

## EXPLORING THE DRIVERS OF CHANGE READINESS AND COMMITMET THROUGH THEMATIC ANALYSIS

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### Abstract

As the world and industry changes, companies can either resist the change or follow and transform themselves to survive. Change is difficult. Majority of companies failed to conduct change, and one of the main factors that determines change are the individuals in the organization. The same is occurring in The Company where their transformation facing threatening challenges and delay. A root cause analysis found that change readiness and change commitment may influence the issue in hand. Therefore, drivers of change readiness and change commitment were identified based on extensive literature review of 25 literatures to identify 4 main drivers which are: Transformational Leadership, Perceived Organizational Support, High-Performing HRM Practice, and Belief in Self-Efficacy. The research conducted qualitative approach through interview and thematic analysis. The interviews were conducted to 6 interviewees who are involved in the transformation of The Company. Thematic analysis was conducted in accordance with each of the change readiness and change commitment drivers by utilizing ChatGPT. The result from the interview and analysis elaborated that The Company weaknesses could be identified in its human resources management practices where it is deemed as lacking according to the interviewees' answer. From the analysis, solutions were identified and elaborated.

**Keywords:** *Change Management, Commitment, Employee Readiness, Leadership, Organizational Transformation*

### 1. INTRODUCTION

Resistance, uncertainty and disruptions are common reactions from the employee or other stakeholders when facing the transformation, especially when the change process is introduced suddenly or without planning. Meaney (2008) surveyed over 3,000 executives and found two-thirds of organizations did not succeed in implementing noticeable or significant change, even after conducting transformation initiatives. This is because organizational change depends largely on how individuals within organization respond to it (Oreg et al., 2011). Individuals play a critical role in the success of organizational transformation. An individual's response to organizational change can be influenced by their perception of how the change will affect them (Khaw et al., 2023). Employees may respond positively, negatively, or with ambivalence, depending on how they evaluate the benefits and risks associated with the transformation (Oreg et al., 2011). Some changes may be perceived as beneficial, while others may be seen as disruptive or threatening (Devos et al., 2007).

Studies have identified change readiness as a crucial factor influencing how individuals perceive and respond to change (Fatima et al., 2020). Readiness for change enhances adaptability and reduces hesitation. Research has shown that creating readiness helps lower resistance and encourages engagement with change processes (Riddell & Røisland, 2017). Studies also indicate that individuals with a higher level of readiness for change tend to demonstrate stronger commitment to change (Fatima et al., 2020). Moreover, research suggests that change readiness can actively reduce resistance, making employees more open to transformation effort (Ming-Chu & Meng-Hsiu, 2015). Furthermore, employees expectations regarding change efforts are also linked to their commitment levels. A study by (Portoghese et al., 2012) found that employees' commitment to change is strongly influenced by their expectations regarding the impact of change efforts. This study attempted to understand what are the drivers of change readiness and change commitment in an on-going transformation that were facing with challenges and hurdles along the way causing fatigue, disengagement, and resistance in the individuals. This study would benefit the change field of study by contributing the primary sources insight on themes related with drivers

of change readiness and change commitment. Furthermore, the study attempted to utilize Generative AI, Chat GPT 4 plus, in order to conduct data collection, integration and thematic analysis.

## 2. LITERATURE REVIEW

### 2.1 INDIVIDUAL CHANGE READINESS

Change readiness is essential to the success of change where it is even considered meaningful to assess employee readiness beforehand (Rahi et al., 2022). Creating readiness involves shaping employee attitudes, intentions, and beliefs to align with the desired change (Riddell & Røisland, 2017). This aligns with Lewin (1951) unfreezing stage, where employees begin to recognize the necessity of change and evaluate their organization's capability to implement it.

Armenakis et al. (1993) emphasize that change readiness is shaped by employees' attitudes, beliefs, and intentions, particularly their recognition of the need for change and confidence in the organization's ability to execute it. Change readiness is shaped by both internal and external factors, which influence how individuals and organizations respond to transformation initiatives. Several internal factors have been researched to contribute to the alleviation of change readiness. Such as personal efficacy, which plays a fundamental role in shaping an individual's willingness to embrace change (Wang et al., 2023). And Employees past experiences with organizational change also affect their perception of future transformations (Rafferty et al., 2013). If employees have encountered successful change efforts, they are more likely to approach new transformations with a positive mindset.

