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The Effect of High Performance Human Resource Practice on Readiness for Change Mediated by Affective Commitment and Moderated by Organization Hierarchy

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ABSTRACT

Understanding how human resource practices foster employees' readiness for change remains critical in an era of rapid organizational transformation. This study examines the effect of high-performance human resource practices (HPHRP) on readiness for change, mediated by affective commitment and moderated by organizational hierarchy at PT Krakatau Bandar Samudera, Indonesia. A moderated mediation model was tested using survey data from 172 permanent employees analyzed through Partial Least Squares Structural Equation Modeling. The findings reveal that HPHRP do not directly influence readiness for change but operate entirely through affective commitment, which fully mediates this relationship. Affective commitment also exerts a positive direct effect on readiness for change. Organizational hierarchy positively moderates the HPHRP–readiness relationship, indicating that formal hierarchical structures enhance the effectiveness of HR practices in fostering change readiness. Additionally, organizational hierarchy demonstrates a positive direct effect on readiness for change, underscoring its role as a structural enabler of transformation. This study contributes by establishing full mediation through affective commitment, demonstrating that hierarchical structures can amplify rather than constrain HR effectiveness, and incorporating structural factors as independent determinants of change readiness. Practical implications emphasize cultivating affective commitment through supportive HR practices and leveraging hierarchical structures to enhance coordination and procedural clarity during transformation.

INTRODUCTION

In an era marked by global economic volatility, accelerated digital transformation, and evolving work arrangements, organizations must continually adapt to remain competitive (Hasinat et al., 2026). This imperative is especially salient in industries undergoing rapid technological and market shifts, where changing consumer expectations and emerging technologies demand consistent organizational adjustment (Khudadad et al., 2025). Yet, despite the strategic necessity of change, organizations frequently encounter substantial internal

barriers most notably, employee resistance to new initiatives, which can undermine transformation efforts and erode performance (Widyastuti & Ardiyanti, 2024). Within this context, the role of human resource (HR) management has become central to enabling successful change, as HR professionals are tasked with navigating procedural, cultural, emotional, and administrative dimensions of organizational reform (Al-Nakeeb & Ghadi, 2024). The port services sector exemplifies these dynamics. PT. Krakatau Bandar Samudera (KBS), established in 1996 as part of PT. Krakatau Steel's restructuring strategy, initially focused on providing loading and unloading facilities for the steel company's raw materials, products, and spare parts at Cigading Port (Azmy et al., 2023). Since obtaining government concessions in 2016, KBS has expanded its scope to offer cargo and logistics services to the public, reflecting a broader strategic transformation aimed at enhancing competitiveness in a dynamic business environment. Such expansion entails significant organizational change, requiring not only infrastructural and operational adjustments but also shifts in workforce capabilities, role definitions, and cultural norms.

The literature increasingly suggests that the relationship between human resource management (HRM) practices and employee outcomes is neither direct nor automatic, but rather contingent upon psychological and contextual mechanisms (Hasinat et al., 2026). In particular, high-performance human resource practices (HPHRP) often operationalized as bundled systems of selective staffing, extensive training, performance-based compensation, and participative decision-making have been posited to enhance employees' readiness for change by fostering a supportive psychological climate and reinforcing alignment between individual and organizational goals (Nurimansjah, 2023). This perspective is especially relevant in public-sector and service-oriented contexts, where organizational resilience during periods of turbulence depends critically on employees' preparedness to navigate technological shifts, regulatory changes, and market volatility (Rochmi & Hidayat, 2019). Empirical evidence underscores that HPHRP functions as a strategic antecedent of readiness for change by cultivating human capital capabilities and reinforcing affective ties to the organization (Alyasiri & Al-Taee, 2024). When employees perceive that their organization invests in their development, recognizes their contributions, and involves them in decision-making, they are more likely to view change initiatives as opportunities rather than threats, thereby increasing their psychological readiness to adapt (Suharmanto et al., 2024). Moreover, HPHRP has been shown to buffer against change-related anxieties, such as those stemming from artificial intelligence adoption by providing structural support and reinforcing a climate of trust and collaboration (Suseno et al., 2022). However, the pathway from HPHRP to readiness for change is not uniform across contexts. Studies indicate that the effect may be mediated by psychological states such as affective commitment, and moderated by structural factors such as organizational hierarchy and cultural norms (Nisa & Safitri, 2026). In non-Western settings, for instance, the efficacy of HPHRP in promoting change readiness may depend on the extent to which practices are adapted to local religious, cultural, and institutional expectations (Al-Nakeeb & Ghadi, 2024). Furthermore, organizational support and leadership excellence have

been identified as critical intervening variables that amplify the impact of HPHRP on employees' willingness to embrace change (Mumtaz et al., 2024).

