THE INFLUENCE OF AFFECTIVE COMMITMENT TO THE READINESS TO CHANGE OF EMPLOYEE

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Abstract— Organizational change is one of important things that must be considered in the work environment. The higher readiness to change can improve organizational change effectiveness. Affective commitment is an important part of readiness to change. This study aims to determine the role of affective commitment and perceived organizational support at workplace toward readiness to change. Data were collected using readiness to change scale, affective commitment scale and perceived organizational support scale. This study was involved 130 employees who worked at the Chancellor's Bureau of the University of North Sumatra. The results showed that affective commitment at workplace influence to readiness of change.

Keywords— **Affective, commitment, readiness, to change, employee.**

I.   INTRODUCTION

T The challenges faced by organizations are getting heavier in the present. The increasing level of challenges also results in organizational changes that are unavoidable. Organizations that do not adapt to change will be defeated by competitors who ultimately will not be able to maintain their existence (Drucker, 1999). According to Kahar (2008), organizational change is the act of switching an organization from the prevailing conditions that now lead to future conditions according to what is desired in order to increase its effectiveness.

Holt, Armenarkis, Feild & Harris (2007) stated that there are many factors that influence the effectiveness of implementing change in an organization, one of which is the readiness of individuals to change. Individual readiness for change is reflected in the beliefs, attitudes and intentions of members of the organization towards the implementation of change in an organization. Individual readiness to change is defined as a comprehensive attitude that is simultaneously influenced by the content, process, context, and individuals involved in a change; which reflects the extent to which individuals tend to agree, accept, and adopt specific plans that aim to change the current situation (Holt et al., 2007).

Agree with the above opinion, Bernerth (2004) also explained that employee readiness to change is an important factor for the success of an organization in making changes. According to Hanpachern (1998), if employees are not ready to change, then they will not be able to follow and feel overwhelmed by the speed of organizational change that is happening. The employee's unpreparedness will have a negative impact on organizational change. Research conducted by Eby, Adams, Russell, & Gaby (2000) and Madsen et al (2005) states that employees who are open, well prepared, and ready to change can support the organization's readiness to change. Individual readiness to change can be understood by studying what factors influence an individual's readiness to change.

One of the things that affect the readiness of individuals to change is organizational commitment. Organizational commitment as an attitude in work is defined as a person's orientation towards the organization in terms of loyalty, identification, and involvement (Muchlas, 2008). In this case, employees specifically identify the organization and its objectives and hope to survive as a member in the organization (Blau & Global, 1987; Muchlas, 2008).

Several previous studies explain, namely research conducted by Julita & Wan Rafaei (2010) who found that locus of control and organizational commitment play an important role in readiness to change. Then there was a study by Visagle & Steyn (2011) which also revealed that organizational commitment factors could influence readiness to change. Organizational change efforts will be successful if management succeeds in getting commitments from employees or members of the organization (Loup & Koller, 2005).

Hercovitch and Meyer (2002) state that employee commitment to organizational change can be identified in three components, namely affective, continuance, and normative. Affective commitment to change refers to employees' emotional closeness to change, which is based on the belief in the benefits of change. Many of the recommended strategies for managing or implementing change are most likely intended to increase engagement, appropriate values, or identification that will then encourage affective commitment. In accordance with what was conveyed by Meyer and Allen (1991) that affective and normative commitment has a positive impact or influence on organizational behavior. Kalyal and Saha (2008) also stated the same thing, namely that affective commitment to change is a form of commitment that is most expected because it reflects the conditions of employees who are proactive to be involved in the change process. Herscovitch and Meyer (2002) further state that employees with strong affective commitment will be willing to go further, and do more to ensure the change initiative or program will succeed.

