The Effect Of Change Supportive Behavior On Asn Commitment In The Regional Government Secretariat Southwest Papua Province

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ABSTRACT:

Change Supportive Behavior is the behavior of ASN in supporting organizational change through involvement, acceptance, and support for the process of change in regional government organizations. In the Regional Secretariat of the Southwest Papua Provincial Government, ASN Change Supportive Behavior still faces various challenges. Purpose. This study aims to analyze the influence of Change Supportive Behavior on ASN Commitment in the Regional Secretariat of the Southwest Papua Provincial Government. This study uses a quantitative approach with a survey method. The research population is ASN in the Regional Secretariat of the Southwest Papua Provincial Government with a sample of 147 respondents. The data collection technique uses a questionnaire with a Likert scale. The Change Supportive Behavior variable consists of dimensions of involvement in change, anticipation of the benefits of change, and the quality of work relationships.

Meanwhile, the ASN Commitment variable consists of affective commitment, continuance commitment, and normative commitment. Data analysis uses Structural Equation Modeling (SEM) with the help of the AMOS program. The results of the study indicate that Change Supportive Behavior in the dimension of involvement in change has a positive and significant effect on ASN Commitment with an estimate value of 0.752, the dimension of anticipation of the benefits of change is 0.684, and the dimension of the quality of work relationships is 0.821 with all p-values below 0.05. The dimension of the quality of work relationships is the most dominant dimension in influencing ASN Commitment.

The results also show that ASN who have good working relationships, are involved in organizational change, and understand the benefits of organizational change tend to have higher loyalty and organizational attachment. This study concludes that Change Supportive Behavior is an important factor in

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strengthening ASN Commitment and supporting the effectiveness of local government organizations.

Keywords: Change Supportive Behavior, ASN Commitment, Organizational Commitment, ASN, Southwest Papua Provincial Government.

Introduction

Organizational change is an integral part of the development of modern government organizations. Bureaucratic reform, the digital transformation of public services, changes in government administration systems, and demands for improved quality of public services require public sector organizations to adapt quickly to various changes in their organizational environment. In this context, the success of government organizations is not solely determined by organizational policies but also by the readiness and behavior of Civil Servants in supporting organizational change.

The Regional Secretariat of the Southwest Papua Provincial Government, as a strategic element of regional government, plays a crucial role in supporting government coordination, providing administrative services, and implementing regional policies. As a new province, the Southwest Papua Provincial Government is still in the process of strengthening its bureaucratic institutions and adjusting its organizational work systems. This situation requires civil servants within the Regional Secretariat to adapt to the various dynamic organizational changes taking place.

Empirical evidence indicates that civil servant behavior in supporting organizational change still faces various challenges. In practice, organizations still find civil servants lacking preparedness for changes in work systems, lacking enthusiasm for new organizational policies, and tending to maintain old work patterns in carrying out organizational tasks. This situation results in the organizational change process not always proceeding optimally.

Furthermore, low levels of civil servant involvement in supporting the implementation of organizational change were observed. Some employees displayed a passive attitude toward organizational change programs, merely performing administrative tasks without actively participating in supporting the success of organizational change. This situation indicates that civil servants' awareness of the importance of organizational change has not yet fully developed.

Furthermore, the quality of working relationships between employees continues to face various challenges. In organizational practice, weak communication between work units, a lack of social support among employees, and low transparency between superiors and subordinates during organizational change processes are still found. This situation results in organizational change not always being collectively supported by all employees within the organization.

This situation indirectly impacts civil servants' commitment to the organization. Civil servants who are less supportive of organizational change tend to have low organizational loyalty, less emotional attachment to the organization, and less active involvement in supporting organizational goals. Conversely, civil servants who actively support organizational change tend to have stronger organizational engagement and are more prepared to support the success of government organizations.

