

THE INFLUENCE OF ORGANIZATIONAL CHANGE ON PSYCHOSOCIAL AND ITS IMPACT ON ORGANIZATIONAL PERFORMANCE WITH LEADERSHIP AS A MODERATOR AT THE NORTH SUMATRA PROVINCE BKKBN REPRESENTATIVE

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Abstract

In facing very rapid changes in the strategic environment, the Indonesian Government needs dynamic, agile and adaptive governance management. To make this happen, a streamlined bureaucracy is needed so that strategic decisions can be made quickly and according to needs. So it is necessary to simplify the bureaucracy (delaying) which touches the root of the problem and changes the ASN mindset to encourage innovation. The simplification of bureaucracy has resulted in major changes to the ASN work system mechanism. These changes include: organizational structure, authority relationships, coordination mechanisms, job descriptions, span of control, employee work patterns. These changes have an impact on employee performance and organizational performance. The aim of this research is to analyze the factors that influence Employee Readiness for Change at the North Sumatra Province BKKBN Representative. Data analysis in this research uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS). This research measures the influence of Organizational Commitment, Employee Engagement, and Perceived Organizational Support on Employee Readiness for Change. The research results show that Organizational Commitment and Perceived Organizational Support have a significant effect on Readiness for Change. Meanwhile, Employee Engagement did not show a significant influence on Readiness for Change among North Sumatra Province BKKBN Representative employees. The R-Square value of the Readiness for Change (Y) variable is 0.894, which means that the variables Organizational Commitment (X1), Employee Engagement (X2) and Perceived Organizational Support (X3) are able to influence 89.4%, while the remaining 10.6% influenced by other variables not examined in this research.

Keywords: *Organizational Commitment, Employee Engagement, Perception of Organizational Support, Employee Readiness to Change*

1. INTRODUCTION

This regulation changes the organizational structure of the Provincial BKKBN Representatives from previously having 6 (six) fields and 20 (twenty) Subfields/Subdivisions to just a 2 layer organizational structure. A total of 5 (five) Echelon III officials have had their positions equalized to functional officials as Middle Expert KKB Arrangers and 20 (twenty) Echelon IV officials have become functional officials as KKB Arrangers, Planners, APK APBN, Public Relations Institutions at the Junior Expert level. So the remaining structural officials are 1 Head of Representative and 1 Echelon III official (Secretary). The following is the organizational structure of the North Sumatra Province BKKBN Representative before changes to the work system mechanism.

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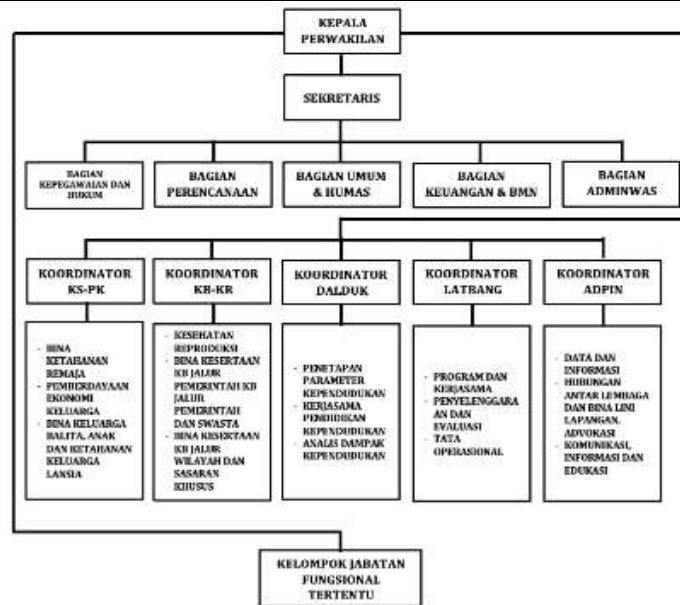


Figure 1.1. Organizational Structure of Sumatra Province BKKBN Representatives

North before changes to the work system mechanism. With the new organizational structure, the new work mechanism must also be implemented. So that in carrying out their duties, the Head of Representative appoints several Team Leaders to achieve organizational performance targets. Several Team Leaders are Middle and Junior Expert Functional Officials who are equivalent Echelon III and IV Officials. The following is the organizational structure of the North Sumatra Province BKKBN Representative after changes to the work system mechanism.



