



## ADJUSTMENT OF ORGANIZATION CHANGE AND SELF-EXPECTATIONS IN EMPLOYEES – A STUDY AT PT. KERETA API INDONESIA REGIONAL OPERATIONS I JAKARTA

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### Abstract:

Change is something that is sure to happen. Change does not only occur in one sector, but many sectors experience it. Lately there have been many rejections of changes that occur in the form of employee demonstrations, one of which occurred by PT. Kereta Api Indonesia. The purpose of this study, to determine the relationship of adjustment to organizational change with employee self-expectations at PT. Kereta Api Indonesia. Jakarta Operations I. In this study the data collection method uses a scale of organizational change and self-expectation scale. Based on the results of data analysis obtained bivariate correlation coefficient ( $r_{xy}$ ) of 0.202 with  $p < 0.05$ . The conclusion of the study showed that there was a significant relationship with a positive direction between adjustments to organizational change and employee self-expectation that occurred at PT. Indonesian Railroad Regional Operations I Jakarta.

**Keywords:** adjustment, organizational change, self-expectation, employees

### 1. Introduction

In life, every human being has needs that must be met. Maslow, in this case states there are five levels of human needs. Starting from basic needs such as physiological needs, security, social needs to high level needs such as self-esteem, and self-actualization. In this case, one way to meet those needs is to work. For this reason, one of the platforms for working and meeting these needs is the organization.

The organization is an open system, which means receiving something from or and releasing one to another system. Organizations receive from other systems enter certain, otherwise the organization also produces products (in the form of goods or services) that are released, distributed and received by other systems.

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This process will continue without stopping if the organization can successfully succeed in getting the input needed from other systems and provide output that can be absorbed by other systems. If it fails to obtain input needed by other systems and or if the output is not absorbed or rejected by other systems, then the organization cannot maintain its existence (Munandar, 2001: 19).

The failure of the organization as an open system lately often happens a lot. One example of this organizational failure is the economic crisis that occurred in mid-1997 in various countries in the world. Indonesia is one of the countries that have experienced the effects of the economic crisis. Not only have an impact on the economic sector, but also on the political and social sectors. The impact of the economic crisis greatly affected organizations both owned by the government and the private sector. For example, the merger of various banks, the change of ownership of shares, and also the new government regulations in which several state bodies become public companies. The companies that experienced the change include: Kimia Farma Tbk Company, this company must carry out a restructuring because some of its shares have been sold to investors (Kompas, 5 October 2002), the National Electricity Company, the National Gas Company, Perum Perumnas, PT. Pelita Air Service, PT. Kereta Api, which changed the status of the company from state-owned to private, and the changes that occurred at PT. TELKOM and management changes that occurred at Garuda Indonesia airlines which included aspects of service, human resources and business (Kompas, March 19; 2005).

The changes made by organizations in Indonesia to the economic crisis that occurred in the past few years the impact at this time is not all positive. This is because lately there have been many rejections of the changes that occur. One reason is because the employees' expectations are not met from the changes that occur. The manifestation of the rejection is usually company employees who experience changes will hold a demonstration, as experienced by PT. Dirgantara Indonesia which laid off all of its employees, and recently the Railroad Company also issued a rejection reaction to changes in its organization, which is because although the company has changed twice, namely in 1992 and 1998, but the changes that occurred at PT. Kereta Api Indonesia does not experience an adjustment between the changes made and the expectations desired by its employees, causing its employees to carry out demonstrations.

The attitude of rejection is actually an individual behavior that is designed to protect or prevent the implementation of changes in work (Robbins, 2001: 136). At this time strategies in the organization of an organization increasingly depend on the matter of strengthening the responsiveness of the organization and on the formation of a loyal work team, and placing human resources in a central role (Dessler, 1997: 21).

Human resources are very influential on changes that occur within an organization, this is because the employees who work in the organization have expectations for changes that occur in their place of work. Vroom (Cooper and Makin, 1995: 104) states that human behavior is influenced by human expectations themselves for what will happen.

In the midst of globalization, now employees are no longer only fixated on the large salaries they receive but are also increasingly aware that these employees must be able to develop and actualize themselves in their place of work and want to know exactly what they can get from the company in other words, actually employees have certain expectations about how to manage human resources in their company, so it can be said that employee self-expectations can affect the performance of employees which in turn can affect the effectiveness of the organization and the achievement of organizational goals.

The self-expectation possessed by employees can increase work activities, and employee performance. Even employees whose expectations are not fulfilled can cause problems in the organization such as decreased employee productivity, absenteeism, inaccurate working hours, and employee turnover. This is consistent with the theory of expectations which states that the strong tendency of employees to act in certain ways depends on the strength of an expectation that is followed by a particular output and on the attractiveness of that output to individuals.

