

Team Efficacy and Organizational Readiness for Change: The Moderating Role of Job Tenure

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Abstract

Organizational readiness for implementing change is partly determined by employees' confidence that collective team capabilities are sufficient to meet implementation demands. This study investigates the relationship between perceived team efficacy and organizational readiness for implementing change, and examines whether job tenure moderates this relationship. Using a quantitative, cross-sectional, non-experimental design, data from 50 employees of one company in Indonesia were analyzed through hierarchical ordinary least squares regression. Results indicate that perceived team efficacy is positively associated with organizational readiness for implementing change ($B = .436$, $SE = .084$, $\beta = .599$, $t = 5.189$, $p < .001$), explaining 35.9% of the observed variance. Adding job tenure did not yield a meaningful incremental contribution ($\Delta R^2 = .002$, $p = .687$). However, the interaction between team efficacy and job tenure was positive and statistically significant ($B = .243$, $SE = .093$, $t = 2.606$, $p = .012$), increasing explained variance by 8.2%. The full moderation model accounted for 44.4% of the variance. These findings highlight that team efficacy is a crucial correlate of readiness for change, while job tenure functions more meaningfully as a boundary condition rather than a direct predictor. The study underscores the importance of organizational experience in strengthening team-based readiness for change.

INTRODUCTION

Organizational change requires more than a managerial decision to introduce new policies, processes, or working arrangements (Krajcsák & Bakacsi, 2025; Rousseau & ten Have, 2022). Implementation also depends on whether organizational members are willing to invest effort in the change and believe they are collectively capable of carrying out the required actions. This condition is captured by Organizational Readiness for Implementing Change (ORIC), which comprises change commitment, referring to members' shared resolve to implement a change, and change efficacy, referring to their shared

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belief in their collective capability to execute it (Shea et al., 2014; Weiner, 2009). When readiness is high, organizational members are more likely to initiate change, exert effort, persist through implementation difficulties, and cooperate with others involved in the process (Alolabi et al., 2021).

Readiness for change is therefore not simply an individual preference for or resistance to change (Mathur et al., 2023; Zona et al., 2025). It is shaped by how organizational members evaluate the demands of a specific change, available resources, implementation conditions, and the collective capacity to accomplish the required tasks. Readiness may also emerge at different levels: individual, work-group, and organizational, making social and contextual conditions particularly important for understanding how employees respond to organizational transformation (Kebede & Wang, 2022; Khalil et al., 2026; Mathur et al., 2023). Evidence from the broader organizational-change literature likewise emphasizes that effective change depends on coordinated implementation, communication, participation, leadership support, and credible change processes rather than formal change decisions alone (Khaw et al., 2023; Lam et al., 2026; Li et al., 2026).

One potentially important antecedent of readiness is team efficacy, defined as the belief that a team possesses the collective capability to perform effectively and accomplish shared tasks (Elms et al., 2023; Putra et al., 2026). Such beliefs influence how team members approach demanding situations because confidence in collective capability can support effort, coordination, persistence, and adaptive responses (Chen et al., 2026; Li et al., 2020; van Oortmerssen et al., 2022). Furthermore, group efficacy is positively associated with group effectiveness under conditions that require greater interdependence. At the same time, a meta-analysis of 67 studies and 256 effect sizes demonstrated a positive relationship between team efficacy and performance, with stronger associations when task interdependence was high (Gully et al., 2002). These findings suggest that efficacy beliefs become particularly relevant when successful performance depends on coordinated rather than isolated individual action.

This mechanism is highly relevant to organizational change because implementation typically requires employees to exchange information, adjust routines, coordinate interdependent activities, solve emerging problems, and respond collectively to uncertainty (de Barros et al., 2025; Joseph & Sengul, 2025). Employees who perceive their teams as capable of meeting these demands should be more likely to regard change implementation as feasible (Berg & Kauffeld, 2024; Ling et al., 2021; Desta & Mulie, 2024). Accordingly, perceived team efficacy may strengthen organizational readiness by reinforcing employees' confidence that the collective capability required to execute change is available. This reasoning is consistent with Weiner, (2009) theory, in which judgments regarding task demands, resources, and situational capability contribute to change efficacy, and with evidence that collective efficacy operates as an important mechanism in team functioning (Donohoo, 2026; Salanova et al., 2003).

