

The Effect of Readiness to Change and Work Engagement on High-Performance Work System (HPWS) Through Learning Orientation

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ABSTRACT

Public hospitals were required to improve organizational performance while adapting to continuous organizational transformation. In this context, implementing a High-Performance Work System (HPWS) became essential for strengthening human resource management and service quality. This study aimed to examine the effects of Readiness to Change and Work Engagement on High-Performance Work System (HPWS) by investigating the mediating role of Learning Orientation among employees of Madiun City Regional General Hospital. A quantitative explanatory design was employed using a survey of 152 employees selected through proportionate random sampling. Data were collected using structured questionnaires and analyzed with Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS 4. The findings indicated that Readiness to Change, Work Engagement, and Learning Orientation positively and significantly affected High-Performance Work System (HPWS). In addition, Readiness to Change and Work Engagement significantly influenced Learning Orientation, which partially mediated their effects on High-Performance Work System (HPWS). These findings suggested that strengthening employees' readiness to change, work engagement, and learning orientation was essential for enhancing HPWS implementation and improving organizational performance in public hospitals.

ABSTRAK

Rumah sakit pemerintah dituntut meningkatkan kinerja organisasi di tengah perubahan yang berkelanjutan. Dalam konteks tersebut, implementasi High Performance Work System menjadi penting untuk memperkuat pengelolaan sumber daya manusia dan meningkatkan kualitas pelayanan. Penelitian ini bertujuan menganalisis pengaruh Readiness to Change dan Work Engagement terhadap High Performance Work System dengan menguji peran mediasi Learning Orientation pada karyawan RSUD Kota Madiun. Penelitian menggunakan pendekatan kuantitatif dengan desain explanatory melalui survei terhadap 152 karyawan yang dipilih menggunakan proportionate random sampling. Data dikumpulkan melalui kuesioner dan dianalisis menggunakan Partial Least Squares-Structural Equation Modeling dengan SmartPLS 4. Hasil penelitian menunjukkan bahwa Readiness to Change, Work Engagement, dan Learning Orientation berpengaruh positif dan signifikan terhadap High Performance Work System. Learning Orientation juga terbukti memediasi secara parsial pengaruh Readiness to Change dan Work Engagement terhadap High Performance Work System. Temuan ini menunjukkan bahwa peningkatan kesiapan menghadapi perubahan, keterikatan kerja, dan orientasi pembelajaran berperan penting dalam memperkuat implementasi HPWS serta meningkatkan kinerja organisasi pada rumah sakit pemerintah.

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1. Introduction

Healthcare organizations operate in an increasingly dynamic environment driven by technological advancements, rising public expectations, and ongoing healthcare policy reforms. Hospitals are required to provide high-quality healthcare services while maintaining effective organizational management to achieve sustainable performance [1]. In Indonesia, bureaucratic reform has encouraged public hospitals to strengthen accountability, transparency, and organizational performance through professional human resource management [2]. Therefore, strategic management has become essential to enable hospitals to adapt to organizational changes and improve service quality [3].

As a Regional Public Service *Agency*, *Madiun City Regional General Hospital* has implemented various human resource management practices, including competency development, performance-based appraisal, career development, continuous training, and reinforcement of organizational culture. The hospital also obtained *Paripurna Accreditation* in 2023, reflecting its commitment to healthcare quality and patient safety. Supported by 668 employees from diverse professional backgrounds, the hospital has substantial human resources to enhance healthcare service delivery.

Despite these efforts, organizational performance has not consistently met expectations. Patient visit data from 2023 to 2025 reveal fluctuations across major healthcare services. Outpatient visits increased from 91% of the annual target in 2023 to 98% in 2024 but declined to 92% in 2025. More substantial decreases occurred in inpatient and emergency services, where achievement declined from 109% to 77% and from 113% to 77%, respectively. These trends indicate that improvements in management practices have not yet been fully translated into consistent service utilization and organizational performance.



Figure 1. Patient visit trends at Madiun City Regional General Hospital during 2023–2025

Source: Service data of Madiun City Regional General Hospital (2023–2025)

The decline in patient visits was also reflected in the hospital's financial performance. Although the hospital achieved 100.03% of its revenue target in 2025, realized revenue remained approximately IDR 12 billion lower than in 2024. As most operational revenue is generated from healthcare services, this decline suggests that organizational productivity and service effectiveness still require improvement. These conditions

indicate that the presence of formal human resource management policies alone is insufficient to achieve optimal organizational performance.

From the perspective of strategic human resource management, organizational performance can be enhanced through the implementation of a High-Performance Work System (HPWS). HPWS is an integrated set of human resource management practices designed to improve employees' competencies, motivation, commitment, and productivity [4]. By integrating selective recruitment, extensive training, performance-based appraisal, employee empowerment, and competitive compensation, HPWS strengthens organizational capability and service quality [4]. However, the effectiveness of HPWS depends not only on organizational policies but also on employees' willingness and capability to support organizational change.

Successful implementation of a High-Performance Work System (HPWS) requires not only well-designed human resource management practices but also employees who are psychologically prepared to embrace organizational change. Readiness to Change (RTC) reflects employees' beliefs, attitudes, and intentions regarding the necessity of and capacity for organizational change. Employees who perceive change as beneficial are more likely to accept new organizational practices, adapt to evolving work systems, and actively support organizational transformation [5]. Consequently, greater readiness to change is expected to facilitate the successful implementation of HPWS within healthcare organizations.

In addition to readiness to change, Work Engagement (WE) has been recognized as an important driver of organizational effectiveness. Work engagement refers to a positive psychological state characterized by vigor, dedication, and absorption in work [6]. Employees with high work engagement demonstrate stronger commitment, greater enthusiasm, and a greater willingness to contribute beyond formal job responsibilities. Such employees are generally more adaptable to organizational change and more likely to support the implementation of strategic human resource management practices, including HPWS [7].

