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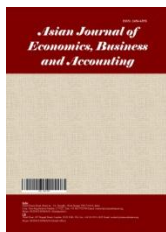
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## Moderating Role of Agility in the Relationship between Perceived Organizational Support and Perceived Supervisor Support for Organizational Change at PT PLN (Persero)

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### *Authors' contributions*

*This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.*

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### **ABSTRACT**

**Aims:** Change is something that every company must deal with on a regular basis. This is a critical issue for every company or organization. Today's TUNA and VUCA organizational settings need adaptability and a learning culture. The purpose of this research is to look at the link between organizational change and agility at PT PLN by using felt organizational support and perceived supervisor support as study mediators.

**Study Design / Methodology:** The study's sample included 275 PT PLN (Persero) of 43.475 workers. The analytical approach used in this investigation was structural equation modeling (SEM). Perceived Organizational Support (POS) and Perceived Supervisor Support (PSS) were revealed to have an influence on agility.

**Results:** Organizational transformation is unaffected by perceived organizational support (POS), although it is impacted by it (POS). Furthermore, in terms of organizational change, agility influences the link between perceived organizational support and perceived supervisor support.

**Implications:** According to the research, PT PLN (Persero) has to concentrate more on its personnel and conduct yearly organizational health index surveys, as well as cultural and cultural surveys. Identifying areas for improvement so that greater action may be taken to avoid future dangers.

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*Keywords: POS; PSS; organizational change; agility.*

## 1. INTRODUCTION

Every organization must consistently deal with change. This is a crucial problem for any company or organization. An organization today must deal with the TUNA and VUCA of the technological era. To avoid becoming victims of this situation—such as failing businesses—organizations must be agile and have a learning culture [1-4]. The organization is currently going through extraordinary situations as a result, especially in this time of TUNA and VUCA. The COVID-19 pandemic, In addition to TUNA and VUCA conditions, is the organization in 2020 suffering a massive shock that affects people worldwide [5,6].

The industrial sector is undergoing rapid and significant change, which exposes firms to new difficulties and calls for the growth of organizational agility. One of the fundamental tactics for acquiring and retaining a competitive edge is organizational agility, which is becoming more and more crucial for doing so in a market environment that is changing quickly. To stay adaptable and competitive in a volatile market, business professionals seek for agility as one of the important organizational traits [7-10].

Strategic thinking, a creative attitude, embracing change, and the ongoing need to adapt and be proactive are all necessary for organizational agility, which is viewed as a core skill, competitive advantage, and differentiator. Organizational agility is a diverse and intricate topic that many academics have studied from many angles [11,12]. Numerous scholars have studied organizational agility and how it affects an organization by giving managers helpful information about how to handle COVID-19.

The TUNA VUCA and COVID-19 conditions are being considered in the company's transformation process, since agile organizations and employees interacting with the company require these improvements. According to the findings of the 2020 Cultural Survey's Change Readiness Index, the Corporate Readiness Change Index Per Dimension was the dimension with the lowest score among the other four [13-15]. Although the Ability dimension's 83.66% is open to modification, the corporation is apprehensive that this adjustment may not be what the company hopes for. The organization and management must support the change for it

to be effective. Accepting the changes made by PT PLN is crucial for a person in their position (Persero). The capacity of PT PLN employees to recognize POS and PSS suggests that this change has been finished (Persero).

The beneficial impacts of servant leadership and genuine leadership on collective intelligence and empowerment are moderated by POS, according to previous research on the POS characteristics of agile culture and the role of POS as a mediator in the relationship between leadership and agile culture [16-19]. In addition to POS, the supervisor is essential to the business's operation. An organization's leaders' personalities have an effect on this. The supervisor has one of the most significant jobs in company. The performance of their staff is entirely their supervisors' responsibility. As a follow-up to what was mentioned, supervisors are thought of as representatives of the company, and it is their duty to supervise and assess the work of subordinates. Employees will interpret their supervisor's favorable or negative attitude toward them as an indication of the organization's support [20-22].

If they are exposed to proper communication and feel supported by their superiors, medical secretaries' organizational identification rises on the PSS, resulting in a rise in work satisfaction. According to the results of a study of PT PLN (Persero) change-related culture, a lack of leadership knowledge is one of the reasons that might inhibit workers from supporting this transition successfully. This is one of the issues that might hamper the transformation of a firm and decrease workers' desire to adapt. According to these findings, PT PLN (Persero) had a significant number of Units at the time of the first evaluation, and the involvement of leaders, Rangers, and PLN employees, as well as the execution of PLN, remained insufficient. During the execution of the company's transformation, this was recognized via the Implementation of Corporate Culture.

## 2. LITERATURE REVIEW

### 2.1 Change in Organization

Changes in organizations often have long-term negative repercussions. A "dramatic" incident brought on by the shift will affect every employee of the organization. All changes lead to an

improvement in organizational effectiveness, which enhances the group's capacity to react to adjustments in member behavior and outside events. Organizational change, according to Robbins, may be put into practice on a structure made up of strategy and systems, technology, physical layout, and human resources. Every adjustment must simultaneously manage both structural and cultural features in order to achieve the best results; none may be chosen as a variable that must be changed.

