

**The influence of communication on policy implementation: The mediating role of disposition****Benny Irawan<sup>a\*</sup>, Maria Veronika Roesminingsih<sup>b</sup>, Bambang Sigit Widodo<sup>c</sup> and Erny Roesminingsih<sup>c</sup>**<sup>a</sup>*Doctoral Student, Department of Educational Management, State University of Surabaya, Indonesia*<sup>b</sup>*Professor, Departement of Non-formal Education, State University of Surabaya, Indonesia, Indonesia*<sup>c</sup>*Associate Professor, Department of Education Management, State University of Surabaya, Indonesia***CHRONICLE***Article history:*

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This study explores the influence of two key factors, namely communication and disposition, on policy implementation in the educational environment. The main objective of the research is to investigate the impact of communication and disposition on policy implementation, with a specific emphasis on the moderating role of disposition in the relationship between communication and policy implementation. The method used in this research is partial least squares structural equation modelling (PLS-SEM), analysing data from 232 research samples obtained from nine schools in Indonesia. The research results indicate that communication has a significant and positive influence on policy implementation, while disposition also has a significant and positive impact on policy implementation. A more interesting finding is that disposition, in the context of this research, proves to play a crucial role as a moderating variable, enhancing the positive influence between communication and policy implementation. This finding contributes significantly to our understanding of the complexity of factors influencing policy implementation in the educational environment, particularly from the interaction perspective between communication and disposition. The implications of this research can form the basis for the formulation of more effective and contextual policy strategies in the future.

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**1. Introduction**

Communication and disposition are two important factors that affect the implementation of policy. Effective communication is crucial for the success of policy implementation, involving the transmission of information, clarity, and consistency from policymakers to those responsible for its execution. Challenges often arise when there is a lack of clarity between policy implementers and policymakers, leading to distortions and resistance in policy communication. Moreover, bureaucratic structures with numerous intermediaries can introduce bias or deviation in the communication process. The success of policy implementation requires a clear and organised communication model that ensures understanding at every bureaucratic level. Disposition, on the other hand, is related to the character and personality of those involved in policy implementation. In the educational context, agreed-upon dispositions represent the professional attitudes and expected behaviours of educators. Positive dispositions among implementers in schools are crucial for the success of policy implementation because their attitudes are influenced by their views on the policy and their understanding of how the policy affects organizational interests. Therefore, a comprehensive analysis of both communication and disposition is essential to understanding and enhancing the policy implementation process. The relationship between communication and policy implementation is a crucial aspect of governance and public administration. Research has indicated that effective communication, especially between superiors and subordinates, can positively moderate the relationship between policy-making and policy-based attitudes (Raza et al., 2020). Furthermore, the development and implementation of new information and communication technologies play a vital role in various economic sectors, including the formation of the digital economy and financial policies. Moreover, the implementation of e-government policies is considered essential in

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realising smart governance, where communication patterns, relationships between work units, and prevailing norms become critical factors in its success (Nugraha, 2020). Additionally, in the context of monetary policy, proactive communication of monetary policy has become a key element in flexible inflation-targeting regimes. Communication tools such as forward guidance regarding policy rates and asset purchases enhance the predictability of monetary policy (Ahmed et al., 2022). These findings highlight the importance of effective communication for the successful implementation of policies across various domains. They emphasise the need for clear communication channels, relationship patterns, and the use of modern communication technologies to ensure policy implementation success.

Further research also indicates that disposition, which includes commitment, bureaucratic appointment, and incentives, can influence policy implementation. The relationship between disposition, bureaucratic appointment, and incentives and policy implementation has been studied in various contexts. Disposition refers to the implementers' response to policies. In a study on the implementation of the Regional Spatial Planning Policy (RTRW) for sustainable urban development in Banjar City, Indonesia, implementers' disposition was found to be one of the factors influencing effective policy implementation (Al Amin et al., 2019). Other factors include policy standards and goals, resources, and incentives.