External influences outside of the personal-self such as organizational messaging, leadership behavior, and communication strategies also influence change readiness. Vakola et al. (2009) argue that organizations must create positive emotional responses by clearly communicating the need for change, its appropriateness, and the benefits for employees. Such effective internal communication plays roles in giving the employee knowledge and information on what the change is and how to adapt to change, while also ensuring accountability in how change initiatives are executed (Li et al., 2021). Leadership also plays a decisive role as an external factor in shaping employee reactions to change. Leaders who demonstrate confidence, transparency, and support are more likely to foster trust and commitment among employees (Fugate et al., 2012).

### 2.2 INDIVIDUAL CHANGE COMMITMENT

Commitment in a general sense refers to a mindset that attaches an individual to a particular course of action (Meyer & Allen, 1991). In the context of organizational change, commitment represents an individual's willingness to invest effort in implementing a transformation effort, rather than merely avoiding resistance (Choi, 2011). Foster (2010) defines change commitment as a force (mindset) that compels individuals to actively engage in change initiatives to ensure success. Meyer & Allen (1991) introduced the Three-Component Model (TCM) of commitment, on the dimensions of commitment to organizational transformation: (1) Affective Commitment – Emotional attachment to and identification with the organization and its transformation; (2) Continuance Commitment – The recognition of costs associated with resisting or leaving the organization; (3) Normative Commitment – A sense of obligation to support the change due to loyalty or ethical considerations.

Change commitment is shaped by both internal and external factors, which determine how employees perceive, react to, and sustain the commitment with the organizational transformations. Internal factors that help in sustaining and alleviating the change of commitment in an employee's perspective is positive experience with previous changes, which influences their willingness to engage in future change efforts (Choi, 2011). Studies have also found that self-efficacy, or an individual's belief in their ability to succeed in a change process, directly impacts commitment (Albrecht et al., 2022). Self-efficacy influence on employee commitment can be traced to how employees who feel competent in handling change are more likely to embrace transformation efforts (Bandura & Wessels, 1997). When employees with high self-efficacy engage in change processes, they view it as an obligation to commit to the transformational attempt (Kraimer, 1999).

External influences such as employee opportunity for participation, communication, and leadership support has been researched to alleviate commitment levels. Research indicates that when employees are actively involved in decision-making, they develop a sense of empowerment and control, making them more committed to the transformation (Armenakis et al., 1993). Furthermore, when communication attempts in an organization give a transparent and clear message about organizational change goals, employees are more likely to engage and commit to the transformation efforts (Albrecht et al., 2022). Ensuring transparent and continuous communication throughout the change process can increase employees' sense of commitment and involvement. Transformational leadership, in particular, has been found to increase employee commitment to change by strengthening

relationships between managers and employees (Ramos-Maçães & Román-Portas, 2022). Leaders who personalize communication, align organizational values with employee priorities, and reinforce a clear vision for change create an environment where commitment naturally develops.

