leadership, Competency, Individual Resilience, Readiness to Change, OCB-Individual, Employee Performance.

INTRODUCTION

The hospital serves patients with various facilities as crucial components of the overall healthcare system, aiming to enhance the community's quality of life. Quality human resources are essential for optimal healthcare services, and maximizing their utilization is expected to enhance both the hospital's output and service quality to patients. Despite challenges such as a shortage of organic healthcare workers and specialists, limited land for building inpatient facilities, and deficiencies in equipment, the Indonesian National Police (Polri)-managed hospitals play a vital role in providing healthcare to the general public, with a growing number of non-police patients seeking treatment at these facilities. Efforts to address these challenges include recruiting new medical staff and establishing partnerships. Recent improvements in healthcare services, such as the introduction of the E-Yankes application, have enhanced the efficiency and precision of healthcare provision and monitoring. However, Biddokkes, the healthcare division of the East Java Regional Police, faces similar challenges, including workforce performance issues stemming from low human resource management standards. Many employees are temporary or external medical staff, complicating internal coordination and collaboration, thus affecting service effectiveness and patient waiting times. Addressing

these challenges requires improving human resource management and fostering internal collaboration to ensure optimal healthcare service delivery.

Based on the issues observed within the healthcare division of the East Java Regional Police (Polda Jawa Timur), it's apparent that declining employee performance, as evidenced by reduced effectiveness, stems from slow leadership adaptation to rapid changes, uneven competencies among staff, and insufficient organizational support for change. Moreover, employee commitment remains insufficient to support high performance, with many still reliant on transformational leadership for guidance, despite a demonstrated willingness among Biddokkes staff to embrace change. As the fourth year of the implementation of the Strategic Plan for Healthcare in Polda Jawa Timur (2020-2024) approaches, the focus remains on achieving excellence in police healthcare services, aligned with Polri's broader goal of building public trust and professionalism. Despite challenges posed by internal and external factors, including the need to fulfill Polri's duties and adapt to changing strategic environments, Biddokkes Polda Jawa Timur continues to review, accelerate improvements, and enhance management and performance to meet service standards. This commitment extends to bolstering the role of the healthcare division in supporting Polri's operational and developmental tasks, with a particular emphasis on equipping police healthcare facilities and maximizing resource utilization to meet organizational objectives. The division, comprising nine Bhayangkara Hospitals and 46 clinics, with a total workforce of 3,860 personnel as of 2022, strives to provide quality healthcare services throughout East Java, in line with Polri's mandate and strategic objectives.

The healthcare division of the East Java Regional Police (Polda Jawa Timur) currently faces several weaknesses in fulfilling its core duties, as outlined in the 2022 Biddokkes Polda Jatim report. These include inadequate resources, both in terms of facilities and personnel, to meet operational demands and expectations. Moreover, standardized healthcare capabilities across various levels, from regional to precinct levels, remain uneven, hindering timely support at the scene. Dissatisfaction persists regarding the services provided by Bhayangkara Hospitals due to a lack of customer-centric culture, insufficient facilities, equipment, and staff, and inadequate primary healthcare facilities and personnel. The coverage and accessibility of police healthcare services for both police personnel and the general public remain suboptimal, attributed to inadequate facilities and varying standards across healthcare facilities. Efforts to maintain the health and fitness of police personnel fall short due to limitations in preventive healthcare systems and methods. These challenges underscore the need for optimal employee performance to meet the demands of increasingly complex tasks, emphasizing the urgency for improvement within the healthcare division. Examining the phenomenon of declining employee performance and its impact on work effectiveness highlights the critical importance of employee efficiency in healthcare delivery and patient well-being. Various factors influencing employee performance, including transformational leadership, employee competency, resilience, readiness for change, and organizational citizenship behavior, play pivotal roles in optimizing organizational outcomes. Transformational leadership, characterized by charisma and intellectual stimulation, significantly influences employee readiness for change and organizational citizenship behavior, ultimately enhancing

organizational performance and fostering a culture of adaptability and innovation. Competence serves as a crucial foundation for readiness to change, organizational citizenship behavior (OCB), and employee performance. It encompasses the fundamental characteristics of individuals that enable them to achieve superior performance in their roles. Research indicates that competence significantly influences employees' readiness to embrace organizational change, their voluntary behaviors in supporting colleagues and the organization (OCB), and ultimately their job performance. Moreover, individual resilience, reflecting adaptive behavior capacity in organizational settings, also plays a vital role in influencing readiness to change, OCB, and employee performance. Employees demonstrating resilience tend to exhibit higher levels of OCB and better job performance. Additionally, readiness to change and OCB further correlate positively with employee performance. Thus, these findings underscore the critical importance of fostering competence and resilience among employees to enhance organizational effectiveness through improved performance and adaptive behaviors in the face of change.

