THE EFFECT OF WORK ENVIRONMENT AND EMPOWERMENT OF HUMAN RESOURCES ON READINESS FOR CHANGE

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ABSTRACT

The issue in this study is the impact of the work environment and human resource empowerment on readiness for change. The goal of this study was to assess the impact of work environment and human resource empowerment on transition preparedness. This study employs a quantitative methodology. Questionnaires were used as data collecting methods. The classical assumption test, multiple linear regression, and statistical hypothesis testing were employed to analyze the data. Based on the study's findings, it is clear that Based on the results of the research and discussion that have been described in the previous chapter, it can be concluded; The work environment has a considerable impact on readiness for change. This suggests that the better the working environment, the more open to change employees are. Empowerment human resources have a huge impact on readiness for change. Empowerment human resources have a huge impact on readiness for change. This can be interpreted as the greater the empowerment of human resources, the greater the readiness for change the greater the empowerment of human resources, the greater the readiness for change. The work environment and the empowerment of human resources have an impact on readiness for change This indicates that the more favorable the working environment, the greater the empowerment of human resources, the greater the readiness for change. The degree of the influence of work environment characteristics and human resource empowerment on readiness for change is 89 percent, with the remaining 11 percent influenced by other variables not investigated..

Keywords: *Work Environment, Empowerment of Human Resources, Readiness for Change*

1. INTRODUCTION

One of the major keys in the company, based on the phenomena that occur, is the work environment and quality human resources. Human resources are critical in managing productivity inside a company so that it can run productively to reach a company goal.

In a corporate environment, human resources are people who work in an organization and are commonly referred to as employees. Human resources are the most valuable asset in the organization; without people, the company's resources cannot create profits or contribute value on their own. Human resource management is built on the idea that every employee is a person, not a machine or a commercial resource. Sutrisno (2019) claims that humans are the only

creatures with reason and feelings. Desire, skill, knowledge, desire, power, and work are all important factors. All of these prospective human resources have an impact on the organization's ability to achieve its objectives. According to Choi (2011), numerous factors influence employees' passion and enthusiasm in carrying out their jobs. These elements include adequate placement, training, a sense of future security, mutations, the work environment, and many others. right placement, training, a sense of future security, transfers, work environment, and a variety of other factors.

The work environment, which includes both the physical and non-physical environment, is also an important factor in the continuity of employees' work in carrying out tasks, which will lead to interactions between persons and the work environment. According to the findings of prior research conducted by Schmid (2004); Alas et al 92012), the work environment has a good and significant impact on the company. One strategy to improve changes in the quality of a good firm for employees is to create a comfortable work environment and empower good human resources. Employees can maximize their performance with the help of a supportive work environment and human resource empowerment. The difficulty in the research is the lack of conduciveness seen from the facilities, namely the lack of air conditioning in the room, which causes the air in the staff's room to grow heated, thus the staff sometimes decides to leave the room to work.

The flow of globalization necessitates changes in all disciplines, and the needs of technology changes, which are advancing at such a quick pace, will have an impact on the world of labor, particularly technical changes. As a result, to deal with technological advances, a program to improve staff quality must be implemented. Transformation and the organizational capability for successful change Based on Raditya et al (2019), the influence of empowering human resources on willingness to change with work motivation is a moderator. It is well established that empowering human resources has a good and significant impact on transition readiness. Successful effective change is usually defined by encouraging managers and people to change and attempting to cope with the intensity of change.

The function of human resource empowerment is critical in preparing employees to execute changes to meet the organization's goals. Employee empowerment can supplement crucial job-related responsibilities or abilities (Allaoui & Benmoussa, 2020). Employees can be empowered by giving them decision-making authority or autonomy. Cunningham (2006); Whitley et al (2018); Kattumuri (2018) Employees are empowered through the development of employee self-efficacy, which is the idea that employees are capable of achieving the required results. The difficulty of empowering human resources is the absence of employee productivity caused by elements affecting the scope of aquaculture, such as environmental and weather circumstances, and the remuneration received varies based on the position and the intensity received.

According to Lewin (1951); Burnes (2017) Wibowo (2016), change must begin with preparing all human resources to accept change because humans are both the subject and the object of change and are resistant to it. Weiner et al (2020) As a result, changes in human resources must begin by looking for old behavior patterns that tend to maintain the status quo and changing them so that they are willing to accept a new mindset that develops dynamically, and the

condition is still in the stage of looking for a new mindset to be ready to face the challenges. company's preparation for future changes.