However, employees' readiness to change and work engagement may not automatically translate into successful HPWS implementation. Organizations require a learning culture that enables employees to acquire, share, and apply new knowledge to support continuous improvement. Learning Orientation (LO) reflects an organization's commitment to learning, knowledge sharing, and continuous capability development. Employees with a strong learning orientation are generally more open to feedback, actively seek new knowledge, and continuously develop their competencies, thereby facilitating organizational adaptation and the effective implementation of strategic human resource management practices [8]. Therefore, learning orientation is expected to function as an important mechanism linking employees' psychological readiness and engagement to organizational performance through HPWS [9].

Previous studies have reported positive relationships between

readiness to change, work engagement, learning orientation, and organizational outcomes. Readiness to change has been shown to improve employees' adaptability during organizational transformation [10]. Similarly, work engagement contributes to greater employee commitment and organizational performance [6]. Learning orientation also plays a significant role in strengthening organizational capability through continuous learning and knowledge sharing [11]. Nevertheless, these studies have primarily examined the variables independently or focused on direct relationships with organizational performance. Limited empirical evidence has investigated the integrated relationships among readiness to change, work engagement, learning orientation, and High-Performance Work System (HPWS), particularly within the context of Indonesian public hospitals.

This study addresses these limitations by proposing an integrated research model that examines the effects of Readiness to Change and Work Engagement on High-Performance Work System (HPWS) through the mediating role of Learning Orientation. Unlike previous studies, which have mainly focused on direct relationships, this research explains the psychological and organizational mechanisms through which employees' Readiness to Change and Work Engagement contribute to the successful implementation of HPWS. Furthermore, empirical evidence regarding these relationships remains limited in Indonesian public healthcare organizations, particularly regional public hospitals undergoing organizational transformation. Accordingly, this study is expected to enrich the strategic human resource management literature while providing practical implications for strengthening HPWS implementation in public hospitals.

Based on the identified research gap, this study aims to analyze the effects of Readiness to Change and Work Engagement on High-Performance Work System (HPWS), as well as the mediating role of Learning Orientation, among employees of Madiun City Regional General Hospital.

2. Research Method

This study employed a quantitative approach using an explanatory design to examine the effects of Readiness to Change and Work Engagement on High-Performance Work System (HPWS) through Learning Orientation among employees of Madiun City Regional General Hospital (RSUD Kota Madiun). An explanatory approach was adopted because the study aimed to analyze the causal relationships among the research variables and empirically test the proposed hypotheses [12].

The study was conducted at Madiun City Regional General Hospital (RSUD Kota Madiun), East Java, Indonesia. The population comprised 243 employees who met the research criteria. The sample size was determined using the Slovin formula with a 5% margin of error, resulting in 152 respondents. The respondents were selected through probability sampling using the proportionate stratified random sampling technique to ensure proportional representation of each employee category [12].

Primary data were collected using a structured questionnaire

distributed directly to the respondents. All research variables were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The measurement indicators for Readiness to Change were adapted from Holt [10], Work Engagement was measured based on the dimensions proposed by Kahn [6], Learning Orientation was adapted from Sinkula [11], and High-Performance Work System (HPWS) was measured using the indicators adopted in this research model, as presented in the thesis. Secondary data, including employee profiles and organizational performance reports, were obtained from official documents of RSUD Kota Madiun to support the analysis.

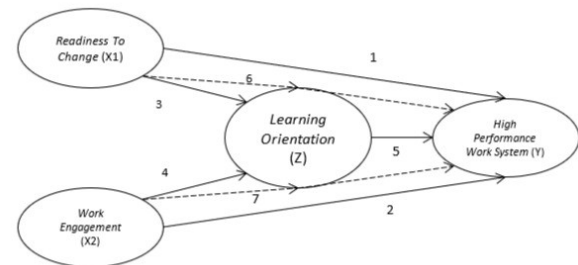


Figure 2. Conceptual Framework

Figure 2 illustrates the conceptual framework of this study. The framework proposes that Readiness to Change and Work Engagement directly influence High-Performance Work System (HPWS) and indirectly affect it through Learning Orientation as the mediating variable. Based on this framework, seven research hypotheses were formulated and empirically tested.

The collected data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4 software. The analysis consisted of two stages. First, the measurement model (outer model) was evaluated by assessing indicator reliability, convergent validity, discriminant validity, composite reliability, and Cronbach's alpha. Second, the structural model (inner model) was evaluated using the coefficient of determination (R^2), predictive relevance (Q^2), path coefficients, and bootstrapping procedures to examine both direct and indirect effects. A hypothesis was considered supported when the t-statistic exceeded 1.96 and the p-value was less than 0.05 [13] [13].

3. Results and Discussion

3.1 Respondent Characteristics

The demographic characteristics of the respondents provide an overview of the employees who participated in this study. A total of 152 employees of Madiun City Regional General Hospital were selected as respondents using proportionate stratified random sampling. The respondents were classified according to gender, age, employment status, and length of service. The demographic profile of the respondents is presented in Table 1.

Table 1. Demographic characteristics of respondents

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	50	32.9
	Female	102	67.1
Age	< 30 years	8	5.3

Employment Status	30–39 years	84	55.3
	40–49 years	50	32.9
	≥ 50 years	10	6.6
	Civil Servant (PNS)	33	21.7
	Government Employee with Work Agreement (PPPK)	65	42.8
Length of Service	Regional Public Service Agency Employee (BLUD)	54	35.5
	< 1 year	1	0.7
	2–5 years	32	21.1
	6–9 years	33	21.7
	> 10 years	86	56.6

Source: Processed primary data (2026)

As presented in Table 1, the respondents were predominantly female and mostly aged between 30 and 39 years. Most participants were employed under the Government Employee with Work Agreement (PPPK) scheme and had more than ten years of work experience. These findings indicate that the respondents were predominantly experienced employees who had been actively involved in the hospital's operations, thereby providing an appropriate basis for evaluating readiness to change, work engagement, learning orientation, and High-Performance Work System (HPWS) implementation.

