

## The Individual Readiness On Workforce Agility Of Indonesian Military Reserve Components

**Herlina Juni Risma Saragih (Indonesia)**

Faculty of Defense Management, Republic of Indonesia Defense University Salemba Raya Street No. 14, Jakarta, Indonesia [herlina.saragih@idu.ac.id](mailto:herlina.saragih@idu.ac.id)

### ABSTRACT

The aim of this paper is to analyze the relationship between readiness to change, perceived organizational support, and workforce agility in the Indonesian Military Reserve Components. This study utilized a quantitative approach using structural equation modeling (SEM). The population comprised 3,103 Indonesian Reserve Component, with a sample of 356 individuals determined using the Slovin formula. Data analysis was conducted using SmartPLS v.4, including inner and outer measurement model tests. The study provides several results, firstly, individual readiness to change has a positive and significant influence on workforce agility. This is because rapid changes occur frequently in the military, and the ability to effectively respond to environmental changes is crucial for operational success. Secondly, individual readiness to change also has a positive and significant influence on perceived organizational support. Individuals with a higher level of readiness are more open to change and will make efforts to adapt quickly. Thirdly, perceived organizational support has a positive and significant influence on workforce agility. This is because the support provided by colleagues, superiors, and organizational policies enables reserve TNI members to work effectively and adapt to changes.

**Keywords:** Individual Readiness to Change, POS, Workforce Agility, JEL Classification: M00, O22

### INTRODUCTION

TNI (Indonesian National Army) has a reserve component, a main component, and a supporting component. The reserve component includes the Reserve Force, which consists of citizens who have completed their mandatory military service and are stationed in the Kodam Master Regiment to fill the needs of personnel needed in an emergency or war. The main components of the TNI include the Army, Navy, and Air Force, which are responsible for national defense, regional security, and safeguarding state sovereignty in the air, sea, and land. While the supporting components of the TNI include institutions that play a role in supporting the operational tasks of the TNI, such as the TNI Health Center, Training Center, Education Center and many more. With these three components, the TNI can carry out its duties in maintaining national security and defense effectively and coordinated.

The TNI reserve component is part of the civilian members recruited and trained by the TNI to help maintain national security in Indonesia. They remain civilians working in various sectors of life, but are ready to support the TNI's work in situations of emergency or armed conflict. Recruitment of TNI reserve components is usually carried out through the Reserve Component Career Soldier (PKKC) program, where they will go through the basic military selection and training stages. After completing the training, they have the status of reserve soldiers and can be called up to be assigned tasks and responsibilities according to the needs of the TNI.

The TNI reserve component is divided into several categories, namely (1) TNI Reserve Coaches: they are members of civil society who have professional knowledge and skills in certain fields, such as economics, politics, law, academics, and others. They can assist in defense and national security policy planning. (2) TNI Reserve Soldiers: they are reserve components that have military capabilities and can be empowered in situations of emergency or armed conflict. They may have undergone basic military training and have knowledge of military tactics and strategy. (3) TNI Reserve Personnel: they are members of civil society who have special abilities, such as medical, technical, or logistical. They can provide support in certain areas needed by the TNI. As a reserve component of the TNI, they remain civilians and have their main jobs in the community. However, they must be prepared to carry out military duties and responsibilities if necessary. In situations of emergency or armed conflict, they may be called upon by the TNI to assist with military operations, disaster relief, or security restoration.

Reserve components have an important role in maintaining the stability and smooth operation of the main components of the Indonesian Armed Forces. In the face of various threats, the Indonesian TNI has various reserve components ready to be mobilized to support active armed forces. From a threat perspective, the reserve component of the Indonesian TNI has the main task to deal with threats from within and outside the country. Threats from within include social unrest, terrorism, separatism, and inter-tribal or religious conflicts. Meanwhile, external threats include invasions or attacks from other countries that want to control Indonesian territory. Therefore, the reserve component of the Indonesian TNI must have strong enough capability and capacity to deal with these threats.

