International Journal of Innovative Research and Scientific Studies, 8(3) 2025, pages: 3948-3959

IJIRSS International Journal of Innovative Research & Scientific Studies

ISSN: 2617-6548

URL: www.ijirss.com

Employee readiness for change as a mediator of trust and ethical climate in building affective commitment: Evidence from public sector relocation in Indonesia

Yohana Citra Permatasari[1*], Tuty Sariwulan[2], Herlitah Herlitah[3]

[1,2,3]*Faculty of Economics and Business, Universitas Negeri Jakarta, Indonesia.*

Corresponding author: Yohana Citra Permatasari (*Email: yohana_9917922011@mhs.unj.ac.id*)

Abstract

Employee readiness for change has become increasingly important in the context of large-scale organizational transformation, such as the relocation of civil servants to the country's new capital. This study examines the influence of trust and ethical climate on affective commitment and explores the mediating role of employee readiness for change in these relationships. A quantitative approach was employed, involving 172 civil servants selected through purposive sampling. Data were collected using structured questionnaires and analyzed using Structural Equation Modeling (SEM) with AMOS. The results indicate that both trust and ethical climate have a positive and significant effect on affective commitment. Moreover, employee readiness for change serves as a significant mediator in these relationships. These findings highlight that the ability of employees to adapt and prepare for change is crucial for fostering a stronger emotional bond with the organization, especially during institutional relocation. The study offers theoretical contributions to the understanding of how organizational trust and ethical climate can enhance affective commitment through readiness for change. It also provides practical implications for human resource management in the public sector, emphasizing the importance of cultivating a supportive work environment and an adaptive mindset to ensure the success of organizational change initiatives.

Keywords: Affective commitment, employee readiness for change, ethical climate, public sector relocation, trust.

DOI: 10.53894/ijirss.v8i3.7406
Funding: This study received no specific financial support.
History: Received: 14 April 2025 / **Revised:** 17 May 2025 / **Accepted:** 21 May 2025 / **Published:** 26 May 2025
Copyright: © 2025 by the authors. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (https://creativecommons.org/licenses/by/4.0/).
Competing Interests: The authors declare that they have no competing interests.
Authors' Contributions: Constitutional Court of the Republic of Indonesia (MK RI), and the research was conducted in accordance with established ethical research standards.
Transparency: The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.
Institutional Review Board Statement: This study involved human participants on a voluntary basis with informed consent and no risk to participants. While formal IRB approval was not required, we obtained official permission to collect data from the Constitutional Court of the Republic of Indonesia (MK RI), and the research was conducted in accordance with established ethical research standards.
Publisher: Innovative Research Publishing

1. Introduction

The relocation of a national capital is a strategic move that has been undertaken by several countries to address challenges such as overpopulation, environmental degradation, and urban dysfunction. As centers of political and economic power, capital cities often face complex pressures that impede their ability to function optimally. Countries such as Brazil, which moved from Rio de Janeiro to Brasília; Pakistan, from Karachi to Islamabad; Nigeria, from Lagos to Abuja; Malaysia, from Kuala Lumpur to Putrajaya; and Myanmar, from Yangon to Naypyidaw, have opted to relocate their capitals to create more secure, strategically positioned, and better-planned administrative centers [1]. The UK experience, meanwhile, illustrates that relocating public sector functions can support regional economic balance, albeit with challenges in staff mobility and institutional restructuring [2].

Indonesia is currently undertaking a similar initiative by relocating its capital from Jakarta to East Kalimantan. This decision stems from numerous structural issues in Jakarta, including overpopulation, traffic congestion, poor air quality, and environmental decline [3-5]. Furthermore, IQAir [6] noted that Jakarta ranks among the world's capitals with the poorest air quality. In response, the Indonesian government enacted Law Number 3 of 2022 on the State Capital [7], anticipating long-term social and economic benefits from the relocation [8]. However, the relocation of the capital city is not only about physical development but also a personal and professional dilemma for civil servants because they have to move to a new office and adjust to a new environment. This dilemma may lead to resistance, uncertainty, and potential performance decline.

The relocation also demands that civil servants adapt to new work dynamics, expectations, and organizational changes, underscoring the importance of active and continuous workplace learning. In this context, affective commitment, which is the emotional attachment employees feel toward their organization, is critical. Affective commitment enhances loyalty, engagement, and resilience in times of major change [9]. Factors such as trust in leadership fairness, integrity, and transparency, along with a healthy ethical climate, contribute significantly to this form of commitment [10-12]. An ethical climate that promotes moral values and openness fosters a sense of psychological safety, thereby reinforcing emotional bonds with the organization.

Although previous studies have found positive correlations between trust, ethical climate, and affective commitment (for example [10, 11, 13-16]), other studies have reported weak or insignificant relationships [17, 18]. This inconsistency highlights the need for further exploration, particularly within the context of large-scale organizational change such as national capital relocation. Employee readiness for change, both mentally and physically, is a potentially crucial mediating factor [19]. Employees who are prepared for change are more likely to respond positively, leveraging trust and ethical climate to strengthen their commitment. Conversely, a lack of readiness may hinder the development of affective commitment even in supportive organizational environments.

To the best of our knowledge, Malla and Malla [16] studied affective commitment using organizational trust in companies in India. Parlar et al. [10] conducted a study on the effect of trust on affective commitment using defensive silence as a mediator in teachers in Istanbul, Turkey. Curado and Vieira [11] studied the effect of trust on affective commitment using knowledge sharing as a mediator in employees of Small and Medium Enterprises (SMEs) in Portugal. On the other hand, research by Hung et al. [20] and Lee et al. [21] examined the effect of ethical climate on affective commitment. Meanwhile, research by Dinc and Huric [22] and Gencoglu and Dinc [23] used job satisfaction as a mediator of the relationship between ethical climate and affective commitment. However, research that specifically examines the role of employee readiness for change as a mediator in the relationship between trust and ethical climate on affective commitment in the problem of relocating the nation's capital, especially those that impact civil servants, is still very limited. Therefore, this study seeks to contribute by broadening the understanding of the dynamics of organizational change in the public sector, especially in facing the challenges of large-scale relocation in developing countries.

Based on this background, this study aims to examine how employee readiness for change mediates the relationship between trust, ethical climate, and affective commitment in civil servants in Indonesia who experience the relocation of the nation's capital. This study seeks to provide theoretical contributions by offering a more holistic understanding of the dynamics of organizational change in the public sector, especially in the context of the relocation of the country's capital city in developing countries. By examining the role of employee readiness for change as a mediator between trust, ethical climate, and affective commitment, this study enriches the literature on organizational change and provides practical guidance for human resource managers in designing change management strategies that are more effective and relevant to the challenges in developing countries.

This article is organized as follows: Section 2 presents the theoretical background and hypothesis development, Section 3 outlines the research methods, Section 4 discusses the findings and conclusions, Section 5 explains the implications, and Section 6 presents limitations and directions for future research.

