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The Influence of Organizational Climate, Change Process, and Change Openness on Readiness for Change at PT IAS Support Indonesia

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A R T I C L E I N F O

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A B S T R A C T

This study examines the impact of organizational climate, change process, and openness to change on readiness for change among employees of PT IAS Support Indonesia following a merger. A quantitative approach was employed, with data collected through questionnaires distributed to 300 employees. Multiple linear regression analysis using SPSS revealed that organizational climate ($\beta = 0.32$, $p < 0.01$), change process ($\beta = 0.41$, $p < 0.001$), and openness to change ($\beta = 0.18$, $p < 0.05$) significantly influence readiness for change. These variables collectively explain 67% of the variance in readiness for change ($R^2 = 0.67$). The findings highlight the importance of fostering a supportive organizational climate and transparent communication during mergers to enhance employee adaptability. This research contributes to change management literature by validating key drivers of readiness in the context of Indonesian corporate mergers

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INTRODUCTION

Organizational change is an inevitable process in the dynamic business world, especially when companies merge to optimize resources and create synergy. PT IAS Support Indonesia, formed from the merger of several subsidiaries of PT Angkasa Pura II, is a contemporary example of such transformation. Mergers, while strategically beneficial, often lead to employee uncertainty, including concerns about job security, salary adjustments, and relocation. In this context, understanding employee readiness for change becomes critical to ensure a smooth transition and maintain organizational performance.

This study focuses on how organizational climate, change process, and openness to change influence readiness for change within the employees of PT IAS Support Indonesia. These variables were chosen because previous research yielded mixed results, particularly on the impact of organizational climate on change readiness. By investigating this phenomenon in the specific context of a post-merger company in the aviation industry, this paper provides a niche contribution that enriches both practical knowledge and theoretical development in change management. The novelty of this study lies in its context the early stages of a large scale state owned enterprise merger and its integrated model combining psychological and organizational factors influencing readiness.

The aim of this research is to examine whether organizational climate, the process of change, and openness to change have a significant influence on readiness for change among employees. The study also explores whether these three factors simultaneously impact readiness. This paper is expected to offer insights into how organizations undergoing structural change can better manage the human side of transformation, especially in high-stakes environments like national airport service providers.

LITERATURE REVIEW

1. Organizational Climate Theory

Organizational climate refers to employees' shared perceptions of organizational policies, practices, and procedures. It influences employee attitudes, motivation, and behavior, ultimately shaping their readiness for organizational changes (Gomez, 2023). A positive climate, characterized by support, trust, and open communication, fosters adaptability among employees. According to Robbins et al. (2016), an effective organizational climate promotes collaboration, reduces resistance to change, and enhances commitment to transformation initiatives.

Shtiaq Khan et al. (2023) found that a supportive climate significantly improves employees' change readiness, as it provides a stable environment where employees feel valued and informed. Similarly, research by Fitriyah & Laksmiwati (2022) confirmed the correlation between a well-structured organizational climate and the smooth implementation of organizational changes. However, Abusloum et al. (2024) argued that organizational climate alone does not necessarily drive readiness for change, suggesting that additional factors, such as leadership and employee involvement, play a crucial role.

H1: Organizational climate has a significant influence on readiness for change

2. Change Process Theory

The change process involves the structured implementation of modifications within an organization. Effective change management includes clear communication, employee involvement, and phased implementation strategies (Mardhatillah, 2015). Change processes can be categorized into transformational changes, which affect the entire organization, and incremental changes, which involve smaller, department-specific adjustments (Hayes, 2014). Lewin's (1947) model of organizational change outlines three key stages: unfreezing (preparing employees for change), moving (implementing change), and refreezing (solidifying new behaviors). This model has been widely applied in business transformation strategies, ensuring that employees have sufficient time to adjust to new working conditions.

Akingbola et al. (2019) emphasized the need for structured interventions, such as leadership involvement and training programs, to facilitate the change process. Research by Liana et al. (2021) found that organizations that invest in employee education and transparent communication during change initiatives experience higher levels of change readiness.

H2: The Change Process has an influence and is significant for readiness for change.

3. Openness to Change Theory

Openness to change refers to employees' willingness to embrace new ideas, methods, and work environments. It is a crucial determinant of successful organizational transformation. Employees with a high level of openness to change are more likely to adapt to new processes and accept organizational modifications with minimal resistance (Levontin & Bardi, 2019).

