

The Effect of Perceived Organizational Support on Employee Readiness to Change in Correctional Office at Sibolga City

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Abstract—The Correctional Office at Sibolga City is making changes of work system and service. The changes include building an integrity zone in the form of corruption prevention, bureaucratic reform, improving public services, and changing work systems by utilizing information technology. Implementing this change requires high level of employee readiness. Increasing employee readiness to change may be influenced by perceived organizational support. The purpose of this study was to determine the effect of perceived organizational support on employee readiness to change in the face of change. This study involved 95 employees at the Correctional Office at Sibolga City. The measuring instrument used in this study is a scale of employee readiness to change and a scale of perceived organizational support. Based on the results of the regression analysis, it shows that perceived organizational support have a positive and significant effect on employee readiness to change. The implication in this research is that Correctional Office at Sibolga City can increase readiness to change by increasing positive perceptions of organizational support.

Keyword—Correctional, employee readiness to change, perceived organizational support

I. INTRODUCTION

Correctional is one of the activities of guiding inmates which is the final part of the criminal justice system. The process of implementing the correctional is carried out by the Correctional Office . In Sibolga City there are two Correctional Office. As an institute that provides services to the public, the Correctional Office is required to make improvements by changing the system and services.

One of the changes conducted is accordance with Permenkumham RI Number 29 in 2019 which explains that offices in the Ministry of Law and Human Rights including the Correctional Office in Sibolga City are required to build an integrity zone in the form of corruption prevention, bureaucratic reform, and improvement of public services [1].

Then, other changes that are being carried out are related to work systems that utilize information technology such as services that take advantage of information technology as described in Permenkumham RI Number 39 in 2016 concerning Sistem *Database* Masyarakat (SDP). SDP is an information system that includes collecting, filtering, managing, presenting, and communicating correctional information [2].

Hopefully, the employees being able to carry out the changes as described above has not been fully implemented by employees. There are still employees whose service is not good. Then, the application of information technology in work also creates a problem because there are employees who do not understand information technology. Based on the LAKIP Bapas Kelas II Sibolga (accountability report from one of the Correctional Office at Sibolga City) in 2019, it was explained that some employees didn't

understand about information technology such as the use of computers and the internet, while the Ministry of Law and Human Rights including the Correctional Office in Sibolga City had made changes to the work system by utilizing the system information [3].

Efforts to face changes in the the Correctional Office in Sibolga City have implemented a corporate university. It is intended that employees create learning to be culture so that problems can be resolved. However, the effort to implement this learning culture has not yet fully implemented. This also causes employees at the Correctional Office in Sibolga City to be less ready to face change and less able to adapt to existing changes.

The readiness of employees to face change is basically important so that changes in the organization successfully [4]. Readiness to change also considered important because it is the thing that most contributes to employee commitment to implementing change within the organization [5]. Readiness to change is the belief, attitude, and intention of employees that changes in the organization are really needed [6].

Unreadiness of employees to face change as previously described is possible due negative perceived organizational support. One that contributed greatly in building employee readiness to change is perceived organizational support [7]. Perceived organizational support have a positive relationship with employee readiness to change, where the low readiness of employees to change is influenced by the low perceived organizational support [8].

Perceived organizational support is an employee's belief in the organization which then show the employee's perception that the organization rewards contributions and pays attention to employee well-being [9]. Perceived organizational support can make employees more confident in their ability to carry out changes [10]. Employees who perceive organizational support will also reduce resistance to changes in the organization [11].

Berdasarkan uraian diatas, persepsi dukungan organisasi merupakan salah satu faktor yang mempengaruhi kesiapan berubah pegawai. Faktor ini akan diuji untuk melihat pengaruhnya terhadap kesiapan berubah pegawai di UPT Pemasyarakatan Kota Sibolga.

Based on the description above, perceived organizational support is one of the factors that influence employee readiness to change. This factor will be tested to see its effect on the employees readiness to change at the Correctional Office in Sibolga City.

II. STATEMENT OF PROBLEM

Is there effect of perceived organizational support to employee readiness to change in correctional office at Sibolga City?

III. LITERATURE REVIEW

3.1 Employee Readiness to Change

Employee readiness to change is individual's beliefs, attitudes and intentions that assess the extent to which the organization needs change and how the organization's capacity to make or undergo change successfully. This belief is individual's assessment that organizational change is really needed, so that he is ready to face changes in the organization. The belief also related to the individual feeling that they have the ability to succeed in making changes so that the existing changes have a positive impact [12]. The employees readiness to change can also implement changes in the organization [13]. Therefore, Holt, Armenakins, Feild, & Harris said that the employees readiness to change is very important to be improved [14].

