Analysis Of Supporting Factors On Readiness For Change At Pt Pln (Persero) Sumatera Barat

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ARTICLE INFO	ABSTRACT
	The aim of this study is to analyze the supporting factors that influence readiness for change, including employee engagement and resistance to change with perceived organizational support as a mediating variable. Transformation is the biggest problem facing all organizations today and the challenge lies in employees needing to be prepared for organizational change. The population in this study were employees of PT PLN (Persero) Unit Induk Wilayah Sumatera Barat with a sample of 179 employees. The analytical method used is descriptive statistical analysis and factor description analysis using SmartPLS 3.0. The results of the study indicate that employee engagement has a positive and significant effect on perceived organizational support; resistance to change has no effect on perceived organizational support; employee engagement and perceived organizational support have a positive and significant influence on readiness for change; resistance to change has a negative and significant effect on readiness to change; Then perceived organizational support as a mediating variable only affects employee engagement with readiness for change.

1.   Introduction

The results of Quattrone and Hopper (2001) research reveal that studies of organizational change largely ignore the question of what change is. Whereas the key to the success of a company in increasing competitive advantage is to have the ability to change. As according to Cummings and Worley (2009), the organizational change process is a process that can help organizations build their capacity to change and achieve effectiveness in terms of financial performance, customer satisfaction, and employee engagement. Readiness for change emerged as one of the core attitudes that influence the success and failure of change interventions (Zayim, 2010).

Transformation is the biggest problem facing all organizations today. The biggest challenge lies in employees needing to be prepared for organizational change (Armenakis & Harris, 2002). Walinga (2008) added that the readiness of employees to change needs to be facilitated by leaders to be ready to make changes. This is also reinforced by the opinion of Samir & Abdenour (2016) which explains that the achievement of change efforts will be achieved if there is readiness for change in an organization. Through the readiness of employees to face change, the change process can be accelerated. In creating readiness for change, one of the important factors that must be considered by an organization is employee engagement. Hameed et al. (2019) states that employees are key players in the organizational change process. So that when there is a process of change in the organization, companies with employees who are bound do not have as big an effect when compared to companies with employees who are not bound. Based on this explanation, it is important for companies to be able to create employee engagement, which is a condition where employees enthusiastically provide greater capabilities in implementing changes by conveying innovative ideas and providing optimal performance.

The Covid-19 pandemic has caused a shift in consumer and business habits. This is the background for PLN to carry out transformations so that they are not eroded by changes in the business environment. The PLN transformation, which was launched on April 21, 2020, is a big step for PLN in achieving the Company's Vision. In the PLN Transformation Program, there are 4 Aspirations, namely Lean, Green,

Innovative, and Customer Focused. In order for all these aspirations to run optimally, 4 enablers are needed, namely Organization and People, Technology Advancement, Financial Sustainability, and National Development. This transformation program is expected to answer PLN's challenges in managing complex business processes from generation to customer service. PLN not only manages large assets that reach 1,589 trillion with revenues of 273 trillion, but also fulfills the needs of 82.5 million customers and mobilizes about 53 thousand employees. Therefore, readiness for change is a very important stage for PLN.

PT PLN (Persero) scored a positive performance in the first semester of 2021. PLN posted revenues of Rp. 175.9 trillion (unaudited) as of June 2021, an increase of 6.74% compared to the same period last year of Rp. 164.8 trillion. The increase in operating income was supported by sales of electricity, compensation income, and others. In addition, a number of steps and innovations carried out by the company through the PLN transformation program support the increase in electricity sales. PLN opened a net profit of Rp 6.60 trillion in the first semester of 2021. This figure increased by around 2,500% from the same period the previous year, which was Rp. 251.60 billion.

The digital era marked by the emergence of technology, coupled with the Covid-19 pandemic, the gap between physical and digital workspaces is getting thinner from time to time. According to Bean and Davenport (2020), 92% of the nearly 400 executives surveyed by the Harvard Business Review Analytic Services recently—but before the government implemented Covid-19 precautions—said that employee engagement is critical to organizational success and a productivity driver, loyalty, and customer satisfaction. The company cites a range of valuable benefits from having an engaged workforce, including increased productivity and happier customers, clients, and workers.

According to Aon (2017), employee engagement is the level of psychological attachment of employees in their organization which is characterized by say (talk positively about the organization), stay (have a desire to stay), and strive (try to give the best for the organization). Based on survey data conducted by the company internally, the average employee engagement score in 2021 has increased with a score of 85.59 compared to the previous year with a score of 80.20.

