



## THE EFFECT OF WORK ENGAGEMENT AND EMPLOYEE READINESS TO CHANGE ON ORGANIZATIONAL CHANGE WITH PERCEIVED ORGANIZATIONAL SUPPORT AS A MODERATING VARIABLE IN THE SHARIA BUSINESS UNIT OF PT. NUMUT BANK

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### Abstract

*This study aims to determine the effect of Work Engagement and Employee Readiness to Change on Organizational Change through Perceived Organizational Support as a moderating variable. This research is associative research and the type of data used is quantitative data. The data used is obtained from primary data and secondary data. The analysis method used is descriptive statistical analysis and structural equation modeling. The population and sample in this study amounted to 131 permanent employees in the Sharia Business Unit of PT Bank Sumut with the sampling used was proportional random sampling. The results of this study indicate that Work Engagement has a positive and yet insignificant effect on Organizational Change, Employee Readiness to Change has a positive and significant effect on Organizational Change, Perceived Organizational Support is unable to strengthen the influence of Work Engagement on Organizational Change, and Perceived Organizational Support is also unable to strengthen the influence of Employee Readiness to Change on Organizational Change at the Sharia Business Unit of PT. North Sumatra Bank.*

**Keywords:** *Work Engagement, Employee Readiness to Change, Organizational Change, Perceived Organizational Support*

### 1. INTRODUCTION

Global and national economic conditions that are growing positively cannot be avoided from the challenges of significant changes due to the impact of very rapid technological developments, wars between countries, and the occurrence of pandemics on a global scale. The financial sector is a sector that cannot be avoided from these various changes. The dynamics in the financial industry are of course responded to by the government as well as various regulators and institutions by issuing policy directions that can become a reference for all industries in the financial services sector, including sharia banking, to face various challenges that are currently and will be faced (OJK, 2023). PT. Bank Sumut is a Conventional Commercial Bank which is one of the Regional Government-Owned Banks of North Sumatra Province which is domiciled and has its head office on Jalan Imam Bonjol Number 18 Medan, North Sumatra. If you look at the journey of the North Sumatra Bank Sharia Business Unit, it began with the issuance of Law No. 10 of 1998 which provided an opportunity for conventional banks to establish a Sharia Business Unit (UUS), the North Sumatra Bank responded by establishing the North Sumatra Bank Sharia Business Unit (UUS) in 2004 as a commitment to provide sharia banking services in North Sumatra Province. In line with the long-term strategy for developing sharia banking in Indonesia, the existence of UUS in conventional banks is only temporary and not permanent. This is confirmed through Law no. 21 of 2008 concerning Sharia Banking, Article 68 paragraph 1 which reads "In the event that a Conventional Commercial Bank has a UUS whose asset value has reached at least 50% (fifty percent) of the total asset value of its parent bank or 15 (fifteen) years since its enactment "This Law means that the Conventional Commercial Bank in question is obliged to spin off the UUS into a Sharia Commercial

**THE EFFECT OF WORK ENGAGEMENT AND EMPLOYEE READINESS TO CHANGE ON ORGANIZATIONAL CHANGE WITH PERCEIVED ORGANIZATIONAL SUPPORT AS A MODERATING VARIABLE IN THE SHARIA BUSINESS UNIT OF PT. NORTH SUMATRA BANK**

*Jauhari, Elisabet Siahaan, Sukaria Sinulingga*

Bank." The demand for strengthening and developing the banking industry from global to national scope has led to changes in banking in Indonesia, especially the sharia banking industry. The Islamic Financial Service Board through the Development Ten-Year Framework and Strategies: A Final Review is a guide for national sharia banking to carry out transformation in order to create a sharia banking industry that is resilient and competitive on a global and national scale. OJK as the financial industry regulator responds to policies from The Islamic Financial Service Board launched the Roadmap for Strengthening and Development of Indonesian Sharia Banking for 2023-2027, then changes to the provisions for strengthening Sharia Business Units through POJK 12 of 2023 further emphasized the obligation of Conventional Commercial Banks that have Sharia Business Units, especially Bank of North Sumatra to transform into Units. Sharia businesses that are stronger, more competitive, have business funding resilience and improved information technology infrastructure have become a need for today's banking service users.