Based on the above background, researchers are interested in researching with the title: "The Effect of Work Environment and Empowerment of Human Resources on Readiness for Change."

Review of the literature

Workplace Environment

According to Schmid (2004); Robbins & Judge (2008), the work environment is defined as the general tools and materials encountered, the surrounding environment in which a person works, his work practices, and work arrangements both individually and in groups. The psychological aspects of employee labor are inextricably linked to the work environment. According to Jones (2013), the work environment includes everything that surrounds the worker and can interfere with his ability to do the duties allocated to him. Meanwhile, Montano & Kasprzyk (2015) defines the work environment as "an environment in which the workers work that contains aspects of the conditions under which the employees labor."

According to Priyono (2008); Kanter (2020) human resource empowerment is a very critical part of management because human resources are a resource that comes from humans and will bring power to other resources in management. If humans are unable to demonstrate power and supply resources to other resources, management in the organization will undoubtedly be inefficient.

Readiness for Change

Armenakis et al (1993); Rafferty et al (2013) proposed the phrase modification. Initially, this notion pertained to employee change readiness in the context of change implementation. If the organization has an employee who is willing to change, the organization's capacity to change can be increased. This is the initial capital required by the organization. Piotrowska-Bożek (2019) Thus, employee readiness to change is related to an employee's cognition, feelings, and conduct in the face of change. Billsten et al (2018) Readiness for change refers to members' beliefs about the importance of organizational change as well as their level of motivation, capability, and adaptability in the face of a dynamic environment.

Framework of thinking

Source: By the Author, 2021

From the picture above, it is explained that the work environment (X1) affects readiness for change (Y), and the empowerment of human resources (X2) affects readiness for change (Y), while the work environment (X1) and empowerment of human resources (X2) together affect readiness for change (Y)

Hypothesis

According to the diagram above :

- H1 : Work environment (X1) affects readiness for change (Y)
- H2 : Empowerment of human resources (X2) affects readiness for change (Y)
- H3 : Work environment (X1) and empowerment of human resources (X2) together affect readiness for change (Y)

2. METHODS OF RESEARCH

According to Sugiono, (2015), a research method is a scientific approach for gathering data with specific goals and purposes. The author's research approach is quantitative research methods, which involve analysis, refer to facts in the form of numbers, and use existing ideas as supporting materials.

3. DISCUSSION

Data Analysis Results

Questionnaire Validity Test

Workplace Environment (X1)

The results of the Work Environment variable data manager (X1) using SPSS version 22.0 For Windows, with the calculation $df = 34 - 2 = 32$, with a significance of 5 percent = 0.349 indicating that in the statement above, all work environment variables (X1) have a value $r\text{-count} > r\text{-table}$, then it is declared valid.

Human Resources Empowerment (X2)

The results of the data manager of the human resources empowerment variable (X2) using SPSS version 22.0 For Windows, show that in the above statement, all the variables of a member with the results of the calculation $df = 34 - 2 = 32$, with a significance of 5 percent = 0.349 Empowerment of Human Resources (X2) has a value of $r\text{-count} > r\text{-table}$ then it is declared valid.

Readiness For Change (Y)

The results of the readiness for change variable data manager (Y) using SPSS version 22.0 For Windows, with the calculation $df = 34 - 2 = 32$, with a significance of 5 percent = 0.349 indicating that in the statement above, all change readiness variables (Y) have a value $r\text{-count} > r\text{-table}$, then it is declared valid.

Reliability Test

The results of the reliability test are as follows:

Table 1
Reliability Test Results

No	Variable	Cronbach Alpha	Value Alpha	Result Reliability
1	Work Environment	0,931	0,60	Reliabel
2	Human Resources Empowerment	0,903	0,60	Reliabel
3	Readinss For Change	0,869	0,60	Reliabel

Sumber : Hasil Olah Data SPSS Versi 22.0

Based on the table above, all of the Cronbach Alpha values exceed the Alpha. Because the value of all Cronbach Alpha is more than 0.60, all instruments can be called dependable.