Collectively, these findings position HPHRP as a proactive, strategic lever for building change-ready workforces, particularly in organizations undergoing transformation amid business turbulence (Kesumayani, 2025). By enhancing employees' skills, motivation, and emotional attachment to the organization, HPHRP not only prepares individuals to respond adaptively to change but also translates readiness into tangible performance outcomes (Alqudah et al., 2022). Nevertheless, gaps remain in understanding how these mechanisms operate in hierarchical, port-service organizations such as PT. Krakatau Bandar Samudera, where structural complexity and operational demands may condition the effectiveness of HPHRP in fostering readiness for change.

Affective commitment defined as an employee's emotional attachment to identification with and involvement in the organization has emerged as a central psychological mechanism linking high-performance human resource practices (HPHRP) to readiness for change (Alqudah et al., 2022; Harrison et al., 2022). Employees who exhibit strong affective commitment internalize organizational goals and perceive change initiatives as aligned with their own values, thereby demonstrating greater willingness to support and engage in transformation efforts (Suharmanto et al., 2024). This emotional bond functions as a critical psychological resource: individuals who feel deeply connected to the organization are more likely to interpret change as beneficial rather than threatening, sustaining their readiness over time (Nisa & Safitri, 2026). Empirical studies consistently identify affective commitment as both a direct predictor and a mediating pathway through which organizational practices and leadership influence readiness for change (Rochmi & Hidayat, 2019; Soumyaja et al., 2015). Across diverse sectors, including banking, healthcare, and education affective commitment has been shown to positively predict readiness for change, often exerting a stronger influence than individual self-efficacy in managing change (Harrison et al., 2022). Moreover, employees with high affective commitment are willing to "go the extra mile" to support transformation, viewing organizational changes as opportunities for mutual gain rather than sources of disruption (Suharmanto et al., 2024).

While affective commitment elucidates the psychological pathway linking HPHRP to readiness for change, organizational hierarchy introduces structural contingencies that may amplify or constrain this relationship. Hierarchical structures shape readiness for change by establishing the strategic and procedural conditions under which organizations adapt to dynamic environments (Rafferty et al., 2013). However, hierarchical positioning can also erode employee perceptions of organizational practices: as individuals move lower in the hierarchy, their views of specific practices, such as communication transparency, decision-making participation, and resource allocation tend to become less favorable (Gibson et al., 2019). This perceptual erosion suggests that strict hierarchies may challenge readiness for change if strategic information and supportive practices are not equitably distributed across levels. In public-sector contexts, where hierarchical rigidity is often pronounced, perceived

organizational support plays a pivotal role in mitigating the negative effects of hierarchy on change readiness (Rochmi & Hidayat, 2019). Supportive organizations are evaluated as caring about employees' well-being and responsive to their concerns, which enhances employees' attention to organizational needs and willingness to follow through on change initiatives (Rochmi & Hidayat, 2019). Thus, organizational hierarchy may moderate the strength of the relationship between HPHRP and readiness for change, such that the positive effects of HPHRP are attenuated in highly hierarchical settings unless accompanied by mechanisms that foster perceived support and information sharing across levels.

Integrating these insights, the present study posits that affective commitment mediates the effect of HPHRP on readiness for change, while organizational hierarchy moderates this mediated pathway. Specifically, it is expected that the indirect effect of HPHRP on readiness for change via affective commitment will be stronger in organizations with flatter hierarchies, where communication flows more freely and employees perceive greater access to strategic information and decision-making processes. Conversely, in highly hierarchical organizations, the mediating effect of affective commitment may be weakened unless HPHRP are explicitly designed to counteract perceptual erosion and reinforce supportive exchanges across all levels.

RESEARCH METHODS

This study employs a cross-sectional survey methodology within a quantitative research framework to examine the relationships among high-performance human resource practices (HPHRP), affective commitment, organizational hierarchy, and readiness for change. The cross-sectional design enables the collection of data from respondents at a single point in time, facilitating the examination of hypothesized relationships between constructs while maintaining methodological efficiency. This approach is particularly appropriate for testing moderated mediation models in organizational behavior research, where perceptual constructs are measured through self-reported instruments and analyzed using multivariate statistical techniques. The population for this study comprises all permanent employees of PT. Krakatau Bandar Samudera (KBS), a port services company operating at Cigading Port. The sampling frame was restricted to permanent employees, including both organically appointed staff and work assignment employees with three-year contracts to ensure that respondents possessed sufficient familiarity with and adaptation to the organizational environment, thereby enhancing the validity of perceptual measures. Non-permanent personnel, such as on-the-job trainees (OJT) and temporary workers, were excluded from the sampling frame due to their limited exposure to organizational practices and change initiatives.

