

Effect of Perceptions of Organizational Change on Work Engagement: A Moderator Role of Perceived Organizational Support

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Abstract—This study aims to examine the effect of perceptions of organizational change on work engagement with perceived organizational support as moderator variable. Questionnaires distributed to 100 participants and the hypothesis is examined using quantitative approach. Data was analyzed using the Structural Equation Modeling-Partial Least Square (SEM-PLS) method with SmartPLS. The results are significant and negative effects between perceptions of organizational change and work engagement, with perceived organizational support played a quasi moderating role. Limitations of this study indicate the need for further research.

Keywords—perception; organizational change; work engagement; organizational support; employees

I. INTRODUCTION

A workplace that provides support is something that many employees are looking for. Organizational support given to organizational members tends to rise positif affect in organizational members towards the organization, strengthen the bond between members-organization, and increase organizational members' feelings of reciprocating the attitudes taken by the organization (1). To explain that organizational members will act and behave based on their perception of the treatment provided by the organization, the term used refers to the theory of perceived organizational support (POS). The presence of perceived organizational support (POS) will lead to increased work engagement, job satisfaction, and positive mood (2). POS will encourage employees to help the organization achieve its goals in the hope that their increased performance will be rewarded (3). POS behaviors in employees increased in-role and extra-role performance as well as reduced stress and withdrawal behavior such as absenteeism and turnover (4).

However, there is a significant external environment which requires organizations to adapt quickly in order to maintain effectiveness and fulfill the organization's goals. The external environment can be in the form of government regulations and competition conditions with other organizational competitors (5). Adjustment to external demands surely followed by organizational changes. Organizational change could be in the form of recruiting human resources, modifying a occupation (6) as well as other future changes. Organizational changes can not be avoided to adapt the external factors (7) even though research

shows that organizational change are frequently associated with stress, negative emotions (8), threats, uncertainty, and reduced well-being and motivation among employees (9).

Therefore the success of organizational change depends on its human resources (10), as employees' perceptions of organizational change are personal assessments of whether the changes considered positive or negative (11). For the well-being and success of employees in the face of organizational change, it is important to understand the determinants of employee reactions and how these reactions develop during change events (12). One crucial determining factor is whether employees remain engaged and engaged with their work during demanding events (13). Work engagement is defined as positive affective motivation, a state characterized by the experience of passion, dedication, and preoccupation with one's work (14). Although there is little research investigating work engagement in the context of organizational change (15), research in other contexts shows work engagement to be a significant predictor of various important outcomes, such as employee performance (16), organizational commitment and well-being (17).

To increase employees' productivity, practitioners and academics agree that organizations need to design work environment conditions that make employees feel involved (18) and positively connected (19), which in this case is termed work engagement. Productivity will increase because positive involvement and attachment to the workplace makes employees able to understand the company's vision and brings a sense of worth to the work they do (20). The sense of worth referred to something comprehensive that includes a sense of self-confidence, a positive view regarding success in carrying out work, as well as confidence regarding the ability to resolve challenges that may be faced in the process of achieving that success. Thus, it is also reasonable to expect work engagement to be beneficial when change in an organization is initiated. We test this assumption in this paper

II. PURPOSE AND METHODS

This study aims to investigate the effect of perceptions of organizational change on work engagement with the moderator role of perceived organizational support based on gender, age, and career stages. A quantitative approach using structural equation modeling-partial least square (SEM-PLS) conducted on data of 100 private sector employees who were selected based on the accidental sampling technique, in the SmartPLS application. Work Engagement is measure using the Utrecht Work Engagement Scale (UWES) developed by Schaufeli and Bakker (21). Perceptions of Organizational Change is measure using the questionnaire developed by Rafferty and Griffin (22). Perceived Organizational Support is measure using the questionnaire developed by Eisenberger (23). Instruments uses a 5-point Likert Scale with the score of 1 (strongly disagree) to 5 (strongly agree).

III. RESULTS AND DISCUSSION

The results of the description of the participants' gender are shown as follows:

TABLE I. PARTICIPANTS BY GENDER

<i>Gender</i>	<i>Frequency (N)</i>	<i>Percentage (%)</i>
Male	56	56%
Female	44	44%
Total	100	100%

Based on table 1 above, the majority were male participants (56%), slightly higher than female participants (44%).

MEASUREMENT MODEL : This outer model analysis aims to measure the aspects similarity of each indicator uses the values of convergent validity and composite reliability.

Convergent Validity : Each indicator is considered valid if it shows an outer loading value >.7

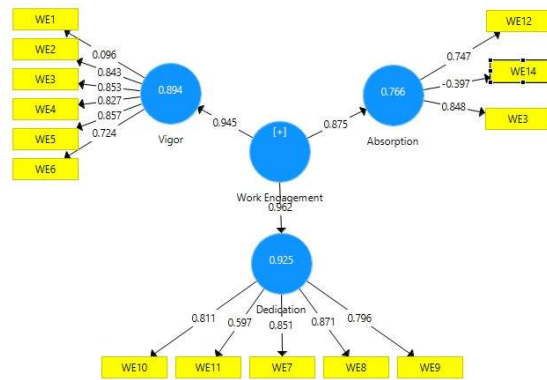


Figure 1. Measurement Model Work Engagement

From the analysis result in Figure 1, there are 11 work engagement items with outer loading value $>.7$ considered valid. However, there 3 items with outer loading value $<.7$ considered invalid and need to be removed from the model.