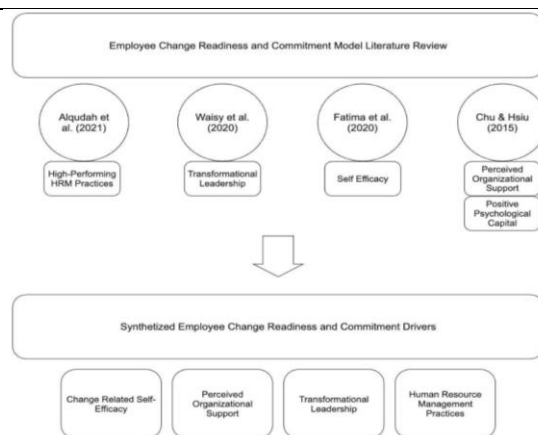
## 2.3 CONCEPTUAL FRAMEWORK

The conceptual framework for this study was developed based on the literature review. Literature was searched through scholarly databases like Google Scholar as well as directly searching for research articles from reputable journals. Furthermore, Systematic Literature Review on Change Readiness, Change Commitment, Change Resistance, as well as Individual Related Change was obtained and put into consideration in order to formulate a robust conceptual framework. From the literature searching process, around 70 literatures were identified and downloaded. Out of the 70 literatures, approximately 25 research articles gathered from the earlier process were reviewed and shown importance to the current research based on its content related with change readiness and change commitment. From the 25 research articles gathered, around 7 drivers of change readiness and change commitment were identified. The research articles and its identified change readiness and change commitment drivers can be seen in Table :1

**Table.1** Key Drivers of Change Readiness and Change Commitment

No	Key Drivers	Change Readiness	Change Commitment	Conceptual Framework
1.	Communication of Change Belief	Wang et al. (2023) Cho et al. (2021)	Choi (2011)	
3.	Transformational Leadership	Riddell & Røisland (2017); Al-Tahitah et al. (2018); Wang et al. (2023);	Riddell & Røisland (2017); Ramos-Maçães & Román-Portas (2022); Waisy & Wei (2020)	√
4.	Perceived Organizational Support	Riddell & Røisland (2017) Khaw et al. (2023) Ming-Chu & Meng-Hsiu (2015) Turgut et al. (2016)	(Albrecht et al., 2022)	√
5.	HR Practices and Capability	Choi (2011) Alqudah et al. (2022)	Riddell & Røisland (2017)	√
6.	Organizational Identity and Values	Cleary et al. (2019); Khaw et al. (2023) Olafsen et al. (2020)	Olafsen et al. (2020)	
7.	Employee Belief on Self-efficacy	Riddell & Røisland (2017) Wang et al. (2023) Fatima et al. (2020)	Riddell & Røisland (2017) Fatima et al. (2020)	√

Driving factors were chosen based on criteria that are relevant to the research context. First, the driving factors were chosen based on how it can fit into the adopted framework. Second, the driving forces were chosen on whether they affect change readiness and/or change commitment as well as it has been proven empirically in the previous research. Third, the chosen driving factors were picked based on the implementability in the researched company. Out of the 25 identified research articles which elaborates greatly about the driver of change readiness and change commitment, 4 empirically tested models were chosen as the basis of the conceptual framework. Out of the 7 change readiness and change commitment drivers, 4 drivers were chosen based on the above criteria which are: Transformational Leadership, Perceived Organizational Support, High Performing Human Resource Management (HRM) Practices, and Belief in Self-Efficacy. Conceptual framework of this research can be seen in Image 2. From this conceptual framework, information gathering would be based on.

**Image 1: Conceptual Framework**

### 3. METHOD

This research focuses on identifying the root cause of unreadiness and unwillingness to commit to change at individual level as well as finding the solution for the root cause. This research would focus on qualitative data collection techniques. Preliminary interviews have been conducted to form the root cause analysis on how the Company's transformation was conducted and how the change in Company were carried out. A series of interviews were carried. Then data analysis created conclusions and recommendations pertaining to how the Company could alleviate the individual change readiness and commitment.

#### 3.1 Data Collection Method

The primary data collection method for this study will involve a series of interviews. These interviews will target individuals who have experienced The Company's organizational transformation over the period of pre and during transformation, ensuring relevant and insightful perspectives. The interviews will be conducted on a face-to-face and open format basis for around 30 to 60 minutes to facilitate deeper engagement and a better understanding of the participants' experiences. The questions of the interviews were constructed based on the developed conceptual framework utilized in this study based on the Image 2. This will ensure that the interview will be able to answer some of the research question and be in line with the research. In order to gather the best information from the sources, the interview will be asked in Bahasa Indonesia, ensuring that participants can express themselves comfortably and clearly. Table.2 elaborated on the main question posed to the interviewee