In the education sector also continues face the problems that ultimately demand organizational change as a solution. Higher education is a higher education institution that produces graduates who are experts in various needs of society, nation and state. At this time more and more Indonesian people are entering higher education to get a higher education in order to improve their life. Along with the many demands of universities, the community will also demand the quality of higher education. (Lubis, 2011)

The economic crisis that occurred was also inevitably experiencing the impact on the government's budget for education which was forced to experience a reduction. As one of the government's efforts to overcome the reduction in the education budget that occurred was by formulating a new form of higher education throughout Indonesia. The University of North Sumatra is one of the universities that experienced changes in the organization. (Lubis, 2011)

Organizational changes that occurred at the University of North Sumatra were very beneficial for the employees in it. That is the information desired by employees of the University of North Sumatra. Employees are expected to have the readiness to encourage what happens to achieve organizational goals.

Based on the above findings, researchers are interested in knowing how to change employees at the North Sumatra Chancellor's Bureau. The purpose of this study was to find out the changes in employees at the North Sumatra Chancellor's Bureau.

Based on the discussion above, the research is formulated as how the influence of affective commitment to readiness to change for employees at the Chancellor's Bureau University of North Sumatra.

LITERATURE REVIEW

Readiness To Change

Powelson (1995) states that readiness to change is an attitude of individuals based on beliefs, personality, history and several factors that influence acceptance or rejection of change. Another definition of readiness to change expressed by Huy (1999) is as an individual's willingness to participate in activities carried out by the organization after changes take place within the organization

Readiness to change is defined as a comprehensive attitude that is simultaneously influenced by content (what changes), process (how changes are implemented), context (the environment in which changes occur), and individuals (characteristics of individuals who are asked to change) involved in a change (Holt et al, 2007). Individual readiness to change collectively also reflects the extent to which individuals or groups of individuals tend to agree, accept, and adopt specific plans that aim to change the current situation.

Readiness reflects the beliefs, attitudes, and intentions of organizational members depending on the extent to which change is needed and the capacity of the organization to implement these changes successfully. Readiness is a cognitive sign for someone to choose between restraining behavior (resistance) and support change efforts. To reduce the resistance of organizational members, it is necessary to form readiness to change first. (Holt, 2007)

Based on the description above, it can be concluded that the readiness to change is a comprehensive attitude that is influenced simultaneously by the content, process, context, and individuals involved in changes that are collectively reflected into the cognitive and emotional aspects of individuals to tend to accept and adopt changes that aim to change the current state.

There are a number of sources in the change management literature that have suggested and explored variables related to the organization's readiness for change. One of them is research conducted by Eby et al. (2000), identify several variables related to readiness to change in individuals. They classify the factors that influence the readiness to change as follows:

a. individual attitudes, namely: adaptation, individual commitment, control of the situation, reaction to change, and perception of organizational support,

b. working groups and work attitudes namely: social dynamics, co-worker trust, workplace participation, and abilities in various skills, and

c. contextual variables are: organizational policies and procedures, logistics and system support, and trust in management.

Affective Commitment

Affective commitment is one category of commitment according to Meyer, Allen & Smith (1997) is the desire to use, organize and organize based on the same value-price. This type of commitment makes people close to finding and engaging in the organization. Employees who are committed to the organization because of emotional closeness will work for the organization because of their desire.

Hartmann and Bambacas (2000) state that affective commitment is a feeling of belonging and being part of the organization and has a relationship with personal characteristics, organizational structure and work experience. According to Greenberg and Baron (2003), affective commitment is the power of one's desire to keep working in an organization because they agree with the organization's core values and goals.

In line with that affective commitment according to Ramamoorthy and Flood (2004) is a condition where an employee identifies himself with the organization and goals of the organization and hopes to remain a member of the organization.

Based on the understanding presented, it can be concluded that affective commitment is the emotional attachment of employees to the organization, as well as identification and involvement in the organization because they agree with the values and goals of the organization and work for the organization because of their desires.