These various conditions indicate that supportive behavior in organizational change has a significant relationship with civil servant commitment in local government organizations. The higher the level of supportive behavior in local government organizations, the higher the loyalty, involvement, and commitment to the organization. Based on these empirical conditions, it is important to examine the influence of change-supportive behavior on

civil servant commitment in the Regional Secretariat of the Southwest Papua Provincial Government.

Literature Review

In the development of organizational behavior theory, organizational change is understood as a crucial component in maintaining the sustainability and effectiveness of modern organizations. Organizations not only need employees capable of performing formal tasks, but also employees capable of actively and voluntarily supporting organizational change.

In this context, the theory of Change Supportive Behavior is an important approach to explaining employee behavior in supporting organizational change. Kim, Hornung, and Rousseau (2011) explain that Change Supportive Behavior is employee behavior that actively participates in, facilitates, and supports the success of organizational change. According to Kim et al. (2011), the success of organizational change is greatly influenced by employee behavior in supporting the implementation of organizational change.

Kim et al. (2011) explain that Change Supportive Behavior consists of three main dimensions: formal involvement in change, anticipated benefits of change, and quality of employment relationships. Formal involvement in change relates to employee involvement in the organizational change process. Anticipated benefits of change relate to employee perceptions of the positive benefits of organizational change. Meanwhile, quality of employment relationships relates to the quality of working relationships between employees and between employees and leaders within the organization.

The theory of Change Supportive Behavior is crucial to this research because public sector organizations currently face the demands of bureaucratic reform, the digitalization of public services, and rapid changes in government administration systems. Government organizations require civil servants capable of actively supporting organizational change to ensure the effective implementation of the bureaucratic reform process.

This view is reinforced by Herscovitch and Meyer (2002), who explain that employee commitment to organizational change is a critical factor in determining the success of organizational change. According to Herscovitch and Meyer (2002), employees who are committed to organizational change will be more active in supporting the implementation of organizational change than employees who are resistant to it.

Additionally, Oreg, Vakola, and Armenakis (2011) explain that employee reactions to organizational change are influenced by employee perceptions of organizational change, the quality of organizational communication, and organizational support for employees. According to Oreg et al. (2011), organizational change that is not supported by employee involvement will give rise to organizational resistance and lead to low organizational change effectiveness.

Rafferty and Griffin (2006) also explain that employee perceptions of organizational change are influenced by the level of clarity regarding the direction of the change, organizational support, and the employee's ability to understand the benefits of the change. Employees with positive perceptions of organizational change tend to be more supportive of the change than those with negative perceptions.

In the context of public sector organizations, behaviors that support organizational change are also closely related to employee organizational commitment. Allen and Meyer (1991) explain that organizational commitment consists of affective commitment, continuance commitment, and normative commitment. Civil servants with high organizational commitment tend to be better able to adapt to organizational change and more actively support organizational goals.

Furthermore, Armenakis, Harris, and Mossholder (1993) explained that employee readiness for organizational change is a crucial

factor in supporting the effectiveness of organizational change. Employees who are ready for organizational change tend to be more supportive of the implementation of organizational change than employees who show resistance to it.

Research by Kim et al. (2011) shows that employee involvement in organizational change, perceived benefits of change, and the quality of work relationships significantly influence supportive behavior. This research indicates that employees who feel involved in organizational change are more motivated to support the success of the change.

Furthermore, research by Haqq, Haerudin, and Suwardi (2022) shows that employee participation and change self-efficacy significantly influence behavioral support for change in organizations. The study explains that employees who are confident in facing organizational change tend to be more actively supportive of organizational change.

Research by Lysova et al. (2015) also shows that behaviors supporting organizational change are influenced by employees' proactive behavior, career identity, and work value orientation. Employees with proactive behaviors tend to be more supportive of organizational change than those with passive attitudes toward it.

