The Effect of Age, Perceived Organizational Support, and Communication on Resistance to Change (Study on Non-Permanent Employees of the Environment Service Mataram City)

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Abstract

This study aims to analyze the effect of age, perceived organizational support, and communication on resistance to change at the Mataram City Environmental Service. With a quantitative research approach, the research sample consisted of 303 respondents from 784 employees of the Mataram City Environmental Service. The data analysis technique used in this study is Structural Equation Modeling-Partial Least Square (SEM-PLS) with the employed SmartPLS 3.0 program. The results of this study indicate that age has a negative and insignificant effect on resistance to change. Meanwhile, perceived organizational support has a positive but insignificant impact on resistance to change. Meanwhile, communication has a negative and significant effect on resistance to change in the Mataram City Environmental Service employees. The results of this study indicate differences and similarities with the research results as a reference that has been carried out in this study.

Keywords: *Age; Perceived Organizational Support; Communication; Resistance to Change*

Introduction

Organizations are dynamic, depending on space and time. Every leader in the organization wants the organization he leads to progress. Leaders who have the capacity in leadership will make changes that are felt to be important to make, so that they can bring the organization they lead to progress. However, not all changes made by leaders go smoothly, there will always be challenges to be faced. These challenges related to the policy changes made can be sourced from the internal organization, as well as external to the organization.

Lines (2004) describes resistance to change (Resistance to Change or RTC) as an individual's tendency to exhibit behavior that does not require change. This opinion is reinforced by a study conducted by Oreg (2006) that RTC is a person's tendency or tendency to persist or resist change, does not appreciate change and shows hostility to various contexts and types of changes around them. From the

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above definition, it can be concluded that RTC is a negative reaction or attitude of individuals who refuse to follow change.

The Mataram city environmental service is one of the elements of the Regional Apparatus Organization (OPD) in the Mataram city government area. This service has main tasks in the field of environmental management, waste management, landscaping and green open space, and pollution control and capacity building of environmental human resources. Changes made by the Head of the Mataram City Environment Service to improve governance and human resource management related to mapping and placement of temporary employees (PTT) in order to achieve work efficiency and effectiveness encountered many obstacles. External barriers such as the legislature who questioned the basis for changes made by the leadership. Meanwhile, from internal parties, namely PTT itself, many reject changes because they are not ready to undergo these changes. The resistance phenomenon occurred because the changes made by the head of the service made PTTs work more and spend more time in the field.

The innovation made by the new head of the office also highlights the distribution of PTT street sweepers. Previously, the placement of employees was based on personal proximity. However, after the changes were made, the placement of employees was based on the size of the work area and the workload in each area where the sweeping was carried out, so that employees did not accumulate in one place, but were completely evenly distributed in each workplace. There are two rules that bind PTT employees which make them feel heavy at work and this rejection occurs. First, the number of hours worked, in one week, employees are required to carry out their duties for 37.5 hours per week, which means they have to work for 5.5 hours every day without any days off.

In addition to changes in working hours, the work area is also arranged. Previously, each PTT was charged with a 100-meter work place, whether it was a little or a lot of waste, so that it could not be optimal in creating cleanliness on the streets of Mataram city which must be cleaned. The innovation changes that have been made target the workload. First, a sampling test was carried out on the workload, to be used as evaluation material by the head of the environmental service to determine a new workload, so that the performance of existing employees could be maximized, and could reduce the salary burden due to the large number of employees. After the picking test, the PTT employee's workload is set to be 200 to 300 meters long.

Several study findings on resistance to change show different results. Research on the relationship between perceived organization support and resistance to change was conducted by Rehman et al. (2021), Raditya et al. (2019), and Fernando et al. (2019) stated that perceived organization support was negatively and significantly related to resistance to change. While Cho et al. (2021) stated that perceived organization support has a positive but not significant relationship with resistance to change. Meanwhile, research on the relationship between communication and resistance to change was conducted by Ahmad et al. (2021), Puyod et al. (2021), Sabino et al. (2021), and Haqq (2021) stated that communication has a negative and significant relationship with resistance to change. Meanwhile Akan (2016) stated that communication has a positive and significant relationship with resistance to change.

