

Impact of Organizational Climate on Readiness for Change in Belawan Marine Police Personnel

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Abstract— This research aims to find out the impact of organizational climate on readiness for change in Belawan Marine Police Personnel. Data of the study was obtained through a scale of organizational climate and a scale of readiness for change that has been tested for reliability and validity. The subjects of this study were 60 personnel. The results is that there is impact of organizational climate on readiness for change in Belawan Marine Police Personnel. The meaning is, organizational climate giving contribution to readiness for change in Belawan Marine Police Personnel. The results of the study can be an input for Belawan Marine Police Personnel to increase readiness for change on their institution through organizational climate. This research can be a reference for the organization in implementing organizational changes, especially for Polri Bureaucracy Reform in Belawan Marine Police.

Keywords— Readiness for change, organizational climate, Belawan Marine Police, Polri Bureaucracy Reform.

I. INTRODUCTION

Change will always happen and almost nothing will not change. Change happens quickly and continues to evolve over time. Change occurs not only in one area, but includes various fields, both economic, social, political and cultural. In dealing with these changes many individual attitudes or reactions are displayed. The attitudes or reactions that are displayed are the reactions of individuals who accept or reactions of individuals who reject. Individual and organizational readiness are factors that influence the effectiveness of changes in an organization (Eales-White, 1994).

Jones (2007) mentions the effectiveness achieved by organizations is determined by the process of organizational change towards the desired conditions. Organizations that are able to face challenges and changes in their environment are organizations that are able to operate more effectively. Armenakis, Harris and Mossholder (1993) describe that dynamic changes in the environment make organizations continue to adjust. Adjustment is done by implementing environmental changes in the organization's strategy, structure, process and culture.

Individuals, as members of the organization, are the key to success as well as an obstacle to organizational success in adjusting to environmental changes (Smith, 2005). This difference is influenced by an understanding of the change process that appears in the readiness and reaction of organizational members in the face of change (Mangundjaya, 2012). Readiness of organizational members is an important factor in the success of organizational adjustment to change because members of the organization are subjects who will carry out daily activities in the organization (Mangundjaya,

2012). In addition, the readiness of organizational members in the face of change will bridge the change management strategy set by the organization (Palmer, 2009).

Organizational members who are ready to provide support for change are members of the organization who are ready to change, prepare themselves and be open to change (Eby, Adams, Russel & Gaby, 2000). They will look eager to undergo the process of change and will make the process of change as an opportunity for learning and developing. Conversely members of the organization who are not ready and cannot keep up with the pace of organizational change will make themselves feel difficult, frustrated, feel alienated, depressed, and anxious (Martin & Poland, 2005). Eventually they will hinder the process of organizational adjustment to change (Hanpachern, Morgan & Griego, 1998).

Organizations need to pay attention to the organizational climate. Organizational climate is important in supporting individual performance (Sundgern, Dimenas, Gustafsson & Selart, 2005). Isaksen and Lauer (1999) explains that organizational climate is an individual assessment that is formed from experience and understanding of the daily conditions in the organizational environment. Organizational climate affects individual members of an organization and the development and performance of the organization. Organizational climate also affects the overall productivity and existence of the organization, and is an important element in understanding the achievements and changes in the organization (Ekval, 1996).

Organizational climate is also interpreted as an internal atmosphere of the organization that can be felt by members of the organization as long as the activities they undertake to achieve organizational goals (Davis and Newstorm, 2000). Organizational climate grows from the culture, tradition, and action strategy that is uniquely owned by each organization (Davis, 2001). While Umstot (1988) interpreted organizational climate as a way for members of an organization to understand the organizational environment. The uniqueness of the organizational climate makes an important factor in an organization, because the organizational climate in certain organizations is not necessarily the same as in other organizations Umstot (1988).

Organizational climate that supports (supportive) is the initial capital for the organization to influence the performance of members of the organization. A supportive organizational climate can also shape the values of organizational members, including members of the Police. Therefore, organizations need to shape the climate can be adopted by members of their organizations. Everything that happens in the organization,

including patterns of behavior, attitudes and feelings, which are displayed repeatedly and serve as characteristics of organizational life are referred to as organizational climate (Liliweri, 2014).

The things that happen in each organization are certainly different, so that the climate of the organization also becomes something unique and unique to the organization itself (Davis, 2001). This uniqueness makes each organization has a psychological condition that is different from one another. Therefore it is not surprising if the organizational climate is also seen as an organizational personality (Davis and Newstrom, 2001). Organizational climate can be seen by measuring the quality of leadership, level of trust, smooth communication, responsibility, fair compensation, availability of opportunities and the existence of control in each member of the organization (Davis, 2001). Leadership is an important part of organizational management, because the leader's main role is to influence members of the organization to commit to the achievement of organizational goals (Davis, 2001).

In the Republic of Indonesia State Police (Polri), the founders of Polri have determined that Polri is an organization that serves the public (public) in providing protection, protection and services. Every police personnel when carrying out their duties in providing services to the general public based on actions or orders from the National Police leadership given through socialization or written orders. Internally, to improve excellent service to the community, the Police launched the Police Bureaucratic Reform. Polri Bureaucracy Reform is an attempt by the Polri to renew and make fundamental changes to the police administration system. The goal of Polri Bureaucracy Reform is the use of technology that enables the presentation of information to be carried out quickly and accurately. The use of technology and information is also needed to support the implementation of the National Police's tasks in the field, such as providing accurate data on the ownership of motor vehicles for theft and robbery investigators. In addition, the use of technology and information can also make it easier for leaders to make decisions, such as when conducting performance appraisals or when going about job rotations and promotions.

Based on the things described above, the researchers want to find out the impact of organizational climate on readiness for change in Belawan Marine Police Personnel.

