



The Impact of Interpersonal Skills, Work Attitudes, and Ethical Climate on Adaptive Performance: The Mediating Role of Employee Readiness for Change Among Employees of Pt Pln Nusantara Power MRO Unit

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ABSTRACT

This study aims to examine the effect of interpersonal skill, work attitude, and ethical climate on adaptive performance with employee readiness for change among employees of PT PLN Nusantara Power. This study employed a quantitative approach involving 126 respondents and analyzed the data using Structural Equation Modeling Partial Least Squares (SEM-PLS).

The results indicate that ethical climate has a positive and significant effect on employee readiness for change ($t = 3.428$; $p = 0.001$), while interpersonal skill ($t = 1.698$; $p = 0.089$) and *work attitude* ($t = 0.501$; $p = 0.616$) have no significant effect. Furthermore, interpersonal skill has a positive and significant effect on adaptive performance ($t = 3.116$; $p = 0.002$), whereas employee readiness for change ($t = 1.625$; $p = 0.104$) and ethical climate ($t = 0.599$; $p = 0.549$) have no significant effect on adaptive performance.

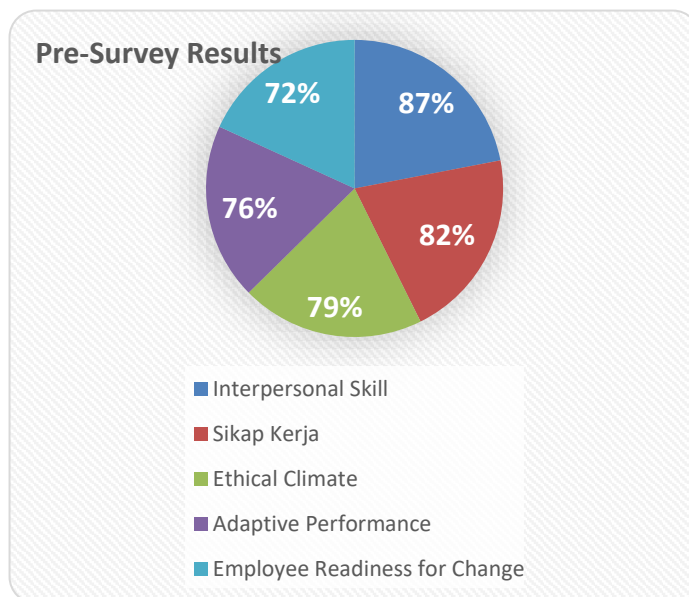
INTRODUCTION

PT PLN Nusantara Power is a subholding company of PT PLN (Persero) that is responsible for electricity generation and power plant management in Indonesia. Along with technological advancements, digital transformation, and the energy transition, the company is required to improve operational effectiveness by strengthening the quality of its human resources to adapt to organizational changes. These transformations include the digitalization of business processes, the improvement of operational procedures, and the development of employee competencies to address increasingly complex workplace dynamics.

PT PLN Nusantara Power MRO Unit, as one of the company's power generation units, has also experienced organizational changes, including the implementation of digital work systems, higher performance targets, and employee competency development. These conditions require employees to possess **adaptive performance**, defined as the ability to adjust their behavior, skills, and work methods in response to change while maintaining optimal job performance.

Company data indicate that the number of employees at PT PLN Nusantara Power MRO Unit increased from **68 employees in 2023** to **92 employees in 2024** and **111 employees in 2025**. This increase reflects the organization's growing need for human resources who are capable of adapting to changes in work systems, technological advancements, and the company's operational demands.

The results of a preliminary questionnaire administered to 30 employees showed that interpersonal skill received the highest percentage (87%), followed by work attitude (82%), adaptive performance (79%), ethical climate (76%), and employee readiness for change (72%). These findings indicate that interpersonal skills are perceived as the most influential factor in supporting job performance, while employees' readiness to cope with organizational change still requires improvement.



Theoretically, adaptive performance is influenced by both individual and organizational factors. Interpersonal skill enhances communication, collaboration, and work coordination. A positive work attitude encourages employees to accept change more readily, while an ethical climate fosters a work environment characterized by trust and support for organizational change. In addition, employee readiness for change is considered a

psychological mechanism that reflects an individual's willingness to accept and support change, thereby potentially influencing adaptive performance.