Novel defines readiness to change as an individual's self-awareness to change due to environmental demands [15]. Then, Dharmawan & Nurtjahjanti said, employees readiness to change is self-evaluation by themselves and environment in an affective and cognitive which aims to participate in making changes in the organization [10].

In addition to the above explanation, Holt, Armenakins, Feild, & Harris explain the individuals readiness to change as a comprehensive attitude that is simultaneously influenced by what changes (content), how change is processed (process), the environment in which change occurs (context), and individual characteristics that are requested to make changes (individual attributes) [16].

Holt, Armenakis, Feild, & Harris explained that readiness to change has dimensions consisting of [16]:

1. Appropriateness

Appropriateness is an individual belief related to whether the changes that will be made are right for the organization and the organization will benefit from these changes. Individuals also feel that the organization has logical reasons for making changes. Then, individuals must focus on the benefits of change in the organization, how much change efficiency is obtained, and the suitability of organizational goals with change goals.

2. Management Support

Management support is related to individual beliefs or perceptions with the support or commitment of the management or leadership with the changes that will be made. Management that provides support for change creates employee confidence that management within the organization is committed and supports the implementation of planned changes. As a result, employees will behave in accordance with the organization's plans for change.

3. Change Efficacy

Change efficacy describes an individual's belief that they have the ability and skills and are capable of implementing tasks related to change. Employees who feel they have the ability, skills, and ability to carry out their duties, they will behave in accordance with what the organization wants, including the desire to implement change. The level of individual self-confidence can basically succeed the planned changes.

4. Personal Valence

Personal valence explains the benefits that individuals feel and what will be obtained if the planned changes can be implemented. This dimension is also related to employees feeling that the organization makes changes not only provides benefits to the organization but also provides benefits to employees. In other words, employees feel that the changes made will benefit them.

5. Perceived Organizational Support

Professor Eisenberger defines perceived organizational support as the belief of employees that their organizations appreciate their performance and how the organization cares for their welfare and socio-emotional needs [17]. In 1986, Eisenberger, Huntington, Hutchison & Sowa explained that the perceived of organizational support is the perception of employees to the organization how the organization views, respects, appreciates, and cares for their well-being [18].

Rhoades and Eisenberger said that perceived organizational support are the feelings or perceptions of employees to what extent the organization values their contributions and cares for their well-being in several things such as approval, respect, salary, promotion, access to information, performance, difficult situations, and personal life [19]. Rhoades and Eisenberger explain that there are three dimensions of perceived organizational support, namely [19]:

1. Fairness

The fairness in question is related to how to determine the distribution of resources among employees. Fairness regarding the distribution of these resources where the organization shows a concern for the welfare of employees will have a strong effect on perceived organizational support. The fairness described above is divided into two aspects, namely structural aspects and social aspects.

2. Supervisory Support

Supervisor is agents of the organization who have the responsibility to direct and evaluate the performance of their subordinates, thus employees will view their superiors as an indication of organizational support. Employees will also develop a general view of how superiors will value and value contributions made and care for their well-being. This is similar to how employees form general perceptions about the organization's appreciation of them.

3. Organizational Reward and Job Conditions

Human resource practices such as rewards and job conditions have contributed to perceived organizational support. As for these practices, among others:

a. Recognition, pay, and promotions

Opportunities for obtaining rewards in the form of recognition, salary, and promotion have contributed to the perceived organizational support where employees have a positive assessment of the organization.

b. Job Security

Job security shows the certainty that an organization wants to maintain in the future of employee membership. Job security can provide a strong indication of perceived organizational support.

c. Autonomy

Autonomy is related to the perceived control of employees on how they carry out their work, including scheduling, work procedures, and task variations. With the trust given by the organization to employees in carrying out their work, it can increase the perception of organizational support.

d. Role Stressor

Stressors are related to three aspects in the employee's role in the organization, namely: excessive workload, ambiguous roles or the absence of clear information about employee job responsibilities, and the existence of conflicting roles or conflicting responsibilities.

e. Training

Job training is considered an investment in employees that can lead to increased perceived organizational support.

3.2 Perceived Organizational Support to Employee Readiness to Change

One of the factors that influence employee readiness to change is perceived organizational support. Thakur & Srivastava concluded in their research that there is a positive and significant relationship between perceived organizational support and employee readiness to change [7].

Farahana, Ghaffari, Nazri, & Kasuma in their research also support the above findings where the perception of supervisor support can increase employee readiness to change. They also found that the perception of supervisor support was the best predictor of increasing employee readiness to change in the face of organizational change. This happens because the organization represented by the supervisor can provide support, understanding, and assistance to employees during the change process so that it can increase the level of readiness to change in facing the challenges of change [20]. Kirrane, Lennon, O'Connor, & Fu added, organizational support can be shown by management or supervisor support [21].