3.2 Description of Research Variables

3.2.1 Readiness to Change

The Readiness to Change variable consists of four dimensions: Appropriateness, Management Support, Change Efficacy, and Personal Valence. The descriptive statistics for this variable are presented in Table 2.

Table 2. Descriptive statistics of Readiness to Change

Indikator	Item	Frekuensi					N	Min.	Max.	Mean
		STS	IS	N	S	SS				
Apropriatenes (Kesesuaian Perubahan) (X1.1)	X1.1.1	6	7	23	77	39	152	1	5	3,89
	X1.1.2	6	8	18	85	35	152	1	5	3,89
	X1.1.3	4	8	15	99	26	152	1	5	3,89
	Rata-rata									3,89
Management Support (Dukungan Manajemen) (X1.2)	X1.2.1	10	1	23	80	38	152	1	5	3,89
	X1.2.2	12	1	20	84	35	152	1	5	3,85
	X1.2.3	10	2	15	99	26	152	1	5	3,85
	Rata-rata									3,86
Change Efficacy (Efikasi Perubahan) (X1.3)	X1.3.1	7	3	24	70	48	152	1	5	3,98
	X1.3.2	6	4	16	79	47	152	1	5	4,03
	X1.3.3	5	5	33	55	54	152	1	5	3,97
	Rata-rata									3,99
Personal Valence (Nilai Pribadi) (X1.4)	X1.4.1	4	6	22	85	35	152	1	5	3,93
	X1.4.2	3	7	28	73	41	152	1	5	3,93
	X1.4.3	5	5	15	87	40	152	1	5	4
	Rata-rata									3,95
Rata-rata Readiness to Change (X1)										3,93

Source: Processed research data (2026)

Based on Table 2, the overall mean score of Readiness to Change was 3.93, indicating that employees generally demonstrated a high level of readiness for organizational change. Among the four dimensions, Change Efficacy obtained the highest average score (3.99), followed by Personal Valence (3.95), Appropriateness (3.89), and Management Support (3.86). At the indicator level, X1.4.3 recorded the highest mean score

(4.00), while X1.2.2 and X1.2.3 obtained the lowest mean scores (3.85). Overall, all dimensions and indicators were classified as high, indicating that employees perceived themselves as well prepared to adapt to organizational changes implemented by Madiun City Regional General Hospital.

3.2.2 Work Engagement

The Work Engagement variable was measured using three dimensions: Vigor, Dedication, and Absorption. The descriptive statistics are presented in Table 3.

Table 3. Descriptive statistics of Work Engagement

Indikator	Item	Frekuensi					N	Min.	Max.	Mean
		STS	TS	N	S	SS				
Vigor (Semangat) (X2.1)	X2.1.1	5	5	15	72	55	152	1	5	4,10
	X2.1.2	8	4	12	74	54	152	1	5	4,07
	X2.1.3	7	6	11	82	46	152	1	5	4,01
	X2.1.4	8	5	16	90	33	152	1	5	3,89
	Rata-rata									4,02
Dedication (Dedikasi) (X2.2)	X2.2.1	6	6	12	57	71	152	1	5	4,19
	X2.2.2	6	6	29	43	68	152	1	5	4,06
	X2.2.3	7	5	12	75	53	152	1	5	4,07
	X2.2.4	9	4	10	83	46	152	1	5	4,01
	X2.2.5	5	8	16	90	33	152	1	5	3,91
Rata-rata									4,05	
Absorption (Penyerapan) (X2.3)	X2.3.1	7	5	11	57	72	152	1	5	4,20
	X2.3.2	6	6	29	41	70	152	1	5	4,07
	X2.3.3	7	3	11	79	52	152	1	5	4,09
	X2.3.4	7	3	28	48	66	152	1	5	4,07
	X2.3.5	6	4	17	87	38	152	1	5	3,97
Rata-rata									4,08	
Rata-rata Work Engagement (X2)									4,05	

Source: Processed research data (2026)

Based on Table 3, the overall mean score of Work Engagement was 4.05, indicating a high level of employee engagement. Among the three dimensions, Absorption obtained the highest average score (4.08), followed by Dedication (4.05) and Vigor (4.02). At the indicator level, X2.3.1 recorded the highest mean score (4.20), whereas X2.1.4 obtained the lowest mean score (3.89). These findings indicate that respondents demonstrated strong physical, emotional, and cognitive involvement in carrying out their work.

3.2.3 Learning Orientation

The Learning Orientation variable consists of three dimensions: Commitment to Learning, Shared Vision, and Open-Mindedness. The descriptive statistics are presented in Table 4.

Table 4. Descriptive Statistics of Learning Orientation

Indikator	Item	Frekuensi					N	Min.	Max.	Mean
		STS	TS	N	S	SS				
Commitment To Learning (Komitmen Pembelajaran) (Z.1)	Z.1.3	9	5	37	66	35	152	1	5	3,74
	Z.2.1	8	11	22	69	42	152	1	5	3,83
	Z.2.2	7	7	25	78	35	152	1	5	3,84
	Z.2.3	8	6	25	76	37	152	1	5	3,84
	Z.3.1	4	9	40	64	35	152	1	5	3,77
Rata-rata										3,80
Shared Vision (Visi Bersama) (Z.2)	Z.3.2	3	15	22	71	41	152	1	5	3,87
	Z.3.3	5	5	23	84	35	152	1	5	3,91
	Z.4.1	7	4	35	81	25	152	1	5	3,74
	Z.4.2	8	2	36	40	66	152	1	5	4,01
	Z.4.3	6	10	12	77	47	152	1	5	3,98
Rata-rata										3,88
Open Mindedness (Keterbukaan) (Z.3)	Z.5.1	4	23	26	63	36	152	1	5	3,68
	Z.5.2	12	18	18	61	43	152	1	5	3,69
	Z.5.3	11	13	30	54	44	152	1	5	3,7
	Z.5.4	10	14	24	64	50	152	1	5	3,75
	Z.5.5	9	16	21	68	46	152	1	5	3,76
Rata-rata										3,76
Rata-rata Learning Orientation (Z)										3,82