A non-probability purposive sampling technique was employed to recruit participants. Although the total number of employees at PT. Krakatau Bandar Samudera was not disclosed, the sampling strategy involved distributing questionnaires across various regional divisions within the organization to ensure geographic and functional representation. From this dispersed population, a final sample of 172 respondents was obtained, meeting the minimum sample size requirements for structural equation modeling (SEM) with multivariate analysis. While non-

probability sampling limits the generalizability of findings, the purposive approach ensured that respondents possessed relevant experience and contextual knowledge necessary for accurately reporting on HPHRP, affective commitment, organizational hierarchy, and readiness for change. Data were collected through an online questionnaire distributed via email and LinkedIn. This method was selected to ensure access to geographically dispersed employees and to facilitate participation across different organizational contexts and work shifts. Online data collection offers several advantages, including enhanced anonymity, reduced social desirability bias, and increased convenience for respondents, particularly when measuring sensitive perceptual constructs such as HPHRP, affective commitment, and readiness for change. The questionnaire was administered using Google Forms, a widely used online survey platform that supports Likert-scale measurement and automated data capture.

Table 1. Indicators of Variables

Variables	Indicators	Source	Scale
High Performance Human Resource Practice	Open communication Clear job description Result-driven appraisal Selective staffing Ekstensive training participation	(Chen et al., 2017)	Likert
Affective Commitment	Emotional attachment Identification Involvement Loyalty to the organization	(Hasinat et al., 2026; Nisa & Safitri, 2026)	Likert
Organizarion Hierarchy	Rule orientation Control Standarized procedures Power orientation Formal structure	(Alqudah et al., 2022)	Likert
Readiness for Change	Eagerness Preparedness Willingness to support change Confidence in coping with change	(Haffar et al., 2023)	Likert

RESULTS AND DISCUSSION

Description of Respondents

The dataset analyzed in this study comprises completed questionnaires from 172 respondents, which accurately represent the sample size used in the research.

Table 2. Characteristics of Respondent

Variable	Category	Frequency	Percentage (%)
Gender	Male	112	65.12
	Female	60	34.88
Age	< 30	44	25.58
	30-40	83	48.25
	> 40	45	26.16
Education Level	Undergraduate	29	16.86
	Graduate	118	68.6
	Other	25	14.53
Work Experiance	< 5	31	18.02
	5-10	94	54.65
	> 10	47	27.32

Source: Data Processing (2026)

The sample comprised 172 permanent employees of PT. Krakatau Bandar Samudera, with demographic characteristics summarized in Table 2. In terms of gender distribution, male respondents constituted the majority (65.12%, n = 112), while female respondents accounted for 34.88% (n = 60) of the sample. This gender composition reflects the male-dominated nature of the port services and logistics sector, where operational and technical roles are predominantly filled by male employees. Regarding age, the largest proportion of respondents fell within the 30–40 age range (48.25%, n = 83), followed by employees aged above 40 years (26.16%, n = 45) and those below 30 years (25.58%, n = 44). This distribution indicates that the sample is composed primarily of mid-career employees who possess substantial organizational experience and contextual knowledge, thereby enhancing the validity of perceptual measures related to HPHRP, affective commitment, and readiness for change. In terms of educational attainment, the majority of respondents held graduate-level qualifications (68.60%, n = 118), while 16.86% (n = 29) reported undergraduate education, and 14.53% (n = 25) indicated other educational backgrounds. The high proportion of graduate-educated employees suggests a relatively skilled workforce, which may influence perceptions of HR practices and capacity to adapt to organizational change. Work experience analysis revealed that more than half of the respondents had 5–10 years of tenure (54.65%, n = 94), followed by those with over 10 years of experience (27.32%, n = 47) and less than 5 years (18.02%, n = 31). This experience profile indicates that the sample consists predominantly of employees with moderate to extensive organizational tenure, who are likely to have undergone multiple change initiatives and possess well-formed perceptions of HR practices and hierarchical structures. Collectively, these demographic characteristics suggest a sample that is representative of the core permanent workforce at PT. Krakatau Bandar Samudera, with sufficient experience and educational background to provide reliable responses on the constructs under investigation.