## 1. LITERATURE REVIEW

### 1.1. Individual Readiness To Change

According to Armenakis et al. (1993), the concept of readiness for change refers to the state of understanding that occurs when members of an organization have a positive attitude, belief, and intention towards the proposed change. Holt et.al (2007) further adds that readiness for change is a comprehensive attitude shaped by various factors such as the content, process, context, and individuals involved in the change. In order to assess readiness, it is essential to gauge the extent to which individuals are inclined to agree, accept, and adopt specific plans aimed at altering the current situation. The study employed several indicators to measure readiness including the belief that change is necessary for the organization (Discrepancy), the belief that the specific changes implemented are appropriate to address the problems faced (Appropriateness), the confidence in the ability of employees and the organization to implement the changes (Efficacy), the perception that the organization provides support and is committed to the success of the changes (Principal Support), and the belief that the change will bring personal benefits to the employees (Personal Valence).

### 1.2. Perceived Organizational Support (POS)

POS refers to employees' perception of how an organization supports and assists them with the challenges they encounter. It encompasses the recognition of employees' performance outcomes and contributions to the institution, as well as the promotion of their well-being. The concept of POS was introduced by Eisenberger et al., and subsequent researchers have focused on developing measurement scales, identifying factors influencing POS, and examining its positive impact on employees and organizations through empirical studies. The indicators used in this study include: (1) Discrepancy, which reflects the belief that organizational change is necessary; (2) Appropriateness, which indicates the belief that specific changes address the relevant issues; (3) Efficacy, which reflects the belief in employees' and the organization's ability to implement change; (4) Principal Support, which signifies the perception of organizational support and commitment to successful change implementation; and (5) Personal Valence, which reflects the belief that change brings personal benefits to employees.

### 1.3. Workforce Agility

In a recent study by Petermann et al. (2022), they introduce a novel model for measuring workforce agility. This model comprises five distinct intelligences that have undergone empirical testing. The first is interpretive intelligence, which involves understanding and responding to shifts in the market and customer demands. The second intelligence is competence, which refers to the ability to quickly acquire new skills and information. Collaboration is the third intelligence, emphasizing effective teamwork across functional and project boundaries. The fourth intelligence is culture, which entails empowering agility and enabling independent decision-making within the workforce. Lastly, information systems are the fifth intelligence, providing the necessary IT infrastructure support.

Additionally, Petermann and Zacher (2022) have developed an agile workforce taxonomy, consisting of 10 dimensions that were identified through concept mapping and critical incident techniques. These dimensions include accepting changes, decision-making, creating transparency, collaboration, reflection, user centricity, iteration, testing, self-organization, and learning. These indicators serve as a framework for assessing and categorizing different aspects of workforce agility.

## 2. METHOD

The research methodology employed in this study is quantitative, utilizing a structural equation model (SEM) approach. According to Ramadani (2010), SEM refers to a second-generation structural equation model, a statistical technique that permits researchers to analyze the connections between intricate variables, both recursive and nonrecursive, to acquire a thorough understanding of a model. The study's subject population consisted of 3,103 Komcad TNI individuals. The sampling technique employed in this study utilized the Slovin formula, resulting in a sample size of 356 individuals. Data analysis was conducted using SmartPLS v.4 software, employing inner measurement model and outer measurement model tests.