2. Theoretical Background and Hypotheses Development

2.1. Trust and Affective Commitment

According to Mayer et al. [24], trust in an organization arises from perceptions of the competence, integrity, and goodwill of others. When employees perceive the organization as trustworthy, it creates psychological safety, reduces interpersonal anxiety, and strengthens social relationships in the workplace. This sense of safety and confidence fosters emotional attachment as employees feel cared for, valued, and like an important part of the organization. Trust also facilitates open communication and collaboration, which reinforces employees' identification with the organization's values. Thus, trust becomes the foundation for the formation of affective commitment. This finding is supported by Curado and Vieira [11]; Alomran et al. [25]; George et al. [26]; Ndlovu et al. [27], and Pathardikar et al. [28] show that trust has a positive effect on affective commitment. Studies by Parlar et al. [10] and Malla and Malla [16] also indicate that high trust strengthens

employees' emotional attachment. Additionally, Yao et al. [29] state that employees' trust in the organization increases their willingness to stay and contribute to it.

H_1: Trust positively influences Affective Commitment.

2.2. Ethical Climate and Affective Commitment

According to Victor and Cullen [30], ethical climate is the collective perception of individuals regarding what is considered right or wrong in an organization, as well as how ethical issues should be addressed. Ethical climate shapes behavioral norms and serves as a moral reference in decision-making within the workplace. When employees perceive that the organization upholds ethical values, they tend to develop respect, trust, and identification with the organization, which strengthens emotional attachment. Consistent ethical values create moral clarity and psychological stability in workplace relationships, thus enhancing affective commitment. Zagenczyk et al. [31] show that employees' perceptions of the organization's ethical climate play a significant role in their cognitive and affective responses toward the organization. This is supported by Fahlevi et al. [32] and Teo et al. [33], who demonstrate a positive and significant relationship between perceptions of ethical climate and affective commitment. Additionally, Asif et al. [34] and Cheng et al. [35] emphasize that ethical leadership and an ethical organizational environment strengthen affective commitment. Similarly, Işik [36] and Torlak et al. [37] show that ethical leadership has a significant positive impact on affective commitment. Research by Fu et al. [38], Mansoara and Armanu [39], and Yazdan-shenas and Aghaei [40] also found that an ethical climate consistently strengthens employee commitment. Ampofo [41] confirms that organizational climate has a significant impact on affective commitment, and [42] shows that work engagement partially mediates the relationship between ethical leadership and organizational commitment.

H_2: Ethical Climate positively influences Affective Commitment.

2.3. Trust and Employee Readiness to Change

Social Exchange Theory explains social relationships as a continuous exchange of resources, where individuals consider the benefits and costs of such interactions [43, 44]. In the context of work relationships, this theory views the interaction between organizations and employees as a social exchange based on voluntary actions, beginning with the way the organization treats its employees, with the expectation of positive reciprocation [45]. When an organization shows trust toward its employees, employees tend to respond positively as a reciprocal gesture for the value they have received. Therefore, trust plays an important role in shaping perceptions of a fair and mutually beneficial work relationship, which can increase employees' readiness to embrace change [25]. A social climate filled with trust creates a sense of security and confidence in organizational goals, which serves as the foundation for the emergence of readiness to change.

Several studies have supported the direct influence of trust on employee readiness to change. Yean et al. [46] found that trust affects the readiness of public employees to adapt to change. This is supported by Erlyani et al. [47], who stated that organizational trust plays a significant role in change readiness. Mauluddi [48] also showed that trust in the organization has a positive and significant impact on readiness to change, aligning with the findings of Erlyani et al. [47], who emphasized the significant effect of organizational trust on readiness for change. Heim and Sardar-Drenda [49] found that trust enhances employees' willingness to change, and Tripuspita et al. [50] reinforced that trust in leaders has a significant influence on employee readiness to change.

H_3: Trust positively influences Employee Readiness for Change.

2.4. Ethical Climate and Employee Readiness to Change

Social Exchange Theory explains that work relationships are social exchanges influenced by perceptions of justice, value, and trust [43, 44]. In this context, a positive ethical climate creates a sense of security and trust that can encourage employees to be open to change. An organizational environment that upholds ethics facilitates fair and meaningful exchanges, thereby strengthening an individual's readiness to adapt to organizational dynamics. Several studies have shown that ethical climate positively influences employee readiness to change. Abusloum et al. [51] demonstrated that a climate of change affects employee readiness for change. Metwally et al. [52] found that the positive role of ethical leadership enhances employees' readiness to change. Yasmin et al. [53] also showed that ethical leadership has a significant positive influence on readiness for change. Research by Alanc and Kitapci [54] stated that organizational climate has a positive and significant impact on organizational change readiness. Similar findings were shown by Fredriksen [55] states that organizational climate directly affects individuals' readiness to face change. Based on these findings, it can be concluded that ethical climate contributes to shaping employees' readiness to embrace change.

H_4: Ethical Climate positively influences Employee Readiness for Change.

2.5. Employee Readiness to Change and Affective Commitment

Social Exchange Theory provides a conceptual framework for understanding how employee readiness to change can strengthen their affective commitment to the organization [43, 44]. When employees demonstrate readiness to change, they respond positively to the organization's efforts as part of a mutually beneficial social exchange, fostering a sense of ownership and affective commitment. Several studies support the positive influence of employee readiness to change on affective commitment. Haffar et al. [56] and Mansour et al. [57] demonstrate that employee readiness to change positively influences employees' affective commitment. Alqudah et al. [58] also state that employees' readiness to change affects their affective commitment. Research by Alqudah et al. [58] found a positive and significant relationship between affective commitment and readiness for change. Milovanovic et al. [59] show that organizational commitment influences employees' readiness to

change. The study by Utami and Wardani [60] confirms that readiness to change positively influences affective commitment. Additionally, there is research identifying a mediating role, such as the studies by Waisy and Wei [61] show that readiness plays an important role in bridging organizational factors with affective commitment. Despite some differing results, as seen in the study by Rachmawati et al. [1], there is generally empirical evidence that employee readiness to change contributes to enhancing employees' affective commitment.

H_5: Employee Readiness for Change positively influences Affective Commitment.

2.6. Trust, Affective Commitment and Employee Readiness to Change

According to Social Exchange Theory, trust can strengthen mutually beneficial working relationships, where employees feel valued and trusted, which in turn increases their readiness to adapt to organizational change [43, 44]. Positive trust creates higher satisfaction and loyalty, which increases employee readiness to face change [25]. Moreover, when employee readiness to change increases, it will create an increase in affective commitment to the organization. This is like the findings of Haffar et al. [56], Mansour et al. [57], and Haffar et al. [62], who found that employee readiness to change increases affective commitment. Based on this, our research hypothesis:

H_6: Trust positively influences Affective Commitment, mediated by Employee Readiness for Change.

