

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh *Distributive justice* dan *Procedural justice* terhadap *Readiness to change* pada guru swasta di Kecamatan Gunung Putri, Kabupaten Bogor, dengan *Perceived organizational support* sebagai variabel moderasi. Perubahan kebijakan pendidikan menuntut kesiapan individu sebagai aktor utama implementasi, sehingga persepsi keadilan organisasi dan dukungan institusional menjadi faktor penting dalam membentuk sikap terhadap perubahan. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei terhadap 165 guru swasta. Teknik analisis data menggunakan Structural Equation Modeling (SEM) berbasis Partial Least Square (PLS) melalui aplikasi SmartPLS 4.0. Hasil penelitian menunjukkan bahwa *Distributive justice* berpengaruh positif dan signifikan terhadap *Readiness to change* ($\beta = 0,393$; $p < 0,05$), demikian pula *Procedural justice* yang juga berpengaruh positif dan signifikan ($\beta = 0,356$; $p < 0,05$). *Perceived organizational support* berpengaruh positif dan signifikan terhadap *Readiness to change* ($\beta = 0,230$; $p < 0,05$). Selain itu, *Perceived organizational support* terbukti memoderasi hubungan antara *Distributive justice* dan *Readiness to change* secara negatif, serta memoderasi hubungan antara *Procedural justice* dan *Readiness to change* secara positif. Nilai koefisien determinasi (R^2) sebesar 0,857 menunjukkan bahwa model penelitian memiliki daya jelaskan yang sangat kuat dalam memprediksi kesiapan perubahan guru. Temuan ini mengindikasikan bahwa kesiapan perubahan dalam organisasi pendidikan tidak hanya ditentukan oleh isi kebijakan, tetapi sangat dipengaruhi oleh persepsi keadilan dalam distribusi dan prosedur, serta dukungan organisasi yang dirasakan guru. Implikasi penelitian ini menegaskan pentingnya pengelolaan perubahan berbasis prinsip keadilan dan dukungan organisasi guna meningkatkan efektivitas implementasi kebijakan pendidikan di sekolah swasta.

Kata Kunci: *Distributive justice*, *Procedural justice*, *Perceived organizational support*, *Readiness to change*, Manajemen Perubahan Pendidikan.

ABSTRACT

This study aims to analyze the influence of Distributive justice and Procedural justice on Readiness to change in private teachers in Gunung Putri District, Bogor Regency, with Perceived organizational support as the moderation variable. Changes in education policy require individual readiness as the main actor of implementation, so that the perception of organizational justice and institutional support are important factors in shaping attitudes towards change. This study uses a quantitative approach with a survey method of 165 private teachers. The data analysis technique uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) through the SmartPLS 4.0 application. The results showed that Distributive justice had a positive and significant effect on Readiness to change ($\beta = 0.393$; $p < 0.05$), as well as Procedural justice which also had a positive and significant effect ($\beta = 0.356$; $p < 0.05$). Perceived organizational support had a positive and significant effect on Readiness to change ($\beta = 0.230$; $p < 0.05$). In addition, Perceived organizational support has been shown to negatively moderate the relationship between Distributive justice and Readiness to change, as well as positively moderate the relationship between Procedural justice and Readiness to change. The value of the determination coefficient (R^2) of 0.857 shows that the research model has a very strong explainability in predicting the readiness of teacher changes. These findings indicate that the readiness for change in educational organizations is not only determined by the content of policies, but is strongly influenced by the perception of fairness in distribution and procedures, as well as the organizational support felt by teachers. The implications of this study confirm the importance of change management based on the principles of justice and organizational support to increase the effectiveness of the implementation of education policies in private schools.

Keywords: Distributive justice, Procedural justice, Perceived organizational support, Readiness to change, Education Change Management.