




# Self-Efficacy and Organizational Culture: Normative Commitment as a Bridge to Individual Readiness for Change in Police Digital Transformation – A Conceptual Analysis

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## Abstract

This conceptual study develops a framework explaining the mediating role of normative commitment in the relationships among self-efficacy, organizational culture, and individual readiness for change within the digital transformation of the Indonesian National Police (Polri). Using a structured conceptual approach, this study synthesizes theories and previous empirical findings to construct an integrated model. The analysis indicates that self-efficacy and organizational culture directly affect readiness for change; however, empirical gaps suggest that the relationships are not always consistent across contexts. This study proposes normative commitment as a psychological bridge that strengthens the effects of personal beliefs and cultural values on members' readiness to adopt digital performance systems. The study contributes theoretically by integrating psychological, cultural, and moral-responsibility dimensions within hierarchical public organizations. Practically, the findings emphasize the need to strengthen digital competencies and adaptive culture to support Polri's digital transformation.

**Keywords:** Self-Efficacy, Organizational Culture, Normative Commitment, Readiness for Change, Digital Transformation, Conceptual Analysis

## 1. INTRODUCTION

An organization on the verge of change is volatile and can respond quickly to environmental developments. Some changes to an organization's work culture, such as work practices and performance or member satisfaction, result indirectly from technological developments [1]. Organizational commitment plays a significant role in developing readiness for change, as seen in some Indonesian educational institutions, where lecturers' commitment affects their willingness to adapt to new policy changes related to the Independent Learning Campus program[2]. In general, preparing an organization for change is a complex process that demands a holistic examination of its cultural, structural, and human dimensions.

Organizational Readiness for Change is the extent to which individual employees are ready and willing to participate in a change of process within an organization[3]. Psychological conditions, including self-efficacy, psychological safety, and meaningful work, are believed to influence behaviour change in the

workplace, either directly or indirectly [4]. Engaging staff in change, equipping them with the training and support they need to adapt, and clearly explaining what change means are critical tools for driving positive responses to change amongst workers [5].

Moreover, the digital transformation has made public services much more effective and efficient. Among the objectives of new technologies is also to cut down operating costs and improve transparency [6]. The police, like all public agencies, need to be part of the digital transformation. Evidence is in how they implemented computers and technology at work for SIPK (Sistem Informasi Penyelenggara KPI), or the information system that monitors and evaluates an organization's accomplishments. To mitigate overall police casualties, there must be data-driven, fair, and consistent human performance evaluation [7]. Via SIPK, the performance review process that used to be carried out manually has been transformed into an integrated one that enables leaders to rate it using digital indicators and real-time data. This change is an illustration of the Indonesian National Police's proactive step towards fortifying technology-oriented performance-assessment management and raising professionalism in human resources.

Such IT systems, such as the SIPK system, are shaped not just by the technological environment but also by the human beings who enact them within an organization. The organization's willingness to change is paramount for the police when adopting new approaches and ideas. The readiness and psychological and behavioral attitudes cannot be a digital Polri without an element [8]. Empirically, as suggested above, readiness for change at the people level is complex. It should be conceptualised across individual (personal), interpersonal, and organisational levels of analysis if the challenges facing police organisations are to be met [9].

From the preliminary observation and interview at the Kulonprogo Police Office, it was observed that not all members of the police unit understand and can use SIPK properly. Some of the staff we spoke to said they are still having trouble filling out reports through the system, either because they were not really trained on how it works or because their digital technology skills have not grown enough. In fact, according to a key informant, some members will be slow learners in preparing the SIPK individually and often ask younger colleagues or those with higher IT literacy. This condition indicates that the individual's maturity in facing digital transformation and in using SIPK remains variable and does not meet the organization's expectations. In fact, as a professional and modern police force, it should be expected that all employees know how to operate autonomously within a digital performance appraisal system. This would help make the assessment process open and objective. Self-efficacy is an attitudinal variable that may contribute to one's readiness for dealing with digital-related change. Self-efficacy refers to a person's perception of their ability to execute activities and reach goals. In multiple studies, it has consistently been found to be associated with an individual's level of readiness to change. Several studies confirm the connection between these variables, demonstrating that self-efficacy is one of the key factors in determining readiness, as participants' biased preparedness in organizational management, educational contexts, and personal development—the research was conducted in PT. Pegadaian (Persero) proves that the increase in employees' readiness to change to adjust direction and pace of organizational transformation through individual self-efficacy is influenced by the role of Organizational Commitment[10].