However, the relationship between team efficacy and readiness may differ across employees. Job tenure represents one contextual factor that may shape how employees interpret team capability during organizational change (Szóts-Kováts & Kiss, 2023). Longer-tenured employees typically have accumulated experience with organizational procedures, workflows, internal relationships, and previous organizational initiatives, which may provide a stronger basis for assessing whether collective capability can translate into

successful implementation (Arar & Yurdakul, 2026; Bonesso et al., 2026; Koeswayo et al., 2024). At the same time, tenure may also reinforce established routines, so its role in organizational change should not be assumed to be uniformly positive. Recent evidence shows that team tenure can condition the processes through which teams interpret organizational transformation and develop a shared readiness-related change vision, supporting the treatment of tenure as a theoretically meaningful contextual factor rather than merely a demographic control (Beijer et al., 2024; Wei et al., 2026).

The present study proposes that organizational experience strengthens the extent to which perceived team capability translates into readiness for change. Employees with longer tenure may be better positioned to connect confidence in their team with knowledge of organizational procedures, resources, and implementation barriers (Edafioghor et al., 2026; Leblanc et al., 2024; Subramaniam et al., 2024). Consequently, the positive association between perceived team efficacy and ORIC is expected to become stronger as job tenure increases. Importantly, this proposition concerns moderation: job tenure is expected to alter the strength of the relationship between team efficacy and readiness rather than produce differences in average readiness across tenure groups (Akben & Dong, 2025; Madrid et al., 2026).

Although prior research has established team efficacy as an important correlate of collective performance and has identified organizational readiness as a critical condition for change implementation (Abdul-Nasiru, 2024; Caci et al., 2025; Ganotice et al., 2022; Meyers et al., 2023), these research streams leave a specific question unresolved: whether employees' perceptions of team efficacy are associated with implementation-specific organizational readiness and whether this relationship varies according to job tenure. Recent research highlighting tenure as a contextual factor in team readiness further reinforces the relevance of examining this boundary condition (Groulx et al., 2025).

Although previous studies have established the importance of efficacy beliefs and organizational readiness for change, limited evidence explains whether the relationship between perceived team efficacy and employee-rated readiness varies according to employees' organizational tenure. This gap is particularly relevant because employees with different levels of organizational experience may interpret collective capability and change demands differently. Accordingly, this study examines perceived team efficacy as a correlate of Organizational Readiness for Implementing Change (ORIC) and tests job tenure as a moderating variable. The novelty of this study lies in positioning job tenure as a boundary condition rather than merely a demographic characteristic in the relationship between team efficacy and readiness for change. Practically, the findings may help organizations design change-readiness strategies that consider differences in employees' organizational experience. Based on this framework, the following hypotheses are proposed:

- H1. Perceived team efficacy is positively associated with employee-rated organizational readiness for implementing change.
- H2. The association between perceived team efficacy and employee-rated organizational readiness for implementing change varies across job-tenure categories, with a stronger positive association expected among employees with longer organizational tenure.

METHODS

Research Design

This study used a quantitative, cross-sectional, non-experimental design to examine the relationship between perceived team efficacy and

Organizational Readiness for Implementing Change (ORIC), with job tenure as a moderating variable. A cross-sectional non-experimental design is appropriate for investigating associations among naturally occurring variables without manipulating study conditions (Johnson, 2001; Slater & Hasson, 2025; Az-Zahra et al., 2025; Efendi et al., 2026; Engkizar et al., 2024; 2025; 2026; Ibrahim et al., 2025) .

The unit of analysis was the individual employee. Although team efficacy and organizational readiness may theoretically be conceptualized as collective phenomena, the present study analyzed employees' individual perceptions and did not aggregate responses to the team or organizational level. Accordingly, the constructs are referred to as perceived team efficacy and employee-rated organizational readiness for implementing change. This approach maintains consistency between the measurement level and the statistical unit of analysis (Hernaus et al., 2024; LeBreton et al., 2023; Engkizar et al., 2026; Yulfiarti et al., 2026). Because the study did not involve experimental manipulation or an intervention, the findings are interpreted as statistical associations rather than causal effects.

Setting, Participants, and Analytic Sample

The final analytic sample consisted of 50 employees of PT Multi Garmen Jaya, all with complete data on the variables included in the regression analysis. Three variables were examined: perceived team efficacy as the focal predictor, ORIC as the outcome variable, and job tenure as the moderator. Table 1 summarizes the operational characteristics of the study variables.

Table 1. Study Variables and Operationalization

Variable	Analytical Role	Operationalization	Interpretation
Perceived Team Efficacy (TE)	Predictor	Continuous composite score	Higher scores indicate stronger perceptions of the team's collective capability
Organizational Readiness for Implementing Change (ORIC)	Outcome	Continuous composite score	Higher scores indicate stronger employee-rated readiness for implementing organizational change
Job Tenure (LK)	Moderator	<4 years, 4–6 years, and >6 years	Represents differences in employees' organizational experience

Perceived team efficacy reflected employees' assessments of their team's collective capability to coordinate activities, manage work demands, overcome difficulties, and accomplish shared objectives. ORIC represented employees' perceived readiness to support and implement organizational change. In the analytic sample, the mean ORIC score was 36.260 (SD = 3.533).

