The Effect of Perceived Organizational Support, Communication, and Psychological Capital on Employee Readiness for Organizational Change

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Abstract. Dynamic changes in the external environment forces not only private companies but also public sector organizations to respond and adapt to these changes in order to survive. This research investigated the role of perceived organizational support and communication, mediated by psychological capital, during the process of change in enhancing employee readiness for organizational change. Cross-sectional survey involving 400 employees of an Indonesian public sector institution was analyzed using structural equation modeling (SEM) technique to test seven hypotheses related to employee readiness for change. The results showed that both perceived organizational support and communication were positively associated with readiness for change, with psychological capital as the mediator. This research helps to advance the fields of human resource management and organizational change management by elucidating the significance of perceived organizational support and communication on readiness for change at public sector. It also offers practical guidance on how to improve change readiness in Indonesian public sector, and elsewhere, during times of organizational change.

Keywords: Readiness for Change, Perceived Organizational Support, Communication, Psychological Capital

1 Introduction

Changes and organizational developments are both a necessity, with a change as a pervasive feature that has a widespread influence in the life of an organization [1]. The occurrence of rapid and dynamic changes, including innovation and digital revolution, brings uncertainty to the business world. Regarding these changes, an organization should be quickly and accurately responsive. It is extremely crucial for organizations to continue adjusting to organizational sustainability and effectiveness through strategies, structures, policies, business processes, and corporate culture.

The Directorate General of Taxes (DGT) under the Ministry of Finance is a government institution that has the authority to collect state revenues from the taxation sector. This institution has also experienced several organizational changes in form of bureaucratic reform, modernization of tax administration, delayering of organizational structure, and many others. Those foregoing changes, which lead to several other changes in the organizational working culture and behavior, will pose various challenges for DGT in carrying out the bureaucratic reform, institutional transformation, and digital transformation. DGT should possess the

ability to provide infrastructure and facilities such as office automation programs/ applications and activity-based, open-space workplace facilities, improve legal protection covering the organizational change policies, and develop employees' competencies and readiness for organizational change.

This study examined how factors related to human resources (e.g. employees' perception of organizational supports, the way leaders communicate during the process of change, and employees' psychology) can affect employees' readiness for changes in the organization. By paying attention to their psychological capital through the provision of moral and material supports as well as the implementation of effective communication in the organization, DGT employees are expected to be ready to respond to changes and give their full support to the institution.

1.1 Readiness for Change

According to Wardani et al. [2], employees' readiness for change plays a critical role for organizational sustainability, particularly in the presence of a number of risks and uncertainties. Employee assessment during the process of change is influenced by cognition and emotion, causing a shift in thinking that changes in organization must be supported despite a variety of obstacles and reasons [3]. How employees respond to changes in the organization is a reflection of their readiness to accept and adapt to those changes.

The readiness for change reflects cognitive, emotional, and intentional changes as well as the perception of how successfully the implementation of these changes is [4]. Readiness for change, according to Holt, Armenakis et al. [4] is defined as a multidimensional construct influenced by change-specific efficacy, appropriateness, managerial support, and personal valence. According to Rafferty et al. [5], employees' readiness for change is considered as an important factor in successful change initiatives. When an organization fails to make the necessary changes, the cost of failure will be high [6]. In addition, the resistance behavior of the employees, according to Kuipers et al. is one of the causes for the failure of public sector transformation initiatives. If the organization's members were unwilling to accept the changes, they might resist and engage in negative behaviors including sabotage, absenteeism, and production limitations [8]. Furthermore, Vakola [9] stated that the support from each individual employee will be influenced by the level of benefits to be obtained through the environment compared to the risks anticipated by the change.

1.2 Perceived Organizational Support

The term perceived organizational support (POS) is described as the interpretation of each individual employee about how far an organization is able to respect and care for its employees as well as to provide support for them. Vardaman et al. [10] associated social support with controlling the feelings of the employees during the process of change. Prima and Eliyana [11] revealed that the treatment received by the employees is a part of perceived organizational support, namely rewards from the organization and the conditions of the job, where the organization rewards its employees because they are able to work well and produce optimal output. The aforementioned statement is in accordance with the findings of a study by Kirrane et al. [1], which found a relation between managerial support and readiness for change. Perceived organizational support can also be linked to a greater level of comfort on risk taking [12].