**Table 2. List of interview questions on drivers of change readiness and commitment**

Drivers	List of Questions
Transformational Leadership	<ol style="list-style-type: none"> <li>What kind of attempt has the leader shown in order to lead and contribute to the change in the organization? <ol style="list-style-type: none"> <li>Has the leader shown creating clear vision and challenging goals regarding the transformation?</li> <li>Has the leader shown promoting intelligence, rationality and careful problem-solving?</li> <li>Has the leader considered and treated individuals differently during the transformation?</li> </ol> </li> <li>On the scale of 1-5, how important are transformational leaders in your opinion to help generate change readiness and change commitment?</li> <li>On the scale of 1-5, is the current leader shown transformational traits in order to generate change readiness and change commitment?</li> <li>What is your recommendation to improve the transformational leadership traits for the leaders in the organization?</li> </ol>
Perceived Organizational Support (POS)	<ol style="list-style-type: none"> <li>What kind of support has been given by the organization during the transformation process?</li> <li>On the scale of 1-5, how important is organizational support to generate</li> </ol>

	<p>change readiness and change commitment?</p> <ol style="list-style-type: none"> <li>On the scale of 1-5, is the current organizational support sufficient to generate change readiness and change commitment?</li> <li>What is your recommendation to improve the organizational support to improve change readiness and change commitment?</li> </ol>
High Performing Human Resource Management Practices	<ol style="list-style-type: none"> <li>What kind of HRM Practices have been provided to help you navigate this change? (HRM Practices include: Communication and clear Job Description, Result-Oriented appraisal, extensive training, selective staffing.)</li> <li>On the scale of 1-5, how important is High Performing HRM Practices in your opinion to help you to navigate the organizational transformation?</li> <li>On the scale of 1-5, is the current HRM Practices organized is sufficient to help you navigate the organizational transformation?</li> <li>What is your recommendation to improve the training and education aspect in the organization to navigate the transformation?</li> </ol>
Employee Belief on Self-Efficacy	<ol style="list-style-type: none"> <li>How do you perceive your self-efficacy capacity for change? How does this influence your change readiness and change commitment?</li> <li>What role do you believe your personality or mindset plays in your approach to change?</li> <li>On the scale of 1-5, how important is employee self-efficacy in your opinion to help generate change readiness and change commitment?</li> <li>On the scale of 1-5, is the current employee self-efficacy for change sufficient to face the transformation and commit to it?</li> <li>What is your recommendation to improve the employee self-efficacy for change readiness and commitment?</li> </ol>

## 3.2 Data Collection Method

Thematic Analysis is a qualitative data analysis method used to identify, analyze, and report patterns in Interview data. Furthermore, the data analysis method utilizes ChatGPT plus to conduct coding, theme identification, and theme analysis (Al-Sofi, 2024; Goyanes et al., 2024; Morgan, 2023; Sun et al., 2025). In qualitative research, ChatGPT, can help in coding and conducting thematic analysis by generating initial codes or giving option of interpretations, hence creating a smooth qualitative coding process (Goyanes et al., 2024) It is without a doubt that ChatGPT is far from being able to replace the human skills of qualitative researchers (Morgan, 2023). Yet currently, ChatGPT is able to provide an explicit but generally descriptive analysis of qualitative data (Goyanes et al., 2024). Therefore the research utilized ChatGPT plus especially for theme identification and assisting in other relevant process. The steps required in Thematic analysis are:

### 1. Data Preparation and familiarization

Data Preparation was done by transcribing the whole interview. In this step, transcription has been done automatically with transcription software that is able to analyze the voice that speaks in Bahasa Indonesia Language with multiple audio sources. Cleaning took place through re-listening the recorded interview result and correcting mistakes occurring from the automated transcription. Furthermore, the filtering process was done through removing irrelevant text such as special characters or HTML tags (Goyanes et al., 2024). Data familiarization was done by reading thoroughly.