Job tenure represented employees' length of service in the organization and was classified into three categories: less than 4 years, 4–6 years, and more than 6 years. Because these categories represent distinct tenure groups rather than equally spaced continuous values, job tenure was treated as a categorical moderator.

Two indicator variables were created, with employees having less than 4 years of tenure serving as the reference category. The first indicator contrasted

employees with 4–6 years of tenure against the reference group, whereas the second contrasted employees with more than 6 years of tenure against the reference group. This coding allowed differences in the association between perceived team efficacy and ORIC to be examined without assuming equal intervals between tenure categories.

Data Collection and Data Preparation

Data were collected from employees of PT Multi Garmen Jaya using a structured questionnaire that included measures of team efficacy, organizational readiness for change, job tenure, and relevant respondent characteristics. Following data collection, responses were entered, coded, and initially checked using Microsoft Excel. This stage included organizing respondent data, reviewing response completeness, and preparing the dataset for statistical analysis. The prepared dataset was subsequently transferred to IBM SPSS Statistics for descriptive analysis, regression assumption testing, hierarchical regression, and moderation analysis. The final dataset contained 50 complete observations used in the statistical analyses.

Statistical Analysis

The statistical analysis comprised three stages: descriptive analysis, regression diagnostic testing, and hierarchical moderation analysis. Descriptive statistics summarized the study variables and the analytic sample characteristics. Continuous variables were reported as means and standard deviations, while observed categories summarized categorical variables.

Before hypothesis testing, we examined assumptions relevant to ordinary least squares regression. Residual normality was assessed using the Kolmogorov–Smirnov and Shapiro–Wilk tests, supplemented by visual inspection of the standardized residual Q–Q plot. Homoscedasticity was evaluated from the residual-versus-predicted-value plot, while multicollinearity was assessed using tolerance and Variance Inflation Factor (VIF) statistics. Hierarchical ordinary least squares regression was then used to test the study hypotheses because this approach allows predictors to be entered sequentially and enables evaluation of the incremental contribution of interaction terms (Hayes, 2022).

Prior to the moderation analysis, perceived team efficacy was mean-centered to facilitate interpretation of the lower-order coefficients and reduce nonessential multicollinearity involving the interaction terms. Job tenure was treated as a categorical moderator with three groups: less than 4 years, 4–6 years, and more than 6 years. Two indicator variables were created, with the less-than-4-years group serving as the reference category. D1 represented employees with 4–6 years of tenure, whereas D2 represented employees with more than 6 years of tenure. Three hierarchical regression models were estimated:

$$\begin{aligned} ORIC_i &= b_0 + b_1(TE_{ci}) + \varepsilon_i \\ ORIC_i &= b_0 + b_1(TE_{ci}) + b_2(D1_i) + b_3(D2_i) + \varepsilon_i \\ ORIC_i &= b_0 + b_1(TE_{ci}) + b_2(D1_i) + b_3(D2_i) + b_4(TE_{ci} \times D1_i) + b_5(TE_{ci} \times D2_i) + \varepsilon_i \end{aligned}$$

In these equations, ORIC represents employee-rated Organizational Readiness for Implementing Change, TE_c represents mean-centered perceived team efficacy, D1 and D2 represent the two job-tenure indicators, and ε_i denotes the residual error. Model 1 estimated the association between perceived team efficacy and ORIC. Model 2 examined whether job-tenure categories provided additional explanatory information beyond team efficacy, whereas Model 3 tested whether the team efficacy–ORIC association differed across tenure categories. Moderation was evaluated primarily from the joint

contribution of the two interaction terms, $TEc \times D1$ and $TEc \times D2$. A statistically significant incremental interaction test indicates that the association between perceived team efficacy and ORIC varies across job-tenure categories (Hayes, 2022). Where moderation was supported, category-specific simple slopes and their 95% confidence intervals were examined to characterize the form of the interaction.

Model performance was evaluated using R^2 , adjusted R^2 , root mean square error (RMSE), the overall F statistic, and corresponding p values. Regression coefficients were reported as unstandardized coefficients (B), standard errors (SE), standardized coefficients (β), t statistics, p values, and 95% confidence intervals where appropriate. The incremental contribution of job tenure was assessed by comparing Models 1 and 2, whereas moderation was evaluated from the change in explained variance between Models 2 and 3. Accordingly, ΔR^2 and the corresponding ΔF test for the two interaction terms provided the primary test of incremental moderation. All statistical tests were two-tailed, with $\alpha = .05$.

