The Role of Age and Tenure as Moderators of Relationship Organizational Climate and Readiness for Change in Indonesian Air Force

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Abstract— With changing times come technological changes. Not only civil society but also military organizations experience the effects. The Indonesian Air Force is a military organization that requires technology to quickly anticipate changes that occur. This study aims to explore the influence of organizational climate on readiness for change as moderated by age and tenure. Data were obtained from 144 respondents consisting of soldiers and civil servants of the Indonesian Air Force. The instruments for this study include the Organizational Climate Scale and Readiness for Change Scale. The results show that there is a positive and significant effect between organizational climate and readiness for change (ß = 0.374, $p < 0.01$), there is a positive and significant effect on the relationship between organizational climate and readiness for change that is moderated by age ($R = 0.029$, $p < 0.05$); there is also a significant and positive effect on the relationship of organizational climate and readiness for change that is moderated by the tenure ($R = 0.021$, $p > 0.05$). There is no significant effect on the relationship between organizational climate and readiness for change that is moderated by age and tenure ($p>0.05$). This finding is useful for organizations to discover how much readiness for change occurs within the Indonesian Air Force so that organizations can provide appropriate interventions when age and tenure affect the readiness for change of soldiers.

Keywords: Readiness for change, organizational climate, tenure, age and Indonesian Air Force

Introduction

Facing the millennial era and technological advances, the largest impact on the Indonesian Air Force is the readiness of the organization to change. The policy taken by top management is “no change, no future” because it aims to change the organizational culture toward more efficient and effective performance management to support the operational capability of the Indonesian Air Force. This measurement is also a follow-up to the president's policy that stipulates that the Indonesian National Army must have Minimum Essential Force capability (Sulistiyono, 2008). This is also in line with the new jargon of the Indonesian Air Force: “Kesatria, Militan, Loyal dan Profesional,” or in English, "Knight, Militant, Loyal, and Professional.” With this new jargon, the Indonesian Air Force is required to always act and behave professionally and modernly and to optimize its capabilities to protect the Unitary Republic of Indonesia.

In line with technological progress, the change requires the organization to work optimally. Like an employee in a company, the implementation of the above jargon is the procedure for soldiers to always be ready to face all forms of changes that may occur. A previous study has indicated that members will be better prepared to change if they have an emotional closeness to their workplace (McKay, Kuntz, & Näswall, 2013). This has also been stated by Sri Sultan Hamengku Buwono X (Marbun & Julkifli, 2014), who said that “Indonesian Air force officers

are expected to be sensitive to technological developments for supporting the implementation of tasks." A statement from the sultan requires that the soldier, particularly an officer, must be able to deal with any changes that occur, and they must always prepare themselves to face changes at any time. According to Hanpachern, Morgan, George, and Griego (1998), if employees do not prepare themselves to change, they can become overwhelmed in the face of changes that occur.

In previous studies, one of the variables that can predict the likelihood of readiness for change is the organizational climate. Organizational climate has been identified as an important possibility of readiness for change that can be altered to facilitate better intended changes (Ochieng, Muturi, Douglas, & Douglas, 2015). The organizational climate is a series of perceptions given by workers to their workplace (Menendez, Suarez, Elsa, Pedrero, & Muniz, 2017). Evans has said that organizational climate illustrates organizational identity in general and is a series of feelings and understandings that employees have toward the work environment (Alizadeh, Zad, Hossein, Moakher, & Soltani, 2013). Hoy W. and Mixel S. have said that organizational climate can be considered an organizational identity; the relationship between climate and organization is the same as the relationship between people and their identity (Alizadeh et al., 2013). According to the conclusion of Alizadeh et al. (2013), adequate organizational climate makes employees ready to develop and change, which is a good strategy to reduce resistance to a policy. Thus, the military organizational climate that is perceived positively by the soldiers and civil servants of the Indonesian Air Force will increase their preparedness to face all forms of change that occur in the organization.

High bureaucratic systems in military organizations, such as in the Indonesian Air Force, require its personnel to be at a certain level of office. The tenure of the Indonesian Air Force personnel has its own rules, and as stated in Government Regulation Number 39 of 2010 concerning Indonesian National Army administration, the first service period of a soldier is 10 years. When compared with millennial employees, this makes the service period of a soldier quite long. Research conducted by Kunze, Boehm, & Bruch (2013) argues that individuals who have a long periods of work in the same workplace can have a behavioral decrease of the experienced such that a length of tenure will negatively affect readiness to change. Employees with new years of service tend to be more motivated to make changes and have more initiative.