Perceived organizational support defines how employees think about the way the company values their endeavor and contributions and concern for their well-being [13]. According to Eisenberger et al. [14], employees are more satisfied and committed to their works when they

receive supports from their organizations. Rhoades and Eisenberger [15] explained that according to the organizational support theory, there are three major categories of treatment received by employees in relation to perceived organizational support, particularly: supervisory support, fairness, and organizational rewards, and job conditions. Individuals with a higher degree of perceived organizational support have the potential to provide reciprocity in form of support for change initiatives in organizations [16].

Employees with perceived organizational support and a positive work environment will have more positive psychological capital [17]. If the employees have the perceived organizational support, they might turn it into optimism by establishing goals for them to complete their works [18]. Therefore, the first hypothesis proposed in this study is:

H1: Perceived organizational support has a positive effect on psychological capital.

The readiness for change reflects cognitive, emotional, and intentional changes and the perception of how successful these changes are implemented by individuals and organizations [4]. Eby et al. [19], as cited in Ming-Chu and Meng-Hsiu [18], found an important connection between trust in colleagues, perceived organizational support, and change readiness. In the study by Gigliotti et al. [16] perceived organizational support being revealed to play an important role on building readiness for change. It was also stated that the greater the extent of organizational support, the better the change readiness. Therefore, the second hypothesis is developed as follow:

H2: Perceived organizational support has a positive effect on readiness for change.

1.3 Psychological Capital

Luthans and Broad [20] explained that psychological capital was initially defined as positive organizational behavior such as performance-enhancing conditions comprising of hope, efficacy, resilience, and optimism that included in four positive psychological resources, that are frequently referred as the "HERO within". Psychological capital, as defined by Harms et al. [21], refers to the tendency to withhold one's cognition and judgment of one's ability to handle various situations, including self-confidence in carrying out challenging tasks and finding alternative solutions, as well as the ability to recover quickly from failure. To cope with changes and achieve different competitive advantages, it is incredibly necessary for each individual employee to grow these four psychological dimensions [1].

Psychological capital is now attracting positive considerable in the concept that humans are a new paradigm in the development of human resources [22]. Lee and Lee (2018) argued that psychological capital tries to understand the positive aspects of humanity as a new source of competitive advantage and secure continuous growth. Psychological capital comes from the positive psychological movement that emphasizes what is right rather than what is wrong, or the dysfunction of a person, and the approach focuses upon humans' strength and potential to overcome mental and behavioral problems as well as improve overall quality of life [23].

Ming-Chu and Meng-Hsiu [18] stated in their study that individuals are gathering resources for adapting to or overcoming challenges and obstacles, and they face certain risks or stresses when confronting changes in an organization. An employee's avoidance, negative conduct, or pessimistic attitudes can inhibit changes in the organization [24]. Conversely, the positive behavior of the employees can drive changes in the company. In addition, employees will feel confident when facing changes with positive emotions, self-efficacy, and optimism,

and believing that organizational capacity can make such changes successful [17]. Therefore, the next hypothesis we develop is:

H3:   Psychological capital has a positive effect on the readiness for change.

1.4 Communication

Organizational communication is an essential process and the most important factor for the preservation and development of an organization [22]. According to Yue et al. [25], employees can gain a better understanding of the content and reasons for change through effective internal communication. Men and Stack [26] also pointed out a large contribution made for staff trust, mutuality control, commitment, and satisfactory monitoring by transparent communication, characterized by substantial information, accountability, and participation of the employees. Similarly, a study by Bouckenooghe et al. [8] discovered that the effectiveness of change communication is determined by the clarity, frequency, and openness of the provided information. This study also discovered that the change communication quality, coupled with involvement in projects, can foster a sense of belonging or control over the process of change.

