The Effect of Perceived Organizational Support (POS) and Self-Efficacy on Employees' Readiness for Change at PT Bukit Asam Tbk Tarahan

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Abstract. Companies often face changes that require employees to adapt, yet many fail because employees are unprepared for change, whether due to organizational or personal factors. Therefore, the author examines the influence of perceived organizational support (POS) and self-efficacy on employees' readiness for change at PT Bukit Asam Tbk. Unit Pelabuhan Tarahan Bandar Lampung, using a Likert scale questionnaire as the primary data source. The sample size in this study is 120 respondents, with multiple linear regression analysis employed as the data analysis technique. The results show that the first hypothesis is not supported. The findings indicate that perceived organizational support has a positive but not significant effect on readiness for change. The second hypothesis is supported, showing that self-efficacy has a positive and significant effect on readiness for change. The recommendation of this study is for supervisors to provide more feedback and responses to subordinates' concerns. Employees can enhance their self-efficacy by participating in various training programs. The limitation of this study is the relatively small population and sample size. For future research on the influence of POS on readiness for change, other theories related to POS and additional variables affecting readiness for change can be explored.

Keywords: Perceived Organizational Support, Self-Efficacy, Readiness for Change.

INTRODUCTION

The background section discusses the complex and dynamic business environment that organizations face, necessitating continuous adaptation and transformation to remain competitive. Citing Errida and Lotfi (2021), the section emphasizes that organizational changes, driven by technological advancements, information shifts, and unpredictable environments, have become a crucial trend in recent years. Taufik and Nugroho (2020) highlight the need for organizations to undergo internal changes to stay competitive, while Drucker (1993) outlines the factors influencing organizational renewal, such as unexpected events, industry shifts, and new knowledge. However, managing change is a complex and risky process that often leads to failure, as organizations struggle to meet expected outcomes. According to Weiner (2009), organizational readiness for change requires a collective psychological state among employees to commit to and feel confident in implementing changes. Madsen et al. (2006) argue that individual readiness is essential for organizational change, as changes within the organization will only succeed if individuals are prepared for change. Atshan (2022) adds that a conducive organizational culture is a key factor that enables employees to embrace change beyond their comfort zones.

The role of Perceived Organizational Support (POS) is highlighted as a critical factor in shaping employees' readiness for change. POS refers to employees' belief that the organization values their contributions and cares about their well-being, which can foster positive behavioral outcomes, including enhanced performance and emotional commitment to the organization (Rhoades and Eisenberger, 2002). Research by Abdullah and AL-Abrow (2023) shows that POS promotes psychological connectivity with the organization, facilitating employee readiness for change. Additionally, self-efficacy, or individuals' belief in their ability to succeed based on past experiences, is another important factor. Emsza (2016) explains that high self-efficacy positively influences employee readiness for change. Employees with strong self-efficacy are more open to embracing organizational changes (Meria & Tamzil, 2021).

The case of PT Bukit Asam (PTBA), a state-owned coal mining company, provides an example of successful organizational transformation. PTBA's Tarahan Port, one of its largest units, has undergone digital innovations such as system automation and the implementation of Industry 4.0 technologies, which have been met with employee readiness and resulted in several prestigious awards. The company's commitment to professional development through training and education programs further reinforces employee support and readiness for change, as evidenced by opportunities for employees to pursue higher education at leading institutions worldwide.

Drawing from the preceding discussion, this study seeks to address the following research questions regarding the influence of Perceived Organizational Support (POS) on readiness for change and the impact of self-efficacy on readiness for change. The objectives of this research, derived from these questions, are to examine the impact of Perceived Organizational Support (POS) on readiness for change and investigate the effect of self-efficacy on readiness for change. In terms of research benefits, the theoretical contribution aims to provide insights and empirical evidence regarding the influence of POS and self-efficacy on employee readiness for change, serving as a reference for future studies addressing related topics. Practically, for organizations, the findings are expected to inform decision-making processes, particularly concerning employee preparedness for change initiatives. For the academic community, this research aspires to offer new insights and serve as a valuable reference for subsequent investigations.

RESEARCH METHOD

Research Object
This research aims to analyze the impact of Perceived Organizational Support (POS) and self-efficacy on the readiness for change among permanent employees of PT Bukit Asam Tbk, Tarahan Port, totaling 170 staff members. Utilizing a causal associative approach, the study focuses on identifying and understanding the relationships between these variables.