In another study on the implementation of the Minister of Health regulations in Indonesia, communication, resources, and disposition were examined, but no accumulated factors during the communication process showed a statistically significant relationship with implementation. Overall, implementers' disposition is one of the factors that can influence policy implementation.

However, research on the influence of communication and disposition on policy implementation in the field of education in Indonesia is still very limited. A profound understanding of how effective communication and individual dispositions affect the implementation of education policies is crucial for improving the quality of the education system. Clear and effective communication among various stakeholders, such as the government, schools, and the community, can be key to the success of education policy implementation. Additionally, individual dispositions can play a crucial role in shaping responses to policies. By deepening our understanding of both aspects, we can identify factors that can enhance the effectiveness of education policy implementation, thereby promoting an overall improvement in the quality of education.

Therefore, further research will measure the moderating effect of disposition on the relationship between communication and policy implementation, specifically in the context of implementing the Merdeka curriculum in Indonesia.

## **2. Literature Review and Theoretical Framework**

### *2.1 Policy Implementation*

Policy implementation refers to the process of executing government-selected policies. It involves translating the goals and objectives of a policy into tangible actions through programmes, regulations, and specific activities (Rustini et al., 2023; Shrestha & Gnawali, 2021). The success of implementation is crucial for achieving the desired outcomes of a policy. However, challenges such as resource limitations, organisational barriers, and stakeholder resistance can lead to a gap between policy design and actual implementation. To address this, there is a growing interest in strengthening and supporting the policy implementation phase to ensure the delivery of effective policies (Emmons & Chambers, 2021; Hudson et al., 2019; Oh et al., 2021).

Policy implementation in this context focuses on the curriculum in Indonesia (Solikhah, 2022). The implementation of the curriculum in Indonesia is measured by the dimensions of curriculum planning and implementation (Kemendikbudristek, 2022). The process of curriculum implementation in Indonesia involves strategic steps in designing and executing educational curricula. The planning dimension involves careful preparation regarding what needs to be taught, how the material will be taught, and how student progress will be evaluated.

Meanwhile, the implementation dimension involves practical steps to execute the curriculum plan in the field, including engaging teachers, improving educational facilities, and providing continuous mentoring to enhance teaching quality. In the context of curriculum implementation, it is crucial to understand the dynamics at the school level, considering the crucial roles of teachers and school principals in effectively implementing the curriculum. Details about the indicators of curriculum implementation can be found in the appendix pages.

### *2.2 Communication*

Communication plays a crucial role in policy implementation (Rizki Amalia et al., 2021; Rokhadiyah, 2020). Effective communication about policy changes and their objectives can help ensure that policies are well understood and implemented by all stakeholders involved. On the other hand, poor communication can lead to misinterpretation of policies, resistance, and ultimately failure. Communication can be measured through three sub-variables (Barmo et al., 2020; Drasopolino et al., 2021). Transmission, as the first, refers to the successful delivery of messages from the sender to the receiver (Chrisyanto

et al., 2022). In this context, the use of appropriate channels and media is crucial to ensuring that messages reach the intended audience without distortion or interference.

Next, clarity is the second focus, related to the clarity of the message. Without ambiguity, specialized terms, or difficult language, a clear message is simple to understand for the recipient (Afif, 2023). Clarity ensures that the intended meaning can be accepted and interpreted accurately. Lastly, consistency is the third aspect involving the uniformity and reliability of messages over time and across various communication channels (Mubarok et al., 2020). This aims to keep the message consistent and aligned with the sender's initial intent, avoiding confusion or misinterpretation. Details about communication indicators can be found in the appendix pages.

### 2.3 Disposition

Disposition, which includes commitment, bureaucratic appointment, and incentives, plays a crucial role in the context of policy implementation (Novrianna et al., 2022; Nurbaiti & Beti Nasution, 2019). First, commitment reflects the willingness and dedication of policy implementers to carry out their tasks earnestly. A high level of commitment can be a crucial factor in facilitating policy implementation, as it demonstrates seriousness in achieving the desired goals (Kania et al., 2019). Second, bureaucratic appointment considers the appointment of individuals with qualifications and expertise to ensure the success of policy implementation. This appointment not only involves formal aspects but also establishes a strong foundation for engaging individuals with a positive disposition towards the implemented policy (Hidayatullah & Rodiyah, 2022).

