



The Role of Commitment to Change Readiness through Psychological Empowerment of Retired Indonesian Migrant Workers

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Abstract

This study aims to test a theoretical model regarding the role of commitment to change readiness through psychological empowerment in full Indonesian Immigrant Worker (PMI). This study involved 205 Retired Immigrant workers who had started businesses in Banten, DKI Jakarta and Yogyakarta Special Region. The data analysis technique used is path analysis using Amos 21.0. The hypothesis proposed in this study is "the theoretical model of the role of commitment to the readiness to change full PMI with psychological empowerment" fit with empirical data. Based on the test results, it can be concluded that there is a role of commitment to the readiness to change full PMI with psychological empowerment. In addition, it was also found that the commitment variable did not play a direct role in the change readiness variable in the full PMI, but the commitment variable had a positive and significant role in the change readiness through the psychological empowerment variable in the full PMI.

Keywords: *Commitment; Readiness to Change; Psychological Empowerment*

Introduction

In this period of uncertainty, it is increasingly difficult to find jobs and there is a lack of government programs that are able to absorb the existing workforce. The limited provision of employment with a large workforce has resulted in developing countries, including Indonesia, becoming labor exporters to various countries. Individual helplessness in overcoming economic problems that squeeze life, requires individuals to seek income that can meet family needs. One way is by working abroad to become PMI (Indonesian Migrant Workers).

Indonesian citizens who work abroad, known as Indonesian Migrant Workers (PMI), make a huge contribution to the country's foreign exchange. PMI has become a source of finance flowing from developed countries to developing countries, including Indonesia. The contribution of state foreign exchange from PMI revenues abroad is not only enjoyed by PMI families but has also stimulated the local economy, in PMI enclave areas. In a small scope, PMI has contributed to encouraging the progress of regional development where PMI originated, this can be seen of the number of remittances (transactions for sending / receiving money in foreign currencies into the country) as of April 2019 amounting to US \$

3.50 billion absorbed to the regions through the process of sending money through banks in the regions, which is quite significant.

The government through the Indonesian Migrant Workers Placement Agency (BP2MI) provides an empowerment program for PMIs who have returned to their hometowns and have the desire to do business. PMI who has a desire to do business will be included in the Migrant Worker Family Community (KKBM) program and the Integrated Empowerment Program provided by the Directorate of Empowerment. The Integrated Empowerment Program began to be given to PMI since 2016 with a target of 2,180 retired PMI. Based on the results of the evaluation, the government sees that the integrated empowerment program is able to attract the attention of PMIs to work more in their area of origin, therefore in 2017 the target of retired PMI which is given an integrated empowerment program is increased to 3,875 retired PMI and in 2018 it is targeted as many as 5,000 retired PMI. The Integrated Empowerment Program provided by BP2MI is in the form of skills training where PMI is given skills such as making woven bamboo, making bread, making batik and others that have selling value.

The Integrated Empowerment that has been provided can be the basis for PMI to open a new business. Individual readiness to face change is an important thing that must be considered in any change process. This is because individual readiness to change is able to bridge the change management strategy with the expected output, namely the successful implementation of the strategy (Parker et al., 2000). This opinion is in accordance with Armenakis et al. (1993) which states that readiness to face change is one of the factors that contribute to the success or failure of implementing change. This important role is also strengthened by Fernandez and Renay (2006) who state that as an initial step in the change process, it is necessary to ensure that each individual has needs and readiness to change.

Mayer and Allen (1997) state that individuals who have a readiness to commit to planned changes tend to maintain them in both positive and negative conditions, as well as develop their full potential. So, in line with previous expert opinion, that in addition to individual readiness to change, commitment to change is also needed. The explanation above encourages researchers to see more clearly the role of commitment to change readiness through psychological empowerment.

Change Readiness

Martell (2012) argues that Readiness to Change is the level of readiness, willingness and ability to approve and support change. In the economic field itself, if individuals have prepared themselves for change, then it will be useful for the business they are running and ultimately make their businesses survive and continue to increase their success. As for Armenakis (in Rafferty, et. Al., 2013) argues that readiness to change are the beliefs, attitudes, and intentions of individuals regarding the extent to which changes are required and the individual's capacity to successfully make these changes.

Holt, et al. (2007) stated that the Change Readiness aspect consists of: a. Benefits for Individuals and the Environment; This aspect describes the individual's belief that the proposed changes will be right for the organization and individuals will benefit from implementing the changes. b. Management support; This aspect describes the aspects of an individual's belief or perception that the leaders or management will support and commit to the proposed changes. c. Confidence to change; This aspect describes aspects of an individual's belief about his ability to implement the desired change, where he feels he has the skills and is able to perform tasks related to change. d. Different individual views in living the change; This aspect describes individual acceptance of the implementation of change in the organization. individuals who are ready to change will show the behavior of accepting, embracing and adopting the change plan made. e. Personal Benefits; aspects that explain beliefs about the benefits that are felt personally that will be obtained if the change is implemented.