Data Sources and Data Collection Methods
The study employs two data sources: primary and secondary. Primary data are directly collected from respondents through interviews and questionnaires targeting employees at PT Bukit Asam Tbk, Tarahan Port (Situmorang and Lutfi, 2014). Secondary data comprise existing information from prior studies and various organizational

publications (Situmorang and Lutfi, 2014). Data collection methods include literature review, which involves systematic analysis of relevant research (Sekaran and Bougie, 2016), and questionnaires, consisting of structured questions designed to gather quantitative data from respondents regarding the research variables, including Perceived Organizational Support, self-efficacy, and readiness for change (Sekaran and Bougie, 2016).

Population and Sample
Population refers to the entire group of individuals or events that a researcher intends to study, which, in this case, consists of 170 permanent employees of PT Bukit Asam Tbk at Tarahan Port (Sekaran and Bougie, 2016). The sample, a subset of the population, was determined using probability sampling to ensure equal selection chances for all elements (Sekaran and Bougie, 2016). Employing simple random sampling, the final sample size was calculated using Slovin's formula, resulting in 120 respondents for the study (Sanusi, 2011).

Operational Definition and Variable Measurement
Research variables are defined as elements that exhibit varying values that can be distinguished at the same time for either the same subjects or different subjects (Sekaran and Bougie, 2016). This study includes two types of variables: independent and dependent. The independent variables, represented by X, include perceived organizational support (X1) and self-efficacy (X2), which are considered to influence the dependent variable, represented by Y, which is readiness for change. Operational definitions detail each variable alongside their indicators and measurement scales, with perceived organizational support assessed through fairness, supervisor support, and rewards (Rhoades and Eisenberger, 2002), while self-efficacy relies on past experiences and emotional cues (Bandura, 1997). Readiness for change encompasses individual preparedness to adapt to changes, shaped by psychological conditions and personal characteristics (Holt et al., 2007).

Data Analysis Methods
Validity, reliability, and normality tests are crucial for ensuring research instruments accurately measure the intended concepts (Sekaran and Bougie, 2016). Validity is assessed through factor analysis, specifically Confirmatory Factor Analysis (CFA) (Ghozali, 2018), where the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO MSA) determines if analysis can proceed; a KMO value over 0.5 is acceptable. Reliability indicates measurement consistency and is confirmed with a Cronbach's alpha greater than 0.60 (Ghozali, 2018). Normality testing verifies data distribution using the One-Sample Kolmogorov-Smirnov test, where significance above 0.05 indicates normal distribution (Sekaran and Bougie, 2016). Additionally, multiple linear regression analysis is employed to assess relationships between independent and dependent variables, while hypothesis testing (t-test) evaluates the significance of the relationships at a 0.05 significance level (Ghozali, 2018).

RESULTS AND DISCUSSIONS

Respondent Characteristics
The research involved distributing questionnaires to gather data from a sample of 120 permanent employees at PT Bukit Asam Tbk, Tarahan Port Unit in Bandar Lampung.

The findings reveal that the majority of respondents were male (83.33%) and primarily held bachelor's degrees (43.33%). Most employees had 5-10 years of work experience (45%) and were predominantly from the low-level management category (50%). Additionally, non-administrative staff represented the largest group (65.83%), indicating a workforce engaged primarily in technical and operational roles. Understanding these demographic characteristics is essential for analyzing perceptions related to organizational support and employee readiness for change.

Respondent Responses

The responses regarding perceived organizational support, self-efficacy, and readiness for change reveal notable insights. In the perceived organizational support section, the highest mean score of 4.26 was associated with the statement regarding the company's concern for employee welfare, while the lowest mean score was 4.03 for the responsiveness of supervisors to complaints. The overall average mean score for perceived organizational support was 4.15, indicating a generally positive perception among respondents.

In the self-efficacy responses, the statement regarding motivating coworkers achieved the highest mean of 4.55, reflecting respondents' confidence in their abilities, while the lowest score of 3.12 pertained to expressing negative emotions. The average self-efficacy score was 4.15, suggesting strong belief in their capabilities. Regarding readiness for change, the highest score was 4.16 for the belief that changes would be beneficial in the long term, and the lowest was 2.29, reflecting concerns about losing job status. The overall readiness for change score was 3.66, indicating a fair preparedness to adapt despite some apprehensions.

Multiple Linear Regression Analysis

Table 1 illustrates the impact of perceived organizational support (POS) and self-efficacy on employees' readiness for change. The standardized coefficient (Beta) for POS is 0.013, indicating a positive but minimal influence on readiness for change. In contrast, self-efficacy has a standardized coefficient (Beta) of 0.384, demonstrating a stronger positive impact on employees' readiness to adapt to change. This suggests that while both factors contribute to employees' willingness to embrace change, self-efficacy plays a more significant role. Consequently, organizations should focus on enhancing self-efficacy and perceived support to facilitate better adaptation to changes within the workplace.

