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**THE IMPACT OF HUMAN RESOURCE
ASPECTS IN SUPPORTING READINESS
FOR CHANGE****Fransiska Widyastuti
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Abstract: In this modern era, all organizations experience challenges due to environmental uncertainty. Readiness to change is an important thing that must be considered by companies when implementing change management. The aspects of human resources that affect readiness to change are employee engagement, organizational justice, and perceived organizational support. This study aimed to identify and analyze the impact of employee involvement and resistance to change on readiness to change, with organizational support as a mediating variable in change management. This research uses the SEM (Structural Equation Modeling) method with the entire population of PT PLN E. The sampling technique used is purposive sampling, with a total sample size of 250 employees. The results show that employee engagement has a positive and significant effect on perceived organizational support and readiness for change, with or without making the variable perceived organizational support a mediator. In addition, the Organizational Justice variable also has a positive and significant effect on perceived organizational support and readiness for change, with or without making perceived organizational support a mediating variable. Then the last variable, perceived organizational support, has a positive and significant effect on the readiness for change variable. If the company is able to create job satisfaction, provide skill development, establish effective communication, strengthen a positive outlook, and build confidence in success, then success in increasing employee readiness will contribute to the successful implementation of change and achieve better organizational goals.

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INTRODUCTION

In this modern era, all organizations experience challenges due to environmental uncertainty. According to Daft (2007), the organizational environment includes all elements outside the boundaries that have the potential to affect the organization. Organizational change and development are necessities that can occur in this world. Transformation is the biggest problem facing all organizations today. The biggest challenge lies in the fact that the employees in the organization need to be prepared for organizational change (Armenakis and Harris, 2002). Organizations are under immense pressure to keep up with and respond to environmental changes (Arnéguy et al., 2020). For example, in an international journal written by Balogun and Hailey (2004), it was stated that the research conducted showed that less than 30 percent of organizational change efforts were successfully implemented. Cummings and Worley (2014), in the book "Organization Development and Change" revealed that this process encourages systematic transformation within the organization, increasing the organizational performance, adaptability, and competitiveness in dealing with changing situations in a constantly changing environment. According to Kachian et al. (2018), transformation is the main challenge all organizations face now. Considering that the implementation of good change is closely related to the success of an organization, it is necessary to seek clarity regarding the factors that can lead to the successful implementation of change. (Sonenshein and Dholakia, 2012) stated that many failed change initiatives can be explained by the lack of employee support in organization as measured by employee engagement, which can increase organizational productivity and performance (Macey and Schneider, 2008).

The focus of this research is to examine how factors related to human resources, such as perceptions of support from organizations received by employees, employee involvement, and organizational justice, can influence employee readiness to deal with organizational changes. In an effort to face the challenges of change, readiness to change in individual employees is an essential factor for the success of change initiatives in organizations (Rafferty et al., 2013). In order for employees to be better prepared for change, various supports need to be provided by companies, such as high per-

ceived organizational support (POS) (Gigliotti et al., 2019), organizational justice (OJ) perceived by employees (Kebede and Wang, 2022), and employee involvement in the work that is considered, which can ultimately affect the success of organizational change (Matthysen and Harris, 2018). Organizations must pay attention to Employees' readiness to change and help them overcome their fear of change to improve individual and organizational performance (Weeks et al., 2004). However, readiness to change from an individual employee perspective has received less attention (Gigliotti et al., 2019), but to successfully implement change, it is very important to consider it (Kotter and Cohen, 2002). Several factors can support change readiness, but some challenges can hinder an organization's readiness to implement change. It was found to be interesting to know how to make change successful because the organization has no control over employees' decisions (Neves, 2009). Therefore, research is needed to understand the parameters that can support the development of positive attitudes, employee beliefs, and behavior to increase the likelihood of success.