Source: Processed research data (2026)

Based on Table 4, the overall mean score for Learning Orientation was 3.82, indicating that respondents perceived Learning Orientation positively. Among the three dimensions, Shared Vision obtained the highest mean score (3.88), followed by Commitment to Learning (3.80) and Open-Mindedness (3.76). At the indicator level, Z4.2 achieved the highest mean score (4.01), whereas Z5.2 obtained the lowest mean score (3.69). Overall, the descriptive results indicate that employees demonstrated favorable attitudes toward continuous learning, knowledge sharing, and organizational improvement.

3.2.4 HPWS

The HPWS variable was measured using five dimensions: Recruitment and Selection, Training and Development, Performance Management, Compensation and Rewards, and Employee Participation. The descriptive statistics are presented in Table 5.

Table 5. Descriptive Statistics of High-Performance Work System (HPWS)

Indikator	Item	Frekuensi					N	Min.	Max.	Mean
		STS	TS	N	S	SS				
Recruitment & Selection (Rekrutmen dan Seleksi) (Y.1)	Y.1.1	5	11	25	64	47	152	1	5	3,9
	Y.1.2	5	11	40	62	34	152	1	5	3,72
	Y.1.3	3	13	26	62	48	152	1	5	3,91
	Rata-rata									3,84
Training & Development (Pelatihan dan Pengembangan) (Y.2)	Y.2.1	9	8	39	62	34	152	1	5	3,68
	Y.2.2	8	4	13	85	42	152	1	5	3,98
	Y.2.3	7	7	15	80	43	152	1	5	3,95
	Rata-rata									3,87
Performance Management (Manajemen Kinerja) (Y.3)	Y.3.1	6	9	45	49	43	152	1	5	3,75
	Y.3.2	6	5	20	81	40	152	1	5	3,95
	Y.3.3	5	11	10	76	50	152	1	5	4,02
	Rata-rata									3,91
Compensation & Rewards (Kompensasi dan Penghargaan) (Y.4)	Y.4.1	4	11	32	91	14	152	1	5	3,66
	Y.4.2	5	6	23	53	65	152	1	5	4,1
	Y.4.3	4	10	14	64	60	152	1	5	4,09
	Rata-rata									3,95
Employee Participation (Partisipasi Karyawan) (Y.5)	Y.5.1	5	10	29	67	41	152	1	5	3,85
	Y.5.2	5	9	24	77	37	152	1	5	3,87
	Y.5.3	9	6	24	76	37	152	1	5	3,83
	Rata-rata									3,85
Rata-rata High Performance Work System										3,85

Source: Processed research data (2026)

Based on Table 5, the overall mean score for the High-

Performance Work System (HPWS) was 3.85, indicating that respondents perceived the implementation of HPWS positively. Among the five dimensions, Compensation and Rewards obtained the highest mean score (3.95), followed by Performance Management (3.91), Training and Development (3.87), Recruitment and Selection (3.84), and Employee Participation (3.85). At the indicator level, Y4.2 recorded the highest mean score (4.10), whereas Y2.1 obtained the lowest mean score (3.68). Overall, respondents perceived the implementation of HPWS practices at Madiun City Regional General Hospital as high.

3.3 Measurement Model Assessment (Outer Model)

The measurement model was evaluated to assess the validity and reliability of the constructs before testing the structural model. Convergent validity was examined using outer loading values, discriminant validity was evaluated using cross-loadings and the Fornell–Larcker criterion, and construct reliability was assessed using Cronbach's alpha, Composite Reliability (CR), and Average Variance Extracted (AVE).

3.3.1 Convergent Validity

Convergent validity was evaluated based on the outer loading values of all measurement indicators. According to [14], indicators with loading values above 0.70 are considered to have adequate convergent validity.

Table 6. Outer Loading Values

Variable	Indicator	Loading	Criterion	Remarks
Readiness to Change	X1.1.1	0,775	>0.70	Met
	X1.1.2	0,768	>0.70	Met
	X1.1.3	0,803	>0.70	Met
	X1.2.1	0,794	>0.70	Met
	X1.2.2	0,807	>0.70	Met
	X1.2.3	0,85	>0.70	Met
	X1.3.1	0,844	>0.70	Met
	X1.3.2	0,829	>0.70	Met
	X1.3.3	0,831	>0.70	Met
	X1.4.1	0,815	>0.70	Met
	X1.4.2	0,846	>0.70	Met
	X1.4.3	0,825	>0.70	Met
Work Engagement	X2.1.1	0,727	>0.70	Met
	X2.1.2	0,799	>0.70	Met
	X2.1.3	0,784	>0.70	Met
	X2.1.4	0,79	>0.70	Met
	X2.2.1	0,794	>0.70	Met
	X2.2.2	0,821	>0.70	Met
	X2.2.3	0,793	>0.70	Met
	X2.2.4	0,791	>0.70	Met
	X2.2.5	0,8	>0.70	Met
	X2.3.1	0,817	>0.70	Met
	X2.3.2	0,826	>0.70	Met
	X2.3.3	0,848	>0.70	Met
	X2.3.4	0,874	>0.70	Met
High-Performance Work System (HPWS)	X2.3.5	0,852	>0.70	Met
	Y.1.1	0,848	>0.70	Met
	Y.1.2	0,777	>0.70	Met
	Y.1.3	0,778	>0.70	Met
	Y.2.1	0,731	>0.70	Met
	Y.2.2	0,825	>0.70	Met
	Y.2.3	0,812	>0.70	Met
	Y.3.1	0,72	>0.70	Met
	Y.3.2	0,721	>0.70	Met

