The Influences of Perceived Organisational Support upon Employees' Responses to Change Readiness at Muhammadiyah Malang Hospital, Indonesia

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This study was aimed at describing the influences of perceived organisational support on employees' responses to change readiness at Muhammadiyah Malang hospital that is privately managed and authorised by University of Muhammadiyah Malang under Muhammadiyah Organisation. There were 64 employees involved in the study, selected from non-medical category of workforces. Using t-test, the study had uncovered that the hypothesis value of perceived organisational support on responses to change readiness constituted $4.617 > 1.999$. The significance was shown to be $0.000 < 0.005$, which means that H0 was rejected, while H1 was supported. In sum, perceived organisational support had positively and significantly influenced the employees' responses to change readiness at Muhammadiyah Malang hospital. The limitation of the study involved the use of descriptive statistic data. Therefore, it is recommended that further studies define indicators of perceived organisational that influence change readiness the most by means of mixed methods.

Key words: *Perceived organisational support, responses to change, organisational change, commitment to change, employees' commitment, commitment of change initiator.*

Introduction

Many previous studies showed that organisational changes depend much on organisational support upon the changes (Kurtessis et al., 2017; Shah, Irani, & Sharif, 2017; Woiceshyn, Huq, Blades, & Pendharkar, 2020). Meanwhile, organisational support towards changes, arguably, is dependent on the commitment of the leaders or the initiators of change within organisations. It is their commitment that really influences the change readiness of the organisations (Al-Hussami, Hammad, & Alsoleihat, 2018). Organisational support on changes is also in need of a clear direction for the formation of positive perception among employees towards the organisation. Perceived organisational support (POS) plays a crucial role in building up employees' awareness and willingness to change and to support change readiness (Ding & Shen, 2017).

In the event of change readiness formation, perceived organisational support contributes to building up employees' trust and beliefs in the changes, in which the organisational changes are intended to establish a good organisation with a high sense of care for organisational visions, goals, and targets in addition to possessing a vision of alignment to the employees' professional interests and rights (Baran, Filipkowski, & Stockwell, 2019). The employees' change readiness is a key to successfully administering organisational changes (Rahman & Kholidi Hadi, 2019). For that reason, the success of perceived organisational support in building up the employees' change readiness marks the beginning of organisational success to carry over changes in some organisational extents, such as regulations, management, values, and cultures (Mrayyan, 2019).

Previous studies had demystified how perceived organisational support positively influences employees' awareness and willingness to change and support the change readiness (DeConinck & DeConinck, 2017; Kim, Park, & Kang, 2019; Kurtessis et al., 2017; Mrayyan, 2019). The findings also clarified that organisational change is the effective key for the organisation to respond to market demands and development (Afsar & Badir, 2017). Thus, organisations are in need of planning for changes by preparing the aspect of organisational support towards the changes, which is also expected to raise the employees' positive perception of the organisation, which also affects their awareness and willingness to support the changes (Caesens, Marique, Hanin, & Stinglhamber, 2016). Unfortunately, only a few of the previous studies described the influences of perceived organisational support on employees' change readiness at private hospitals.

This study, therefore, is intended to answer the formulated question, that is, whether perceived organisational support influences employees' awareness and willingness to change and support change readiness. Further, this study is focused on describing the influences of perceived organisational support upon the employees' change readiness in Muhammadiyah Malang

hospital, in which the hospital is privately managed and authorised by University of Muhammadiyah Malang, under Muhammadiyah Organisation, the biggest and oldest social organisation in Indonesia. In addition, this study is unique in terms of the employees' attitudes and behaviours in response to organisational changes. The changes applied to Muhammadiyah Malang hospital cannot be divorced from the values and ideologies of Muhammadiyah Organisation over the employees' responses, especially in applying and supporting the changes.

