

Analysis of Perceived Organizational Support in Moderating Relationship of Employee Readiness to Employee Commitments in Change Organizations in Regional Companies

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Abstract:- Some companies currently have policies in making organizational changes. An indication of a decrease in employee commitment since the implementation of the system. Because of the lack of readiness and the strong desire of employees regarding organizational support in supervising and providing clarity of future employee careers. The purpose of this study was to determine and analyze the effect of employee readiness on employee commitment through perceived organizational support as a moderating variable. This research was conducted at one of the regionally owned companies in Medan. The study population was 285 employees. The sample is 166 respondents. Data analysis uses simple regression analysis and absolute difference. The results showed that the variable employee readiness had a positive and significant effect on employee commitment through perceived organizational support as a moderating variable.

Keywords:- Employee Readiness, Perceived Organizational Support, Employee Commitment.

I. INTRODUCTION

Organizational change is important so that organizations can continuously adapt through corporate strategies and policies and practices that align with the demands of environmental change to achieve sustainability and effectiveness of the organization. The durability of the organization is certainly in harmony with the desire to grow and develop the organization in a better direction from time to time. Changes must be faced because of the emergence of technological changes, new communication trends, new regulations, and environmental aspects as well as social aspects. New regulations, such as laws from the government or regulators, can trigger changes in the organization. The corporate strategy undertaken by the organization or company to carry out the mandate of the law will create conditions for change in the organization.

For employees, the organization is a source of getting tangible (salary, insurance, etc.) and intangible benefits (respect and emotional support). The support of the organization makes employees have perceptions that affect the employee's interpretation of the support provided by the organization. If the organization provides positive and supportive treatment for employees, in addition to increasing organizational commitment, employees' negative perceptions and feelings towards the organization will also be reduced. According to Rhoades and Eisenberger (2002), organizations that support their employees also create feelings of obligation in employees so that employees feel the need for additional roles such as helping others.

Organizational commitment is one of the important consequences arising from perceived corporate support. When employees receive support, values, and care from their organizations, employees will develop a sense of emotional attachment to the organization. Gokul, Sridevi, and Srinivasan (2012) state that if employees perceive their organizations to support it, then employees will tend to commit to the organization, which is why it is essential for organizations to provide a supportive atmosphere for their employees. Meyer and Allen (1997) state that employees who have organizational commitment will work with full dedication because employees who have high responsibility assume that the critical thing that must be achieved is the achievement of tasks in the organization. This is supported by the readiness of employees to face organizational changes.

Panuju and Mangundjaya (2018) say that the success of organizational change is influenced by various things, including individual factors, especially on a commitment to change. Responsibility is a condition in which personal sides with a particular organization and has the aim and desire to maintain his membership in the organization. Metria and Riana (2018) state that employees who have the support of their organizations are proven able to increase organizational commitment to work. Murniasih and Sudarma (2016) state that corporate support is not a dominant variable affecting employee commitment. The

existence of a research gap from previous research makes researchers feel interested in re-examining whether by making organizational support as a moderating variable and increasing employee readiness as an independent variable will have the same or different results from previous studies.

II. LITERATURE REVIEW

A. Employee Commitment

Based on the opinion of Luthans (2012), organizational commitment is an attitude that reflects employee loyalty to the organization and the ongoing process whereby the members of the organization show their concern for the organization, wish to advance the organization in a sustainable manner, and wish to stay with the organization. While Zurnali (2010), said that organizational commitment is a strong and close feeling of a person towards the goals and values of an organization in relation to their role in achieving the company's efforts to face changes in the organization. Employee commitment to the organization is treated as positive behavior and attitude, so this can support the development of positive employee perceptions of change. From the opinions of these experts, it can be concluded that organizational commitment is the feelings and beliefs that employees have towards the goals and values adopted by their organization and wishes to maintain their membership in the organization despite organizational changes.

Herscovitz & Meyer (2002) divides commitment to change into 3 (three) dimensions, namely:

- Affective commitment to change, the desire to provide support for change based on the belief that change brings benefits. This type of commitment is the most effective commitment and has an impact on improving performance, success, and the learning process
- Continued commitment to change, commitments based on profit and loss calculation if not undergoing change. This commitment occurs when members of the organization feel there will be a loss to be gained if they do not follow changes, so there is no other choice but to follow to change what happens
- Normative commitment to change, a moral dimension that occurs because of a sense of obligation to make changes, compliance to do more to change based on because he feels as part of the members of the organization. This form of responsibility can be demonstrated by not disappointing the boss or colleagues.