Variable	Indicator	Loading	Criterion	Remarks
Learning Orientation	Y.3.3	0,817	>0.70	Met
	Y.4.1	0,825	>0.70	Met
	Y.4.2	0,771	>0.70	Met
	Y.4.3	0,86	>0.70	Met
	Y.5.1	0,771	>0.70	Met
	Y.5.2	0,715	>0.70	Met
	Y.5.3	0,747	>0.70	Met
	Z.1.1	0,801	>0.70	Met
	Z.1.2	0,775	>0.70	Met
	Z.1.3	0,787	>0.70	Met
	Z.1.4	0,804	>0.70	Met
	Z.1.5	0,806	>0.70	Met
	Z.2.1	0,827	>0.70	Met
	Z.2.2	0,76	>0.70	Met
	Z.2.3	0,813	>0.70	Met
	Z.2.4	0,818	>0.70	Met
	Z.3.1	0,889	>0.70	Met
	Z.3.2	0,785	>0.70	Met
	Z.3.3	0,838	>0.70	Met
	Z.3.4	0,86	>0.70	Met

Source: Processed research data (2026)

As presented in Table 6, all indicators produced outer loading values exceeding the recommended threshold of 0.70, ranging from 0.715 to 0.889. The highest loading value was observed for indicator Z3.1 (0.889), whereas the lowest was recorded for Y5.2 (0.715). These results indicate that all indicators adequately represent their respective latent constructs and satisfy the convergent validity requirement. Therefore, no measurement indicators were eliminated from the model.

3.3.2 Discriminant Validity

Discriminant validity was assessed using both the cross-loading matrix and the Fornell–Larcker criterion to verify that each construct was empirically distinct from the other constructs.

Table 7. Cross-Loading Values

Variable	High-Performance Work System (HPWS)	Learning Orientation	Readiness to Change	Work Engagement
X1.1.1	0,514	0,457	0,775	0,473
X1.1.2	0,561	0,496	0,768	0,506
X1.1.3	0,565	0,510	0,803	0,534
X1.2.1	0,547	0,510	0,794	0,525
X1.2.2	0,652	0,599	0,807	0,619
X1.2.3	0,705	0,671	0,850	0,641
X1.3.1	0,685	0,620	0,844	0,632
X1.3.2	0,636	0,543	0,829	0,543
X1.3.3	0,686	0,571	0,831	0,536
X1.4.1	0,582	0,528	0,815	0,545
X1.4.2	0,625	0,550	0,846	0,543
X1.4.3	0,600	0,544	0,825	0,560
X2.1.1	0,648	0,587	0,688	0,727
X2.1.2	0,559	0,536	0,545	0,799
X2.1.3	0,641	0,533	0,489	0,784
X2.1.4	0,612	0,476	0,501	0,790
X2.2.1	0,621	0,587	0,550	0,794
X2.2.2	0,638	0,558	0,529	0,821
X2.2.3	0,564	0,550	0,520	0,793
X2.2.4	0,678	0,558	0,548	0,791
X2.2.5	0,630	0,475	0,495	0,800
X2.3.1	0,647	0,610	0,533	0,817
X2.3.2	0,617	0,556	0,525	0,826
X2.3.3	0,663	0,625	0,638	0,848

Variable	High-Performance Work System (HPWS)	Learning Orientation	Readiness to Change	Work Engagement
X2.3.4	0,676	0,607	0,544	0,874
X2.3.5	0,601	0,560	0,618	0,852
Y.1.1	0,848	0,610	0,654	0,729
Y.1.2	0,777	0,645	0,567	0,618
Y.1.3	0,778	0,548	0,598	0,575
Y.2.1	0,731	0,560	0,541	0,554
Y.2.2	0,825	0,613	0,609	0,634
Y.2.3	0,812	0,556	0,587	0,589
Y.3.1	0,720	0,496	0,563	0,535
Y.3.2	0,721	0,582	0,590	0,601
Y.3.3	0,817	0,611	0,621	0,612
Y.4.1	0,825	0,611	0,632	0,729
Y.4.2	0,771	0,649	0,633	0,623
Y.4.3	0,860	0,662	0,700	0,655
Y.5.1	0,771	0,591	0,542	0,595
Y.5.2	0,715	0,474	0,497	0,515
Y.5.3	0,747	0,497	0,509	0,522
Z.1.1	0,551	0,801	0,446	0,551
Z.1.2	0,512	0,775	0,482	0,516
Z.1.3	0,590	0,787	0,502	0,503
Z.1.4	0,571	0,804	0,532	0,556
Z.1.5	0,654	0,806	0,607	0,557
Z.2.1	0,588	0,827	0,608	0,645
Z.2.2	0,569	0,760	0,472	0,496
Z.2.3	0,656	0,813	0,644	0,540
Z.2.4	0,579	0,818	0,566	0,596
Z.3.1	0,681	0,889	0,579	0,611
Z.3.2	0,605	0,785	0,559	0,522
Z.3.3	0,615	0,838	0,579	0,643
Z.3.4	0,679	0,860	0,566	0,571

Source: Processed research data (2026)

Based on Table 7, each indicator demonstrates the highest loading value on its corresponding construct compared with the other latent constructs. For example, indicator X1.1.1 has a loading value of 0.775 on Readiness to Change, which is higher than its loading values on High-Performance Work System (HPWS) (0.514), Learning Orientation (0.457), and Work Engagement (0.473). Similar patterns were observed for all remaining indicators, confirming satisfactory discriminant validity.