Theoretical Background and Hypotheses

Resistance to change is defined as employee behavior in rejecting or disrupting prevailing assumptions, discourses, and organizational strengths. Resistance to change is also defined as an attitude or behavior that indicates no desire to support or make a change (Yilmaz & Kilicoglu, 2013). Resistance to change is also related to resistance made because of the fear of losing something valuable that was previously known and will be replaced with something new that is not yet known. According to Oreg (2003), there are four aspects of resistance to change, including routine seeking (focus on routines),

emotional reactions (emotional reactions), short term focus (short-term focus), and cognitive rigidity (cognitive rigidity). Meanwhile, resistance to change occurs in the organizational scope in the form of work processes (structural inertia), work relations (group inertia), distribution of decision making (power relationships), feelings of being threatened with expertise possessed, worrying about not having the authority to allocate or manage resources. power. While the individual scope, such as work habits, security, economy, something unknown, information processing.

Age and Resistance to Change

According to Lasut, et al. (2017) Age is an individual's age from birth to birthday. The more age, maturity level, and strength a person will be more mature in thinking and working. According to Yasin and Priyono (2016) the age of the workforce is the productive age for each individual. Productive age where each individual is able to provide services for other individuals. The age of the workforce is the productive age for each individual. The same thing was said by Kumbadewi, et al. (2016) if the age of the worker moves up, the productivity level of the employee will increase because the worker is in a position of productive age and if the age of the worker approaches old age, the level of work productivity will decrease due to the limitations of physical and health factors that affect it.

The literature on resistance shows a mixture of studies on the relationship between age and resistance to change (Kunze et al., 2013). In different cultural contexts, the following studies have: found that high-aged employees are less adaptable to a changing environment (Boumans et al., 2011; Posthuma, Wagstaff, & Campion, 2012; Steinberg & Monahan, 2007). The theoretical basis underlying this key assumption can be seen through the career stage model (Kunze et al., 2013). For example, Pogson et al. (2003) defined the career stage model as: The trial stage (31 years), the stabilization stage (31-44 years); and Maintenance Phase (over 45 years). In a meta-analysis study, Finkelstein, Burke, and Raju (1995) found that older employees showed lower potential for development and higher levels of stability. Similarly, Kanfer and Ackerman (2004) found that high-aged employees prefer stable working conditions and they avoid organizational change because they perceive a relative disadvantage of the usefulness of their experience.

While Khan, et al. (2022), conducted a study with the aim of measuring the relationship between age and individual conflict with change, taking into account tenure as a moderating variable. This study collects data from 413 respondents who work in the telecommunications sector in Punjab, Pakistan. The results show that age has a negative and significant effect on resistance to change. Likewise, with Kunze, et al. (2013) conducted a study with the aim of investigating the age/RTC relationship, taking into account years of service and employment status (blue/white collar employees) as additional boundary conditions. Furthermore, his research also investigated the relationship between RTC and individual performance, thereby introducing RTC as a mediator in the age/occupational performance relationship. The results of his research stated that age had a negative and significant effect on resistance to change. Based on the theoretical description and previous research, the following hypothesis can be drawn:
H1: Age has a negative and significant effect on resistance to change in non-permanent employees of the Mataram City Environmental Service

Perceived Organizational Support and Resistance to Change

Perceived Organizational Support is a theory that was developed based on the basic theory proposed by Eisenberger, namely an employee's perception of how much the organization has appreciated employee contributions and the organization's concern for the conditions and needs of employees (Sharma & Dhar, 2016). This employee perception assesses that the organization has appreciated contributions, listened to complaints, paid attention to the lives and welfare of employees, and treated employees fairly. Employees perceive the organization to be a source of socio-emotional needs such as

appreciation, care, and tangible benefits (salaries and benefits). In addition, employees develop perceptions of Perceived Organization Support to meet the needs for approval, appreciation, and membership (Rhoades & Eisenberger, 2002). In addition, the perception of Perceived Organizational Support makes employees have an extra role (extra-role) or work beyond the duties and responsibilities assigned by the organization. These extra roles include helping fellow employees, taking actions that reduce risks to the company, providing constructive advice, and acquiring knowledge and skills that are beneficial to the organization (Rhoades & Eisenberger, 2002).