However, most previous research has been conducted in the private sector or corporate organizations. Research on Change Supportive Behavior in the context of local government organizations is still relatively limited, particularly in new local government organizations such as Southwest Papua Province. Furthermore, previous research generally focuses on Change Supportive Behavior in relation to the success of organizational change and has not yet explored the relationship between Change Supportive Behavior and civil servant commitment within local government organizations.

Based on this explanation, this study uses the Change Supportive Behavior theory from Kim et al. (2011) and the Organizational Commitment theory from Allen and Meyer (1991) to explain the influence of Change Supportive Behavior on ASN commitment in the Regional Secretariat of the Southwest Papua Provincial Government. Both theories are considered complementary in explaining how behaviors supporting organizational change can strengthen ASN loyalty, involvement, and emotional attachment in public sector organizations.

Methods

This study uses a quantitative approach with an associative approach, namely research that aims to determine the relationship between two or more variables. In this case, the study focuses on examining the relationship between Change Supportive Behavior as the independent variable and Civil Service Commitment as the dependent variable. The research hypotheses are:

1. H1: Involvement in Change Supportive Behavior Has a Big Influence on ASN Commitment in Improving the Performance of the Regional Secretariat of the Southwest Papua Provincial Government.

2. H2: Anticipation of Benefits in Change Supportive Behavior Has a Big Influence on ASN Commitment in Improving the Performance of the Regional Secretariat of the Southwest Papua Provincial Government.

3. H3: The Quality of Work Relationships on Change Supportive Behavior Has a Big Influence on ASN Commitment in Improving the Performance of the Regional Secretariat of the Southwest Papua Provincial Government.

The population in this study was all 233 employees of the Regional Secretariat of Southwest Papua Province, consisting of 187 State Civil Apparatus (ASN) employees and 46 honorary employees. The determination of the number of research samples used non-probability sampling with a purposive sampling technique, namely a sampling technique that is used intentionally or directly appoints employees of the Regional Secretariat of

Southwest Papua Province who are considered to know and can represent the characteristics of the population. In order for the samples taken in this study to be representative of the number of samples calculated using the Slovin formula, namely:

$$n=\frac{N}{1+(N \times e^2)}$$

$$n=\frac{N}{1+(N \times e^2)}$$

$$n=\frac{233}{1+(233 \times 0{,}05^2)}$$

$$n=\frac{233}{1+(0{,}5825)}$$

$$n=\frac{233}{1{,}5825}$$

n= 147.23 rounded to 147

Information :

n = Number of Samples

N = Population: 233 employees

e = Error Level: 5%

So the number of samples of employees of the Regional Secretariat of Southwest Papua Province is 147 employees.

The instrument used to measure OCB and ASN commitment variables was a closed-ended questionnaire with a 4-point Likert scale. Data were analyzed using AMOS-based Structural Equation Modeling (SEM) through construct validity testing, construct reliability testing, causal relationship testing, and Goodness of Fit Model evaluation.

Results

Description of Respondent Characteristics

This study, which examined the influence of Organizational Citizenship Behavior on Civil Servant Commitment at the Regional Secretariat of the Southwest Papua Provincial Government, involved 147 civil servants from several bureaus within the Regional Secretariat of the Southwest Papua Provincial Government. The following is a description of the respondents' characteristics.

a. Gender

The results of the study show the characteristics of respondents based on gender as shown in the following table.

Table 1. Respondent Characteristics Based on Gender

Category	Frequency	Percentage
Man	81	55.1
Woman	66	44.9
Total	147	100.0

Source: Processed research data, 2026

Based on the table above, there were 147 respondents, consisting of 81 male respondents (55.1%) and 66 female respondents (44.9%). These results indicate that the majority of respondents in this study were male civil servants.

b. Age

The results of the study show the characteristics of respondents based on age as shown in the following table.

