

ABSTRACT

During the COVID-19 pandemic in Indonesia, the hospitality business was a business that suffered a huge impact. The Royale Krakatau Hotel is one of the hotels that temporarily closed its doors in order to reduce the spread of the COVID-19 virus. To reduce losses that are getting bigger, The Royale Krakatau Hotel makes changes, which, of course, can cause concern for hotel employees. To overcome these concerns about changes, the hotel's management must formulate a change plan appropriately. One element that needs to be considered in the change plan is to pay attention to employee readiness to change. Factors that influence employee readiness to change include organizational culture, perceived organizational support, and organizational commitment.

This research was conducted to determine how strong the organizational culture, perceived organizational support, organizational commitment, and readiness to change employees at The Royale Krakatau Hotel are and their effects.

The research method used is the quantitative method. The population of this research is the employees of The Royale Krakatau Hotel. The sampling technique used in this study used non-probability sampling with a saturated sampling category, and the number of respondents was 111. The data that is processed is primary data using a survey questionnaire, which is then analyzed using the Structural Equation Model (SEM)-Partial Least Squares (PLS) analysis technique with SmartPLS 3.2.9 software.

Based on the results of partial hypothesis testing carried out using bootstrapping, From the statistical $T_{statistic}$, it was found that organizational culture, perceived organizational support, and organizational commitment had a positive and significant effect on employee readiness to change. While the results of simultaneous hypothesis testing by performing the F test using SPSS 25, it was found that organizational culture, perceived organizational support, and organizational commitment had a positive and significant effect on employee readiness to change. The coefficient of determination of the research model obtained is 0.713, or 71.3%.

Suggestions that can be conveyed to The Royale Krakatau Hotel are to pay attention to efforts to improve organizational culture problems, perceptions of organizational support, and organizational commitment, which are expected to lead to higher employee readiness to change.

Keywords: *organizational culture, perceived organizational support, organizational commitment, readiness to change, structural equation model-partial least square*