Openness is linked to personality traits, particularly within the Big Five personality framework, where individuals who score high on openness tend to be more innovative and adaptable (Zona et al., 2020). Studies by Abusloum et al. (2024) and Sari et al. (2024) confirmed that organizations fostering a culture of openness experience smoother transitions during periods of change.

Furthermore, management strategies that encourage participation and transparent decision-making improve employee engagement, increasing their willingness to support transformation efforts (Bojanowska & Urbanska, 2021).

H3: Openness to change has a significant impact on readiness

4. Change Readiness Theory

Change readiness is a multifaceted construct influenced by various organizational and psychological factors. The integration of a positive organizational climate, a well-structured change process, and an openness to change leads to increased employee commitment to transformation initiatives (Palmer et al., 2016). Organizations that successfully combine these elements mitigate employee resistance and enhance overall organizational performance.

Studies by Wustari L. H. Mangundjaya (2016) highlighted that employees who perceive a need for change and recognize the benefits associated with it are more likely to exhibit proactive behavior in adapting to new conditions. Moreover, Nurhaliza & Mulyana (2022) found that change readiness correlates

with employees' self-efficacy, locus of control, and emotional resilience, reinforcing the importance of organizational support systems.

Further research suggests that a robust organizational climate provides psychological safety for employees, allowing them to be more receptive to change. The presence of clear communication, leadership support, and participatory decision-making enhances the success of change initiatives (Kotter, 2012). Employees who experience high levels of organizational trust and fairness in change implementation are less likely to resist transformation.

Additionally, a structured change process ensures a clear roadmap for employees, reducing ambiguity and fostering a sense of direction. Lewin's (1947) three-stage model—unfreezing, moving, and refreezing—remains relevant in modern organizational transformations, guiding organizations in managing transition phases effectively. Companies that provide training, coaching, and transparent discussions about change tend to see higher engagement levels among employees.

Openness to change further strengthens readiness by encouraging a culture of adaptability and continuous learning. Employees who perceive change as an opportunity rather than a threat demonstrate higher resilience and are more likely to actively participate in the change process (Oreg, 2006). Cultivating an environment that values flexibility and innovation is crucial for sustaining organizational growth.

H4: Organizational climate, change processes, and openness to change have a significant influence on readiness for change.

5. Conceptual Framework

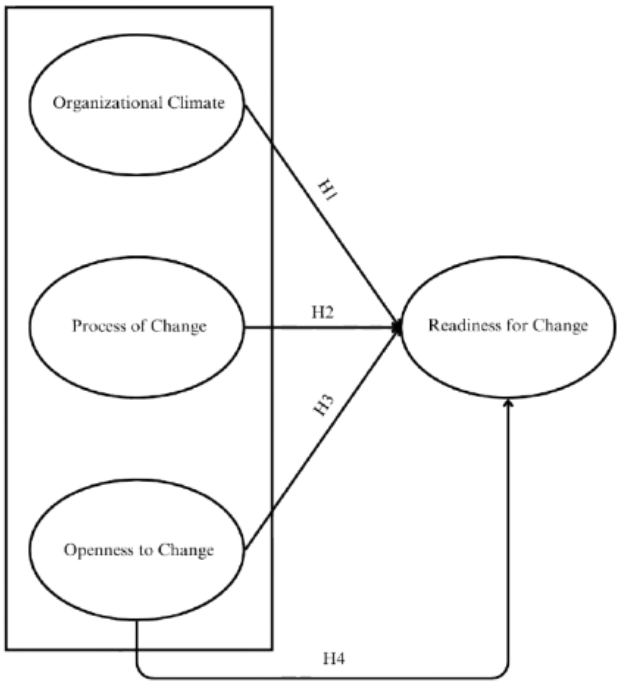


Figure 1. Conceptual Framework

H1: Organizational climate has a significant influence on readiness for change
H2: The Change Process has an influence and is significant for readiness for change.
H3: Openness to change has a significant impact on readiness
H4: Organizational climate, change processes, and openness to change have a significant influence on readiness for change.

METHODOLOGY

This study used a quantitative approach with a causal research design to analyze the influence of organizational climate, change process, and openness to change on employees' readiness for change. The research object was PT IAS Support Indonesia, a newly formed company in 2024 as a result of the merger between PT Angkasa Pura Propertindo, PT Angkasa Pura Solusi Integra, and PT Angkasa Pura Sarana Digital. This merger aimed to enhance the stability and efficiency of airport support operations across Indonesia.