Table 8. Fornell–Larcker Criterion

Variabel	High-Performance Work System	Learning Orientation	Readiness to Change	Work Engagemnet
High-Performance Work System	0,783			
Learning Orientation	0,745	0,813		
Readiness to Change	0,757	0,679	0,816	
Work Engagemnet	0,779	0,693	0,684	0,809

Source: Processed research data (2026)

The Fornell–Larcker criterion further supports discriminant validity. As shown in Table 8, the square root of the AVE for each construct exceeded its correlations with all other constructs. The diagonal values were 0.783 for High-Performance Work System (HPWS), 0.813 for Learning Orientation, 0.816 for Readiness to Change, and 0.809 for Work Engagement. These

findings indicate that each construct possesses adequate discriminant validity and measures a distinct concept within the research model.

3.3.3 Construct Reliability

Construct reliability was evaluated using Cronbach's alpha, composite reliability (CR), and average variance extracted (AVE). A construct is considered reliable when Cronbach's alpha and composite reliability exceed 0.70, whereas an AVE value greater than 0.50 indicates adequate convergent validity.

Table 9. Construct Reliability

Variabel	Cronbach's alpha	Composite reliability (rho_a)	Average variance extracted (AVE)	Keterangan
High Performance Work System	0,954	0,959	0,613	Reliable
Learning Orientation	0,957	0,962	0,661	Reliable
Readiness to Change	0,954	0,960	0,666	Reliable
Work Engagement	0,959	0,964	0,655	Reliable

Source: Processed research data (2026)

As presented in Table 9, all constructs demonstrated satisfactory reliability and convergent validity. Cronbach's alpha values ranged from 0.954 to 0.959, composite reliability values ranged from 0.959 to 0.964, and AVE values ranged from 0.613 to 0.666. Because all values exceeded the recommended thresholds, the measurement model was considered valid and reliable, indicating that the constructs were appropriate for subsequent structural model evaluation.

3.4 Structural Model Assessment (Inner Model)

The structural model was evaluated using the coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2) to assess the explanatory and predictive capabilities of the proposed model.

3.4.1 Coefficient of Determination (R^2)

The coefficient of determination (R^2) measures the proportion of variance in endogenous constructs explained by exogenous constructs. R^2 values of 0.75, 0.50, and 0.25 indicate substantial, moderate, and weak explanatory power, respectively [14].

Table 10. Coefficient of Determination (R^2)

Variabel terikat	R-square	R-square adjusted
High Performance Work System	0,733	0,728
Learning Orientation	0,559	0,553

Source: Processed research data (2026)

Based on Table 10, Learning Orientation obtained an R^2 value of 0.559, indicating that 55.9% of its variance is explained by Readiness to Change and Work Engagement, whereas the remaining 44.1% is explained by other variables outside the model. Meanwhile, High-Performance Work System (HPWS) achieved an R^2 value of 0.733, indicating that 73.3% of its variance is explained by Readiness to Change, Work

Engagement, and Learning Orientation, whereas the remaining 26.7% is influenced by other factors not included in this study. These findings indicate that the proposed structural model possesses moderate explanatory power for Learning Orientation and substantial explanatory power for High-Performance Work System (HPWS).

3.4.2 Effect Size (f^2)

Effect size (f^2) was evaluated to determine the contribution of each exogenous construct to the endogenous constructs. According to [15], f^2 values of 0.02, 0.15, and 0.35 indicate small, medium, and large effects, respectively.

Table 11. Effect Size (f^2)

Path	f-square
Learning Orientation (Z) → HPWS (Y)	0.121
Readiness to Change (X1) → HPWS (Y)	0.170
Readiness to Change (X1) → Learning Orientation (Z)	0.179
Work Engagement (X2) → HPWS (Y)	0.228
Work Engagement (X2) → Learning Orientation (Z)	0.223

Source: Processed research data (2026)

As presented in Table 11, all structural relationships demonstrated medium effect sizes. The largest effect was observed for Work Engagement → High-Performance Work System (HPWS) ($f^2 = 0.228$), followed by Work Engagement → Learning Orientation ($f^2 = 0.223$), Readiness to Change → Learning Orientation ($f^2 = 0.179$), Readiness to Change → High-Performance Work System (HPWS) ($f^2 = 0.170$), and Learning Orientation → High-Performance Work System (HPWS) ($f^2 = 0.121$). These findings indicate that both Readiness to Change and Work Engagement contribute meaningfully to explaining Learning Orientation and High-Performance Work System (HPWS).

3.4.3 Predictive Relevance (Q^2)

Predictive relevance (Q^2) was assessed using the blindfolding procedure to evaluate the predictive capability of the structural model. Q^2 values greater than zero indicate that the model has predictive relevance.

Table 12. Predictive Relevance (Q^2)

Variabel	Q^2 (=1-SSE/SSO)	Keterangan
Learning Orientation	0,533	Memiliki nilai predictive relevance
High Performance Work Systems	0,691	Memiliki nilai predictive relevance

Source: Processed research data (2026)

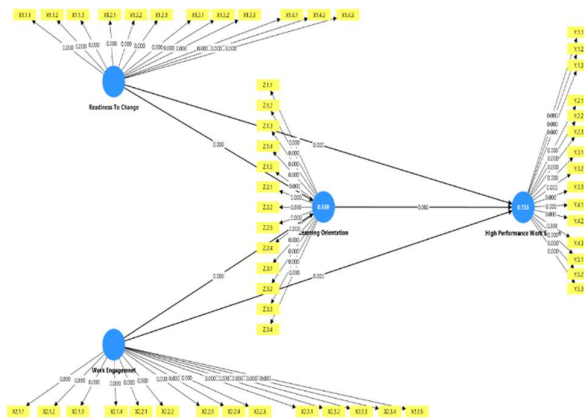
Based on Table 12, the Q^2 value for Learning Orientation was 0.533, whereas that for High-Performance Work System (HPWS) was 0.691. Since both values are greater than zero, the proposed structural model demonstrates satisfactory predictive relevance, indicating good predictive capability for the

endogenous constructs.