Literature Review
Perceived organisational support (POS) and Change Readiness

Perceived organisational support (POS) is defined as a concept to draw upon employees' perception on the organisational support (Lines, Sullivan, & Wiezel, 2016). In this case, the employees perceive whether the organisation is equipped with a particular management system that seriously pinpoints organisational visions, missions, and goals (Kurtessis et al., 2017; Muiruri, Kahuthia, & Muraguri, 2019). When the employees find that the organisation has such a management system, therefore, their perception over the organisation will be categorised as positive perception. In other words, they consider that an organisation with caring visions, missions, and goals must possess a high sense of care for their employees' existence (Zehra & Siddiqui, 2020). Conversely, when the employees find that the organisation neglects its visions, missions, and goals, they perceive the organisation as ignorant upon the employees (Kurtessis et al., 2017).

Organisational support on changes is the core element to determine the success of organisational changes (Caesens et al., 2016; Jabbarian & Chegini, 2017). Thus, organisational awareness of changes is also the key to actualising the changes. Along with the awareness, an organisation prepares some support to accommodate the changes; one of the supports is to define the employees' willingness and readiness to contribute to and be involved in the organisational changes (Rochmi & Hidayat, 2019). In this case, organisational changes need to be preceded by organisational efforts in convincing the employees that the changes under planning are intended to build up a well-managed, professional organisation, which is aligned with the sense of justice of organisational interests, including the employees' (Haque, TitiAmayah, & Liu, 2016; Jabbarian & Chegini, 2017).

Referring to the theory of organisational change, change readiness refers to the most essential concept to consider for organisational changes (Haque et al., 2016). Change readiness, which in Lewis is called *unfreeze*, is the beginning step to support organisational changes. In this pace, the organisation attempts to build up trust from the employees as well as to convince them that the changes are aimed at satisfactorily reifying common interests and prosperity (Hussain et al., 2018). The victory of an organisation in raising the employees' awareness and

willingness (defined as change readiness) to support and support the changes is the key to the success of the organisation along with the organisational changes applied (Rochmi & Hidayat, 2019). In contrast, organisational failure in building up change readiness (or to fail to perform 'unfreeze' action) marks organisational ineffectiveness in carrying out organisational changes (Thakur & Srivastava, 2018).

What is more, employees' change readiness is defined as beliefs, attitudes, and the sense of caring shown by employees towards organisational changes, which is considered very important to support and determine the success of the organisational changes (Kurtessis et al., 2017). In this context, an organisation is in need to disseminate understanding and beliefs amidst the employees that the changes are really needed in the organisation (Arifin, 2020; Smollan, 2017). The changes under the planning are to build up a well-managed atmosphere within the organisation. In other words, the intended organisation is the one that is effective in actualising organisational goals and targets, and is also professional, and justice-oriented by positioning the employees as the primary capital of the organisation (Kim et al., 2019; Rockstuhl et al., 2020). Rigidly, Kurtessis et al., (2017) aver that change readiness is defined as employees' attitudes and behaviours in supporting organisational changes that are commonly shown in the form of actions, such as obeying the new rules, mechanisms, cultures, and management systems.

Lines et al., (2016) explain that employees' change readiness refers to a specific behaviour shown by individuals or organisational members who appear to support or object to ideas, thoughts, plans, or any movement that supports organisational changes to occur. Under this sphere, they put a strong emphasis on how change readiness constitutes a concept to elucidate employees' behaviours and attitudes in supporting or either objecting to organisational changes. Lines et al., (2016) affirm that the success of organisational changes needs the support of the employees' awareness of supporting the changes. The employees' support towards the changes determines the organisational success in carrying out the changes. Conversely, the objection to the changes from the employees will cost the organisation failure over the changes (Qureshi, Waseem, Qureshi, & Afshan, 2018).

The employees' support upon changes is seen as supportive behaviour and commitment shown by the employees to the intended changes, which marks the employees' strong beliefs and awareness of supporting the intended changes in an organisation (Purwaningrum, Suhariadi, & Fajrianthi, 2020). The employees' support and participation at the changes will result in success (Lines et al., 2016). For that reason, the employees need to be highly active to facilitate and contribute to planning changes intended by the organisation since this will be the foremost indicator of success made from change readiness towards organisational changes (Al-Hussami et al., 2018). Change readiness, moreover, depends much on the employees' support to the changes. On the other hand, the employees' support to the changes is quite influenced by

organisational support and can convince the employees about the significance of the changes (Thakur & Srivastava, 2018).

