

The Relationship Between Organizational Commitment and Readiness to Change for Employee of PT X

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Abstract

The purpose of this study is to determine the relationship between organizational commitment and readiness to change. This is a quantitative research with an explanatory method. Data were obtained from 75 employees of PT X Jatimbalinusra using Organizational Commitment Scale and READ 3 Readiness for Change Scale. The collected data were analyzed using IBM SPSS Statistic 22. The result showed that the correlation between the value of organizational commitment and readiness for change is 0,000, which is worth less than the significance level of 0,05. **Findings.** Furthermore, the result showed that the correlation strength between the two variables is strong, with a value of 0,856. This indicates that there is a significant correlation between organizational commitment and readiness to change.

1. Introduction

Nowadays, change has become a primary need for organizational life, attributed to the global environment's forces. Change is one of the most critical aspects of creating effective management in organizations to overcome challenges (Hussey, 2000). According to Jones (2013), organizational change is the process by which an organization operates more effectively, with the ability to face challenges in its environment.

Change causes employee to experience uncertainty with fear of failing to face new conditions (Vakola & Nikolaou, 2005). These changing conditions affect employee attitudes toward the organization. Madsen et al. (2005) stated that organizational change does not succeed without employee's advance preparation. Employee rejection or resistance to change is one factor leading to failure in organizations (Kotter & Cohen, 2002). Therefore, increasing readiness for change in all employee is one of the most effective interventions an organization undertakes (Cunningham et al., 2002).

Fernandez & Rainey (2006) stated as a first step to make a change, organizations need to ensure that each employee have a need and readiness because they are the most important element (Bernerth, 2004). Organizations opting to make changes need the support of open-minded employees, that are well prepared and ready (Eby et al., 2000). Bernerth (2004) reported that the success factor for organizational change is the readiness of employee. Readiness to change is a type of soft skills that every business and industry urgently need to be owned (Asbari et al., 2020).

Organizational change needs to start by preparing all human resource to accept it because they are the subject and object and have a resistant nature (Wibowo, 2012). The research supports this carried out by Mangundjaya et al. (2015), which stated that many studies have shown that there are important variables in organizational change success because without individual support, no matter how good an organizational change program is developed, it is unsuccessful. This shows that employees' readiness to change needs to be considered by company leaders in efforts to change the organization.

Armenakis et al. (1993) stated that an employee's readiness to face change contributes to the effectiveness of its implementation. Organizational change is unsuccessful without changing the individual. According to Smith (2005), managing organizational change is the process of managing employees involved in the process because they are the source and tool of change. Assuming these employees are not ready to change, they find it difficult and unable to quickly keep up with the organization (Hanpachern et al., 1998).

Several studies have also found factors that affect employee readiness to change, such as psychological capital (Fachruddin & Mangundjaya, 2012), participation (Puspasari et al., 2017) and job satisfaction (Ciliana & Mansoer, 2008). Goulet & Singh (2005) also found an indirect relationship between organizational commitment and individual readiness to change. This is in line with the study by Madsen et al. (2005), which stated that organizational commitment has a strong relationship with individual readiness to change. Furthermore, this finding is reinforced by the result of a study carried out by Mangundjaya (2012), which stated that employee engagement, organizational commitment and readiness to change have a positive correlation.

Organizational commitment is employees desire to remain a member of the organization, by trusting and accepting the values and goals and willingness to try the best possible ways to benefit the organization (Mowday et al., 1982). Meanwhile, Aamodt (2012) stated that organizational commitment is the extent to which employee identify and engage with an organization. It is built based on employee's trust in organizational values, willingness to help realize its goals and loyalty as members (Trisnarningsih, 2001). According to Aktami (2012), organizational commitment is an important key in determining the success or failure of an organization to achieve its goals.