Another research gap is evident in the pathway of the influence of OCB-I on performance. While most studies demonstrate the strong influence of OCB-I in promoting employee performance, two studies present contradictory results. Newman et al. (2015) found that employees' perceptions of OCB-I do not affect performance, while Shao et al. (2019) suggest that HRM interventions can increase employees' OCB-I while decreasing their performance through the mediation of role ambiguity, implying that OCB-I may actually decrease employee performance if HRM is not well-managed. Furthermore, concerning the novelty of the research, it can be examined in three aspects. First, the novelty of the pathway of individual resilience's influence on readiness to change, which has not been found in previous studies. Individual resilience has only been found to influence OCB-I in one study by Paul et al. (2016). Second, the novelty of the pathway of readiness to change's influence on OCB, which has also not been found in previous studies. The influence of readiness to change has only been found in its structure of influence on performance, as shown by Alqudah et al. (2022), Chrisanty et al. (2021), Gunawan et al. (2021), Katsaros et al. (2020), and Laseinde et al. (2020). Third, organizational commitment as a moderator of readiness to change and OCB-I has also not been found in previous studies. Instead, organizational commitment has been used as a moderator in the structure of relationships between different variables, such as Schmidt & Diestel (2012), Phipps et al. (2013), Liu et al. (2022), and Manata (2022). Thus, the conceptual model in this study will incorporate the constructs of transformational leadership, competency, individual resilience, readiness to change, OCB-I, performance, and organizational commitment into a comprehensive model to provide a better model fit.

LITERATURE REVIEW

Grand and Middle Theory

Grand Theory: Human resources are pivotal for the effective functioning of any business or organization. The success of an organization hinges significantly on the workforce it employs, emphasizing the importance of recruiting the right people for the right roles. Human resource management (HRM) plays a vital role in ensuring that organizations achieve their goals by

managing strategies, contributing to decision-making processes, and minimizing costs through efficient recruitment and retention practices. HR professionals are trained to negotiate effectively with both potential and existing employees, enhancing employee satisfaction and productivity. They also contribute to training and development programs, fostering relationships between employers and employees and resolving conflicts impartially. Moreover, HR managers play a crucial role in building a healthy work culture, complying with labor laws, and maintaining recruitment records. HRM is a strategic process encompassing staffing, compensation, training, legal compliance, and employee retention, aiming to optimize talent management for organizational success. Therefore, HRM is integral in aligning human capital with organizational objectives, fostering positive workplace relationships, and upholding ethical business practices.

Middle Theory: The Theory of Planned Behavior (TPB) is utilized to examine an individual's behavior, which is considered to be under the individual's control. However, if behavior is not entirely within one's control despite being motivated, as indicated by attitudes and subjective norms, it may not manifest as desired. TPB predicts behavior that is not fully under individual control and tests and predicts someone's intentions and actual behavior. It assumes individuals are rational beings who consider the consequences of their actions before deciding to act. Attitudes are expected to determine future actions. TPB serves as the foundation for behavior change theories by predicting intentions. It posits that intentions, defined as willingness or readiness to engage in an action, are the most proximal determinant of behavior. TPB has been frequently applied to predict behavior change, emphasizing that intentions are driven by attitudes, subjective norms, and perceived behavioral control. Key constructs in TPB include attitude towards behavior, subjective norms, perceived behavioral control, and intention, reflecting personal perceptions of behavior, social pressure, perceived control, and motivation, respectively.

Transformational Leadership

The term "transformational leadership" coined by James MacGregor Burns in 1978 has gained widespread recognition in recent years. It refers to a leadership style that identifies necessary changes, creates a vision to guide those changes, and implements the necessary plans to make them happen. This leadership style is crucial in today's ever-changing world, motivating and empowering individuals to work together towards organizational goals. Through transformational leadership, organizations foster high levels of job satisfaction and commitment among members, creating a healthy, effective, and efficient work culture and environment. According to Robbins and Judge (2016:46), transformational leaders use charisma and intellectual stimulation to transform and revitalize their organizations. Suarga (2017) describes transformational leadership as the ability of leaders to influence their subordinates in certain ways. Robbins and Judge (2008:387) define transformational leadership as providing individual consideration and intellectual stimulation, coupled with charisma. Bass and Avolio (1994:203) state that transformational leadership influences organizations to achieve goals through behavior. Bass (1990:21) emphasizes that transformational leadership expands employees' interests, raises awareness of the group's purposes and mission, and

encourages them to look beyond self-interest for the group's benefit. Transformational leadership, grounded in the leader's characteristics and behaviors, influences organizations by providing consideration, intellectual stimulation, charisma, raising awareness of group goals and mission, and encouraging members to transcend self-interest for the organization's good.