POS and Change Readiness in Practices

Studies about perceived organisational support (POS) are quite often to be related to change readiness, in which the former serves as an X variable, while the latter as a Y variable (Kurtessis et al., 2017). Besides, many of the studies had revealed that POS was the influencing variable on change readiness under the discussion of organisational changes (Al-Hussami et al., 2018; Haque et al., 2016; Purwaningrum et al., 2020; Rockstuhl et al., 2020). Organisational commitment and effectiveness, as the core of POS, affect the employees' readiness, making them willing to support organisational changes (Kim et al., 2019). In this case, both the aspects are the influencing factors that control the employees' support to the organisational changes (Qureshi et al., 2018). Therefore, organisational commitment is considered central to perceived organisational support amongst employees and is supposed to raise their awareness and their beliefs in the applied changes within an organisation (Rochmi & Hidayat, 2019).

Perceived organisational support in the form of commitment to changes needs to be linked to the aspect of organisational alignment to the common interests, such as carrying out organisational development that puts attention on the employees' interests, sense of justice, professionalism, and participation (Arifin, 2020; Loi, Lam, Ngo, & Cheong, 2015). The commitment can be a medium of organisational changes supported by the employees so that the changes can run quite effectively (Rochmi & Hidayat, 2019). For that reason, organisational commitment to changes needs to be pronounced in the form of organisational initiation that invites and involves the employees within the epoch of new organisational changes (Purwaningrum et al., 2020). Organisational changes that involve employees influence their change readiness. They will fully support the plan of the changes so that it will result in the effective execution of the changes. In other words, the changes they perform will be based on organisational desires and interests, including the employees' (Jabbarian & Chegini, 2017).

Organisational commitment to changes needs to be initiated by influencers, such as organisational leaders, which requires them to formulate ideas and thoughts of changes before being expressed and communicated to the employees so as to make them understand and well-informed about how the changes are carried out and to what extent the changes are intended (Rahman & Kholidi Hadi, 2019). The influencers of change should prioritise communication so that they can be effective in convincing the employees and elevating their confidence in the organisational changes (Neves & Eisenberger, 2012). The ability and involvement of the influencers in expressing ideas and thoughts of organisational changes to the employees are the most essential factors that influence the employees' change readiness, which will be the primary capital to actualise the changes (Lines et al., 2016).

Previous studies uncovered the positive perception amongst employees on perceived organisational support, including organisational commitment to the employees, and how it affects the formation of their change readiness (Haque et al., 2016). Their positive perception on perceived organisational support is the most necessary capital in organisational management, including management change in terms of organisational regulations, systems, values, and cultures (Purwaningrum et al., 2020). In addition, positive perception amidst employees upon the perceived organisational support influences the rise of trust amongst them to the organisation (Abdul, Abu, & Abdul, 2019). Later on, the trust is actualised through employees' loyalty and professionalism in doing their roles and jobs optimally as an attempt to support the changes based on organisational targets and goals (Al-Hussami et al., 2018; Qureshi et al., 2018). In this case, perceived organisational support that appears in the form of commitment to employees remains the key to raising their confidence in organisational changes (Gigliotti, Vardaman, Marshall, & Gonzalez, 2019).

Furthermore, positive perception shown by employees on perceived organisational support is the foremost key to forming change readiness, as the most essential capital to actualise organisational changes. Employees' change readiness supports organisational changes to run effectively, and employees appear to accept, support, and are actively involved in, each change (Jabbarian & Chegini, 2017; Rochmi & Hidayat, 2019). Moreover, it is not only leaders nor influencers taking the blame over organisational changes, but also employees. The employees are also responsible to support and execute the agenda of changes as defined and targeted by the leaders or influencers (Akhtar, Salleh, Ghafar, Khurro, & Mehmood, 2018; Smollan, 2017). For that reason, change readiness does not only support organisational changes, but also contributes to reducing employees' resistance to the agenda of the organisational changes (Al-Hussami et al., 2018).
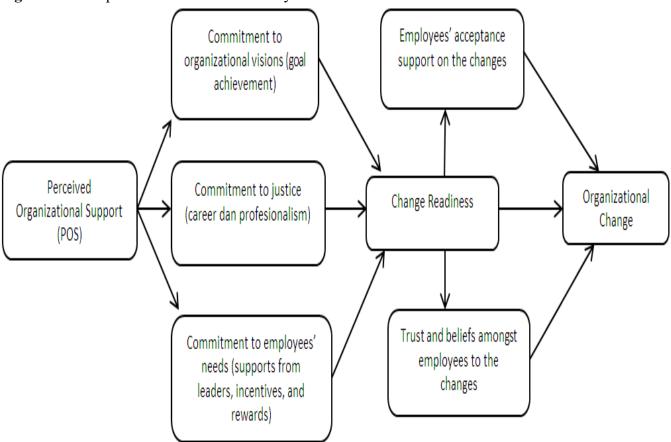
Conceptual Framework of POS and Change readiness Studies

