



Research Paper

The Influence of Organization Communication Climate and Psychological Capital to Readiness for Change

¹Febrina Azzahra

²Zulkarnain

³Sherry Hadiyani

(Psychological Industry Organization Department, University North Sumatera)

Corresponding Author: Febrina Azzahra

ABSTRACT: The development of globalization requires organizations to make changes. Currently the world is in shock by a pandemic called Coronavirus Disease (COVID-19). To be up against this phenomenon, optimal health services are influenced by the readiness to change factor. This study aims to determine the effect of organization communication climate and psychological capital to readiness to change. The research participants totaled 258 nurses of Banda Aceh General Hospital. The measuring instrument in this study uses a readiness to change scale, an organization communication climate scale, and a psychological capital scale. The data obtained were then analyzed using multiple regression analysis techniques. The results showed that there was a significant influence of organization communication climate and psychological capital on readiness to change ($R_{square} = 29.1\%$, $p = .000$). The implication of this research is that nurses accept and are ready to change when supported by an organization communication climate and psychological capital for nurses.

KEYWORDS: organization communication climate, psychological capital, readiness for change

Received 12 June, 2022; Revised 25 June, 2022; Accepted 27 June, 2022 © The author(s) 2022.

Published with open access at www.questjournals.org

I. INTRODUCTION

In addition to the momentum of change caused by COVID-19, the hospital is an agency with very dynamic changes, so it requires readiness to implement the established regulations. Hospital management will not be separated from the existing human resources in the hospital organization. The most human resources in hospitals are nurses. Nurses have a great responsibility to fight this pandemic because nurses are the first people who come into direct contact with patients and have a high risk of infection.

The existence of this pandemic has made the situation in hospitals such as the way of working, workflow, and other work coordination uncertain. Hospital organizations need to know the readiness of their human resources as an early sign of support or resistance regarding the planned changes. By knowing early indications of rejection from human resources, the company can determine preventive measures so that existing resistance can be minimized.

Changes in the organization structure of work procedures in the hospital environment indirectly have an impact on the information environment that occurs in the hospital and in relation to this it also has an impact on the communication climate created within the organization. Thus the communication climate can contribute to the effectiveness and the success of a hospital organization which ultimately affects the quality of a good work environment (Ragab & Elshazly, 2019). Research conducted by Alam & Mulatsih (2019) concluded that changes in organization communication climate will also have an impact on individual change readiness.

In addition to the organization communication climate, psychological capital also plays an important role in influencing change readiness an organization. According to Avey (2008) psychological capital is important in dealing with critical conditions that may occur during the process of change in the organization. Wang (2015) found a significant relationship between psychological capital and behavior that supports change. Research conducted by Ming-chu & Meng-hsiu (2015) shows that psychological capital helps positively to be more prepared to accept change.

This study was to examine and analyze the effect of organization communication climate and psychological capital to readiness to change.

II. LITERATURE OF VIEW

1. Readiness to Change

Berneth (2004) explains that readiness is more than just understanding change and believing in change, because readiness is a collection of thoughts and intentions to implement or realize specific changes. Readiness to change is a comprehensive attitude that is influenced simultaneously by what changes (content), how the change is implemented (process), the circumstances in which the change is made (context), and the characteristics of the individuals involved in the change (individual characteristics) (Holt et al., 2007). Holt et al., (2007) suggest that there are dimensions of readiness to change, including:

- a. Appropriateness; individual beliefs regarding whether the changes to be made are right for the organization and the organization will benefit from implementing the changes
- b. Management support; individual belief in the support and commitment of leaders and management related to the planned change
- c. Change efficacy; the ability of individuals to implement the desired changes and provide confidence that they have the skills and are able to perform tasks related to change
- d. Personally beneficial; the benefits that individuals feel personally that will be obtained if the change is implemented