Although previous studies have examined the relationships among these variables, research integrating interpersonal skill, work attitude, and ethical climate as determinants of adaptive performance, with employee readiness for change serving as a mediating variable, remains limited, particularly in the electricity generation sector. Therefore, this study aims to analyze the effects of interpersonal skill, work attitude, and ethical climate on adaptive performance through employee readiness for change among employees of PT PLN Nusantara Power MRO Unit. The findings are expected to contribute to the development of human resource management literature and provide practical insights for organizations in enhancing employees' readiness for change and supporting the success of organizational transformation.

Literature Review

Grand Theory: Social Exchange Theory (SET)

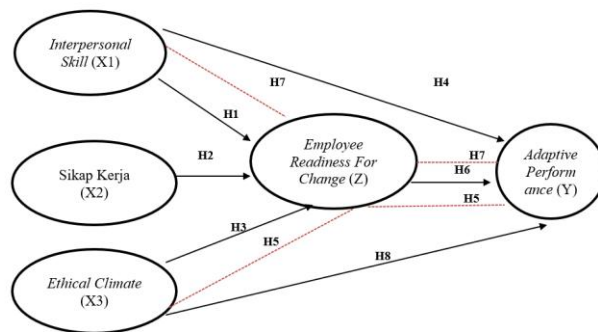
Social Exchange Theory (SET), proposed by **Blau (1964)**, explains that social relationships are built through reciprocal exchanges between individuals and organizations. Employees who perceive organizational support, fairness, and positive treatment tend to reciprocate through positive attitudes and behaviors. Therefore, SET provides a comprehensive theoretical foundation for explaining the relationships among **interpersonal skill, work attitude, ethical climate, employee readiness for change, and adaptive performance**.

Middle Theory: Ability-Motivation-Opportunity (AMO) Theory

The **Ability-Motivation-Opportunity (AMO) Theory**, developed by **Appelbaum et al. (2000)**, proposes that employee performance is determined by three fundamental components: **ability, motivation, and opportunity**. This theory serves as the middle-range theoretical framework explaining how organizational and individual factors influence employees' adaptive behaviors.

Within the AMO framework, **interpersonal skill** represents the **ability** dimension because it reflects employees' competencies in communication, teamwork, empathy, and conflict management. Employees possessing strong interpersonal skills are better equipped to collaborate effectively and adapt to organizational changes.

The conceptual framework was developed to illustrate the relationships among the research variables to be empirically tested based on the proposed research hypotheses. The conceptual framework is presented in Figure 2.1.



- H1: Interpersonal Skill has no effect on Employee Readiness for Change.
H2: Work Attitude has a positive effect on Employee Readiness for Change.
H3: Ethical Climate has a positive effect on Employee Readiness for Change.
H4: Interpersonal Skill has no effect on Adaptive Performance.
H5: Work Attitude has a positive effect on Adaptive Performance.
H6: Ethical Climate has no effect on Adaptive Performance.
H7: Employee Readiness for Change has no effect on Adaptive Performance.
H8: Employee Readiness for Change does not mediate the effects of Interpersonal Skill, Work Attitude, and Ethical Climate on Adaptive Performance

Research Method

Research Setting and Period

This study was conducted from **December 2025** to **July 2026**, covering the stages of research proposal preparation, instrument development and validation, data collection, data analysis, and thesis completion.

The object of this study was employees of **PT PLN Nusantara Power MRO Unit**, with a focus on examining the effects of **interpersonal skill, work attitude, and ethical climate** on **adaptive performance**, mediated by **employee readiness for change**. Data were collected online through a structured questionnaire distributed via **Google Forms**.

Research Design

This study employed a **quantitative research** approach with an **cross sectional research design**. This approach was used to examine the causal relationships between the independent variables (**interpersonal skill, work attitude, and ethical climate**) and **employee readiness for change**, as well as their implications for **adaptive performance** among employees of PT PLN Nusantara Power MRO Unit.

A quantitative method was adopted because the research data were collected in the form of numerical responses obtained from structured questionnaires and analyzed using statistical techniques.

Population and Sample

According to Sugiyono (2022), a population is a generalization area consisting of objects or subjects with specific characteristics determined by the researcher for investigation and from which conclusions are drawn. Based on this definition, the population of this study consisted of **all employees working across 19 divisions** of PT PLN Nusantara Power, totaling **187 employees**.