The survey strategy was selected as the research method. Data were collected using a structured questionnaire based on existing theories, distributed to employees affected by the merger across operational units, headquarters, and branch offices. The study adopted a cross-sectional time horizon, collecting data only once during the research period.

The population consisted of approximately 11,000 employees, and the sample was drawn using non-probability convenience sampling. Based on Hair et al.'s formula (10 indicators × 28 items), a minimum of 280 samples was required. The study successfully analyzed 300 respondents.

Variables

- Dependent Variable: Change readiness.
- Independent Variables: Organizational climate, change process, and openness to change.

Data Analysis Tools

1. Validity and Reliability Tests:
   - Validity: Confirmatory factor analysis (CFA) with a factor loading threshold of >0.5. Bartlett's test (significance <0.05) and KMO (>0.6) ensured suitability for factor analysis.
   - Reliability: Cronbach's alpha (>0.6) assessed internal consistency.

2. Classical Assumption Tests:
   - Normality: Shapiro-Wilk test (threshold $p > 0.05$).
   - Multicollinearity: Tolerance (>0.10) and VIF (<10).
   - Heteroskedasticity: Scatterplot analysis of residuals.

3. Hypothesis Testing:
   - Multiple Linear Regression: Analyzed the collective and individual impacts of independent variables on change readiness.
   - t-test: Assessed individual variable significance (threshold $p < 0.05$).
   - F-test: Evaluated overall model significance.

Software: SPSS v28 was used for statistical analysis.

This methodology ensures robust empirical validation of hypotheses while addressing practical constraints in merger contexts. The cross-sectional design balances efficiency with depth, offering actionable insights for organizational leaders.

RESEARCH RESULTS

The data analysis process began with instrument testing. All questionnaire items passed the validity test, with factor loading values exceeding 0.5, and the reliability test, with Cronbach's Alpha values above 0.7, confirming that the instruments were both valid and reliable.

Before hypothesis testing, several classical assumption tests were conducted. The normality test using the Kolmogorov-Smirnov method showed a significance value of 0.200, which is greater than 0.05, indicating normally distributed residuals. The multicollinearity test revealed tolerance values greater than 0.10 and VIF values below 10, confirming the absence of multicollinearity. Additionally, the heteroscedasticity test showed no pattern in the scatterplot residuals, suggesting that the data did not suffer from heteroscedasticity.

To test the hypotheses, multiple linear regression analysis was conducted. The results showed that two variables—organizational climate and openness to change—had a significant positive effect on readiness for change. Interestingly, the change process variable showed a significant but negative effect. The resulting regression model is presented as follows:

$$Y= 2.513+0,133X1+0,071X2+0,720X3 \ldots\ldots\ldots\ldots (1)$$

Where:
Y = Readiness for Change
X_1 = Organizational Climate
X_2 = Change Process
X_3 = Openness to Change
The detailed regression coefficients are summarized in the table below:

Table 1. Regression Coefficients Summary

Variable	**Unstandardized Coefficient (B)**	**Sig. (p-value)**
Constant	0,2513	<0,001
Organizational Climate	0,133	0,025
Change Process	-0,071	<0,001
Openness to Change	0,720	<0,001

The t-test results confirmed that all independent variables significantly influence the dependent variable individually, as shown below:

Table 2. Partial t-Test Results

Hypothesis	**t-Value**	**Sig. (p-value)**	**Conclusion**
H1: Organizational Climate →Readiness	2,263	0,025	Significant
H2: Change Process → Readiness	-3,889	0,000	Significant (Negative)
H3: Openness to Change →Readiness	13,712	0,000	Highly Significant

To test the simultaneous influence of all three independent variables, the F-test was used. The results are shown in the table below:

Table 3. Simultaneous F-Test Results

F-Value	**Sig. (p-value)**	**Conclusion**
148.416	0,000	Significant (Model is statistically valid)

Finally, the coefficient of determination (R^2) showed that the regression model explains a substantial proportion of variance in readiness for change:

Table 4. Coefficient of Determination

R-Square (R^2)	Adjusted R^2	Interpretation
0.601	0.597	60.1% of the variation in readiness is explained

These findings indicate that while organizational climate and openness to change enhance readiness for change, ineffective or unclear change processes may reduce employee receptivity. Among the three variables, openness to change was the strongest predictor of readiness for change.