Employee involvement, organizational justice, and perceptions of organizational justice are the human resource points that influence readiness to change. In this case, the researcher focuses on perceived organizational support as a mediating variable that links employee engagement and organizational justice with change readiness. The choice of PT PLN Enjiniring was based on frequent changes in organizational structure, both extreme and dynamic. Apart from that, to transform PT PLN Enjiniring a success regarding the energy transition, existing business processes and organizational structures will become irrelevant and optimal, so research is needed to see the organization's and employees' readiness to face the changes occurring. Therefore, the selected variables refer to factors that can support change readiness. Based on the background and explanations from previous studies, it is crucial to identify the impact of employee engagement and organizational justice on change readiness as mediated by perceived organizational support as a mediator who should contribute directly to the successful implementation of change management. This kind of research has never been conducted at PT PLN Engineering.

Several previous studies suggested that the

readiness of employees to face change is closely related to the organization of justice (Kebede and Wang, 2022). In addition, other factors influence change, such as employee engagement at work (Matthysen and Harris, 2018). In contrast to the research conducted by Eby et al. (2000), in their research, perceived organizational support plays a vital role in building readiness for change. Previous studies only looked at the direct effect that affects readiness to change. Thus, this creates a gap in this study, namely, wanting to see the indirect impact of each variable on readiness to change.

Previous studies show a close relationship between readiness to change, perceived organizational support, employee engagement, and organizational justice. However, no research discusses the indirect relationship between employee engagement and organizational justice variables on readiness for change mediated by perceptions of organizational support. Referring to this, the novelty of this study is identifying the impact of employee engagement and organizational justice on change readiness mediated by perceptions of organizational support as a mediator who should contribute directly to the successful implementation of change management. It is what underlies the researcher's interest in analyzing the effect of employee engagement and organizational justice with the mediating variable of perceived organizational support of PT PLN Enjiniring on the readiness of PT PLN Enjiniring employees in facing extreme and dynamic change situations. The benefits obtained in this study are that it can provide an overview and recommendations for the management of PT PLN Engineering and all employees and management of PT PLN Engineering to increase readiness for change. So that it is more ready and adaptive for changes that will have an impact on improving company performance towards achieving the vision and mission of PT PLN Enjiniring, it can identify objects for further study and discussion, which serve as springboards for other research. If followed up, the results of this study can also improve employee welfare and motivation. So, this research aims to see the direct effect of employee engagement, organizational justice and perceived organizational support on readiness for change and the indirect effects of employee engagement and organizational justice on readiness for change mediated by perceived organizational support.

LITERATURE REVIEW

Readiness For Change

Armstrong and Ursel (2009) define readiness to change as a multidimensional construct that refers to an individual's willingness and ability to engage in behaviors that facilitate change. It gives rise to cognitive, affective, and procedural components important for assessing a person's capacity to make desired changes. In his work, Bernerth (2004) provided a comprehensive definition of readiness to change as a psychological condition in which individuals are prepared to accept and support organizational change. This concept is critical to ensuring the successful implementation of new strategies and initiatives, as it directly affects employees' willingness to adapt and contribute positively to the transformation process within the organization. Readiness for organizational change refers to the readiness and acceptance of employees within the company to adapt to new processes, systems, or strategic directions to meet evolving business demands and ensure long-term success (Choi and Ruona, 2011).

Readiness to Change Process

According to Shah (2011), readiness to change refers to the extent to which employees feel ready and motivated to engage in organizational change. It includes a variety of individual factors, such as attitudes, beliefs, values, and emotions, which influence employees' willingness and ability to adapt to new ways of working. Creating individual readiness to change and gaining employee buy-in is essential for successful implementation (Kotter and Cohen, 2002).

Dimensions of Readiness for Change

Armenakis and Harris (2009) identified five factors, including the first, discrepancy, which is the conviction that the organization requires change that can affect employee confidence to support change. Second, accuracy, or the conviction that the modifications are the best action to resolve the issue. The third factor is efficacy, which refers to the conviction that employees and the organization can implement changes. The fourth principle of support is the belief that the organization offers assistance and is committed to implementing change and ensuring organizational change is successful. Last is a personal value, or the conviction that cha-

nges will benefit workers personally.