2. Organization Communication Climate

Robbins and Judge (2011) define organization communication as an activity that involves the process of interpreting messages between organization members who are an important part of an organization. Pace and Faules (2018) argue that the organization communication climate consists of various perceptions of organization aspects and the influence of organization aspects on the formation of communication used in organizations and then developed through interactions with other organization members. The six dimensions of organization communication climate developed by Pace and Faules (2018) are as follows;

- a. Trust; Individuals at all levels must strive to develop and maintain relationships that include trust, confidence, and credibility that are supported by statements and actions.
- b. Joint decision making; Employees at all levels must be in constant communication about issues in all areas of the organization's policy relevant to their position
- c. Honesty; A general atmosphere of honesty and transparency should color relationships within the organization, and employees should be able to say what's on their minds.
- d. Openness in downward communication; Members of the organization must be relatively easy to obtain information related to their organization tasks.
- e. Listening in upward communication; Members at every level in the organization must listen to suggestions or problem reports put forward by employees or individuals at every level of subordinates in the organization, on an ongoing basis with an open mind.
- f. Attention to high performance goals; Performance objectives are clearly communicated to organization members and organization members must demonstrate a commitment to the goals of high performance, high productivity, high quality, and low cost.

3. Psychological Capital

Goldsmith, Veum & Darity (1997) argue that psychological capital is a part of personality in the form of self-perception, ethical orientation, attitude towards work, and general picture of life that affect one's productivity. Luthans, Youssef and Avolio (2007) define psychological capital as a positive developmental condition of a person with the characteristics of having self-confidence, making positive attributions about current and future success, not easily giving up in achieving goals and if necessary diverting the path to achieve goals, and when faced with problems and obstacles can persist and return. Zhao and Hou (2009) mention psychological capital as a state of positive individual development. The dimensions of psychological capital according to Luthans, Youssef and Avolio (2007) are as follows:

- a. Self-efficacy; individual's ability to mobilize motivation, cognitive abilities and the ability to take the necessary actions in carrying out their duties. Self-efficacy is also described as the strength of the belief in the individual that the individual is capable of doing something.
- b. Hope; the individual's thought process related to his ability to structure reality with interesting or challenging goals and expectations and ultimately get it by incorporating energy and perception into himself.

- c. Optimism; Individual thinking models related to attributing positive events to oneself, are permanent, and the causes are absorbent, and on the other hand interpret negative events to external and temporary aspects, caused by certain situations.
- d. Resilience ; a person's psychological capacity that is positive, by avoiding conflict, failure, and things that can trigger the emergence of problems so as to create positive change, progress and increased responsibility.

4. Research Hypothesis

The hypothesis of this research is that organization communication climate and psychological capital together have a significant effect to readiness to change in Banda Aceh General Hospital.

III. MATERIAL AND METHODS

Readiness to Change

Readiness to change is a nurse's comprehensive attitude to agree, accept, and adopt a change plan. This variable is measured using a scale that is based on the dimensions of readiness to change from the theory of Holt, et al (2007), namely appropriation, change specific efficacy, management support, and personal valence.

Organization Communication Climate

Organization communication climate is a nurse's assessment of the communication messages that occur within the organization . This variable is measured using a scale based on the dimensions of organization communication climate from Pace and Faules's (2018) theory, namely trust, shared decision making, honesty, openness in downward communication, listening to upward communication, and attention to high performance goals. .

Psychological Capital

Psychological capital is a set of positive psychological factors possessed by nurses to develop their potential in order to be able to achieve success in challenging tasks, be optimistic about achieving success, have hope for success and be able to survive in the face of adversity. The measuring instrument used to measure the psychological capital variable is a scale based on the dimensions of psychological capital from the theory of Luthans, Youssef and Avolio (2007), namely hope, optimism, self-efficacy, and resilience.

STATISTICAL ANALYSIS

This study used quantitative method and involved 258 nurses at Banda Aceh Hospital.

1. Assumption Test

Table 1. Normality test

<i>One-Sample Kolmogorov-Smirnov Test</i>		
	<i>Unstandardized Residual</i>	<i>Information</i>
N	258	
Sig. (2-tailed)	.200 ^{c,d}	Normal

Residual data has a significance value of .200. This proves that the residual data is normally distributed because sig > .05.