Perceived organisational support (POS) refers to the positive perception amongst employees on the organisational support in which they perceive that the organisation is committed to achieving organisational visions as well as employees' interests, needs, rights, professionalism, career, social assurance, and justice (Gottman et al., 1998; Haque et al., 2016; Rockstuhl et al., 2020). At this point, POS is essential in actualising an organisational management that supports the completion of organisational visions and missions. In addition, POS also guarantees that organisational stability will influence the creation of conducive organisational environment for the sake of optimisation within organisational functions so that the targets and goals can be easily achieved (Al-Hussami et al., 2018; Qureshi et al., 2018).

Perceived organisational support (POS) has an important role in change readiness amongst employees for organisational changes, in which the employees are equipped with a high sense of awareness and the willingness to accept the changes (Kurtessis et al., 2017). In addition, change readiness describes attitudes, behaviours and acceptance amongst employees to organisational changes. This is strongly influenced by POS within organisational environment through organisational support (Rockstuhl et al., 2020). Change readiness constitutes an indicator of success in building up organisational support and generating perceived organisational support (POS) (Caesens et al., 2016; Jabbarian & Chegini, 2017). The following figure shows a conceptual framework of the interconnectedness between perceived organisational support (POS) and change readiness.

Figure 1. Conceptual framework of the study

This study is intended to give details on perceived organisational support (POS) on change readiness as an attempt to answer the formulated question, "Are there any significant influences of perceived organisational support (POS) on change readiness amongst the employees at Muhammadiyah Malang hospital?" Therefore, this study is refers to the concepts of perceived organisational support (POS) and change readiness, in addition to using the previous studies as

the supplementary references in understanding the influences of perceived organisational support (POS) on change readiness in real practices (within the organisation).

Method

This study meets the state of descriptively-quantitative design that statistically describes the interconnectedness between perceived organisational support (POS) and change readiness amongst employees at Muhammadiyah Malang hospital. This hospital is managed by the University of Muhammadiyah Malang (UMM), which also a private University in East Java and part of several businesses of Muhammadiyah Organisation, which is the biggest and oldest Islamic organisation in Indonesia. The hospital was inaugurated in 2013. Since then the hospital has been providing medical services to date. The hospital is classified as young in age and seeks to build a system and organisational culture that supports the implementation of health services according to the organisation's vision and goals. For that reason, this study was considered reasonable to do at Muhammadiyah Malang hospital since the operation is still being focused on the establishment of organisational system, values, and regulations. Certainly, still in need is the support, commitment, and participation amongst the involved parties, including the leaders and employees of Muhammadiyah Malang hospital.

 Muhammadiyah Malang hospital is located on Jalan Tlogomas No. 45, Tlogomas, Lowokwaru, Babatan, Tegalgondo, Karangploso, Malang, East Java, Indonesia. The population in this study were non-medical hospital employees, totalling 64 employees. The sample used was 64 non-medical hospital employees. The sampling technique used is total sampling, which uses all populations as samples in the study. The reason for using the total sampling technique on the non-medical employees of UMM hospital is that they only amounted to 64 people. This number did not meet the requirements for applying the sampling technique, i.e. the total population had to reach 100 people. With the use of sampling techniques, this research can produce descriptive statistical data that explains the perceived organisational support (POS) and change readiness of UMM hospital employees comprehensively.