Competency

The concept of competence encompasses fundamental characteristics enabling individuals to achieve superior performance in their work. It includes deep-seated personality traits and predictable behaviors across various job situations. Competency analysis is essential for career development and gauging expected performance effectiveness. Competency levels include skills, knowledge, self-concept, self-image, traits, and motives, with skills and knowledge being more tangible and easier to develop through training programs. Competence is fundamental to job success, involving the ability and willingness to perform tasks effectively. Competence is causally related to outstanding job performance and work effectiveness, influencing performance positively or negatively. It refers to the capacity inherent in an individual to meet job requirements and achieve expected outcomes professionally, effectively, and efficiently. Overall, competence emphasizes productive behaviors necessary for individuals to succeed in their jobs.

Individual Resilience

The term resilience, initially coined as ego-resiliency by Block in 1950, refers to an individual's capacity for self-adjustment when faced with internal and external challenges. Resilience in the workplace, defined as adaptive behavioral capacity to utilize organizational resources, has led to the development of new measures focusing on employees' ability to adapt and grow amid challenging situations. Resilience is not considered an inherent trait but rather a dynamic process involving both internal and external strengths. Seven key factors contributing to resilience include emotional regulation, impulse control, optimism, causal analysis, empathy, self-efficacy, and reaching out for support. Individuals undergoing hardship typically progress through stages of resilience, starting with experiencing difficulty, adapting to challenges, recovering, and ultimately growing stronger. Resilience benefits individuals by enhancing productivity, motivation, and problem-solving abilities, enabling effective self-reflection and interpersonal relationships, and fostering risk prediction and self-awareness.

Readiness to Change

Readiness to change, as described by Holt et al. (2013:259), encompasses an individual's comprehensive attitude toward change, influenced by factors such as the content, process, context, and individual characteristics involved in organizational change. It is a cognitive or psychological construct that includes beliefs, attitudes, and intentions of those involved in the change process (Hustus & Owens, 2018). Change is inevitable within organizations, and the efficiency of any change depends on the organization's ability to adapt. The concept of readiness for change is rooted in Lewin's change model, which involves three stages: Unfreezing, Changing, and Refreezing. Unfreezing focuses on creating motivation for change, indicating the active efforts required to establish the need and motivation for change. Changing

involves implementing the actual change gradually, while Refreezing solidifies the changes and makes them permanent. Readiness for change serves as a message for change, openness to change, and is multidimensional (Rafferty et al., 2013). It encompasses an individual's thoughts and willingness to face a particular change, indicating a deeper understanding of the change. It involves beliefs, attitudes, intentions, and behaviors supporting organizational change in content, process, and individuals aiming for organizational success. It entails mental and physical readiness for immediate action to improve, modify, or change something, influencing attitudes, behaviors, and beliefs to enhance motivation in the change process.

Organizational Citizenship Behavior-individual

Organizational Citizenship Behavior (OCB) encompasses various behaviors beyond formal job duties that contribute to the effectiveness and image of an organization. Initially introduced as extra-role behavior by Kan and Katz (1966), it was later termed OCB by Bateman and Organ (1983). OCB includes actions like helping colleagues, volunteering for organizational events, providing constructive feedback to management, and preserving organizational resources. It reflects behaviors beneficial to the organization's success without direct recognition from formal reward systems. OCB dimensions may include helping behavior, conscientiousness, tolerance for uncertainty, interpersonal relations, and civic virtue. While not explicitly required by organizations, OCB contributes to organizational stability and adaptability to environmental changes. Employees demonstrating OCB typically aim to enhance overall organizational performance.

Employee Performance

Performance refers to the overall success or achievement of an individual over a specified period in carrying out tasks compared to various possibilities, such as job standards, targets, or pre-established and agreed-upon criteria. According to Rivai and Basri cited in Runtuwene et al. (2016:270), employee performance is the manifestation of their abilities in the form of tangible work or the results achieved by employees in carrying out tasks and duties assigned by the company. Armstrong & Baron (cited in Shields et al., 2015:13) define employee performance as the level of output achieved by an employee in performing their tasks and responsibilities. It involves how well an employee meets the requirements of their job role in terms of the tasks they perform, the skills and competencies they demonstrate, and the results they achieve. In summary, employee performance encompasses not only the quantity of work produced but also the quality and the extent to which employees meet expectations and standards set for their roles. It involves employees working to generate input or output and can also be referred to as the quantity and quality of work to achieve the company's predetermined targets for the success of its performance.

Organizational Commitment

Mathis and Jackson (2001:99) define organizational commitment as the level of trust and acceptance of employees towards the goals of the organization and their desire to remain within the organization. Robbins (2008:100) describes organizational commitment as a state in which an employee aligns with a particular organization and is willing to maintain membership in that

organization. Moorhead and Griffin (2013:73) characterize organizational commitment as an attitude reflecting the extent to which an individual is aware of and bound to their organization. Greenberg and Baron (2003:160) state that organizational commitment is the degree to which employees engage with the organization and are willing to remain its members, encompassing attitudes of loyalty and willingness to work maximally for the organization. According to Modway and Porter (1983:442), organizational commitment is an attitude where individuals identify themselves with the goals and expectations of the organization they work for and strive to maintain membership to achieve organizational objectives. In summary, organizational commitment entails employees aligning with the goals of the organization, maintaining membership, showing loyalty, and being willing to work maximally to achieve organizational goals.