2.7. Ethical Climate, Affective Commitment and Employee Readiness to Change

Social Exchange Theory explains that the relationship between individuals and organizations can be understood as a social exchange involving reciprocity and mutual obligations, where employees feel valued and receive fair treatment, thereby increasing their commitment to the organization [43, 44]. A positive ethical climate forms an organizational environment that facilitates fair and meaningful exchanges, thereby strengthening individuals' readiness to adapt to organizational dynamics [51]. When employees are ready to change, a sense of ownership and affective commitment will be created. This is supported by the findings of Haffar et al. [56], Mansour et al. [57], and Haffar et al. [62], which state that employees who are ready to change will have higher affective commitment. Based on this, our research hypothesis:

H_7: Ethical Climate positively influences Affective Commitment, mediated by Employee Readiness for Change.

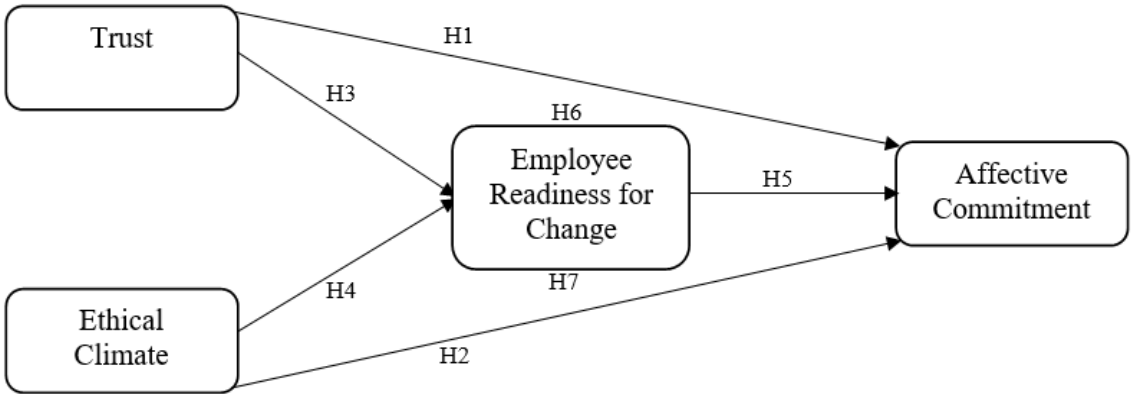

Figure 1.
Conceptual Framework.

3. Research Method

The population in this study consists of all civil servants in Indonesia. The sampling technique used is purposive sampling with the following criteria: (1) being a civil servant, (2) being directly involved in the government office relocation policy to the Nusantara Capital City in East Kalimantan, and (3) having a minimum of one year of service. Based on these criteria, this study selected civil servants working in the Clerkship and the General Secretariat of the Constitutional Court of the Republic of Indonesia as the unit of analysis. The selection of the Constitutional Court is based on several strategic considerations, including:

1. The Constitutional Court of the Republic of Indonesia is an independent state institution with a complex workload, where its employees serve as knowledge workers who heavily rely on integrity, ethics, and trust in carrying out their constitutional duties. This makes them a relevant subject for examining the variables of trust, ethical climate, and affective commitment.
2. Civil servants in the Constitutional Court of the Republic of Indonesia environment are part of the central government institution directly impacted by the capital relocation policy, thus facing significant adaptive pressure regarding changes in location and work systems.
3. As an institution with high symbolic and institutional value in the state structure, the organizational change dynamics in the Constitutional Court of the Republic of Indonesia reflect the challenges faced by the central bureaucracy in maintaining the continuity of commitment and readiness of civil servants to undergo major transformations.

Next, to determine the sample size, the formula developed by Yamane [63] is used as follows:

$$n = \frac{N}{1 + Ne^2}$$

Where,

N = Number of samples.
N = Population size.
E = The error that is still tolerable is taken as 0.05%.
so,

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{303}{(1 + 303 \times 0{,}05^2)}$$

$$n = \frac{303}{2{,}09}$$

$$n: 172\ respondent$$

Data collection in this study was conducted through a questionnaire using a 5-point Likert scale, involving 303 employees of the Constitutional Court of the Republic of Indonesia, who were invited to fill out the questionnaire online. Of the total number, 172 respondents completed the questionnaire fully and met the answer validity criteria, making their responses suitable for further analysis. The effective response rate was 56.77%, reflecting an adequate participation level for quantitative analysis. The indicators for each variable are as follows: (1) affective commitment according to Malla and Malla [16]; Alomran et al. [25]; Yao et al. [29] and Ng [64] which includes emotional attachment, identification with the organization, and involvement in the organization; (2) trust according to Dirks and Ferrin [65]; Hansen et al. [66] and Ozmen [67] which includes certainty in organizational decisions, open and honest communication, management support, integrity and consistency, and competence and professionalism; (3) ethical climate according to Victor and Cullen [30]; Martin and Cullen [68] and Zhang and He [69] which includes a caring climate, law and code climate, rules climate, instrumental climate, and independence climate; (4) employee readiness for change according to Holt et al. [70] and Vakola [71] which includes the ability of management to lead change, the perception that change is necessary, belief that the organization can implement change, and the perception that the change will bring benefits. The data analysis procedure employed Structural Equation Modeling (SEM) using AMOS 22 software in three stages: confirmatory factor analysis (CFA) to assess the quality of the instruments, goodness of fit (GoF) to test the model's suitability, and hypothesis testing for direct and indirect effects.

4. Results

4.1. Characteristics Demographic

Based on the demographic data of the respondents in Table 1, the total number of participants in this study is 172, with a balanced gender distribution of 50% male and 50% female. The majority of respondents are within the productive age range, with 50% aged 36–45 years, followed by 29.1% in the 46–55-year age group. Regarding work experience, most respondents have worked for 11–15 years (33.1%) and 16–20 years (29.7%), indicating that most have substantial work experience. In terms of education, the majority of respondents have a high level of education, with 54.1% holding a postgraduate degree, 29.7% a bachelor's degree, and 11% a doctoral degree, suggesting that the respondents have a strong academic background to understand organizational change and policies.

Table 1.
Demographic features.

Characteristics	Category	Frequency	%
Gender	Male	86	50.0
	Female	86	50.0
Age	18-25 years	2	1.2
	26-35 years	30	17.4
	36-45 years	86	50.0
	46-55 years	50	29.1
	>55 years	4	2.3
Working Hours	1-5 years	5	2.9
	6-10 years	34	19.8
	11-15 years	57	33.1
	16-20 years	51	29.7
	>20 years	25	14.5
Education	Senior High School/Vocational High School	6	3.5
	Associate Degree (D3)	3	1.7
	Bachelor's Degree	51	29.7
	Postgraduate Degree (Master's)	93	54.1
	Doctorate Degree	19	11.0
Total		172	100%

4.2. Validity and Reliability Test

Based on the validity and reliability test results presented in Table 2, all the variables tested, namely Affective Commitment, Trust, Ethical Climate, and Employee Readiness to Change, showed high loading factor values above the

established threshold of 0.7, indicating that the items used in these constructs are valid. Additionally, the values for Construct Reliability (CR) and Average Variance Extracted (AVE) for each variable are also above the recommended standards, with CR > 0.7 and AVE > 0.5, indicating that the instruments used are reliable. Therefore, all the variables in this study can be considered valid and reliable for further analysis.