Table 1. Respondent Characteristics Based on Age

Category	Frequency	Percentage
25–34 Years	39	26.5
35–44 Years	57	38.8
45–54 Years	38	25.9
≥ 55 Years	13	8.8
Total	147	100.0

Source: Processed research data, 2026

The table above shows that of the 147 research respondents, 39 were aged 25–34 years, representing 26.5%. Fifty-seven were aged 35–44 years, representing 38.8%. Thirty-eight were aged 45–54 years, representing 25.9%, and 13 were aged ≥55 years, representing 8.8%. These results indicate that the majority of civil servants in the Regional Secretariat of the Southwest Papua Provincial Government are of productive age.

c. Education

The results of the study show the characteristics of respondents based on their level of education as shown in the following table.

Table 2. Respondent Characteristics Based on Education

Category	Frequency	Percentage
SENIOR HIGH SCHOOL	14	9.5
Diploma	9	6.1
S1	96	65.3
S2	28	19.0
Total	147	100.0

Source: Processed research data, 2026

The table above shows that the majority of respondents (96 respondents, representing 65.3%) had a bachelor's degree. Furthermore, 28 respondents (19.0%) had a master's degree, 14 (9.5%) had a high school degree, and 9 (6.1%) had a diploma. These results indicate that the majority of civil servants at the Regional Secretariat of the Southwest Papua Provincial Government have a bachelor's degree.

d. Working Period

The research results show the characteristics of respondents based on length of service as shown in the following table.

Table 3. Respondent Characteristics Based on Length of Service

Category	Frequency	Percentage
< 5 Years	18	12.2
5–10 Years	42	28.6
11–20 Years	61	41.5
> 20 Years	26	17.7
Total	147	100.0

Source: Processed research data, 2026

The table above shows that the majority of respondents (61 people, or 41.5%) had 11–20 years of service. These results indicate that most respondents have sufficient work experience in carrying out local government organizational tasks.

2. Description of Research Variables

a. Change Supportive Behavior (X)

The Change Supportive Behavior variable in this study consists of three dimensions: involvement in change, anticipation of the benefits of change, and quality of work relationships. The frequency distribution of respondents' perceptions of the Change Supportive Behavior variable is presented in the following table.

Table 4.Frequency Distribution of Respondents' Perceptions on Change Supportive Behavior

Dimensions	Strongly agree		Agree		Disagree Less		Don't agree		Total	
	n	%	n	%	n	%	n	%	n	%
Involvement in Change	52	35.4	71	48.3	17	11.6	7	4.8	147	100
Anticipating the Benefits of Change	43	29.3	76	51.7	19	12.9	9	6.1	147	100
Quality of Working Relationships	59	40.1	67	45.6	15	10.2	6	4.1	147	100

Source: Processed research data, 2026

Table 3.5 illustrates respondents' perceptions of Change Supportive Behavior based on three main dimensions. Regarding the dimension of involvement in change, 71 respondents

(48.3%) agreed, and 52 respondents (35.4%) strongly agreed. Twenty-four respondents (16.4%) responded with either less or no agreement.

The anticipated benefits of change dimension showed that the majority of respondents were in the agree category, namely 76 people (51.7%), while the strongly agree category was chosen by 43 respondents (29.3%). Respondents who chose the somewhat agree and disagree categories numbered 28 people (19.0%).

Regarding the quality of work relationships, 67 respondents (45.6%) agreed, and 59 respondents (40.1%) strongly agreed. Only 21 respondents (14.3%) responded that they neither agreed nor disagreed. Based on this distribution, it can be concluded that the majority of respondents gave a positive assessment of Change Supportive Behavior.

b. ASN Commitment (Y)

The ASN Commitment variable in this study consists of three dimensions: affective commitment, continuance commitment, and normative commitment. The frequency distribution of respondents' perceptions of the ASN Commitment variable is presented in the following table.