Visagie & Steyn (2011) stated that organizational commitment has the ability to affect an individual's readiness to change. It is positively related to employee readiness to change when a company wants to achieve high organizational commitment (Mangundjaya et al., 2015). According to Yousef (2000), organizational commitment plays an essential role in employee acceptance of the change. Iverson (1996) stated that organizational commitment is the best predictor of change compared to job satisfaction. Employees with organizational commitment put more effort and build a positive attitude towards change (Julita et al., 2010).

In this study, PT X Jatimbalinusra made changes with a system update, irrespective of whether employees were ready to accept these changes. Therefore, from the explanations above, it is concluded that employees with high organizational commitment give all their efforts to help companies successfully implement the changes made. Furthermore, the author aimed to determine the relationship between organizational commitment and readiness to change in the employee of PT X Jatimbalinusra.

1.1. Organizational commitment

Organizational commitment is related to individual feelings about the organization. Porter et al. (1973) stated that it is the individuals' power to identify and be involved in an organization. Staw & Salancik (1977) reported that organizational commitment is a condition in which

individuals become attached to the organization with the belief that it maintains activities due to their involvement.

Armstrong (1999) stated that the notion of commitment has three areas of feeling or behavior associated with the company where the individual works, as follows (a) Trust. In this area, the individual accepts that the organization's values are believed to be true. (b) The desire to work or carry out business in the organization as a life contract. In this case, the individual works or is involved in the organization without expecting anything in return. (c) The desire to survive and remain part of the organization. In the three attributes mentioned, it is explained that commitment is not just a member, rather it makes individuals willing to put forth high efforts for the organization to achieve the predetermined goals.

According to Staw and Salancik (in Mowday et al., 1982), organizational commitment and behavioral approach focus on how employees think of the relationship with the company related in accordance with their personal values and goals. Meanwhile, in the social-psychological approach, organizational commitment focuses on past employee behavior, which binds them to the company. It is related to the identification and involvement of employee in the organization and their level of loyalty (Powell & Meyer in Ahmad et al., 2017). By having an organizational commitment, employees feel a strong bond with the company and voluntarily adapt its values while being ready for any changes.

Allen & Meyer (1990) stated that the individual's psychological state is described at three separate levels of commitment, namely affective, continuous, and normative. These three components are seen as psychological conditions that describe the individual's relationship with the organization and have implications in the company's decision-making process.

1.2. Readiness to Change

The readiness of employees to change has been defined and conceptualized in several ways. Bernerth (2004) stated that readiness is more than understanding and believing in change, rather it is a collection of thoughts and intentions on a specific change effort. Armenakis et al. (1993) reported that readiness to change is a cognitive behavior either in resistance or support. Rafferty et al. (2013) stated that it is in the form of changes in supportive behavior, work performance, and attitudes. Therefore, in general, the readiness to change increases the successful implementation of organizational change.

According to Holt et al. (2007), the readiness of employees to change simultaneously is influenced by three main attributes, namely the change content, change process, and organizational context. Change content refers to what the organization changes into, such as an administrative system, work procedures, technology, or structures. The change process comprises of the strategies used in implementing previously planned changes. Meanwhile, organizational context is related to conditions or work environment when change occurs.

Backer (1995) stated that employee readiness to change is following the use of beliefs, attitudes, and intentions to implement changes successfully. Readiness is a state of mind regarding needs and is a precursor to employee cognitive behavior regarding accepting and rejecting change. The readiness to change possessed by employees varies due to change in the external and internal environment and the potential change agent's characteristics. Another definition of employee readiness to change, according to Hanpachern (1997), is the extent to which they are mentally, psychologically, and physically ready or primed to participate in organizational development activities. This study used the theory of employee readiness to change, according to Hanpachern (1997), by emphasizing participating, promoting and resisting their understanding.

Therefore, based on the description above and the significant change by the PT X Jatimbalinusra, the author feels the need to research organizational commitment and readiness to change in PT X Jatimbalinusra.