### 3. RESULT

#### 3.1. Evaluation Measurement (Outer) Model

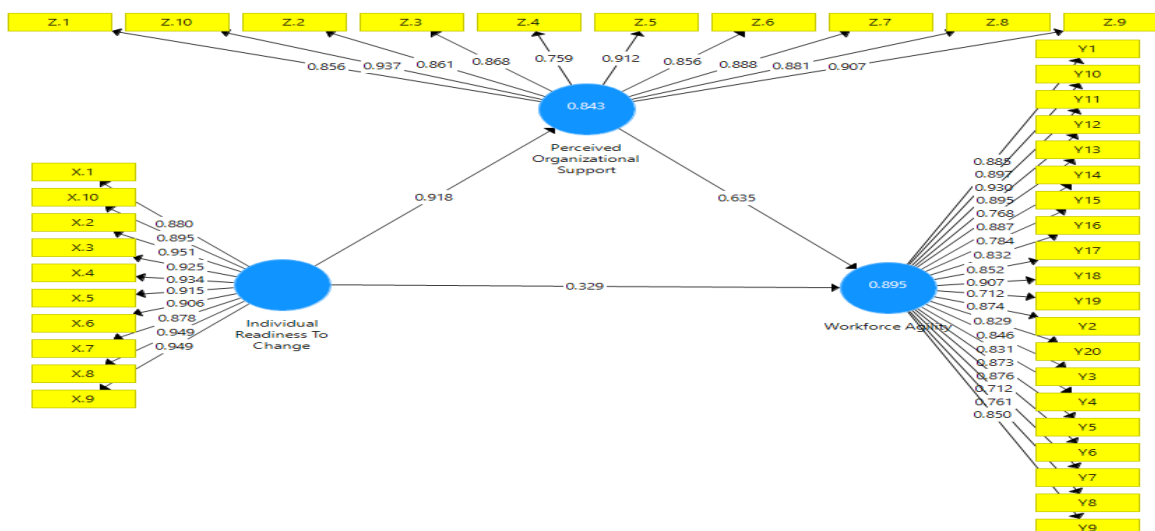


Figure 1, Evaluasi Measurement (Outer) Model  
 Source : Data Processed with SmartPLS, 2023

Based on figure 1, it is known that all questions in the questionnaire are considered valid because they have a value above 0.7 or >0.7.

#### 3.2 Convergent Validity, Composite Reliability dan Cronbach's Alpha

Table 2 Convergent Validity, Composite Reliability dan Cronbach's Alpha

Path	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Individual Readiness To Change	0,979	0,980	0,982	0,844
POS	0,965	0,966	0,970	0,763
Workforce Agility	0,978	0,980	0,980	0,709

Source : Data Processed with SmartPLS, 2023

The article evaluates the convergent validity of a measurement model that uses reflective indicators. This is done by examining the loading factors of the indicators that measure each construct. The study focuses on three constructs, each with 40 indicators ranging from 1 to 5 on a scale. The results of the measurement model test, presented in figure 1 and table 1, indicate the following:

1. The construct of Individual Readiness To Change is assessed using indicators X1 to X20. All indicators have loading factors above 0.7 and an Average Variance Extracted (AVE) of 0.5.
2. The construct of POS is measured using indicators Z1 to Z10. All indicators have loading factors above 0.7 and an AVE of 0.5.
3. The construct of Workforce Agility is measured using indicators Y1 to Y20. All indicators have loading factors above 0.7 and an AVE of 0.5.

Based on these loading factor results, it can be concluded that all constructs demonstrate good convergent validity. Additionally, a construct's reliability is assessed based on a composite reliability value above 0.70 and a Cronbach's alpha value above 0.60. According to the SmartPLS output in figure 1 and table 1, all constructs meet these reliability criteria. Therefore, it can be inferred that the constructs exhibit good reliability.

### 3.2 Structural Model Testing (Inner Model)

**Table 2 Structural Model Testing (Inner Model)**

Path Coefficient	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Individual Readiness To Change -> POS	0,918	0,919	0,014	65,447	<b>0,000</b>
Individual Readiness To Change -> Workforce Agility	0,912	0,912	0,017	55,224	<b>0,000</b>
POS -> Workforce Agility	0,635	0,639	0,098	6,503	<b>0,000</b>

Source : Data Processed with SmartPLS, 2023

### 3.4. Hypotheses Testing Results

According to the information presented in Table 2, it is evident that the t-statistic for the direct impact of Individual Readiness To Change on Workforce Agility is higher than the t-table value of 1.967. The t-statistic is 55.224, indicating a significant positive influence of 0.919. Additionally, the P-value is less than 0.05 at 0.000. As a result, it can be concluded that the direct influence of Individual Readiness To Change on Workforce Agility is both positive and significant. Consequently, the hypothesis H1 is accepted, while H0 is rejected.