METHOD

This study adopts a quantitative approach, characterized by a deductive approach to the research process aimed at proving, refuting, or providing confidence in existing theories. Quantitative research involves the measurement of variables and testing the relationships between variables to reveal patterns, correlations, or cause-and-effect relationships. The study employs explanatory research, which aims to explain causes and effects, correlations, or why things happen. Explanatory research is useful when seeking to explain why things are the way they are concerning the phenomenon under investigation. The researcher chose explanatory research because the study's goal is to examine the influence (cause and effect) of independent variables (transformational leadership, competency, and individual resilience) on dependent variables (readiness to change, OCB, and performance), with organizational commitment as a moderating variable.

RESULT

Transformational Leadership

Transformational leadership is characterized by leaders using charisma and intellectual stimulation to enact transformation and invigorate their organization (Robbins and Judge, 2016:46), evident from the idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration exhibited by the leaders. Employee assessments at Biddokkes within the East Java Regional Police regarding transformational leadership show high levels of agreement, indicating leaders possess high charisma and stimulate intellectual engagement to drive organizational change at Biddokkes. The most agreed-upon indicator of transformational leadership is inspirational motivation, suggesting leaders at Biddokkes are willing to help employees understand the vision through imagery, stories, and personal examples, simplifying messages about collective goals, and aiding employees in finding meaning in their work. Conversely, the indicator with the lowest agreement level is intellectual stimulation, concerning leaders' willingness to encourage employees to adopt new perspectives in problem-solving, generate new ideas, and approach problem-solving differently.

Factor loading analysis results indicate that all four indicators of transformational leadership significantly contribute to reflecting transformational leadership. The most crucial indicator with the largest contribution in reflecting transformational leadership at Biddokkes within the East Java Regional Police is individualized consideration, signifying the leader's role in granting employees the freedom to develop their own methods to achieve work goals, assisting employees in self-development, and providing personal attention.

Comparison of mean and factor loading analysis on transformational leadership variables concludes that the indicator receiving the most attention from Biddokkes within the East Java Regional Police is intellectual stimulation, as it equally contributes strongly to transformational leadership formation, albeit currently assessed as the lowest among the other three indicators. Therefore, a leader's role is crucial in collaboratively using innovative perspectives with employees to solve every problem.

Intellectual stimulation involves a leader's ability to stimulate creativity and critical thinking among subordinates. Leaders providing intellectual stimulation encourage subordinates to think outside the box, create new solutions, and enhance their thinking quality. Transformational leaders providing intellectual stimulation are expected to create an environment where subordinates not only follow but also develop and innovate. Intellectual stimulation helps create a work culture prioritizing critical thinking, learning, and intellectual development as integral parts of leadership and achieving common goals. Thus, intellectual stimulation plays a vital role in shaping transformational leadership as described in transformational leadership theory by Downton and Burns.

Competency

Competence encompasses an individual's knowledge, skills, and qualities to succeed in their job (Armstrong and Taylor, 2020:21). It underlies an employee's effectiveness in their work or basic characteristics that causally relate to effective performance criteria in the workplace or specific situations. Employees with high competence are characterized by their job motives, self-concept in viewing work, and knowledge and skills about their job responsibilities.

Employee assessments at Biddokkes within the East Java Regional Police regarding competence are perceived with a high level of agreement, indicating employees possess good knowledge, skills, and individual qualities to succeed in their work. The most agreed-upon indicator of competence is employee knowledge, suggesting employees at Biddokkes have a good understanding of job descriptions and can think critically to complete their tasks effectively. Conversely, the indicator with the lowest agreement level is the employee's self-concept regarding work, indicating a tendency to mix work matters with personal affairs and a lack of concern for colleagues' feelings.

Factor loading analysis shows that all five indicators of competence significantly contribute to reflecting competence. The most important indicator with the largest contribution in shaping employee competence at Biddokkes within the East Java Regional Police is skills, highlighting the importance of aligning job assignments with employees' skills.

Comparison of mean and factor loading analysis on competence variables concludes that the indicator receiving the most attention from Biddokkes within the East Java Regional Police is skills. Despite being currently assessed as excellent, job skills have the strongest contribution to shaping employee competence.

Skills are the most crucial indicator reflecting employee competence as they form the foundation for various competence aspects. Medical and interpersonal technical skills serve as the basis for various tasks and responsibilities in the hospital context, enabling employees to succeed in various situations. Skilled employees also adapt more easily to changes as skills reflect their ability to learn and adapt to evolving work environments. Relevant job skills also influence an employee's effectiveness in performing their tasks, making them more efficient and productive.

Overall, skills not only reflect technical qualifications but also indicate an individual's ability to learn, adapt, innovate, and contribute effectively in the workplace. Therefore, skills are a crucial indicator for reflecting and measuring an employee's competence.