Rehman, et al. (2021) conducted a study on 372 Pakistani banking employees and found that organizational support has a positive and significant effect on resistance to change with leader-member exchange as a mediating variable. The same research model was carried out by Fernando et.al. (2019) with psychology capital as a mediating variable, the 107 company employees showed that organizational support had a positive and significant effect on resistance to change. Different research results were found by Raditya, et al. (2019), on 86 employees of Waroeng SS that perceived organization support has a negative and significant effect on resistance to change.

H2: Perceived Organizational Support Has a Negative and Significant Effect on Resistance to Change in Non-Permanent Employees of the Mataram City Environmental Service.

Communication and Resistance to Change

One of the important elements in the process of interaction in organizations is mainly to reduce uncertainty; involve stakeholders in the change process; minimize resistance to change; and informing, involving, and motivating employees is communication (Herold et al., 2008).

Communication is the process of sending messages or symbols that contain meaning from a source or communicator to a recipient or communicant with a specific purpose (Susanto, 2010). Meanwhile, Mufid (2005) said that communication is information conveyed from one place to another by transferring information, ideas, emotions, skills and others by using symbols such as words, figures and graphics as well as giving, convincing speech and writing. Communication is the process or act of conveying a message (message) from the sender (sender) to the receiver (receiver), through a medium (channel) that is usually disturbed (noise). In this definition, communication must be intentional and bring about change.

Some empirical evidence about the relationship between communication and resistance to change is shown by researchers. Ahmad, et al. (2021) conducted a study with the aim of uncovering the reasons behind resistance to change during uncertainty (covid-19 perspective). A mixed methodological approach was used in this study to identify factors that facilitate resistance management in healthcare organizations in Bangladesh. Data collection is a semi-structured interview with purposive sampling to select respondents who include top executives, human resource managers, CEOs, and line managers. The results of his research indicate that communication has a negative and significant effect on resistance to change. While Puyod, et al. (2021) conducted a study with the aim of analyzing the effect of social media crisis communication on resistance to change in university employees in the Philippines during the COVID-19 situation. This study also considers the role of organizational citizenship behavior (OCB), which is hypothesized as a predictor of employee resistance to change, as well as a moderator that strengthens the effect of social media crisis communication on employee resistance to change. The results show that communication has a negative and significant effect on resistance to change. Sabino, et al. (2021) conducted a study with the aim of measuring the relationship between leadership, communication, and resistance to change, and company performance. The model was applied to five service companies (352 employees) located in the Belo Horizonte metropolitan area in the state of Minas Gerais, Brazil. The results of his research stated that communication had a negative and significant effect on resistance to

change. Based on the theoretical description and previous research, the following hypothesis can be drawn:

H3: Communication Has a Negative and Significant Effect on Resistance to Change in Non-Permanent Employees of the Mataram City Environmental Service.

Research Methods

Survey Procedures and Samples

The research approach used is the positivist paradigm which emphasizes causal associative relationships involving groups of exogenous variables (age, organizational support, and communication) as independent variables and endogenous variables (resistance to change) as dependent variables. The exogenous (independent) variables in this study are age, organizational support, and communication. Meanwhile, resistance to change is an endogenous (bound) variable. The population used in this study were all non-permanent employees (PTT) of the Mataram City Environmental Service, amounting to 784 people. Sampling uses a non-probability sampling technique, namely purposive sampling, meaning that not all members of the population have the same opportunity or opportunity to be selected as samples. Therefore, there are 2 research sample criteria applied, namely (1) working or being placed in field work; and (2) affected by the change policy made by the Head of the Mataram City Environmental Service. Based on these criteria, 354 research samples were obtained.

Instruments

The question items in this study are instruments that have been used in previous similar studies and each respondent's perceptional answer is measured using a five-score Likert Scale. Measuring respondents' perception answers about resistance to change, Oreg's (2003) theory is used which consists of 4 aspects, namely routine seeking, emotional reactions, short term focus, and cognitive rigidity. Each aspect is measured using 3 question items. The communication construct was adopted from Akan et.al. (2016) and Ahmad & Chowdhury (2021), which consist of 3 indicators of credibility, content, and context, each of which is measured using 3 question items as well. Meanwhile, perceived organizational support uses the findings of Rhoades & Eisenberger (2002) and Chiang & Hsieh (2012) which consist of valuation of employee's contribution and care about employee's well-being, each consisting of 4 question items. Specific questions about age used categories, namely age <30 years in category 1, age 31-34 in category 2, age 35-39 in category 3, age 40-44 in category 4 and age >45 in category 5.