Furthermore, incentives serve as an additional mechanism to motivate policy implementers. Incentives can take the form of rewards, bonuses, or recognition for success in policy implementation. The use of these incentives can enhance the disposition of policy implementers by providing additional encouragement to actively engage in the implementation process (Novrianna et al., 2022). By understanding and managing dispositions wisely, policy implementation can proceed more efficiently and effectively, achieving the desired outcomes set by the government or relevant organizations. Details about incentive indicators can be found in the appendix pages.

### 2.4 Previous Studies and Hypotheses Development

#### 2.4.1 The Influence of Communication on Policy Implementation

Communication plays a crucial role in policy implementation. Effective communication ensures that all stakeholders understand the policy, their roles, and the expected outcomes. This helps create awareness, build consensus, and garner support for the policy. Clear and transparent communication can also assist in managing resistance to change, addressing misunderstandings, and obtaining feedback for continuous improvement.

Several studies have explored the relationship between communication and policy implementation. For instance, a study on the implementation of waste bank policies in Indonesia found suboptimal communication among stakeholders, including community participation, which impacted the policy's implementation (Fatmawati et al., 2022). Another study on tourism development policy implementation in Palembang, Indonesia, highlighted that suboptimal communication was one of the issues affecting policy implementation (Yuniningsih et al., 2021). Additionally, a study in Finland identified coordination challenges in the implementation of digital policies related to issues such as poor policy planning and approval, financial constraints, and a lack of adequate expertise and personnel (Osifo, 2020). These studies underscore the importance of effective communication in policy implementation and the challenges that can arise when communication is not optimal. Based on the findings of the above research, this study proposes:

**H<sub>1</sub>:** *There is a significant and positive effect of communication on policy implementation*

#### 2.4.2 The Influence of Disposition on Policy Implementation

The relationship between disposition and policy implementation refers to how the attitudes, beliefs, and characteristics of individuals or groups involved in policy implementation can influence how the policy is carried out. Disposition can impact the success or failure of policy implementation in various ways. Several studies have found that disposition is a crucial aspect of policy implementation.

A study on regulatory and managerial management in sports organisations in Indonesia found that individual dispositions, related to institutional arrangements, communication, resources, and bureaucracy, influence policy implementation (Suwarno et al., 2022a). A study on the relationship between policy strength and physical activity practices in public elementary schools in Arizona found that policy strength is associated with a greater number of recreational, physical education, and school-based physical activity practices at all levels while controlling for demographic factors at the school level (Nam et al., 2023). These examples illustrate that the disposition of implementation actors is a critical factor in policy

implementation, and understanding and managing these dispositions can help improve the success of policy implementation. Based on the findings of the above research, this study proposes:

**H<sub>2</sub>:** *There is a significant and positive effect of disposition on policy implementation*

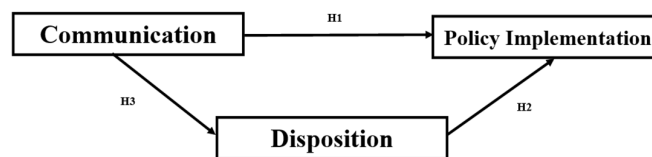
#### 2.4.3 Disposition moderation on the relationship between communication and policy implementation.

The relationship between communication and policy implementation is not straightforward and can be influenced by various factors, one of which is the moderation of disposition. Several studies conducted in different contexts highlight the complexity of this relationship. For example, in a study on the implementation of empowerment policies for Small and Medium Enterprises (SMEs) in Indonesia, it was found that bureaucratic structure, resources, disposition, and communication impact the implementation of empowerment policies (Sulila, 2021). Another study examining men's participation in family planning programs in Indonesia found that communication, resources, disposition, and bureaucratic structure played a crucial role in shaping the level of participation (Sormin, 2021). Similarly, research on the implementation of early breastfeeding initiation policies in a hospital in Indonesia found that communication, resources, and disposition also influenced the implementation of the policy (Fandika et al., 2022). Furthermore, a study on the implementation of religious moderation policies in Madrasahs in Indonesia found that communication, resources, and strategies also influenced policy implementation (Bustamin & Putri, 2022).