A study by Wardani et al. [2] revealed that communication is crucially needed to reduce negative effects in form of the unpreparedness of the employees to adapt to change. This is in line with the results of a study conducted by Hameed et al. [27] which stated that employees who receive information regarding the organizational changes on a timely, relevant, and useful basis will see those changes as positive ones and will support them more readily. This means that the communication quality helps to increase the employees' confidence that the change is needed by providing sufficient justification and mitigating change-related uncertainty, making them ready for change. From the explanation above, the next hypothesis:

H4: Communication has a positive effect on the readiness for change.

Studies by Schulz-Knappe et al. [28] and Lewis et al. (2006) discover that the greater the quality of the information concerning the change, the lower the resistance of employees. Further research has revealed that change communication plays a mediating role, as a lack of information about the change generates rumors, increases negative feelings, and aids in the formation of resistance [29](Christensen, 2014). Armenakis and Bedeian [30] argued that honest communication prevents negativity such as stress that reduces enthusiasm and commitment. In addition, according to Graaf et al. [31], organizational changes that lead to ambivalence or employees' resistance to change can cause psychological discomfort to the employees due to a lack of certainty. Therefore, the fifth proposed hypothesis is:

H5: Communication has a positive effect on psychological capital.

Up to the completion of this study, no prior studies were found to link both the relationship between perceived organizational support with readiness for change, and communication with readiness for change, with psychological capital as the mediator. The only related study was that of Kirrane et al. [1], which examined the psychological capital variable that mediated perceived management support and the readiness for change. The study focused on examining the extent to which the leaders of the organization supported changes and their role as a major

contributor to the readiness of employees to make changes. Accordingly, the sixth and seventh hypotheses of this study are:

H6: Psychological capital positively mediates the relationship between perceived organizational support and the readiness for change.
H7: Psychological capital positively mediates the relationship between communication and the readiness for change.
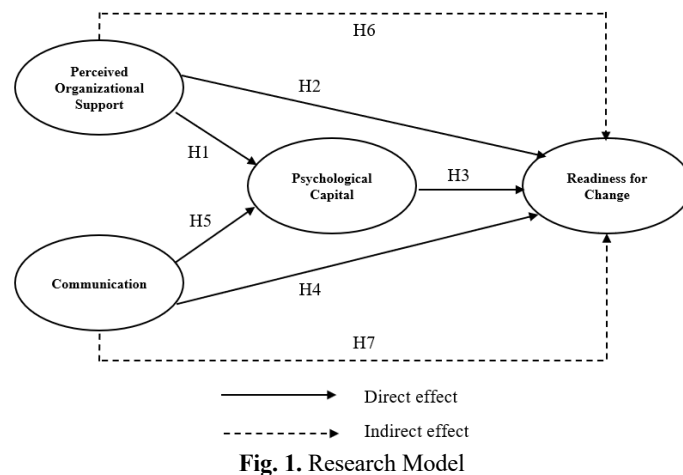

Fig. 1. Research Model

2 Method

2.1 Sample and Data Collection

This study is a quantitative research with two types of data sources are being examined: primary and secondary data. Primary data was directly gathered from the respondents through a 7-point Likert scale questionnaire ranging from (1) "strongly disagree" to (7) "strongly agree". The questionnaire was in form of Google Form distributed to the respondents using purposive and snowball sampling technique from April to May 2021. The secondary data was derived from journals, books, reports, regulations, and other relevant literature on the research topic. Based on the sample size table for a limited population formulated by Krejcie and Morgan [32], for a total population of 44.784, approximately 381 respondents are required for this study. The total respondents of this study were 400 civil servants working for more than 3 years at DGT.