Employee Engagement

In their article "The Meaning of Employee Engagement," Macey and Schneider (2008) defined employee engagement as the psychological state of employees in the organization reflecting the extent to which they are motivated, feel committed to their organization, and are willing to make discretionary efforts to help the organization achieve success. Employee engagement appears to be a key mechanism for understanding how to effectively implement strategic change (Sonenshein and Dholakia, 2012). Employee engagement can be defined as employees' level of involvement, attachment, and enthusiasm in working in an organization. This concept includes employees' desire to continue working optimally, feel valued, and have trust and confidence in the organization's goals and values. Employee engagement also includes positive interactions between employees and the organization and between employees, colleagues, and customers (Gallup, 2017).

According to Macey and Schneider (2008), there are three crucial aspects of employee engagement: First, there is affective engagement, which is the emotional component of employee engagement and refers to favorable emotions toward one's job and the company. The second type of engagement, cognitive engagement, is concerned with how well employees understand their roles within the company. The third type of employee involvement is behavioral; it relates to how employees contribute to the organization's achievement of its objectives.

Perceived Organizational Support

Research by (DeConinck, 2010), Armenakis and Harris (2002), Cheng and Lee (2022) defined the extent to which their organization cares for and supports their well-being. These findings suggest that POS can dampen the negative effects of stress and strain and promote positive outcomes such as organizational commitment and reduced turnover intention (Loi et al., 2006).

Organizational Justice

Organizational Justice is the impartiality of organizational policies and procedures (DeConinck, 2010). Organizations can increase employee

trust by promoting organizational equity and supporting employees. When employees trust the organization, they will be more committed to it and are more likely to act positively and less likely to act negatively. Organizational justice is defined as employee perceptions of fairness and impartiality in organizational policies, procedures, and practices (Loi et al., 2006).

HYPOTHESIS DEVELOPMENT

The first model to be referenced is based on research conducted by Dai and Qin (2016). The study looked at the structural relationships between perceived organizational support, Organizational Identification, Organizational Justice, and employee engagement in 350 employees from 52 companies in 28 provinces in China. Research has shown that employee engagement, perceived organizational support, and organizational justice have a significant positive impact on readiness for change. Dai and Qin (2016) showed a significant positive correlation between perceived organizational support, organizational justice, organizational identification, and employee engagement in all sub-domains. The moderation effect of organizational justice suggests that organizations considered fairer are more likely to benefit from the positive effect of perceived organizational support on organizational identification and employee engagement. It can be concluded that organizations should focus on perceived organizational support, organizational identification, and building organizational justice to increase employee engagement. One way this can be done is to improve the sense of ownership and organizational identity. Based on the results of the study, the following hypothesis can be proposed in this study:

H1: Employee engagement has a positive and significant impact on perceived organizational support.

Perceived organizational support mediates the relationship between organizational justice and employees' willingness to change (Kebede and Wang, 2022). Organizational justice refers to employee's perceptions of the extent to which their organization treats them fairly and equally in resource allocation, decision-making processes, and interpersonal relations in the workplace. (Arnéguy et al., 2020). The positive relationship between

overall equity and perceived organizational support is stronger when employees perceive their organization as more competent (Arnéguy et al., 2020). The study results show that overall justice and Perceived organizational support are positively related (Arnéguy et al., 2020). Based on the results of the research above, the hypothesis in this study can be proposed as follows:

H2: Organizational Justice has a positive and significant effect on perceived organizational support.

Research conducted by Sinnappan and Junbo (2013) identifies the factors that influence the success of organizational change. From the research conducted, it was found that leadership and commitment to change significantly have a positive effect on readiness to change. In addition, research by Macey and Schneider (2008) also discusses the importance of employee involvement in successful organizational change. Employees feel emotionally, cognitively, and behaviorally involved in their work and are ready to contribute to the organization's success. The study results indicate that employee involvement can be essential in increasing organizational readiness for change. By increasing employee involvement, organizations can improve their ability to manage change and ensure it is successful. Based on the results of previous studies, a hypothesis can be proposed for this study:

H3: Employee engagement has a positive and significant effect on readiness for change.