Similarly, the t-statistic for the direct effect of Individual Readiness To Change on POS is greater than the t-table value of 1.967. With a t-statistic of 65.447, there is a significant positive influence of 0.912. Furthermore, the P-value is less than 0.05 at 0.000. Thus, the direct influence of Individual Readiness To Change on POS is positive and significant. Hence, the hypothesis H2 is accepted, while H0 is rejected.

In Table 2, it is observed that the t-statistic for the direct impact of POS on Workforce Agility exceeds the t-table value of 1.967. The t-statistic is 6.503, demonstrating a positive influence of 0.639. Additionally, the P-value is less than 0.05 at 0.000. Therefore, it can be concluded that the direct influence of POS on Workforce Agility is both positive and significant. Accordingly, the hypothesis H3 is accepted, while H0 is rejected.

## 4. DISCUSSION

Individual Readiness To Change (IRTC) refers to an individual's desire, willingness, and ability to change and adopt change in the work environment. Workforce Agility reflects the flexibility and adaptability of individuals and organizations in responding quickly to external and internal changes. The direct effect of IRTC on Workforce Agility is positive and significant on the TNI reserve component can be explained as follows:

1. In the context of individual flexibility and adaptability. Individuals with a high level of IRTC tend to be more open to change and have the ability to flexibly change their duties and responsibilities as per the needs of the organization. They have the ability to adapt quickly to changing work environments, new technologies, and changing job demands. This encourages them to look for new ways to accomplish tasks efficiently and effectively.
2. In the context of collaboration and adaptation. High IRTC also encourages individuals to cooperate effectively with colleagues and adapt to changing teams. They tend to be more open to collaboration and understand that the change affects everyone on the team. This helps create an inclusive and cooperative work culture, where team members actively share knowledge and support each other in coping with changes that occur (Weiner, 2009).
3. In the context of performance improvement. Individuals with high IRTC levels tend to have high motivation and strong involvement in their work. They perceive change as an opportunity to grow and develop themselves, not as a threat. This spirit drives them to improve the quality of their work, resulting in better performance and overall organizational efficiency (Weiner, 2009).

Through this direct influence, IRTC positively and significantly contributes to the success of Workforce Agility in the TNI reserve component, which overall reflects the organization's ability to survive and thrive in the face of changes and challenges that continue to arise. Individual Readiness To Change (IRC) refers to the extent to which a person is ready to face changes that occur in the organization or its environment (Almaamari et al., 2018). Workforce agility refers to an individual's ability to adapt quickly and effectively to changes in the work environment.

Iryna (2023) stated that success of each organization is determined by its dynamic capabilities for innovative transformations. They are based on the creativity of the staff, its ability to generate and implement new ideas. Creativity is appropriate in conditions of high uncertainty and unpredictability of the environment, lack of information, and the presence of complex and incomprehensible problems. Effective management of creative development is a complex process designed for the future, and requires the development and implementation of a special strategy that would cover

all stages of this process. Creativity development becomes a strategic imperative of the organization's management, subordinating all HR practices to achieve it. The strategic approach considers creativity as a process, the elements of which of which form a cycle of creativity.

#### **4.1. The Significant Effect of Individual Readiness Change on Workforce Agility**

The direct influence of IRC on positive and significant workforce agility on the reserve component of the TNI (Tentara Nasional Indonesia) reflects that an individual's level of readiness for change affects the extent to which they can adapt to changes within the TNI organization. One way to measure IRC is to use questionnaires designed to evaluate an individual's level of readiness for change (Desplaces, 2005). At a high level, individuals tend to have a more positive attitude, high motivation, and good flexibility towards change. They are better able to overcome challenges and take advantage of opportunities arising from such changes (Weiner, 2009).

Workforce agility is an important attribute in the context of TNI resilience and sustainability. In the military world, change can happen quickly and responding effectively to environmental changes can be a decisive factor in the success of military operations. Therefore, individuals who have high IRC levels are also more likely to become reliable members and adapt to changes that occur (Sohrabi et al., 2014).

In addition, the influence of IRC on the TNI reserve component and citation also shows that individuals who are ready and able to adapt to change also tend to achieve better performance in carrying out their duties and responsibilities (Desplaces, 2005). This can be reflected in increased efficiency, productivity, and success in carrying out the TNI's mission.