On the other hand, to find out more about the readiness of individuals in change, Hanpachern (1997) includes the calculation of demographic data as a research variable. Demographic data include age, gender, education, marital status, work position, department, and years of service (Hanpachern, 1997).

An older employee, at the peak of his or her career, is assumed to be more rigidly cognitive, more focused on the short term, and, thus more resistant to change (Kunze et al., 2013). As Chiu et al. discovered, older employees tend to behave with resistance to changes (Kunze et al., 2013).

Previous research conducted by Kunze et al. (2013) found that age is not a barrier but provides a positive correlation of desire to change and productivity in older workers in the workplace that

change demographically; however, this only applies to white-collar workers in short-term positions. Then, what happens in the military environment, particularly the Air Force? Is age also not an obstacle to readiness to face organizational change? What about the long working period? What is the influence of age and tenure on readiness for change if viewed from the organizational climate? Based on this background, the researcher is focused on the effect of moderating age and tenure on the relationship between organizational climate and readiness for change. Then, researchers derived several research models and hypotheses, such as the one seen in Fig. 1.

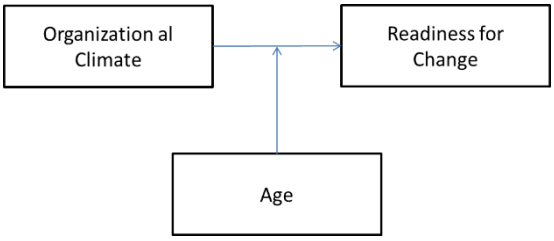

Fig. 1. The theoretical model of age as a moderator in the organizational climate and readiness for change relationship.

Based on this model, researchers wish to explore whether age can be a moderator in the relationship between organizational climate and readiness for change. The hypotheses are:

- H1: There is a significant and positive correlation of organizational climate on readiness for change.
- H2: There is a moderator effect by the age in the relationship of organizational climate and readiness for change.

In addition, the researcher would like to determine whether the relationship between organizational climate and readiness for change is moderated by tenure. Fig. 2 shows the second model, which looks at whether tenure can strengthen or even weaken the relationship between these two variables.

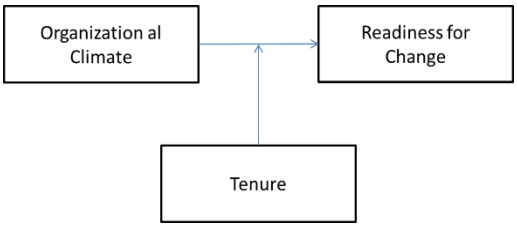

Fig. 2. The theoretical model of tenure as a moderator in the organizational climate and readiness for change relationship.

Based on the above model, the following hypothesis can be drawn:

- H3: There is a moderator effect by the tenure in a relationship between organizational climate and readiness for change.

To explore a deeper relationship, researchers assume that age and tenure can jointly influence the relationship between organizational climate and readiness for change. Employees with a long service life and old age can reduce their readiness to change. Fig. 3 shows this model.

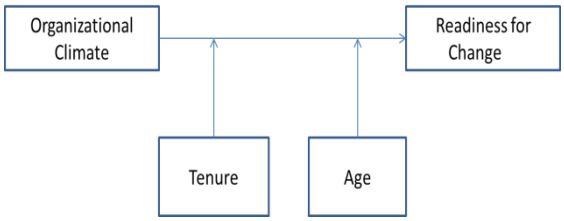

Fig. 3. The theoretical model of tenure and age as moderators in the organizational climate and readiness for change relationship.

The following hypothesis will attempt to draw a comparison from the two previous models:

- H4: There is a moderator effect by tenure and age in the relationship between organizational climate and readiness for change.