3.5 Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping procedure in SmartPLS 4 to examine the significance of the proposed direct and indirect relationships among the research variables. The hypotheses were accepted when the t-statistic exceeded 1.96 and the p-value was less than 0.05 [14].

Figure 3. Bootstrapping Results



Source: Processed research data using SmartPLS 4 (2026)

Table 13. Path Coefficients (Direct Effects)

Variabel	Original sample (O)	T statistics (O/STDEV)	P values
Readiness to Change $\rightarrow$ High Performance Work System	0,317	4,514	0,000
Work Engagemnet $\rightarrow$ High Performance Work System	0,374	4,361	0,000
Readiness to Change $\rightarrow$ Learning Orientation	0,385	4,265	0,000
Work Engagemnet $\rightarrow$ Learning Orientation	0,429	3,756	0,000
Learning Orientation $\rightarrow$ High Performance Work System	0,270	3,154	0,002

Source: Processed research data using SmartPLS 4 (2026)

Based on Table 13, all direct relationships were positive and statistically significant. Readiness to Change had positive and significant effects on High-Performance Work System (HPWS) ($\beta = 0.317$; $t = 4.514$; $p < 0.001$) and Learning Orientation ($\beta = 0.385$; $t = 4.265$; $p < 0.001$). Likewise, Work Engagement positively influenced High-Performance Work System (HPWS) ($\beta = 0.374$; $t = 4.361$; $p < 0.001$) and Learning Orientation ($\beta = 0.429$; $t = 3.756$; $p < 0.001$). In addition, Learning Orientation had a positive and significant effect on High-Performance Work System (HPWS) ($\beta = 0.270$; $t = 3.154$; $p = 0.002$). Therefore, Hypotheses H1, H2, H3, H4, and H5 were supported.

Table 14. Specific Indirect Effects

Variabel	Original sample (O)	T statistics (O/STDEV)	P values
Readiness to Change $\rightarrow$ Learning Orientation $\rightarrow$ High Performance Work System	0,104	2,422	0,015
Work Engagemnet $\rightarrow$ Learning Orientation $\rightarrow$ High Performance Work System	0,116	2,109	0,035

Source: Processed research data using SmartPLS 4 (2026)

The mediation analysis presented in Table 14 indicates that Learning Orientation significantly mediated the relationship between Readiness to Change and High-Performance Work System (HPWS) ($\beta = 0.104$; $t = 2.422$; $p = 0.015$). Likewise, Learning Orientation significantly mediated the relationship between Work Engagement and High-Performance Work System (HPWS) ($\beta = 0.116$; $t = 2.109$; $p = 0.035$). Accordingly, Hypotheses H6 and H7 were supported, confirming the mediating role of Learning Orientation in the proposed structural model.

3.6 Discussion

3.6.1 Effect of Readiness to Change on High-Performance Work System (HPWS)

The findings indicate that Readiness to Change positively influences the implementation of the High-Performance Work System (HPWS) at Madiun City Regional General Hospital, suggesting that employees who are psychologically prepared for organizational change are more willing to adapt to new work systems, support organizational transformation, and actively participate in performance-oriented human resource management practices. Such readiness facilitates the successful implementation of HPWS by encouraging employees to respond positively to organizational initiatives and continuous improvement programs. This result is consistent with previous empirical studies showing that employees with greater readiness to change demonstrate greater adaptability and commitment during organizational transformation, enabling organizations to implement strategic human resource management practices more effectively [5][4]. The findings also reinforce the concept that employees' beliefs, attitudes, and intentions toward change determine their willingness to support organizational transformation [10] and are consistent with Ability–Motivation–Opportunity (AMO) Theory, which explains that organizational performance is strengthened when employees possess the ability, motivation, and opportunity to contribute effectively [16]. In the context of Madiun City Regional General Hospital, where healthcare digitalization, accreditation standards, and competency-based human resource management continue to evolve, strengthening employees' readiness through effective communication, continuous competency development, and supportive leadership is essential to sustaining HPWS implementation and improving organizational performance.

3.6.2 Effect of Work Engagement on High-Performance Work System (HPWS)

The findings demonstrate that Work Engagement positively influences the implementation of the High-Performance Work System (HPWS) at Madiun City Regional General Hospital, indicating that employees with high levels of vigor, dedication, and absorption are more committed to achieving organizational goals and actively contribute to performance-oriented human

resource management practices. Engaged employees tend to demonstrate greater enthusiasm, responsibility, and willingness to participate in continuous organizational improvement, thereby supporting the successful implementation of HPWS. This result supports previous empirical evidence showing that employees with greater work engagement are more likely to improve organizational performance and adapt to organizational changes [9][5]. These findings also reinforce the concept that work engagement reflects a positive psychological state characterized by energy, dedication, and full involvement in work [17]. Furthermore, the findings are consistent with Social Exchange Theory, which explains that employees who perceive organizational support are more likely to reciprocate through stronger commitment and positive work behavior, ultimately enhancing the effectiveness of HPWS implementation [18]. In the context of Madiun City Regional General Hospital, fostering employee engagement through supportive leadership, recognition, continuous competency development, and employee participation is essential to strengthening HPWS implementation and improving the quality of healthcare services.

3.6.3 Effect of Readiness to Change on Learning Orientation

The findings indicate that Readiness to Change has a positive effect on Learning Orientation, suggesting that employees who are prepared to embrace organizational change are more willing to acquire new knowledge, develop competencies, and continuously improve their capabilities to meet evolving organizational demands. Employees with greater readiness to change tend to perceive learning as an opportunity to adapt and improve their performance rather than as a response to organizational pressure. This finding supports previous empirical studies indicating that readiness to change encourages continuous learning behavior and enhances employees' adaptability in dynamic organizational environments [9][5]. The findings also reinforce the concept that employees' beliefs and positive attitudes toward change encourage greater openness to learning and organizational development [10]. Furthermore, these results are consistent with the concept of Learning Orientation, which emphasizes the importance of continuous knowledge acquisition, knowledge sharing, and competency development as foundations for organizational improvement [11]. In the context of Madiun City Regional General Hospital, strengthening employees' readiness through continuous education, professional training, and knowledge-sharing initiatives is expected to foster a stronger Learning Orientation, enabling employees to adapt more effectively to healthcare digitalization, accreditation requirements, and ongoing organizational transformation.