Research by Arnéguy et al. (2018) and Arnéguy et al. (2020) has the same hypothesis that Organizational Justice will relate perceived organizational support to readiness for change in organizations. Organizational justice was found to be significantly positively associated with readiness for change, which was reinforced by the research of Kebede and Wang (2022) that organizational justice can increase the level of individual readiness in dealing with situations of change that occur. Research conducted by Shah (2011) shows that the ability of specific organizations to be fair to their employees and the readiness of employees to deal with change are also increasing. The variables tested are distributive justice, procedural justice, age, gender, and marital. Referring to previ-

ous research, the hypothesis in this study can be proposed as follows:

H4: Organizational Justice does not have a positive and significant effect on readiness for change.

The research results by Eby et al. (2000) identified factors that positively influence employees' perceptions of implementing change. One of the nine variables studied is perceived organizational support. Strengthened by research from Sonnenshein and Dholakia (2012) on one of the variables, namely support from the organization during times of change. In addition, research conducted by Madsen et al. (2005) examined perceptions of good or positive social relations at work that are positively related to readiness for organizational change. Based on the results of previous research, the hypothesis in this study can be proposed as follows:

H5: Perceived organizational support does not have a positive and significant effect on readiness for change.

The research that has been described previously can underlie the idea that perceived organizational support can be used as a mediating variable between employee engagement and Readiness for Change, as reinforced by research from Rasool et al. (2022), where success factors with dimensions of involvement such as team factors have a positive relationship to project implementation success with perceived organizational support as a mediating variable. The study showed that organizational support as a mediating variable plays a dynamic role in increasing the real success of renewable energy projects and research. The results obtained by Raditya et al. (2021) showed that mediating perceptions of organizational support for employee engagement and readiness for change show positive results but has no significant effect. Referring to previous research, the following hypotheses can be proposed:

H6: Employee engagement has a positive and significant effect on readiness for change, with perceived organizational support as a mediating variable.

Kebede and Wang's research (2022) tries to ascertain if perceived organizational support might

act as a mediator between organizational justice and employee transformation preparedness. According to the study, organizational justice can boost employees' perceptions of organizational support, improving their ability to adapt to change. The following hypothesis about this study can be put out in light of the findings of these studies:

H7: Organizational justice has a positive and significant effect on readiness for change, with perceived organizational support as a mediating variable.

Referring to the explanation of each of the previous hypotheses, the research framework consisted of independent variables: employee engagement (X1) and organizational justice (X2). The dependent variable was Readiness for Change (Y), with perceived organizational support as the Mediation Variable. For more details, see Figure 1.

METHOD

This study used two independent variables, namely employee engagement and organizational justice, and two dependent variables, namely perceptions of organizational support and readiness for change. The measurements taken can be seen in Table 1. A quantitative technique is used in this correlation research design. According to Elmasri (2017), correlation research is performed to ascertain the relationship between variables without changing any of the variables. A Likert scale of 1

to 5 is used in research employing internet survey methods, such as Google Forms (1 being strongly disagree and 5 being strongly agree). There are five options on this Likert scale. Scores 1 through 5 are as follows: strongly disagree (STS), disagree (TS), neutral (N), agree (S), and strongly agree (SS). There were 56 statements in the questionnaire, including 25 items on readiness to change, 8 items on perceived organizational support, 9 items on employee engagement, and 14 items on organizational justice. Respondents in this study were all employees of PT PLN E at the head office and in units and project sites spread throughout Indonesia as structural and functional employees. The status of permanent employees, not OJT or non-permanent personnel, reflects employees who already understand and adapt to their work environment.

Data was collected using a purposive sampling technique, namely by sending a questionnaire in the form of a Google Form to the intended respondent. The questionnaire contained questions that were systematically organized. The respondents were organic employees (direct appointment) and work assignment employees (PLN employees assigned for a 3-year work period). The number of samples used was 250 from a total population of 273 employees. The method used is multivariate analysis with a structural equation model (SEM). Data exploration analysis was carried out from the total sample taken to see the description of the selected respondents.