These studies depict the complex interplay between communication, disposition, and policy implementation. They emphasise that effective communication, along with appropriate disposition and adequate resource allocation, plays a crucial role in the success of policy implementation. Based on the discourse above, this research proposes:

**H<sub>3</sub>:** *Disposition moderating the effect of communication on policy implementation*

The research hypothesis is presented in the research model depicted in Fig. 1. This study aims to provide a comprehensive understanding of the role of disposition in moderating the influence of communication on policy implementation.



**Fig. 1.** the research model

### 3. Research Methodology

This study employs a quantitative approach. The research population consists of 552 teachers distributed across various schools in Indonesia. The sampling approach used is proportional stratified random sampling, ensuring a balanced representation of various groups within the population. Based on calculations using the Slovin formula, the sample size used in this study is 232 individuals. The research utilises a questionnaire to collect data from teachers in schools. The questionnaire was developed based on a literature review and consists of three sections: communication, disposition, and policy implementation. The government of the Republic of Indonesia published the stages of the development of the Merdeka curriculum, from which Edward III developed the communication and disposition items in several earlier studies. The questionnaire employs a five-point Likert scale to measure variables in this study. The study employs data analysis using PLS-SEM, consisting of two stages: measurement model assessment and structural model assessment.

### 4. Results

#### 4.1 Measurement Model

In this section, statistical calculations regarding the validity, reliability, and potential bias of this study will be presented. All variables are measured through reliability and validity measurements. Reliability measurements are considered adequate if the values of Cronbach's alpha (CA) and composite reliability (CR) reach at least 0.700. Furthermore, validity measurements are considered to meet validity requirements when the factor loadings are at least 0.500. The table below also explains the average variance extracted (AVE) for each construct with values above 0.500. Thus, this study has met validity and reliability requirements.

**Table 1**  
Measurement Model

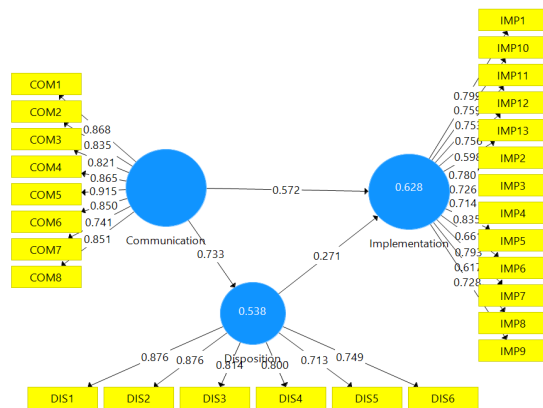
Construct	Factor Loading	CA	rho a	CR	AVE
<b>Policy Implementation</b>		<b>0.928</b>	<b>0.934</b>	<b>0.938</b>	<b>0.541</b>
IMP1	0.799				
IMP2	0.780				
IMP3	0.726				
IMP4	0.714				
IMP5	0.835				
IMP6	0.661				
IMP7	0.793				
IMP8	0.617				
IMP9	0.728				
IMP10	0.759				
IMP11	0.753				
IMP12	0.756				
IMP13	0.598				
<b>Communication</b>		<b>0.942</b>	<b>0.947</b>	<b>0.952</b>	<b>0.713</b>
COM1	0.868				
COM2	0.835				
COM3	0.821				
COM4	0.965				
COM5	0.915				
COM6	0.850				
COM7	0.741				
COM8	0.851				
<b>Disposition</b>		<b>0.892</b>	<b>0.904</b>	<b>0.918</b>	<b>0.651</b>
DIS1	0.876				
DIS2	0.876				
DIS3	0.814				
DIS4	0.800				
DIS5	0.713				
DIS6	0.749				