Figure 1.2. Organizational Structure of North Sumatra Province BKKBN Representatives after changes to the work system mechanism

Changes in work system mechanisms cause fundamental changes including authority relationships, coordination mechanisms, job descriptions, span of control, organizational structure, employee work patterns, etc. This change causes ambiguity in work due to the lack of additional information to complete the task. Triyono & Prayitno (2017) argue that role ambiguity has the greatest influence in reducing employee performance, thereby reducing the achievement of work goals. Apart from that, role ambiguity can also limit the capacity and effectiveness of employees in carrying out their work (Davis & Stazyk, 2016). To further investigate the impact of changes in work system mechanisms on the North Sumatra Province BKKBN Representative, the following is the performance of the BKKBN nationally and in North Sumatra Province as seen from the target achievements from January 2022 to September 2023.

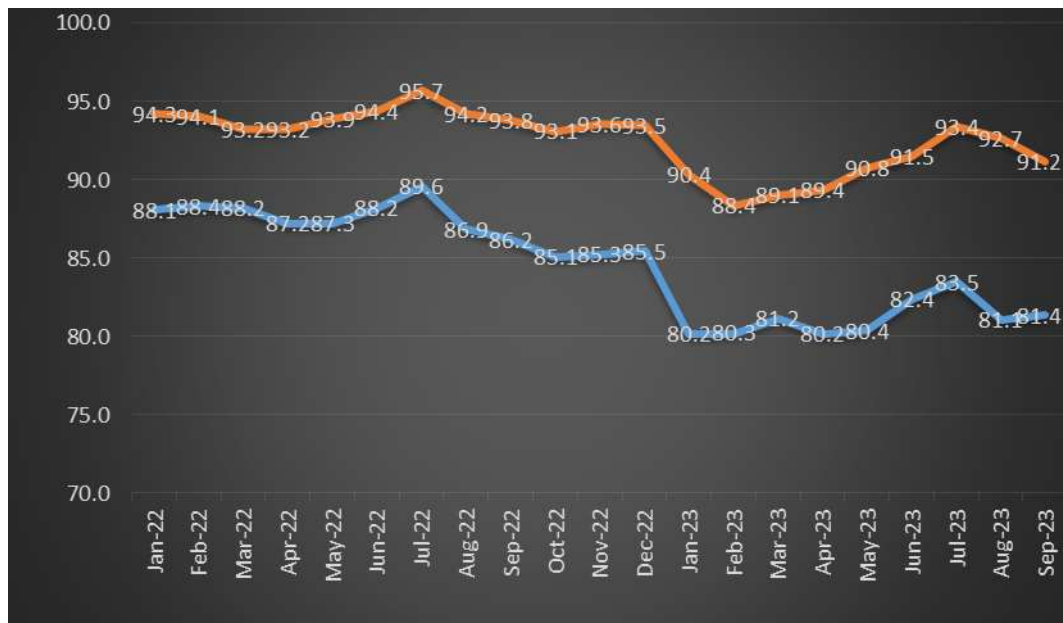


Figure 1.3 National Target Achievements of BKKBN and North Sumatra Province BKKBN Representatives for January 2022 to September 2023

Based on Figure 1.3, it is known that the achievement of BKKBN targets nationally fluctuates but tends to decline. The same thing was also experienced at the North Sumatra BKKBN where there was a decline from 2022 before organizational changes and after organizational changes in January 2023. There are several things that influence the drastic decline in performance from January to February 2023. It is estimated that this is due to the adaptation process to the new work system, namely the work system using work teams in accordance with the Decree of the Head of BKKBN Number 297/KEP/B4/2022 dated 29 December 2022 regarding the Bureaucratic Simplification Work System within the BKKBN. Based on the Letter of the Main Secretary of the BKKBN Number 3303/KP.08.01/B2/2023 dated 4 August 2023 concerning the Performance Predicate of the North Sumatra Province BKKBN Representative Organization, the North Sumatra Province BKKBN Representative in the first semester of 2023 received the title "Needs Improvement (Enough)". This means that, although there is a tendency to increase performance target achievements from March to July 2023, the performance target achievements of North Sumatra Province BKKBN Representatives are generally still below the national average of BKKBN target achievements. Researchers assume that the decline in organizational performance is caused by changes in work system mechanisms. This is supported by the results of interviews conducted by researchers before the research (preliminary study), that employees of the North Sumatra Province BKKBN Representative encountered challenges in adapting to changes and felt confused by the mechanisms of the new work system. In the process of change there are bound to be obstacles to change.

These barriers to change must be removed because they have a negative impact on the progress of organizational change and ultimately affect employee performance. Employee readiness to change is important because it will have an impact on employee performance. This is in accordance with research by Asbari et al. (2021) who found that employee readiness to change influences employee performance. Previous research illustrates that employee readiness to change plays an important role in the success of organizational change. Employee readiness to change also highlights the importance of employee emotional attachment that is formed as a factor that contributes to intentions in a more positive direction supporting change and orienting towards changing behavior for the benefit of the company. Employee readiness to change also tends to indicate a sense of trust that change supported by the organization will provide benefits for all

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stakeholders. Obstacles to change need to be managed with preventive actions with appropriate schemes, strategies and corporate actions.