Individual Resilience

Individual resilience, or the ability to cope with distressing situations, enables employees to transform and maintain their competence in facing various job-related stressors (Hendriani, 2018). Employee assessments at Biddokkes within the East Java Regional Police regarding individual resilience reflect high ratings, indicating strong resilience among employees in handling difficult situations, thereby enabling them to maintain their competence in the face of various job-related stressors. The most agreed-upon indicator of individual resilience is self-efficacy, showing employees' strong belief in the need for sincere effort to succeed in their careers and their confidence in solving any problems they encounter. Conversely, the indicator with the lowest agreement level is emotional regulation, concerning employees' calmness under pressure and their ability to control anger or emotional outbursts in the workplace.

Factor loading analysis indicates that all seven indicators of individual resilience significantly contribute to reflecting resilience. The most important indicator with the largest contribution to building employee resilience at Biddokkes within the East Java Regional Police is empathy, emphasizing the importance of empathy and employees' ability to understand the characteristics of colleagues experiencing psychological conditions.

Comparison of mean and factor loading analysis on individual resilience variables concludes that the indicator receiving the most attention from Biddokkes within the East Java Regional Police is emotional regulation. Although this indicator also strongly contributes to developing employee resilience, its current condition is assessed as the lowest compared to other indicators.

Emotional regulation is the most important indicator reflecting an employee's individual resilience. Hospitals are environments full of pressure and stress, where employees face various challenges, including high job demands, emergencies, and interactions with critically ill patients. Emotional regulation becomes essential to cope with work-related stress in this

environment. Emotional regulation can also help employees adapt to changes and crises. It reflects an individual's ability to manage and adapt to emotions arising from changes or crises. In hospitals, where emergencies can occur at any time, employees with good emotional regulation can more easily adjust to changes and crises. Additionally, hospital employees often interact with patients and their families who may experience high stress and emotions. The ability to respond to and alleviate the emotions of patients and their families is crucial. Emotional regulation allows employees to remain calm and provide effective support, helping prevent mental fatigue and burnout.

In the hospital context, emotional regulation emerges as a critical indicator reflecting individual resilience. The ability to manage emotions effectively can provide critical support for employees to remain effective, empathetic, and resilient to job pressures encountered in the hospital where they work.

Readiness to Change

Readiness for change refers to an individual's preparedness to engage in and support change processes, involving the belief in the benefits of change and the opportunity to participate in the change process (Cunningham et al., 2002). Assessments of employees at Biddokkes within the East Java Regional Police regarding readiness for change reflect high ratings, indicating good readiness among employees to embrace change, demonstrated by their participation in and ability to implement change processes. The most agreed-upon indicator of readiness for change is employees' belief that the organization will benefit from the implementation of existing changes. Conversely, the indicator with the lowest agreement level is management commitment to implementing the proposed changes.

Factor loading analysis indicates that all seven indicators of readiness for change significantly contribute to reflecting readiness for change. The most important indicator with the largest contribution to driving employee readiness for change at Biddokkes within the East Java Regional Police is management commitment.

Comparison of mean and factor loading analysis on readiness for change variables concludes that the indicator receiving the most attention from Biddokkes within the East Java Regional Police is management commitment. Although this indicator also strongly contributes to increasing employee readiness for change, its current condition is assessed as the lowest compared to other indicators. This underscores the importance of strong commitment from Biddokkes management to implementing planned changes.

Management commitment is the most important indicator reflecting an employee's readiness for change at Biddokkes within the East Java Regional Police. It reflects management's attitude and support for change. An organizational environment that supports change and has high management commitment can send positive signals to employees that change is accepted and supported by leadership. Management commitment can also encourage employee participation and involvement in the existing change processes at Biddokkes. Employees who perceive management commitment are more likely to be motivated to contribute to and adapt to change.

Furthermore, management commitment can help overcome resistance to change. Employees are more likely to accept and adapt to change if they feel that Biddokkes management supports and is committed to achieving change goals. Management commitment goes hand in hand with effective communication, where good communication from management helps explain the goals of change, provide clear information, and build shared understanding, all of which support readiness for change. Finally, management commitment can help build employee trust in the impending change. This trust is a critical aspect of enhancing employee readiness to face change.

Considering the above aspects, management commitment emerges as a highly important indicator in driving employee readiness to face change at Biddokkes within the East Java Regional Police. The presence of management commitment creates a strong foundation for enhancing readiness for change throughout the Biddokkes organization within the East Java Regional Police.

Organizational Citizenship Behaviour

OCB-Individual, or Organizational Citizenship Behavior-Individual, refers to the voluntary actions of employees at Biddokkes within the East Java Regional Police to fulfill their job responsibilities and go beyond them, contributing to themselves, others, and the organization. Assessments of employees at Biddokkes indicate very high ratings in terms of OCB-Individual, demonstrating their strong willingness to fulfill both primary and additional responsibilities, benefiting themselves, colleagues, and the organization.