RESULT AND DISCUSSION

Sample Characteristics

The final analytic sample comprised 50 employees of PT Multi Garmen Jaya. The mean Organizational Readiness for Implementing Change (ORIC) score was 36.260 ($SD = 3.533$). Job tenure was categorized as less than 4 years, 4–6 years, or more than 6 years.

The estimated mean ORIC scores were 36.410 (95% CI [34.474, 38.346]) among employees with less than 4 years of tenure, 36.500 (95% CI [32.586, 40.414]) among those with 4–6 years of tenure, and 35.057 (95% CI [34.076, 36.038]) among employees with more than 6 years of tenure. These estimates are presented descriptively and are not interpreted as evidence of moderation, because moderation concerns variation in the relationship between perceived team efficacy and ORIC rather than differences in mean ORIC across tenure groups.

Regression Diagnostic Tests

We examined regression assumptions before testing the hypotheses. Table 2 summarizes the diagnostic results.

Table 2. Regression Diagnostic Results

Diagnostic test	Statistic	P-value	Interpretation
Kolmogorov–Smirnov test of residuals	$D = .132$	0.347	No statistically detectable departure from residual normality
Shapiro–Wilk test of residuals	$W = .967$	0.174	No statistically detectable departure from residual normality
TE tolerance / VIF	.999 / 1.001	-	No problematic collinearity with LK
LK tolerance / VIF	.999 / 1.001	-	No problematic collinearity with TE
Residuals versus predicted values	Visual inspection	-	No obvious systematic or funnel-shaped pattern

Both residual-normality tests were nonsignificant (Kolmogorov–Smirnov $D = .132$, $p = .347$; Shapiro–Wilk $W = .967$, $p = .174$). The residual

mean was effectively zero, with a standard deviation of 2.823. These findings indicated no substantial departure from residual normality.

Multicollinearity between the main-effect predictors was negligible. Perceived team efficacy and job tenure both had tolerance values of .999 and VIF values of 1.001, indicating minimal linear dependency between the predictors in the additive model. Because separate collinearity statistics were not available for the final interaction model, no additional inference is made regarding collinearity involving $TE \times LK$.

Visual inspection of the diagnostic plots further supported the regression assumptions. As shown in Figure 1(a), residuals were distributed around zero across the range of predicted values without an evident funnel-shaped, curved, or systematic pattern, consistent with approximately constant residual variance. Figure 1(b) showed that most standardized residuals closely followed the theoretical diagonal line, with only minor deviations toward the tails.

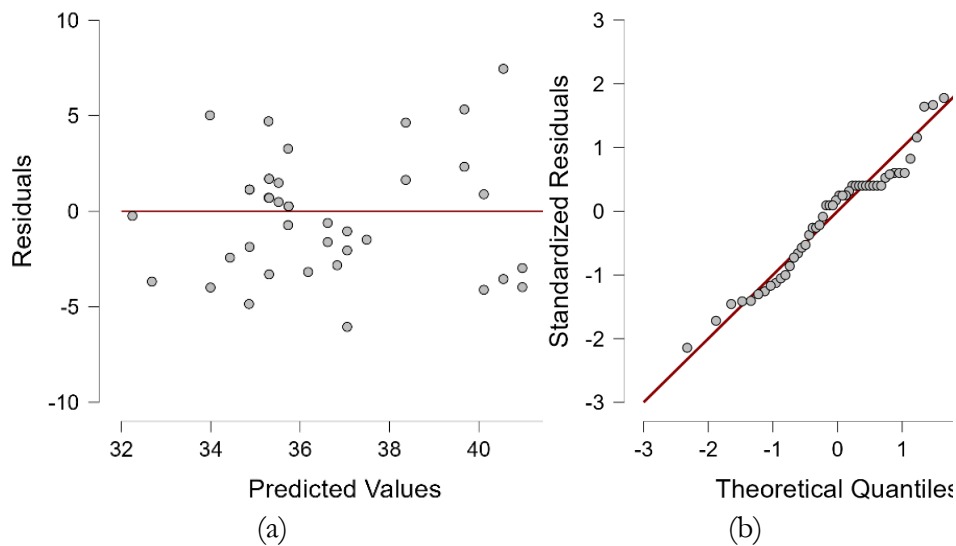


Fig 1. Regression Diagnostic Plots: (a) Residuals versus Predicted Values and (b) Q-Q Plot of Standardized Residuals

Hierarchical Regression Analysis

The hierarchical regression analysis proceeded in three stages. Model 1 examined the association between perceived team efficacy and ORIC. Model 2 added job tenure as an additional predictor. Model 3 introduced the interaction between perceived team efficacy and job tenure to evaluate the proposed moderation effect. Table 3 summarizes model-fit statistics.