The data source consisted of primary and secondary data. The former constituted the data that was acquired directly from the sample (as the main source), whilst the latter was obtained from the website. To collect data, interviews and questionnaires were employed. Measuring the variables was done using a Likert-scale, with the lowest score of 1 (representing 'strongly disagree') and the highest score of 5 (denoting 'strongly agree'). Next, the questionnaire was disseminated to the 64 people involved directly. To examine the instrument, validity and reliability tests were carried out. In addition, data analysis encompassed scale-continuum analysis and classical assumption test. Also, the study was done with the application of simple linier regression analysis by using t-test for the hypothesis test.

Result

The following Table 4.5 shows that each of the indicators set up indicated $r_{count} > r_{table}$, signifying 0.207. All of the items from POS variable indicated valid values; all were bigger than 0.207. Similarly, the variable of response to changes did too, with the values bigger than 0.207. Thus, all the statements used in this study were considered valid and appropriate to apply for the measurement of the variables.

Table 1: The results of validity test

Variables	Items	r count	r table	Notes
Perceived Organisational Support (X)	X1.1	0.726	0.207	Valid
	X1.2	0.716	0.207	Valid
	X1.3	0.715	0.207	Valid
	X1.4	0.587	0.207	Valid
	X1.5	0.647	0.207	Valid
	X1.6	0.648	0.207	Valid
	X1.7	0.774	0.207	Valid
	X1.8	0.725	0.207	Valid
	Y1	0.742	0.207	Valid
Response to Change (Y)	Y2	0.667	0.207	Valid
	Y3	0.729	0.207	Valid
	Y4	0.526	0.207	Valid
	Y5	0.562	0.207	Valid
	Y6	0.654	0.207	Valid

Source: Primary data processed, 2019

More, Table 2 has indicated that the values of Cronbach's Alpha of both variables showed 0.6. In the table, it is shown that the values of Cronbach's Alpha of POS variable constituted 0.839, while the response to change variable indicated 0.712. In short, both of the variables were equipped with the same values of 0.6. Therefore, it is clear that all the items were holistically reliable.

Table 2: The results of reliability test

Variables	Cronbach's Alpha	Alpha	Notes
Perceived Organisational Support	0.839	0.6	Reliable
Response to Change	0.712	0.6	Reliable

Table 3 indicates that perceived organisational support was good, and the response to changes was excellent.

Table 3: The Scales of variables

Variables	Scores	Notes
Perceived Organisational Support (POS)	254	Good
Response to changes	286	Excellent

Source: Primary data processed, 2019

Table 4 demonstrates that the result of Kolmogorov – Smirnov test on the variables, POS and response to changes, indicated a significant value bigger than 0.05, which means that the residual value had been normally distributed.

Table 4: The result of normality test

Kolmogorov – Smirnov value	Note
0.070	Normal

The value of Durbin Watson constituted 2.227 (table 5). With reference to the requirement of Durbin Watson test, with dU < dW < 4 – dU, it was shown that dL signified 1.563, and dU 1.627. Therefore, 4- dU = 2,373. By referring to the test, 1.627 < 2.227 < 2.373, it can be concluded that there was not any sign of auto-correlation on the regression model.

Table 5: The result of auto-correlation test

Durbin-Watson value	Note
2.227	Non-autocorrelation

Table 6 consists of the results of simple linier regression measurement in order to see how much POS (X) influenced response to changes (Y), as shown below.

Table 6: The results of regression analysis

Variables	Coefficient	t	Sign
Constant	15,492	7,723	0,000
Perceived Organisational Support	0,288	4,617	0,000

Referring to Table 6 above, the precise equations for the simple linier regression would be:

$$Y = a + bx$$
$$Y = 15.492 + 0.288x$$

Regarding the abovementioned equations, it can be summed up that 15.492 was the constant value, which refers to an estimation from the response to changes if the POS variable was considered 0.288. This clarifies that if the positive perception upon POS was positive, the POS

positively influenced the response to changes. The result of t-test for the hypothesis testing, regarding POS upon response to changes, constituted 4.617 > 1.999. The significance was signified by 0.000 < 0.005. To conclude, Ho was rejected, and H1 was supported. In other words, perceived organisational support positively influenced the response to changes.