Table 2. Linearity Test

Variable	P	Information
Readiness to change* organization communication climate	.040	linear
Readiness to change*psychological capital	.045	linear

The variables of readiness to change and organization communication climate obtained a linearity significance value of .040 (p < .05). Likewise with the variable readiness to change with psychological capital which has a linearity significance value of .045 (p < .05). So it can be concluded that the variables of readiness to change and psychological capital have a linear relationship.

Table 3. Multicollinearity Test

Variable	Tolerance	VIF	Information
Organization Communication Climate	.128	7,802	Not occur multicollinearity
Psychological Capital	.128	7,802	Not occur multicollinearity

The value of tolerance on organization communication climate variables and psychological capital is .128 (> .10) with a VIF of 7802 (< 10). This shows that there is no multicollinearity in organization

communication climate variables and psychological capital. This means that the multicollinearity test in this study has been fulfilled.

Heteroscedasticity Test

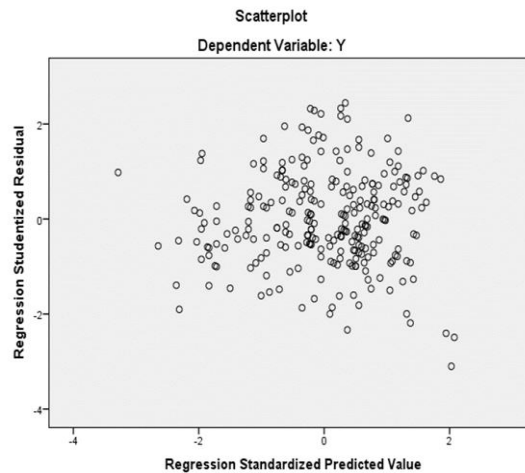


Figure 1 Scatterplot

In Figure 4.1 there are points on the graph that spread randomly and don't just collect at the top or bottom. The spread of these points is also not patterned. So it was concluded that there were no symptoms of heteroscedasticity, meaning that the heteroscedasticity assumption test was met.

2. Hypothesis Test

Hypothesis: There is a significant effect between organization communication climate and psychological capital on readiness to change.

Table 4. F Uji test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1895,526	2	947,763	30,554	.000 ^b
	Residual	6017,682	194	31,019		
	Total	7913,208	196			

a. Dependent Variable: Readiness to change

b. Predictors: (Constant), Organization communication climate, psychological capital

Table 5. R. Determination Test

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.540 ^a	.291	.286	6.32741	1,594

a. Predictors: (Constant), X1 X2

b. Dependent Variable: Y

The table 5 above shows the correlation coefficient (R) of .540^a, indicating that the correlation/relationship between the independent variable and the dependent variable has a linear relationship and has a positive value of .540. The value of the determinant coefficient (R Square) is .291 or 29.1%. This shows that organization communication climate variables and psychological capital have a significant influence on the variable readiness to change by 29.1%. While the remaining 70.9% is explained by other factors or variables.

3. Categorization

Table 6. Categorization and Percentage on readiness to change

	Categorization	Total (N)	Percentage (%)
Low		0	0%
Currently		0	0%
Tall		258	100%

Total	258	100%
-------	-----	------

Readiness to change in research subjects falls into the high category. It is proven that from 258 samples, all of them have high readiness to change.

Table 7. Categorization and Percentage of organization communication climate

Categorization	Total (N)	Percentage (%)
Low	7	2.7%
Currently	129	50%
Tall	122	47.3%
Total	258	100%

In general, the organization communication climate on the research subject falls into the moderate category. It is proven from 258 samples, 129 people or 50% have a moderate organization communication climate.

Then the subjects who were in the high category of organization communication climate were 122 people or 47.3%. then in the low category which is filled by 7 people or 2.7% of the research subjects, have a relatively low organization communication climate.