Of the 400 respondents who successfully filled out the questionnaire, males made up 70.8% of the population, while females made up 29.3%. Most of the respondents were between 26-40 years old (71.5%) and between 41-55 years old (20.3%). Most of them had bachelor degree (51%) while some had obtained their master degree (22%). 10.5% of the respondents have a total work experience of fewer than 5 years; 26.8% have worked for 6–10 years; 47.3% have worked for 11–20 years; 14.5% of them had 21-30 years of work experience; and 1% of them had more than 31 years of work experience. Most of the respondents worked at the service offices (58.8%), 24.5% of them worked at the headquarters, while 15.3% of them were at regional offices.

2.2 Measures

To test the stated hypotheses, multiple scales from existing literature were employed to measure the constructs. The research instrument of this study was a questionnaire adapted from previous studies with the same dimensions as the research topic. Readiness for Change variable was measured on the three dimensions of readiness, including emotional, cognitive, and intentional readiness, using 9 measurement items by Bouckenooghe et al. [8]. Perceived Organizational Support (POS) variable was calculated by 10 items adapted from "The Survey of Perceived Organizational Support" by Eisenberger et al. [13] which has the highest loading value. For Communication variable, 4-item questions adapted from Bouckenooghe et al. [8] were utilized. Lastly, the Psychological Capital variable with its four dimensions consisting of hope, self-efficacy, resilience and optimism, were evaluated by 12-item PCQ-12 questionnaire formulated by Luthans et al. [33].

The Indonesian version of the questionnaire was created since it is the native language of the respondents. Five samples with different backgrounds representing the respondents were subsequently evaluated and reviewed to create the draft of the questionnaire according to their feedback. The questions were pre-tested to 50 DGT employees who work in different bureaus, providing the initial indication of the survey's understandability. In the pretest, the employees completed the entire survey and provided feedback on the clarity of the questions and instructions of the survey. Table 1 shows the descriptive statistics, scale reliabilities, and correlations for the variables in the study.

Before processing of the final data, the data obtained from the respondents are processed over several stages: (1) pre-test data analysis, the testing process to check the validity and reliability of the pre-test was carried out using SPSS 25 software; (2) descriptive data analysis, an overview or description of the data was based upon measurements of data centering, such as mean and median values. The mean for each research indicator based on each research variable became the descriptive data examined in this study; and (3) main test data analysis, this research applied the Structural Equation Modeling (SEM) technique using Lisrel 8.80 software

Table 1. Means, Standard Deviations, and Construct Correlations

Variable	Mean	Standard Deviation	1	2	3	4
Readiness for change	6.02	0.94	0.81			
Psychological capital	5.68	1.04	0.66	0.94		
Perceived organizational support	5.05	1.27	0.61	0.50	0.95	
Communication	5.44	1.10	0.60	0.50	0.74	0.93
Notes: Cronbach's alpha is shown on the main diagonal.						

3   Results and Discussion

3.1 Validity and Reliability Measurement

To test the validity of all variables in this study, Confirmatory Factor Analysis (CFA) was used to see the Standard Loading Factor (SLF) output value of each indicator against the variables, namely perceived organizational support, communication, psychological capital, and readiness for change. Table 2 displays the results of the Confirmatory Factor Analysis. It

indicated that those variables had an SLF value for each indicator that met the CFA requirements, which is above 0.5 [34]. The CFA results pointed out that each measure loaded significantly on the intended construct and demonstrated convergent validity for each scale. This revealed that all variable indicators used in this study can represent all constructs based on the theories build. Table 2 also showed that the CR and AVE values were greater than 0.7 and greater than 0.5, respectively. Therefore, it can be concluded that all measures of latent variables had met the required construct reliability [34].