4.2 Structural Model

The results of hypothesis testing, as presented in Table 2, provide insights into the factors influencing policy implementation. With a sample size of 232 respondents and a significance threshold set at the tabled t-value of 1.660, each hypothesis was analyzed. First, it is evident from the data that Hypothesis 1 (H1) is a robust finding. This indicates that communication plays a significant and positive role in driving policy implementation, supported by a P value of 0.000 and a T-statistic of 9.880. Also significant is the validation of Hypothesis 2 (H2), emphasising the importance of disposition in influencing policy implementation. This is evidenced by a P value of 0.000 and a T-statistic of 4.498.

**Table 2**  
Path Analysis

Path Analysis	Original Sample (O)	Standard Deviation	T Statistics	P Value	Decision
H1: Communication → Implementation	0.572	0.058	9.880	0.000	Support
H2: Disposition → Implementation	0.271	0.060	4.498	0.000	Support
H3: Communication → Disposition	0.733	0.048	15.310	0.000	Support



**Fig. 2.** Path Analysis

In this study, it was also found that the R2 value for the disposition variable is 0.538. This suggests that the variation in the communication variable can account for about 53.8% of the variation in the disposition variable, with other factors not

considered in this study accounting for the remainder. Furthermore, the R2 value for the policy implementation variable is 0.628. This means that the variation in the communication and disposition variables can account for about 62.8% of the variation in the policy implementation variable. Other factors not considered in this study may have an impact on the remaining unexplained variation in both variables. These results provide a clear picture of the extent to which communication and disposition contribute to the variation in policy implementation while also highlighting the presence of other factors that need to be considered for a more comprehensive understanding.

### 4.3 Moderating Analysis

Moderation testing was conducted using the Sobel Test online at <https://quantpsy.org/sobel/sobel.htm>, with the results presented in Fig. 3:

Input:		Test statistic:	Std. Error:	p-value:
a	0.733	Sobel test: 4.33119092	0.04586337	0.00001483
b	0.271	Aroian test: 4.32267663	0.0459537	0.00001541
s <sub>a</sub>	0.048	Goodman test: 4.33975571	0.04577285	0.00001426
s <sub>b</sub>	0.060	Reset all	Calculate	

**Fig. 3.** Sobel Test Results (MacKinnon, 2023)

Based on the Sobel test results, a p-value of 0.000 was obtained, indicating the significance of the moderation effect of the disposition variable on the relationship between communication and implementation. Since the p-value is very low, less than the typically used significance level of 0.05, it can be concluded that the disposition variable has a significant moderating effect. Finally, the interaction between communication and disposition, as proposed in Hypothesis 3 (H3), is also confirmed. The data above shows that disposition significantly moderates the influence of communication on policy implementation.

The disposition variable was found to have a moderation value of 0.198, calculated by multiplying the regression coefficient of the interaction between communication and disposition variables (0.733) by the disposition coefficient (0.271). This result implies that the disposition variable plays a role in moderating the relationship between communication and implementation by 19.8%. This graph illustrates the extent to which differences in disposition can account for variations in the relationship between communication and implementation.

## 5. Discussion

This research explores the impact of the relationship between communication and policy implementation and examines the moderating effect of the disposition variable. The results indicate that both communication and disposition have a significant influence on policy implementation. Disposition successfully moderates the relationship between communication and policy implementation, highlighting its role in shaping how communication affects the implementation process. These findings provide additional insights into the complexity of factors influencing the success of policy implementation.

Studies in various policy domains emphasise the central role of communication in policy implementation and stakeholder interactions. For instance, in forest management policies, communication, along with resources and organisational relationships, significantly impacts community empowerment, contributing to successful implementation (Drasopolino et al., 2021). Similar observations are seen in the policy for the placement of migrant workers, where communication emerges as the strongest variable influencing implementation success (Manulangga et al., 2023). Examining the implementation of the STCW Manila Amendments 2010 policy, a study highlights the positive role of communication, along with resources and disposition, in successful implementation (Kristiyono et al., 2023). This emphasises that communication not only influences policies but also supports organisational frameworks. A study on China's broadband policy found that communication can enhance housing prices through infrastructure improvements and urbanisation promotion (Wang et al., 2023). Finally, in the context of developing economies, research on Central Bank communication shows that it can impact financial markets and policy implementation (Su et al., 2020). These findings consistently underscore the crucial role of communication in shaping policy implementation and outcomes across various sectors and contexts.