Aspects of affective commitment

Aspects of affective commitment are expressed by Hartmann and Bambacas (2000) which consist of 4 aspects:

a. Willingness to work harder is the willingness of employees to carry out the work have a positive commitment by trying according to the ability to achieve organizational goals.

b. The similarity of the values of the organization with those owned by themselves is the existence of a common goal between employees and the organization so that employees do not feel burdened by work even though the challenges are quite heavy.

c. The pride of the part of the organization is that employees are happy to work in the organization so that with pride they show their skills in carrying out their work.

d. A sense of belonging and a sense of attachment where employees feel that the relationship between the organization and employees is like family so that the attachment of employees in the organization is shown by the responsibilities of working.

Relationship between Affective Commitments and Readiness to Change

Readiness to change is defined as a comprehensive attitude that is simultaneously influenced by the content, process, context, and individuals involved in a change, which reflects the extent to which individuals tend to agree, accept, and adopt specific plans that aim to change the current situation (Holt et al, 2007). Readiness is a cognitive sign of behavior, both withholding (resistance) and supporting efforts to make changes (Armenakis et al, 1993). Individual readiness to change can be understood by studying what factors influence the readiness of individuals to change.

One of the things that affect the readiness of employees to face change is organizational commitment. Organizational commitment is a psychological manifestation that characterizes worker relations with the organization and has implications for the decision to continue or not continue its membership in the organization (Meyer, Allen, & Smith, 1993).

Individuals who are committed to the organization will have the intention to stay in the organization and have good performance. In addition, individuals with a high commitment to the organization will also be dedicated and have strong confidence in the goals and values of the organization (Porter, Steers, Mowday, 1982). Change is one process that can bring an organization to achieve its goals. Individuals who are committed will actively participate in change so that the organization can achieve its goals. Therefore, individuals who are committed to the organization will be better prepared to change than individuals who are not committed to the organization.

Visagle & Steyn (2011) stated that organizational commitment can influence employee readiness to change, this is also supported by Julita & Rafaei's (2010) research that locus of control and organizational commitment play an important role in readiness to change.

The study conducted by Eby et al. (2000) show that when employees participate in change activities (demonstrations that may arise from organizational commitment), they are more likely to have a higher level of readiness. These findings are reinforced by the results of a study from Madsen et al. (2005) which shows that organizational commitment has a strong relationship with an individual's readiness to change. According to Meyer & Allen, one's commitment to the organization is based on three components, namely affective commitment, continuous commitment, and normative commitment

Holt et al. (2007) also found that affective commitment has a positive relationship with factors of appropriateness and change efficacy from individual readiness to change. This means that employees with high affective commitment will be able to increase the individual's feelings of accuracy to make changes and increase individual confidence in their ability to be able to complete tasks and activities related to the implementation of change.

The tendency of an employee who has a high affective commitment, can show a sense of belonging to the company, increased involvement in organizational activities, the desire to achieve organizational goals, and the desire to be able to stay in the organization (Rhoades, Eisenberger, & Armeli, 2001)

Hypothesis : The hypothesis in this study is that there is a positive influence between affective commitment to readiness to change in employees.

RESEARCH METHODOLOGY

This study uses total sampling in determining the research sample by involving all individuals in the population. The sample in this study were all employees who worked at the Chancellor's Bureau of the University of North Sumatra, 130 people.

This study uses two likert scales for data collection method, the readiness to change scale and effective commitment scale. Readiness to change is measured using a readiness to change scale based on 4 dimensions developed by Holt et al. (2007) which consists of appropriateness, change efficacy, management support and personal valence. Affective commitment is measured by using an affective commitment scale that is arranged based on the dimensions of affective commitment proposed by Hartmann and Bambacas (2000) that can be explained in 4 aspect : Willingness to work harder, The similarity of values that an organization has with oneself, A proud part of the organization, and A sense of belonging and a sense of attachment.

Data analysis method used to test the hypothesis in this study is regression analysis. Before testing the hypothesis, it is done first to test the assumption with the help of SPSS version 20.0 For Windows.