Literature Review

Readiness for Change

Weiner (2009) defines "readiness for change" as a multi-level construct because it can be applied at the level of individuals, groups, units, or organizations (Weiner & Bryan, 2009). According to him, when organizational readiness receives a high score, members of the organization will be more likely to undergo change, try harder, be more diligent, and behave more cooperatively. Individual change readiness reflects the extent to which an individual tends to accept, embrace, and adopt certain ways to intentionally change the current situation (Holt, Armenakis, Feild, & Harris, 2007). Hanpachern (1997) suggests that an individual's readiness for change is a condition in which the individual is ready to participate in organizational development activities. There are three dimensions of readiness for change proposed by Hanpachern: promoting change, participating in change, and resisting change. The results of his research show that employees with high scores on aspects of promoting and participating will have a high readiness for change as well; whereas employees who have a high score on the resisting change aspect will tend not to be ready to change.

Organizational Climate

Tagiuri and Litwin mention organizational climate as a stable quantity of organizational environment experienced by employees that influences their behavior (Alizadeh et al., 2013). According to Suarez et al. (2013), organizational climate is a set of perceptions shared by workers who occupy the same workplace. According to him, indicators of organizational climate perceptions can be seen globally, including cooperation, work organization, relationships, innovation, participation, and attachment to work.

Years of Service (Tenure)

Hanpachern (1997) classifies tenure into three groups: employees with a tenure of 1–10 years, 11–20 years, and 21–20 years. He conducted a multiple comparison analysis to determine which

group pairs were different. First, the result indicated that there are significant differences between people who have worked 1–10 years and people who have worked 11–20 years. Second, relatively new employees in the organization appear to have a higher level of readiness for change than those who have worked for more than 10 years. Third, no significant differences were found between employees with 11–20 years of service and those who worked more than 20 years.

Age

Pogson et al. define three managerial career stages based on age, namely the experimental stage (< 31 years), the stable stage (31–44 years), and the treatment stage (45 years and over) (Kunze et al., 2013). According to him, older employees who are in the treatment stage are assumed to be more rigidly cognitive and more short-term focused and, thus, are more resistant to change. The older members, who are often faced with complex things and have authority in assignments and decision making, will be more likely to behave socially, use more cognitive resources, and have the emotional maturity to take initiative (Kunze et al., 2013).

Research Methodology

Research Design

The research design used is cross-sectional because this research only used one periodic time. This design can also control a confounding variable without manipulating the data because the researcher wishes to see the relationship between variables. Samples were taken using a convenience sampling technique due to dependence on the readiness data in the field, and there is no judgment for them.

Participants

Respondents from this study are Indonesian Air Force soldiers and civil servants from various levels of rank with a minimum service period of over one year. From the results of the study, a sample of 144 respondents was obtained, with a composition of 108 males (75%) and 36 females (25%); 123 were military (85.42%), 20 were civil servants (13.89%), and one was an honorarium employee (0.69%). Participants ages ranged from 21–56 (M = 33.97 and SD = 7.601). There were 49 people in the experimental stage age category (34.03%), 73 people in the stable stage age category (50.69%) and 22 people in the treatment stage age category (15.28%). Tenure ranged from 1.5–32 years (M = 11.017 and SD = 8.1488). Respondent data were obtained by distributing questionnaires both offline and online all over the country.

Measurement

The measurement instrument of this study consisted of the Organizational Climate Scale from Suarez et al. (2013) (15 items, e.g., “In my job, innovate contributions are appreciated”). This measurement instrument has a score ranging from 1–6, where 1 is “Very Not Correct” and 6 is “Very Suitable” and has Cronbach's α of 0.783. The second measurement instrument is the Readiness for Change Scale from Hanpachern (1997) (14 items, e.g., “Willing to work more because of the change”), which has a score ranging between 1 “Strongly Disagree” and 6 “Strongly Agree” and has Cronbach's α of 0.864. All of the measurement instruments were

translated from English to Bahasa Indonesia. The variables of tenure and age were obtained from the demographic data of respondents.

Analysis

Hypothesis testing in models 1 and 2 are using template model 1 of Hayes (2013) PROCESS Macro on SPSS 24; however, in model 3, researchers used template model 2 of Hayes, which used the two moderators included. This study also used 10,000 corrected bootstrapped bias samples with a significance level of 95%.