3.6.4 Effect of Work Engagement on Learning Orientation

The findings indicate that Work Engagement positively influences Learning Orientation, suggesting that employees who demonstrate high levels of vigor, dedication, and absorption are more motivated to acquire new knowledge, develop professional competencies, and actively participate in continuous learning activities. Engaged employees are more likely to view learning as an integral part of their professional responsibilities, enabling them to adapt more effectively to organizational changes and continuously improve their performance. This finding is

consistent with previous empirical studies showing that higher Work Engagement encourages employees to participate in learning activities, knowledge sharing, and competency development, thereby strengthening organizational learning capability [9] [17]. The findings also support the concept of Learning Orientation, which emphasizes continuous learning, shared vision, and open-mindedness as key drivers of organizational improvement [11]. In the context of Madiun City Regional General Hospital, strengthening employee engagement through supportive leadership, professional development opportunities, and collaborative learning programs is expected to foster a stronger Learning Orientation, enabling employees to adapt more effectively to healthcare digitalization, accreditation requirements, and continuous service quality improvement.

3.6.5 Effect of Learning Orientation on High-Performance Work System (HPWS)

The findings indicate that Learning Orientation positively influences the implementation of the High-Performance Work System (HPWS), suggesting that employees who continuously acquire, share, and apply knowledge are better able to support performance-oriented human resource management practices. A strong Learning Orientation encourages employees to improve their competencies, adapt to organizational changes, and actively contribute to continuous organizational improvement, thereby enhancing the effectiveness of HPWS implementation. These findings support the view that organizations with a strong Learning Orientation are more capable of developing employees' competencies and achieving sustainable organizational performance [11]. In addition, the findings are consistent with Ability–Motivation–Opportunity (AMO) Theory, which explains that continuous learning strengthens employees' abilities and enables the effective implementation of human resource management practices [16]. In the context of Madiun City Regional General Hospital, strengthening Learning Orientation through continuous professional education, training, workshops, and knowledge-sharing activities is essential for improving employees' competencies and supporting the successful implementation of HPWS amid ongoing organizational transformation.

3.6.6 The Mediating Effect of Learning Orientation on the Relationship Between Readiness to Change and High-Performance Work System (HPWS)

Learning Orientation significantly mediates the relationship between Readiness to Change and High-Performance Work System (HPWS), indicating that employees' readiness to embrace organizational change contributes to the effective implementation of HPWS through the development of a stronger Learning Orientation. Employees who are prepared to accept change are more willing to learn new procedures, improve their competencies, and actively share knowledge, enabling them to adapt more effectively to organizational transformation and implement performance-oriented human resource management practices. This mechanism suggests that Readiness to Change alone is insufficient to optimize HPWS unless it is supported by a continuous learning process that transforms positive attitudes into improved work behavior and organizational performance [19]. This relationship is also consistent with Dynamic Capability Theory, which explains that organizations achieve sustainable performance by continuously developing and

integrating new knowledge and competencies to respond to environmental changes [20]. For Madiun City Regional General Hospital, strengthening employees' Readiness to Change should be accompanied by continuous education, competency development, and knowledge-sharing programs to cultivate a sustainable learning culture and maximize the implementation of HPWS.

3.6.7 The Mediating Effect of Learning Orientation on the Relationship Between Work Engagement and High-Performance Work System (HPWS)

Learning Orientation significantly mediates the relationship between Work Engagement and High-Performance Work System (HPWS), indicating that employees with high levels of vigor, dedication, and absorption are better able to translate their positive work attitudes into effective HPWS implementation through continuous learning and competency development. Highly engaged employees are more motivated to participate in training, professional development, and knowledge-sharing activities, enabling them to continuously improve their competencies and contribute more effectively to organizational performance. These findings indicate that the positive effect of Work Engagement on HPWS is stronger when supported by a learning culture that encourages continuous professional development [17]. This mechanism is consistent with Social Exchange Theory, which explains that employees reciprocate organizational support, including learning and development opportunities, through stronger engagement, commitment, and positive contributions to organizational performance [18]. For Madiun City Regional General Hospital, establishing a sustainable learning culture through continuous training, professional education, and competency development should become a strategic priority to maximize the contribution of employee engagement to the successful implementation of HPWS.

4. Conclusion

This study examined the effects of Readiness to Change and Work Engagement on High-Performance Work System (HPWS) through the mediating role of Learning Orientation among employees of Madiun City Regional General Hospital. The findings demonstrate that Readiness to Change and Work Engagement positively influence HPWS both directly and indirectly through Learning Orientation. In addition, Learning Orientation was found to have a significant positive effect on HPWS and to successfully mediate the relationships between Readiness to Change, Work Engagement, and HPWS. These findings indicate that strengthening employees' readiness to embrace change and fostering higher Work Engagement are important strategies for improving the implementation of performance-oriented human resource management practices, particularly when supported by a strong organizational learning culture.

The study contributes to understanding HPWS implementation in the public healthcare sector by highlighting the strategic role of Learning Orientation as a mechanism that translates employees' Readiness to Change and Work Engagement into improved organizational performance. For Madiun City Regional General Hospital, these findings imply that management should prioritize continuous competency

development, knowledge-sharing activities, employee engagement initiatives, and effective change management to strengthen HPWS implementation. This study is limited to a single public hospital and employs a cross-sectional research design. Future studies are encouraged to involve broader organizational settings, apply longitudinal approaches, and examine additional variables that may further explain HPWS implementation in healthcare organizations.

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