Experiential learning, skill mastery, and positive reinforcement can enhance self-efficacy. In Indonesia, studies on self-efficacy have focused primarily on the academic domain and have found that it influences personal, academic, and career dimensions. Methodologically, tradition, correlation, and multiple regression are popular, and higher levels of self-efficacy are associated with better performance and psychological Wellbeing [11]. Self-efficacy has positive implications for each individual's ability to accept and embrace change, insofar as every member of the staff will feel self-confident tackling change and its complexity, as well as the process of digital transformation [12].

In addition to individual factors, organizational culture is an important influence on change readiness. Organisational culture is one of the most significant influences on how prepared people are to deal with change [13]. Organizational culture is the set of shared values, beliefs, and attitudes that influence how employees interact and work in an organization [14]. The Competing Values Framework contains four types of organizational culture: Clan (Collaborate), Adhocracy (Creative), Market (Compete), and Hierarchy (Control) [14]. A more nuanced view of an innovative culture. A key notion in an innovation-friendly culture is the idea that you can create innovation, suggesting that a corporate culture is a lever for successful strategy [15]. On the other hand, a bureaucratic culture can stifle creativity and innovation within an organization. One cause of fatigue among civil servants is imbalanced and peerless interaction, as it takes two to build great teamwork [16]. There is an indication of a lack of fulfillment of the organizational culture at Kulonprogo Police, based on personnel's knowledge and the SIPK. There are still limitations in technological learning, low initiative to master new systems, limited understanding of filling procedures, and limited digital technology capabilities, reflecting an organizational culture that is not yet adaptive to innovation. Therefore, to ensure the successful implementation of SIPK, an organizational culture that fosters adaptive values, flexibility, and support for technological innovation is needed.

Normative commitment plays an important role as a psychological factor that bridges the influence of self-efficacy and organizational culture on an individual's readiness to change. According to [17], moral commitment is a key factor that shapes perceptions of organizational support, as individuals feel a greater sense of moral duty to help the organization achieve its goals. Members of the Indonesian National Police with high normative commitment will be more motivated to support the implementation of digital systems such as SIPK as a form of loyalty and professional responsibility to the institution. Normative commitment can serve as a mediating variable, strengthening the relationship between self-efficacy and organizational culture in shaping individual readiness to face digital change [13].

Research on the effect of organizational commitment on organizational change shows that employees with high organizational commitment are more likely to support it [12]. Organizational commitment also has a positive, significant effect on employees' readiness to change. According to [18], the higher the level of Employee Commitment, the better an Organization performs. High self-efficacy individuals will be troubleshooters who come up with ways to solve their problems without giving up, even when it does not work at first. With respect to organizational issues, it is especially clear that an organization's life system dynamics are necessary for it to accomplish its goals [19]. When self-efficacy is higher, academic achievement and psychological Wellbeing are

higher [11]. Institutional culture—the values, norms, and expectations that employees hold within a housing association—affects employee behaviour and commitment. Organizational culture influences organizational behavior and is strongly related to an individual's attachment/commitment and performance within the organization. New data emerge that one's self-efficacy and/or the organizational culture directly or indirectly affect the individual's motivation to change through a normative commitment in both sides of the influencer model [20].

Across previous studies on the relationships among self-efficacy, organizational culture, and individual readiness for change, several research gaps remain to be further explored. First, most previous studies have focused on the private sector, education, and the service industry. ([12]; [14]; [13]). Studies of hierarchical and bureaucratic public institutions, such as the Indonesian National Police (Polri), are relatively rare. Research on the departmentalisation and bureaucratisation of public organisations, such as Polri, is quite rare. More specifically, the dynamics of change in police organizations are unique and incorporate characteristics such as discipline, vertical systems, and a strong work culture. As a result, findings from other research settings may not easily generalise to the police.

Several studies [21];[22] have suggested that the effect of self-efficacy is rather indirect and not always general. Among the psychological factors studied, self-efficacy has been reported to have no direct relationship with preparedness for change. This suggests that the impact of self-efficacy can be context-dependent or mediated through other variables, such as optimism and hope. An additional study [13] also demonstrates that organizational culture types have different effects on staff's readiness for change dimensions and uneven impacts, with aberrant effects between AC and affective commitment to change, suggesting that no one cultural type is equally preferred. Therefore, an organization whose culture of change is not favoured or does not align with its change objectives can be considered unprepared for change. It can also be a strong driver of change when it fosters an atmosphere of communication, collective action, and adaptation [23]; [24].