In addition, data analysis also uses descriptive statistical methods to find out the general picture of readiness for change and affective commitment and gender, age and tenure of the research sample

FINDINGS

General Description of Research Subjects The research subjects consisted of 130 employees at the University of North Sumatra Bureau, which would see the distribution of research subjects based on gender, age, and period of service. These data are obtained through the identity of the research subject contained in the research scale, which is illustrated as follows:

a. Male subjects were 70 people (53.8%), while female subjects were 60 people (46.2%). Can be seen in Table 1 below :

Table 1 :Frequency and percentace Distribution of the Respondents According to Gender

Jenis Kelamin	Frequency	Percentace (%)
Man	70	53.8
Woman	60	46.2
Total	130	100

b. Based on the career development theory proposed by Donald E. Super (Wiyono, 2013), where the age range of 15-24 years includes the exploration stage, the age range of 25–44 years is the formation stage and the age range of 45–64 years includes the maintenance stage. Based on table 11, it can be seen that the most research subjects were in the formation stage, which was 68 people (52.30%) and the least were in the exploration stage, which were 6 people (6.15%). Can be seen in table 2 below

Table 2 : Frequency and percentace Distribution of the Respondents According to Age

No.	Age	Frequency	Percentace (%)
1	18- 24	6	4.61
2	25-44	68	52.30
3	45-64	56	43.09
Total		130	100

c. The most research subjects were subjects with a working period of 0-10 years, as many as 65 people (50%). While the least number of research subjects were subjects with a work period of over 30 years, as many as 15 people (5.8%). The above categories are based on the terms of service for the awarding of the Satyalancana Karya Satya honorarium for civil servants in accordance with the Government Regulation of the Republic of Indonesia Number 35 of 2010 concerning Implementation of Law Number 20 of 2009 concerning Title, Sign of Services and Sign of Honor. Can be seen in table 3:

Table 3 . Frequency and percentace Distribution of the Respondents According to Working Period

No.	Working period	Frequency	Precentace
1	0 – 10	65	50
2	11 – 20	18	13.85
3	21 – 30	32	24.61
4	>30	15	11.54
Total		130	100

The Influence Between Affective Commitments and Readiness to Change

The relationship between affective commitment and readiness to change can be seen using Pearson Corellation. The correlation between affective commitment and readiness to change is 0.593; p <0.01. This shows that there is a relationship between affective commitment and readiness to change. While the direction of the relationship is positive, meaning the higher the level of affective commitment, the readiness to change will increase. Correlation test results can be seen in table 4 below:

Table 4. Pearson Correlation Test Affective Commitment to Readiness to Change

		Readiness to Change
Affective Commitment	Pearson Correlation	.593**
	Sig. (1-tailed)	.000
	N	130

To see the effect of affective commitment on readiness to change is done by simple linear regression test. The R value in the simple regression test shows a simple correlation (Pearson correlation), namely the correlation between the variables of affective commitment to readiness to change. While the R Square value (coefficient of determination) shows the contribution of affective commitment to readiness to change. Simple regression test results influence the variable affective commitment to readiness to change can be seen in table 5 below:

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	47,638	8,394		5,675	,000
Affective_commitment	,594	,071	,593	8,339	,000

Dependent Variable: readiness to change

Table 5 . Regression Test Affective Commitments to Readiness to Change

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,593a	,352	,347	11,211

Predictors: (Constant), affective commitment

R value is 0.593 for the correlation between affective commitment and readiness to change, with a coefficient of determination of 0.352 which means that the readiness to change variable is influenced by affective commitment of 35.2% and the remaining 64.8% is influenced by factors other than affective commitment. From the results of the regression test also obtained the results of the coefficient as shown in table 6 below:

Tabel 6 Coefficient Regression Test Affective Commitment to Readiness to Change

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	47,638	8,394		5,675	,000
Affective_commitment	,594	,071	,593	8,339	,000

Dependent Variable: readiness to change

Based on table 6 can be made the regression equation Y = 47.638 + 0.594 Affective Commitment. The constant of 47,638 in the equation shows that if the affective commitment variable is 0, then the readiness to change has a value of 47,638. The regression coefficient value of affective commitment variable is positive, that is equal to 0.594. This means that for each affective commitment of 1 point, the readiness to change employees in the organization will increase by 0.594 points.