These external environmental factors encourage Bank Sumut to make changes which of course start with the employee dimension. Organizational changes can be carried out successfully if they are supported by all elements within the organization, so that the stages of the change process can run well (Siagian Ostian, 2022). In organizational practices that will be or are in a stage of change, it is important to recognize that employees experience fluctuating levels of work engagement while doing their work. However, it is equally important to know the general level of engagement, and whether this level can be influenced by human resource practices (Bakker & Albrecht, 2018), so that good employee work engagement results can drive organizational success in transformation. Employee readiness for change is the key to the success of organizational changes carried out by the company. If employees are not ready to face change, then they will not be able to follow and will feel burdened by the organizational changes that occur.

The lack of attention from companies in understanding the processes that occur with employees causes companies to lose opportunities to influence employees to be ready to face changes in the company (Faris & Kadiyono, 2019). Apart from work engagement factors and employee readiness to change, organizational support factors are important pillars that have a very strong influence in determining an organization's success in changing. (Huang, 2022) said that several reports reveal that a positive attitude towards change plays a key role in implementing successful organizational change. Despite numerous reports on organizational change, relatively little attention has been paid not only to the mediating role of attitudes toward change in the implications of organizational change, but also to the moderating impact of perceived organizational support on the ultimate success of organizational change.

Research (Van Den Heuvel et al., 2020) recommends future research to develop work engagement and organizational change research by adding organizational support variables. In research (Eisenberger et al., 2020), there is a research gap which recommends future research to examine the relationship between Perceptions of Organizational Support and Employee Work Engagement. The relationship between Organizational Support and Employee Work Engagement can provide insights for organizations to use support as a trigger that is easily formed to increase employee work engagement, while in research (Sun, 2019) there is a research gap which states that the research did not review perceived organizational support as a moderator variable, so future research is deemed necessary to collect literature on the mediating effect or moderator of perceived organizational support.



## 2. LITERATURE REVIEW

### 2.1 Work Engagement

The attitude of loyalty and strong ties shown by UUS employees towards Bank Sumut, so that the loyalty and ties felt by these employees encourage performance and motivation in producing better work results to achieve goals.

### 2.2 Employee Readiness to Change

UUS employees' attitudes and beliefs regarding their ability to implement the changes that have been designed, confidence in the suitability of the changes, confidence in the leadership's commitment to the changes, and belief that the changes will provide benefits for employees

### 2.3 Organizational Change

The process of continually updating the Sharia Business Unit organization in terms of structure, information technology, human resources and capacity to improve services for dynamic market and customer needs as well as increasing the work effectiveness of Bank Sumut

### 2.4 Organizational Support

Perceptions of UUS Bank Sumut employees regarding the extent to which Bank Sumut values contribution, provides support and cares about employee welfare.

## 3. RESEARCH METHODS

### 3.1 Types and Nature of Research

This type of research is descriptive research with a quantitative approach and cross-sectional design. According to Sugiyono (2018: 56), descriptive research is research conducted to determine the value of independent variables, either one or more variables (independent) without making comparisons, or connecting them with other variables. This descriptive research is intended to obtain an overview and information regarding the response of UUS Bank Sumut employees to plans for change and development of the UUS organization at Bank Sumut on the variables studied.

### 3.2 Research Location and Time

This research was conducted at the Sharia Business Unit (UUS) of Bank Sumut which has its head office on Jalan Imam Bonjol No. 18 Medan, North Sumatra and all Sharia Branch Offices and Sharia Sub-Branches of North Sumatra Bank spread across North Sumatra Province. Research starts from April to June 2024.

### 3.3 Population and Research Sample

The population in this study were all permanent employees in 7 (seven) Work Units, namely the Sharia Business Unit (UUS) of Bank North Sumatra, Sharia Branch Offices and Sharia Sub-Branch of Bank North Sumatra, totaling 194 (two hundred and fifty one) people. From the results of calculations using the Slovin formula, a sample size of 131 (one hundred and thirty-one) employees was obtained.