Although the implementation of the Performance Assessment Information System (SIPK) aims to improve the objectivity, transparency, and efficiency of performance assessments, in practice, many members of the Indonesian National Police still find it challenging to understand the application's development. This is due to a lack of initiative to learn about new technologies, which shows that individual readiness for digital transformation is not yet uniform. This condition confirms that the success of change depends not only on technological readiness but also on personnel's psychological, cultural, and moral commitment. Accordingly, this research aims to examine the effects of self-efficacy and organizational culture on readiness for change, with commitment as an intermediary variable, in the digital transformation at Police Headquarters Kulonprogo. We will further investigate the interplay between personal sense of efficacy and cultural values in organizational life, focusing on normative commitment in developing readiness for digital change. Accordingly, the theoretical contribution of this research is anticipated to enrich the literature on change readiness, and its practical contributions are directed toward the Indonesian National Police to create an adaptive work culture for technological innovation. Despite extensive studies on readiness for change, several gaps remain. First, most empirical research focuses on private organizations, education, and service industries, while studies in hierarchical

and bureaucratic public institutions such as the Indonesian National Police remain limited. Second, previous findings on the relationship between self-efficacy and readiness for change show inconsistent results, suggesting the presence of mediating mechanisms that have not been fully explored. Third, organizational culture has been examined mainly as a direct predictor, with limited attention to how moral-based commitment operates within highly disciplined organizations. Addressing these gaps, this study proposes normative commitment as a mediating variable that bridges psychological beliefs and organizational culture in shaping individual readiness for digital transformation in the police context.

## 2. LITERATUR REVIEW

### 2.1 Theory of Readiness to Change

The Organizational Change Readiness Theory, developed by Armenakis, Harris, and Mossholder (1993), emphasizes that individual readiness for change is a psychological condition that reflects the extent to which a person accepts, supports, and is involved in the organizational change process. This concept is multidimensional because it involves individual, organizational, and dynamic environmental context aspects. In the era of VUCA (Volatility, Uncertainty, Complexity, Ambiguity), readiness is a key factor in the success of transformation, including in the context of the digitalization of public organizations such as the Indonesian National Police. Personal readiness refers to individuals' adaptability to data-based and information technologies. It is determined by self-efficacy, Organizational culture, and Normative commitment [3].

### 2.2 Individual Readiness for Change

According to Holt et al. (2007), an individual's readiness to change is defined as a comprehensive attitude that reflects the individual's willingness and ability to engage in change. This concept includes cognitive, affective, and behavioral dimensions that indicate the level of acceptance of organizational change [25]; [8]. The Readiness for Change Scale measures four main aspects: appropriateness, change-specific efficacy, management support, and personal valence. High readiness occurs when individuals believe that change is beneficial, supported by the organization, and can be implemented [26].

### 2.3 Self-Efficacy

Self-efficacy is an element of Bandura's Social Cognitive Theory (1997), which holds that a person's level of confidence in their ability to accomplish tasks can influence how they respond cognitively, emotionally, and behaviorally. In the workplace, self-efficacy pertains to how an individual manages organizational challenges or demands [27]. Research shows that high levels of self-efficacy increase readiness to change because individuals are more confident in facing uncertainty [12]; [28]. More specifically, Bandura posits that self-efficacy can be measured along three dimensions: level (the degree of task difficulty to

which ability is applicable), strength (conviction despite obstacles — amount of confidence in the face of obstructions and adversities), and generality (belief across different situations)[29].

#### **2.4 Normative Commitment**

Meyer and Allen's (1991) Three Component Model breaks organizational commitment into three dimensions: affective, continuance, and normative [27]. Moral commitment is what keeps a person supporting and contributing to an organization. This trust is driven by culture and professional duties rooted in the members of [30].

#### **2.5 Organizational Culture**

According to Schein (2010), organizational culture is a system of values, beliefs, and basic assumptions that guide the behavior of members within an organization [20]. A strong culture influences perceptions, attitudes, and readiness for change. In the context of digital transformation, a culture that is open to innovation, collaboration, and learning is a key prerequisite for effective change [20]; [31]. According to Robbins and Judge (2011), organizational culture is characterized by seven main characteristics: innovation and risk-taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability [27]. A culture that supports technological innovation and cross-unit collaboration will increase individuals' readiness to adopt digital systems such as SIPK.