Table 3. Hierarchical Regression Model Fit

Mode l	Predictor s	R ²	Adjusted R ²	RMS E	Overall 1 model	Incremental change
1	TE	0.359	0.346	2.857	$F(1,48) = 26.922, p < .001$	Baseline model
2	TE + LK	0.362	0.334	2.882	$F(2,47) = 13.309,$	$\Delta R^2 = .002; \Delta F(1,47) = .164, p = .687$

					p < .001	
					F	
3	TE + LK	0.44 4	0.407	2.72	(3,46)	$\Delta R^2 = .082$;
	+ TE $\times$ LK				= 12.230, p < .001	$\Delta F(1,46) =$ 6.792, p = .012
<i>Note. TE = perceived team efficacy; LK = job tenure; ORIC = Organizational Readiness for Implementing Change. Small discrepancies between differences in displayed R² values and ΔR^2 reflect rounding.</i>						

Perceived Team Efficacy and Organizational Readiness

Model 1 was statistically significant, $F(1, 48) = 26.922$, $p < .001$, accounting for 35.9% of the observed variance in employee-rated ORIC ($R^2 = .359$, adjusted $R^2 = .346$, RMSE = 2.857). Perceived team efficacy was positively associated with ORIC, $B = .436$, $SE = .084$, $\beta = .599$, $t = 5.189$, $p < .001$, 95% CI [.267, .605]. Thus, higher perceived team efficacy was associated with higher employee-rated readiness for implementing organizational change, supporting H1.

Incremental Contribution of Job Tenure

Model 2 remained statistically significant after adding job tenure, $F(2, 47) = 13.309$, $p < .001$, with $R^2 = .362$, adjusted $R^2 = .334$, and RMSE = 2.882. Perceived team efficacy remained positively associated with ORIC, $B = .437$, $SE = .085$, $\beta = .601$, $t = 5.154$, $p < .001$, 95% CI [.266, .608], whereas job tenure did not show a statistically significant additive association with ORIC, $B = -.213$, $SE = .525$, $\beta = -.047$, $t = -.405$, $p = .687$, 95% CI [-1.269, .843]. Adding job tenure produced only a minimal increase in explained variance, $\Delta R^2 = .002$, $\Delta F(1, 47) = .164$, $p = .687$, indicating that job tenure provided little incremental explanatory value after accounting for perceived team efficacy.

Moderating Role of Job Tenure

Model 3 introduced the interaction between perceived team efficacy and job tenure. The full model was statistically significant, $F(3, 46) = 12.230$, $p < .001$, explaining 44.4% of the observed variance in ORIC ($R^2 = .444$, adjusted $R^2 = .407$, RMSE = 2.720). The TE $\times$ LK interaction was positive and statistically significant, $B = .243$, $SE = .093$, $t = 2.606$, $p = .012$, 95% CI [.056, .430], increasing the explained variance by 8.2 percentage points relative to the additive model, $\Delta R^2 = .082$, $\Delta F(1, 46) = 6.792$, $p = .012$. These findings indicate that the estimated association between perceived team efficacy and employee-rated ORIC varies according to job tenure.

The unique moderation contribution is therefore 8.2 percentage points. Although R^2 increased from .359 in Model 1 to .444 in Model 3, the resulting difference of approximately .085 incorporates both the addition of job tenure and the subsequent interaction term. The appropriate estimate of the incremental moderation effect is therefore the difference between Models 2 and 3. Table 4 presents the corresponding coefficient estimates across the hierarchical models.

Table 4. Regression Coefficients Across the Hierarchical Models

Model and Predictor	B	SE	β	t	p	95% CI for B
Model 1: TE	0.436	0.084	0.599	5.189	< .001	[.267, .605]

Model 2: TE	0.437	0.085	0.601	5.154	< .001	[.266, .608]
Model 2: LK	-.213	0.525	-.047	-.405	0.687	[-1.269, .843]
Model 3: Intercept	43.89	10.391	—	4.224	< .001	[22.974, 64.806]
Model 3: TE	-.172	0.247	-.236	-.695	0.491	[-.669, .325]
Model 3: LK	-10.375	3.931	-2.305	-2.639	0.011	[-18.288, -2.462]
Model 3: TE × LK	0.243	0.093	2.452	2.606	0.012	[.056, .430]

The lower-order TE and LK coefficients in Model 3 represent conditional coefficients and should not be interpreted as unconditional main effects. Because the available analytical output does not document whether predictor centering was performed before constructing the interaction term, interpretation of the moderation model focuses primarily on the unstandardized TE × LK coefficient, its confidence interval, and the incremental change in R^2 .

