




The Impact of Work Motivation Organizational Trust Employee Resilience on Commitment to Change with Individual Readiness for Change as Mediator in the Context of Organizations Crisis Experiencing

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Abstract. The research examined the effect of work motivation, trust in the organisation, and resilience on employee commitment to change, which is mediated by individual readiness to change. The research was conducted in the context of a state-owned company experiencing a period of organisational crisis due to changes. This study used a quantitative approach, with a total sample of 303 respondents. Data obtained through questionnaires were then analysed using partial least square structural equation modelling (PLS-SEM). Results showed that work motivation, trust in the organisation, and resilience positively and significantly affected individual readiness to change. In contrast, individual readiness to change positively affected commitment to change. Results also show that individual readiness to change partially mediates the influence of work motivation, trust in the organisation, and resilience to employee commitment to change in this company. Theoretically, this study enriches theoretical knowledge related to organisational change management. Practically, this research can provide feedback to company management in managing the organisational change process.

Keywords: Work Motivation, Organisational trust, Employee resilience, Individual readiness for change, commitment to change

Introduction

Theoretically, the challenges of economic and social climates, crises that occur within the organisation, external social crises, conflicts, and pandemics can weaken an organisation's ability to survive quickly (Kähkönen, 2020). In 2020, one of the Government Company Subsidiaries, under PT Pupuk Indonesia (Persero), which engaged in the Engineering, Procurement, and Construction (EPC) industry, named PT DRU, also faced business challenges, especially when the era of Pandemic Covid 19 comes. In addition, there are also many threats from external factors, such as the slow global economy, which affects project continuity. The Financial Crisis caused by several factors forced the management to take appropriate action to save the company. Crisis management involves a state of preparedness and readiness before a crisis, where process capabilities can be built into the organisational system. Once a crisis occurs, change efforts are focused on overcoming the crisis, facilitating recovery from damage and post-crisis growth of the organisation (Kovoor-Misra, 2020). The strategic step taken by the company's management to achieve the efficiency target is optimising the organisation through an effective and efficient organisational restructuring plan to save the company. Changes in organisational structure can also be a source of resistance, where changes in narrow job categories can force employees to choose between the company's new perspective and their perspective (Burnes, 2015). Motivation is a psychological process that directs and energises an individual's inner desire to take action (Grant & Shin, 2012). Organisational trust involves individual belief in the organisation's integrity, competence, and goodwill in leading change (Kähkönen, 2020). When individuals feel they have high trust in the organisation they work for, they are more likely to feel confident that the proposed change is for the organisation's good (Six & Sorge, 2008). In a situation of financial difficulties faced by the company and with the polemic on employee efficiency and cost savings, it certainly affects employee job satisfaction with the company. However, on the one hand, employees still have hope to rise to face change with a positive attitude, namely to keep working well and continuously making improvements, which shows that employees have good resilience in dealing with organisational crisis contexts. The survival of an organisation during difficult times or crises with uncertainty depends on the ability of its members to stay in their jobs despite the difficulties they face. In other words, employees must show resilience (Sommer et al., 2016). The most important thing is that changes in the organisation not only burden the organisation as a whole but also impact individual employees in the organisation (Vakola & Nikolaou, 2005). Individual readiness to change refers to a person's attitude and readiness to adopt and participate in organisational change (Repovš et al., 2019). In