Table 1. Multiple Linear Regression Result

Coefficients[a]					
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	35,038	5,642		6,210	0,000
	POS (X1)	0,027	0,188	0,013	0,144	0,886
	Self-efficacy (X2)	0,385	0,088	0,384	4,379	0,000

T-Test

Based on the results of the T-test presented in Table 4.15, the following conclusions can be drawn. First, the influence of perceived organizational support (POS) on readiness to change is not supported, as the significance value is 0.886, which is greater than 0.05, and the t-test result is 0.144, which is less than 1.98045. This indicates that the first hypothesis (H1), stating that POS has a positive and significant effect on readiness to change, is not proven. Second, self-efficacy demonstrates a positive and significant influence on readiness to change, with a significance value of 0.000, which is less than 0.05, and a t-test result of 4.379, which is greater than 1.98045, thus supporting the second hypothesis (H2).

Table 2. t-test Result

Coefficients[a]					
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	35,038	5,642		6,210	0,000
	POS (X1)	0,027	0,188	0,013	0,144	0,886
	Self-efficacy (X2)	0,385	0,088	0,384	4,379	0,000

The effect of perceived organizational support on readiness to change
The first hypothesis posits that perceived organizational support (POS) positively and significantly influences readiness to change. However, data analysis reveals a significance of 0.886 (greater than 0.05) and a t-test result of 0.144 (less than 1.98045), indicating that POS positively influences employee readiness at PTBA Tarahan Port, but not significantly. Previous studies suggest that while POS enhances employee engagement and commitment (Rhoades & Eisenberger, 2002) and facilitates acceptance of change (Wanberg & Banas, 2000), this study aligns with Tzafrir and Baruch (2010), noting that POS's influence varies by context. Respondents reported a mean POS score of 4.15, yet readiness for change averaged only 3.66. Concerns about job security and relationships were highlighted, echoing findings by Mumtaz et al. (2023) and Al-Hussami and Hammad (2017) that POS does not significantly affect readiness to change, while studies by Gigliotti et al. (2019) and Gundersen (2020) indicate a positive correlation. Overall, the impact of POS on readiness to change is contingent upon organizational context and individual characteristics, emphasizing the role of factors like organizational culture and emotional state (Armenakis et al., 2013).

The effect of self-efficacy on readiness to change
The second hypothesis posits that self-efficacy positively and significantly influences readiness to change. Data analysis reveals a significance level of 0.000 (less than 0.05) and a t-test result of 4.379 (greater than 1.98045), indicating that self-efficacy significantly affects employee readiness at PTBA Tarahan Port. This supports the hypothesis, suggesting that higher self-efficacy levels enhance employees' adaptability to organizational changes. Respondents reported a mean self-efficacy score of 4.15, reflecting their confidence in handling challenges. The highest mean item, "I strive to motivate coworkers who are losing enthusiasm" (ED9), scored 4.55, indicating that employees not only believe in their capabilities but also positively influence their peers, aligning with Bandura's self-efficacy concept. However, concerns emerged in items such

as "I feel my performance declines when anxious or stressed" (ED10) with a mean of 3.38, and "My emotions are visibly expressed when upset" (ED12) at 3.12, highlighting the need to address emotional aspects during change. This study corroborates Emsza et al. (2016), who found that high self-efficacy enhances readiness for change, facilitating organizational transitions. Vanny et al. (2022) noted that increased employee confidence aids in accepting organizational changes, leading to positive outcomes for both the organization and its members.

CONCLUSIONS AND SUGGESTIONS

Conclusions

The analysis of the impact of perceived organizational support (POS) and self-efficacy on employee readiness for change at PT Bukit Asam Tbk. Tarahan Port reveals that while POS exerts a positive influence on readiness, this effect is not statistically significant. The findings suggest that although employees feel supported by their organization, the lack of a strong organizational trust can diminish the direct impact of POS on their readiness to embrace change. Conversely, self-efficacy has a positive and significant effect, indicating that employees with higher self-confidence are better prepared to adapt to changes within the organization. This underscores the importance of fostering an environment where employees believe in their abilities, as it directly correlates with their willingness to engage with organizational changes.

Suggestions

To enhance employee readiness for change at PT Bukit Asam Tbk. Tarahan Port, the organization should improve communication mechanisms between management and staff, particularly regarding feedback and complaints, by implementing efficient feedback systems and training managers in effective communication. Additionally, providing psychological support programs can help employees manage stress and improve their mental well-being. With an average readiness for change score of 3.66, clear and detailed communication about upcoming changes is essential, alongside open discussions to clarify objectives and benefits. Future research should explore mediating factors like organizational trust and leadership styles, as well as consider gender differences in readiness for change.

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