Furthermore, to test the hypothesis that "there is a positive influence on the readiness of the affective commitment to change" can be proven by looking at the significance value. The significance value in table 10 is 0.00 (<0.05) and the regression coefficient value is positive then Ho is rejected. This means that there is a positive influence on affective commitment to readiness to change.

CONCLUSION

Readiness to change is important for achieving successful organizational change. In fact, organizations are constantly required to change and adapt to the external environment. Employees as part of the company must have the readiness to change so that changes can work well. According to Weiner (2009) that when readiness changes high, members of the organization will be more likely to initiate change, exert greater effort, and show more cooperative behavior so that the result is the implementation of change to be effective.

The results of this study found that affective commitment has a positive effect on readiness to change in employees. Affective commitment is the desire to be emotionally bound to the organization, identification and involvement based on the same values (Meyer, Allen & Smith, 1997). This type of commitment creates an individual's emotional closeness to identify and get involved in the organization.

There are several reasons that can explain the relationship of affective commitment to readiness to change in employees, namely according to Lew (2011) explains that commitment is developed based on the form of an exchange theory relationship, namely seeing the reciprocal relationship between meeting employee needs received from the workplace with the contribution that has been given to the company. If employees are loyal to the workplace, the company must provide appropriate rewards. Suitability of contributions with contributions makes employees motivated to keep trying to maintain their performance. Thus employees will be able to follow the change process if they feel that with changes, meeting their needs is in line with the contribution they will receive from the company.

Employees with strong affective commitment will be willing to go further, and do more so that the goals of the organization are achieved and try to make the change program successful. This kind of commitment is important because the process of change that occurs is not necessarily smooth. It is very possible that employees will face more severe and pressing situations and jobs, which are caused by the activities of the change program. Without this commitment, problems, pressures or obstacles that occur during the change process will make employees resign from their participation in the change process. (Herscovitch & Meyer, 2002)

With the high affective commitment to employees, it will be able to increase the individual's feeling of accuracy to make changes and increase the individual's confidence in the ability to be able to complete tasks and activities related to the implementation of change and this makes employees more ready to face change (Holt, 2007).

From the explanation above it can be seen that affective commitment has an influence on the readiness to change in employees at the North Sumatra Chancellor's Bureau where the results of the research show that most have a high affective commitment so that they become more prepared in facing the changes that occur at the University of North Sumatra. This shows that employees have emotional closeness and involvement because they have the same values as the organization so that employees are willing to be involved in achieving organizational goals and also cause employees to be better prepared to face the changes needed by the organization.

Based on the results of the regression analysis obtained regression equation Y = 42.845 + 0.461 X. The regression coefficient value of affective commitment variable is positive that is equal to 0.461. This means that each increase in affective commitment is 1 point, then the readiness to change will increase by 0.461 points. The result of the next research is to see an overview of the scores obtained from each variable. First, in the variable readiness to change, where most of the research subjects had high readiness to change. This shows that employees at the North Sumatra Chancellor's Bureau already have good readiness in dealing with changes made by the organization. Second in the affective commitment variable, most of the research subjects have high affective commitment. This shows that most of the employees have the desire to be emotionally bound to the organization, identification and involvement based on the same values. This shows that they are also willing to get involved in activities that can support organizational progress including organizational changes

Based on the description above, it can be concluded that affective commitment is related to the readiness to change. This is indicated by a high score on affective commitment along with a high score on readiness to change. Most research subjects have a high level of affective commitment. Most research subjects have a high level of readiness to change

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