Table 2. Confirmatory Factor Analysis

Constructs	Loadings	t-Values
Readiness for change (CR = 0,95; AVE = 0,67)		
I have a good feeling about the change project.	0,85	-
I experience the change as a positive process.	0,87	18,92
I find the change refreshing.	0,69	14,86
I think that most changes will have a negative effect on the customers/clients we serve.	0,68	-
Plans for future improvement will not come too much.	0,80	12,34
Most change projects that are supposed to solve problems around here will do not much good.	0,76	12,13
I want to devote myself to the process of change.	0,83	-
I am willing to make a significant contribution to the change.	0,94	24,27
I am willing to put energy into the process of change.	0,93	24,09
Psychological capital (CR = 0,96; AVE = 0,70)		
I feel confident in representing my work area in meetings with management.	0,94	-
I feel confident contributing to discussions about the company's strategy.	0,91	30,22
I feel confident presenting information to a group of colleagues.	0,86	26,15
If I should find myself in a jam at work, I could think of many ways to get out of it.	0,83	-
Right now I see myself as being pretty successful at work.	0,72	16,20
I can think of many ways to reach my current work goals.	0,87	21,27
At this time, I am meeting the work goals that I have set for myself	0,71	15,79
I can be "on my own," so to speak, at work if I have to.	0,80	-
I usually take stressful things at work in stride.	0,76	15,91
I can get through difficult times at work because I've experienced difficulty before.	0,84	17,93
I always look on the bright side of things regarding my job.	0,92	-
I'm optimistic about what will happen to me in the future as it pertains to work.	0,81	17,90
Perceived organizational support (CR = 0,94; AVE = 0,62)		
The organization values my contributions to its well-being.	0,82	19,87
The organization strongly considers my goals and values.	0,83	20,06
Help is available from the organization when I have a problem.	0,75	17,51
The organization really cares about my well-being.	0,77	17,90
The organization wishes to give me the best possible job for which I am qualified.	0,80	19,24
The organization cares about my general satisfaction at work.	0,87	21,88
The organization takes pride in my accomplishments at work.	0,84	20,53
The organization would forgive an honest mistake on my part.	0,57	12,17
The organization is willing to extend itself to help me perform my job to the best of my ability.	0,82	19,66
The organization cares about my opinions.	0,79	18,57
Communication (CR = 0,93; AVE = 0,78)		
I am regularly informed on how the change is going.	0,79	18,76
There is good communication between project leaders and staff members about the organization's policy toward change.	0,88	22,16
Information provided on change is clear.	0,94	24,55
We are sufficiently informed of the progress of change.	0,92	23,67

Note: All items have p-value<0,001

3.2 Goodness of fit test

The goodness of fit test aims to determine if the entire SEM model is suitable for the sample data. Overall model testing was performed to determine the validity of the research model used [34]. The tests were carried out by comparing the covariance matrices of the sample and the SEM model evaluation. As shown on Table 3, some measurements, namely Chi-square, RMR, and GFI, had the marginal and poor fit results. However, according to Hair et al. [34], the results of the model fit test do not have to meet all Goodness of Fit criteria; the use of 4 to 5 Goodness of Fit criteria are thought to be adequate for determining a model's suitability. As a result, it can be concluded that this research model is appropriate for further analysis.

Table 3. Goodness of Fit Measurement

Measurement Type		Recommended Value	Score	Remarks
Absolute Fit Measures	Chi-square	> 750	623.82	Poor fit
	RMSEA	$0.05 \geq$ RMSEA ≤ 0.08	0.078	Good fit
	RMR	< 0.05	0.062	Marginal fit
	GFI	≥ 0.90 or $0.8 \leq$ GFI ≤ 0.9 *Marginal fit*	0.87	Marginal fit
Incremental Fit Measures	NFI	> 0.90	0.97	Good fit
	NNFI	> 0.90	0.98	Good fit
	CFI	> 0.90	0.98	Good fit
	IFI	> 0.90	0.98	Good fit
	RFI	> 0.90	0.97	Good fit

3.3 Hypothesis testing

Tests of hypotheses in this study were conducted by utilizing the Lisrel 8.80 software with Structural Equation Modeling (SEM) method. This method produces a path chart describing the relation of variables in the research model and provides Confirmatory Factor Analysis (CFA) values, Standard Loading Factor (SLF), and t-values to be used to analyze the previously proposed hypotheses. Thereafter, the t-value is compared to the t-value table., and a significant value is obtained if the t-value is ≥ 1.645 with a confidence level of $\geq 95\%$. Figure 2 shows the t-values and β obtained from the SEM testing.