### 2. Integration of Textual Content into ChatGPT

Integrating textual content into ChatGPT requires several steps. One of the reasons is due to the inherent word count limitation of ChatGPT and ChatGPT plus even though there is no specific word limit defined. Goyanes et al. (2024) suggested to input datasets into smaller chunks to ensure optimal performance, in this case the division could be made based on the individual interviewees such as interviewee 1, interviewee 2 and so on; However if the number of words exceed 1000 it is advisable to divided some more. Below is the example of textual integration prompt:



*Prompt 1. Hi Chat, we are going to give you a set of interviews. Specifically there are 6 interviewees in this research. So each instruction will be a block of interview with its thematic questions. Once we have uploaded all the interviews, we will let you know and start asking you for specific instructions, thank you.*

To ensure there is no error of number of interviews taken, the ChatGPT user can verify through this prompt:

*Prompt 2. Hi Chat, please confirm how many interviews we have uploaded to you in this chat.*

### 3. Theme Identification

Theme is an important aspect that is created in relation to answer the research question and to depict the phenomenon in research. To identify the theme, pattern or keyword in the text data. First it is necessary to access the chat thread where the interviews has been uploaded to identify common and/or recurring themes, taking into account all the uploaded content. Prompt can be inserted as follow:

*Prompt 3. Hi chat, please Identify as exhaustively as possible the most recurring themes taking into account the content of the 6 interviews that have been uploaded.*

### 4. Theme Analysis

An initial theme may not serve the research question or depicting the phenomenon in a suitable manner. There should be some revision and an improvement in theme quality in each iteration. This can be achieved through a better aggregation, division, or deletion of some irrelevant theme. In this case, we gave a clue to ChatGPT on which interview belongs to which topics. In this case we instruct the ChatGPT to analyze the theme based on the drivers of change readiness and change commitment. The Prompt example is as follow:

*Prompt 4.: Hi chat, please identify the themes of importance of transformational leadership based on the interview 1.1, interview 2.1, interview 3.1, interview 4.1, interview 5.1, and interview 6.1.*

### 5. Naming and Defining Theme

Each theme should depict the representation of what it aggregates, the interviews, and how each theme serves a connection from one another.

## 4. RESULTS AND DISCUSSION

Result Analysis was conducted based on the interview results of 6 interviewee from different background but eligible in terms of how they have been experiencing the transformation in the Company. The analysis conducted was divided into two parts, thematic analysis and driver's importance-presence analysis. Thematic analysis was conducted to see if there are any patterns and themes that can be derived from the interview result to be taken as insights hence key words can be generated to understand the interview result in a meaningful way. This analysis was conducted with Chat GPT plus as it has been mentioned in the previous chapter. Importance-presence matrix was utilized to analyze the importance of each driver of change readiness and change commitment, on the other hand driver's presence analysis was done to analyze the current status of change readiness and change commitment drivers in The Company. Both analyses would be done in order to formulate proposed solutions for The Company.

### 4.1 Thematic Analysis

The thematic analysis were carried out in order to identify the theme that are identified based on the interview. The themes were identified and analyzed with Chat GPT plus in accordance with the detailed prompt that has been explained in the methodology chapter. The theme will be presented in a summary on what kind of theme that occurs for both importance and presence question for each driver of change readiness and change commitment. The result of the thematic analysis can be found in Table: 3.