In addition, internally PLN is experiencing problems regarding the Collective Labor Agreement (Perjanjian Kerja Bersama/ PKB). which has not been updated since 2012. According to Law No. 13 of 2003 concerning Manpower, Article 1 number 21 explains that the PKB is an agreement that is the result of negotiations between a trade union/labor union or several trade unions/labor unions registered with the agency responsible for the field of labor. employment with entrepreneurs, or several entrepreneurs or associations of entrepreneurs that contain the working conditions, rights and obligations of both parties. Although the PKB is still in effect today, it has not accommodated the rights and obligations of each in accordance with the times. This condition has an effect on the threat of the PLN Workers Union (SP) planning to go on strike, because the PKB negotiations with the company have reached a dead end. This condition can create resistance to changes towards the transformation that is being carried out by PLN. This is as revealed by Abdel (2014) that it is important to identify employee readiness, belief, and resistance before any change initiative takes place in agricultural extension organizations in Egypt. Holt (2007) suggests that individuals with higher readiness for change will stick to the changes made and show better support.

Perceived organizational support has an influence on organizational change readiness. The results of the research by Thakur & Srivastava (2018) conducted a research survey on 276 middle-level managers and found that how perceived organizational support mediates the relationship between resistance and readiness and reduces the gap between the two. Not only has a direct influence, the perceived organizational support also has a mediating effect between employee engagement relationships and resistance to change to change readiness (Lee et al., 2020 & Raditya et al., 2021). Based on the above phenomena, the authors are interested in conducting research related to mediating effect of perceived organizational support to employee engagement and resistance to change on readiness for change: a study on PLN employees in Sumatera Barat. The practical contribution of this research is to propose strategy of readiness for change by analyzing the effect of mediating effect of perceived organizational support to employee engagement and resistance to change on readiness for change in the transformation process by PT PLN (Persero) Unit Induk Wilayah Sumatera Barat. Besides that, for readers/academics, this research can be useful to increase knowledge about analyzing supporting factors of readiness for change.

Literature Review, At the organizational level, change readiness is defined as a joint resolution by organizational members to implement change (Almaamari et al., 2018). Rafferty et al. (2012) said the extent to which individuals or individuals are cognitively inclined to accept, embrace, and adopt certain plans to

intentionally change the status quo is referred to as readiness for change. When organizational readiness for change is high, experts argue, organizational members invest more in the change effort, expend greater effort in the change process, and show greater persistence in the face of obstacles or setbacks — all of which contribute to more successful change implementation (Weiner et al., 2008). Employees are responsible for implementing changes. Therefore, it is very important to assess whether they are ready to implement effective organizational change. Different levels of readiness for change in different organizations depend on how organizational members assess change and its possible implications for their work environment (Von et al., 2018).

Research conducted by Wang et al. (2017) with a stratified study of 52 teams (study 2) showed that perceived organizational support and team proactive personality composition (on average) moderated the relationship between individual proactive personality and work engagement. In particular, this positive relationship was found to be stronger among employees who had low perceptions of organizational support, and who worked in teams with high team proactive personalities. Research results Asan et al. (2020) show that organizational support in terms of organizational internal communication, performance-based rewards and recognition, and perceived organizational support for holistic employee subjective well-being have a direct positive influence on employee engagement. Based on social exchange theory which has always been the theoretical basis for research on perceived organizational support and employee engagement, the opposite also applies. The findings of Canboy et al. (2021) showed that perceived organizational support increased positive outcomes in strengthening employee engagement and reducing stress at work. So based on the results of the research above, the first hypothesis can be proposed in this study: Employee engagement has a positive and significant effect on perceived organizational support (H1). The results of the research by Oreg & Sverdlik (2011) in particular, among employees with a negative orientation towards change agents, namely low trust by management. Thakur & Srivastava (2018) conducted a study to see the relationship between resistance to change and perceived organizational support, the results showed that there was a negative and significant relationship between perceived organizational support and resistance to change. Ming & Meng (2015) also conducted research on the perceived effect of organizational support and resistance to change, which found a negative relationship between change readiness and resistance to change. Based on the theory and research results that have been described above, the second hypothesis can be drawn in this research: Resistance to change has a negative and significant effect on perceived organizational support (H2).