Psychological Empowerment

Shauna (2008) states that psychological empowerment is an individual's belief in his ability to carry out work activities related to skills and competencies. Psychological empowerment according to Spreitzer (in Jin-Liang and Hai-Zhen, 2012) is defined as intrinsic motivation that reflects individual orientation for work roles which is manifested in four cognitions, namely meaning, competence, self-determination, and impact. Thus, psychological empowerment focuses on the intrinsic motivation of individuals to perform tasks which include self-determination, autonomy and freedom to perform tasks, and their impact, the extent to which individuals can influence outcomes and work.

Quinn and Spreitzer (in Fourie, 2012) suggest that psychological empowerment consists of several aspects, namely: a. Self-determination; this means that individuals have the freedom to make choices. Individuals initiate and organize their actions so that individuals feel freedom and independence in living life. B. Meaningfulness; individuals feel their work is important and pay attention to what they do. In this case there is a match between roles, beliefs and values in individuals. C. Competence; individuals are aware of the required competency specifications and are confident in the skills they have for work. Role; individuals believe that the individual has a role in the group, can act on strategies and work results, and believes that other people always listen to them.

Commitment

Allen & Meyer (1990) stated that each component has a different basis. Highly committed individuals still join the organization because of the desire to remain members. This is reinforced by Vandenberghe (2004), that commitment has a strong direct effect on the intention to leave the organization. If affective commitment is high, then the intention to leave the organization is also low. Individuals who have dedication and loyalty to the organization are also determined by their affective commitment or emotional attachment to the organization (Rhoades et al, 2001). Hartmann and Bambacas (2000) define affective commitment refer to a feeling of belonging, feeling attached to the organization and having a relationship with personal characteristics, organizational structure, work experience such as salary, supervision, role clarity, and various skills.

Allen and Mayer (2003) also reveal 3 aspects of work commitment, including: a. Affective commitment in this aspect, it is a basic aspect of an individual's work commitment, employees / members want to stay or remain members, because they have emotional ties and common goals with the company. b. Continuance commitment This aspect arises because of economic problems, it can be seen if an employee remains in an organization to get a salary or to get other benefits, and employees cannot find other alternative jobs. c. Normative commitment This aspect arises because of the self-awareness of an employee, that the choice to stay and remain a member of the organization is indeed an obligation that must be done, if the employee chooses to leave the company, his choice is contrary to what should be and public opinion.

Research Methods

There are two variables in this study. First, change readiness consisting of 36 statement items adapted from Holt's (2007) research. Second, Psychological empowerment, which consists of 32 statement items adapted from the research of Spreitzer (2012). 3. A commitment consisting of 24 statement items adapted from the research of Allen & Mayer (2003). The measurement scale used is the Likert scale showing five alternative answers, namely: Very Suitable (SS), Suitable (S), Sufficiently Suitable (CS), Not Suitable (TS), Very Unsuitable (STS). This alternative applies to both favorable statements and unfavorable statements.

Samples and Data Collection Techniques

As a subject in this study, there were as many as 205 full-fledged PMIs who had been given empowerment training in 2018. After editing, there were 185 complete filled scale sets which could be processed further as research samples and spread across Banten, Yogyakarta, DKI Jakarta, West Java as the four regions are PMI's granaries.

Based on the domicile area of PMI from Banten Province as many as 60 people, Dki Jakarta with 20 people, Yogyakarta Province as many as 125 people. Based on gender, 100 women and 85 men are married. Based on the type of business, it consists of 15 basic food businesses, 25 food stalls, 5 motorcycle repair shops, 2 hairdressers, 5 people making lumpia skins, 2 people printing, 2 cutting wood, 24 wet cakes, 43 chicken breeders. people, duck breeders 27 people, catfish breeders 15 people.

Instrument Test

Content Validity Test.

This content validity test is intended to ensure whether the contents of the measuring instrument items are as expected, can measure what you want to measure in the research. For this reason, we ask the opinion of experts or competent experts. In this study, seven expert judgments were consulted with their assessment, Relevant, Less Relevant and Irrelevant to the statement items related to the content and language used. After the assessment is given by a pre Expert, the results are analyzed using the Aiken's V Test formula

Table 1
The results of the content validity analysis

	Total Item	valid	invalid	Description
KSB	30	27	3	
KBP	30	30	0	
Com	30	29	1	

Source: processed data, 2020

After completing the processing of the results of the Aikens V scale, the scale was rearranged to further hold a Try Out in Serang as many as 40 Retired PMI people were then analyzed using the SPSS.21 program to determine the validity and reliability of the measuring instrument, from data processing it was found as follows:

Table 2

	Total Item	Valid	inValid
KSB	27	20	7
KBP	30	12	18
KOM	29	9	20
Total	82	41	45

Source: processed data, 2020

The Variance Extract of the three variables is above the minimum cut of value of 0.5 so it meets the requirements, as well as Construct Reliability being above 0.7. In the table above, it can be seen that the AVE Square Root of all variables is greater than the correlation between the constructs. So, it can be

concluded that the requirements for Variance Extract, Contract Reliability and AVE Square Root from the measuring instrument can be fulfilled.