Results

Table 1 describes the average magnitude and standard deviation of each variable and the correlation between variables, where organizational climate is positively correlated to readiness for change ($r = 0.374$, $p < 0.01$), and the tenure is positively and significantly correlated with organizational climate ($r = 0.215$, $p < 0.01$) and readiness for change ($r = 0.290$, $p < 0.01$). While the age variable was not correlated with organizational climate variables ($r = 0.109$, $p > 0.01$), the data can be seen in Table 1.

Table I. Mean, Standard Deviation, and Correlation

Variables	**Mean**	**SD**	**1**	**2**	**3**	**4**
Organizational Climate	69.2500	6.88517	-			
Readiness for change	66.4236	7.08449	0.374[a.]	-		
Age	33.97	7.601	0.109	0.277[a.]	-	
Tenure	11.017	8.1488	0.215[a.]	0.290[a.]	0.894[a.]	-

[a.] Correlation is significant at the 0.01 level (2-tailed).

Hypothesis Testing

Tables 2 and 3 explain the results of analysis from model 1. Hypothesis testing in this model used template model 1 on Process Macro from Hayes on SPSS 24. Based on the results in Table 3, there was a positive and significant effect between organizational climate on readiness for change (ß = 0.368, LLCI = 0.216, ULCI = 0.519, p = 0.000 (< 0.05)). From the measurement results, the obtained regression coefficient value of organizational climate to readiness for change (b2) is 0.368, meaning that every increase of 1 score from the average on the organizational climate will increase 0.368 scores on the measurement of readiness for change. This indicates that these results support Hypothesis 1.

Table II. Model Summary of Age and Organizational Climate

R	**R-sq**	**MSE**	**F**	**df1**	**df2**	**p**
0.486	0.236	39.166	14.416	3.000	140.000	0.000

Note: Dependent variable: *readiness for change*

Table III. Moderation Effect of Age in Relationship of Organizational Climate and Readiness for Change

Variables	coeff	se	t	p	LLCI	ULCI
Age	0.185	0.071	0.620	0.010	0.045	0.325
Organizational Climate	0.368	0.077	4.804	0.000	0.216	0.519
Organizational Climate x Age	0.029	0.011	2.691	0.008	0.008	0.050

Note: Dependent variable: *readiness for change*

Table 3 shows that the age of the soldier has an influence on readiness for change. The study results found that there was a positive and significant effect of the age variable on readiness for change (R=0.185, t (140) =2.620, p=0.010, LLCI=0.045, ULCI=0.325). The magnitude of the regression coefficient of age (b2, Fig. 4) obtained is equal to 0.185 (p <0.05). In other words, every 1-unit increase in job satisfaction will increase 0.185 on the readiness for change score. Positive regression coefficients indicate that employees who have a high age will have a high readiness for change as well. In other words, age can affect a soldier's readiness to deal with changes in the organization.

Tables 4 and 5 explain the results of analysis from model 2. Hypothesis testing in this model used template model 1 on Process Macro from Hayes on SPSS 24. Based on Table 5, a significant difference was found between organizational climate and readiness for change (ß = 0.371, t (140) = 4.599, p <0.05). The regression coefficient value of organizational climate to readiness for change (b2, Fig. 2) is 0.371, meaning that every increase of 1 score from the average on IO will increase 0.371 scores on the measurement of readiness for change. This also indicates that these results support Hypothesis 1.

Table IV. Model Summary of Tenure and Organizational Climate

R	R-sq	MSE	F	df1	df2	p
0.460	0.212	40.412	12.533	3.000	140.000	0.000

Note: Dependent variable: *readiness for change*

Table V. Moderation Effect of Tenure in Relationship of Organizational Climate and Readiness for Change

Variables	coeff	se	t	p	LLCI	ULCI
Tenure	0.152	0.069	2.194	0.030	0.015	0.289
Organizational Climate	0.371	0.081	4.599	0.000	0.212	0.531
Organizational Climate x Tenure	0.021	0.010	2.133	0.035	0.002	0.040

Note: Dependent variable: *readiness for change*

In Table 5, it is also shown that tenure is significantly able to predict the readiness for change, and there is a significant and positive effect of the tenure on the readiness for change variable (ß = 0.152, t (140) = -2.194, p = 0.030, LLC = 0.015, ULCI = 0.289). The magnitude of the

regression coefficient tenure (b1, Fig. 5) obtained is equal to 0.152 (p <0.05). In other words, every increase of 1 unit in tenure will decrease 0.152 in the score of readiness for change. Positive regression coefficients indicate that employees who have high tenure will also have a high readiness for change. In the other words, tenure can have an effect on the soldiers and Indonesian Air Force to deal with change that occurs in the organization.