Standardized coefficients in interaction models are also sensitive to predictor scaling and moderator coding. Accordingly, the standardized coefficients in Model 3 are reported for completeness but are not interpreted as direct measures of effect magnitude.

Visualization of the Moderation Pattern

Figure 2 illustrates the moderating role of job tenure in the relationship between perceived team efficacy and Organizational Readiness for Implementing Change (ORIC). The interaction pattern differs across the three tenure categories, indicating that the association between perceived team efficacy and ORIC is contingent on employees' tenure.

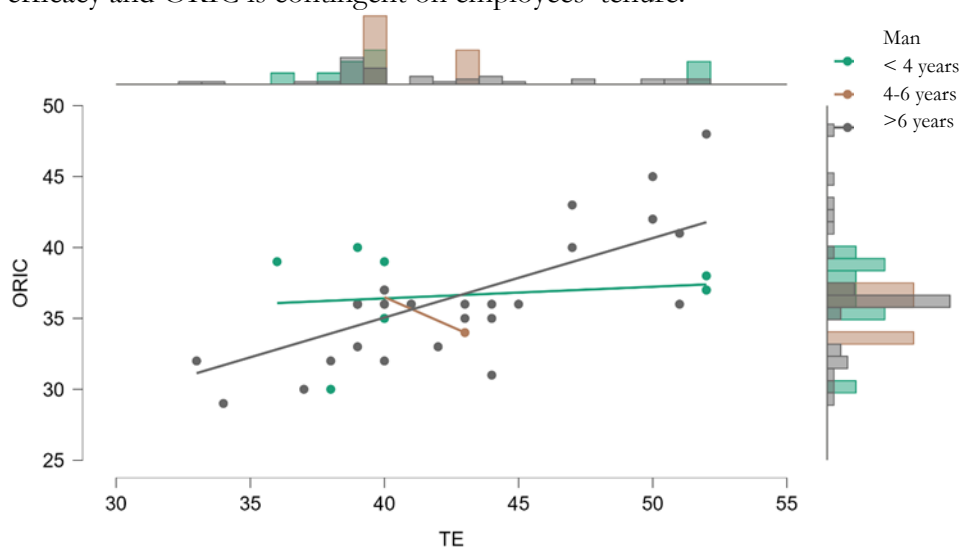


Fig 2. Moderating Effect of Job Tenure on the Relationship Between Perceived Team Efficacy and Organizational Readiness for Implementing Change

Figure 2 presents model-implied predicted ORIC values across the observed range of perceived team efficacy for each job-tenure category. The plotted lines are derived directly from the final moderation model and therefore graphically represent the estimated interaction. Differences in the slopes are interpreted together with the corresponding simple-slope coefficients, confidence intervals, and significance tests reported above.

Accordingly, the figure illustrates the form of the interaction rather than providing independent statistical evidence of differences between tenure groups.

The graphical pattern nevertheless complements the formal interaction test. The significant TE $\times$ LK coefficient and the significant increase in model explanatory power indicate that the estimated association between perceived team efficacy and ORIC differs according to job tenure. Accordingly, H2 was supported within the specified moderation model.

Summary of Hypothesis Testing

For clarity, Table 5 consolidates the statistical evidence and decisions associated with the two prespecified hypotheses.

Table 5. Summary of Hypothesis Testing

Hypothesis	Primary Statistical Evidence	Decision
H1. Perceived team efficacy is positively associated with employee-rated ORIC.	($B = .436$), ($SE = .084$), ($\beta = .599$), ($t = 5.189$), ($p < .001$); ($R^2 = .359$)	Supported
H2. Job tenure positively moderates the association between perceived team efficacy and employee-rated ORIC.	TE $\times$ LK: ($B = .243$), ($SE = .093$), ($t = 2.606$), ($p = .012$); ($\Delta R^2 = .082$)	Supported

As summarized in Table 5, the findings support both proposed hypotheses. Perceived team efficacy showed a significant positive association with employee-rated readiness for implementing organizational change. Job tenure did not provide a significant additive contribution on its own; however, its interaction with perceived team efficacy significantly improved the model and accounted for an additional 8.2 percentage points of explained variance. Overall, the results indicate that the association between perceived team efficacy and organizational readiness is contingent on employees' job tenure.