Overall, IRC's direct influence on positive and significant workforce agility on the TNI reserve component and citations shows how important individual preparedness is in the face of change. In an ever-evolving work environment, having members who are ready and able to adapt to change will be a great advantage for the TNI and other institutions.

- a) Accepting Changes: TNI reserve components must be ready to accept changes that occur in the surrounding environment (Petermann & Zacher, 2022). They must be able to adapt to change and remain flexible in the face of changing situations.
- b) Decision Making: The TNI reserve component must have the ability to make the right and effective decisions (Petermann & Zacher, 2022). This includes the ability to gather relevant information, analyze the situation, and choose the best strategy to deal with it.
- c) Creating Transparency: TNI reserve components must be transparent in their actions and decisions (Petermann & Zacher, 2022). They must communicate clearly and openly to relevant parties and other stakeholders to create a common understanding of goals, plans, and expected outcomes.
- d) Collaboration: TNI reserve components must be able to cooperate and collaborate well with team members and other units (Petermann & Zacher, 2022). They must have the ability to work in teams, share knowledge, and respect each individual's role and contribution.
- e) Reflection: TNI reserve components must reflect on their actions and experiences (Petermann & Zacher, 2022). They must gain insight and learning from past experiences, be it in training or in operational situations, to improve future performance and decision-making.
- f) User Centricity: TNI reserve components must prioritize the needs and interests of users or communities served (Petermann & Zacher, 2022). They should focus on the ultimate goals of their operations and tasks, taking into account the needs and perspectives of users in every decision and action taken.
- g) Iteration: TNI reserve components must be ready to iterate or iterate in the process of their actions or activities (Petermann & Zacher, 2022). It involves a cycle of planning, execution, evaluation, and continuous improvement to achieve better results. Tran et.al (2023) also added that based on their research, that two factors positively affect the human resources of Vietnamese enterprises, namely staffing plans and bonus policies. These are the two core factors promoting the quality of human resources.
- h) Testing: TNI reserve components must have the ability to test and evaluate their performance and capabilities (Petermann & Zacher, 2022). They must conduct realistic tests and exercises to ensure operational readiness and identify areas for improvement (Petermann & Zacher, 2022).
- i) Self-Organization: The reserve component of the TNI must have the ability to organize itself effectively. They must be able to work independently, manage their tasks, and take responsibility for the achievement of desired results (Petermann & Zacher, 2022).
- j) Learning: The TNI reserve component must have a strong learning culture. They must continue to learn, develop new knowledge and skills, and share learning with other team members and units (Petermann & Zacher, 2022).

#### **4.2. The Effect of Individual Readiness To Change on POS**

The purpose of this article is to examine the relationship between an individual's willingness to embrace change and the support they receive from the organization in the TNI reserve component. Individual readiness to change refers to a person's inclination to accept and adapt to change. Those with high readiness are more likely to embrace change and adjust quickly (Choi & Ruona, 2011). POS refers to an individual's perception of the organization's level of support

(Kurtessis et al., 2017). This can include emotional, informational, and instrumental support provided by the organization.

This study seeks to assess how an individual's readiness to face change influences the support they feel from organizations in the TNI reserve component. Understanding this relationship can shed light on how an individual's preparedness for change affects their perception of organizational support in this specific context. Being prepared for change can enhance an individual's perception of organizational support, as they are less likely to experience uncertainty and anxiety. The support offered by the organization can provide a sense of security and confidence, thereby increasing readiness for change.

Additionally, this research can offer insights to organizations in the TNI reserve component on how to improve the support felt by individuals through interventions like training to enhance readiness for change. By comprehending the impact of individual readiness to change on POS in the TNI reserve component, organizations can implement more effective strategies for managing change and ensuring that individuals feel supported and prepared for it.