The results displayed in Fig. 2 confirmed H1. It demonstrated that the connection between perceived organizational support and psychological capital was positive and significant with a t-value of 4.12. This result is in line with those of Ming-Chu and Meng-Hsiu [18] and Wu and Nguyen [35]. It proved that if employees get more attention and assistance from the organization, their psychological status will improve. According to the conclusions of this research, it is possible to assert that the results of a study conducted by Ming-Chu and Meng-Hsiu [18] are also relevant to be applied to public sector, particularly DGT. For that reason, this study made a contribution to the literature about the impact of perceived organizational support on psychological capital.

Similarly, H2 was also confirmed, as seen in figure 2. This showed that the connection between perceived organizational support and readiness for change was positive and significant with a t-value of 3.37. This finding supported previous study conducted by Ming-Chu and Meng-Hsiu [18]. It demonstrated that better perceptions of organizational support resulted in employees being more prepared to deal with organizational changes. As a result,

employees will be more ready in all aspects and more willing to accept those changes. The effect of perceived organizational support also applied to DGT employees, meaning that the higher the perceived organizational support felt by the employees, the greater the employees' readiness to face changes in DGT.

The connection between psychological capital and readiness for change was also proven to be positive and significant with a t-value of 7.81, meaning that H3 was also accepted. Employees with a more positive psychological status were found to be better prepared to deal with the challenges of organizational change. This was corresponding to prior studies, including those of Ming-Chu and Meng-Hsiu [18] and another study by Kirrane et al. [1] on a public sector organization in Ireland. This study showed that the effect of psychological capital also applied to DGT employees, finding that the better DGT employees' psychological capital condition, the better their readiness for change. Therefore, this research contributes empirically to the literature on the relationship between psychological capital and readiness for change.

As shown in Fig. 2, H4 was accepted, demonstrating a positive and significant connection between communication and readiness for change with a t-value of 3.11. There were inadequate amount of studies on the relationship between variables of communication and readiness for change; one of which was by Wardani et al. [2] which found that communication has a positive influence on readiness for change. According to the finding of this study, the effect of communication towards readiness for change was also applicable to DGT. Therefore, this study can be regarded as added knowledge and an empirical contribution to the literature on the relationship between communication and readiness for change.

Finally, proposed H5 that there would be a positive and significant relationship between communication and psychological capital was also accepted with a t-value of 3.92. This finding is consistent with a study carried out by Hwang and Lee [22] which discovered organizational communication has a significant influence on psychological capital, meaning that good organizational communication increases the level of hope, optimism, resilience, and self-efficacy (psychological capital). As a result, communication was proven to have an impact on individual psychological capital within the organization. Thus, the finding of this study confirmed the effect of communication on psychological capital.
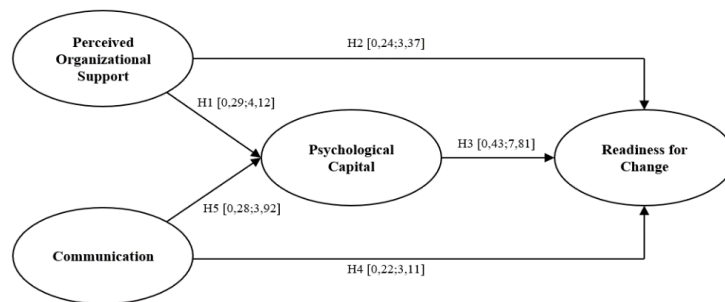

Fig. 2. SEM Result

3.4 Mediation role

Based on the findings of the calculations as seen in Table 4, H6 was accepted. This implied that the effect of perceived organizational support toward readiness for change can occur through an indirect mechanism, that is, by increasing employees' psychological capital. This is

in line with a study conducted by Kirrane et al. [1] which discovered that psychological capital mediated the relationship between perceived management support and the readiness for change. In their study, perceived management support was represented by the dimensions of perceived supports obtained from the senior manager and supervisor. Meanwhile, this study indicated that perceived organizational support is about the role of the organization as a whole in providing rewards and support to its employees.