Table 2.
Validity and Reliability Test.

Variable	Item for each construct	Loading Factor	Construct reliability	AVE	Information
Affective Commitment	I enjoy discussing my organization with people outside of it.	0.880	0.962	0.951	Valid and Reliable
	I consider the problems faced by my organization as my own.	0.854			
	I would not feel as emotionally attached to another organization as I do to this one.	0.903			
	To me, this organization remains the best place to work, even if it were to relocate.	0.872			
	My personal values align with those of this organization.	0.900			
	I fit well with the culture of this organization.	0.866			
	Despite potential relocation, I intend to stay with this organization for as long as possible.	0.844			
	Even if this organization relocates, I would be very happy to spend the rest of my career here.	0.854			
Trust	I believe that the decisions made by this organization are in the best interest of all stakeholders.	0.868	0.969	0.958	Valid and Reliable
	The decision to relocate the office still gives me a sense of security.	0.871			
	I trust the decisions made by this organization.	0.843			
	This organization openly shares important information about the office relocation that is relevant to employees.	0.814			
	I believe this organization is honest in communicating information about the office relocation to employees.	0.887			
	This organization shows a willingness to respond to employee feedback.	0.897			
	I feel supported by management during the office relocation process.	0.887			
	I can rely on this organization to act consistently.	0.832			
	This organization has the necessary capabilities to achieve its goals.	0.832			
	I believe this organization is led by professionals.	0.884			
	I believe this organization is run by competent employees.	0.838			
Ethical Climate	This organization considers what is best for all members during the office relocation process.	0.882	0.958	0.943	Valid and Reliable
	This organization cares about the interests of all its members in the process of relocating the office.	0.908			
	This organization does what is right for its partners and the community.	0.893			

	Members of this organization are expected to comply with applicable laws and professional standards.	0.903			
	In this organization, legal or professional codes of ethics are a primary consideration.	0.844			
	The decision to relocate the office aligns with this organization's ethical values.	0.780			
	This organization ensures that relocation-related regulations are properly followed.	0.853			
	Employees in this organization comply with organizational policies.	0.926			
	There are clear consequences for those who violate rules in this organization.	0.586			
Employee Readiness to Change	Organizational management is able to inspire employees to support the office relocation.	0.921	0.965	0.955	Valid and Reliable
	I understand that relocating the office is necessary to improve the organization's performance.	0.858			
	I believe that without relocating the office, the organization will face challenges in the future.	0.839			
	I am confident that the organization has sufficient resources to support the office relocation.	0.902			
	I believe the organization has the capability to manage the relocation process effectively.	0.899			
	I am confident that the office relocation will provide long-term benefits for the organization.	0.886			
	I believe this relocation will result in a better working environment for employees.	0.840			
	The office relocation will help the organization improve its performance.	0.895			

4.3. Goodness of Fit Model

The results of the model fit analysis show that the structural model in this study fits the empirical data well. The Chi-square value of 627.450 is below the cut-off value of 642.34, and the probability value of 0.115 exceeds the threshold of 0.05, indicating that there is no significant difference between the proposed model and the observed data. Other fit indices, such as TLI of 0.994 and RMSEA of 0.020, indicate a very good fit. The Chi-square to degrees of freedom ratio (CMIN/DF) of 1.071 further supports that the model has a reasonable and stable level of complexity. Although the GFI (0.835) and AGFI (0.812) values are slightly below the ideal threshold of 0.90, both are still considered marginal fits and are acceptable. Overall, the combination of these indicators shows that the model used in this study is suitable for further analysis to examine the relationships between variables.

Table 3.
Goodness of Fit Full Model.

Goodness of fit index	Cut-off value	Result	Conclusions
Chi-square	≤ 642.34	627.450	Fit
Probability	≥ 0.05	0.115	Fit
GFI	≥ 0.90	0.835	Marginal Fit
AGFI	≥ 0.90	0.812	Marginal Fit
TLI	≥ 0.90	0.994	Fit
RMSEA	≤ 0.08	0.020	Fit
CMIN/DF	≤ 2.00	1.071	Fit

4.4. Hypothesis Test

The results of the hypothesis testing presented in Table 4 show that all direct relationships between the variables tested have significant effects. Trust and Ethical Climate have a positive effect on Affective Commitment with β values of 0.261 ($p < 0.001$) and 0.227 ($p = 0.001$), respectively, thus supporting hypotheses 1 and 2. In addition, trust and ethical climate also

have a positive effect on Employee Readiness for Change with β values of 0.289 ($p < 0.001$) and 0.562 ($p < 0.001$), respectively, supporting hypotheses 3 and 4. Furthermore, Employee Readiness for Change also has a positive effect on Affective Commitment ($\beta = 0.431$, $p < 0.001$), thus supporting hypothesis 5.

In the mediation test, the results in Table 4 show a significant mediation effect of Trust and Ethical Climate through Employee Readiness for Change on Affective Commitment, with β values of 0.125 ($p = 0.001$) and 0.242 ($p < 0.001$), respectively, supporting hypotheses 6 and 7. These results indicate that Employee Readiness for Change plays a partial mediating role in the relationship between Trust, Ethical Climate, and Affective Commitment. The coefficient of determination (R^2) for the Employee Readiness for Change variable is 0.633, and for Affective Commitment is 0.731, indicating that this model explains most of the variance in both of these variables.

Table 4.
Hypothesis test.

Influence between variables	β	Estimate	P-Value	Conclusions
Trust -> Affective Commitment	0.261	4.009	***	Supported
Ethical Climate -> Affective Commitment	0.227	3.250	0.001	Supported
Ethical Climate -> Employee Readiness for Change	0.562	8.098	***	Supported
Trust -> Employee Readiness for Change	0.289	3.945	***	Supported
Employee Readiness for Change -> Affective Commitment	0.431	5.704	***	Supported
Trust -> Employee Readiness for Change -> Affective Commitment	0.125	3.260	0.001	Partial mediation effect
Ethical Climate -> Employee Readiness for Change -> Affective Commitment	0.242	4.695	***	Partial mediation effect
Squared Multiple Correlations				
Employee_Readiness_to_Change	0.633			
Affective_Commitment	0.731			

5. Discussions and Conclusions

The findings show that trust has a positive effect on affective commitment. This means that the higher the level of trust employees have in their organization, the stronger their emotional attachment, sense of belonging, and commitment to stay with the organization. Trust provides a foundation for employees to feel safe, valued, and confident in the direction the organization is taking, thus strengthening their affective commitment. These results are in line with the Social Exchange Theory, which states that social relationships based on trust and positive exchanges encourage individuals to develop loyalty and emotional commitment to the organization. When employees trust the organization and its leadership, they are more likely to show deep emotional engagement, feel a sense of shared purpose, and demonstrate a desire to remain part of the organization in the long term. This study is also consistent with the research of Curado and Vieira [11]; Alomran et al. [25]; George et al. [26]; Ndlovu et al. [27], and Pathardikar et al. [28].