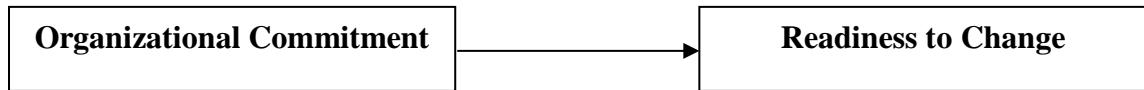


Figure 1. Proposed Model

Therefore, based on the theoretical foundations and assumptions stated, the following hypothesis was proposed in this study.

H₁: There is a positive relationship between commitment organization and readiness to change.

2. Research Method

This is a quantitative research with an explanatory method used to prove the relationship or influence between variables. Data were collected using two types of Likert Scale, namely Organizational commitment scale and readiness for change scale. The three components of organizational commitment were measured using a scale developed by Meyer & Allen in 1991. These components are visualized as psychological conditions used to describe an individual's relationship with the organization in terms of deciding whether to continue with the company or resign. Allen & Meyer (1990) defined the three components of organizational commitment as follows:

2.1. Affective Commitment

This is shown from the acquisition of high scores on the ACS (Affective Commitment Scale) result. It includes an emotional attachment, employee identification and involvement in the organization shown by their behavior. This component relates to the extent to which individuals identify with the organization and show effective orientation. Therefore, employees with high effective commitments continue working in the organization without hesitation. Individuals with high affective commitment show the extent to which they tend to understand a company's activity.

2.2. Continuous Commitment

Individuals with high continuity commitment have high scores from the results of the CCS (Continuous Commitment Scale). This includes calculating the cost awareness of leaving the company by weighing the benefits and losses. Those that continue working on this ongoing commitment remain in the organization because they have no other choice.

2.3. Normative Commitment

Individuals with high normative commitment have a high score on the NCS (Normative Commitment Scale). This includes those that feel obliged to continue working in the company. In this component, the employees stay in the company due to a sense of moral obligation, while in the affective commitment, they stayed due to their emotional attachment to the organization.

2.4. Dependent Variable and Sampling

Meanwhile, the dependent variable is measured using the readiness to change scale developed by Hanpachern (1997), which consists of 14 items with 3 dimensions as follows, (a) Participating. The successful initiation of organizational change is achieved when all members participate. (b) Promoting. Organizational change tends to be successful when employees participate in changes and make promotions to other members. (c) Resisting. Resisting refers to employee rejection of these changes by not supporting organizational change.

This study used a saturated sampling technique, which, according to Sugiyono (2009), is a process in which all population members are used as samples. In addition, it is commonly used when the population is less than 30 or in a research that wants to generalize a few errors (Sugiyono, 2009). The authors used this technique because the population in this study is 75 employees. Furthermore, the collected data were analyzed using IBM SPSS Statistic 22.

2.5. Data Analysis

Table 1 shows that the number of respondents is 75 people, with 47 females (62,7%) and 28 males (37,3%). The table also explains that the largest number of respondents is 29 people (38,7%) in the age range of 26-30 years. This is followed by 27 (36%), 7 (9,3%) and 12 (16%) peoples in the age range of 31-35 years, 36 years and 21-25 years, respectively.

Table 1. Descriptive Information

Criteria		N	Percentage (%)
Gender	Male	28	37.3%
	Female	47	62.7%
Age	21-25	12	16%
	26-30	29	38.7%
	31-35	27	36%
	>36	7	9.3%
Educational Background	Senior High Graduate	5	6.7%
	Vocational Degree	15	20%
	Bachelor's Degree	51	68%
	Master's Degree	4	5.3%

Source: Primary Data

Based on education, the largest number of respondents are bachelor's degree with 51 people (68%) and only 4 (5,3%) are Master's degree holders. The number of respondents with senior high school education are 5 people (6,7%), and the latest educated at vocation degree level are 15 people (20%).