Outer Model Analysis

Convergent validity is evaluated by examining the relationship between each variable and its indicators. A construct is considered valid when its loading value exceeds 0.700, its indicators show a strong correlation. A score between 0.500 and 0.600 is deemed adequate for early-stage research applications. For a construct to have sufficient convergent validity, its Average Variance Extracted (AVE) value must be more than 0.500. In the meantime, the reliability of the measurement in measuring a specific construct is assessed using composite reliability. An instrument is regarded as reliable if the composite reliability value is greater than o.700.

Table 3. Measurement Iteme, Cronbach' Alpha, Compositer Reliability and AVE

Variables	Item Measurement	Factor Loadings	Cronbach' Alpha	Composite Reliability	AVE
High Performance Human Resource Practice	HPHRP1	0.813	0.867	0.900	0.601
	HPHRP2	0.723			
	HPHRP3	0.824			
	HPHRP4	0.783			
	HPHRP5	0.751			
	HPHRP6	0.752			
Affective Commitment	AC1	0.889	0.885	0.920	0.743
	AC2	0.896			
	AC3	0.837			
	AC4	0.824			
Organizarion Hierarchy	OH1	0.836	0.958	0.968	0.859
	OH2	0.963			
	OH3	0.964			
	OH4	0.952			
	OH5	0.914			
Readiness for Change	RFC1	0.877	0.859	0.904	0.702
	RFC2	0.847			
	RFC3	0.832			
	RFC4	0.793			
MODERASI High Performance Human Resource Practice X Organizarion Hierarchy	HPHRP X OH	-	0.992	0.992	0.807

Source: Data Processing (2026)

The measurement model was assessed using partial least squares structural equation modeling (PLS-SEM) to evaluate the reliability and validity of all latent constructs. Table 3. presents the factor loadings, Cronbach's alpha, composite reliability, and average variance extracted (AVE) for each construct. nternal consistency reliability was established through

Cronbach's alpha and composite reliability coefficients. All constructs exceeded the recommended threshold of 0.70 for Cronbach's alpha, with values ranging from 0.859 (readiness for change) to 0.958 (Organizational Hierarchy). Composite reliability coefficients were similarly robust, ranging from 0.900 (HPHRP) to 0.968 (organizational hierarchy), well above the 0.70 benchmark. These results indicate that the indicator items for each construct are highly consistent and reliably measure their respective latent variables. Convergent validity was assessed through factor loadings and average variance extracted (AVE). All individual item factor loadings exceeded the 0.70 threshold, with values ranging from 0.723 (HPHRP2) to 0.964 (OH3), demonstrating strong relationships between indicators and their underlying constructs. The AVE values for all constructs surpassed the 0.50 criterion, ranging from 0.601 (HPHRP) to 0.859 (organizational hierarchy). This indicates that each construct explains more than 50% of the variance in its respective indicators, confirming adequate convergent validity. Notably, the organizational hierarchy construct exhibited exceptionally high reliability and validity metrics (Cronbach's alpha = 0.958; composite reliability = 0.968; AVE = 0.859), suggesting that the five indicators (rule orientation, control, standardized procedures, power orientation, and formal structure) cohesively capture the hierarchical dimension within the organizational context. Similarly, affective commitment demonstrated strong psychometric properties (composite reliability = 0.920; AVE = 0.743), confirming that emotional attachment, identification, involvement, and loyalty collectively represent a robust measure of affective commitment.

The interaction term (HPHRP × organizational hierarchy) was created to test the moderating effect of hierarchy on the HPHRP–readiness relationship. The moderation term exhibited high composite reliability (0.992) and an AVE of 0.807, indicating that the product indicator approach successfully captured the interaction effect without introducing substantial measurement error. Collectively, these results confirm that the measurement model meets established criteria for reliability and validity. All constructs demonstrate adequate internal consistency, convergent validity, and indicator reliability, providing a solid foundation for subsequent structural model analysis and hypothesis testing.