3.3 Research Hypothesis

Based on the theoretical description stated above, the researcher proposes the research hypothesis as follows : perceived organizational support has a significant effect on employee readiness to change in Correctional Office at Sibolga City.

IV. MATERIAL AND METHOD

4.1 Participants

This research is population research or the sample in this study were all populations. This was done in consideration of the relatively small population of 95 people. The total of employees in Correctional Office at Sibolga City is 95 people.

4.2 Research Instrument

Data were collected using a scale of employee readiness to change and perceived organizational support as follows:

a. Employee Readiness to Change

In this study, employee readiness to change is measured using dimensions: appropriateness, management support, change efficacy, and personal valence. The results of the reliability test of the employee readiness to change variable used Cronbach's alpha = 0,918.

b. Perceived Organizational Support

Perceived organizational support is measured using dimensions: fairness, supervisory support, and organizational reward and job conditions. The results of the reliability test used Cronbach's alpha = 0,924.

V. RESULT

The normality assumption test aims to see whether the research data on each variable is normally distributed. In this study, the normality assumption test will use the Kolmogorov-Smirnov Test statistical method. Normally distributed data has p value > 0.05. The following are the results of the normality assumption test in this study:

Table 1. Normality Test Result

One Sample Kolmogorov Smirnov Test		
	Employee Readiness to Change	Perceived Organizational Support
Kol. Smirnov Z	1,149	1,281
Sig.	0,143	0,075

Based on table 1, it is explained that employee readiness to change variable has a significance of 0.143 ($p > 0.5$). Then, the variable perceived organizational support has a significance value of 0.075 ($p > 0.05$). Based on this, it can be concluded that the research data on the two variables above are normally distributed.

Furthermore, the linearity assumption test aims to see whether the two variables have a linear relationship. This assumption test is carried out using the test for linearity where two variables are said to be linear if the p value is <0.05. The results of the linearity test statistical calculations can be seen in the table below:

Table 2. Linerarity Test Result

Variable	F	P
Perceived Organizational Support * Employee Readiness to Change	97,403	0,000

Based on table 2, between the variable perceived of organizational support and employee readiness to change, it was found that the F value was 97.403 with a linearity significance value of 0.000 ($p < 0.05$). Based on this, it shows that the linearity assumption is met, which means that there is linearity between the independent variable and the dependent variable.

Simple Regression test is done to analyzing data with these results :

Table 3. Simple Regression Test Result

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7164.570	1	7164.570	85.163	.000
	Residual	7823.851	93	84.127		
	Total	14988.421	94			

a. Predictors: (Constant), Perceived Organizational Support

b. Dependent Variable: Employee Readiness to Change

Based on table 3, it can be seen that the value of $F_{\text{statistic}} = 85.163$ with a significance value of $p = 0.000$ ($p < 0.05$). While the F_{table} value for $N = 95$ and a significance value of $p = 0.05$, the F_{table} value = 3.94. Thus the value of $F_{\text{statistic}} > F_{\text{table}}$ ($85.163 > 3.94$),

it can be concluded that the perceived organizational support has a significant effect on employees readiness to change in Correctional Office at Sibolga City.

Table 4. Perceived Organizational Support with Employee Readiness to Change

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,691	0,478	0,472	9,172

Based on table 4, it can be seen that the R value is 0.691 and has a positive value. This shows that the more positive the perceived organizational support, the higher the employee's readiness to change to face change. The determinant coefficient value (R Square) is 0.478 or 47.8%. This explains that the variable perceived organizational support contributes to employee readiness to change by 47.8%. So it can be concluded that the hypothesis is accepted.

The following is the calculation result of the empirical score and the hypothetical score of the variables perceived organizational support and employee readiness to change.

Table 5. Description of Empirical and Hypothetical

V	Hypothetical Score				Empirical Score			
	Mean	Max	Min	SD	Mean	Max	Min	SD
Y	66	110	22	14,67	87,74	110	52	12,627
X	45	75	15	10	55,27	75	31	10,203

V= Variable

Y = Employee Readiness to Change

X = Perceived Organizational Support

Table 5 shows the hypothetical data and empirical data that will be used to find the categorization of each variable. Based on the table, it can be seen that the employee readiness to change variable has an empirical mean of 87.74 with a standard deviation of 12.627. Meanwhile, the hypothetical mean of employee readiness to change variable is 66 with a standard deviation of 14.67. Then, the perceived organizational support variable has an empirical mean of 55.27 with a standard deviation of 10.203. Meanwhile, the hypothetical mean of the perceived organizational support variable is 45 with a standard deviation of 10.