This study employed a probability sampling technique. Probability sampling is a sampling method that provides each member of the population with an equal chance of being selected as a respondent, thereby increasing the representativeness of the research findings (Sekaran & Bougie, 2016).

Based on the Isaac and Michael sampling table (1981) with a 5% margin of error, the required sample size for this study was 126 respondents.

RESULT

Characteristics of Respondents by Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	104	82.4	82.4	82.4
	Female	22	17.6	17.6	100.0
	Total	126	100.0	100.0	

Based on Table 4.1, of the 126 respondents who participated in this study, 104 respondents (82.4%) were male, while 22 respondents (17.6%) were female. These findings indicate that the majority of the respondents in this study were male.

Characteristics of Respondents by Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 - 20 years	0	0	0	81.1
	21 - 23 years	0	0	0	
	24 - 26 years	1	0,8	0,8	100.0
	27 - 30 years	23	18,1	18,1	
	>30 years	102	81,1	81,1	
	Total	126	100.0	100.0	

Based on Table 4.2, of the 126 respondents who participated in this study, none (0%) were aged 18–20 years, none (0%) were aged 21–23 years, 1 respondent (0.8%) was aged 24–26 years, 23 respondents (18.1%) were aged 27–30 years, and 102 respondents (81.1%) were over 30 years old. These findings indicate that the majority of the respondents were over 30 years of age.

Characteristics of Respondents by Educational Attainment

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Senior High School	0	0	0	0
Diploma/D3	2	1.6	1.6	1.6
Diploma/D4	0	0	0	1.6
Bachelor's Degree	115	91.3	91.3	92.9
Master's Degree	9	7.1	7.1	100.0
Total	126	100.0	100.0	

Based on Table 4.3, of the 126 respondents, 2 (1.6%) held a Diploma (D3), 115 (91.3%) held a Bachelor's degree (S1), and 9 (7.1%) held a Master's degree (S2). No respondents had a senior high school/vocational high school qualification or a Diploma (D4). These findings indicate that the majority of the respondents held a Bachelor's degree (S1).

Characteristics of Respondents by Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Human Resources	1	0.8	0.8	0.8
	MMRK	3	2.4	2.4	3.2
	Finance	6	4.7	4.7	7.9
	Procurement	7	5.5	5.5	13.4
	Mechanical 1A	19	15	15	2.8
	Mechanical 1B	26	21.3	21.3	49.7
	Electrical 1A	14	11	11	60.7
	Electrical 1B	4	3.1	3.1	63.8
	C&I 1A	6	4.7	4.7	68.5
	C&I 1B				
	RP-1	4	3.1	3.1	71.6
	P&Q-1				
	HSE-1	7	5.5	5.5	77.1
	Facilities-1	5	3.9	3.9	81
	General Affairs-1				
	Mechanical NDE	5	3.9	3.9	84.9

Non Mechanical NDE	2	1.6	1.6	86.5
Mechanical Workshop	2	1.6	1.6	88.1
Non Mechanical				
Workshop	5	3.9	3.9	92
	4	3.1	3.1	95.1
	4	3.1	3.1	98.2
	2	1.6	1.6	99.8
Total	126	100.0	100.0	100.0

Based on Table 4.4, the 126 respondents were distributed across several departments. The largest proportion of respondents came from the Mechanical 1B Department (26 respondents; 21.3%), followed by Mechanical 1A (19 respondents; 15.0%) and Electrical 1A (14 respondents; 11.0%). The remaining respondents were distributed across other departments with smaller proportions. These findings indicate that the majority of the respondents were from the Mechanical 1B Department.

Characteristics of Respondents by Work Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<1 years	0	0	0	0
	1 - 3 years	22	17.3	17.3	17.3
	4 - 6 years	1	0.8	0.8	18.1
	7- 9 years	13	10.2	10.2	45.6
	>10 years	90	71.7	71.7	71.7
	Total	126	100.0	100.0	100.00

Based on Table 4.5, of the 126 respondents, 90 (71.7%) had more than 10 years of work experience, 22 (17.3%) had 1–3 years, 13 (10.2%) had 7–9 years, and 1 (0.8%) had 4–6 years of work experience. No respondents had less than one year of work experience. These findings indicate that the majority of the respondents had more than 10 years of work experience.