LITERATURE REVIEW

Employee Readiness to Change (Readiness for Change)

A comprehensive attitude which is simultaneously influenced by the content, process, context and individuals involved in a change, reflects the extent to which an individual tends to agree, accept and adopt a specific plan aimed at changing the current situation Holt et al (2007).

Organizational Commitment

Organizational commitment is a psychological state that characterizes an employee's relationship with the organization which influences whether the employee will remain in the organization or not, which is identified in three dimensions, namely: 1) affective commitment is an emotional feeling that a person has in the form of feelings of love for the organization, 2) commitment continuation is a person's perception of the costs and risks they bear when leaving an organization and 3) normative commitment is a moral dimension that a person has towards their organization in the form of feelings of obligation and responsibility Allen & Meyer (1990).

Perception of Organizational Support

Employees' assessment of their organization is the extent to which the organization where they work appreciates their performance contribution, the extent to which they conform to the rewards/rewards provided by the organization, and the extent to which the organization cares about their welfare (Rhoades & Eisenberger, 2002)

2. IMPLEMENTATION METHOD

Types of research

The type of research that the author uses in the research is quantitative research with an associative approach which aims to determine the influence or relationship of an independent variable on the dependent variable, so that the magnitude of the influence and the close relationship can be known (Sugiyono, 2020).

Location and Research Objects

This research was conducted within the BKKBN Representative environment of North Sumatra Province. The location of the project plan that will be analyzed in this research is in North Sumatra Province. The time of this research starts from November to December 2023.

Research Population and Sample

The population and sample in the research were the North Sumatra Province BKKBN Representative employees, totaling 83 employees who served at the North Sumatra Province BKKBN Representative office.

3. RESULTS AND DISCUSSION

Measurement Model Testing (Outer Model)