Ethical climate has a positive effect on affective commitment. The stronger employees' perception of the presence of ethical values within the organization, the greater their emotional attachment to the organization. An ethical organizational environment creates a sense of justice, integrity, and trust, which strengthens loyalty, a sense of belonging, and affective commitment. These results align with the Social Exchange Theory, which explains that interactions based on trust, justice, and ethical values lead to positive reciprocal relationships. Perceptions of an ethical climate foster a sense of pride in being part of the organization and increase the willingness to contribute fully. This finding is consistent with studies by Fahlevi et al. [32] and Teo et al. [33].

Trust has been shown to positively influence employee readiness for change. The higher the trust employees have in the organization, the greater their readiness to accept and adjust to change. Trust creates a sense of security, confidence, and a positive perception of change, making employees more open to organizational transformation. This finding supports the Social Exchange Theory, which explains that reciprocal relationships based on trust foster readiness for change. Trust strengthens the perception that the organization is acting for the common good, leading employees to see change as an opportunity rather than a threat. This finding is consistent with research by Yean et al. [46], Erlyani et al. [47], Mauluddi [48], and Heim and Sardar-Drenda [49].

Ethical climate also has a positive effect on employee readiness for change. The stronger the perception of the ethical climate, the greater the employees' readiness to embrace change. A work environment that upholds ethical values creates a sense of security, justice, and trust in the change process. This aligns with the Social Exchange Theory, which states that relationships based on trust and ethics lead to positive behaviors, including readiness for change. An ethical climate creates healthy social exchanges, enhancing employees' motivation to support change. This study is consistent with the research of [51, 52, 72].

Employee readiness for change has a positive effect on affective commitment. The higher the readiness of employees to adapt to change, the stronger their emotional attachment to the organization. Employee readiness creates a positive perception of the direction of change, strengthening loyalty and a sense of belonging. These results support the Social Exchange Theory, which states that contributions to change reinforce affective commitment. Employees feel that their personal goals align with the organization's goals. This finding is in line with studies by Haffar et al. [56], Mansour et al. [57].

Employee readiness for change significantly mediates the relationship between trust and affective commitment. Trust not only has a direct effect on affective commitment but also influences it through readiness for change. Trust encourages readiness for change, which in turn strengthens emotional attachment to the organization. According to the Social Exchange Theory, employees who trust the organization show greater readiness as a form of contribution. Trust creates a sense of security and loyalty that forms the basis of affective commitment. This finding is consistent with research by Haffar et al. [56]; Mansour et al. [57].

Employee readiness for change also mediates the relationship between ethical climate and affective commitment. Perceptions of the organization's ethical climate enhance readiness, which in turn strengthens emotional attachment. An ethical climate creates a fair and dignified work environment, encouraging readiness for change, and ultimately increasing affective commitment. These results are in line with the Social Exchange Theory, which emphasizes social exchanges based on obligations and mutual respect. This finding is consistent with research by Haffar et al. [56], Mansour et al. [57], and Haffar et al. [62].

Our findings are relevant in the face of significant changes in public sector organizations, such as the relocation of the Constitutional Court from Jakarta to East Kalimantan. Civil servants are required to adapt not only geographically but also to new social, structural, and cultural dynamics. Employee readiness for change is not just a temporary attitude but the result of a continuous learning process. Employees who trust the organization and experience an ethical work climate are more willing to engage in adaptive learning, develop new capacities, and view change as part of their professional growth.

Furthermore, employee readiness for change can be understood as part of the organizational learning process, where employees absorb, internalize, and apply new knowledge in the context of change. Therefore, trust and ethical climate are not only relevant as work behavior variables but also as prerequisites for creating an adaptive and sustainable learning organization. Thus, this study emphasizes that trust and ethical climate play a dual role, both as an emotional foundation and as a catalyst for learning in the face of change. Employee readiness for change emerges as a key mechanism connecting the psychological conditions of the organization with employees' long-term loyalty. Our findings support the importance of developing an organizational culture that not only supports loyalty but also facilitates collective learning and readiness for transformation, especially in the context of public sector bureaucracy undergoing major structural and geographical changes.

6. Implications

Our findings provide a strategic foundation for strengthening human resource management within the Constitutional Court of the Republic of Indonesia and other public sector institutions. The relocation of the capital and bureaucratic transformation, trust, ethical climate, and readiness for change become critical elements in building sustainable affective commitment among civil servants.

First, building trust should be a priority in leadership and organizational governance. Trust in leadership and the institution can be developed through open communication, consistent policies, and involving civil servants in decision-making processes that affect their future. Interactions based on transparency and accountability will strengthen the perception that the organization prioritizes the common good.

Second, creating a strong ethical climate not only impacts the perception of organizational morality but also strengthens employee loyalty and motivation to stay and grow within the institution. To achieve this, ethical values should be institutionalized through recruitment policies, public ethics training, secure reporting mechanisms for violations, and recognition of behaviors that uphold integrity. Leaders must model ethical behavior in every organizational action.

Third, when facing significant changes such as the relocation of the Constitutional Court to East Kalimantan, the readiness of civil servants cannot be expected to grow naturally. The organization must facilitate learning interventions specifically designed to help civil servants understand, adapt, and actively contribute to the change process. Adaptive training programs, mentoring activities from officials who have already experienced relocation, and experiential learning approaches such as simulations or field visits to the new location can serve as means to strengthen employees' mental, emotional, and professional readiness.

Fourth, our findings emphasize that employee readiness for change is an essential bridge between trust, ethical climate, and affective commitment. This means that civil servants' emotional commitment depends not only on the current condition of the organization but also on their ability to learn and adapt to future dynamics. Therefore, management needs to integrate a learning culture into every aspect of bureaucratic transformation. This can be achieved through internal discussion forums, collective reflections on the change process, and providing access to relevant learning resources.

Finally, our findings aim to provide concrete guidance for HR managers and public policymakers that strengthening civil servants' affective commitment cannot be achieved through administrative or structural approaches alone. Long-term strategies that unify psychological, ethical, and learning dimensions are needed. The success of relocation or institutional reform largely depends on how prepared, valued, and supported employees feel to grow in the new environment. Therefore, investing in trust, ethical climate, and employee readiness for change is not just a managerial approach but a foundation for a resilient and sustainable public sector organization.