Disposition also plays a crucial role in the context of policy implementation, as revealed in several studies. In one study, the disposition variable did not directly affect the success of forest management policy implementation but indirectly influenced community empowerment, which, in turn, had a direct and significant impact on policy implementation (Drasopolino et al., 2021). Another study found that policy disposition significantly impacts the performance of public policy implementation in the placement and protection of Indonesian migrant workers from NTT, affecting the spread of sexually transmitted infections, including HIV/AIDS, in NTT (Manulangga et al., 2023). These studies demonstrate the importance of disposition, along with other factors such as communication and resources, in policy implementation.

In summary, this research delves into the impact of the relationship between communication and policy implementation, considering the moderating role of the disposition variable. The findings show that both communication and disposition significantly influence the success of policy implementation, and disposition successfully moderates the relationship between them, illustrating its crucial role in shaping the dynamics of policy implementation. Studies across various policy domains provide additional insights, emphasising the centrality of communication in influencing implementation success. In this context, disposition also proves to be a crucial factor, influencing community empowerment, public policy implementation performance, and interactions in specific economic sectors. Therefore, a deep understanding of these complex factors is necessary to form effective policy implementation strategies in various contexts.

### 5.1 Conclusion

This study specifically aims to evaluate the moderating effect of the disposition variable on the relationship between communication and policy implementation. The research findings are consistent with previous studies, indicating that communication has a significant and positive impact on policy implementation, while disposition also has a significant and positive effect on policy implementation. More interestingly, in this study, disposition is proven to have a significant and positive influence on the relationship between communication and policy implementation.

However, it should be acknowledged that this research has some limitations. First, the research context is limited to the education sector in Indonesia, so the generalisation of these findings to other contexts may be limited. Second, the research sample is limited to only 232 respondents, which may affect the external validity of the findings. Third, this study focuses only on the variables of communication, disposition, and implementation without considering other variables that may have an impact. Therefore, future researchers can address these limitations by expanding the scope of the research to various sectors or contexts to enhance the generalizability of the results. Additionally, future researchers can investigate other factors that may moderate the relationship between communication and policy implementation.

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**Appendix A: construct, indicators, mean, and standard deviation (SD)**