Classic Assumption Test Results

Normality test

Known Asymp value. Sig (2-tailed) for the variable (X1) work environment, human resource empowerment (X2), and the variable (Y) readiness for change have an Asymp value. Sig (2-tailed) > 0.05. As is known the value of Asymp. Sig (2-tailed) > 0.05 means that the data is normally distributed, so from the results of the data processing in the table above, it can be concluded that the tests on these variables are typically dispersed.

Test for Multicollinearity

According to the VIF value of 2.637 10, there is no multicollinearity problem between the independent variables.

Test for Heteroscedasticity

The significance value (Sig.) for the work environment variable (X1) is 0.615, whereas the human resource empowerment variable (X2) has a significance value (Sig.) of 0.348. Because the significant value of the two independent variables above is more than 0.05, it can be stated that there is no symptom of heteroscedasticity in the regression model, according to the basis for decision making in the Glejser test.

Results of a Simple Linear Regression

The influence of the work environment (X1) on readiness for change (Y).

The results showed that the summary of the regression model constructed based on simple linear results for the work environment variable (X1) on readiness for change (Y) obtained a constant value = 0.870 and B = 0.961, resulting in the following simple linear regression equation:

$$Y = 0,870 + 0,91X_1 + 2,129$$

Human resource empowerment (X2) has an impact on Readiness for change (Y);
The results show that the regression model summary is based on the results of simple linear regression for the variable of human resource empowerment (X2) on readiness for change with a constant value = -9.023 and B = 1.183, resulting in the following simple linear regression equation:

$$Y = -9,023 + 1,183 X_1 + 3,186$$

Multiple Linear Regression Results

Table 2
Multiple Linear Regression Results

No	Variable	Score Beta (B)
1.	Constanta	-6,255
2.	Work environment	0,735
3.	Human Resources Empowerment	0,392

Source: processed by researchers using the spss application version 22.0

Based on Table 2, multiple linear regression equations can be made as follows:

$$Y = -6,255 + 0,735 (X_1) + 0,392 (X_2) + 1,905$$

Where:

It can be examined as follows based on the findings of the multiple linear regression equation:

- 1) The magnitude of the constant implies that when all other factors are held constant, the dependent variable (readiness for change) is -6.255 if the independent variables (coefficient of work environment and coefficient of human resources empowerment) are considered to equal 0.
- 2) The work environment regression coefficient has a positive (unidirectional) effect on change readiness, with a regression coefficient value of 0.735, which means that if the work environment increases by one unit while human resource empowerment remains constant, the readiness for change increases by 0.735 units. The existence of this positive influence implies that there is a unidirectional relationship between the work environment and readiness for change, and vice versa. If the work environment decreases by one unit while the human resources empowerment remains constant, the readiness for change decreases by 0.735 units.
- 3) The human resources empowerment regression coefficient has a positive (unidirectional) effect on change readiness, with a regression coefficient value of 0.392, which suggests that if HR empowerment increases by one unit while the work environment remains unchanged, change readiness increases by 0.392 units. Because of the existence of this positive influence, the relationship between human resource empowerment and readiness for change is unidirectional, and if human resource empowerment is reduced by one unit, readiness decreases by 0.392 units.

Results of Correlation Correlation Tests

Table 3:
Correlation Coefficient Analysis
Human Resource Empowerment and Readiness for Change

Variable	Description	Value

Human Resource Empowerment	R	0,840
Readiness for Change		

Source: Results of SPSS Data Processing version 22.0

The results of the computation using the SPSS application are shown in Table 3. The correlation value (R) is 0.840, indicating that the association between the level of the independent variable of HR empowerment (X1) and the dependent variable of change readiness (Y) is very poor.

Coefficient of Determination

Table 4
Coefficient of Determination Test Results (R²)

Work environment, Human Resources Empowerment, Readiness for Change				
Variable	R	R Square	Adjusted R Square	Std. An error of the Estimate
Human Resources Empowerment Work Environment	0.948	0.898	0.891	1,90577
Readiness for Change				

Source: Results of SPSS Data Processing version 22.0

Table 4 shows a coefficient of determination (R Square) of 0.898, indicating that the independent variables (work environment and human resource empowerment) have an 89 percent influence on the ups and downs of the change readiness variable, with the remaining 11 percent influenced by other variables. issues were not looked upon in this study.

Hypothesis test t test (Partially)

Table 5
Work Environment on Readiness for Change

Variable	$\alpha = 0,05$	Significant
Work Environment	0,05	0,000

Source: Results of SPSS Data Processing version 22.0

The t-count value of each variable can be seen in table 5 above.