Moderation Result

In Table 2, the results obtained indicate that organizational climate and age together can predict readiness for change (F (3, 140) = 14,416, p <0.05, R2 = 23.6%). Organizational climate variables and age variables were able to explain 23.6% of the variance in organizational commitment scores, whereas 76.4% were influenced by other variables not included in this analysis. A positive regression coefficient (R = 0.486) shows that employees who have high organizational climate and age will have high readiness for change too.

Hypothesis 2 in this study states that there is an influence of organizational climate on readiness for change that is moderated by age. Table 3 shows that there is a moderating role by age in the relationship between organizational climate and readiness for change. Positive and significant results explain that there is a moderator role by age in the relationship between organizational climate and readiness for change. In other words, the influence of organizational climate on readiness for change can be moderated by the age level of employees. This measurement process was carried out with template model 1 from the macro process from Hayes (2013) (ß = 0.029, t (140) = 2,691, p <0.05). This indicates that Hypothesis 2 is acceptable.

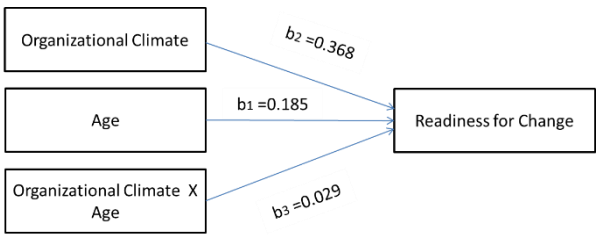

Fig. 4. Statistical model of age as a moderator in organizational climate and readiness for change relationship.

In Table 4, the results obtained show that organizational climate and tenure together can predict readiness for change (F (3, 140) = 12,533, p <0.05, R2 = 21.2%). Organizational climate and tenure were able to explain 21.2% of the variance in organizational commitment scores, whereas 78.8% were influenced by other variables not included in this analysis. The positive regression coefficient (R = 0.460) shows that employees who have high organizational and tenure will have high readiness for change too.

Hypothesis 3 in this study states that there is an influence of organizational climate on readiness for change that is moderated by tenure. The results of moderation testing using process macro from Hayes (2013) with template model 1 show that there is a significant effect on the relationship between organizational climate and readiness for change that is moderated by tenure (R = 0.021, t (140) = 2.133, p <0.05), In other words, the influence of organizational

climate on readiness for change can be influenced by the level of tenure of employees. This measurement result explains that Hypothesis 3 can be accepted.

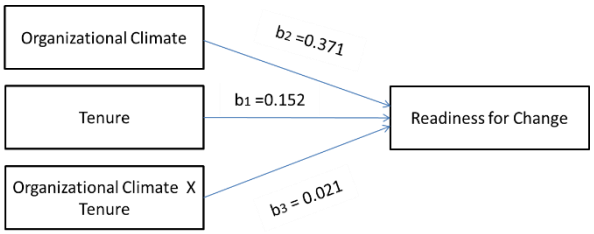

Fig. 5. Statistical model of tenure as a moderator in organizational climate and readiness for change relationship.

To see the deeper impact of age and tenure variables on the relationship between organizational climate and readiness for change, researchers also analyzed overall for all research variables. By looking at model 3, and using the template 2 model analysis from Hayes, the results obtained show that organizational climate, age, and tenure together can predict readiness for change, F (5, 138) = 8,526, p <0.05, R2 = 23.6% (see Table 6). Variable organizational climate, age, and tenure can explain 23.6% of the variance of readiness for change scores, whereas 76.4% was influenced by other variables not included in this analysis. The regression coefficient that is positive (R = 0.486) shows that employees who have high organizational climate, age, and tenure will have high readiness for change as well.