### **3. METHODOLOGY**

This study employs a structured conceptual methodology aimed at synthesizing existing theories and empirical studies related to self-efficacy, organizational culture, normative commitment, and individual readiness for change. Relevant literature was identified from peer-reviewed international and national journals published primarily within the last five years. The selected studies were grouped based on key constructs and relational patterns, then analytically compared to identify theoretical consistencies, contradictions, and research gaps. Based on this synthesis, a conceptual framework was developed to explain the mediating role of normative commitment in police digital transformation. This approach strengthens the theoretical grounding and provides a foundation for future empirical validation. Within this framework, it is formulated that: 1) self-efficacy has a positive effect on normative commitment. 2) Does organizational culture have a positive effect on normative commitment? 3) Does self-efficacy have a positive effect on individual readiness to change? 4) Does organizational culture have a positive effect on individual readiness to change? 5) Does normative commitment have a positive effect on individual readiness to change? 6) Normative commitment acts as a mediating variable between self-efficacy and individual readiness to change? 7) Normative commitment acts as a mediating variable between organizational culture and individual readiness to change. This framework is expected to provide a theoretical basis for future

empirical research on readiness for change in the context of digital transformation in the police environment.

## 4. RESULT AND DISCUSSION

### 4.1 The Influence of Self-Efficacy on Normative Commitment

As defined by Bandura, self-efficacy is a belief in one's ability to exert control over one's functioning and learning to achieve particular performance accomplishments. Self-efficacy is a predictor of how people feel, think, motivate themselves, and act [32]. Individuals with high self-efficacy tend to have strong self-confidence. People with high self-efficacy believe in themselves, take responsibility, work hard, and feel very confident. At the organizational level, such perception not only affects individual job performance but also fosters a sense of loyalty and moral duty towards the organization [33]. The results of studies [28], [34], [33], [35] show that self-efficacy positively affects normative commitment. This means that when individuals feel capable of handling work demands and changes, they are more likely to feel a moral responsibility for the organization's success.

### 4.2 The Influence of Organizational Culture on Normative Commitment

Organizational culture is the collective values, beliefs, and behaviors that shape and determine how employees interact with one another and accomplish tasks within a firm [14]. An innovative organizational culture has a positive impact on organizations, indicating that organizational culture influences the success of an organization's strategy [15]. Consequently, organisations should be able to motivate employees to establish a positive, adaptive culture that encourages loyalty, responsibility, and a sense of belonging towards the organisation [36]. In the context of the Indonesian National Police, an organizational culture that supports innovation and digital learning will strengthen members' moral commitment to participate in digital transformation programs, such as SIPK actively. Research [36], [37], [38], and [39] shows that organizational culture significantly affects employee normative commitment.

### 4.3 The Influence of Self-Efficacy on Individual Readiness to Change

Personal readiness to change: The readiness state of employees engaging in organizational changes [3]. People with high self-efficacy perceive that they can manage the difficulties encountered in organizational change [19]. This encourages them to adapt quickly to innovations, including the use of digital systems such as the Indonesian National Police's SIPK. Research [11], [12], [40] found that self-efficacy positively affects readiness for change in public organizations. Thus, the higher the members' self-efficacy, the greater their readiness to face digital-based changes.

#### **4.4 The Influence of Organizational Culture on Individual Readiness for Change**

Organisational culture influences people's willingness to change and how they see and respond to changes within the organisation. Research repeatedly demonstrates that a strong organisational culture fosters a climate that prepares employees for change [41]. An open-to-innovation/learning organizational culture influences individuals' readiness to confront change. Organizational culture has a positive, significant impact on employee performance, suggesting that a strong culture can increase employee effectiveness and productivity [31]. In organizations that support the values of collaboration and flexibility, members will feel safe to try new things and find it easier to accept digital change [42]. Research findings [31], [42], [43], [44] show that a strong organizational culture can increase individual readiness to face technological transformation.

#### **4.5 The Influence of Normative Commitment on Individual Readiness to Change**

Normative commitment refers to a person's feeling that they ought to help and defend their organization. Normative commitment influences pro-environmental behavior, an indicator of preparedness to address environmental change [45]. Highly normatively committed employees are more likely to view change as part of their responsibility to the organization [46]. The results of studies [46], [47], [48], [49] demonstrate that normative commitment positively affects individuals' readiness to change in a digital work environment.