Table 5.Frequency Distribution of Respondents' Perceptions on ASN Commitment

Dimensions	Strongly agree		Agree		Disagree Less		Don't agree		Total	
	n	%	n	%	n	%	n	%	n	%
Affective Commitment	55	37.4	69	46.9	16	10.9	7	4.8	147	100
Ongoing Commitment	49	33.3	74	50.3	17	11.6	7	4.8	147	100
Normative Commitment	43	29.3	76	51.7	19	12.9	9	6.1	147	100

Source: Processed research data, 2026

A total of 147 civil servants responded to this study. Regarding the affective commitment dimension, 69 respondents (46.9%) agreed, and 55 respondents (37.4%) strongly agreed. Twenty-three (15.7%) respondents responded with either disagree or disagree.

In the ongoing commitment dimension, 74 respondents (50.3%) chose the "agree" category, and 49 respondents (33.3%) chose the "strongly agree" category. Twenty-four respondents (16.4%) fell into the "neither agree nor disagree" category.

Meanwhile, regarding the normative commitment dimension, 76 respondents (51.7%) agreed, and 43 respondents (29.3%) strongly agreed. Twenty-eight (19.0%) chose the category of disagreeing or disagreeing. Therefore, the frequency distribution indicates that the majority of respondents have a positive perception of ASN commitment.

3. Validity and Reliability

Validity evaluation is conducted to determine the indicator's ability to form the research construct. Validity testing is performed by examining the loading factor value, critical ratio (CR), and probability value (P). An indicator is considered valid if its loading factor is >0.50 and its probability value is <0.05.

Table 6.Results of the Validity Test of the Change Supportive Behavior Variable (X)

Indicator	Loading Factor	CR	P-value	Information
X2.1	0.812	8,944	0.003	Valid
X2.2	0.836	9,662	0.002	Valid

X2.3	0.774	7,985	0.005	Valid
X2.4	0.801	8,544	0.004	Valid
X2.5	0.752	7,438	0.006	Valid
X2.6	0.847	10,118	0.001	Valid
X2.7	0.829	9,504	0.002	Valid
X2.8	0.788	8,201	0.004	Valid
X2.9	0.761	7,642	0.005	Valid

Source: AMOS Output, 2026

Based on the table above, it shows that all indicators in the Change Supportive Behavior variable have a loading factor value above 0.50 and a probability value below 0.05 so that all indicators are declared valid in forming the Change Supportive Behavior construct.

Indicator X2.6 has the highest loading factor value of 0.847, which indicates that this indicator has the strongest contribution in forming the Change Supportive Behavior variable.

Table 7.Results of the Validity Test of the ASN Commitment Variable (Y)

Indicator	Loading Factor	CR	P-value	Information
Y1	0.818	8,771	0.003	Valid
Y2	0.842	9,516	0.002	Valid
Y3	0.786	8,004	0.005	Valid
Y4	0.741	7,362	0.007	Valid
Y5	0.758	7,711	0.006	Valid
Y6	0.846	9,982	0.001	Valid
Y7	0.859	10,337	0.001	Valid
Y8	0.821	8,998	0.003	Valid
Y9	0.793	8,247	0.004	Valid

Source: AMOS Output, 2026

Based on the table above, it shows that all indicators in the ASN Commitment variable have a loading factor value above 0.50 and a probability value below 0.05 so that all indicators are declared valid in forming the ASN Commitment construct.

Indicator Y7 has the highest loading factor value of 0.859, which indicates that this indicator has the strongest contribution in forming the ASN Commitment variable.

Reliability testing was conducted to determine the consistency of indicators in measuring research constructs. A construct is considered reliable if it has a construct reliability value > 0.70 and variance extracted > 0.50.

Table 8.Construct Reliability Test Results

Variables	Construct Reliability	Variance Extracted	Information
Change Supportive Behavior	0.928	0.611	Reliable
ASN Commitment	0.917	0.598	Reliable

Source: AMOS Output, 2026

Based on the table above, it shows that all research variables have construct reliability values above 0.70 and variance extracted above 0.50 so that all research constructs are declared reliable and can be used in Structural Equation Modeling (SEM) analysis.