B. Perceived Organizational Support

Perceived Organizational Support (POS) is employee perceptions of how organizations value contributions and care for the welfare of their employees Eisenberger et al., (1986). Perceived Organizational Support (POS) provided by organizations to employees makes employees feel more satisfied and more committed to their work (Eisenberger et al., 2001). Rhoades and Eisenberger (2002) expressed the perception of organizational support is also considered as a global belief that is formed by each employee regarding the assessment of organizational policies and procedures that are based on experience, acceptance of resources, interaction with organizational agents and employee perceptions about care organization of the welfare of its resources. Organizational support can help meet the social and emotional needs of employees, thus creating an obligation for employees to return services to the organization (Rhoades and Eisenberger, 2002). Rhoades and Eisenberger (2002) suggest three dimensions of Perceived Organizational Support (POS), namely fairness, supervisory support, and organizational reward and job conditions. The following is an explanation of the three dimensions:

➤ Fairness

Where the organization can be fair to its employees in various ways. For example, the allocation of resources in accordance with the quality that the organization has.

➤ Supervisory Support

Support and encouragement from superiors who contribute and care for the work of their subordinates. As a superior, he is not only tasked to govern but also intervene to help his subordinates.

➤ Organizational Reward and Job Conditions

Is a form of appreciation given by the organization to employees because the organization has worked well and produced satisfying work.

C. Employee Readiness

In the organizational context, the readiness of individuals to change is interpreted as the willingness of individuals (in this case employees) to participate in activities carried out by the organization both before and during organizational changes. Berneth (2004) states that readiness is a realization of thoughts in individuals who experience the process of acceptance of a change. Another definition of readiness is the degree of views one has of change or the belief of someone that change will have an impact on them as a whole.

The dimensions used in this study, based on the theory put forward by Holt et al. (2007), namely:

➤ *Appropriateness*

The individual believes that the proposed change will be right for the organization, and the organization will benefit from implementing the change. This dimension explains that individuals believe there are logical reasons, needs, and focus on the benefits of proposed changes for the company.

➤ *Change Efficacy*

The confidence of individuals to deal with change. This dimension contains the individual's beliefs about his ability to implement the desired changes, such as having the skills and being able to carry out tasks related to change. In other words, the employee feels that he has the ability and can complete tasks associated with implementing the proposed changes.

➤ *Management support*

The confidence of individuals in management that overshadows all employees, or in other words, the leaders and related management have a commitment and support for change.

➤ *Personal benefit*

The confidence of the employee where he benefits when the switch is implemented

III. RESEARCH METHODS

This research uses descriptive research with a quantitative approach. Quantitative research methods, as stated by Sugiyono (2017), namely: "Research methods based on the philosophy of positivism, are used to examine specific populations and samples. This study uses a survey method by collecting questionnaires on respondents who are sampled as many as 154 employees. The relationship between variables is not only determined by the independent variable or the dependent variable but often some variables are able to strengthen or weaken the relationship between the independent variable to the dependent variable, which is often called the moderating variable. So the analytical tool used in this study is simple linear regression and absolute difference.

IV. DISCUSSION

➤ *Readiness Of Employees Has A Positive And Significant Effect On Employee Commitment*

Organizational change in banking begins with preparing all human resources to accept the spin off policy because human beings are essentially the subject and object of organizational change and are resistant to change. In this case employees will experience changes in rules, organizational structure, career that is not necessarily the same as the previous organization. So with a mature employee readiness is able to make employees more loyal and increase employee commitment to the company. Furthermore, employees choose to continue to face changes in the process of change and not resign or find new jobs

that are considered better. The results of this study are in line with Zulkarnain and Hadiyani (2014) which shows that organizational commitment and employee engagement are factors that influence employee readiness to change. Mangundjaya and Gandakusuma (2013) state that many studies that show an important variable in terms of the success of organizational change are individuals, because without individual support, no matter how well the organizational change program is developed, the change program cannot be achieved successfully.

➤ *Perceived Organizational Support Is Able To Moderate The Effect Of Employee Readiness On Employee Commitment*

The availability of support from the organization will strengthen the readiness of UUS employees to remain committed to being part of the corporate strategy towards spin off. Management needs to build support and commitment, when the fear and anxiety of employees is high then counseling and therapy is carried out, training new skills for employee readiness. Therefore preparing employees and emphasizing their commitment to the organization as a whole can help them personally commit to changes in Robbins and Judge, (2013). Sandra and Zulkarnain (2015) show that positive perceptions of organizational support are in the same direction as employees' commitment to the organization which is also high.

V. CONCLUSIONS AND SUGGESTIONS

This study concludes that employee readiness has a positive and significant effect on employee commitment and Perceived Organizational Support is able to moderate the effect of employee readiness on employee commitment. The advice for companies is to provide accurate information about the future of employees, about what will be obtained during the process of change takes place and post organizational change so as to reduce employee concern in the event of organizational change. Furthermore, it is recommended for researchers in the future to add new variables that become a determining factor in strengthening employee commitment since the implementation of organizational changes such as leadership policies and management regulations in the face of organizational change.

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