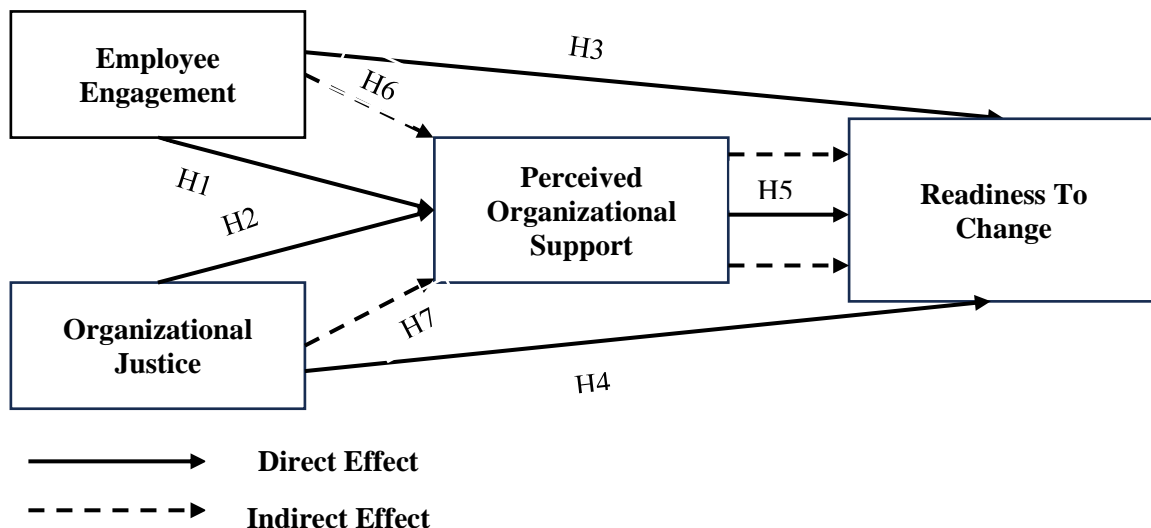


Figure 1. Research Framework

Furthermore, they conduct validity and reliability tests, create models, evaluate them, and test hypotheses. The software used in this research is SPSS 25. The following is Table 1 regarding the description of the variables used and their sources.

Table 1. Variables Measurement

Variables	Dimension
Organizational Justice (Colquitt, 2001)	Procedural justice
	Distributive justice
	Interpersonal Justice
	Informational justice
Employee Engagement (Schaufeli et al., 2006)	Vigor
	Dedication
	Absorption
Perceived Organizational Support (Eisenberger et al., 1986)	
Readiness for Change (Holt et al., 2007)	Self-efficacy
	Management support
	Appropriateness
	Personal benefit

RESULTS

Data Exploration

Based on data exploration conducted on 250 employees, information regarding the gender demographics of respondents is obtained in Table 2 below.

Table 2. Gender Demographics of Respondents

Demographic Characteristics	Category	Total	Percentage Gender
Gender	Female	53	21,2%
	Male	197	78,8%

Table 2 shows that the number of female respondents is 53, or around 21.2%, and the number of male respondents is 197, or around 78.8%. The following information is about the age demographics of respondents in Table 3.

Table 3. Age Demographics of Respondents

Demographic Characteristics	Category	Total	Percentage
Age	a. 17-25 Years	5	2%
	b. 26-35 Years	155	62%
	c. 36-45 Years	60	24%
	d. 46-54 Years	26	10,4%
	e. 55-65 Years	4	1,6%

Table 3 provides information that the majority of respondents in this study were aged 26-35 years (62%), followed by 36-45 years (24%) and 46-54 years (10%). The percentage of respondents' age demographics is not much different from that of PT PLNE employees. The next step is to conduct a validity test on each variable.

From the results of the validity and reliability tests performed, all items contained in employee engagement (EE) have an SLF value of more than 0.5 or are declared valid, likewise with the items contained in Organizational Justice (OJ) and Readiness For Change (RFC). Meanwhile, in the Perceived Organizational Support (POS) variable, one item is not significant and is not included in the model. In addition to testing the validity of all items on each variable, the next step is conducting a reliability analysis. From the reliability analysis results, all variables have a CR value above 0.7 or are declared reliable.

In addition to testing the validity and reliability of this study, a Goodness-of-fit test was also carried out. This test considers three measures: absolute fit measures, namely fit Fit Measures, Incremental Fit Measures, and Parsimony Fit Index. In the measurement of Absolute Fit Measures, the results show two poor fit assessment methods, namely Chi-Square and P-Value. Others, such as RMSEA with good fit results and, finally, RMR with marginal fit results, obtained good fit results on the NNFI, NFI, RFI, and IFI assessment items, While the rest are GFI items with marginal fit results. Then, finally, in the measurement of the Parsimony Fit Index, there is one item with good fit results, namely the CFI. At the same time, the rest are like AGFI and PGFI with marginal fit results. Overall, the model used meets the requirements for analysis.