Table 4 showed that H7 was accepted; meaning that psychological capital positively mediated the relationship between communication and the readiness for change. The influence of communication on readiness for change could occur through an indirect mechanism, namely by increasing employees' psychological capital. Due to the unavailability of any study on the mediating effect of psychological capital to the relationship between communication and the readiness for change, this research can be regarded as an empirical contribution to the literature on the relationship between psychological capital and change readiness.

Table 4. Total Effect Analysis

Hypothesis		POS→PC	PC→RFC	POS→RFC	POS→PC→RFC	Conclusion
H6	Psychological capital positively mediates the relationship between perceived organizational support and the readiness for change.	coef.	0.29	0.43	0.24	0.13	H6 accepted
		t-values	4.12	7.81	3.37	3.72	
Hypothesis		COM→PC	PC→RFC	COM→RFC	COM→PC→RFC	Conclusion
H7	Psychological capital positively mediates the relationship between communication and the readiness for change.	coef.	0.28	0.43	0.22	0.12	H7 accepted
		t-values	3.92	7.81	3.11	3.56	

4 Conclusion

The results of this study indicated that POS has a positive and significant effect on both PC and RFC. Thus, it can be concluded that the better the employee's perception of the support provided by the organization, the better the condition of the employee's psychological capital, and the level of employee's readiness to face changes in the organization will also be higher. In addition, the communication variable has a significant positive effect on both PC and RFC. It entails improved communication between the organization and its employees during the change period will result in the better condition of the employees' psychological capital and the greater level of employees' readiness in facing those organizational changes. Likewise, according to the findings of this study, PC had a positive and significant effect on RFC. So, it can be said that if the psychological capital of the employees is in a good condition, the level of their readiness to face the changes in the organization will be greater. This study also proved that psychological capital is a significantly positive mediator for the relation between perceived organizational support and readiness for change, as well as that of communication and readiness for change.

4.1 Implications

The study analyzed the employees in Indonesia's public sector in terms of their readiness for change, in relation to perceived organizational support, communication, and psychological capital. Practitioners can use the results of this study to implement measures to improve employees' perceived organizational support and the communication during the change in order to increase employees' readiness for change. Moreover, the study identified psychological capital as a mediating variable which links perceived organizational support and communication to the readiness for change. As a result, practitioners may at least be able to deal with the issues on the psychological capital of public sector employees accordingly. The results of this study also aligned with the past studies conducted in developed countries which showed that psychological capital can act as a positive mediator. Thus, this study is expected to be able to prompt business and management scholars to further expand their research findings.

This study has several important implications for practices related to change management, especially regarding the contribution of perceived organizational support, communication, psychological capital, and readiness for change in planning and implementing changes in organizations. Several actions to take to improve employees' readiness in facing the initiation of changes at DGT include: (1) involving the employees in the process of change, for example, by providing opportunities for them to become agents of change, (2) planning the changes, which should be done linearly with other change initiatives so as to minimize the emergence of dissatisfaction, uncertainty, distrust, and a high failure rate, and (3) avoiding to carry out changes made to the same field/aspect continuously to prevent the emergence of change fatigue in employees.

4.2 Limitation and recommendation for future studies

This study was conducted quantitatively by disseminating questionnaires, causing the analysis of the research data to be limited. Therefore, qualitative data such as in-depth exploration of respondents' opinions is needed for future studies to investigate the topic further. The application of both quantitative and qualitative methods is highly recommended, for example, by combining questionnaires with interviews to obtain more in-depth and comprehensive information from the respondents. Due to the limited research location of this study, which was carried out in one government agency, the results of this study cannot be generalized. Considering that each organization has its own characteristics (e.g. organizational culture, gender proportions, organizational structure, and many others), the future studies are suggested to examine various government organizations with more respondents to obtain better results. The sampling of this study was done by purposive technique, which has a greater bias than random sampling. So, it is recommended for future studies to use random sampling to better represent the population.

5 Acknowledgment

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