Wulandari (2020) in his research shows that employee engagement has a positive effect on readiness for change, where engaged employees are more prepared to follow change. In line with that, the results of Aon (2011) show that employees who are involved in change have a readiness for change. Alqudah et al. (2022) added that employee readiness for change plays a key role in implementing many organizational change initiatives. The results of his analysis on a sample of 510 bank employees in Jordan show that readiness for change is positively related to individual employee performance. So from the results of the research above, the third hypothesis can be proposed for this research: Employee engagement has a positive and significant effect on readiness for change (H3).

The results of the research by Thakur & Srivastava (2018) reveal that there is a negative and significant relationship between resistance to change and readiness for change. Rehman et al. (2021) strengthen the results of previous research that readiness for change has a significant negative relationship to resistance to change with the object of research being 1200 employees spread over the 5 largest private banks in Pakistan. According to a study conducted by Endrejat (2021), they investigated how change agents "on the ground" responded to the rejection expressed by recipients. Findings suggest that change agents use communication that limits autonomy rather than supports, suggesting that such communication usually undermines rather than facilitates change readiness of the recipient. On another occasion, Pakdel (2016) examined that the gender and age of employees had no effect on resistance to change. However, regarding the level of education of employees who have BA and MA degrees, they show lower cognitive resistance compared to other education levels. Based on the theory and research results above, the fourth hypothesis can be taken for this research: Resistance to change has a negative and significant effect on readiness for change (H4).

The results of the study by Susilowati (2012) found that change readiness is influenced by perceived organizational support factors. Thakur & Srivastava (2018) cite several previous research results which state that on the basis of the norm of reciprocity, employees who feel organizational support develop a "sense of obligation" to care about the welfare of the organization and will help the organization to achieve its goals. In addition, Ming & Meng (2015) also conducted a study to analyze the relationship between perceived

organizational support and readiness for change, where it was found that perceived organizational support was positively related to readiness for change. Lee et al. (2020) conducted a test on a convenience sample of 180 Singapore primary school teachers and found that perceived principal learning support directly predicts satisfaction of psychological needs (i.e. autonomy, competence and relatedness), change-oriented work behavior and organizational commitment. If leaders show supportive behavior to employees during times of change, employees will reciprocate in the same way (Bernerth, 2004). So from the theory and research results mentioned above, the fifth hypothesis for this research can be taken: perceived organizational support has a positive and significant effect on readiness for change (H5).

When employees feel support from the organization, the employee's sense of belonging to the organization will be stronger. It makes employees work hard to achieve organizational goals, and shows a higher level of employee engagement. Research by Rasool et al. (2022) show that organizational support as a mediating variable plays a dynamic role in increasing the real success of renewable energy projects. The results obtained by Raditya et al. (2021) that the mediating role of perceived organizational support on employee engagement and readiness for change shows insignificant results. Based on the theory and research results above, the sixth hypothesis can be proposed for this research: Employee engagement has a positive and significant effect on readiness for change with perceived organizational support as a mediating variable (H6).

Thakur & Srivastava (2018) conducted a study to see the effect of resistance to change and readiness for change with the perceived organizational support as a mediating variable, and the calculation results illustrate that there is a positive and significant effect of perceived organizational support readiness for change and a negative and significant effect on perceived organizational support resistance. to change; the effect of resistance to change was reduced after introducing the mediating effects of trust, emotional attachment, and perceived readiness of organizational support for change. Another study was also conducted by Evans et al. (2021) which provides evidence that the response to the mediation of organizational support has an effect on changes in the Grade Point Average (GPA). Based on the theory and research results that have been described above, it can be proposed that seventh hypothesis in this research: Resistance to change has a negative and significant effect on readiness for change with perceived organizational support as mediating variable (H7).
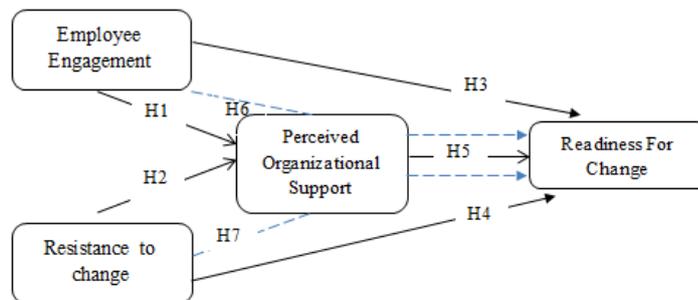

Figure1. Research Framework for Testing the Supporting Factors of Readiness for Change