**THE EFFECT OF WORK ENGAGEMENT AND EMPLOYEE READINESS TO CHANGE ON ORGANIZATIONAL CHANGE WITH PERCEIVED ORGANIZATIONAL SUPPORT AS A MODERATING VARIABLE IN THE SHARIA BUSINESS UNIT OF PT. NORTH SUMATRA BANK**

*Jauhari, Elisabet Siahaan, Sukaria Sinulingga*

**4. RESULTS AND DISCUSSION**

**4.1 Analysis of the Influence Between Variables**

**Table 1 Cross Loading for Each Indicator**

	<b>ORGANIZATIONAL SUPPORT</b>	<b>EMPLOYEE READINESS FOR CHANGE</b>	<b>WORK ENGAGEMENT</b>	<b>ORGANIZATIONAL CHANGES</b>
<b>DO02</b>	<b>0.709</b>	0.460	0.412	0.361
<b>DO03</b>	<b>0.643</b>	0.317	0.368	0.477
<b>DO04</b>	<b>0.822</b>	0.391	0.320	0.496
<b>DO05</b>	<b>0.681</b>	0.351	0.412	0.533
<b>DO06</b>	<b>0.811</b>	0.429	0.283	0.478
<b>DO07</b>	<b>0.725</b>	0.560	0.503	0.477
<b>DO08</b>	<b>0.691</b>	0.410	0.481	0.441
<b>CC 01</b>	0.470	0.686	0.769	0.602
<b>CC 02</b>	0.517	0.716	0.783	0.556
<b>CC 03</b>	0.508	0.671	0.856	0.534
<b>CC 04</b>	0.537	0.815	0.924	0.659
<b>CC 05</b>	0.527	0.791	0.892	0.629
<b>CC 06</b>	0.309	0.578	0.729	0.504
<b>CC 08</b>	0.268	0.655	0.712	0.375
<b>CC 10</b>	0.165	0.564	0.605	0.394
<b>KPUB 10</b>	0.520	0.786	0.580	0.612
<b>KPUB01</b>	0.355	0.810	0.721	0.590
<b>KPUB02</b>	0.391	0.843	0.738	0.639
<b>KPUB03</b>	0.246	0.719	0.712	0.493
<b>KPUB04</b>	0.448	0.740	0.706	0.498
<b>KPUB05</b>	0.534	0.796	0.791	0.527
<b>KPUB08</b>	0.530	0.729	0.565	0.524
<b>KPUB09</b>	0.447	0.679	0.546	0.695
<b>PO01</b>	0.702	0.562	0.581	0.712
<b>PO02</b>	0.466	0.296	0.397	0.621
<b>PO03</b>	0.573	0.577	0.535	0.803
<b>PO04</b>	0.556	0.592	0.514	0.840
<b>PO05</b>	0.453	0.468	0.444	0.775
<b>PO06</b>	0.583	0.538	0.495	0.812
<b>PO07</b>	0.398	0.629	0.577	0.789
<b>PO08</b>	0.378	0.560	0.457	0.795
<b>PO09</b>	0.439	0.739	0.601	0.789
<b>PO10</b>	0.470	0.790	0.654	0.811

## 4.2 Structural Model Evaluation (Inner Model)

**Table 2 Influence Coefficient Between Variables**

	<i>Original Sample(O)</i>	<i>Sample Mean(M)</i>	<i>Standard Deviation(STD EV)</i>	<i>T Statistics( O/STD EV )</i>	<i>P Values</i>
<b>ORGANIZATIONAL SUPPORT→ORGANIZATIONAL CHANGES</b>	0.318	0.313	0.087	3,650	<b>0,000</b>
<b>EMPLOYEE READINESS FOR CHANGE→ORGANIZATIONAL CHANGES</b>	0.556	0.544	0.150	3,696	<b>0,000</b>
<b>WORK ENGAGEMENT→ORGANIZATIONAL CHANGES</b>	0.019	0.037	0.142	0.137	<b>0.891</b>
<b>KK AND DO→ORGANIZATIONAL CHANGES</b>	-0.114	-0.128	0.099	1,160	<b>0.247</b>
<b>KPUB AND DO→ORGANIZATIONAL CHANGES</b>	-0.019	-0.004	0.083	0.232	<b>0.817</b>