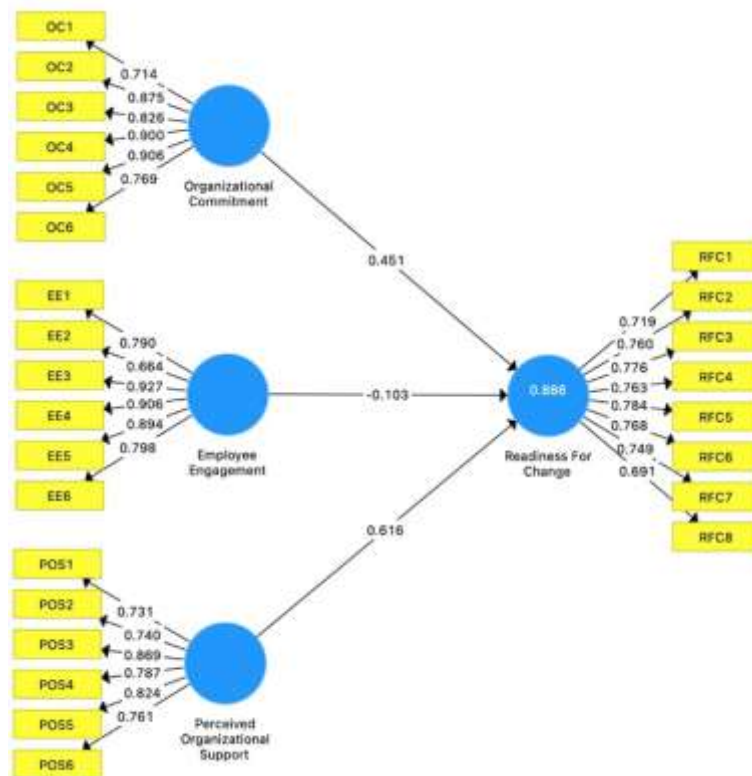


Figure 3.1 Validity Testing Based on Outer Loading

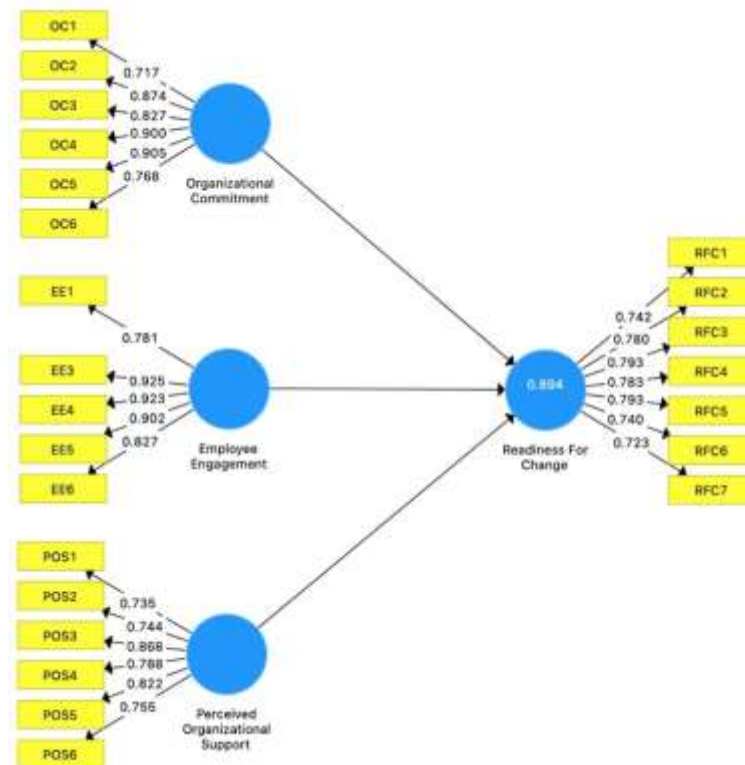


Figure 3.2 Validity Testing Based on Outer Loading II

Based on testing the validity of outer loadings 1 and 2 in Figures 3.1 and 3.2, it is known that all indicators have an outer loading value > 0.7 , which means they meet the validity requirements.

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Test the Inner Model

Coefficient of Determination Test (R-Square)

Table 4.1 R-Square Results

	R Square	Adjusted R Square
Readiness For Change	0.894	0.890

It can be seen from table 4.1 that the R-Square value of the Readiness for Change (Y) variable is 0.894, which means that the Organizational Commitment (X1), Employee Engagement (X2) and Perceived Organizational Support (X3) variables are able to influence 89.4%.

Testing the Direct Effect Hypothesis

**Table 4.2
Path Coefficient**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
OC(X1) -> RFC(Y)	0.479	0.492	0.104	4,597	0,000
EE(X2) -> RFC(Y)	-0.135	-0.138	0.103	1,310	0.194
POS (X3) -> RFC (Y)	0.619	0.611	0.080	7,733	0,000

Based on the results of the data above, it can be obtained that the results of hypothesis testing with conclusions are as follows:

- 1) The influence of Organizational Commitment on Readiness for Change has a path coefficient value of 0.479 with a probability value (p-values) = 0.000 < 0.05, which means it can be concluded that Organizational Commitment has a significant effect on Readiness for Change.
- 2) The influence of Employee Engagement on Readiness for Change has a path coefficient value of -0.135 with a probability value (p-values) = 0.194 > 0.05, which means it can be concluded that Employee Engagement has no significant effect on Readiness for Change.
- 3) The influence of Perceived Organizational Support on Readiness for Change has a path coefficient value of 0.619 with a probability value (p-values) = 0.000 < 0.05, which means it can be concluded that Perceived Organizational Support has a significant effect on Readiness for Change.

DISCUSSION

The Influence of Organizational Commitment on Readiness for Change

From the results of the hypothesis testing analysis, it is known that Organizational Commitment has a significant effect on Readiness for Change with a value of 0.479 and p-values of 0.000 < 0.05. Meanwhile, the t statistics value is 4.597. Thus tcount is greater than ttable (4.597 > 1.664). This means that Organizational Commitment has a significant effect on Readiness for Change.

The Influence of Employee Engagement on Readiness for Change

From the results of the hypothesis testing analysis, it is known that Employee Engagement does not have a significant effect on Readiness for Change with a path coefficient value of -0.135 and a P-Values value of 0.001 < 0.05. Meanwhile, the T-Statistics value is 1.310. Thus tcount is

greater than t_{table} ($1.310 < 1.664$). This means that Employee Engagement does not have a significant effect on Readiness for Change.

The Influence of Perceived Organizational Support on Readiness for Change

From the results of the hypothesis testing analysis, it is known that Perceived Organizational Support has a significant effect on Readiness for Change with a path coefficient value of 0.619 and p-values $0.000 < 0.05$. Meanwhile, the t-statistics value is 7.733. Thus tcount is greater than t_{table} ($7.733 > 1.664$). This means that Perceived Organizational Support has a significant effect on Readiness for Change.

4. CONCLUSION

Based on the discussion of the research results presented in the previous section, the following conclusions can be drawn:

1. Organizational Commitment has a significant influence on Employee Readiness for Change in North Sumatra Province BKKBN Representatives
2. Employee Engagement does not have a significant influence on Employee Readiness for Change in North Sumatra Province BKKBN Representatives
3. Perceived Organizational Support (Perceived Organizational Support) has a significant influence on Employee Readiness for Change (Readiness for Change) in North Sumatra Province BKKBN Representatives

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