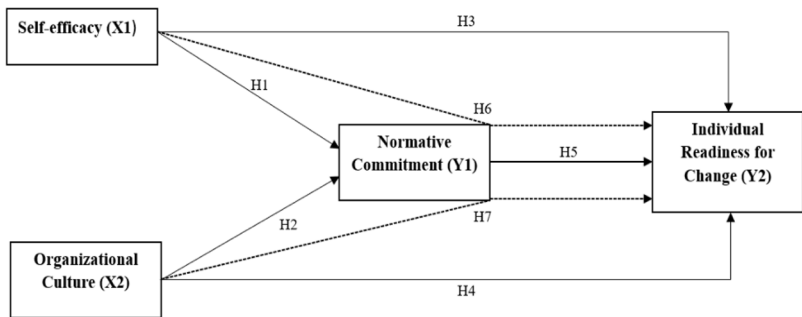
#### **4.6 Normative commitment can be an intervening variable that influences an individual's self-efficacy and readiness to change.**

Strong self-efficacy makes employees believe they can prepare for change, and strong organizational commitment (primarily normative commitment) indicates a sense of belonging and obligation to their organization. This configuration stimulates employees to become supportive and involved in change processes, thereby increasing overall readiness for organizational transformation [12]. Self-efficacy and organizational culture are constructive factors in readiness for change; self-efficacy plays a larger role [50]. Attitudinal trust in all employees as a whole, rather than in specific employees, is predicated on the organization's readiness for itself, at the group level, not just the individual. Two sub-facets of employee readiness for change – level of self-efficacy and personal valence – were established as fully mediating the relationship between group culture/adhocracy culture and employees' commitment to change (affective) [13]. The results of studies [12], [13], [50], [51] state that self-efficacy and organizational commitment significantly influence individual readiness for change.

#### 4.7 Normative commitment can be an intervening variable in the influence of organizational culture on individual readiness to change.

Normative commitment is instrumental in bridging the gap between organisational culture and readiness for change by mediating between individuals' values and their organisation's values, thereby enhancing the likelihood of successful change implementation. A humanistic organizational culture will mould values and norms, creating a condition of moral responsibility within an organization [13]. These values will foster normative commitment, contributing to citizens' preparedness for digital change. The results of studies [2], [20], [51], and [52] state that organizational commitment significantly influences individual readiness for change. Meanwhile, studies [36], [37], [38], and [39] show that organizational culture significantly affects employees' normative commitment.

## 5. FIGURES



**Fig. 1.** Conceptual framework

The conceptual framework in Figure 1 was developed through the synthesis of theories and prior research on the relationships among self-efficacy, organizational culture, normative commitment, and individual readiness to change. This study proposes that self-efficacy (X1) and organizational culture (X2) positively influence individual readiness for change (Y2), both directly and indirectly through the mediating role of normative commitment (Y1). This model is founded on Organizational Change Readiness theory and Social Cognitive theory, which postulate that an individual's perceptions of his/her own capabilities influence psychological readiness to deal with change. In addition, Shared Value theory predicts that a flexible and cooperative organizational culture reinforces norms of loyalty, responsibility, and moral accountability to the organization. Within this framework, self-efficacy increases individuals' confidence in facing change (H1 and H3), while a positive organizational culture fosters normative commitment and readiness to change (H2 and H4). Normative commitment itself is seen as a psychological factor that bridges the influence of these two variables on

individuals' readiness to change (H5, H6, and H7). Thus, this model confirms that the success of digital transformation in the Indonesian National Police environment is highly dependent on the interaction between individual psychological factors and organizational cultural values that encourage loyalty and adaptation to technological change.

## 6. CONCLUSION

This conceptual study concludes that digital transformation in the Indonesian National Police is shaped by the interaction between individual psychological factors and organizational cultural values. Self-efficacy enhances confidence in facing digital change, while organizational culture provides the normative foundation that guides adaptive behavior. Normative commitment functions as a mediating mechanism that strengthens the influence of self-efficacy and organizational culture on individual readiness for change. Theoretically, this study enriches change readiness literature by integrating moral commitment within a bureaucratic public organization context. Practically, it highlights the need for continuous digital training and the development of an adaptive and innovation-oriented culture to ensure successful police digital transformation. This model expands the application of Organizational Change Readiness theory (Armenakis et al., 1993), Social Cognitive Theory (Bandura, 1997), and Shared Value Theory (Porter & Kramer, 2011) in the context of government agency digitalization. From an implementation perspective, this study's findings suggest that the Indonesian National Police should establish technology training, digital mentorship, and lifelong learning to enhance its personnel's self-efficacy. Furthermore, it is crucial to cultivate a flexible, cooperative, and innovative organizational culture to foster greater ownership and moral responsibility for the success of the digital transformation. By paying attention to psychological, social, and organizational cultural values, the Polri can strengthen individual and collective readiness in facing technological changes, thereby improving the professionalism and effectiveness of institutional performance in the digital era.

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