overcoming the crisis through organisational change, it is necessary to have a good relationship of commitment between management and employees. Commitment is an important criterion variable in assessing how organisational change affects organisational relationships with employees (Armenakis & Bedeian, 1999). Furthermore, in implementing change initiatives, if not paying attention to this, the process can result in employees experiencing stress or anxiety and being cynical, which can lead to a potentially reduced commitment to the organisation, job satisfaction, trust in the organisation, and motivation (Wanous et al., 2004). High work motivation can affect individual readiness to change. Individuals who are highly motivated in their work tend to have a positive attitude toward change and feel ready to adopt it. Individuals can mentally or cognitively, and emotionally tend to accept and adopt certain plans to want to move forward and change certain circumstances, a reflection of readiness to change (Wang et al., 2020). Individuals with high trust in the organisation tend to be more convinced that the proposed changes will benefit the organisation and themselves. Regarding changes in the company, trust in the organisation and individual readiness to change are interconnected and influence one another (Lines et al., 2005). Trust in the organisation creates a supportive climate. It gives confidence to individuals to adopt change, in which the form of measurement of high employee trust in the organisation can determine and solve problems and things that affect organisational stability (Kostova & Roth, 2002). Trust in an organisation is built based on two parties who support and mutual trust between the organisation and employees (Chams-Anturi et al., 2020). In the process of change, it is necessary to have a mutually influencing relationship between employee resilience and individual readiness to change. Employees may have confidence in their ability to overcome challenges, adapt to change, and take advantage of existing opportunities. High resilience can provide a strong psychological foundation for individual readiness to change (Wanberg & Banas, 2000). Employees with a high level of resilience tend to have an adaptive and resilient attitude in dealing with change (Cullen et al., 2014). Employees with a high level of resilience tend to have an adaptive and resilient attitude in dealing with change, which involves a person's ability to remain productive, function effectively, and maintain their well-being despite facing difficult or changing situations (Tampubolon, 2020). Dealing with change, specifically by restructuring the organisation, requires comprehensive preparation for the individuals involved. Clear communication and job descriptions, extensive training, and high human resource management performance can produce individuals' readiness for change (Alqudah et al., 2022). The relationship between employee resilience and individual readiness to change can influence each other (Shin et al., 2012). Individual readiness to change plays an important role in providing a mediating effect between the effect of work motivation on individual readiness to change (Al-Maamari et al., 2021), organisational trust in individual readiness to change (Yue et al., 2019), and employee resilience to individual readiness to change (Cho et al., 2017) and individual readiness to change towards a commitment to change (Mahendrati & Mangundjaya, 2020). Employees or individuals who feel ready and have a positive attitude toward change will tend to have a higher level of commitment to support and participate in these changes (Olafsen et al., 2021). Can be open to change, better able to overcome challenges, and more active in helping achieve the goals of change. Highly committed employees in any company carry out high performance sustainably and contribute to the long-term prosperity of the company's environment (Abuzaid, 2018).

Research Methods

This research will take the population of employees of PT. DRU in the context of an organisation experiencing a crisis. In obtaining respondents, researchers used convenience sampling, which was carried out freely at the researcher's discretion. This method was chosen to make it easier to collect sample data. Researchers can choose people who are easy to find. Collecting data in this study is by using the Google Forms online questionnaire. The 135-item questionnaire was adapted from previous research studies on organisational change behaviour. The variables measured include work motivation with the dimensions of the Intrinsic and Adapted Extrinsic scales (Mardanov, 2020). Work motivation has 20 items assessed, each scored on a 5-point Likert-type scale (1 = strongly disagree to 5 = strongly agree). Organisational trust is a multidimensional structure (Mishra, 1996; Shockley-Zalabak et al., 2000). Several terminologies for the trust dimension have been used in the literature, including competence, integrity, commitment, dependability, partnership, employee care, retention, retention, and/or honesty (Institute for Public Relations, n.d.; Mishra, 1996; Morgan & Arms, 1994; Shockley-Zalabak et al., 2000). Organisational trust has 46 items assessed (Paine, 2003), each scored on a 5-point Likert-type scale (1 = strongly disagree to 5 = strongly agree). The employee resilience development scale consists of 9 items (Näswall et al., 2019). It was determined that the most suitable measuring instrument might suggest a frequency level of the suspected behaviour. It was decided on a Likert-type scale with "Rarely" and "Almost always" as anchors at each end of the scale. The scale items are preceded by instructions to respondents to indicate how often they engage in the behaviour described by each item. The Individual readiness for change scale was adopted (Holt et al., 2007). The multidimensional systematic development scale consists of Change self-efficacy, Discrepancy, Personal Valence, Organizational Valence, and Senior Leadership Support and has 44 assessment items, each of which is scored on a Likert-type scale of 5 points (1 = strongly disagree to 5 = strongly agree). The commitment to change measuring tool is implemented (Herscovitch & Meyer, 2002) with three dimensions: affective commitment, normative commitment, and continuance commitment. In previous research, the commitment to