Discussion

This study had indicated that perceived organisational support (POS) positively influenced change readiness amongst employees at Muhammadiyah Malang hospital. This finding also affirmed the essential contribution of POS in raising employees' awareness and willingness to accept and support organisational changes as a manifestation of change readiness (Al-Hussami et al., 2018; Haque et al., 2016; Qureshi et al., 2018). At this point, the employees of Muhammadiyah Malang hospital had perceived that Muhammadiyah Malang hospital were strongly committed to organisational changes by involving the employees as well as putting serious attention to organisational interests, including the employees' (Mrayyan, 2019; Rochmi & Hidayat, 2019).

Positive influences of POS upon change readiness amongst the employees at Muhammadiyah Malang hospital attempted to convince and build up trust from the employees to organisational changes, such as by showing high commitment to organisational visions and targets (Purwaningrum et al., 2020), prioritising the sense of justice and professionalism regarding employees' career system (Neves & Eisenberger, 2012), involving the employees for to be active within the changes, and showing strong commitment and loyalty, especially the leaders, for the sake of employees' interests, rights, and needs in carrying out their individual roles and responsibilities (Al-Hussami et al., 2018; Gigliotti et al., 2019; Muiruri et al., 2019). In addition, positive influences of POS upon change readiness avowed the important role of awareness and preparedness building in response to organisational changes, which could not be divorced from the presence of POS provided by Muhammadiyah Malang hospital (Bakari, Hunjra, & Niazi, 2017; Kurtessis et al., 2017; Zehra & Siddiqui, 2020).

The acceptance and support amongst the employees of Muhammadiyah Malang hospital on organisational changes were the results of direct influences from the support provided by the leaders of Muhammadiyah Malang hospital upon organisational interests and employees' rights (Al-Hussami et al., 2018). In this case, the leaders or influences of Muhammadiyah Malang hospital tried harder to motivate all layers of the organisation to keep on being focused in achieving organisational goals and targets (Baran et al., 2019; Rahman & Kholidi Hadi, 2019). Furthermore, the leaders were also to formulate organisational targets and goals, which was aligned with the principles of the hospital's management system, especially by emphasising the sense of humanity, religion, and justice (Lines et al., 2016; Mäkikangas, Mauno, Selenko, & Kinnunen, 2019). This finding clarifies that the employees at

Muhammdiyah Malang hospital were equipped with a high sense of care and attentiveness to visions, goals, targets, humanity, values, religion, justice, and employees' interests (Kurtessis et al., 2017; Neves & Eisenberger, 2012).

Muhammadiyah Malang hospital, as an organisation, formulated organisational regulations and management system that prioritised the values of justice and the certainty of employees' career development on the basis of professionalism. At this point, career development was dependent on achievements and performance (Al-Hussami et al., 2018; Baran et al., 2019). The fixed regulations and management system applied in the hospital were floored out and communicated to the employees so as to let them know and understand how to do the changes and what the changes are intended to do. In essence, organisational changes planned by Muhammadiyah Malang hospital were aimed at establishing good organisational management that really cared about justice and professionalism (Lines et al., 2016). The efforts taken by Muhammadiyah Malang hospital positively influenced change readiness, in which the employees were supposed to accept and support the changes. In other words, they believed and trusted that the changes were on the purposes of collective interests, both organisational and individual (Caesens et al., 2016; Qureshi et al., 2018).

Another factor that influenced change readiness amongst the employees at Muhammadiyah Malang hospital were the leaders' efforts in involving the employees in the formulation of ideas and the execution of the programs that supported organisational changes (DeConinck & DeConinck, 2017), such as giving mandates to the employees for supervising and evaluating the administration of regulations for employees, as well as involving the employees in officiating any activities to succeed the organisational changes (Afsar & Badir, 2017). Employees' involvement and participation in organisational changes influenced the rise of caring, trust, and responsibility amidst the employees in support of the intended changes (Haque et al., 2016; Kim et al., 2019). For that reason, participation and involvement of the employees remained contributing factors over positive influences of POS on the employees' change readiness at Muhammadiyah Malang hospital.