The form of individual involvement in organizational change is reflected in the adjustment of employee self-expectations with changes that occur within the organization. Adjustment to change with self-expectations that occur broadly can be seen from the attitude of effective individuals or attitudes toward change, and attitudes ineffective or refuse to change. When the individual tends to provide support, be enthusiastic, and want to be involved and increase cooperation in dealing with change, this indicates that there has been an adjustment between employee's self-expectations with organizational change, if the individual is not effective then the adjustment does not occur and the individual tends to defend themselves and resist change.

Judson (in Setiawati, 2000: 9), states that individuals who accept change usually hope that with change, existing work will become more challenging, interesting, their responsibilities can also be greater, and the new work can improve its quality as the employee. Employees who feel the changes that occur in the organization do not meet their expectations, then the employee will tend to reject the changes that occur, because employees feel there is no adjustment between the changes that occur with his expectations.

Change may be more successful if it is introduced by a leader who has high expectations for success. In other words, the expectation of change is as important as technological change, which is used as a graph in the 'X' section, which shows the importance of attitudes towards change (Newstrom & Davis, 1993: 284).

Organization as a form of life in society also experiences organizational change as a form of relationship that has a dynamic nature, in the sense that the organization always adjusts to the changes that occur (Wursanto, 2003: 309).

Organizational ability to survive is largely determined by the ability of organizations to change, adapt to changes in the business environment that they face or adapt to potential changes that will occur in the future. Organizational ability to develop is determined by the organization's ability to create change. Organizational ability to

change is determined by how empowered the personnel of the organization in making changes. This is because, success or failure of an organization is essentially caused by things done or failed to be done by employees (Robbins, 2001: 281).

Many companies make changes whose purpose is to increase effectiveness and to be able to survive in the business world. The company or type of business undergoing a change in this case is a state-owned enterprise (BUMN). BUMN has experienced many changes because BUMN is a business entity that has a sizable portion of the national economy and covers almost all sectors of the national economy, including the industrial sector which is important for the development of the country as a whole. SOEs during the monetary crisis also experienced an impact and made many changes including the sale of shares, the sale of bonds and the incorporation of several SOEs to increase the effectiveness of SOEs as a business entity or organization.

## **2. Literature Review**

### **2.1 Employee Expectations**

Someone has hopes or desires that there is an opportunity where a certain effort will lead to a certain level of achievement. The strength of a person's tendency to act in a certain way depends on the strength of the expectation of action to be followed by a particular outcome and on the attractiveness of that outcome to the individual concerned.

The company's employees at this time are no longer only focused on the rewards or high salaries, but employees also increasingly realize that each employee also needs to develop and actualize themselves in the company and want to know exactly what they can get from the company with In other words, employees actually have certain expectations about how to manage human resources in their company. Below will be discussed about the notion of self-hope. Snyder (1994: 5), argues that hope is the overall mental strength and path to achieving a goal. Hope comes from the word hope which means the desire that something can happen so that it can mean something desired can happen.

Understanding hope is a strong level of confidence that work effort will result in the completion of a task. Expectations expressed as the probability (probability) of employee estimates of the degree to which achievement is determined is determined by the efforts made. (Davis & Newstrom, 1993: 149).

Individuals in doing their work put their hopes for the results they have done. Employee self-expectation is all the employee's desires to obtain various results after the employee performs the performance, with the achievement of the performance it is expected that the employee will get results that can meet his expectations.

Expectancy theory holds on the motivation to behave which results in a combination of desires that are expected as a result. In general, the theory of expectation can be used to estimate the behavior of each situation which is in two or more alternatives that must be made. Vroom theory summarizes the theory of hope as a strong tendency to act in a certain way depending on the strength of the expectation that action will be

followed by a certain consequence (or certain consequences) and on being interested in the consequences (or consequences) for the culprit (Kreitner & Kinicki, 2001: 301).

Expectancy theory states that the effort expended by an employee to perform a task is a combined function of the two values given by the employee to get rewards (extrinsic and intrinsic) and expectations (perceived change or possibility) that a certain level of effort will be sufficient to receive rewards. The expectation approach requires managerial action. Managers must determine the types of benefits expected by employees and do what is possible to share the benefits or create conditions so that what is available in the form of benefits can be applied in some situations, it is not only possible to provide valuable or desirable rewards, because the manager often must improve the desirable nature of other rewards.