R-Square

Table 4. R-Square

	R-Square (R^2)	R-Square Adjusted
Affective Performance	0.610	0.608
Readiness for Change	0.817	0.813

Source: Data Processing (2026)

The R^2 value for affective commitment was 0.610 (adjusted R^2 = 0.608), indicating that approximately 61% of the variance in affective commitment is explained by the exogenous variables in the model, namely high-performance human resource practices (HPHRP), organizational hierarchy, and their interaction term. This represents a substantial level of explanatory power, suggesting that the proposed predictors collectively account for significant

proportion of employees' emotional attachment to the organization. The R^2 value for readiness for change was 0.817 (adjusted $R^2 = 0.813$), indicating that approximately 81.7% of the variance in readiness for change is explained by HPHRP, affective commitment, organizational hierarchy, and the moderation effect. This exceptionally high R^2 value demonstrates that the integrated model, incorporating direct effects, mediating mechanisms, and moderating contingencies provides robust explanatory power for understanding employees' psychological and behavioral preparedness for organizational change. According to conventional guidelines in PLS-SEM analysis, R^2 values of 0.75, 0.50, and 0.25 are considered substantial, moderate, and weak, respectively. Based on these criteria, the model exhibits substantial explanatory power for both endogenous constructs, with readiness for change demonstrating particularly strong predictive relevance. These findings affirm that the theoretical framework, grounded in the AMO framework and Social Exchange Theory, effectively captures the key determinants of affective commitment and readiness for change in the context of PT. Krakatau Bandar Samudera.

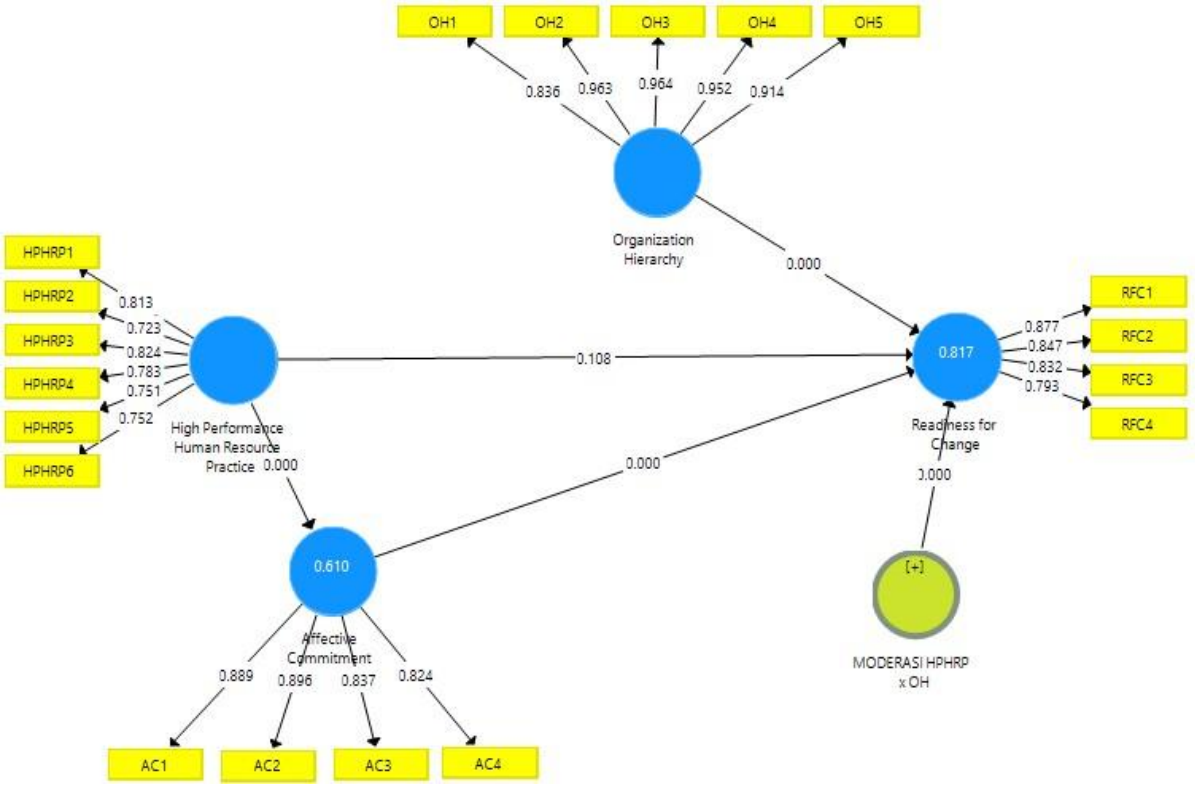


Figure 1. Results of Path Coefficient Test Using the Bootstrapping Technique

Table 5. Path Analysis Direct and Indirect Effect

Correlation	*Sample Mean (M)*	*Standard Deviation (STDEV)*	*T Statistics (|O/STDEV|)*	*P-Value*	*Conclusion*