## 3.3 Quality Model Evaluation

**Table 3 R-Square Results**

	<i>R-Square</i>	<i>R-Square Adjusted</i>
<b>ORGANIZATIONAL CHANGES</b>	0.661	0.647

Testing of the structural model (Inner Model) is carried out by looking at the R Square value (). R-Square can be used to explain the influence of certain exogenous latent variables on whether endogenous latent variables have a substantive influence (Ghozali, 2021). Values 0.75 (strong), 0.50 (moderate), and 0.25 (weak) (Hair et al. 2021). Based on Table 4.23. above, it can be seen that the Adjusted R Square value explains the variation in the construct (KP) of organizational change by 66.1%, which is in the strong category. There is an influence of other variables of 33.9%. $R^2$

## 4.4 Hypothesis testing

**Table 4 Hypothesis Answers**

	<b>Hypothesis</b>	<b>Influence Coefficient</b>	<b>p-value</b>	<b>Conclusion</b>
H1	Work Engagement has a positive and significant effect on Organizational Change at UUS Bank Sumut.	0.019	0.891	Accepted
H2	Employee readiness to change has a positive and significant effect on organizational change at UUS Bank Sumut.	0.556	0,000	Accepted
H3	Organizational Support strengthens the influence of Work Engagement on Organizational Change at UUS Bank Sumut.	-0.114	0.247	Rejected
H4	Organizational Support strengthens the influence of Employee Readiness to Change on Organizational Change at UUS Bank Sumut	-0.019	0.817	Rejected

**THE EFFECT OF WORK ENGAGEMENT AND EMPLOYEE READINESS TO CHANGE ON ORGANIZATIONAL CHANGE WITH PERCEIVED ORGANIZATIONAL SUPPORT AS A MODERATING VARIABLE IN THE SHARIA BUSINESS UNIT OF PT. NORTH SUMATRA BANK**

*Jauhari, Elisabet Siahaan, Sukaria Sinulingga*

**5. DISCUSSION**

**5.1 The Effect of Work Engagement on Organizational Change**

Based on the path coefficient value of Work Engagement which is positive, namely 0.019 with a significance of 5 t count  $0.969 < 1.96$  and p-value  $0.891 > \alpha (0.05)$  reflecting that Work Engagement has a positive but not significant effect on Organizational Change. This means that if the work engagement of UUS Bank Sumut employees in supporting organizational change at UUS is increased, it will have a positive and significant impact on organizational change efforts. The results of this research are supported by descriptive statistical analysis indicating that the work engagement of UUS employees is in the "Very High" category with an average value of 4.22. The value sequence diagram shown in Figure 4.7 Graph of Average Work Attachment Variable indicates that the work engagement of UUS Bank Sumut employees is high due to the encouragement of a sense of personal usefulness to contribute optimally in this organizational change process.

This is reflected in the respondents' answers where the majority of employees answered that they always felt happy when they were useful in organizational changes at UUS Bank Sumut. The most dominant work engagement sub-variables are the dimensions of dedication and vigor. Indicators of the weak significance of the influence of work engagement as reflected in the results of this research are shown in the absorption dimension where the majority of employees have a tendency towards disagreeing if they are immersed in and spending time in organizational change. This is based on the approach taken by researchers because of the need for balance. personal and work life (worklife balance), this antecedent is one source of factors originating from employees' personal resources, this is in line with research (Yalzamul Insan et al., 2021) which states that worklife balance has a positive and significant effect on employee work engagement .

Indicators of the weak influence of UUS employees' work engagement on organizational change based on researchers' observations are also supported by facts in the field where the workload mandated by the company does not match the capabilities and competencies of employees (lack of Job Resources), so this is a trigger for increased work stress that cannot be avoided. managed by employees. This finding is in line with the phenomenon in the background of this research which reveals that the weak work engagement of UUS employees is due to one of them being job characteristics that do not match employee expectations. This condition is also supported by the theoretical concept put forward by Kevin Kruse (2012) which states low quality Employee work engagement is influenced by several factors, including the mismatch in workload and the role model of leaders who become role models for employees in carrying out their work.