DISCUSSION

The results of this study reveal several important insights regarding the factors that influence employee readiness for change within the context of organizational transformation, specifically in the case of PT IAS Support Indonesia's post-merger integration. All three variables organizational climate, change process, and openness to change demonstrated significant relationships with readiness for change, although the direction and strength of influence varied.

First, the positive impact of organizational climate on readiness for change supports previous research by Armenakis et al. (1993) and Schneider et al. (2013), which emphasized the role of a supportive and consistent organizational environment in fostering psychological safety during change. A climate that encourages communication, participation, and trust allows employees to feel more confident and less threatened by change. In the case of PT IAS Support Indonesia, employees who perceive management as fair, transparent, and inclusive are more likely to embrace the merger as a beneficial development rather than a disruption.

Surprisingly, the change process variable had a significant negative effect on readiness for change. This finding contrasts with earlier studies such as those by Kotter (1996) and Hayes (2014), which argue that well-structured change processes generally enhance employee support. However, this discrepancy may be attributed to perceptions of poor implementation, lack of clarity, or insufficient communication during the transition. Employees may have felt that the process was top down, rushed, or lacking in meaningful involvement, which could lead to frustration and disengagement. This highlights that technical change planning alone is insufficient if not matched by emotional and relational engagement with those affected.

The most influential factor was openness to change, which showed a strong positive relationship with readiness for change. This aligns with the findings of Choi (2011), who stated that individual traits such as adaptability, curiosity, and proactive attitudes significantly shape how employees respond to transformation. At PT IAS Support Indonesia, employees who demonstrated a personal willingness to embrace novelty, seek growth, and welcome the merger as an opportunity were substantially more prepared to face the organizational shift. This suggests that individual psychological capital plays a critical role, especially during uncertain or complex transitions like mergers.

Overall, the results support a multidimensional view of change readiness, where organizational systems (climate and process) must be aligned with individual-level drivers (openness to change). For change initiatives to succeed, particularly in large-scale restructuring, organizations must not only design effective change processes but also nurture an environment and culture that support psychological readiness among employees.

CONCLUSIONS AND RECOMMENDATIONS

This study concludes that organizational climate, change process, and openness to change significantly influence employee readiness for change at PT IAS Support Indonesia. Among the three, openness to change emerged as the strongest predictor, indicating that individual mindset plays a crucial role during organizational transformation. While a supportive organizational climate positively shapes readiness, the negative impact of the change process suggests a need to improve the way changes are communicated and managed.

The findings highlight the importance of aligning structural and psychological factors to enhance change acceptance. For organizational change to succeed, especially in complex settings like mergers, management must not only design effective strategic interventions but also create space for dialogue, participation, and employee empowerment.

From a practical standpoint, the results of this study can be implemented in the following ways:

1. Enhance communication and transparency throughout all stages of the change process to reduce uncertainty and resistance.
2. Foster a participatory organizational climate where employees feel included in decision-making and are encouraged to voice their concerns.
3. Invest in personal development programs that build adaptability and openness among employees, such as leadership coaching, innovation labs, and change readiness workshops.
4. Regularly monitor employee sentiment through feedback tools to adjust change strategies responsively.

By implementing these measures, PT IAS Support Indonesia can strengthen employee engagement, reduce resistance, and ensure a smoother transition in its ongoing organizational development.

ADVANCED RESEARCH

While this study provides valuable insights into the factors influencing readiness for change, several limitations should be acknowledged. First, the research was conducted within a single organization undergoing a specific type of change namely, a merger. This context may limit the generalizability of the findings to other industries or types of organizational change, such as downsizing, digital transformation, or cultural shifts.

Second, the study employed a cross-sectional design, capturing employee perceptions at a single point in time. As change is a dynamic and evolving process, longitudinal studies would offer a more comprehensive understanding of how readiness for change develops or fluctuates over time.

Third, the data collection relied solely on self-reported questionnaires, which may be prone to response bias or social desirability effects. Incorporating qualitative methods such as interviews or focus groups could provide richer insights into the underlying emotions, motivations, and concerns of employees.

Future research could explore additional psychological or organizational variables such as leadership style, organizational justice, or change fatigue as potential predictors of readiness for change. It is also recommended that future studies apply a mixed-method approach and expand the sample to include comparative data from multiple organizations undergoing different types of change.

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