CFA test for each variable.

1. CFA Test for Measurement Model Variable Readiness to Change.

The results of the final stage CFA analysis of the Change Readiness variable obtained the following data: From the output display of Amos' final results, it can be seen that the Goodness of Fit of the Change Readiness variable measurement model found that of the 9 Goodness of Fit indicators, five indicators meet the requirements, namely: RMSEA = 0.088 <0.090, GFI = 0.933> 0.90, TLI = 0, 947> 0.90, CFI = 0, 966> 0.90, NFI = 0.943> 0.90 as well as CR (Critical Ratio) or t - Value is above 1.96 with a significance level of p of .001. Likewise, the value of Standardized Regression Weights or the factor load of each item moves from 0.608 - 0.852, which is above 0.5. Thus, it can be concluded that the suitability of the readiness variable measurement model changes fit with the field data.

In further research from the calculations, it was found that the Change Readiness variable had a Variance Extract of 0.526> 0.5, Contract Reliability 0, 917> 0.7, and the Square Root Ave of 0.725> 0.646. (the highest correlation between the Psychological Empowerment Contraction and Commitment) So it can be concluded that the measurement model of Change Readiness variable is fit with empirical data, can be used to measure the Change Readiness variable.

2. CFA test for Psychological Empowerment variables

The results of the final stage CFA analysis of the Psychological Empowerment variable obtained the following data: From the output display of the Amos results, it can be seen that the Goodness of Fit from the measurement model of the Psychological Empowerment variable found that of the 7 Goodness of Fit indicators, 6 indicators met the requirements, namely: Probability RMSEA = 0.082 <0.090, GFI = 0.946> 0.90, TLI = 0.970> 0.90, CFI = 0, 983> 0.90, NFI = 0.969> 0.90 as well as CR (Critical Ratio) or t - Value is above 1.96 with a significance level of p of .001. Likewise, the value of Standardized Regression Weights or the factor load of each item moves from 0.649 - 0.856, which is above 0.5. Thus, it can be concluded that the suitability of the measurement model of the Psychological Empowerment variable is fit with field data.

In further research from the calculations, it was found that the Psychological Empowerment variable has a Variance Extract of 0.618> 0.5, Contract Reliability 0, 931> 0.7, and the Square Root Ave of 0.786> 0.646. (the highest correlation is between the Psychological Empowerment Contraction with Commitment). So, it can be concluded that the measurement model of Psychological Empowerment variables is fit with empirical data, can be used to measure the Psychological Empowerment variable.

3. CFA Test for Commitment Variables

The results of the final stage CFA analysis of the Commitment variable obtained data as from the output display of Amos results, it can be seen that the Goodness of Fit from the Motivation variable measurement model found that of the 7 indicators of Goodness of Fit, all indicators meet the requirements, including: Probability 0.173, RMSEA = 0.050 <0.090, GFI = 0, 953> 0.90, AGFI = 0, 946> 0.90, TLI = 0, 992> 0.90, CFI = 0, 996> 0.90, NFI = 0.989> 0, 90 as well as CR (Critical Ratio) or t - Value is above 1.96 with a significance level of p of .001. Likewise, the value of Standardized Regression Weights or the factor load of each item moves from 0.670 - 0.902, which is above 0.5. Thus, it can be concluded that the Commitment variable measurement model is fit with field data.

In further research from the calculation it was found that the Commitment variable has a Variance Extract of $0.618 > 0.5$, Contract Reliability $0.931 > 0.7$, and the Square Root Ave of $0.786 > 0.646$. (the highest correlation between the Contract Psychological Empowerment and Commitment). So it can be concluded that the measurement model of the Motivation variable is fit with empirical data, can be used to measure the commitment variable.

Results and Discussion

Hypothesis 1 states that: "There is a direct role for the Psychological Empowerment variable on the Change Readiness variable at Retired PMI."

In the study, it is found in the table that the value of the Standardized Regression estimate is 0.403 and the Standardized Direct Effect is 0.357 with a CR value of $4.073 > 1.96$ and $p < 0.001$, < 0.05 (***) This indicates that there is a significant and positive role in the Psychological Empowerment variable. to the Change Readiness variable. Thus Hypothesis 1 can be accepted. It can be concluded that there is a significant and positive role of the Psychological Empowerment variable on the Change Readiness variable at Retired PMI. This means that the higher the Psychological Empowerment, the higher or greater the individual's Change Readiness.