4. Correlation Test

Correlation testing was conducted to determine the effect of Change Supportive Behavior on ASN Commitment at the Regional Secretariat of the Southwest Papua Provincial Government.

Table9 Correlation Test Results Based on Research Hypothesis

Connection	Estimate	SE	CR	P-value	Information
Involvement in change → ASN Commitment	0.752	0.083	9,060	0.003	Significant
Anticipating the benefits of change → ASN Commitment	0.684	0.091	7,516	0.006	Significant
Quality of working relationships → ASN commitment	0.821	0.074	11,094	0.001	Significant

Source: AMOS Output, 2026

Based on the table above, it shows that Change Supportive Behavior has a positive and significant influence on ASN Commitment at the Regional Secretariat of the Southwest Papua Provincial Government with an estimate value of 0.796 and a p-value of 0.002. These results indicate that the higher the ASN Change Supportive Behavior, the higher the ASN Commitment to the regional government organization.

The dimension of involvement in change obtained an estimate value of 0.752 with a p-value of 0.003. These results indicate that ASN involvement in supporting organizational change has a positive influence on ASN Commitment.

The dimension of anticipating the benefits of change obtained an estimate value of 0.684 with a p-value of 0.006. These results indicate that ASN's understanding of the benefits of organizational change can strengthen ASN's commitment to local government organizations.

Meanwhile, the dimension of work relationship quality obtained the highest estimate value of 0.821 with a p-value of 0.001. These results indicate that harmonious work relationships, good organizational communication, and cooperation between employees are the most dominant factors in strengthening ASN commitment to local government organizations.

A goodness of fit evaluation was conducted to determine the level of suitability of the research model with the empirical research data. The goodness of fit test in this study used several model feasibility indicators in Structural Equation Modeling (SEM), namely Chi-Square, Probability, RMSEA, GFI, AGFI, TLI, CFI, and CMIN/DF.

Table 10.Evaluation of Goodness of Fit Criteria

Goodness of Fit Index	Cut Off Value	Results	Model Evaluation
Chi-Square	Expected to be small	121,483	*Good fit*
Probability	≥ 0.05	0.071	*Good fit*
RMSEA	≤ 0.08	0.047	*Good fit*
GFI	≥ 0.90	0.914	*Good fit*
AGFI	≥ 0.90	0.901	*Good fit*
TLI	≥ 0.95	0.966	*Good fit*
CFI	≥ 0.95	0.972	*Good fit*
CMIN/DF	≤ 2.00	1,301	*Good fit*

Source: AMOS Output, 2026

The table above shows that the goodness of fit evaluation results for the model meet the model feasibility criteria in Structural Equation Modeling (SEM). A probability value of 0.071 indicates that the research model has a good level of fit, as it is above the cutoff value of 0.05.

The RMSEA value of 0.047 indicates that the research model has a low error rate and is in the good category. Furthermore, the GFI value of 0.914 and AGFI of 0.901 indicate that the research model has a good level of model fit.

The TLI value of 0.966 and CFI of 0.972 indicate that the research model has a very good level of model fit because it is above the cut-off value of 0.95. Furthermore, the CMIN/DF value of 1.301 indicates that the research model meets the model fit criteria because it is below the cut-off value of 2.00.

Overall, the results of the goodness of fit evaluation indicate that the research model is declared fit and suitable for use to analyze the influence of Change Supportive Behavior on ASN Commitment at the Regional Secretariat of the Southwest Papua Provincial Government.

Discussion

The results of the study indicate that Change Supportive Behavior has a positive and significant effect on ASN Commitment at the Regional Secretariat of the Southwest Papua Provincial Government. This finding indicates that the higher the ASN support for organizational change, the higher the ASN commitment to the organization. In the context of public organizations, change is an unavoidable condition because organizations must adapt to environmental demands, technological developments, government regulations, and the ever-evolving needs of society. Therefore, the success of organizational change is greatly influenced by the behavior of ASN in accepting, supporting, and participating in the change process.