**Table 3: Thematic Analysis Result**

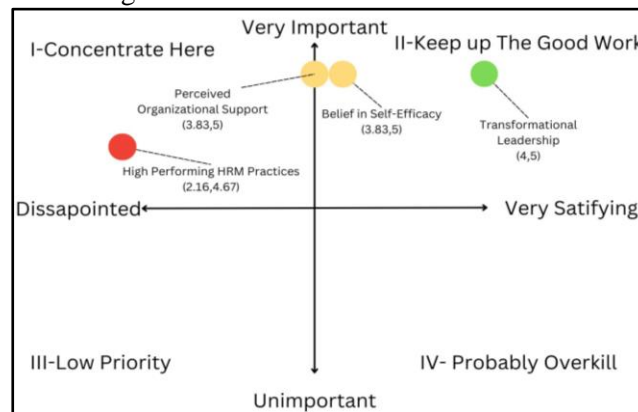
<b>Change Readiness &amp; Commitment Drivers</b>	<b>Extracted Themes of Importance</b>	<b>Extracted Themes of Presence</b>
Transformational Leadership	Clear Vision and Strategic Guidance; Gap Between Strategy and Execution; Leadership Adaptability and Change Readiness; The Impact of Leadership Confidence and Presence on Change Commitment	Leadership Enthusiasm and Visionary Drive; Gap Between Vision and Execution; Leadership Presence and Influence; Innovation and Long-Term ;Organizational Growth
Perceived Organizational Support	The Role of Leadership in Providing Organizational Support; Organizational Support as a Driver of Change Readiness and Commitment; Disparity Between General Organizational Support and HR Support	Perceived Insufficiency of Organizational Support; Disconnection Between Strategic Goals and Operational Support; Strong Leadership in Learning and Development, but Gaps in Structural Support
High Performing HRM Practices	HRM as a Fundamental Pillar for Organizational Effectiveness; HR's Role in Change Readiness Through Administrative Support and Structure; Beyond Administration: HRM as a Driver of Long-Term Employee Growth;	Lack of Performance Management and KPI Clarity; Minimal HR Engagement and Perceived Absence of HR Functions; Operational Continuity Despite HRM Weaknesses;
Belief in Self-Efficacy	Self-Efficacy as the Foundation for Executing Change; The Impact of Self-Belief on Overcoming Resistance to Change; Self-Efficacy as a Driver of a Positive Change Culture;	Self-Efficacy as Context-Dependent and Influenced by Alignment with Organizational Goals; The Initial Hesitation in Change Adaptation vs. Long-Term Confidence; Fluctuations in Self-Efficacy Based on Experience and Challenge Type

The thematic analysis enlightens importance information in a way that scale may not be able to capture it. In the thematic analysis, each of the driver's importance and theme presence can be noticed descriptively. The themes can help the researcher in building the best proposed solution for The Company in enhancing its change readiness and change commitment. However, this approach is quite subjective as there is no rating between each driver which could not represent which driver is more important than other. Therefore, Importance and Presence Matrix Analysis was conducted.

#### 4.2 Importance and Presence Matrix Analysis

The importance matrix and presence matrix analysis were conducted by using the result of the interview conducted beforehand. The scale for importance matrix is in the range of 1 to 5 where 1 is not applicable and 5 is very important. While the scale for the presence matrix is in the range of 1 to 5 where 1 disappointed and 5 is satisfied. Using Likert scale of 1 to 5 allows the ability to gain insight on which driver is deemed to be more important than others from the perspective of the aggregated view of the participants. By comparing the average result of the driver's importance score, it is possible to determine which driver is much more important and will be prioritized in the proposed solution. The result of this analysis can be seen in Image: 3. From the Image, it can be inferred that most of the drivers are important according to the interviewee with High Performing HRM Practices have the lowest score of 4.67. Conversely, variety of score in Presence Rating shows that Transformation driver is currently helping the change readiness and change commitment the most. While High Performing HRM Practices is the weakest among the drivers and listed as the priority for improvement. By utilizing Importance-Presence

analysis quadrant, it is possible create prioritization between the drivers of change readiness and commitment. The result of the analysis can be seen in Image:3.



**Image 2: Importance-Presence Analysis Quadrant Result**

## CONCLUSION

The result of this research presented 4 drivers of change readiness and change commitment in the Company which are transformational leadership, perceived organizational support, belief in self-efficacy, and high-performing human resources management practices. Based on the interview, thematic analysis, and importance-presence matrix, it was identified that transformational leadership, perceived organizational support, and belief in self-efficacy were the most important drivers, and followed closely by high-performing human resource management practices. This allow proposed solution that can be personalized to be formed based on the priority as well as the theme based on the interview results.

The implication of this study is that, the presence of transformational leadership, perceived organizational support, and self-efficacy may be required in order to reignite the readiness and sustain the commitment of those employees who are affected and in the middle of organizational transformation. Further studies could be conducted through quantitative study on how the drivers can influence both change readiness and change commitment. In addition, the utilization of ChatGPT 4.0 Plus may be beneficial for future research with the advancement of technology as well as the ability for non-academician to conduct research without the expertise in utilizing dedicated qualitative analysis application.

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