Vroom stated that the strength that motivates someone to work actively in doing their work depends on the reciprocal relationship between what a person wants and needs from the results of the work. How much someone believes his company will provide satisfaction for his desires in return for the effort he did it. If the expected confidence is large enough to obtain satisfaction, someone will work hard as well and vice versa.

Expectancy theory is to assess the magnitude and direction of all forces affecting an individual. Expectancy theory is a process theory that pays attention to work motivation that focuses on how workers make alternative choices between several behaviors and efforts to reach a certain level (George & Jones, 1999: 195).

Expectancy theory also assumes that motivation is determined by the opportunities felt by someone in achieving valuable results. The hope motivation theory model states Vroom reveals how effort, achievement and achievement as well as instrumental outcomes influence the degree of effort expended to achieve the desired results (Kreitner & Kinicki, 2001: 322).

Expectancy theory emphasizes the behavior expected of workers. This means that this theory emphasizes the importance of workers' beliefs about what is expected by the organization from it and that their work performance is assessed using rational and objective criteria. The theory of hope is based on :

- a) Hope is an opportunity given that will occur because of behavior. Zero expectations indicate that there is no possibility that an outcome will emerge after a certain behavior or action is taken. This expectation is expressed in probability (probability).
- b) Values are the result of certain behaviors having a certain value or dignity (power or motivational value) for each individual concerned. An outcome has a positive valence when it is disciplined and more respected, but conversely it has a negative valence if it is undisciplined and not respected. An outcome has zero value, if people are indifferent to get it.
- c) Linkage is the perception of individuals that first level results will be related to second level results. Victor Vroom suggested that linkages can have values ranging from zero and minus one. Valence results of minus one (-1) indicate the

perception that achieving the second level is certain without the results of the first level. And it is not possible to arise with the achievement of the first level results (+1) indicating that the results of the first level are necessary and sufficient to produce the second level results, because this illustrates a combination (association) then instrumentality can be thought of as linkages (correlations).

- d) Motivation is assessing the magnitude and direction of all forces that affect individual behavior. Actions that are driven by the greatest power are those that are most likely to be done.
- e) The ability is to show the potential of people to carry out work. This ability may or may not be fully utilized. This ability is closely related to the power of thought and physical power a person has to carry out work.
- f) Principles of the theory of hope (Gibson, Ivancevich, Donnelly, 200 : 161) :
  - $P = F (M \times A)$ , Performance (P = achievement) is a high (F) function between motivation (M) and strength and ability (A).
  - $M = F (V1 \times XE)$ , motivation is (F) high valence (V1) of every first level gain (V1) and expectancy (E = expectation) that certain behavior will be followed by a first level gain, if that expectation low then the motivation is small.
  - $V1 = F (V2 \times I)$ , the valence associated with various kinds of first-level gains (V1), is a high function (F) between the amount of valence attached to all second-level gains (V2) and instrumentality (I) or the linkage between second level achievement.

Based on the explanation above it can be concluded that the employee's self-expectations are all desires or strong levels of employee confidence in an effort to show their performance to obtain various results obtained from the capabilities they have and the impulses that are in themselves so that they can meet the expectations he wants to achieve.

In achieving the desired performance there are several factors that influence an employee's self for example, such as the confidence possessed by an employee, experiences in work, and communication with others. By achieving desired performance then results will be obtained that meet the employee's self-expectations. According to Lawler the size of expectations is determined by various factors (Munandar, 2001: 339), namely :

- a) Past experience in a similar situation. In this factor employees have experience that influences the work they do.
- b) Interest from outputs. The output is a potential need to influence employee behavior at work. Outputs can be in the form of salaries, benefits, promotions, and awards.
- c) Trust in internal control against the external. Internal factors include satisfaction and the achievement of his hopes. While external factors in the form of physical rewards such as salary increases and promotions provided by the company. Employees will gain the trust of their superiors or colleagues if what is expected from their work is achieved this shows that he is able to meet his expectations so

that with the existence of such confidence employees will get a salary increase and promotion.

- d) Expectations of efforts that lead to performance behavior. This factor is in the form of desires that can encourage employees to try to show their performance, which later can meet their expectations.
- e) Actual situation. This factor is the willingness of the members of the organization to accept the changes that occur and the impact of these changes.

Based on the factors above it can be concluded that the size of expectations in obtaining outputs is determined by past experience in similar situations, interest in outputs, confidence in internal control against the external, expectations and actual situations.