The most agreed-upon indicator of OCB-Individual is conscientiousness, indicating that employees at Biddokkes are punctual in work-related matters, adhere to regulations even without supervision, and respond promptly to directives from superiors. Conversely, the indicator with the lowest agreement level is virtue, concerning employees' willingness to keep up with organizational developments and their courage to accept criticism when expressing opinions for the organization's benefit.

Factor loading analysis shows that all five indicators of OCB-Individual significantly contribute to reflecting individual OCB among employees. The most important indicator with the largest contribution to shaping OCB-Individual behavior among employees at Biddokkes is sportsmanship.

Comparison of mean and factor loading analysis on the OCB-Individual variable concludes that the indicator receiving the most attention from Biddokkes is sportsmanship. Although this indicator also strongly contributes to shaping individual OCB among employees and is currently assessed as good, it remains a focal point for further enhancement.

Sportsmanship emerges as the most important indicator reflecting OCB-Individual among employees at Biddokkes within the East Java Regional Police, as it fosters strong teamwork. Sportsmanship reflects a cooperative attitude and involvement in teamwork. In a hospital setting, where teamwork is crucial for providing effective healthcare services, sportsmanship facilitates good collaboration among employees. It also encourages employees to better

understand patient needs and provide extra care to them. Employees demonstrating sportsmanship tend to be more responsive to patient and family needs, going above and beyond their routine duties to create a positive patient experience. Sportsmanship also encourages acts of going the extra mile for patients, such as providing additional moral support to patients or their families in need of attention.

Furthermore, a sportsmanship attitude can cultivate positive employee attitudes in challenging situations. In the Biddokkes hospital setting, where pressure and challenges can arise at any time, employees with sportsmanship are more likely to maintain a positive spirit and make positive contributions to the work environment. Sportsmanship also encompasses providing support and assistance to colleagues. In the complex hospital environment, peer support is crucial for achieving goals and maintaining collective well-being.

Considering the role of sportsmanship in shaping employee attitudes and behaviors in the Biddokkes hospital setting, it is recognized that this attitude has a significant impact on individual OCB among employees. Sportsmanship promotes values of collaboration, care for others, and essential positive contributions, thus creating a healthy and productive organizational culture.

Organizational Commitment

Organizational commitment refers to the state where an employee aligns with a particular organization and its goals, expressing a desire to maintain membership within that organization. Employee commitment to the organization can be observed through affective, continuance, and normative dimensions. Assessments of employees at Biddokkes within the East Java Regional Police on the organizational commitment variable show high ratings, indicating strong organizational commitment among them.

The most agreed-upon indicator of organizational commitment is affective commitment, signifying that employees at Biddokkes feel deeply fulfilled being part of the organization, never considering resigning from their jobs, and having a strong sense of pride that motivates them to contribute their best to the organization. Conversely, the indicator with the lowest agreement level is continuance commitment, concerning employees' loyalty to the organization until retirement and the feeling that it would not be easy to find a job with comparable income elsewhere.

Factor loading analysis indicates that all three indicators on the organizational commitment variable significantly contribute to strengthening organizational commitment among employees. The most important indicator with the largest contribution to enhancing organizational commitment among employees at Biddokkes is affective commitment.

Comparison of mean and factor loading analysis on the organizational commitment variable concludes that the indicator receiving the most attention from Biddokkes is continuance commitment. Although this indicator also strongly contributes to shaping committed employees, it is currently perceived as the weakest compared to the other two indicators.

Continuance commitment is the most important indicator reflecting organizational commitment among employees at Biddokkes within the East Java Regional Police, as it ensures employees' consistency in supporting the organization's vision and mission. Continuance commitment reflects employees' consistency in supporting the hospital's vision and mission. Employees with continuance commitment tend not only to understand but also actively participate in achieving the organization's long-term goals. They are also more resilient to challenges and changes in the hospital, where changes can occur rapidly. Continuance commitment helps employees stay focused and adapt to the dynamic environment.

Continuance commitment also fosters increased employee engagement. Employees with continuance commitment tend to be more involved in hospital work programs, including training programs, voluntary initiatives, and other efforts that strengthen the bond between employees and the hospital. They have a strong desire to grow with the organization, seeing the hospital as a place for growth, and this commitment creates beneficial long-term partnerships. Employees with strong continuance commitment are also more likely to stay in the organization, reducing employee turnover, which in turn can reduce recruitment and training costs.

Considering the above factors, continuance commitment reflects more than just employees' obedience to their jobs; it also reflects employees' emotional and cognitive investment in the organization, which can contribute significantly to long-term success and sustainability within the Biddokkes hospital in the East Java Regional Police.