The research data obtained can be grouped based on categorization criteria. Classification refers to the hypothetical mean data and standard deviation [22]. Based on the mean and standard deviation of the hypothetical scores obtained, the categorization of customer satisfaction, service quality and trust can be determined as follows:

Table 6. The Categorizations of Perceived Organizational Support with Employee Readiness to Change

Employee Readiness to Change			
Raw Score	Categorization	Total of Respondent	Percentage (%)
$X < 51,33$	Low	0	0 %
$51,33 \leq X \leq 80,67$	Medium	17	17,89%
$80,67 < X$	High	78	82,11%
Total		95	100%
Perceived Organizational Support			
Raw Score	Categorization	Total of Respondent	Percentage (%)
$X < 35$	Negative	3	3,16 %

$35 \leq X \leq 55$	Normal	36	37,89%
$55 < X$	Positive	56	58,95%
Total		95	100%

Based on the table 6, the following information can be obtained:

1. Employees in Correctional Office at Sibolga City have readiness to change with moderate categorization of 17 people or 17.89%. Then, employees have the readiness to change with a high categorization of 78 people or 78%. Based on the table, it can be seen that in general employees in Correctional Office at Sibolga City have a high readiness to change.
2. Employees in Correctional Office at Sibolga City who have a negative perceived organizational support are 3 people or 3.16%. Then, employees who have a positive (moderate) perceived organizational support are 36 people or 37.89%. Furthermore, employees who have a positive perceived organizational support are 56 people or 58.95%. Based on the table, it can be seen that in general employees in Correctional Office at Sibolga City have a positive perceived organizational support.

VI. DISCUSSION

The hypothesis in this study is perceived organizational support has an influence on employee readiness to change. Based on statistical analysis using simple regression method, the value of $F_{\text{statistic}}$ was obtained = 85.163 with significance value $p = 0.000$ ($p < 0.05$). While the F_{table} value for $N = 95$ and significance value of $p = 0.05$, the F_{table} was obtained = 3.94. Thus the value of $F_{\text{statistic}} > F_{\text{table}}$ ($85.163 > 3.94$). Then, the R value is 0.691 and has a positive value. The determinant coefficient (R Square) is 0.478 or 47.8%.

Based on the explanation above, the results obtained from this study indicate that the perceived organizational support has a positive and significant effect on employee readiness to change. This means that employees who have a positive perception of organizational support will increase employee readiness to change. Then if the perception of organizational support is negative, employee readiness to change will be low.

The results of this study have supported previous research which explains that perceived organizational support have an influence on employee readiness to change. Aini, Umaroh, Sari, & Sulistyani found in their research that there was a significant effect of perceived organizational support on employee readiness to change, where positive perceptions of organizational support tended to increase employee readiness to change. In other words, high employee readiness to change is influenced by positive perceptions of organizational support [23].

Apart from the explanation above, the influence of perceived organizational support on employee readiness to change was also found by other researchers. Dharmawan & Nurtjahjanti, said in their research that there was a positive relationship between perceived organizational support and employee readiness to change. The more positive perceived organizational support will increase the employee readiness to change. So that organizations that want to foster a sense of employee readiness to change are important for organizations to pay attention to the welfare felt by employees [10].

Based on categorization, perceived organizational support tend to be positive. This can be seen in 56 people or 58.95% of correctional employees in Sibolga City who perceive positive support from the organization. Then, the level of employee readiness to change in the Sibolga City penitentiary is also in the high category where 82.11% of employees with a total of 78 people have a ready attitude to change towards change. Based on this explanation, it is evident that the perceived organizational support can lead to employee readiness to change in the face of change.

There are several reasons that can explain the influence of perceived organizational support on employee readiness to change.

1. Employees who perceive organizational support in a positive way will reduce resistance to planned changes to be carried out by the organization [11].
2. Supervisors who are representatives of the organization in providing support can provide understanding, support, and assistance during the change process implemented by the organization.

3. Employees who view their supervisor as supportive of change will have a more positive sense of their abilities so that they can overcome upcoming challenges and they will readiness to change [8].
4. Kwahk and Lee said that employees who perceive organizational support positively make these employees have optimism and hope for their organization, which can have a role in increasing employee readiness to change [24].

VII. CONCLUSION

1. Perceived organizational support have a positive and significant effect on employee readiness to change in the Correctional Office at Sibolga City. This means that the more positive perceived organizational support will increase the employee readiness to change. Conversely, the more negative the perceived organizational support will reduce employee readiness to change.
2. Perceived organizational support has an effective contribution of 47.8% to the employee readiness to change in the Correctional Office at Sibolga City.
3. The level of readiness to change and perceived organizational support in the Correctional Office at Sibolga City are generally in the high category.

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