#### **4.3. The Effect of POS on Workforce Agility**

The impact of POS (POS) on the agility of the TNI reserve component's workforce refers to the correlation between the support felt by reserve members and the organization's ability to quickly adapt and respond to change. POS is the perception held by reserve members regarding the organization's ability to provide emotional, instrumental, and informational support (Kurtessis et al., 2017). This support can come from colleagues, superiors, and supportive policies, enabling effective work and adaptation to change. Workforce Agility is the reserve component's capability to swiftly confront and react to changes (Anderson, 2018). This ability encompasses flexibility, adaptability, and innovation in the face of organizational challenges. Previous research has demonstrated that POS positively influences workforce agility across different sectors and organizations (Smith, 2020). In the context of the TNI reserve component, a high POS can foster a work environment that offers sufficient support to reserve members, thereby enhancing the organization's ability to adapt and respond promptly to change. Therefore, it is crucial for the TNI reserve component to have strong organizational support in maintaining and acquiring military equipment and facilities. This strengthens POS, enhances readiness, and enables reserve members to be more agile in carrying out their duties.

#### **4.4. Managerial Implications of POS, Individual Readiness Change and Workforce Agility on HR Management**

This article presents research that has important implications for both theory and practice. From a theoretical perspective, the study supports the idea that POS is a crucial factor in promoting workforce agility. It adds to the existing literature on organizational behavior and change management by specifically focusing on the Indonesian Military Reserve Component, which has received little attention in previous research.

From a practical standpoint, the study suggests that organizations should prioritize the creation of a supportive climate that fosters employees' perceptions of organizational support. This can be achieved through various means, such as providing opportunities for employee development, recognizing and rewarding their efforts, and promoting open communication channels. By doing so, organizations can effectively enhance employee readiness to adapt to change and cultivate a more agile workforce (Stephen, 2023).

Overall, the study provides valuable insights into the relationship between POS, readiness for change, and workforce agility within the Indonesian Military Reserve Component. The findings underscore the importance of organizational support in nurturing an adaptable and responsive workforce, which is essential for the military to effectively address emerging challenges and maintain operational readiness (Tessarini Junior & Saltorato, 2021).

The problem faced by the TNI Reserve Component is that a lack of training, budget, and infrastructure can have a negative impact on POS, readiness, and workforce agility. Insufficient training may indicate a lack of organizational attention and support for employee development, which can diminish POS, employee motivation, and commitment to the TNI organization.

Furthermore, the lack of training can result in employees being ill-prepared to adapt to changes and face the challenges encountered by the organization. This can impede the organization's ability to adapt and thrive in a changing business environment. Lastly, insufficient training can hinder the development of the skills and knowledge necessary for employees to become more adaptable and flexible in the face of change. Consequently, workforce agility may be compromised, and organizations may struggle to overcome emerging challenges (Sohrabi et al., 2014).

In conclusion, a lack of training can detrimentally affect POS, readiness, and workforce agility. Therefore, it is crucial for organizations to provide adequate training to employees to promote and maintain strong organizational support, readiness, and the adaptability of the workforce. POS, readiness for change, and workforce agility can serve as a solution to address problems resulting from the TNI Reserve Component's capability and capacity imbalance (Stephen, 2023).

Firstly, POS can impact the motivation and loyalty of TNI Reserve Component personnel. Support from the organization in terms of budget, equipment, facilities, and training can enhance personnel's confidence and sense of responsibility towards their assigned tasks. Consequently, issues such as budget constraints and limited resources can be gradually resolved.

Secondly, readiness for change is vital in dealing with fluctuating threat dynamics. The TNI Reserve Component needs to be able to adapt swiftly and effectively to changing situations and task demands. Ongoing training and skills

development of personnel can improve their readiness for change. By enhancing their readiness, the reserve component can address the issues of insufficiently trained personnel and a lack of training activities.

Thirdly, workforce agility is crucial in managing problems arising from the capacity imbalance in the TNI Reserve Component. A workforce that can adapt to change and think creatively and innovatively can overcome existing limitations. Therefore, it is necessary to provide training and skills development relevant to the tasks carried out by the reserve component.

By implementing POS, readiness for change, and workforce agility, the TNI Reserve Component can tackle various problems arising from their capability and capacity imbalance. This will enhance their readiness and effectiveness in performing reserve tasks during emergency situations.

