



The Effect of Employee Engagement on Readiness to Change

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ABSTRACT: This study aims to evaluate the effect of employee engagement on readiness to change. The approach used in this study is a quantitative approach. The population of this study was the employees of PT.X, with a total of 60 people used as the study sample. Then, for the data collection method used in this study is Likert scale, in which the Likert scale is used to measure the statements submitted in the questionnaire that represent the indicators of each variable in this study. After the data has been collected, the data was analyzed using SPSS 25 software. Based on the results of this study, it was found that there is significant effect of employee engagement on readiness to change.

KEYWORDS: employee engagement, readiness to change

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I. INTRODUCTION

Organizations constantly face the need to execute strategic, structural, process, and cultural changes as a result of the environment's increasing dynamic nature. Therefore, organizations must be able to adapt to changes. Change, both small and large, is one of the things that cannot be avoided in an organization. Competition, societal trends, technological progress and global politics are the main driving forces for this modification (Robbins & Judge, 2013). Organizations have the ability to adapt continuously and gradually, which may affect performance as it advances and helps the organization accomplish its success goal (Pramadani, 2012). Both internal and external elements in the organization influence changes that take place (Rahayuningsih, 2016).

One of the businesses going through change is PT. X. Because of how quickly the times are changing, PT. X cannot be separated from change. Truck sales and purchases are the business's main activities at PT. X. Sales, servicing, and spare parts are the company's three main service areas. By the market share of distributors and logistics, particularly in North Sumatra and Aceh, this company is in high demand. Organizations must continue to manage their businesses with professionalism if they want to continue to be able to create value. As a result, PT. X is able to compete with other businesses by implementing numerous innovations, particularly in the area of technology that is utilized to make it easier for customers in the field of sales and service. PT. X is a trucking firm with a specialized market, yet it differs from the passenger vehicle company in other ways. They sell differently than other companies. However, PT. X is still in business and has 42 dealers spread out across Indonesia. This is as a result of the advances made by PT.X. They must leverage current technologies to sell their goods and services while adjusting to changes in the digital landscape.

Employee engagement among PT. X employees as a whole has not been as expected, according to research based on interviews with a staff in the HRD division. This is so because a number of markers of employee engagement tend to be unfavorable. Employees might, for instance, feel that their managers don't care about them as much and refrain from working past their regular shifts. This demonstrates that not all PT. X employees have high levels of engagement. According to Schaufeli et al. (2006), employees who are engaged will demonstrate a high level of dedication to the organization's growth, whereas those who are not involved would consciously withdraw and quit their jobs (Luthans and Suzanne, 2002). Therefore, motivated staff

members will be more supportive of all organizational changes and demonstrate a willingness to adapt (Dicke et al, 2007).

From the results of short interviews conducted by researchers with several employees in the Service section, it is stated that changes in the work system carried out by companies that use information technology can cause problems. One of the new systems used by PT.X is the Dealer Management System (DMS). This software is believed to make it easier to buy or sell by dealers. In addition, the features contained in this software can make it easier for users to process and print data. However, in reality, there are still many employees who do not understand how to use this information technology, which makes it difficult for employees in other departments. Even according to the observations of researchers in the Service section, especially mechanics, there are still some employees who do not understand how to use computers and the internet.

II. LITERATURE REVIEW

Readiness to Change

According to Holt et al. (2007), the concept of change readiness depicts how well people can both emotionally and cognitively adopt a certain strategy and purposefully change the status quo. Employees that are open to change will have a positive outlook, feel that the business can advance if it makes changes, and desire to be involved in every step of the change process within the organization (Armenakis et al, 1993). According to Cunningham et al. (2002), a person must demonstrate a change, participate in the process, and have confidence in their ability to carry out the change's objectives.

Employee engagement

Employee engagement is an attitude of positive view and satisfaction related to their job. The engagement going to feeling and consistent thinking and seriously, not only focus on behavior, attitude and object certain only (Schaufeli and Bakker, 2004). Whereas according to Nurofia (2009), employee engagement is the enthusiasm given by the employee in work, this occurs because of the energy employee is directed on the job. The enthusiasm could be formed because the employee feels bound (engaged) so which gives a positive impact on the organization.