2.   Methods

The research design in this study used quantitative methods. The quantitative method is an approach taken in empirical studies to collect data, the data is then analyzed, and then the data is displayed in numerical form rather than narrative (Sekaran & Bougie, 2017). Type of the research used is explanatory research. Explanatory research is a research method that intends to explain the position of the variables studied and the influence between one variable and another. The main reason this researcher uses the explanatory research method is to test the proposed hypothesis, it is hoped that this research can explain the relationship and influence between the independent and dependent variables in the hypothesis (Sekaran & Bougie, 2017). Furthermore, the type of investigation in this research is descriptive study which aims to describe and explain the collected data without making conclusions by analyzing the data. The unit of observation in this research are employees of PT PLN (Persero) Unit Induk Wilayah Sumatera Barat. Data collection will be done by distributing questionnaires to the sample of this research.

The population in this study were all employee of PT PLN (Persero) Unit Induk Wilayah Sumatera Barat The total population in this study was 837 employees (source: PLN, 2022). This study took a sample of 179 employees. As the theory proposed by Sugiyono (2013), the size or number of samples between 30 to 500 is considered feasible depending on the sampling method and the research questions used in the study. Respondents' identities were analyzed based on 6 characteristics including gender, age, education level, work location, years of service, and marital status. Sampling uses one of the techniques of Probability Sampling, namely Simple Random Sampling. According to Sekaran and Bougie (2017), Simple Random Sampling places all individuals in the population having the same chance or opportunity to be selected as samples. In accordance with the transformation spirit of the PLN Group, all PLN employees must be involved in this transformation process. Therefore, the use of the Simple Random Sampling technique is very relevant to be used in this study.

This research uses readiness for change as dependent variable. Readiness for change of employees means the readiness of employees and organizations in implementing transformational at PT PLN (Persero) Unit Induk Wilayah Sumatera Barat. There are two independent variables as factors that affect readiness for change (RfC), namely employee engagement (EE) and resistance to change (RtC). In addition, this study uses perceived organizational support as mediating variable that mediates the relationship between employee engagement and resistance to change with readiness for change. The questionnaire used in this study used a 5-point Likert Scale and was guided by questionnaire that had been developed by management theorists or previous researchers and modified according to the research needs described in Table 1. The questionnaire was given to respondents in a Google Form by creating web link.

TABLE 1
Questionnaire References

Research Variable	Research Title	Author	Number of question
Employee engagement	Employee Engagement: What's Your Employee Ratio?	Gallup (2011)	10
Resistance to change	Personality, Context, And Resistance to Organizational Change, European Journal of Work and OrganizationalPsychology, Vol. 15, pp. 73-101.	Oreg (2006)	12
Perceived organizational support	Perceived Organizational Support. Journal of AppliedPsychology, 71, 500–507	Eisenberger et al. (1986).	10
Readiness for change	Organizational Change Questionnaire -Climate of Change, Processes and Readiness: Development of A New Instrument, TheJournal of Psychology: Interdisciplinary and Applied	Bouckenooghe et al.(2009)	10

This research will use SmartPLS 3.0 for data analysis methods. This software is used to study the analysis of structural equations or SEM (structural equation model) which is based on variance that able to test the measurement and structural models simultaneously (Abdillah & Jugiyanto, 2009). The measurement model test was conducted to measure the validity and reliability tests. While the structural model testing is done to test causality or hypothesis testing. The data analysis includes measurement outer model, composite reliability, unidimensional model analysis, convergent validity, discriminant validity, and structural model testing (inner model) to test hypotheses, coefficient of determination (R^2), F square, relevance of prediction (Q^2), multicollinearity inner model using Variance Inflation Factor (VIF), and model fit to state the level of suitability of the research model with the ideal model for the research.

3.   Result and Discussion

To analyze the data in this study, the LRA technique was used, which is the data for each variable in this research was calculated in order to know the distribution of respondents' answers on each variable and indicator. Table 2 shows that the LRA of this research variable is in the range of the fairly good category to the good category. The highest LRA score is employee engagement variable with a percentage of 85,2%, while the lowest LRA percentage is perceived organizational support variables with a percentage of 76,1%.