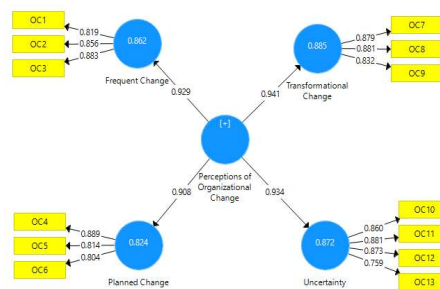


Figure 2. Measurement Model Perceptions of Organizational Change

From the analysis result in Figure 2, there are 13 perceptions of organizational change items with outer loading value $>.7$ considered valid.

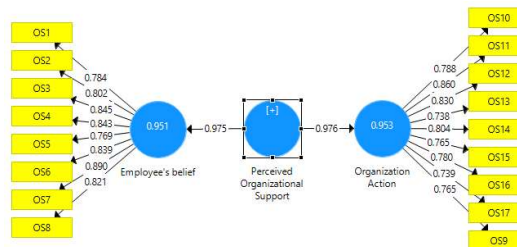


Figure 3. Measurement Model Perceived Organizational Support

From the analysis result in Figure 3, there are 17 perceived organizational support items with outer loading value $>.7$ considered valid.

STRUCTURAL MODEL

R Square : The R-square value explains the variability of the dependent variable that can be explained by the independent variable.

TABLE II. R-SQUARE

<i>Variable</i>	<i>R Square</i>
Work Engagement	.561

Based on table 2 above, the R-square value is .561, which means that perceptions of organizational change has an effect on work engagement of 56.1%, the rest is influenced by other variables outside this study.

Direct Effect : This analysis aims to see the direct effect of the independent variable on the dependent variable. Direct effect is accepted if the t-statistics >1.96, and the probability value (p-value) <.01.

TABLE III. DIRECT EFFECT

	Original Sample (0)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistic	P Values
<i>Moderating Effect</i>	-.192	-.190	.037	5.236	.000
<i>Perceptions of Organizational Change</i>	-.753	-.768	.282	2.671	.008

Based on table 3 above, the value of the original sample estimate is -.753 which indicates that there is a negative influence of perceptions of organizational change on work engagement. The t-statistics value was 2.671 (>1.96) and a significant value of .008 (p < .01), indicating that perceptions of organizational change has a negative and significant effect on work engagement.

Based on table 3 as well, the analysis result of perceived organizational support as moderator variable show the value of the original sample -.192, indicates the perceived organizational support weaken the influence of perceptions of organizational change on work engagement.

SIMPLE SLOPE ANALYSIS : To interpret the interactions between variables in this research, researchers also carried out Simple Slope Analysis as a follow-up procedure.

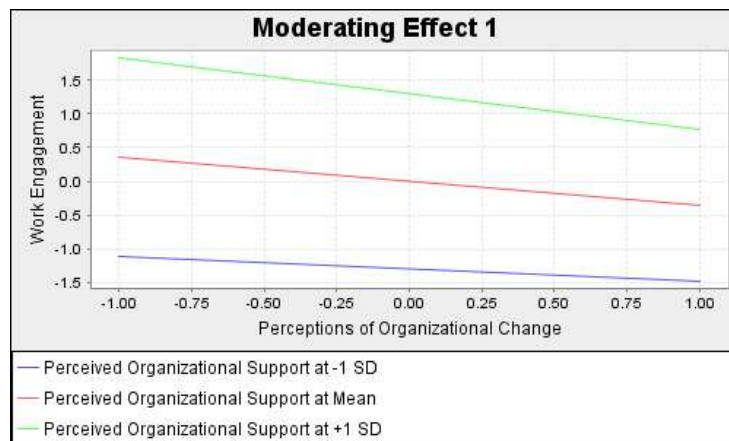


Figure 4. Simple Slope Analysis

From the analysis on Figure 4, there are blue line indicating low perceived organizational support and green line indicating high perceived organizational support. Based on this figure, it is found that perceived organizational support does not moderate the influence between perceptions of organizational change and work engagement. This can be seen from every line that does not intersect each other. Then the downward direction of the line shows that perceived organizational support weakens the influence of these two variables, concluded perceived organizational support is a quasi moderator.

IV. CONCLUSION

This study aimed to explain the effect of perceptions of organizational change on the work engagement with perceived organizational support as moderator variable. Based on the analysis conducted with a sample of 100 private sector employees, perceptions of organizational change has a significantly negative effect on work engagement without the availability needs of

perceived organizational support.

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