2.6. Validity Test

A validity test is used to examine the extent of the measuring instrument in analyzing symptoms. A test or measurement instrument has high validity when the tool performs its measuring function or provides results in accordance with the purpose of the measurement (Azwar, 2017). Content validity is used to estimate the test content with rational analysis or professional judgment (Azwar, 1996). This is to determine whether the items in the research instrument are in accordance with the principles of writing on a good and correct scale. This study's professional judgment was carried out by a lecturer at the Faculty of Psychology, Airlangga University Surabaya. Professional judgment's suggestions and input are used to improve items that are not suitable and ready to be used and analyzed. Validity is the accuracy of a measuring instrument in performing its function. If the r-count is greater than r-table and positive value, then the item statement or indicator is valid. Similarly, if r-count is above r-table at a significant level of 5% the statement valid.

Table 2. Validity Test

Variable	Item	Total Correlation	r-Table
Organizational commitment	OC1	0,794	0,227
	OC2	0,529	0,227
	OC3	0,429	0,227
	OC4	0,464	0,227
	OC5	0,615	0,227
	OC6	0,485	0,227
	OC7	0,633	0,227
	OC8	0,534	0,227
	OC9	0,581	0,227
	OC10	0,303	0,227
	OC11	0,608	0,227
	OC12	0,657	0,227
	OC13	0,632	0,227
	OC14	0,753	0,227
	OC15	0,723	0,227
	OC16	0,793	0,227
	OC17	0,81	0,227
	OC18	0,764	0,227
Readiness to Change	READ1	0,311	0,227
	READ2	0,289	0,227
	READ3	0,705	0,227
	READ4	0,727	0,227
	READ5	0,234	0,227
	READ 6	0,774	0,227
	READ 7	0,715	0,227
	READ 8	0,283	0,227
	READ 9	0,551	0,227
	READ 10	0,515	0,227
	READ 11	0,328	0,227
	READ 12	0,563	0,227
	READ 13	0,309	0,227
	READ 14	0,754	0,227

Source: Primary Data

Table 2 shows that the calculated values are greater than the r-table. These values were compared with the r-value of the table at a significance of 0,05 with 2 sided test and the number of data (n) = 75, df = n – 2, to obtain an r-table of 0,227. The table shows that r-count is greater than r-table, which means that organizational commitment data is valid.

2.7. Reliability Test

A reliability test is used to measure a questionnaire which is an indicator of a variable. A questionnaire is said to be reliable when the answer to the question is consistent over time. Measurements were only carried out once, and the results were compared with other statements or reliability with the Cronbach's alpha statistical test. A variance is said to be realistic, assuming the Cronbach's alpha value is above 0, 60. The result reliability test for each variable is summarized in Table 3.

Table 3. Reliability Test

Variable	Cronbach's Alpha	N of Items
Organizational Commitment	0,908	18
Readiness to Change	0,697	14

Source: Primary data

The result of the reliability test showed that both variables have crossed the limits of the reliability coefficient. This means that all items in each variable were used as a measuring instrument.

3. Result and discussions

3.1. Linearity Test

Linearity is a condition in which the relationship between the dependent and independent variables is linear, thereby forming a straight line. The test was carried out using SPSS, with linearity at the significant level of 0,05.

*P. Sig. > 0,05 = Nonlinear

*P. Sig. < 0,05 = Linear

Table 4. Anova Table

		Sum of Squares	df	Mean Square	F	Sig.
	(Combined)	489.131	16	30.571	16.082	.000
Between Groups	Linearity	439.282	1	439.282	231.085	.000
	Deviation from					
	Linearity	49.849	15	3.323	1.748	.066
	y * x					
Within Groups		110.256	58	1.901		
Total		599.387	74			

Source: Primary data

Table 4 shows a significant level of 0,439, which means that these results indicate that the research data on organizational commitment and readiness to change are not linear. This is because the significance value is bigger than 0,05. Therefore, the data analysis in this study used non-parametric statistical techniques.

3.2. Spearman's Rho Correlation Test

After the initial data assumption test was carried out, the research data obtained were normally distributed and not linear, hence, the data analysis used was a correlation test with non-parametric techniques. Spearman's Rho correlation statistical technique is used to determine the relationship between the two variables. The relationship and strength between the two variables using two basic decisions making are determined as follows, (a) The basis for making a decision on the strength of a relationship according to Cohen (in Pallant, 2007). (b) The basis for making a decision, according to Santoso (2010).