III. METHODOLOGY

The data analysis method used in this research is simple regression analysis method. Simple regression analysis aims to determine the effect of one variable on other variable. In regression analysis, a variable that affects is called the independent variable, while the variable that is affected is called the dependent variable. The independent variable in this research is employee engagement, and the dependent variable is change readiness.

A Likert scale was employed to collect the study's data. Because the data being measured is in the form of a construct or psychological notion that can be indirectly exposed through behavioral indications presented as statement items, the scale technique is used (Azwar, 2012). The research subjects were then given these scales. Employees in the automobile industry are the subject group that makes up the study's population. The number of subjects as samples used in this study amounted to 60 people. The try out sample was employed as the actual research sample because the researcher did not conduct a pure experiment. It is only necessary to collect data once, and it is used to verify assumptions about validity, dependability, and the comprehension of the job of employees who have worked for at least a year.

IV. RESULT

This study used quantitative method using simple linear regression analysis to see the effect of employee engagement on readiness to change. The analysis was carried out using the Statistical Packages for Social Sciences 25(SPSS 25) software. The results of data analysis can be seen in Table 1 and Table 2.

Table 1. The Effect of Employee Engagement On Readiness to Change

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	190,267	1	190,267	4.839	.032 ^b
	Residual	2280,716	58	39,323		
	Total	2470,983	59			

Based on table 1, it showed that the F value was 4,839 with the significant value 0,032 ($p < 0,05$), F test was used to measure the significant level of independent variable towards dependent variable (Kuncoro, 2009). F value was obtained from the table of $df_1 = 58$ and $df_2 = 59$ with the significant value $p = 0,5$, so that it

was obtained F table = 1.542. Therefore, the value of F-test > F-table or $4.839 > 1.542$. From this result, it can be concluded that the employee engagement has significant influence towards change readiness because the Hypothesis 1 was accepted.

Table 2. R square

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.277 ^a	.077	.061	6.271

Table 4.11 showed that the correlation value (R) was 0,277 then it was obtained the value of determination R square was 0,077. It means that there was an influence of X variable (*Employee Engagement*) on Y variable (*Change Readiness*). It was counted that the result was 7,7%, and the rest were effected by the others variables outside of this study.

V. DISCUSSION

The purpose of this study was to determine the effect of employee engagement on employee readiness to change at PT.X. It also intends to investigate the relationship between employee engagement and employee readiness to change. This study covered 60 PT.X employees altogether. This study's conclusion is that employee involvement has an impact on a person's willingness to change. Based on the study's findings, it can be concluded that the employees' strong dedication helped the organization make the changes it needed to. The company's implementation of job training can enhance worker performance.

According to the findings of field observations, frontline workers believe that the company's training has been very effective because it has assisted them and given them the ability to enhance their work performance. According to the HRD department, some employees appear to frequently work above their regularly scheduled hours without submitting an ESS application to claim the associated charges. Employees who are engaged will support organizational reforms. When performing the tasks and obligations given to them by the organization, they will do it with enthusiasm. According to Simbolon (2017) research, the employees are anticipated to be more prepared to deal with changes that are present inside or outside the firm.

VI. CONCLUSION

Employee Readiness to Change is significantly impacted by Employee Engagement. Accordingly, an employee's readiness to change increases as their level of engagement does, and vice versa. Employee engagement and readiness to change levels at PT. X are typically in the middle range.

At the time the research was done, a total of 60 employees from the Medan branch served as the study's research subjects. Therefore, it is impossible to extrapolate the findings of this study to other locations and eras because they only apply to the PT. X Medan branch. Therefore, it is desired that the range of research subjects can be broadened in subsequent studies so that more individuals can take part in the research.

It is expected of the organization to provide refresher training on how to utilize each application or work support system, allowing for the best possible use of the most recent systems the company has adopted.

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