Table 4. Hypothesis Test of each variable

Hipotesis Testing	t-values	Estimate	Significant
H1: Employee engagement has a positive and significant effect on perceived organizational support	3,15	0,14	Significant Positive
H2: Organizational Justice has a positive and significant effect on perceived organizational support	11,56	0,83	Significant Positive
H3: Employee engagement has a positive and significant effect on readiness for change	3,49	0,17	Significant Positive
H4: Organizational Justice has a positive and significant effect on readiness for change	3,70	0,65	Significant Positive
H5: Perceived organizational support has a positive and significant effect on readiness for change	2,17	0,16	Significant Positive
H6: Employee engagement has a positive and significant effect on readiness for change, with perceived organizational support as a mediating variable	3,49	0,17	Significant Positive
H7: Organizational justice has a positive and significant effect on readiness for change, with perceived organizational support as a mediating variable	3,70	0,65	Significant Positive

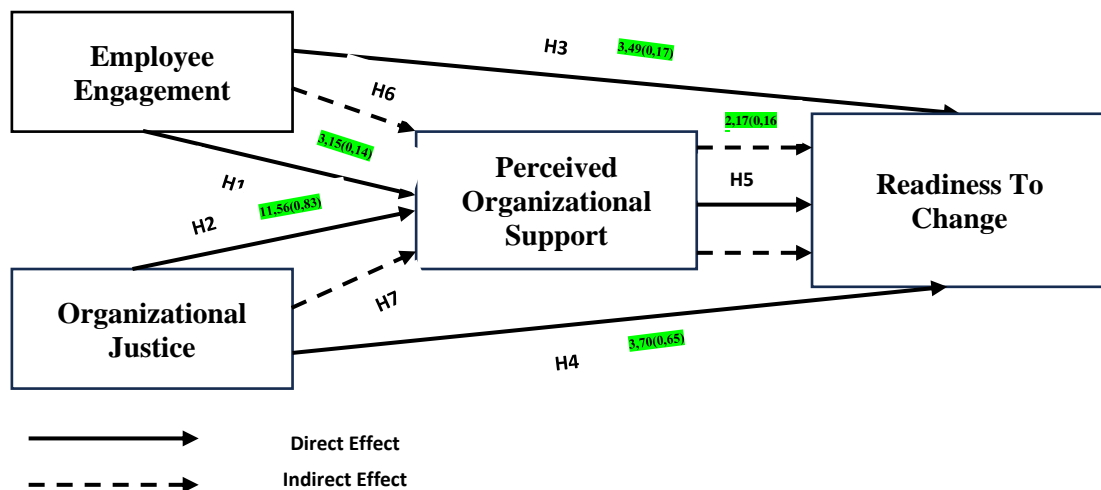


Figure 2. Summary of path diagrams, t-values, and standardized factor loadings structural model values

Furthermore, hypothesis testing is carried out to see the relationship between each variable, as shown in Table 4. By using a p-value of 0.05, the table value is 1.645. If the t-count value is greater than the t-table, the decision is to reject H0. In Table 4, the t-count value is greater than that of t-table 1.645. That means everything has a significant effect.

The information in the Table 4 is the first to show a direct relationship between employee in-

volvement and perceived organizational support. Second, there is a significant direct relationship between organizational justice and perceived organizational support. Third, a significant relationship exists between employee engagement and readiness for change. Fourth, there is a significant relationship between organizational justice and readiness to change. Fifth, there is a significant relationship between perceived organizational support and readiness to change. Sixth, there is a significant

relationship between employee engagement and readiness for change, mediated by perceived organizational support variables. Then, finally, there is a significant relationship between organizational justice and readiness for change mediated by perceived organizational support variables (Figure 2).