Table VI. Model Summary of Age and Tenure as Moderator

R	R-sq	MSE	F	df1	df2	p
0.486	0.236	39.734	8.526	5.000	138.000	0.000

Note: Dependent variable: *readiness for change*

In Table 7, we also find a significant difference between organizational climate and readiness for change, R = 0.369, t (138) = 4.349, p <0.05. From the measurement results obtained, the regression coefficient value of organizational climate to readiness for change of 0.369 means that each increase of 1 score from the average on the organizational climate will increase 0.369 scores on readiness for change measurements. This also proves Hypothesis 1.

Table VII. Moderation effect of Age and Tenure in Relationship of Organizational Climate and Readiness for change

Variables	coeff	se	t	p	LLCI	ULCI
Age	0.190	0.166	1.144	0.255	–0.138	0.518
Organizational Climate	0.369	0.085	4.349	0.000	0.201	0.537
Organizational Climate x Age	0.028	0.021	1.332	0.185	–0.014	0.070
Tenure	–0.005	0.161	–0.032	0.974	–0.323	0.312
Organizational Climate x Tenure	0.000	0.019	0.023	0.982	–0.038	0.039

Note: Dependent variable: *readiness for change*

However, after all demographic variables were analyzed together on organizational climate and readiness for change relationships, it was found that age did not significantly predict the readiness for change variable (R = 0.190, t (138) =1.144, p>0.05). The age regression coefficient (b2) obtained is equal to 0.190 (p> 0.05). In other words, every increase of 1 unit at age will only increase 0.190 in the readiness for change score (see Table 7).

Due to insignificant results between age and readiness for change variables, there is also no moderator role for age in the relationship between organizational climate and readiness for change (R = 0.028, t (138) = 1.332, p> 0.05). These results can be seen in Table 7, where the age variable does not significantly explain its role as a moderator in the relationship between organizational climate and readiness for change. In other words, the influence of organizational climate on readiness for change is not influenced by the age level.

Table 7 also shows that tenure is also not significantly able to predict readiness for change (R = -0.005, t (138) = -0.032, p> 0.05). The magnitude of the regression coefficient tenure obtained is equal to -0.005 (p> 0.05). In other words, every increase in 1 unit in tenure will reduce 0.005 in the readiness for change score.

The table also shows that there is no moderator role by tenure in the relationship between organizational climate and readiness for change (b3), (R = 0.000, t (138) = 0.023, p> 0.05). Non-significant results explain that there is no moderator role by tenure in the relationship between organizational climate and readiness for change. In other words, the influence of organizational climate on the readiness for change cannot be influenced by the level of tenure.

The conclusions from the results and the explanation in Table 7 are that age and tenure as variables are not given a significant effect on the relationship between organizational climate and readiness for change. In model 3, the age and tenure variables do not significantly provide a moderating effect on the relationship of organizational climate and readiness for change if analyzed simultaneously. Thus, Hypothesis 4 is rejected.

To describe the relationship between all variables better, the researcher presents a picture of the results of moderation between age and tenure in the relationship of organizational climate and readiness for change below.

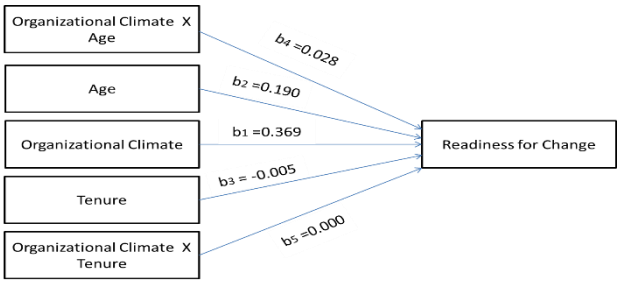

Fig. 6. Statistical model of tenure as a moderator in organizational climate and readiness for change relationship.

Discussion and Conclusion

This study aims to explore the influence of organizational climate on readiness for change that is moderated by age and tenure. Based on the results of the study, it can be concluded that age can provide an interaction effect on the relationship between organizational climate and readiness for change, as well as the tenure variable, if they are analyzed separately. Thus, the tenure and age of Indonesian Air Force personnel really affects their readiness to deal with changes that occur in the organization. The results of this study can explain that Indonesian Air Force personnel from any level, both rank and service period have the same readiness to deal with organizational change, especially in technological progress.