High Performance Human Resource Practice (X_1)→ Readiness for Change (Y)	0.088	0.055	0.274	0.108	Rejected
High Performance Human Resource Practice (X_1)→ Affective Commitmet (Z)→ Readiness for Change (Y)	0.777	0.044	7.629	0.000	Accepted
High Performance Human Resource Practice (X_1) x Organization Hierarchy (M) → Readiness for Change (Y)	0.158	0.076	3.506	0.000	Accepted
Organization Hierarchy (M)→ Readiness for Change (Y)	0.577	0.056	4.274	0.000	Accepted
Affective Commitment (Z)→ Readiness for Change (Y)	0.139	0.066	3.099	0.000	Accepted

The direct path from HPHRP to readiness for change was not statistically significant (β = 0.088, t = 0.274, p = 0.108), leading to the rejection of H1. This finding suggests that HPHRP do not exert a direct influence on employees' readiness for change in the absence of mediating or moderating mechanisms. Instead, the effect of HPHRP on readiness appears to operate primarily through psychological pathways, specifically via affective commitment and is contingent upon structural conditions such as organizational hierarchy. The indirect path from HPHRP to readiness for change through affective commitment was positive and highly significant (β = 0.777, t = 7.629, p < 0.001), providing strong support for H2. This result confirms that affective commitment fully mediates the relationship between HPHRP and readiness for change, consistent with Social Exchange Theory. When employees perceive HR practices as supportive and indicative of organizational investment, they reciprocate by developing stronger emotional attachment, which in turn enhances their willingness to support and engage in change initiatives. The magnitude of this indirect effect (β = 0.777) underscores the centrality of affective commitment as the primary psychological mechanism through which HPHRP translate into change-ready workforces. Affective commitment demonstrated a positive and significant direct effect on readiness for change (β = 0.139, t = 3.099, p < 0.001), supporting H3. This result confirms that employees who feel emotionally attached to the organization are more willing to accept, support, and engage in change initiatives, independent of HR practices or hierarchical structures. The finding reinforces the role of affective commitment as a critical attitudinal driver of adaptive behaviors, consistent with prior research

identifying emotional attachment as a robust predictor of change readiness across diverse organizational contexts.

The interaction term HPHRP × organizational hierarchy exhibited a positive and significant effect on readiness for change ($\beta = 0.158$, $t = 3.506$, $p < 0.001$), supporting H4. This finding indicates that organizational hierarchy strengthens the relationship between HPHRP and readiness for change, contrary to initial expectations that hierarchical structures would attenuate this effect. In the context of PT. Krakatau Bandar Samudera, formalized rules, clear authority lines, and standardized procedures appear to provide structural clarity that amplifies the positive impact of HPHRP particularly those related to communication, job clarity, and participation on employees' preparedness for change. This result aligns with evidence suggesting that hierarchy culture can enhance the HPHRP, commitment link in high power-distance, collectivist contexts where formal structures clarify expectations and reinforce the legitimacy of HR practices.

Organizational hierarchy exerted a positive and significant direct effect on readiness for change ($\beta = 0.577$, $t = 4.274$, $p < 0.001$), supporting H5. This finding indicates that hierarchical structures independently contribute to employees' readiness for change by providing the structural capacity, procedural clarity, and coordination mechanisms necessary for effective change implementation. In port services organizations characterized by multi-level coordination and formalized operations, hierarchy functions not merely as a constraint but as an enabling condition that facilitates resource allocation, role clarity, and accountability during transformation efforts. Collectively, these results validate the proposed moderated mediation model: HPHRP influence readiness for change indirectly through affective commitment (full mediation), while organizational hierarchy both moderates this relationship and exerts an independent direct effect on readiness. The absence of a significant direct HPHRP–readiness link (H1 rejected) highlights the importance of psychological mechanisms and structural contingencies in translating HR practices into change-related outcomes. These findings advance theoretical understanding of how bundled HR practices, emotional attachment, and hierarchical structures jointly shape employees' readiness for change in service-oriented, hierarchical organizations undergoing strategic transformation.

Discussion

High Performance Human Resource Practice effect on Readiness for Change

The result suggests that that the presence of high-performance HR practices, such as communication, clear job descriptions, selective staffing, extensive training, performance appraisal, participation, rewards, and career development is insufficient by itself to increase employees' psychological preparedness, willingness to support change, or confidence in coping with organizational transformation. Although these practices enhance employees' abilities, motivation, and opportunities to contribute, they do not automatically generate readiness for change unless employees interpret these practices positively and develop a stronger psychological connection with the organization. Accordingly, employees become ready to