The indicators above show the importance of organizational change that originates from the work engagement of UUS employees. As stated by (Gawke et al., 2017) that employees are open to new experiences, engaged employees have more creative ideas and are more likely to innovate and work. In addition to performance outcomes at the individual level, research shows that engaged workers are more likely to help their coworkers. At the team level, teamwork engagement has been shown to be positively related to team performance (Costa et al, 2015; Tims et al, 2013). The results of this study are in line with research (Albrecht et al., 2022) showing that job resources related to change are proven to have the strongest positive relationship with employee engagement. Research (Van Den Heuvel et al., 2020) shows that there is a significant positive relationship between maintaining employee work engagement during the transition period of organizational change, resulting in a good and successful change process. Meanwhile, research (Rahmawati et al., 2022) shows that employee perceptions of organizational change do not have a significant effect on work engagement.

### 5.2 The Influence of Employee Readiness to Change on Organizational Change

Based on the path coefficient value of Employee Readiness to Change which is positive, namely 0.556 with a significance of 5 t count  $3.969 > 1.96$  and p-value  $0.000 < \alpha (0.05)$  reflecting that Employee Readiness to Change has a positive and significant effect on Organizational Change. This means that if the readiness of UUS Bank Sumut employees to support organizational change at UUS is increased, it will have a positive impact on optimizing organizational change. The results of this research are supported by descriptive statistical analysis indicating that employee readiness to change at UUS is in the "Ready" category with an average value of 4.14. The sequence diagram of the values shown in Figure 4.8 Graph of the Mean Employee Readiness for Change variable indicates that the readiness of UUS Bank Sumut employees will be high because of the employee's inner belief that this organizational change will encourage UUS to have a competitive advantage in the Banking Industry.

This is reflected in the respondents' answers where the majority of employees answered that they would be ready to face change considering the belief that this change was in accordance with the needs of the organization if viewed from the benefits and impacts that would be felt both from the employee side and from Bank Sumut. The most dominant employee readiness is in the dimensions of suitability for change (appropriateness) and self-confidence to change (self-change efficacy). The indicators above show the importance of organizational change that originates from within and is compatible with UUS employees. As stated by (Vakola, 2013), organizational change cannot be implemented effectively without the willingness of the recipients of change to change themselves and support the suggested organizational change program/initiative. These changes cannot occur if employees are not ready for them. In other words, individual or organizational change will be facilitated by a high level of individual readiness for change, which is a trait that is malleable based on psychological predispositions and shaped by the organizational context and change.

Organizational change in UUS begins with preparing all human resources to accept organizational change policies because in essence humans are the subject and object of organizational change and are resistant to change. In this case, employees will experience changes in regulations, organizational structure, certainty of status and welfare in the future which may not necessarily be the same as the current organization. So that having mature employee readiness can make employees more loyal and increase employee commitment to the company. The results of this research are in line with research by Madsen et al (2005) and Holt et al (2007) which shows that higher employee readiness for strategic change will increase employee commitment to organizational change. Research (Lara, 2022) shows that employee readiness has a significant positive relationship to transformation in the global industry. Research (Mathur et al., 2023) shows that employee readiness for change has a positive and significant impact on organizational change.

### 5.3 Moderating Organizational Support for Work Engagement on Organizational Change

Based on the path coefficient value of Work Engagement towards Organizational Change through Organizational Support which has a negative value, namely -0.114 with a significance of 5 t count of  $1.160 < 1.96$  and a p-value of  $0.247 > \alpha (0.05)$  reflecting that Organizational Support is unable to moderate the influence work engagement towards Organizational Change. This means that perceived organizational support does not strengthen the work engagement of UUS employees in the organizational change process. The results of the descriptive analysis also strengthen the results of the research above. This is reflected in the sub-variable Organizational Support in the justice dimension (fairness) where on the fair indicator in providing compensation the majority of respondents' answers tend to be neutral and disagree, this indicates that Bank Sumut is seen as relatively not providing justice in appreciating the contribution of UUS employees with compensation. which was in line with expectations, then the

**THE EFFECT OF WORK ENGAGEMENT AND EMPLOYEE READINESS TO CHANGE ON ORGANIZATIONAL CHANGE WITH PERCEIVED ORGANIZATIONAL SUPPORT AS A MODERATING VARIABLE IN THE SHARIA BUSINESS UNIT OF PT. NORTH SUMATRA BANK**

*Jauhari, Elisabet Siahaan, Sukaria Sinulingga*

majority of respondents indicated that Bank Sumut had not been fair in allocating resources to support UUS employees both in the form of facilities and infrastructure in this organizational change process. In addition to the sub-variables above, in the organizational reward sub-variable, the organizational support provided by Bank Sumut in the form of compensation is not optimal and meets the expectations of UUS employees, this is reflected in the answers of the majority of respondents who tend to be neutral and disagree with the level of concern and Bank Sumut's attention in providing compensation and career paths to UUS employees.