change measuring tool adds vocational commitment as a fourth dimension based on theoretical prospects (Feng et al., 2019). Commitment to change has 16 items assessed, each scored on a 5-point Likert-type scale (1 = strongly disagree to 5 = strongly agree). There are ten hypotheses in this study. The hypothesis is built based on several previous studies. Each developer is described as follows H1: Work motivation has a positive effect on individual readiness for change. H2: Organisational trust has a positive effect on Individual readiness for change. H3: Employee resilience has a positive effect on Individual readiness for change. H4: Work motivation has a positive effect on commitment to change. H5: Organisational trust has a positive effect on commitment to change. H6: Employee resilience has a positive effect on commitment to change. H7: Individual readiness for change has a positive effect on commitment to change. H8: Work motivation has a positive effect on commitment to change through the mediation of Individual readiness for change. H9: Organisational trust has a positive effect on commitment to change through the mediation of Individual readiness for change. H10: Employee resilience has a positive effect on commitment to change through the mediation of Individual readiness for change. This study uses data analysis using SmartPLS software. PLS (Partial Least Square) is a variant-based structural equation analysis (SEM) that can simultaneously test the measurement and Structural models. The measurement model is used to test the validity and reliability. In comparison, the structural model is used to test causality.

Results

The table also shows that all paths have a t-value above 1.65, which indicates a significant influence on all paths.

Table 1 Hypothesis Test Result

	Hypothesis	Coefficient	t-value Results	Conclusions
H1	<i>Work motivation has a positive effect on Individual readiness for change</i>	0,320	3,368	H1 accepted. Significant positive
H2	<i>Organisational Trust has a positive effect on Individual readiness for change</i>	0,122	2,201	H2 accepted. Significant positive
H3	<i>Employee resilience has a positive effect on Individual readiness for change</i>	0,442	5,869	H3 accepted. Significant positive
H4	<i>Work Motivation has a positive effect on commitment to change</i>	-0,080	1,447	H4 rejected, Not significant
H5	<i>Organisational trust has a positive effect on commitment to change.</i>	0,215	4,169	H5 accepted, Significant positive
H6	<i>Employee resilience has a positive effect on commitment to change</i>	0,054	0,913	H6 rejected, Not significant
H7	<i>Individual readiness for change has a positive effect on commitment to change</i>	0,746	14,126	H7 accepted, Significant positive
H8	<i>Work Motivation has a positive effect. Commitment to change through the</i>	0,239	3,391	H8 accepted, Significant positive

mediation of <i>Individual readiness for change</i>			
H9	<i>Organisational trust</i> has a positive effect on <i>commitment to change</i> through the mediation of <i>Individual readiness for change</i>	0,091 2,138	H9 accepted, Significant positive
H10	<i>Employee resilience</i> has a positive effect on <i>commitment to change</i> to <i>Individual readiness for change</i>	0,330 5,771	H10 accepted, Significant positive

The summary of the hypothesis testing results is shown in the figure. The numbers written for each hypothesis are presented sequentially by coefficient values path and t-values. Behind the t-value is marked (), which indicates that the significant level used is 5% with a critical value of 1.65 (one-tailed test), so the t-values are significant if they are greater than 1.65 (Hair et al., 2017).