support change not merely because the organization provides high-performance HR practices, but because these practices foster a stronger emotional bond with the organization. When employees perceive training, participation, communication, appraisal, and rewards as evidence of organizational support and investment, they are more likely to develop affective commitment. This emotional attachment encourages them to identify with organizational goals and to interpret change initiatives as consistent with the organization's interests and their own continued development. Consequently, readiness for change emerges through the affective commitment mechanism rather than directly from the HR practices themselves. This interpretation is supported by the study's own theoretical discussion, which identifies affective commitment as a central psychological mechanism linking HPHRP to readiness for change, because employees who perceive HR practices as supportive and fair are expected to develop stronger emotional attachment before demonstrating willingness to support organizational transformation (Hasinat et al., 2026; Nisa & Safitri, 2026). Prior findings cited in the study also identify affective commitment as a pathway through which organizational practices influence readiness for change (Rochmi & Hidayat, 2019; Soumyaja et al., 2015; Suharmanto et al., 2024)

High Performance Human Resource Practice effect on Readiness for Change mediated by Affective Commitment

The indirect path from high-performance human resource practices (HPHRP) to readiness for change through affective commitment was positive and highly significant. This result supports H2 and confirms that affective commitment fully mediates the relationship between HPHRP and readiness for change. This finding indicates that HPHRP do not directly increase readiness for change, but instead operate through employees' emotional attachment to the organization. High-performance HR practices, such as communication, training, participation, appraisal, rewards, and career development signal organizational support and investment. When employees perceive these practices positively, they reciprocate by developing stronger identification, involvement, and loyalty. This affective commitment then enhances their willingness to accept, support, and engage in organizational change. The result is consistent with Social Exchange Theory, which suggests that employees respond to favorable organizational treatment with reciprocal attitudes and behaviors. In this context, HPHRP elicit affective commitment, which becomes the psychological mechanism that translates HR practices into change-oriented attitudes. This interpretation aligns with the study's theoretical discussion, which identifies affective commitment as a central mechanism linking HPHRP to readiness for change (Hasinat et al., 2026; Nisa & Safitri, 2026). Prior findings also show that affective commitment predicts readiness for change across diverse sectors and often exerts a stronger influence than individual factors (Harrison et al., 2022; Rochmi & Hidayat, 2019; Suharmanto et al., 2024).

Affective Commitment on Readiness for Change

Affective Commitment exerted a positive and significant direct effect on readiness for change. This result confirms that employees who feel emotionally attached to the organization are more willing to accept, support, and engage in organizational change, independent of HR practices or hierarchical structures. This finding indicates that affective commitment functions as a critical psychological driver of change readiness. Employees with strong affective commitment identify deeply with organizational values, feel a sense of belonging, and remain loyal because they want to, not because they have to (Muliadi et al., 2023). When change initiatives are introduced, these employees are more likely to perceive them as aligned with their own goals and the organization's long-term interests. Consequently, they demonstrate greater eagerness, preparedness, willingness to support change, and confidence in coping with transformation. The result is consistent with the study's theoretical framework, which positions affective commitment as a central attitudinal mechanism that sustains readiness for change over time (Hasinat et al., 2026; Nisa & Safitri, 2026). Employees who are emotionally attached are more willing to "go the extra mile" to support transformation, viewing organizational changes as opportunities for mutual gain rather than sources of disruption (Suharmanto et al., 2024). Prior findings also identify affective commitment as a robust predictor of readiness for change across diverse sectors, often exerting a stronger influence than individual self-efficacy or demographic factors (Harrison et al., 2022; Rochmi & Hidayat, 2019).

High Performance Human Resource Practice effect on Readiness for Change moderated by Organizarion Hierarchy

The interaction between high-performance human resource practices (HPHRP) and organizational hierarchy had a positive and significant effect on readiness for change. This result supports the hypothesis that organizational hierarchy strengthens the relationship between HPHRP and readiness for change. This finding indicates that formal hierarchical structures characterized by rule orientation, control, standardized procedures, power orientation, and formal structure, enhance the contribution of HPHRP to employees' readiness for change. In the context of PT Krakatau Bandar Samudera, hierarchy provides structural clarity that amplifies the positive impact of HR practices, particularly those related to communication, job clarity, and participation. When employees understand how authority, responsibilities, and change-related procedures are formally organized, high-performance HR practices become more effective in fostering psychological and behavioral preparedness for transformation (Muliadi, 2021).