## CONCLUSION

The study concludes that an individual's readiness to change positively and significantly impacts workforce agility. This is because an individual's level of preparedness for change affects their ability to adapt to organizational changes within the TNI. Workforce agility is an important characteristic for the TNI's resilience and long-term success. In military operations, where change can occur rapidly, effectively responding to environmental changes can be crucial.

Individual readiness to change also has a positive and significant influence on POS. Individuals who are highly ready for change are more open to it and attempt to adjust quickly. Consequently, their perception of organizational support improves, as individuals who feel prepared for change are likely to experience less uncertainty and anxiety. Feeling supported by the organization can provide individuals with a sense of security and confidence, which further enhances their readiness to face change.

Moreover, POS has a positive and significant impact on workforce agility. POS refers to the TNI reserve members' perception of how well their organization can provide emotional, instrumental, and informational support. This support may come from colleagues, superiors, and supportive organizational policies, enabling TNI reserve members to work effectively and adapt to change.

In terms of capability, the Indonesian TNI reserve component must have the ability to involve itself in military operations as quickly as possible. They must be able to adapt to the environment in which threats occur, including in rough terrain or difficult natural conditions. The Indonesian TNI reserve component must also be equipped with adequate equipment and weapons to carry out defense tasks, such as communication equipment, food and beverage supplies, and medical equipment.

The capacity of the Indonesian TNI's reserve components is also very important in maintaining the sustainability of the country's defense. They must have a sufficient number of personnel and be well trained. In addition, they must also be equipped with the necessary knowledge and skills in dealing with specific threats, such as battle tactics and military strategies. With adequate capacity, the Indonesian TNI's reserve component can provide significant assistance in maintaining the country's security and defense, whether in emergency situations or large-scale conflicts.

When viewed from the perspective of fluctuating threat dynamics, the capabilities and capacities of the TNI Reserve Component that are not balanced can cause various problems that cause gaps. First, in the context of budget constraints. As a reserve component, the budget allocated to the TNI may be more limited compared to the budget obtained by the active component. This can affect the maintenance and development of owned military equipment, as well as personnel training. Second, in the context of limited equipment and facilities. The TNI reserve components face problems in terms of maintenance and procurement of their military equipment and facilities. This can limit their effectiveness in carrying out given backup tasks. Third, in the context of a lack of trained personnel. The reserve component may not have an adequate number of personnel or lack adequately trained personnel to carry out reserve tasks effectively. This can be an obstacle when an emergency situation occurs in an area that requires assistance from the TNI reserve component.

Fourth, in the context of lack of exercise activity. Reserve components may not be given the opportunity to train regularly with active TNI components. This can result in a lack of maintenance and development of their military skills and expertise. Fifth, in the context of a lack of understanding of their roles and duties. There is confusion about the role and duties of the TNI reserve component. This can affect their readiness and effectiveness in performing assigned tasks in times of emergency. Sixth, lack of government support and attention. Sometimes, the TNI reserve component may not get enough support and attention from the government in terms of equipment, facilities, exercises, and meeting their needs. This can affect their ability to carry out reserve tasks effectively.

## AUTHOR CONTRIBUTIONS

Conceptualization: Herlina Juni Risma Saragih

Data curation: Pujo Widodo, Editha Praditya Duarte

Formal analysis: Herlina Juni Risma Saragih

Funding acquisition: Herlina Juni Risma Saragih

Investigation: Herlina Juni Risma Saragih, Pujo Widodo, Editha Praditya Duarte

Methodology: Herlina Juni Risma Saragih, Pujo Widodo

Project administration: Editha Praditya Duarte

Resources: Herlina Juni Risma Saragih, Pujo Widodo, Editha Praditya Duarte

Software: Herlina Juni Risma Saragih, Pujo Widodo, Editha Praditya Duarte

Supervision: Editha Praditya Duarte

Validation: Herlina Juni Risma Saragih, Pujo Widodo

Visualization: Pujo Widodo

Writing – original draft: Herlina Juni Risma Saragih, Pujo Widodo, Editha Praditya Duarte

Writing – review & editing: Herlina Juni Risma Saragih

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