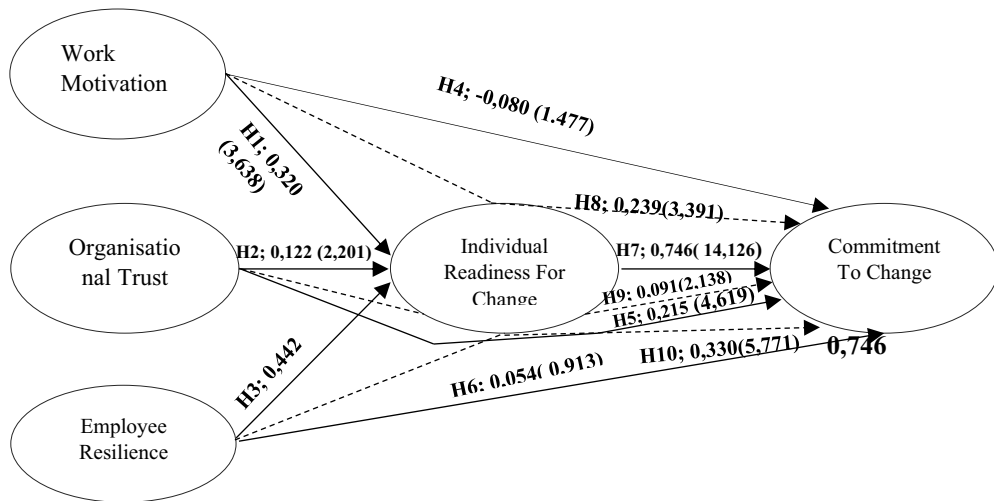


Figure 1 Summary Model Analysis Results

Discussion

The results of this study indicate that the influence of employee motivation is an important element in preparing employees to face change. Work motivation and individual readiness to change have a mutually reinforcing relationship. High work motivation can increase individual readiness to adopt change, while high individual readiness can increase work motivation. These two factors are interrelated and contribute to shaping individual attitudes toward change in the organisational context. The study results show that work motivation variables will be more effective if individual readiness for change variables are used to strengthen employee commitment to change. The study results show that organisational trust significantly supports individual readiness for change. If this is not a concern for management, changes in the company will not work well in the long term because one of the employee's attachments to the company is based on the form of employee trust in their well-being in future in the company. Overall, organisational trust and individual readiness to change have a relationship that influences each other. High organisational trust can increase individual readiness to change. Employee resilience and Individual readiness for change have a mutually influencing relationship. High employee resilience can increase individual readiness to change. The influence of these relationships creates a conducive environment for individuals to face change with a positive attitude and build stronger resilience in dealing with the stress and challenges associated with organisational change. In this study, individual readiness for change is directly influenced by several variables, namely work motivation, organisational trust, and employee resilience, the results of which all have positive and strong significance. Thus, Individual readiness for change plays a vital role in bridging the influence of work motivation, Organisational trust, and Employee resilience on commitment to change. In the context of organisational crisis, these mediators help explain how psychological and organisational

factors influence individual attitudes and readiness to adopt the necessary changes. Why is this needed? The answer is that crises often require rapid and significant changes in the organisation, which can include changes in organisational structure, policies, and procedures, business strategy, and even changes in organisational culture. In crises, organisations need to adapt quickly to unexpected changes. Individual readiness to change allows them to be more flexible and adaptable to these changes. Individuals with high readiness will be more open to new ideas, more ready to change work routines, and better able to deal with uncertainty. There is a form of acceptance of change. Sometimes, significant changes must be made to overcome the challenges faced. Individuals with high readiness will be more accepting and supportive of this change rather than facing it with resistance or mistrust. With the desire to contribute actively, individuals who feel ready to change will be more motivated to contribute in dealing with crises and supporting change efforts. They will be more motivated to find solutions, overcome obstacles, and work with colleagues to achieve organisational goals in difficult situations. With an attitude of resilience to challenges, individuals with high readiness will be better able to cope with pressure, manage stress, and remain productive in challenging situations. They will better adapt to change, learn from failure, and move on despite adversity. Organisations need to pay attention to and facilitate individual readiness to change in the face of crisis and organisational change because, in an organisational crisis that leads to change, individual readiness to change becomes an important factor that can influence the success of the change. High individual readiness will help facilitate needed change, reduce resistance to change, and create an environment where individuals can work together to achieve change goals. In this study, individual readiness became a robust variable affecting commitment to change, meaning that the higher the level of individual readiness to change, the higher the level of individual commitment to change. This reflects that individuals ready to change tend to have a higher commitment. Its influence on commitment to change includes overcoming resistance. In an organisational crisis headed for change, resistance to change can become a significant obstacle. Individuals who are not ready or reluctant to change tend to resist change. However, individuals who are highly ready to change will be more open and accept change better. They tend to have a positive attitude, are motivated, and are willing to work together in the face of needed change. Therefore, individual readiness to change can help overcome resistance and facilitate more effective change implementation.

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