Hypothesis 2 states that: "There is a role for the variable commitment to the Change Readiness variable through the Psychological Empowerment variable as a mediator in Retired PMI." In the analysis of research data it was found that the Standardized Indirect Effect was 0.163. To determine the significance of this role, a significance test was conducted using the Sobel test.

Based on the results of the statistical Sobel test (T value) $2.651 > 1.96$ is significant and $p < 0.001$. This shows that Hypothesis 2. Accepted. It can be concluded that there is a positive and significant role for the variable. Commitment to the Change Readiness variable through the Psychological Empowerment variable as a mediator in retired PMI.

Hypothesis 3 states that there is a role for the Commitment variable to the Psychological Empowerment variable in retired PMI. The results show that the Estimated value of Standardized Regression is 0.362 and the Standardized Direct Effect is 0.323 with a CR value of $3.677 > 1.96$ and $p < 0.000 < 0.05$. indicates that Hypothesis 3. Accepted. It can be concluded that there is a significant direct role and positive variable Commitment to the Psychological Empowerment variable at retired PMI.

Hypothesis 4 states that there is a role for the Commitment variable on the Change Readiness variable in retired PMI. The results show that the Estimated value of Standardized Regression is 0.167 and the Standardized Direct Effect is 0.079 with a CR value of $1.861 < 1.96$ and $p > 0.063 > 0.05$. This shows that Hypothesis 4. Rejected. It can be concluded that there is no role for the commitment variable on the Change Readiness variable at retired PMI.

Discussion

This study found that psychological empowerment plays a role in retired PMI's readiness to change. This is in line with the theory put forward by Spreitzer (1996), this change of mindset is related to psychological empowerment, where when someone is empowered, it will increase the opportunity to choose, recognition of competence, meaning and progress at work. When psychological empowerment is high, it is hoped that a person will be able to face change better because he already has a positive mindset and strong personal responsibility. This study also found no direct role for commitment to change readiness. Similar results were also found in Vakola and Nikolaou's (2005) study which found that the

higher the commitment to the organization, the lower the individual's readiness for organizational change. This is supported by the results of Durmaz's (2007) study where he found that most of his research subjects had a high level of commitment, but commitment to the organization did not have a significant direct relationship to change readiness.

This study also found that commitment did not play a direct role in readiness to change, but the role of commitment increased to change readiness when it was through psychological empowerment mediators. Based on the results of research by Dewettinck & Amejide (2011), psychological empowerment affects employee affective commitment through the four dimensions contained in psychological empowerment. Employees who value discretionary decisions, challenges, and responsibilities as well as feelings of meaning, relationships, self-determination and expertise that result from psychological empowerment, will have a greater sense of batik lead by becoming more committed to the organization. This research states that the efforts that have been initiated by retired PMI are proven to have their own meaning for PMI personally. A strong sense of attachment and relationship with these efforts, made PMI realize the need to improve specific competencies, it can be concluded that Commitment has been carried out well Panggabean (2004) is a person's strong desire to continue working in the organization because he feels fit and wants to do so, besides that Commitment is the level of psychological attachment of employees to the organization based on the amount of organizational support for these employees. Commitment describes a sense of belonging to employees, being part of organizational problems, likes to discuss the organization with others, feels part of the extended family of the organization and has an emotional attachment to the organization.

Conclusion

Based on the results of the research and discussion previously described, the researcher proposes several theoretical and practical suggestions as follows:

Theoretical Suggestions

- a. So that the results of this study can be generalized more broadly, for further research, it can be carried out on a wider population by taking the subject of retired PMI who has both returned to the country and who is in the country of placement.
- b. For future researchers who will use the instruments that the authors use in this study can use items with high validity and reliability.

Practical Suggestions

- a. Increasing the quantity and quality of PMI through education and training. For this reason, the role of the government is highly expected in improving the quality of the PMI to be departed, in addition to the positive cooperation of the PMI itself to upgrade themselves for their lives to be better.
- b. Psychological empowerment training can be provided during the final debriefing period (PAP), while in the country of placement and after returning to the place of origin. Training to increase psychological empowerment can be in the form of increasing personal skills and abilities, training in understanding the meaning of work values and self-determined idealism, increasing decision-making abilities and increasing understanding of the strategy, administration and operation of work results.

- c. Commitment improvement training at retired PMI, among others, can be in the form of increasing consistency in work, affective commitment and ongoing commitment.

Research Limitations

However, there are several limitations in this study, namely that the same answers were found for several respondents. This is presumably because the respondents did not answer seriously the instruments given.

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