This study examined the association between perceived team efficacy and employee-rated Organizational Readiness for Implementing Change (ORIC), and whether job tenure conditions this association. Two findings are central. First, perceived team efficacy was positively associated with perceived organizational readiness. Second, job tenure added little meaningful explanatory value on its own, but the interaction between team efficacy and tenure significantly improved the model's explanatory power. Taken together, these findings indicate that employees' judgments about readiness are associated not only with confidence in their team's collective capability, but also with the organizational experience through which that capability is interpreted.

This distinction is important. The absence of a meaningful main effect of tenure does not preclude a moderating role. Rather, it suggests that tenure is not uniformly associated with higher or lower readiness across employees. Its relevance appears to depend on the level of perceived team efficacy. Accordingly, tenure is better interpreted in the present study as a contextual condition that alters the strength of the team efficacy–ORIC association than as an independent determinant of readiness.

Team Efficacy and Organizational Readiness for Change

The positive association between perceived team efficacy and ORIC is theoretically consistent with [Weiner, \(2009\)](#) model of organizational readiness for change. In this framework, organizational readiness comprises change commitment and change efficacy, with the latter referring to organizational members' shared confidence in their collective capability to organize and

execute the actions required to implement change successfully. Employees who believe that their team can coordinate activities, respond effectively to difficulties, and accomplish interdependent tasks may therefore be more likely to judge a proposed change as feasible and implementable.

At the same time, perceived team efficacy and ORIC change efficacy should not be treated as conceptually identical. Team efficacy concerns confidence in the capabilities of the immediate work team, whereas ORIC change efficacy concerns perceived collective capability to implement a particular organizational change. The present positive association is therefore meaningful precisely because it suggests that confidence developed within the work-team context may correspond with broader judgments about implementation capability. This interpretation is compatible with the multilevel nature of readiness emphasized in the change literature.

The finding is also consistent with evidence from research on collective efficacy ([van Oortmerssen et al., 2022](#)), which studied employees nested within real organizational teams and found that collective efficacy beliefs played an important role in linking team conditions with positive collective functioning. Similarly, [Heikonen et al., \(2024\)](#) reported that collective teacher efficacy was related to perceptions that the school community was prepared to deal with future challenges. Although these studies examined outcomes that differ from ORIC, they converge on the proposition that collective efficacy provides an important psychological basis for how members evaluate their group's capacity to respond effectively to demanding situations.

The implementation-readiness literature provides complementary evidence; for example, [Hayirli et al., \(2024\)](#) conceptualized organizational readiness as a multidimensional phenomenon incorporating beliefs and conditions operating across individual, team, and organizational levels. For example, [Fleming et al., \(2025\)](#) further demonstrated that implementation support can operate through multiple aspects of implementation-team functioning and organizational readiness, including team productivity, team culture, goal setting, and readiness-related processes. These findings caution against interpreting team efficacy as a sufficient explanation of readiness. Rather, perceived team capability should be understood as one component within a broader implementation system that includes leadership, communication, resources, participation, team functioning, and implementation capacity.

This qualification is important for interpreting the present results. The positive team efficacy–ORIC association does not establish that increasing team efficacy by itself will necessarily increase readiness. Because the present analysis concerns an association between employee perceptions, reverse or reciprocal processes are also plausible. Employees who perceive their organization as more capable of implementing change may, for example, evaluate their own teams more positively. Thus, the results support theoretical consistency between collective capability beliefs and readiness.

Moderating Role of Job Tenure

The moderation analysis indicates that job tenure is more informative as a boundary condition than as an independent predictor of organizational readiness. Although tenure contributed little additional explanatory value when entered as an additive predictor, the moderation analysis examined whether the association between perceived team efficacy and ORIC differed across levels of organizational experience. This distinction suggests that employees' length of service may matter primarily by shaping how perceived collective capability is interpreted in relation to change implementation.

One explanation is that longer-tenured employees have greater knowledge of organizational routines, informal relationships, resource constraints, and previous organizational initiatives, providing a richer basis for evaluating whether team capability can translate into successful implementation (Groulx et al., 2025; Mathur et al., 2023). At the same time, organizational experience may reinforce established routines rather than consistently facilitate change. Tenure should therefore not be understood as inherently beneficial; its relevance depends on the organizational context in which team capability is evaluated (Veseli et al., 2025).

The present findings consequently support a contingency perspective on organizational readiness. Rather than treating tenure solely as a demographic control variable, the results suggest that organizational experience may condition the relationship between team-level psychological resources and readiness for change. Group-specific differences should, however, be interpreted only from the estimated interaction and follow-up simple-slope analyses rather than from visual patterns alone.