## **2.2 Adjustments to Organizational Change**

Adjustment is very important in everyday human life. Adjustment of a person varies in the way it is applied, depending on the situation at hand. The efforts carried out by individuals in relation to adjustments to the environment are activities that never stop. According to Hurlock (1998: 257) adjustment refers to how far an individual's personality functions efficiently in society. The more efficient the role of individuals in society, the better can be said individuals in making adjustments. The term adjustment here refers to an individual's ability to socialize with his environment and the extent to which the individual is required by each other individual so that the individual can place himself in his environment. In essence, every living thing has the drive to defend itself and maintain its survival. Every living creature is equipped with the ability to adjust to achieve balance in life, this is because every human being must be able to deal with the changes that will occur with the capabilities they have.

Change is universal. Change can happen anywhere, anytime and faced by anyone. As humans we live full of change. Robbins argues that change makes something else (Robbins, 2001: 280).

Everything in this world changes all the time, only the rate of change is not the same, sooner or later. The occurrence of changes in one aspect can be the cause of changes in other aspects, therefore one change with other changes are interrelated, interconnected, and influence each other.

Changes in question include for example changes in behavior, changes in value and valuation systems, changes in methods and ways of working, changes in equipment used, changes in ways of thinking, and changes in attitude (Winardi, 2005: 1).

In this case what will be discussed is the changes that occur within the organization, this is because the organization is an open system, so that the environment can affect the internal components of the organization besides the organizational environment constantly changing, so the organization concerned needs to make changes so that the organization it can continue.

The need to implement change today in a dynamic environment, is a fact of life for most organizations today, an organization should not wait until the organization

experiences a new setback process for change, but an organization needs to predict and anticipate the need for change.

The organization is a unit that allows the community to achieve a goal that cannot be achieved individually by individuals. The organization is characterized by its goal-directed behavior.

Winardi (2005: 2) defines organizational change as an act of switching an organization from the current conditions to the desired future conditions to increase its effectiveness. This is in line with the opinion of George & Jones (1999: 679) which states that organizational change is the movement of an organization towards the desired future with the aim of increasing the effectiveness of the organization.

Based on the explanation above it can be concluded that the adjustment to organizational change is the individual's attitude in socializing to the movement or transformation in a new condition that is different from adapting to new ideas that aim to improve the organization's ability to deal with various factors that cause organizational change so as to improve efficiency and productivity of an organization and be able to survive and develop in its environment.

Both planned and unplanned changes lead to individual attitudes in the organization. Individual attitudes toward change also affect the effectiveness of the change itself, both for individuals and organizations.

### **3. Framework of Thinking**

Organizations as open systems that are constantly in a dynamic process of interaction with their external environment have the potential to influence the organization or certain parts of the organization in several ways. Thus the environment outside the organization can affect the internal parts of the organization, therefore when there is a change in the external environment of the organization, such as economic, political, and social changes, then this can affect and cause changes in an organization. Adjusting organizational change is the ability to socialize to the movement or transformation of a new condition that is different from adopting new ideas carried out by the organization in order to be able to survive better in its environment changes that occur in the organization are not only due to the influence or change of the external environment. Factors in the organization such as changes in leadership policies, changes in objectives, expansion of the organization's operational area, the volume of activities that increase, the level of knowledge and skills of members of the organization, attitudes and behavior of members of the organization and various kinds of new rules or regulations that apply in organization can cause changes in organization (Wursanto, 2003: 310).

Organizational change certainly involves individuals who are in the organization, this is because individuals in the organization are the main components that play a central role. Besides that, only individuals can determine the success or failure of a change. Individual involvement in determining the success of a change, illustrated by the individual's attitude to the changes that occur.



Judson (Setiawati, 2002: 9) states that individuals who accept change usually hope that with change, existing work will become more challenging, interesting, their responsibilities can also be greater, and the new job can improve their quality as employees. Employees who feel the changes that occur in the organization do not meet their expectations, then the employee will tend to reject the changes that occur, because employees feel there is no adjustment between the changes that occur with his expectations.

This employee's self-expectation is influenced by past experience in similar situations, interest in outcomes, trust in internal control against the external, expectations from efforts that lead to performance behavior, and the actual situation and communication from others (Munandar, 2001: 339).

Change may be more successful if it is introduced by a leader who has high expectations for success. In other words, the expectation of change is as important as technological change, which is used as a graph in the 'X' section, which shows the importance of attitudes towards change (Newstrom & Davis, 1993: 284).

Based on the things above the researchers assume that organizational change has a relationship to employee self-expectations. Therefore, organizations undergoing change are expected to work well, so that uncertainties do not arise in the employees which will result in employee expectations of changes that occur are not met.