TABLE 2
Results of Descriptive Variables

Research Variable	N	Mean	TCR	Category
1.Employee engagement	179	4,26	85,2%	Good
2.Resistance to change	179	1,88	82,4%	Good
3.Perceived organizational support	179	3,81	76,1%	Fairly Good
4.Readiness for change	179	4,18	83,5%	Good

Average Variance Extracted (AVE) and Outer Loading values are used to test convergent validity. According to Hair et al. (2017) all items are considered valid if the AVE and outer loading values are respectively greater than the minimum criteria of 0.5 and 0.7 and there is no loading of items from other constructs that have a higher load than should be measured. Average Variance Extracted (AVE) and Outer Loading values are used to test convergent validity. According to Hair et al. (2017) all items are considered valid if the AVE and outer loading values are respectively greater than the minimum criteria of 0.5 and 0.7 and there is no loading of items from other constructs that have a higher load than should be measured. As noted from the initial measurement model in Figure 2 bellow, all indicators meet the established convergent validity criteria.
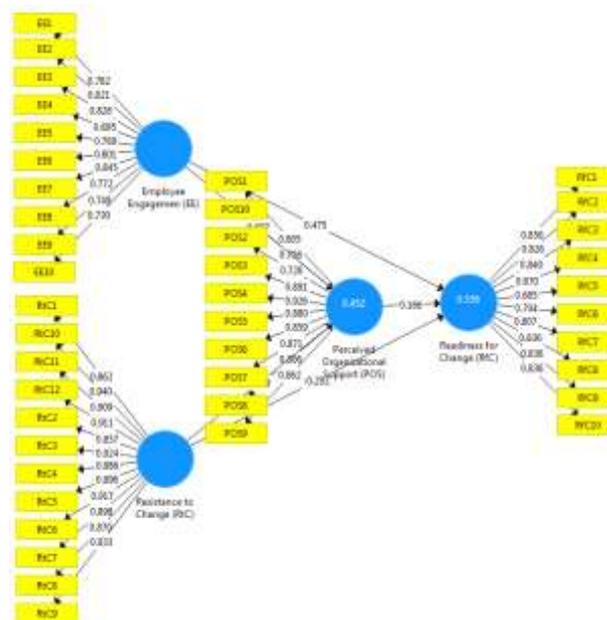

Fig 2. Outer Model

The reliability test was conducted to verify the value of the consistency of the data used in the study. As recommended by Hair et al. (2017) the reliability test is said to be reliable if the value of Cronbach's alpha and composite reliability as a reliability test standard is greater than 0.7. Thus, the research data used is considered reliable to be used as input in the data analysis process to test the research hypothesis. Cronbach's alpha value obtained for all variables has met the criteria of greater than 0.7. Cronbach's Alpha provides reliability estimates based on the intercorrelation of indicators. Then the composite reliability value for all items is more than 0.7 or meets the criteria. Therefore, it can be concluded that all variables are thus considered reliable or have good reliability to measure the construct.

As recommended by Hair et al. (2017), for the formation of a discriminant validity model, the HTMT ratio must be less than 0.85. The results obtained indicate that the HTMT ratio in all variables is smaller than the threshold of 0.85. Based on the tests that have been carried out on the AVE, the outer loading, cross loading, square root of the AVEs on the Fornell-Larcker Criterion, and the HTMT ratio have met the discriminant validity requirements and are considered valid. The reliability test was conducted to verify the value of the consistency of the data used in the study. As recommended by Hair et al. (2017) the reliability test is said to be reliable if the value of Cronbach's alpha and composite reliability as a reliability test standard is greater than 0.7. The results of Cronbach's Alpha and Composite Reliability tests for all variables

have met the criteria of greater than 0.7 Therefore, it can be concluded that all variables are therefore considered reliable or have good reliability to measure the construct. According to Hair et al. (2017) the collinearity test was carried out through the VIF value which was useful for measuring the reflective model. The provision of this VIF value is that the value must be above 0.02 and below 5 which indicates that there is no multicollinearity between variables in each critical development which is not a problem with estimates in the research model (Hair et al., 2017). The results of the Inner VIF value of the variables that make up the model show values above 0.02 and below 5, therefore the inner VIF test has met the requirements, and there is no multicollinearity between variables in the reflective block, therefore the study can be continued.