Data Analysis

The research hypothesis was tested using a Structural Equation Model (SEM) approach based on Partial Least Square (PLS). PLS is a component or variance based structural equation model (SEM). Structural Equation Model (SEM) is a field of statistical study that can test a series of relationships that are relatively difficult to measure simultaneously. According to Santoso (2014) SEM is a multivariate analysis technique which is a combination of factor analysis and regression analysis (correlation), which aims to examine the relationship between variables that exist in a model, both between indicators and their constructs, or relationships between constructs.

According to Ghozali & Latan (2015), PLS is an alternative approach that shifts from a Covariance-based SEM approach to a variant-based approach. Covariance-based SEM generally tests causality or theory, while PLS is more of a predictive model. However, the difference between covariance-based SEM and component-based PLS is in the use of structural equation models to test theories or develop theories for prediction purposes.

Result

Evaluation of Measurement Model (Outer Model)

The outer model is used to test the validity and reliability of a construct. The outer model with reflective indicators is evaluated with convergent and discriminant validity from latent construct forming indicators and composite reliability and Cronbach alpha for the indicator block. The tests carried out on the outer model are validity tests (Convergent and Discriminant Validity) and reliability tests (Composite reliability). In this study, the results of the convergent validity test showed that there were 5 question items that did not meet the minimum requirements to be said to be valid, so they had to be dropped for the purpose of the next analysis. The 5 question items consist of 3 question items from the communication construct, and 2 question items from the resistance to change construct. While all other question items have a loading factor value of > 0.70. When viewed from the AVE (average variance extracted) value, all constructs meet the validity requirements.

Table 1. Value of Average Variance Extracted (AVE)

Latent Variable	AVE	Description
Age	1,000	Valid
Perceived Organization Support	0,640	Valid
Communication	0,538	Valid
Resistance To Change	0,608	Valid

The requirement to fulfill the discriminant validity is the cross-loading value and the correlation value between latent constructs. Cross loading value > 0.7 if there is still a cross loading value below 0.7 then the next alternative is to test discriminant validity by comparing the square root value of AVE. With the correlation between latent variables smaller than the square root value of AVE for each latent variable. So that the construct is categorized as valid.

Overall, the indicators for the variables forming the construct of age, Perceived Organization Support, Communication and Resistance to Change already have a cross loading value above 0.70. Although there is still a cross loading value for variable indicators that have a value below 0.70, the next alternative is to test discriminant validity by comparing the value of the AVE Square Root with the Correlation between Latent constructs.

Table 2. AVE

Latent Variable	AVE	Square Root of AVE
Age	1,000	1,000
Perceived Organization Support	0,640	0,800
Communication	0,538	0,733
Resistance To Change	0,608	0,779

From Table 2, the correlation value between variables is smaller than the square root value of AVE. This value is smaller than the square root value of the AVE of the latent variable of 1,000 years. Likewise for other latent variables, where the correlation value between latent variables is smaller than the AVE Square Root value for each latent variable. That is, the three constructs are categorized as valid. The value of composite reliability and Cronbach's alpha value > 0.70 can be said to be reliable (Sholihin and Ratmono, 2013: 73). Meanwhile, according to Hartono and Abdillah (2014) an instrument is declared reliable if it has a Cronbach's alpha value > 0.6 and a composite reliability value > 0.7.

Table 3. Reliable Test Results of Research Instruments

Latent Variable	Cronbach's Alpha	Composite Reliability	Description
Age	1.000	1.000	Reliable
Perceived Organization Support	0.927	0.934	Reliable
Communication	0.828	0.874	Reliable
Resistance To Change	0.928	0.939	Reliable

Based on Table 3, it is found that the Cronbach's alpha value of all variables is above 0.7. This means that if the three variables are assessed from the criteria of Cronbach's alpha, which is greater than 0.7, then the four variables are reliable. Then for the Composite Reliable criteria, the values of all variables are above 0.7. This means that from the Composite Reliable criteria, the four variables also meet the reliable criteria.