. The factors that influence the inability of organizational support to strengthen work engagement are dominated by organizational justice and appreciation, supported by research (Yuswardi, 2019) which states that with support from the company in the form of compensation, it can increase employee work engagement in the company. Then research (Ice Kamela et al., 2022) states that company organizational support provided in the form of supporting resources can influence the level of employee work engagement in the company. The results of this research are in line with (Misch et al., 2017) which states that Perceived Organizational Support does not mediate Employee Work Engagement. Meanwhile research conducted (Musenze et al., 2021) shows that data analysis supports a strong positive relationship between the level of perceived organizational support and work engagement. This research also found that perceived organizational support mediates the relationship between self-efficacy and work engagement.

#### **5.4 Moderating Organizational Support for Employee Readiness to Change in Organizational Changes**

Based on the path coefficient value of Employee Readiness to Change to Organizational Change through Organizational Support which is negative, namely -0.019 with a significance of  $t$  count  $0.232 < 1.96$  and  $p$ -value  $0.817 > \alpha (0.05)$  reflecting that Organizational Support is not capable moderating the influence of employee readiness to change on Organizational Change. This means that perceived organizational support does not strengthen the readiness of UUS employees to change in the organizational change process. The results of the descriptive analysis also strengthen the results of the research above. This is reflected in the sub-variable Organizational Support in the justice dimension (fairness) where on the fair indicator in providing compensation the majority of respondents' answers tend to be neutral and disagree, this indicates that Bank Sumut is seen as relatively not providing justice in appreciating the contribution of UUS employees with compensation. which was in line with expectations, then the majority of respondents indicated that Bank Sumut had not been fair in allocating resources to support UUS employees both in the form of facilities and infrastructure.

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The research results are supported by research (Adlina et al., 2018) showing that the variable perception of organizational support has no influence on individual readiness to change. While research conducted (Kebede & Wang, 2022) shows that organizational justice is a factor that has a significant influence on employee readiness to change, Perceived Organizational Support mediates the positive influence of organizational justice on employee readiness to change. Research (Soeharso & Raihanah, 2023) shows that there is a significant influence of psychological empowerment on individual readiness to change, then the role of perceived organizational support moderates the relationship between psychological empowerment and individual readiness to change among Indonesian banking industry employees.

## 6. CONCLUSION

Based on the results of the research and discussion in the previous chapter, several things can be concluded as follows:

1. Work Engagement has a positive but not significant effect on organizational change at UUS Bank Sumut.
2. Employee readiness to change has a positive and significant effect on organizational change at UUS Bank Sumut.
3. Organizational support is unable to moderate the relationship between work engagement and organizational change at UUS Bank Sumut.
4. Organizational support is unable to moderate the relationship between employee readiness to change and organizational change at UUS Bank Sumut.

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**THE EFFECT OF WORK ENGAGEMENT AND EMPLOYEE READINESS TO CHANGE ON ORGANIZATIONAL CHANGE WITH PERCEIVED ORGANIZATIONAL SUPPORT AS A MODERATING VARIABLE IN THE SHARIA BUSINESS UNIT OF PT. NORTH SUMATRA BANK**

*Jauhari, Elisabet Siahaan, Sukaria Sinulingga*

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**THE EFFECT OF WORK ENGAGEMENT AND EMPLOYEE READINESS TO CHANGE ON ORGANIZATIONAL CHANGE WITH PERCEIVED ORGANIZATIONAL SUPPORT AS A MODERATING VARIABLE IN THE SHARIA BUSINESS UNIT OF PT. NORTH SUMATRA BANK**

Jauhari, Elisabet Siahaan, Sukaria Sinulingga

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