- The impact of the work environment on change readiness Table 5 shows that it can be obtained with a Sig value of 0.000. This means that the value of Sig is less than 0.05. As a result, Ho gets rejected whereas Ha is accepted. As a result, it is possible to conclude that there is a considerable relationship between the independent variables, particularly the work environment (X1), and the willingness for change.

Table 6
t-test
Human Resources Empowerment on Readiness for Change

Variable	$\alpha = 0,05$	Significant
Human Resources Empowerment	0,05	0,000

Source: Results of SPSS Data Processing version 22.0

The t-count value of each variable can be seen in table 6 above.

- b. The impact of empowering human resources on readiness for change. Based on the table, a Sig value of 0.000 can be determined. This means that the value of Sig is less than 0.05. As a result, H_0 gets rejected whereas H_a is accepted. As a result, it can be inferred that there is a strong relationship between the independent variables, particularly human resource empowerment (X2), and readiness for change.

c.

F test (simultaneously)

Table 7		
F-test		
Variable	$\alpha = 0,05$	Significant
Empowering Human Resources, Work Environment towards Readiness for Change	0,05	0,000

Source: Results of SPSS Data Processing version 22.0

Table 7 demonstrates that with a significance level of $0.000 < 0.05$, the regression model's significance level is lower than the true level. These findings demonstrate that the independent variables, namely the work environment and human resource empowerment, had a substantial effect on the dependent variable, namely employee change readiness, at the same time.

Discussion

Examine the Impact of the Workplace on Readiness for Change.

According to the findings of the linear regression study, the work environment variable has a substantial influence on readiness for change. Employees will be ready to face change if the work environment promotes preparation for change. According to Sedarmayanti (2015: 3), the work environment is defined as the general tools and materials encountered, the surrounding environment in which a person works, work practices, and work arrangements both individually and in groups.

Examine the Impact of the Workplace Environment on Readiness for Change.

According to the findings of the linear regression study, the work environment variable has a substantial influence on readiness for change. Employees will be ready to face change if the work environment promotes readiness for change. According to Sedarmayanti (2015: 3), the work environment is defined as the general tools and materials encountered, the surrounding environment in which a person works, work practices, and work arrangements both individually and in groups.

Examine the Workplace Environment and Human Resources Empowerment on Readiness for Change

According to the findings of the linear regression study, the work environment and HR empowerment variables have a substantial impact on readiness for change. According to Holt et al (2010), four elements of change readiness can be used in gauging change readiness, namely, accuracy to make changes, confidence in self-ability to change, management support, and individual advantages.

4. CONCLUSION

Based on the results of the research and discussion that have been described in the previous chapter, it can be concluded; The work environment has a considerable impact on readiness for change. This suggests that the better the working environment, the more open to change employees are.

Empowerment human resources have a huge impact on readiness for change. Empowerment human resources have a huge impact on readiness for change. This can be interpreted as the greater the empowerment of human resources, the greater the readiness for change the greater the empowerment of human resources, the greater the readiness for change.

The work environment and the empowerment of human resources have an impact on readiness for change. This indicates that the more favorable the working environment, the greater the empowerment of human resources, the greater the readiness for change. The degree of the influence of work environment characteristics and human resource empowerment on readiness for change is 89 percent, with the remaining 11 percent influenced by other variables not investigated.

SUGGESTION

The following are some suggestions that researchers can make based on the conclusions that have been described.

1. Because research indicates that the work environment has a substantial influence on readiness for change, organizations must enhance policies for the work environment on readiness for change. This can be viewed as the corporation being willing to make changes if the work environment improves.
2. Based on research indicating that human resource empowerment has a major influence on readiness for change, the company must further increase human resource empowerment on readiness for change. This can be viewed as the organization is willing to make adjustments if human resource empowerment increases.
3. Because research reveals that the work environment and human resource empowerment have a major influence on readiness for change, firms must strengthen work environment policies and empower human resources to promote readiness for change. This can be viewed as the corporation is ready to make adjustments if the work environment and human resource empowerment improve.
4. The study made use of material from, This means that the study's findings are less representative. Suggestions for future research include broadening the scope of research by

researching other companies rather than just one. Those who want to perform comparable research should look at other elements besides the work environment and empowering human resources to avoid plagiarism activities, which, of course, violate thesis writing ethics.

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