DISCUSSION

Employee engagement and Perceived Organizational Support

This research proves a significant positive relationship between employee engagement and Perceived Organizational Support. These results have also been discussed in research conducted by Raditya et al. (2021), which showed a positive and significant relationship between Employee engagement and perceived organizational support, so hypothesis 1 is accepted. Even the research conducted by Dai and Qin (2016) shows a significant positive correlation between perceived organizational support, organizational justice, organizational identification, and employee engagement. In addition, perceived organizational support has a significant effect on employee engagement, either directly or indirectly, through organizational identification. Macey and Schneider (2008) argued in their research that Employee Engagement can increase company productivity and performance.

Organizational Justice and Perceived Organizational Support

The analysis results show that organizational justice and perceived organizational support have a significant positive relationship. Research conducted by Kebede and Wang (2022) confirmed that it is true that there is a significant relationship between Organizational Justice and Perceived organizational support. On the other hand, Dai and Qin (2016) conducted a study to examine the positive relationship between Organizational Justice and Perceived organizational support.

Employee Engagement and Readiness for Change

It is known that employee engagement has a significant positive relationship with Perceived Organizational support and a positive relationship with Readiness for Change. Research by Macey and Schneider (2008) also discussed the importance of employee involvement in successful organi-

zational change. Employees feel emotionally, cognitively, and behaviorally involved in their work and are ready to contribute to the organization's success. Eby et al. (2000) identified the variables that influence employees' perceptions of organizational readiness to implement team-based changes as well as factors that influence employee responses to these changes. The results of the study indicate that several factors play a role in influencing the phenomenon of employees' perceptions of organizational readiness for change, including (1) Communication and participation; (2) Availability of resources such as time, money, and appropriate training; and (3) characteristics of individual traits, such as employee engagement and attitudes towards change in the workplace, which also influence employee perceptions of organizational readiness. Finally, HR Management is important in facilitating individual readiness for change by providing employees with the necessary resources, support, and training to adapt to a new work environment (Choi and Ruona, 2011).

Organizational Justice and Readiness for Change

Organizational justice has an important role in dealing with readiness for change. It is evident from this study that Organizational Justice has a significant positive relationship with Readiness for Change. Research by Arnéguy et al. (2020) explained that research conducted with the same hypothesis as Organizational Justice will link perceptions of organizational support with readiness for change in the organization. Organizational justice was found to be significantly positively related to readiness for change, which was reinforced by research by Kebede and Wang (2022) that organizational justice can increase the level of individual readiness in dealing with situations of change that occur. The research conducted by Shah (2011) shows that the ability of specific organizations to be fair to their employees and the readiness of employees to deal with change are also increasing. The variables tested are Distributive Justice, Procedural Justice, Age, gender, and Marriage.

Perceived Organizational Support and Readiness for Change

The results of this study corroborate previous research, namely that there is a significant

positive relationship between Perceived organizational support and Readiness for Change. In a study conducted by Madsen et al. (2005), examining perceptions of good or positive social relations at work were positively related to readiness for organizational change. It is strengthened by research from Kebede and Wang (2022), Weiner (2020), and Cheng and Lee (2022).

Employee Engagement and Readiness For Change with Perceived Organizational Support as Mediation Variables

The hypothesis test carried out earlier was to see if there was a significant direct relationship between each variable. In this study, it is known that Employee Engagement and Readiness for Change have a significant positive relationship, either directly or mediated by Perceived organizational support as Mediation Variables. The research that has been described previously can underlie the idea that perceived organizational support can be used as a mediating variable between employee engagement and Readiness for Change, as reinforced by research from Rasool et al. (2022), where success factors with dimensions of involvement such as team factors have a positive relationship to project implementation success with perceived organizational support as a mediating variable. It shows that organizational support as a mediating variable plays a dynamic role in increasing the real success of renewable energy projects and research. The results obtained by Raditya et al. (2021) showed that the mediating role of perceptions of organizational support on employee engagement and readiness for change shows positive results but has no significant effect.