7. Limitations and Future Research

Although this study makes an important contribution to understanding the dynamics of trust, ethical climate, employee readiness for change, and affective commitment, there are several limitations that also open opportunities for further research, such as:

1. This study focuses on employees of the Constitutional Court of the Republic of Indonesia, a judicial public sector institution, so the findings are highly context-specific. While this provides a strength in offering in-depth insight into

the dynamics of public sector organizations in developing countries, generalizing the findings to other institutions, both domestically and internationally, requires caution. Therefore, expanding the study to various other government agencies, particularly those undergoing major transformations, such as the relocation to the capital city, would enrich the external validity of the findings and broaden their applicability.

2. The use of a quantitative approach with a questionnaire instrument provides strength in testing the relationships between variables objectively; however, it does not fully capture the emotional, cultural, and psychological contexts of employees in responding to change. Therefore, future research is recommended to use a qualitative or mixed-method approach to delve deeper into the process of forming readiness for change and affective commitment, especially in the context of the complexities of bureaucracy and the work culture typical of developing countries.

References

[1] R. Rachmawati, E. Haryono, R. A. Ghiffari, H. Reinhart, F. D. Permatasari, and A. A. Rohmah, "Best practices of capital city relocation in various countries : Literature review," presented at the E3S Web of Conferences, 2021.

[2] J. N. Marshall, "Public sector relocation policies in the UK and Ireland," *European Planning Studies*, vol. 15, no. 5, pp. 645-666, 2007. https://doi.org/10.1080/09654310701213939

[3] A. A. Yusuf, E. L. Roos, J. M. Horridge, and D. Hartono, "Indonesian capital city relocation and regional economy's transition toward less carbon-intensive economy: An inter-regional CGE analysis," *Japan and the World Economy*, vol. 68, p. 101212, 2023. https://doi.org/10.1016/j.japwor.2023.101212

[4] F. Steinberg, "Jakarta: Environmental problems and sustainability," *Habitat International*, vol. 31, no. 3-4, pp. 354-365, 2007. https://doi.org/10.1016/j.habitatint.2007.06.002

[5] H. Takagi, M. Esteban, T. Mikami, and D. Fujii, "Projection of coastal floods in 2050 Jakarta," *Urban Climate*, vol. 17, pp. 135-145, 2016. https://doi.org/10.1016/j.uclim.2016.05.003

[6] IQAir, *World air quality report*. Switzerland: IQAir, 2020.

[7] I. Perwira, S. D. Harijanti, M. Susanto, and M. Y. Adhihernawan, "Capital city relocation in Indonesia: Compromise failure and potential dysfunction," *Cogent Social Sciences*, vol. 10, no. 1, p. 2345930, 2024. https://doi.org/10.1080/23311886.2024.2345930

[8] T. Shimamura and T. Mizunoya, "Sustainability prediction model for capital city relocation in Indonesia based on inclusive wealth and system dynamics," *Sustainability*, vol. 12, no. 10, p. 4336, 2020.

[9] J. P. Meyer and N. J. Allen, "A three-component conceptualization of organizational commitment," *Human Resource Management Review*, vol. 1, no. 1, pp. 61-89, 1991.

[10] H. Parlar, M. E. Türkoğlu, and R. Cansoy, "Exploring how authoritarian leadership affects commitment: The mediating roles of trust in the school principal and silence," *International Journal of Educational Management*, vol. 36, no. 1, pp. 110-129, 2022. https://doi.org/10.1108/IJEM-04-2021-0160

[11] C. Curado and S. Vieira, "Trust, knowledge sharing and organizational commitment in SMEs," *Personnel Review*, vol. 48, no. 6, pp. 1449-1468, 2019. https://doi.org/10.1108/PR-03-2018-0094

[12] W. E. Shafer, "Ethical climate, organizational-professional conflict and organizational commitment: a study of Chinese auditors," *Accounting, Auditing & Accountability Journal*, vol. 22, no. 7, pp. 1087-1110, 2009. https://doi.org/10.1108/09513570910987385

[13] A. Aman, M. Rafiq, and O. Dastane, "A cross-cultural comparison of work engagement in the relationships between trust climate–Job performance and turnover intention: Focusing China and Pakistan," *Heliyon*, vol. 9, no. 9, p. e19534, 2023. https://doi.org/10.1016/j.heliyon.2023.e19534

[14] R. Ahmad, S. Ahmad, T. Islam, and A. Kaleem, "The nexus of corporate social responsibility (CSR), affective commitment and organisational citizenship behaviour in academia: A model of trust," *Employee Relations: The International Journal*, vol. 42, no. 1, pp. 232-247, 2020. https://doi.org/10.1108/ER-04-2018-0105

[15] S. Donati, S. Zappalà, and V. González-Romá, "The double-edge sword effect of interorganizational trust on involvement in interorganizational networks: The mediator role of affective commitment," *European Management Journal*, vol. 38, no. 4, pp. 613-622, 2020. https://doi.org/10.1016/j.emj.2019.12.014

[16] S. S. Malla and S. Malla, "Does the perception of organizational justice determine employees' affective commitment? The mediating role of organizational trust," *Benchmarking: An International Journal*, vol. 30, no. 2, pp. 603-627, 2023. https://doi.org/10.1108/BIJ-07-2021-0408

[17] C. B. Emenike and V. Nwogbo, "Relationship between teachers' perception of organozational trust and their job commitment in secondary schools in Anambra State," *UNIZIK Journal of Educational Research and Policy Studies*, vol. 4, pp. 46-56, 2021.

[18] S. Gullu and K. Yildiz, "An analysis on the relationship among trust in manager, political behavior and organizational commitment: The case of a sports organization," *Journal of Education and Training Studies*, vol. 7, no. 3, pp. 116-127, 2019. https://doi.org/10.11114/jets.v7i3.3957

[19] N. Shah and S. G. S. Shah, "Relationships between employee readiness for organisational change, supervisor and peer relations and demography," *Journal of Enterprise Information Management*, vol. 23, no. 5, pp. 640-652, 2010. https://doi.org/10.1108/17410391011083074

[20] Y.-C. Hung, T.-Y. Tsai, and Y.-F. Wu, "The effects of ethical work climate on organizational commitment in Taiwanese Military units," *Chinese Management Studies*, vol. 9, no. 4, pp. 664-680, 2015. https://doi.org/10.1108/CMS-09-2014-0172

[21] M. S. Lee, U. Hamidaton, A. Ismail, N. Shahida, and A. Sanusi, "Ethical climate as a determinant of organizational commitment," *International Journal of Asian Social Science*, vol. 8, no. 8, pp. 534-9, 2018. https://doi.org/10.18488/journal.1.2018.88.534.539

[22] M. S. Dinc and A. Huric, "The impact of ethical climate types on nurses' behaviors in Bosnia and Herzegovina," *Nursing Ethics*, vol. 24, no. 8, pp. 922-935, 2017.