Employees' acceptance to organisational changes in Muhammadiyah Malang hospital was the manifestation of organisational commitment to the employees' need, especially to those who craved for incentives and rewards under the sense of justice (Al-Hussami et al., 2018; Purwaningrum et al., 2020). In this case, the leaders or influencers within the sphere of Muhammadiyah Malang hospital provided appropriate attentiveness to the incentives and rewards for the employees at Muhammadiyah Malang hospital. In practice, the provision of increased incentives and rewards was on the basis of a periodical evaluation (Al-Hussami et al., 2018; Qureshi et al., 2018). Such an effort done by the leaders of Muhammadiyah Malang hospital was found effective in positively influencing the employees' commitment to accepting

and supporting the changes that led to the success of organisational visions, goals, and targets of Muhammadiyah Malang hospital (DeConinck & DeConinck, 2017; Mrayyan, 2019).

This belief and confidence found amongst the employees towards organisational changes at Muhammadiyah Malang hospital were the actualisation of change readiness shown by each of the individuals, which denoted proportional level of acceptance to the changes made at Muhammadiyah Malang hospital (Lines et al., 2016). The employees' belief and trust to the changes were the most determining indicator to define and influence the success of changes made within an organisation, which was considered the most influential phase in an attempt of building up POS that influenced employees' change readiness (Kurtessis et al., 2017; Zehra & Siddiqui, 2020). Some studies had indicated that organisational failure in building up employees' belief and trust in organisational changes marked organisational failure in making changes, since the organisations did not obtain any support from their employees to actualise the ideas or notions of changes and to apply the programs that had been included into the changes (Jabbarian & Chegini, 2017; Thakur & Srivastava, 2018).

The finding of this study had affirmed that perceived organisational support (POS) positively influenced change readiness, which meant that the employees were open to the changes (Haque et al., 2016; Purwaningrum et al., 2020). The employees' acceptance to organisational changes could not be separated from perceived organisational changes and commitment to organisational and employees' interests, which was shown by the care about the accomplishment of organisational visions, goals, and targets, the commitment to justice and professionalism, and the commitment of the leaders to the eligibility of incentives and rewards to those showing strong commitment to the organisational changes (Al-Hussami et al., 2018). For that reason, change readiness had portrayed that Muhammadiyah Malang hospital were equipped with belief and trust in organisational for the accomplishment of targeted goals after changes, such as one that supported organisational and employees' interests.

Conclusion and Recommendation

This study indicated that perceived organisational support (POS) positively influenced employees' change readiness at Muhammadiyah Malang hospital managed by UMM. In addition, the finding confirmed that the employees' acceptance to the organisational changes was inseparable from the organisational support in the formation of positive perception amongst the employees, especially on perceived organisational support. It, further, encompassed organisational commitment to the organisational visions and missions, professionalism, leaders' support, incentives, rewards, and career certainty. Those kinds of support were successful to raise POS that would be influential upon change readiness amongst the employees at Muhammadiyah Malang hospital, and thus, the employees would show strong

commitment, belief, and confidence in supporting the changes within Muhammadiyah Malang hospital.

This study also found that organisational changes had to be preceded by prepared organisational support for the organisational and employees' interests, which would influence the formation of change readiness amongst the employees. Next, it was the change readiness that would be the main power of the organisation in carrying out the organisational changes in support of the accomplishment of broader organisational interests. In this sense, organisational commitment to the changes was the foremost factor in building up commitment, belief, and trust amongst the employees regarding the changes, and would motivate them to get actively involved in each of the programs that supported the organisational changes. Therefore, collaboration between leaders or influencers and employees was the one and only key to supporting organisational changes effectively.

This study was limited by the use of descriptively-statistical data. Most influential indicators of perceived organisational support (POS) on employees' change readiness at Muhammadiyah Malang hospital remained unexplained. For that reason, it is suggested that further research explains the indicators using mixed methods, combining quantitative and qualitative designs. The former is to describe the roles of POS in the formation of change readiness, while the latter is to elucidate the roles and significances of POS to change readiness, employees' attitudes and behaviours towards changes, and the symbiotic relation between leaders and employees. Thus, the use of mixed methods under the discussion of POS and change readiness will explain the interrelation between the two within an organisation.

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