Theoretical and Practical Implications

Theoretically, the findings connect research on team efficacy with organizational readiness for change. While collective-efficacy research has often focused on team performance and functioning, the present study indicates that perceived team capability is also relevant to employees' judgments about implementation readiness. The findings therefore complement Weiner, (2009) framework by highlighting perceived team efficacy as an important correlate of employees' assessments of change feasibility.

The findings also extend understanding of job tenure. The negligible additive contribution of tenure combined with a significant interaction suggests that organizational experience may operate primarily as a contextual condition. Rather than asking whether longer-tenured employees are inherently more ready for change, a more useful question is how organizational experience alters the relationship between psychological resources such as team efficacy and readiness. This interpretation is consistent with the contextual perspective emphasized by (de Jong et al., 2023; Groulx et al., 2025).

Practically, managers preparing for organizational change should strengthen not only employees' understanding of why change is necessary but also their confidence that their teams can implement it. Clear implementation roles, adequate resources, effective coordination, collaborative problem solving, and opportunities for early implementation success may help strengthen both efficacy beliefs and perceived readiness.

Job tenure should also be considered when designing change strategies. Longer-tenured employees may contribute valuable organizational knowledge and can potentially serve as mentors, implementation champions, or bridges between formal change plans and existing practices. At the same time, their experience should be combined with reflection and exposure to alternative perspectives so that institutional knowledge does not become rigid adherence to established routines. Mixed-tenure teams may therefore provide a useful mechanism for combining accumulated organizational knowledge with newer perspectives during change implementation, but they do not establish a unidirectional causal pathway.

Limitations and Directions for Future Research

Several limitations should be considered when interpreting the findings. First, the study used a cross-sectional and non-experimental design; therefore, the observed relationships should be interpreted as statistical associations

rather than causal effects. Although perceived team efficacy was positively associated with employee-rated ORIC, the design cannot establish whether stronger team efficacy leads to greater readiness, whether readiness influences perceptions of team capability, or whether other organizational conditions shape both. Future research should employ longitudinal or multi-wave designs to examine the temporal ordering of team efficacy and readiness across different stages of organizational change.

Additionally, the analytic sample consisted of 50 employees from a single organization, PT Multi Garmen Jaya, which limits the generalizability of the findings to other organizational, industrial, or cultural contexts. In addition, team efficacy and ORIC were analyzed at the individual perceptual level rather than aggregated to the team or organizational level. Future studies should therefore use larger and more diverse samples across multiple organizations and, where sufficient within-group agreement is demonstrated, apply multilevel designs to distinguish individual perceptions from genuinely shared team- or organization-level readiness.

A further limitation concerns the operationalization of job tenure. Tenure was represented by three categories rather than exact continuous years of organizational service. Although categorical coding permits comparisons across meaningful tenure groups, it reduces information about within-category variation and prevents examination of potentially nonlinear effects across the full tenure distribution. Future research should therefore retain exact tenure where available and examine whether the moderating role of organizational experience follows a linear, nonlinear, or threshold pattern.

The relatively small analytic sample also warrants caution, particularly for detecting interaction effects and estimating group-specific slopes. Future studies should replicate the model using larger samples across multiple organizations and report *a priori* or sensitivity-based power analyses for moderation effects. Larger samples would also yield more stable estimates across tenure groups and facilitate multilevel analysis in which employees are nested within teams or organizational units.

CONCLUSION

This study provides evidence that perceived team efficacy is an important correlate of employee-rated organizational readiness for implementing change, and that its association with readiness varies by employees' job tenure. Job tenure is therefore better understood as a contextual boundary condition than as an independent source of readiness. These findings suggest that organizations may strengthen change readiness by fostering collective confidence through shared goals, coordinated problem solving, and opportunities for successful team-based action, while also considering differences in employees' organizational experience when designing change initiatives.

Because this study used a cross-sectional design, a relatively small sample, and data from a single organization, interpret the findings as context-specific associations rather than causal effects. Future research should replicate the model across organizations and sectors using larger, longitudinal, or multilevel samples and examine the mechanisms through which job tenure shapes the relationship between team efficacy and readiness for organizational change.

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Author contribution

Regina Arfani: data curation, writing-original draft preparation and editing, conceptualization, **Ni Made Putri Ariyanti & Fenisa Candra Ramadhia:** methodology, **Yulita Anggelia & Larasati Maulana Yusuf:** validation, visualization, supervision, **Pradnya Pramitha Maharani:** software.

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Conflict of interest

The authors declare that this research was conducted without any conflict of interest in the research.

Ethical clearance

The research company has agreed to carry out the research and is willing if the results of this research are published.

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