[23] M. Gencoglu and M. S. Dinc, "Ethical climate, job satisfaction, and affective commitment relationship in the shoes manufacturing sector," presented at the International Conference on Economic and Social Studies, 2017.

[24] R. C. Mayer, J. H. Davis, and F. D. Schoorman, "An integrative model of organizational trust," *Academy of management review*, vol. 20, no. 3, pp. 709-734, 1995.

[25] A. M. Alomran, T. S. A. Ahmed, and A. M. Kassem, "Impact of organizational trust on organizational commitment: the moderating effect of national identity," *Cogent Social Sciences,* vol. 10, no. 1, p. 2309712, 2024. https://doi.org/10.1080/23311886.2024.2309712

[26] N. A. George, N. Aboobaker, and M. Edward, "Corporate social responsibility, organizational trust and commitment: A moderated mediation model," *Personnel Review,* vol. 50, no. 4, pp. 1093-1111, 2021. https://doi.org/10.1108/PR-03-2020-0144

[27] T. Ndlovu, E. S. Quaye, and Y. K. Saini, "Predicting organisational commitment: The role of line manager communication, employee trust and job satisfaction," *South African Journal of Business Management,* vol. 52, no. 1, pp. 1–11, 2021.

[28] A. D. Pathardikar, P. K. Mishra, and S. Sahu, "Procedural justice influencing affective commitment: mediating role of organizational trust and job satisfaction," *Journal of Asia Business Studies,* vol. 17, no. 2, pp. 371-384, 2023. https://doi.org/10.1108/JABS-08-2021-0356

[29] H. Yao, L. Ma, and S. Duan, "Unpacking the effect of teacher empowerment on professionalism: The mediation of trust in colleagues and affective commitment," *Teaching and Teacher Education,* vol. 141, p. 104515, 2024. https://doi.org/10.1016/j.tate.2024.104515

[30] B. Victor and J. B. Cullen, "The organizational bases of ethical work climates," *Administrative Science Quarterly,* vol. 33, no. 1, pp. 101-125, 1988.

[31] T. J. Zagenczyk, R. L. Purvis, K. S. Cruz, C. N. Thoroughgood, and K. B. Sawyer, "Context and social exchange: Perceived ethical climate strengthens the relationships between perceived organizational support and organizational identification and commitment," *The International Journal of Human Resource Management,* vol. 32, no. 22, pp. 4752-4771, 2021. https://doi.org/10.1080/09585192.2019.1706618

[32] M. Fahlevi, K. Jermsittiparsert, N. Wongsuwan, M. Aljuaid, and T. Chankoson, "Moderating effect of ethical climate between the relationship of coach ethical leadership and affective commitment : An evidence from Thailand nonprofessional soccer player," *Journal of Sport Psychology,* vol. 31, no. 3, pp. 158-169, 2022.

[33] S. T. Teo, T. Bentley, and D. Nguyen, "Psychosocial work environment, work engagement, and employee commitment: A moderated, mediation model," *International Journal of Hospitality Management,* vol. 88, p. 102415, 2020. https://doi.org/10.1016/j.ijhm.2019.102415.

[34] M. Asif, M. Qing, J. Hwang, and H. Shi, "Ethical leadership, affective commitment, work engagement, and creativity: Testing a multiple mediation approach," *Sustainability,* vol. 11, no. 16, p. 4489, 2019.

[35] J. Cheng, X. Sun, J. Lu, and Y. He, "How ethical leadership prompts employees' voice behavior? The roles of employees' affective commitment and moral disengagement," *Frontiers in Psychology,* vol. 12, p. 732463, 2022. https://doi.org/10.3389/fpsyg.2021.732463

[36] A. N. Işik, "Ethical leadership and school effectiveness: The mediating roles of affective commitment and job satisfaction," *International Journal of Educational Leadership and Management,* vol. 8, no. 1, pp. 60-87, 2020. https://doi.org/10.17583/ijelm.2020.4114

[37] N. G. Torlak, C. Kuzey, M. S. Dinç, and A. H. Güngörmüş, "Effects of ethical leadership, job satisfaction and affective commitment on the turnover intentions of accountants," *Journal of Modelling in Management,* vol. 16, no. 2, pp. 413-440, 2021. https://doi.org/10.1108/JM2-04-2019-0091

[38] W. Fu, F. He, and N. Zhang, "Antecedents of organizational commitment of insurance agents: Job satisfaction, ethical behavior, and ethical climate," *Journal of Global Business Insights,* vol. 5, no. 2, pp. 134-149, 2020.

[39] N. Mansoara and A. Armanu, "The effect between ethical climate and organizational culture on deviant behavior through organizational commitment as a mediation variable (studies on civil servants at the regional secretariat manokwari regency government)," *South East Asia Journal of Contemporary Business, Economics and Law,* vol. 24, no. 1, pp. 108-123, 2021.

[40] M. Yazdan-shenas and M. Aghaei, "Roles of ethical climate and perception of organizational politics in organizational trust and affective commitment of staff of the Ministry of Sport and Youth," *Journal of Human Resource Management in Sport,* vol. 8, no. 1, pp. 105–122, 2021. https://doi.org/10.22044/shm.2021.9661.2207

[41] E. T. Ampofo, "Mediation effects of job satisfaction and work engagement on the relationship between organisational embeddedness and affective commitment among frontline employees of star–rated hotels in Accra," *Journal of Hospitality and Tourism Management,* vol. 44, pp. 253-262, 2020. https://doi.org/10.1016/j.jhtm.2020.06.002

[42] R. Ramlawati, S. Serlin, A. Arminas, J. Junaidi, and W. Ready, "The role of ethical leadership on employee commitment to the organization: The mediating role of job satisfaction and job engagement," *Organ Psychol,* vol. 13, no. 1, pp. 73-91, 2023. https://doi.org/10.17323/2312-5942-2023-13-1-73-91

[43] R. M. Emerson, "Social exchange theory," *Annual Review of Sociology,* vol. 2, pp. 335–362, 1976.

[44] G. C. Homans, "Social behavior as exchange," *American Journal of Sociology,* vol. 63, no. 6, pp. 597-606, 1958.

[45] J. Gould-williams and F. Davies, "Using social exchange theory to predict the effects of hrm practice on employee outcomes," *Public Management Review,* vol. 7, no. 1, pp. 1–24, 2014. https://doi.org/10.1080/1471903042000339392

[46] T. F. Yean, F. C. Tan, and D. Nadarajah, "Determinants of adaptability and its impact on the change readiness of civil servants," *International Journal of Public Sector Management,* vol. 35, no. 5, pp. 622-639, 2022. https://doi.org/10.1108/IJPSM-12-2021-0263

[47] N. Erlyani *et al.*, "Communication climate and organisational trust to readiness for change in higher education," *SA Journal of Industrial Psychology,* vol. 50, p. 2092, 2024.