Adaptive Performance

The results indicate that the respondents demonstrated a very high level of adaptive performance, with an overall mean score of 4.22. The highest-rated

indicator was the effective use of work technology in daily tasks (mean = 4.54), while the lowest-rated indicator was the ability to identify alternative solutions to new problems (mean = 4.03).

Interpersonal Skill

The respondents demonstrated a very high level of interpersonal skills, with an overall mean score of 4.21. The highest-rated indicator was the ability to build good working relationships with colleagues (mean = 4.37), while the lowest-rated indicator was the ability to listen attentively when colleagues were speaking (mean = 4.10).

Work Attitude

The respondents demonstrated a very high level of work attitude, with an overall mean score of 4.27. The highest-rated indicator was the willingness to provide the best work results (mean = 4.41), while the lowest-rated indicator was active involvement in organizational activities (mean = 4.02). Overall, the findings indicate that the respondents had a very positive work attitude.

Ethical Climate

The respondents demonstrated a very high level of ethical climate, with an overall mean score of 4.31. The highest-rated indicator was compliance with applicable norms and ethical values (mean = 4.56), while the lowest-rated indicator was employees' concern for one another within the organization (mean = 4.28). Overall, the findings indicate that the respondents perceived a very positive ethical climate within the organization.

Employee Readiness For Change

The respondents demonstrated a very high level of employee readiness for change, with an overall mean score of 4.34. The highest-rated indicator was the belief that organizational changes would improve organizational effectiveness (mean = 4.47), while the lowest-rated indicator was enthusiasm toward organizational changes (mean = 4.10). Overall, the findings indicate that the respondents were highly prepared to support organizational change.

CONCLUSION

Based on the research findings, Ethical Climate significantly influences Employee Readiness for Change, while Work Attitude significantly influences both Employee Readiness for Change and Adaptive Performance. In contrast, Interpersonal Skill has no significant effect on either Employee Readiness for Change or Adaptive Performance, Ethical Climate has no significant effect on Adaptive Performance, and Employee Readiness for Change has no significant effect on Adaptive Performance. Furthermore, Employee Readiness for Change does not mediate the relationship between Interpersonal Skill, Work Attitude, and Ethical Climate and Adaptive Performance, indicating that the proposed mediation was not supported.

Research Implications

This study provides both theoretical and practical implications. Theoretically, the findings contribute to the human resource management

literature by providing partial support for Social Exchange Theory (SET) and the Ability–Motivation–Opportunity (AMO) Theory in explaining employees' readiness for change and adaptive performance. Practically, PT PLN Nusantara Power MRO Unit is encouraged to implement structured **training, coaching, mentoring, and knowledge-sharing programs** to strengthen employees' work attitudes and reinforce an ethical work environment. However, the mediating role of Employee Readiness for Change was not supported in this study.

Practical Implications

The findings suggest that **PT PLN Nusantara Power** should strengthen employees' interpersonal skills through communication training and teamwork programs, foster positive work attitudes by promoting professionalism and employee development, and maintain a supportive ethical climate through fairness, transparency, and organizational integrity. In addition, the company should enhance employees' readiness for change by providing effective change communication, training, and organizational support. These efforts are expected to improve employees' adaptive performance and support successful organizational transformation.

Research Limitations

This study has several limitations. First, it was conducted only among employees of PT PLN Nusantara Power MRO Unit, limiting the generalizability of the findings to other organizations. Second, the study examined only work attitude, interpersonal skill, ethical climate, employee readiness for change, and adaptive performance, while other factors may also influence employee readiness for change and adaptive performance. Third, the use of a cross-sectional survey and self-reported questionnaire data may introduce response bias and does not capture changes in employees' perceptions and behaviors over time.

Research Recommendations

The findings suggest that PT PLN Nusantara Power MRO Unit should strengthen employees' work attitudes and foster an ethical work environment through effective communication, training, coaching, mentoring, and knowledge-sharing programs. Future research is encouraged to include additional variables that may better explain adaptive performance and employee readiness for change, apply longitudinal research designs, and examine different industries to provide a more comprehensive understanding of the factors influencing adaptive performance.

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