Structural Model Test or Inner Model

The structural model or inner model shows the relationship or strength of estimates between latent variables or constructs based on substantive theory consisting of R-Square, F-Square, and Path Coefficients.

Table 4. R Square Value

Variable	R Square
Resistance To Change	0.123

Based on the output of the analysis using the bootstrapping method, the R-Square value for the Resistance to Change variable is 0.123. In conclusion, the R-Square value for the Resistance to Change variable of 12.3% can be explained by the age, Perceived Organization Support, Communication variables and is included in the weak category.

Table 5. Value of F-Square

Independent Variables	Resistance To Change
Age	0.012
Perceived Organization Support	0.002
Communication	0.103

Based on the output of the analysis using the bootstrapping method, the F-Square value for the age variable on Resistance to Change is 0.012 which is categorized as a very weak influence, the Perceived Organization Support variable for the Resistance to Change variable is 0.002 which is categorized as a very weak influence and the Communication variable on Resistance to Change of 0.103 which is categorized as medium influence. The following are the results of processing the path coefficients that have been carried out using the Smart PLS 3.0 software:

Table 6. Result of Path Coefficients

Latent Variable	Original Sample (O)	P Value
Age > Resistance to Change	-0.105	0.069
Perceived Organization Support > Resistance to Change	0.021	0.610
Communication > Resistance to Change	-0.342	0.000

Based on table 6 above, the results show that age on Resistance to Change has a negative but not significant effect, this is indicated by the P value > 0.05, i.e. 0.069 > 0.05. so the indicators of the age variable affect the Resistance to Change variable but the effect is not significant. Likewise, Perceived Organization Support for Resistance to Change shows that the P value > 0.05, i.e. 0.610 > 0.05. so that the indicators of the perceived organization support variable affect the Resistance to Change variable, but the effect is not significant. Then Communication on Resistance to Change has a negative and significant effect, this is indicated by the P value < 0.05, i.e. 0.000 < 0.05. so that the indicators of the Communication variable affect the Resistance to Change variable significantly.

Discussion

Effect of Age on Resistance to Change

According to Lasut, et al. (2017) Age is an individual's age from birth to birthday. The more age, maturity level, and strength a person will be more mature in thinking and working. In terms of public trust, someone who is more mature is trusted from someone who is not yet mature. This is an experience and maturity of the soul.

The results of this study indicate that the effect of age on Resistance to Change has a negative and insignificant effect, this is indicated by the P value > 0.05, i.e. 0.069 > 0.05. So, the indicators of the age variable affect the Resistance to Change variable but the effect is not significant. The existence of a work contract with the organization is divided into two, the first is that the sweeping load carried out by employees is 200 meters if the tree is in the shady category and 300 meters in the sparse category. Second, the working hours of the employees are divided into two sessions, namely the morning session starting from six in the morning until nine in the morning and for the afternoon starting from sixteen to eighteen. With this contract, employees are required to follow the rules imposed by the organization if they do not want to terminate the contract.

With an employee age range of 34 years and over with a percentage of more than 70% and also an average level of education from elementary to high school, they are no longer competent to find work if there is a termination of the contract with the organization. So, the last option is that employees must follow the rules that are in place now even though these rules are very much different from the rules applied in the previous period, so that age has a negative and insignificant effect on resistance to change. The results of this study are different from the results of research from Khan et al (2022) and Kunze et al (2013) which state that usis has a negative and significant effect on resistance to change.

Influence of Perceived Organization Support on Resistance to Change

Perceived Organizational Support is a theory that was developed based on the basic theory proposed by Eisenberger, namely an employee's perception of how much the organization has appreciated employee contributions and the organization's concern for the conditions and needs of employees (Sharma & Dhar, 2016). This employee perception assesses that the organization has appreciated contributions, listened to complaints, paid attention to the lives and welfare of employees, and treated employees fairly. Employees perceive that the organization is a source of socio-emotional needs such as appreciation, care, and tangible benefits (salaries and benefits). In addition, employees develop perceptions of Perceived Organization Support to meet the needs for approval, appreciation, and membership (Rhoades & Eisenberger, 2002).