Table 8. Categorization and Percentage of psychological capital

Categorization	Total (N)	Percentage (%)
Low	11	4.3%
Currently	109	42.2%
Tall	138	53.5%
Total	258	100%

It can be seen that in general the psychological capital of the research subjects is in the high category. It is proven from 258 samples, 138 people or 53.5% have high psychological capital.

Then the subjects who were in the moderate category were 109 people or 42.2%. then in the low category which is filled by 11 people or 4.3% of research subjects with low psychological capital.

IV. DISCUSSION

This study has proven that organization communication climate and psychological capital together have a significant effect on readiness to change. Therefore, this research hypothesis was accepted. Although it does not reach up to 50%, the contribution of organization communication climate and psychological capital to readiness to change is quite considered considering the amount of effective contribution.

Previous research conducted by Yoanne (2013) obtained results if the organization communication climate has a direct effect on the performance of company employees by 25.2%. This states that the communication climate is quite influential on employee performance.

This means that when employees feel the communication climate in the organization is positive, employee performance will increase. Employee performance will be achieved if employees are bound to their work so that they will give their best effort. Then Johansson and Heide (2008) in their study related to change readiness identified that the quality of communication can improve understanding of change implementation. A positive organization communication climate tends to improve and support and be ready for changes set by the hospital. Likewise with Hodges (2010) who asserted that psychological capital is able to support the emergence of behavior bound to employees such as energy, enthusiasm, enthusiasm when working, as well as the desire to give more effort in carrying out work to achieve goals. In line with the results of a study conducted by Jabbarian and Chegini (2016) which states that psychological capital has been shown to have a positive impact on readiness to change. In addition, it is also supported by the results of the study of Ming-chu and Meng-hsiu (2015) which also proves that psychological capital can help employees to be higher in readiness to change.

The results of research by Fachruddin and Mangundjaya (2012) on one of the state-owned banks show that employee psychological capital is positively related and contributes to readiness to change. The results of Kirrane's research (2016) show that employees' responses to change are shaped by personal psychological resources and their perceptions of the organization environment. This indicates that the organization communication climate affects the response to readiness to change. On the other hand, studies conducted by Lizar, mangundjaya and rahcman (2015) show that psychological capital and psychological empowerment have a positive and significant influence on readiness to change.

Organization communication climate is defined as the quality of experience that is objective about the organization's internal environment which includes the perception of organization members to messages with

events that occur in the organization (Arni, 2007). Communication climate will not be formed without organization communication. Communication within the organization will form perceptions within employees, the perceptions formed are perceptions of information and messages that occur in everyday organizations.

V. CONCLUSION

Organization communication climate has a significant effect to readiness to change with an effective contribution of 28.3%. The influence given shows that the higher the organization communication climate for nurses at the Banda Aceh General Hospital, the higher the nurse's readiness to change. On the other hand, the lower the organization communication climate for nurses at the Banda Aceh General Hospital, the lower the nurse's readiness to change.

Psychological capital has a significant effect to readiness to change with an effective contribution of 28%. The influence given shows that the higher the psychological capital of nurses at the Banda Aceh General Hospital, the higher the readiness to change in the nurse. On the other hand, the lower the psychological capital of the nurses at the Banda Aceh General Hospital, the lower the nurse's readiness to change.

Organization communication climate and psychological capital simultaneously have a significant effect to readiness to change with an effective contribution of 29.1%. The influence given shows that the higher the organization communication climate and the higher the psychological capital of nurses at the Banda Aceh General Hospital, the higher the readiness to change in these nurses. On the other hand, the lower the organization communication climate and the lower the psychological capital of nurses at the Banda Aceh General Hospital, the lower the nurse's readiness to change.