Contrary to initial expectations that hierarchical structures might constrain flexibility and attenuate the effects of HR practices, this result suggests that hierarchy can function as an enabling condition in certain organizational contexts. In port services organizations characterized by multi-level coordination and formalized operations, hierarchy facilitates coordination, accountability, resource allocation, and role clarity during transformation efforts. These structural conditions complement the psychological mechanisms fostered by HPHRP, thereby strengthening their overall impact on readiness for change. This interpretation aligns

with the study's theoretical discussion, which notes that in high power-distance, collectivist contexts, formal hierarchical structures may clarify expectations and reinforce the legitimacy of HR practices, thereby strengthening the link between HPHRP and change-related outcomes (Alqudah et al., 2022; Nisa & Safitri, 2026). The finding also supports evidence that organizational culture and structure moderate the HPHRP-commitment relationship, amplifying the positive effects of HR practices when aligned with contextual norms and values (Yang & Mostafa, 2024).

Organizarion Hierarchy on Readiness for Change

Organizational Hierarchy exerted a positive and significant direct effect on readiness for change. This finding indicates that hierarchical structures independently contribute to employees' readiness for change at PT Krakatau Bandar Samudera. The positive and significant direct effect suggests that hierarchical structures function as an enabling condition for change readiness, rather than merely as a bureaucratic constraint. In the context of PT Krakatau Bandar Samudera, a port services organization characterized by multi-level coordination and formalized operations, hierarchy provides several structural advantages that enhance readiness for change. First, hierarchy establishes the flow of commands and information through official channels, ensuring coordination across specialized roles and enabling scalar accountability from top management to operational levels (Carbonell-Nicolau, 2025; Socha, 2019; Theodore, 2025). This structural scaffolding clarifies authority lines, standardizes procedures, and facilitates resource allocation during transformation efforts, thereby increasing employees' confidence that change can be implemented effectively. Second, hierarchical structures provide procedural clarity that reduces ambiguity regarding roles and expectations during change initiatives. When employees understand how decisions are made, who holds authority, and what procedures govern organizational operations, they are more likely to feel prepared and willing to support change. This structural clarity complements the psychological mechanisms fostered by affective commitment, creating a comprehensive foundation for change readiness. Third, in public-sector and service-oriented contexts where hierarchical rigidity is often pronounced, perceived organizational support plays a pivotal role in mitigating the negative effects of hierarchy on change readiness (Rochmi & Hidayat, 2019). Supportive organizations are evaluated as caring about employees' well-being and responsive to their concerns, which enhances employees' attention to organizational needs and willingness to follow through on change initiatives (Rochmi & Hidayat, 2019). The result also supports evidence that organizational culture and structure moderate the relationship between HR practices and commitment, amplifying the positive effects of organizational practices when aligned with contextual norms and values (Yang & Mostafa, 2024). In high power-distance, collectivist contexts, formal hierarchical structures may clarify expectations and reinforce the legitimacy of organizational practices, thereby strengthening change-related outcomes (Nisa & Safitri, 2026).

CONCLUSION

The findings reveal that HPHRP do not exert a direct influence on readiness for change, their effect operates entirely through the mediating mechanism of affective commitment. Affective commitment demonstrated a positive and significant direct effect on readiness for change, confirming its role as a critical psychological driver of employees' preparedness for organizational transformation. Furthermore, organizational hierarchy strengthened the relationship between HPHRP and readiness for change, indicating that formal hierarchical structures enhance the effectiveness of HR practices in fostering change readiness. Organizational hierarchy also exerted a positive and significant direct effect on readiness for change, underscoring its function as a structural enabler of transformation in hierarchical, service-oriented organizations. Collectively, these results validate a moderated mediation model in which HPHRP influence readiness for change indirectly through affective commitment (full mediation), while organizational hierarchy both moderates this relationship and exerts an independent direct effect on readiness.

This study contributes to the literature on human resource management and organizational change in several ways. First, it provides empirical evidence that the relationship between HPHRP and Readiness for Change is not direct but fully mediated by Affective Commitment. This finding advances theoretical understanding by clarifying that high-performance HR practices create the organizational conditions for employees to develop emotional attachment, which then translates into change-oriented attitudes and intentions. The result reinforces the centrality of affective commitment as a psychological mechanism that transforms supportive HR practices into readiness for change, consistent with Social Exchange Theory. Second, the study demonstrates that Organizational Hierarchy functions as a positive moderator, strengthening the relationship between HPHRP and Readiness for Change. This finding challenges conventional assumptions that hierarchical structures constrain flexibility and attenuate the effects of HR practices. Instead, it suggests that in high power-distance, collectivist, and service-oriented contexts, formal hierarchical structures may clarify expectations, reinforce the legitimacy of HR practices, and amplify their positive effects on change-related outcomes.

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