Construct	Indikator and Item	Mean	SD
<b>Policy Implementation</b> (Kemendikbudristek, 2022; Purnomo et al., 2023; Solikhah, 2022)			
IMP1	Curriculum planning for schools (Perencanaan kurikulum satuan pendidikan di sekolah telah disusun)	4.297	0.712
IMP2	Designing the progression of educational goals (Sekolah telah memiliki Rancangan Alur Tujuan Pembelajaran pada Kurikulum Merdeka (RATP))	4.321	0.669
IMP3	Organizing the process of learning (Perancangan alur tujuan pembelajaran menggunakan contoh "alur tujuan pembelajaran" dari Kemendikbudristek)	3.858	1.013
IMP4	Evaluation and instructional materials (Sekolah memiliki materi pembelajaran berupa buku teks dan modul sebagai pendukung dalam proses belajar mengajar)	4.101	0.995
IMP5	Project on Pancasila student profiles (Sekolah sedang menjalankan proyek untuk memperkuat profil pelajar Pancasila)	4.233	0.686
IMP6	Executing the Pancasila student profile project (proyek penguatan profil pelajar pancasila menggunakan modul proyek yang disediakan oleh Kemendikbudristek)	3.433	1.019
IMP7	Learning that is centered around students (Pembelajaran yang berfokus pada siswa)	4.290	0.704
IMP8	Suitability of assessment (Guru menggunakan penilaian yang terdapat dalam buku teks dan/atau modul sebagai pedoman)	3.178	1.434
IMP9	Phases of student learning (Pembelajaran di sekolah disesuaikan dengan tingkat perkembangan belajar peserta didik)	4.144	0.585
IMP10	Collaboration among teachers (Guru telah bekerja sama dalam proyek untuk memperkuat profil Pancasila)	4.276	0.738
IMP11	Collaboration between school and parents (Guru telah berkomunikasi dengan orang tua/wali mengenai perkembangan belajar)	4.387	0.85
IMP12	Collaboration between the school and the community (Sekolah telah merencanakan keterlibatan masyarakat/komunitas/industri dalam proses pembelajaran di dalam kurikulum serta dalam proyek penguatan profil pelajar Pancasila)	3.918	1.074
IMP13	The Merdeka curriculum reflection (Evaluasi dan refleksi implementasi kurikulum dan pembelajaran cenderung bersifat satu arah dari kepemimpinan satuan pendidikan dan belum didasarkan pada data)	2.974	1.534
<b>Communication</b> (Barmo et al., 2020; Sormin, 2021; Suwarno et al., 2022b)			
COM1	There is consensus (Kebijakan Kurikulum Merdeka telah diumumkan atau diperkenalkan di sekolah)	4.19	0.641
COM2	The Merdeka curriculum has been introduced or disseminated (Penerapan Kurikulum Merdeka di sekolah telah diperkenalkan kepada kepala sekolah, wakil kepala sekolah, guru, siswa, dan orang tua/wali siswa)	3.901	0.802
COM3	Clarity of the Merdeka curriculum (Seluruh pihak terkait di sekolah memahami kebijakan terkait Kurikulum Merdeka)	4.052	0.734
COM4	There is no misunderstanding (Semua pihak terkait di sekolah memiliki pemahaman terhadap kebijakan mengenai kurikulum merdeka)	3.776	0.845
COM5	The information is easily comprehensible (Panduan mengenai kebijakan Kurikulum Merdeka dapat dipahami dengan mudah oleh para pelaksana kebijakan)	4.024	0.728
COM6	The information is consistently conveyed (Petunjuk mengenai kebijakan Kurikulum Merdeka disampaikan secara konsisten)	3.884	0.850
COM7	The executor offers feedback (Para pelaksana kebijakan Kurikulum Merdeka telah memberikan umpan balik kepada pemerintah mengenai pelaksanaan Kurikulum Merdeka)	3.659	1.074
COM8	There are no contradictory instructions (Instruksi mengenai implementasi Kurikulum Merdeka (IKM) telah disetujui oleh pembuat kebijakan dan pelaksana, tanpa adanya pertentangan)	3.841	1.534
<b>Disposition</b> (Barmo et al., 2020; Sormin, 2021; Suwarno et al., 2022b)			
DIS1	The dedication of the executor (Kepala Sekolah, Guru, dan tenaga kependidikan di sekolah telah berkomitmen untuk melaksanakan IKM)	4.263	0.704
DIS2	Initiative actions (Kepala Sekolah, Guru dan tenaga kependidikan memiliki tindakan proaktif dalam IKM di sekolah)	4.181	0.708
DIS3	Suitability in staff placement (Kepala Sekolah, Guru, dan tenaga kependidikan telah ditempatkan berdasarkan latar belakang pendidikan dan pengalaman kerja mereka)	4.125	0.764
DIS4	The presence of training activities (Sekolah telah mengadakan pelatihan untuk meningkatkan kompetensi staf)	4.168	0.764
DIS5	Rewards tied to workload (Sekolah sudah memberikan penghargaan kepada peran Sumber Daya Manusia (SDM) dalam pelaksanaan IKM)	3.603	1.003
DIS6	Rewards tied to staff performance (Pemberian penghargaan didasarkan pada kinerja)	3.836	0.991

**Note:** The sentence within parentheses is an indicator that has been adapted into an item in the Indonesian language.



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