The next step in testing the structural model is to test R Square (R2) which aims to find out how the relationship between variables is, where with the provisions that the R Square (R2) value of 0.25 is weak, 0.5 is moderate and 0.75 is a weak model. Strong (Hair et al., 2017). The results of the R Square test (R2) readiness for change value is greater than 0.5, this indicates that the model is moderate, and the R Square (R2) perceived organizational support value is greater than 0.25, this indicates that the model is weak. The next step is to test the F Square (F2) model to test how the independent variable is able to influence the dependent variable. The criteria for the effect size of F Square (F2) are as follows: values 0.02 – 0.15 are classified as weak effects, 0.15 – 0.35 are classified as moderate effects and > 0.35 are classified as strong effects (Hair et al., 2017) . The results for F Square (F2) where the relationship between the Employee Engagement variable and the Perceived Organizational Support variable has a value of 0.805, meaning that Employee Engagement shows a strong influence on the Perceived Organizational Support variable. Furthermore, the Perceived Organizational Support variable on the Readiness for change variable has a value of 0.020 which means that the Perceived Organizational Support variable shows a weak influence on the Readiness for change variable. The value of the Resistance to change variable to the Readiness for change variable has a value of 0.164, which means that the Resistance to change variable shows a weak influence on the Readiness for change variable.

Cross-validated redundancy (Q2) or Q Square Test was used to assess predictive relevance. A value of Q2> 0.05 indicates that the model has accurate predictive relevance to certain constructs while a value of Q2 <0.05 indicates that the model lacks predictive relevance (Sarstedt et al., 2017). Based on the value of Q Square on the perceived organizational support variable that is equal to 0.311, it means that the prediction relevance of the perceived organizational support variable is included in the medium category. And on the readiness for change variable, which is 0.329, it means that the prediction relevance of the readiness for change variable is included in the large category.

To test the hypothesis of this study, the authors use the t-test or partial test. Hypothesis testing is carried out using bootstrap on SmartPLS 3 with reference to the Path Coefficient output. As described by Hair et al. (2017), if t count or t statistic is greater than t from the standard table (t statistic > t table) then the hypothesis is accepted, meaning that there is a significant relationship between exogenous variables and endogenous variables. The t table value in this study was obtained from the Student's t Distribution with a significance level of 95% ($\alpha = 5\%$) one tail. Then, degrees of freedom (df) = n - k, where n is the total sample and k is the total variable. Then df = 179 - 4 = 175 for the model equation is 1.97.

TABLE 3
Hypotheses Testing

Hypotheses	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Explanation
H1 : EE -> POS	0.697	18.864	0.000	Supported
H2 : RtC -> POS	0.109	1.925	0.056	Not Supported
H3 : EE -> RfC	0.475	4.207	0.000	Supported
H4 : RtC -> RfC	-0.292	3.591	0.000	Supported
H5 : POS -> RfC	0.166	2.033	0.044	Supported
H6 : EE -> POS -> RfC	0.115	2.027	0.044	Supported
H7 : RtC -> POS-> RfC	0.018	1.378	0.170	Not Supported

To interpret the results or test hypotheses on the data of inner model stage,it can be seen from the value of direct effectof each independent variable on dependent variable shown in Table 3. The results of hypotheses testing are as follows:
- H1: Employee engagement has a positive and significant effect on Perceived Organizational Support.
- H2: Resistance to change has a positive and not significant effect on Perceived Organizational Support.

- H3: Employee engagement has a positive and significant effecton readiness for change. This is due to support from management such as rewards, careers, and skill improvement still needs to be improved.
- H4: Resistance to change has a negative and significant effect on readiness for change.
- H5: Perceived organizational support has a positive and significant effecton readiness for change.
- H6: Employee engagement has a positive and significant effect on readiness for change with perceived organizational support as a mediating variable.
- H7: Resistance to change has a positive and not significant effect on readiness for change with perceived organizational support as a mediating variable.

4. Conclusion

Based on analysis of direct relationship of the variables in this research state that employee engagement has a positive and significant effect on perceived organizational support; resistance to change has a positive and not significant effect on perceived organizational support; employee engagement has a positive and not significant effect on readiness for change; resistance to change has a negative and significant effect on readiness for change; perceived organizational support has a positive and significant effect on readiness for change. Testing and analyzing the indirect relationship of variables in this research found that employee engagement has a positive and significant effect on readiness for change with perceived organizational support as mediating variable; resistance to change has a positive and not significant effect on readiness for change with perceived organizational support as mediating variable. The recommendations that can be given to the PLN Unit Induk Wilayah Sumatera Barat as a strategy to increase employee engagement, perceived organizational support, and reduce resistance to change in supporting readiness for change are optimizing the role of superiors through coaching, mentoring, and counseling (CMC) activities, leaders periodically make visits to service units. Increase the awarding of employees both materially and non-materially.

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