The results of this study explain to us that there are special cases that we must understand. In military institutions, age and tenure cannot be analyzed together because there are hierarchical norms. A soldier with a young age and a new tenure can have a higher rank than those who are older and older soldiers who must obey their orders, all depending on their rank. On the other hand, the length of a soldier serving also does not determine the position they hold. For example, for those at the sergeant level, having a longer tenure does not come with the same experience and understanding as the officer level in which tenure is classified as new. Both new soldiers and old soldiers will always be ready if they have an order by their chief. This is why longer tenure of a soldier does not have much effect on readiness for change; however, the longer they serve, the more understanding they will have of the organizational environment, and they will be more prepared to face all kinds of changes. Therefore, the tenure of a soldier does not affect their readiness to change, depending only on orders. Thus, the analysis must be carried out separately between age and tenure in describing organizational climate relations and readiness for change to obtain conclusions that can be used as a basis for making the right decisions.

Other than that, this research was also conducted in certain populations where respondents were soldiers and civil servants who worked in the Indonesian Air Force. Access to this population is still very limited for the general public because there is an element of hierarchy and rigid bureaucracy in our sample. The researcher must have special permits with certain requirements that must be examined first through a long bureaucracy. Studies that use demographic data are also still limited in number. There are no similar studies, especially those that measure readiness for change in military institutions and, more especially, in the Indonesian Air Force.

Theoretical Implication

This research focuses on demographic data that are rarely found in other research, so it can be an addition to the research literature. This research also produces an overview of antecedents from the readiness for change. The results obtained illustrate that organizational climate positively affects readiness for change. This is consistent with the theory of Alizadeh et al. (2013), stating that an adequate organizational climate makes employees ready to develop and change, and this is a good strategy for reducing resistance to a policy.

Additionally, it was found that tenure can be given a positive and significant influence on the relationship of organizational climate to readiness to change. This is not in line with the research

conducted by Kunze et al. (2013), stating that older employees at the peak of their careers are assumed to be more rigidly cognitive and more focused on the short term and, thus are more resistant to change. According to him, a long working period will have a negative impact on readiness to change. However, in Hanpachern's (1997) study, it was explained that no significant differences were found between employees who had worked for 11–20 years and those who worked for more than 20 years. These results can provide a new understanding of the literature, where in the military sample, tenure will have a positive effect on readiness to change.

Moderation in this study found that tenure and age variables had an interaction effect on the relationship between organizational climate and readiness to change if they were analyzed separately. This research also focuses on the demographic data that are rarely found in other research; therefore, it can be added to the research literature.

Practical Implication

The practical implication for organizational development obtained in this study is the importance of knowing how much readiness for change there is in the Indonesian Air Force. Organizations can provide appropriate interventions when age and tenure can affect readiness for change in soldiers. If soldiers are more prepared to face all forms of change within their organization, it will be easier for them to run new programs designed by their leaders. Additionally, in accordance with the results of this study, the organization can provide coaching to soldiers regularly, with the aim of minimizing the influence of age changes on readiness for change so that soldiers will always be able to grow insights and structure their thoughts to deal with change.

Acknowledgment

The authors are thankful to the soldiers and civil servants of the Indonesian Air Force, as well as all experts from the University of Indonesia (magister profession of industrial and organizational psychology) for their contributions.

This research still has limitations because there are several respondents. Online data distribution felt by most soldiers is quite challenging to do given the availability of networks in the remote areas and their busyness in maintaining the integrity of the nation. Therefore, it is quite challenging for researchers to get more relevant data in the field; therefore, the researcher feels that they cannot represent all Indonesian Air Force personnel throughout Indonesia, who are military and civil servants and honorariums. However, equitable distribution of data from Sabang to Merauke can be a consideration for the results of this study. If there is the desire to conduct similar research at Indonesian Air Force institutions, the suggestion is to increase the number of respondents to be able to represent Indonesian Air Force personnel as a whole better.

In this study, researchers also did not include control variables, such as gender. The feeling is those gender variables have an influence on the relationship between organizational climate and readiness to change. The suggestion for the next study is to enter gender variables as control variables.

There are three levels of hierarchy in military institutions: officers, non-commissioned officers, and enlisted officers. Additionally, there are civil servants and honorary employees. Data collection is still general and not specific at a certain level; therefore, there are differences in position levels in the sample. This can be investigated further when the level variables in this institution are separated.

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