*If the significance probability value > sig. 0,05, there is no relationship.

*If the significance probability value < sig. 0,05, there is a relationship.

Table 5. Spearman's Rho Correlation Test

Coefficient Value	The Strength of Relationship
0,10-0,29	Weak
0,30-0,49	Strong Enough
0,50-1,0	Strong

Source: *SPSS survival guide. Open University Press, Maidenhead (Pallant, 2007)*

3.3. Coefficient of Determinant

This is the statistic used in the context of statistical models whose main purpose is either to predict future outcomes or to test the hypotheses on the basis of other related information. It provides a measure of how well observed outcomes are replicated by the model, based on the proportion of total variation. The analysis was carried out using SPSS software, and the following results were obtained.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.856 ^a	.733	.703	1.613
*Predictors: (Constant), oc (x)				
*Dependent Variable: read (y)				

Source: Primary data

Based on the results of the output above, it is known that the coefficient of determination or r-square is 0.733 or 73.3%. The value of r-square comes from the squaring of the correlation coefficient value or R, which means that the organizational commitment affects readiness to change by 73.3%. Meanwhile, the rest is influenced by other variables that are not examined.

3.4. Result of The Correlation Test

Table 7 shows that the results of this study's main analysis has a relationship between employee organizational commitment and readiness to change in PT X Jatimbalinusra at a significance level of 0,000. It means that the significance level is smaller than 0,05, therefore, the research hypothesis is accepted. While the coefficient value reaches 0,856, which means that there is a strong relationship between employee organizational commitment and readiness to change the company.

Table 7. Correlation Test

	X	Y
Spearman's rho Correlation	1	.856**
X Sig. (2-tailed)		.000
N	75	75
Y Spearman's rho Correlation	.856**	1
Sig. (2-tailed)	.000	
N	75	75

** correlation is significant at the 0.05 level (2-tailed).

Source: Primary data

Furthermore, the strong relationship between these factors indicates that employees tend to respond positively when the company makes an organizational change. The table shows that the relationship between organizational commitment and readiness to change is positive. This means that an increase in organizational commitment leads to a rise in employee readiness to change and vice versa. A research carried out by Iverson (1996), using 45 employees, showed that those with a high level of commitment are more willing to show effort in change projects and develop positive attitudes towards organizational change. This study can strengthen the previous research that employees with organizational commitment build positive attitudes towards change (Julita et al., 2010).

4. Conclusions

The 0,000 significance level test shows that organizational commitment has a positive and significant relationship with readiness to change. This means that when the variable of organizational commitment is increased, the value of the readiness to change rises and vice versa. In conclusion, an increase in organizational commitment leads to a rise in employee's readiness to change. This research indicates that variable readiness to change is influenced by organizational commitment, which amounts to 73,3%, while other factors influence 26,7%. The suggestions taken into consideration for further research are using other variables to obtain more varied results and enrich existing theories while determining the factors related to the readiness to change a variable. Examples include perceived organizational support, climate, etc.

This research contributes to knowledge on readiness to change. It also confirms that scientifically, the role of organizational commitment plays is important in readiness to change. The study also emphasizes the importance of developing effective, continuous, and normative commitment to employees to achieve organizational change.

The advice given to companies is as follows: (a) Leaders need to provide direction by coaching employees when faced with running the new system. With this socialization, organizations can be ready to make changes together. (b) Promote system change by sharing knowledge on issues or the latest information about the new system. (c) Exercise control to ensure all employees are using the new system properly. This enables the leader to ensure that organizational change is successful with the participation of all employees. (d) To increase commitment and loyalty to employees, organizations need to support them with rewards, increase the value of justice, trust and humanity, and promotions and benefits.

Furthermore, leaders need to understand all the conditions that occur in the company for employees to possess organizational commitment, thereby enabling the company to achieve its predetermined goal.

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