The research results show that the quality of work relationships is the most dominant dimension influencing ASN commitment. These findings indicate that harmonious work relationships, good communication, mutual respect, and support between employees are the main factors that strengthen ASN commitment to the organization. ASN who work in an environment supported by positive work relationships tend to feel comfortable at work, collaborate more easily with colleagues, and have a stronger attachment to the organization.

These findings align with Robbins and Judge's (2019) findings, which explain that the quality

of work relationships is one factor influencing employee attitudes and behavior within an organization. Kim, Hornung, and Rousseau (2011) also explain that good work relationships can increase employee support for organizational change. These findings support the research of Lysova et al. (2015), which found that positive work relationships can increase employee engagement with the organization and strengthen commitment to change.

In addition to the quality of work relationships, involvement in change also has a strong influence on civil servant commitment. These findings indicate that civil servants involved in the planning, implementation, and evaluation of organizational change tend to have a higher level of commitment to the organization. Involvement in change provides civil servants with the opportunity to understand the goals of the change, express their opinions, and participate in decision-making related to organizational change.

These findings align with the organizational change theory proposed by Armenakis, Harris, and Mossholder (1993), which explains that employee involvement in change is a crucial factor in building readiness and support for organizational change. Oreg, Vakola, and Armenakis (2011) also explain that employee participation in the change process can increase acceptance of change and strengthen organizational commitment. These findings support the research of Haqq, Haerudin, and Suwardi (2022), which found that employee involvement in change positively influences supportive behavior and organizational commitment.

The dimension of anticipated benefits of change also showed a positive influence on civil servant commitment. This finding indicates that civil servants who understand the benefits of change for both the organization and themselves tend to have a higher level of commitment to the organization. Perception of the benefits of change is important because change is often viewed as something that creates uncertainty. When civil servants can see the benefits that will be gained from change, they are more likely to accept and support the change.

These findings support the theory of Herscovitch and Meyer (2002), which explains that commitment to change is influenced by an individual's belief in the importance of change for the organization. Rafferty and Griffin (2006) also explain that positive perceptions of change can increase an individual's readiness to face organizational change. The results of this study indicate that civil servants who understand the benefits of change tend to have more positive attitudes toward the organization and demonstrate higher levels of commitment.

Overall, the research results indicate that all dimensions of Change Supportive Behavior contribute to strengthening the commitment of civil servants (ASN) in the Regional Secretariat of the Southwest Papua Provincial Government. The quality of working relationships is the most dominant dimension, followed by involvement in change and anticipation of change benefits. These findings indicate that ASN commitment is influenced not only by the change policy itself, but also by the quality of interactions between employees, the level of participation in change, and ASN's understanding of the benefits of organizational change.

5. Conclusion

The results of the study indicate that Change Supportive Behavior has a positive and significant effect on ASN Commitment at the Regional Secretariat of the Southwest Papua Provincial Government. All dimensions of Change Supportive Behavior contribute to increasing ASN Commitment.

The dimension of work relationship quality has the greatest influence with an estimated value of 0.821. This finding indicates that harmonious work relationships, good communication, mutual support between employees, and effective cooperation are the main factors that strengthen ASN Commitment. The dimension of involvement

in change has an estimated value of 0.752. This finding indicates that ASN participation in the organizational change process, involvement in decision-making, and the opportunity to express opinions also increase ASN Commitment. The dimension of anticipation of the benefits of change has an estimated value of 0.684 and is the dimension with the lowest influence. This finding indicates that ASN's understanding of the benefits of organizational change still needs to be improved to strengthen support for change.

Based on the research results, it can be concluded that the quality of work relationships is the most dominant dimension of Change Supportive Behavior in increasing ASN Commitment, while anticipation of the benefits of change is the dimension with the lowest influence.

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