Employee Performance

Employee performance refers to the level of output achieved by an employee in carrying out their duties and responsibilities. In the context of Biddokkes within the East Java Regional Police, employees are highly rated for their performance, indicating their ability to produce high levels of output in their work. Key indicators of performance include timeliness, where employees consistently complete tasks on time, and effectiveness, which assesses their ability to utilize available resources and time efficiently.

Analysis of the factors influencing performance shows that all six indicators contribute significantly to strengthening employee performance. However, the most influential indicator is the quality of work. Despite currently being rated lower compared to other indicators, the quality of work is considered the most important factor in shaping employee performance.

Quality of work is emphasized because in a healthcare setting like Biddokkes, providing high-quality service to patients is crucial. Employees who demonstrate high-quality work can deliver care and services that meet or exceed established standards, covering both clinical and non-clinical aspects, as well as patient safety.

In summary, the performance of employees at Biddokkes is highly regarded, with a strong emphasis on the quality of work as the most important indicator. This focus on quality ensures that the standards and public trust in the organization, particularly within the healthcare context, are maintained.

DISCUSSION

Here's a summary of the theoretical findings:

Transformational leadership, characterized by strong charisma and intellectual stimulation, doesn't significantly impact readiness for change, despite its potential to drive organizational transformation. However, it does have a significant influence on individual Organizational Citizenship Behavior (OCB), inspiring employees to go beyond their formal roles and contribute willingly. While transformational leadership affects individual OCB, it doesn't strongly drive increased employee performance, indicating that charisma and intellectual stimulation may not translate into higher output from employees.

Competence plays a crucial role in readiness for change, individual OCB, and employee performance. Higher levels of knowledge, attitudes, and skills among employees lead to greater readiness for and participation in organizational change processes, as well as increased diligence and willingness to contribute beyond formal roles, ultimately benefiting both individuals and the organization. Additionally, individual resilience significantly influences readiness for change, individual OCB, and employee performance. Employees with greater resilience are better equipped to cope with stressful situations, leading to higher readiness to embrace change, proactive behavior, and increased motivation and effectiveness in completing tasks and responsibilities.

Moreover, readiness for change directly impacts employee performance during organizational change, as higher readiness correlates with greater output and effectiveness. Similarly, individual OCB significantly influences employee performance by fostering voluntary behavior and contributions to colleagues and the organization, ultimately leading to increased output and effectiveness.

Furthermore, organizational commitment strengthens the relationship between readiness for change and employee performance, as high-commitment employees are emotionally attached to the organization, making them better prepared for workplace changes and enhancing their overall performance. Similarly, organizational commitment enhances the influence of individual OCB on employee performance, as highly committed employees are more willing to engage in tasks beyond their roles, resulting in better performance outcomes.

Here are the practical findings from the study:

Encouraging employee readiness for change at Biddokkes within the East Java Regional Police can be achieved through high competence and strong individual resilience. Key indicators of competence include skills, while emotional regulation is a primary indicator of individual resilience. Therefore, providing employees at Biddokkes with tasks that match their skills and helping them maintain emotional stability under work pressure will likely enhance their readiness for and participation in organizational change processes.

Strengthening OCB among employees at Biddokkes within the East Java Regional Police can be achieved by fostering transformative leadership, high employee competence, and strong individual resilience. Key indicators of transformative leadership include intellectual

stimulation, while skills are the primary indicator of competence, and emotional regulation is the primary indicator of individual resilience. Thus, leaders at Biddokkes who can provide new perspectives and ideas to solve problems, allocate tasks according to employee skills, and maintain emotional stability under work pressure will likely motivate employees to work diligently and contribute positively to themselves, colleagues, and the organization.

Enhancing employee performance at Biddokkes within the East Java Regional Police can be achieved through high employee competence, strong individual resilience, readiness for change, and high individual OCB. Key indicators of competence include skills, while emotional regulation is a primary indicator of individual resilience, management commitment is a key indicator of readiness for change, and sportsmanship is a primary indicator of individual OCB. Therefore, providing employees with tasks that match their skills, helping them maintain emotional stability under work pressure, receiving management support for implementing changes, and fostering willingness among employees to work within or beyond their roles will likely lead to higher levels of output and effectiveness in completing tasks and responsibilities.

CONCLUSION

1. The research indicates that despite leaders possessing charismatic traits and the ability to provide intellectual stimulation to drive organizational transformation, transformational leadership does not significantly impact readiness for change at Biddokkes Polda Jatim. This finding contradicts previous studies such as Abasi (2017), Waisy et al. (2020), and Wardani et al. (2020), but aligns with the research by Yeap et al. (2021) and Potnuru et al. (2021).
2. The study demonstrates that transformational leadership significantly influences organizational citizenship behavior (OCB)-individual at Biddokkes Polda Jatim. Leaders with charisma and the ability to provide intellectual stimulation to drive organizational transformation can inspire employees to engage in voluntary actions that support organizational goals, both within and beyond their job scope. This finding supports previous research by Kayaalp et al. (2021), Khan et al. (2020), Lofquist and Matthiesen (2018), Marinda et al. (2019), and Nurjanah et al. (2020).
3. The research findings suggest that transformational leadership does not have a significant impact on employee performance at Biddokkes Polda Jatim. Although leaders demonstrate charisma and provide intellectual stimulation to drive organizational transformation, this does not significantly enhance employee performance in carrying out their tasks and responsibilities. This finding contradicts some previous studies such as Amrullah et al. (2022), Ariyabuddhiphongs & Kahn (2017), Astuty & Udin (2020), Buil et al. (2019), Caillier (2014), Carter et al. (2013), and Hasib et al. (2020). However, it is consistent with other research by Chen et al. (2018), Eliyana et al. (2019), and Hee et al. (2018).