Based on the theoretical concepts described above, the hypothesis that will be proposed in the framework of this study is the alternative hypothesis:

**Ha:** There is a relationship between adjustments to organizational change and employee self-expectations.

#### 4. Research Methods

- 1) The independent variable. Adjustment to organizational change is the attitude of individuals in socializing to the movement in a new condition that is different from the previous conditions that occur in an organization, which is operationalized through the scores obtained from measuring the scale of organizational change adjustment which consists of factors changing organizational structure, changing technology, changing physical arrangements, and changing agents of change.
- 2) Dependent variable: Employee self-expectation. Employee self-expectancy is the desire that encourages employees to work in order to obtain results or rewards from the work done by them, which is operationalized through a score obtained from the employee's self-expectation scale consisting of past experience in similar situations, interest in outputs, trust in control internal and external, current state of self, and expectations of efforts that lead to performance behavior.

The subjects taken in this study have characteristics that are in accordance with the objectives of the study. Characteristics of the subjects of this study, are: About 20-50 years old. At that age the subject has a fairly large response to the company and is still

possible to change positions or work assignments; minimum high school education background / equivalent; have worked for at least 2 years in the subject area now; has a position as executor or supervisor, section head and division head. Position levels vary because one's position or position also influences employee self-expectations.

Based on the characteristics above, obtained a population of 163 people, and based on Morgan's table, a sample of 113 people was taken. With random sampling method. Data collection is done by using a scale that is the scale of organizational change and the scale of employee self-expectation which is arranged in accordance with the Likert model that has been modified with four alternative answers, which are carried out to avoid hesitant answers and to the middle of the subject. The choice consists of four alternative answers, namely strongly agree (SS), agree (S), disagree (TS), and strongly disagree (STS). The Adjustment Scale for Organizational Change, from 70 items, there were 20 items that fell and 50 items that were valid with a coefficient range between 0.2536 to 0.5426 with a p value <0.05 and a reliability value of 0.7615 which according to Guilford's reliability rules is included in the reliability.

Employee Self Expectation Scale, from 50 items, 17 items died and 33 valid items with a coefficient range between 0.2436 to 0.4693 with a p value <0.05, and a reliability value of 0.7849 according to the Guilford reliability requirements included in reliable criteria.

## 5. Research Result

Based on the results of data analysis calculated by the SPSS computer program version 11.0 for windows using the Product Moment Correlation Coefficient formula from Pearson ( $r_{xy}$ ) = 0.202 with  $p < 0.05$ , then the alternative hypothesis ( $H_a$ ) is accepted.

## 6. Discussion

This analysis of research data shows a significant relationship between adjusting organizational change with the self-expectation of employees of PT. Kereta Api Indonesia Regional Operations I Jakarta and its positive direction, in line with the results of research conducted by Steers and Porter (1991: 440), which in their research stated that expectations due to changes in diagnostics will increase when employees are involved in the change planning process. A situation will be much better, because the high expectations of employees can provide positive strength for change. For example, once hope has power with a strong conviction, it cannot be kept away from plans of change and decreasing levels of hierarchy in an organization.

The results of this study are also supported by Umstot's statement (Jewell and Siegall, 1998: 489) which states that managing organizational change today is one way to build employee expectations for success. The statements of these two figures are proven by the results of research that show that there is a relationship between adjustments to

organizational change and the self-expectation of employees of PT. Kereta Api Indonesia Regional Operations I Jakarta.

Based on the results of calculations using the categorization method based on the significance of the difference calculated with the SPSS version 11.0 for windows program, it was found that all subjects categorization scores were above the interval, so that all subjects in this study could have a high level of adjustment and change in self-expectancy also high.

## 7. Conclusions

Based on the results of data analysis obtained from statistical tests, it shows that there is a relationship between adjustments to organizational change and employee self-expectation at PT Kereta Api Indonesia, Operation Area I Jakarta. With the direction of a positive relationship between adjustments to organizational change with self-expectation, it means that the better the adjustment of employees to organizational change will be followed by higher self-expectations.

## 8. Suggestions

### 8.1 Practical Advice

- PT Kereta Api Indonesia has undergone changes several times so that the employees of these PT have expectations of the changes that occur, PT Kereta Api Indonesia should plan changes that will occur with clear objectives, know the drivers and inhibitors of the changes to be made and the impacts which will occur after a change.
- PT Kereta Api Indonesia should first communicate and later involve the PT employees with the changes to be made.

### 8.2 Theoretical Suggestions

- For further research it is recommended, to examine organizational changes with employee self-expectations that occur in different populations. Research samples can be carried out on government and private companies that are particularly experiencing changes.
- For other researchers who want to reexamine organizational change, they should use other factors outside the factors already in this study such as changes in organizational structure, technological change, changes in physical structuring and agents of change.

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