Organizational Justice and Readiness for Change with Perceived Organizational Support as Mediation Variables

The results of this study prove a significant positive relationship between organizational justice and readiness for change, which is mediated by perceived organizational support. In a study by Eisenberger et al. (1986), perceived organizational support was described as the level of contribution of organizational values to perceptions of employee well-being. Strengthened by research from Kebede and Wang (2022), this study aims to determine whether perceived organizational support can

be a mediator between organizational justice and employee readiness to deal with change. This study concludes that organizational justice can increase perceived organizational support, which in turn increases employee readiness to deal with change (Arnéguy et al., 2018). And studies that are partially connected to each variable.

Based on the exposure of the research results presented in the previous sections, it can be generally concluded that the readiness of employees to face the changing situation at PT PLN Enjiniring was most influenced by organizational justice. The second was influenced by employee perceptions related to the support provided to these employees by PT PLN E. The last was influenced by employee engagement during the transition period of change. In addition to having a role that directly affects employee readiness for change, perceived organizational support also has another role, namely as a mediator. Namely, a positive psychological condition in employees will increase the influence of employee engagement and organizational support on the successful implementation of readiness for change.

IMPLICATIONS

This research has several important implications for practices related to change management, especially regarding the contribution of employee engagement, organizational justice, perceived organizational support, and readiness for change in planning and implementing changes in the organization. The demographics of PT PLN Enjiniring employees are dominated by functional officials, indicating that functional officials play an essential role in the success of change. They are the people who will implement change in the organization and must be prepared for it. Management needs to ensure that functional officers have the skills and knowledge they need to succeed. Several things can be done to increase employees' readiness to face the initiation of change at PT PLN E. Some of them include: first, Management can create a fairer and more equal workplace that can increase employee satisfaction, productivity, and involvement. Second, Providing the development of skills, knowledge, and resources needed for all employees to support the success of company changes. Companies need to carry out partnerships for capacity development, especially for core compe-

tencies, by working with leading engineering consultants in the world, conducting training and certification, and training functional officials who will implement changes and play an important role in the success of company changes. Third, establishing effective communication between PT PLN Enjiniring and employees during a period of change will increase individual PT PLN Enjiniring employees' readiness for change. The functional organization that will implement the changes will ensure the planned changes succeed.

RECOMMENDATIONS

Relevant research themes are change management and the importance of readiness for change. In an era that is constantly changing, both private organizations and government organizations need to be able to adapt to the dynamics of ongoing changes in the internal and external environment. The suggestions for research that are relevant to the topic of this research are as follows: First, the research location should use various government organizations, considering that government organizations also have their characteristics, for example, organizational culture, gender proportion, organizational structure, and so on. In addition, the number of research respondents should be increased so that they can represent actual conditions and research results can be generalized to public or government organizations. Second, future research should use a mix of quantitative and qualitative methods, for example, a questionnaire supplemented with interviews, to obtain a more in-depth and comprehensive understanding of the topic from the respondents. Third, if possible, the sampling technique in subsequent research can use random sampling to make it more representative of the population. Fourth, future research on readiness for change can focus on functional officials so that they can explore what makes functional officials ready for change and what can be done to improve their readiness.

This research has limitations, including the following: This research method was carried out quantitatively using a questionnaire. Thus, the results of the research data analysis were less comprehensive. This research is not equipped with qualitative data, for example, extracting respondents' opinions in more depth to explore further. Two, the research location was carried out at a BUMN

subsidiary agency. This research might have given different results if it had been carried out at another agency. Thus, the results of this study cannot be generalized. Lastly, this research only tests one type of mediator variable, so it is still not comprehensive in exploring other variables that might mediate the relationship between employee engagement and organizational justice and readiness for change.

CONCLUSIONS

Based on the research results, it can be concluded that there is a significant positive relationship between the Employee Engagement variable and the Readiness For Change variable. This relationship is significant directly or indirectly through Perceived Organizational Support. In addition to the significant Employee Engagement variable, it is also known that the Organizational Justice variable has a significant relationship with the Readiness For Change variable. The relationship formed is significant, either directly or mediated by Perceived Organizational Support variables. Apart from seeing the significant Employee Engagement and Organizational Justice variables on Readiness for Change, it is also known that these two variables are directly positive with the Perceived Organizational Support variable. Finally, the variable Perceived Organizational Support has a significant relationship with the Readiness For Change variable.

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