[48] M. R. Mauluddi, "The impact of work motivation organizational trust employee resilience on commitment to change with individual readiness for change as mediator in the context of organizations crisis experiencing," presented at the 8th Global Conference on Business, Management, and Entrepreneurship (GCBME 2023), 2024.

[49] I. Heim and N. Sardar-Drenda, "Assessment of employees' attitudes toward ongoing organizational transformations," *Journal of Organizational Change Management,* vol. 34, no. 2, pp. 327-349, 2021. https://doi.org/10.1108/JOCM-04-2019-0119

[50] M. Tripuspita, S. Sumiati, A. Sudiro, and D. W. Irawanto, "The effect of change of leadership and trust in leader on employee readiness to change," in *2nd International Conference on Democracy and Social Transformation (ICON-DEMOST 2023)*, 2024: Atlantis Press, pp. 5-9.

[51] A. M. Abusloum, R. Islam, and S. M. H. Kabir, "Impacts of climate for change, process of change and openness towards change on employees' readiness to transform conventional banking into Islamic banking system in Libya," *Journal of Islamic Accounting and Business Research,* 2024. https://doi.org/10.1108/JIABR-06-2023-0187

[52] D. Metwally, P. Ruiz-Palomino, M. Metwally, and L. Gartzia, "How ethical leadership shapes employees' readiness to change: The mediating role of an organizational culture of effectiveness," *Frontiers in Psychology,* vol. 10, p. 2493, 2019. https://doi.org/10.3389/fpsyg.2019.02493

[53] I. Yasmin, R. Yasmin, A. Din, A. Abbas, and M. Y. Idrees, "Interplay of ethical leadership and openness to experience on readiness for change and outcomes," *Voyage Journal of Educational Studies,* vol. 4, no. 1, pp. 1-20.

[54] O. U. Alanc and H. Kitapci, "Understanding the effects of organizational climate and creative work involvement on readiness for organizational change : A research on shipbuilding industry in Turkey," *Sustainability,* vol. 16, no. 15, p. 6382, 2024. https://doi.org/10.3390/su16156382

[55] R. E. R. Fredriksen, "The relationship between organizational climate, employee participation, and individual readiness for change within the Norwegian police service," Master's Thesis, 2019.

[56] M. Haffar *et al.*, "Organizational culture and affective commitment to e-learning'changes during COVID-19 pandemic: The underlying effects of readiness for change," *Journal of Business Research,* vol. 155, p. 113396, 2023. https://doi.org/10.1016/j.jbusres.2022.113396

[57] A. Mansour *et al.*, "Perceived benefits of training, individual readiness for change, and affective organizational commitment among employees of national jordanian banks," *Cogent Business & Management,* vol. 9, no. 1, p. 1966866, 2022. https://doi.org/10.1080/23311975.2021.1966866

[58] I. H. Alqudah, A. Carballo-Penela, and E. Ruzo-Sanmartín, "High-performance human resource management practices and readiness for change: An integrative model including affective commitment, employees' performance, and the moderating role of hierarchy culture," *European Research on Management and Business Economics,* vol. 28, no. 1, p. 100177, 2022. https://doi.org/10.1016/j.iedeen.2021.100177

[59] M. B. Milovanovic, Z. Bubas, and M. Cvjetkovic, "Employee readiness for organizational change in the SME internalization process: The case of a medium-sized construction company," *Social sciences,* vol. 11, no. 3, p. 131, 2022. https://doi.org/10.3390/socsci11030131

[60] F. W. Utami and R. Wardani, "The role of affective commitment to the readiness for changes of e-puskesmas entry officers in Mojokerto district," *Journal for Quality in Public Health,* vol. 4, no. 2, pp. 166-172, 2021. https://doi.org/10.30994/jqph.v4i2.204

[61] O. Waisy and C. Wei, "Transformational leadership and affective commitment to change: The roles of readiness for change and type of university," *International Journal of Innovation, Creativity and Change,* vol. 10, no. 10, pp. 459-482, 2020.

[62] M. Haffar *et al.*, "The mediating effect of affective commitment to change in the readiness for change–TQM relationship," *Total Quality Management & Business Excellence,* vol. 34, no. 3-4, pp. 326-344, 2023. https://doi.org/10.1080/14783363.2022.2054695

[63] T. Yamane, *Statistics: An introductory analysis*, 3rd ed. New York: Harper & Row, 1973.

[64] K. Y. N. Ng, "Effects of organizational culture, affective commitment and trust on knowledge-sharing tendency," *Journal of Knowledge Management,* vol. 27, no. 4, pp. 1140-1164, 2023. https://doi.org/10.1108/JKM-03-2022-0191

[65] K. T. Dirks and D. L. Ferrin, "The role of trust in organizational settings," *Organizational Science,* vol. 12, no. 4, pp. 450-467, 2001.

[66] S. D. Hansen, B. B. Dunford, A. D. Boss, R. W. Boss, and I. Angermeier, "Corporate social responsibility and the benefits of employee trust: A cross-disciplinary perspective," *Journal of Business Ethics,* vol. 102, pp. 29-45, 2011. https://doi.org/10.1007/s10551-011-0903-0

[67] Y. S. Ozmen, "How employees define organisational trust: analysing employee trust in organisation," *Journal of Global Responsibility,* vol. 9, no. 1, pp. 21-40, 2018. https://doi.org/10.1108/JGR-04-2017-0025

[68] K. D. Martin and J. B. Cullen, "Continuities and extensions of ethical climate theory: A meta-analytic review," *Journal of Business Ethics,* vol. 69, pp. 175-194, 2006. https://doi.org/10.1007/s10551-006-9084-7

[69] S. Zhang and H. He, "Examining the link between empowering leadership and unethical pro-organizational behavior: The mediating role of role stress and the moderating role of instrumental ethical climate," *Current Psychology,* vol. 43, no. 18, pp. 16554-16571, 2024. https://doi.org/10.1007/s12144-023-05610-0

[70] D. T. Holt, A. A. Armenakis, H. S. Feild, and S. G. Harris, "Readiness for organizational change: The systematic development of a scale," *Journal of Applied Behavioral Science,* vol. 43, no. 2, pp. 232-255, 2007. https://doi.org/10.1177/0021886306295295

[71] M. Vakola, "What's in there for me? Individual readiness to change and the perceived impact of organizational change," *Leadership & Organization Development Journal,* vol. 35, no. 3, pp. 195-209, 2014. https://doi.org/10.1108/LODJ-05-2012-0064

[72] I. Yasmin, R. Yasmin, A. Din, A. Abbas, and M. Y. Idrees, "Interplay of ethical leadership and openness to experience on readiness for change and outcomes," *Voyage Journal of Educational Studies,* vol. 4, no. 1, pp. 1-20, 2024.