REFERENCES

- [1]. Alam, G., & Listiana Sri Mulatsih, A. (2019). Pengaruh Keterlibatan Kerja dan Iklim Komunikasi terhadap Kesiapan Individu Untuk Berubah dengan Komitmen Organisasi sebagai Variabel Mediasi, *14*(2).
- [2]. Avey, J. B., Wernsing, T. S., & Luthans, F. (2008). Can positive employees help positive organisational change?: Impact of psychological capital and emotions on relevant attitudes and behaviours. *Journal of Applied Behavioural Science*, *44*(1), 48–70. doi:10.1177/0021886307311470
- [3]. Ragab, O. H. G., & Elshazly, E. M. A. (2019). Impact of Communication Climate on Nurse's Organizational Career Growth and Empowerment. *Saudi Journal of Nursing and Health Care*, *2*(7), 224-230.
- [4]. Wang, L. (2015). The relationship between employee psychological capital and change-supportive behavior: Mediating effect of cognitive of change. *Journal of Social Sciences*, *3*, 125–133.
- [5]. Ming-chu, Y., & Meng-hsiu, L. (2015). Unlocking the black box: Exploring the link between perceive organizational support and resistance to change. *Asia Pacific Management Review*, *20*(3), 177–183.
- [6]. Berneth, J. (2004). Expanding our understanding of the change message. *HR Development Review*, *3*(1), 36-52.
- [7]. Holt, D. T., Armenakis, A. A., Feild, H. S., & Harris, S. G. (2007). Readiness for organizational change: The systematic development of a scale. *The Journal of Applied Behavioral Science*, *43*(2), 232–255. doi: 10.1177/0021886306295295
- [8]. Pace, R. W., & Faules, D. F. (2018). Komunikasi Organisasi. Bandung: PT. Remaja Rosdakarya Bandung.
- [9]. Robbins, S. P., & Judge, T. A. (2011). *Organizational behavior (Perilaku organisasi)*. (ed.12). Jakarta: Salemba Empat.
- [10]. Goldsmith A., Veum J., and Darity W. (1997) 'The Impact of Psychological and Human Capital on Wages', *Economic Inquiry*, *35*(4): 815-829
- [11]. Luthans, F., Youssef, C. M., & Avolio, B. J. (2007). *Psychological Capital : Developing the Human*. Oxford University Press, Inc.
- [12]. Zhao, Z., & Hou, J. (2009). The study on psychological capital development of intrapreneurial team. *International Journal of Psychological Studies*, *1*(2), 35.
- [13]. Yoanne, B. (2013). Pengaruh Iklim Komunikasi Organisasi Pt. Djatim Super Cooking Oil Surabaya Terhadap Kinerja Karyawan. *Jurnal e-Komunikasi*, *1*(3).
- [14]. Johansson C. & Heide, M. (2008). Speaking of Change: Three Communication Approaches in Studies of Or-ganizational Change. *Corporate Communications: An International Journal*, *13* (3): 288-305\
- [15]. Hodges, T. D. (2010). *An experimental study of the impact of psychological capital on performance, engagement, and the contagion effect*. The University of Nebraska-Lincoln.
- [16]. Jabbarian, J., & Chegini, M. G. (2016). The effect of perceived organizational support on employee resistance to change : A study on guilan municipal staff. *Journal of History Culture and Art Research*, *5*(4), 642–654. doi: 10.7596/taksad.v5i4.627
- [17]. Fachruddin, D. F., & Mangundjaya, W. (2012). The impact of workplace well-being and psychological capital to individual readiness for change, *Proceedings 4th Asian Psychological Association*, Jakarta.
- [18]. Kirrane, M., Lennon, M., O'Connor, C., & Fu, N. (2017). Linking perceived management support with employees' readiness for change: the mediating role of psychological capital. *Journal of Change Management*, *17*(1), 47-66.
- [19]. Lizar, A. A., Mangundjaya, W. L. ., & Rachmawan, A. (2015). The role of psychological capital and psychological empowerment on individual readiness for change. *The Journal of Developing Areas*, *49*(5), 343–352. doi: 10.1353/jda.2015.0063
- [20]. Arni, M. (2007). *Komunikasi organisasi*. Jakarta: Bumi Aksara.