II. OBJECTIVES AND METHODS

Hypothesis for this research is there is an influence of organizational climate on readiness for change in Belawan Marine Police Personnel. The subjects of this study were 60 personnel in Belawan Marine Police. In this study the analytical method used is a simple regression method. Data of the study was obtained through a scale of organizational climate and a scale of readiness for change. The organizational climate scale is based on seven dimensions of organizational climate according theory from Davis (2001). The dimensions is quality of leadership, trust, communication, responsibility, fair rewards, opportunities, control. Organizational climate scale consists of 26 item statements with a reliability level of

.922 and has a corrected item-total correlation value moving from .328 – .744.

And then, the scale of readiness for change was based on the theory proposed by Holt, Field and Armenakis (2007) which included appropriateness, management support, change specific efficacy, and personal valence. the scale of readiness for change consists of 16 item statements with a reliability level of .879 and has a corrected item-total correlation value moving from .322 – .676. All scale in this research used Likert model in which items used statements with five choices of answer: very inappropriate, inappropriate, neutral, appropriate, and very appropriate. The scores would move from 1 to 5, and the scale were presented in the form of statements of favorable (support) and unfavorable (not support).

III. RESULT AND DISCUSSION

In this study the hypothesis given is that there is an influence of organizational climate on readiness or change in Belawan Marine Police Personnel. In this study the method of analysis used is a simple regression method. From the results of data collection on 60 personnel in Belawan Marine Police, giving the following statistical values:

TABLE I. Regression Result

Model	Sum of Squares	Df	F	Sig.
Regression	873.695	1	21.861	.000
Residual	2318.038	58		
Total	3191.733	59		

Based on the results of the analysis above, a significance value of 0.00 (F= 21.861, p < .05), indicates that the hypothesis is accepted. It means there is a significant influence of organizational climate on readiness for change.

Further data analysis is performed to see the effective contribution of organizational climate to readiness for change. It can be seen in table below:

TABLE II. R Regression Model

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate
1	.523	.274	.261	6.322

The table above shows the value of the correlation coefficient (R) of .523 and the value of the determinant coefficient (R Square) of .274. This value indicates that the effect of organizational climate on readiness for change is 27.4%, while the rest (72.6%) is caused by other factors not examined in this study.

Further analysis is carried out to see the regression equation between organizational climate to sub readiness for change, which can be seen from the following table:

TABLE III. Regression Coefficient

Model	Unstandardized		Standardized	T	Sig.
	B	Std. Error	Beta		
Constant	36.097	6.250		5.776	.000
Organizational Climate	.289	.062	.523	4.676	.000

The regression equation is described by the formula (Y = a

+ bX), where Y is readiness for change and organizational climate is denoted by bX. Based on the table above, the regression equation between readiness for change and organizational climate is $Y = 36.097 + .289 X$. A constant value of 36.097 indicates that if personnel do not have readiness for change, the organizational climate consistency value is 36.097. The regression coefficient shows the number 0.289. This means that if organizational climate increases by 1%, then readiness for change increases by 0.289.

The equation above shows that the direction of influence given organizational climate to readiness for change is a positive direction. This shows that the higher the organizational climate, the higher readiness for change, and vice versa. Based on the regression analysis it can be concluded that the hypothesis in this study was accepted which means there is a positive influence of organizational climate on readiness for change in Belawan Marine Police Personnel.

There are several reasons that can explain that the climate of the organization formed in the Belawan Marine Police has a positive effect on readiness to change. The first reason is as mentioned by Liliweri (2014) that everything that happens in the organizational environment, including patterns of behavior, attitudes and feelings, which are displayed repeatedly and serve as characteristics of organizational life are called organizational climate. Kasmawati (2014) said that a good work environment will be a driving force for its employees to be enthusiastic and enterprising in their work which in turn will improve employee performance according to organizational requirements. Therefore, organizations that require their employees to change will benefit if the work environment formed in the organization is perceived positively. As in Belawan Marine Police, personnel are given adequate facilities so that the basic duties and functions are carried out to the maximum performance.

The second reason is Belawan Marine Police Personnel has a supportive and family-friendly work climate. This can be seen in the implementation of his duties both at the time in the field and at the office, there is often an interaction in terms of mutual assistance both about technical matters and in terms of sharing knowledge. According to Haryanto (2018), organizations that have a high level of readiness to change will have a supportive and friendly type of work climate and employees will support each other. Work climate like this will be liked by the employees and can make it work, develop themselves and create comfortably. So that employees will want to work in accordance with what is requested by the organization, including in order to change the organization.

The third reason is that if you look back at the organizational climate dimensions in the previous section, that leadership has an important role in shaping the organizational climate. Yukl (2010) mentions that change-oriented leadership is one of the key antecedents in readiness to change. In this behavior, the leader finds innovative ways to adapt to the environment then implements major changes in strategy, products, and processes and is responsible for monitoring the implementation of the change strategy that is applied. As happened in the Belawan Marine Police that the leadership

always directs and socializes to its members related to the planned changes that will be made. That way the members will understand and be able to implement it in accordance with the orders of their leaders.

IV. CONCLUSION

Results of the study was concluded that there is impact of organizational climate on readiness for change of personnel in Belawan Marine Police. It means, the more positive organizational climate in this institution, readiness for change of personnel will also increase, and vice versa. The results of this study can be included for that institution, especially for Belawan Marine Police in order to consider organizational climate as a factors to increasing the readiness for change of their personnel. Another result is, the personnel of Belawan Marine Police are have positive organizational climate and they ready to implement and succeed the planned organizational changes. The implication of this reseearch can be used as a reference or guidance to Belawan Marine Police to making policy, planning and implementation strategy which can succeed in organizational change in Polri Bureaucracy Reform program which is being conducted at this time.

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