The results of this study indicate that perceived organization support to Resistance to Change has a positive but not significant effect, this is indicated by the P value > 0.05, i.e. 0.610 > 0.05. so that the indicators of the perceived organization support variable affect the Resistance to Change variable, but the

effect is not significant. Organizational support in this case is very important for employees at the Mataram City Environmental Service in order to increase employee trust and loyalty to the organization. In this study, organizational support for resistance to change is something that needs to be improved. The support provided by the Mataram City Environmental Service at this time has not been able to have an impact on reducing resistance to change from employees.

With the support of work tools such as sweeping tools and also the uniforms provided have not been effective. Coupled with the new policy of the current leadership is very much different from the previous leadership. For the current leadership, the sweeping burden is increased by 3 times. Logically, with the increase in the sweeping burden, the salary will also increase, this has not been able to be fulfilled by the Mataram City Environment Service. Rejection cannot be made to the applicable rules, this is because employees must follow the rules if they do not want to terminate the work contract from the organization. So that perceived organization support.

This is in accordance with the opinion of Kim & Kankanhalli (2009), Perceived Organization Support, which is included in the external average method of status quo bias control, Perceived Organization Support includes employee training in new system processes, guidelines for implementing new ways of working, and additional human resources needed for the transition period. Consequently, if adequate Perceived Organizational Support is provided, resistance to change can be reduced.

The results of this study contradict the results of research from Rehman, et al. (2021), Raditya, et al. (2019), and Fernando, et al. (2019) states that perceived organization support has a negative and significant effect on resistance to change.

Effect of Communication on Resistance to Change

Communication is the process or act of conveying a message (message) from the sender (sender) to the receiver (receiver), through a medium (channel) that is usually disturbed (noise). In this definition, communication must be intentional and bring about change. Simply put, the notion of communication is the process of sending messages or symbols that contain meaning from a source or communicator to a recipient or communicant with a specific purpose (Susanto, 2010). Meanwhile, Mufid (2005) said that communication is information conveyed from one place to another by transferring information, ideas, emotions, skills and others by using symbols such as words, figures and graphics as well as giving, convincing speech and writing.

The results of this study indicate that Communication on Resistance to Change has a negative and significant effect, this is indicated by the P value < 0.05 ie $0.000 < 0.05$. so that the indicators of the Communication variable affect the Resistance to Change variable significantly. Communication as a medium used in organizations to provide direction and information on all organizational activities is so important in the sustainability of the organization. Communication carried out within the scope of the Mataram City Environmental Service is classified as all in the effective category, this indicates the communication used between superiors and subordinates and vice versa is good in reducing the risk of resistance to change.

The Mataram City Environmental Service always communicates all forms of policies and any changes that will and are being implemented to employees. This means that the functions and objectives of the communication can be conveyed properly to employees. With the communication that is increasingly improved, it will certainly reduce the level of rejection made by employees or in other words the more effective communication is, the resistance to change will be smaller. This is in line with the opinion expressed by Ahmad, et al. (2021), Puyod, et al. (2021), Sabino, et al. (2021), and Haqq (2021) state that communication has a negative and significant effect on resistance to change.

Conclusion

Age has a negative and insignificant effect on resistance to change, this indicates that the existence of a work contract that has been agreed by the employee with the organization is the responsibility of the employee and must be carried out, despite the new policies implemented such as sweeping loads and working time tightened, like it or not, employees must keep abreast of policy changes if they do not want to be terminated. This is because if one day there is a termination of the relationship, with the number of employees who have an age range of 34 years and over it will be difficult to get a job because it is no longer the competent age to get a job, so inevitably have to follow the policy then H1 is rejected. Perceived organization support has a negative but not significant effect on resistance to change, this indicates that even though the Mataram City Environment Service has provided support in the form of tools and work clothes, it has not been able to reduce the rejection or resistance to change behavior of employees because there is still good support. has not been fulfilled, such as with the increase in the sweeping burden which logically has to increase the salary but has not been able to do it by the Mataram City Environment Service, then H2 is rejected. Communication on resistance to change has a negative and significant effect. This indicates that by improving communication from superiors to subordinates and vice versa, it will increase employee trust and loyalty to the organization which will have an impact on decreasing resistance to changes made by the organization or in other words the more effective communication is used, the more resistance to change will be reduced. then H3 is accepted.

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