4. The study reveals that competency significantly impacts readiness for change at Biddokkes Polda Jatim. The higher the knowledge, attitude, and skills of employees related to effective job performance, the more prepared they are to face changes and engage in organizational change processes. This finding supports previous research by Boulter et al. (1996:38), Lubis et al. (2022), Al-Furaih et al. (2020), and Al-Hussami et al. (2017).
5. Competency significantly influences OCB-individual at Biddokkes Polda Jatim. Employees with high knowledge, attitude, and skills related to job effectiveness tend to be more diligent and willing to work within and beyond their job scope, thereby contributing positively to themselves, colleagues, and the organization. This finding is consistent with research by Astuti & Ingsih (2019), Feili & Mohammadi (2014), Kasekende et al. (2016), Wasiman & Bon (2019), Wasiman (2020), Biagioli et al. (2018), and Kisamore et al. (2014).
6. The high knowledge, attitude, and skills (competency) of employees at Biddokkes Polda Jatim significantly impact employee performance. The higher the level of competency, the greater the likelihood of employees improving their output in carrying out their tasks and job responsibilities. This finding is consistent with previous research by Alsabbah & Ibrahim (2017), Amdani et al. (2019), Mukhtar (2018), Jing & Cisheng (2021), Mulyanto et al. (2018), Sabuhari et al. (2020), Nursaid et al. (2021), Rachman (2021), Yang et al. (2016), Zhang et al. (2018), Yuliandi & Tahir (2019), Wahyudi & Suwitho (2022), and Siahaan et al. (2016). The ability of employees at Biddokkes Polda Jatim to face adverse situations that may cause stress significantly impacts their readiness to embrace change. Higher resilience levels correspond to greater readiness among employees to participate in and adapt to organizational changes. This finding aligns with previous research by Kuntz et al. (2017) and Caniëls and Baaten (2019).
7. The ability of employees at Biddokkes Polda Jatim to cope with stressful situations significantly influences their individual organizational citizenship behavior (OCB). Higher resilience levels correspond to increased diligence in work and willingness to contribute both within and beyond job duties, benefiting not only the individual but also colleagues and the organization. This finding supports the conclusion of the study by Paul et al. (2016).
8. The ability of employees at Biddokkes Polda Jatim to cope with stressful situations significantly influences their individual employee performance. Higher resilience levels correspond to a stronger drive to enhance employee output and fulfill job responsibilities effectively. This finding aligns with the conclusions drawn in studies by Cooper et al. (2019), Gupta & Sharma (2018), Khan et al. (2022), Varshney (2022), and Wang et al. (2022).
9. Readiness to change significantly influences employee performance at Biddokkes Polda Jatim. The higher the readiness of employees to embrace and participate in organizational change processes, the greater their level of output in fulfilling their duties and responsibilities. This conclusion is supported by Holt, et al. (2013), Alqudah et al. (2022),

- Chrisanty et al. (2021), Gunawan et al. (2021), Katsaros et al. (2020), and Laseinde et al. (2020).
10. Individual OCB significantly impacts employee performance at Biddokkes Polda Jatim. The higher the voluntary behavior of employees in carrying out their core and additional tasks, the greater their contribution to colleagues and the organization. This drives higher levels of output in fulfilling their duties and responsibilities. This finding is supported by Vandewalle et al. (1995), Organ et al. (2006), Ganli et al. (2014), Jiang et al. (2017), Chidir et al. (2020), Liu & Lin (2021), and Budur and Demir (2022).
 11. Organizational commitment strengthens the influence of readiness to change on employee performance at Biddokkes Polda Jatim. Employees with high commitment demonstrate a stronger influence of readiness for change in enhancing performance. Their emotional attachment to the organization makes them more prepared to face changes in the work environment, resulting in better performance. This conclusion is supported by Mathis and Jackson (2001:99) and Holt, et al. (2013).
 12. Organizational commitment reinforces the influence of individual OCB on employee performance at Biddokkes Polda Jatim. Employees with high commitment show a stronger influence of individual OCB in enhancing performance. Their willingness to perform tasks beyond their duties contributes to improved employee performance. This conclusion is supported by Mathis and Jackson (2001:99) and Holt, et al. (2013).

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