As the organization changes, structural and cultural factors of PT PLN (Persero) are taken into consideration. Since the present organizational structure and systems are inadequate for the new organizational environment, a shift in vision will have an effect on organizational structure and systems. Before new organizational strategies, structures, and processes can be adopted, the business culture and human resources must undergo parallel alterations.

## 2.2 Perceived Organizational Support

POS is the idea that firms value their employees' contributions via their jobs and care for their well-being. Perceived organizational support, or POS, is the belief that an employer acknowledges an employee's contribution and cares about their wellbeing. Given how highly the organization values employee contributions and well-being, this adds credence to the notion that POS has positive employee characteristics. Dimensions of perceived organizational support include the following:

- Award.
- Employees receive rewards for their efforts or accomplishments in the form of information access, promotions, pay raises, and recognition.
- Development.
- Development provides training facilities, offers advancement opportunities, and takes into account people's talents.
- Conditions at work.
- Affects a disorder knowledge of the physical and non-physical work environment and perceptions of supervisor support
- The wellbeing of workers.

Care for the well-being of workers, consideration for their views and concerns, and interest in their job are examples of organizational care.

## 2.3 Perceived Supervisor Support

The degree to which employees feel their superiors recognize their efforts, give help, and care about their well-being is referred to as PSS. PSS occurs when employees get an overall perception of how much their supervisors care about their well-being, which influences how much they give to the organization. Positive supervisory interactions (PSS) are interactions between managers and staff members that are seen favorably. PSS comprises generating feelings of concern and admiration from their superiors for their accomplishments. There are a number of indicators that supervisor support perceptions, such as:

- A readiness to assist others
- A willingness to listen
- Positive emotions

## 2.4 Agility

Agility is frequently defined by experts as the company's ability to recognize and react appropriately to environmental changes. The two main elements of organizational agility in this case are the capacity to sense or feel (sensing) and act (responding) (responding). Different academics define the two components from various angles. The capacity to feel is known as knowledge management, while the capacity to respond is a physical skill used to react to environmental changes. Job dexterity can be interpreted in a number of different ways [23-26]. Worker agility has been described differently in previous studies based on unique skills, particular employee behavior, and the competitive business environment. Additionally, the capacity of the labor force can be thought of as labor dexterity.

Workforce agility refers to a workforce's ability to adapt to change in a timely and appropriate manner, as well as the ability to capitalize on growth opportunities made accessible by change. Positive attitudes toward learning and self-improvement, great problem-solving abilities, comfort with change, new ideas, and emerging technology, the capacity for original thought, and a constant readiness to accept more responsibility are all traits of work dexterity. Additionally, the capacity for proactive, adaptable, and inventive conduct among employees can be referred to as workforce agility. The agility indicator is Operational Agility, Customer Agility and Partner Agility.

## 2.5 Research Structure

The visual representation of the relationship between variables is used by researchers to establish a conceptual framework. In this research, POS and PSS are dependent factors, whereas Agility and Organizational Change are independent variables. Fig. 1 illustrates the organization of the investigation.

One of the aspects that may impact the development of agility is the sense organizational support. Perceived organizational support is defined as "employee perception of the degree to which the organization supports its personnel and is eager to help when required." Perceived organizational support is also associated with employee views of an organization's appreciation for their work and care for their well-being. If organizational support is sensed, it will be simpler to achieve the company's values and objectives. Perceived supervisor support is the extent to which employees believe their supervisors support them, recognise their successes, and watch out for their welfare (PSS). PSS arises when employees evaluate the extent to which their supervisors care about their well-being and how this impacts their ability to contribute to the business. The term workforce agility is synonymous with workforce capacity. In this context, worker agility may refer to a workforce's ability to respond to changes in a timely and appropriate way, as well as its capacity to capitalize on possibilities given by change [27,28].

Employees' perceptions of their superiors' appreciation for what they have given to the company, as well as their professionalism and concern for their welfare, are referred to as their perceived supervisors' support, or PSS. Like POS, which involves employees observing how their business treats and values them, PSS involves them developing an opinion of how their employer treats them. PSS and job performance are strongly connected. The overall job performance of subordinates tends to increase when leaders assist them. The idea of organizational support will impose a responsibility to take into account the health of the organization [29,30]. It will improve a worker's organizational affective agility to have this need. Additionally, by addressing socioemotional needs like attachment and emotional support, perceived organizational support will foster effective agility. Research by Astivian and Pusparini supports this idea by

showing that perceived supervisor validity affects readiness for change or organizational transformation [31-35].

The organization's preparedness for change is measured by the members' commitment to change and confidence in their ability to achieve organizational change. In the meanwhile, the process of social interaction that encourages unity of thought and influences collective phenomena at a higher level leads in a common view among people inside the organization about the readiness of working groups and organizations for change. Change effectiveness and change commitment are components of change readiness. Members of the organization are of the opinion that the suggested modifications would benefit both the people and the organization. Agile employees may continually contribute to the success of the business and remain with the company. Because workforce agility is considered as one of the most important attributes and skills an employee in a dynamic corporate environment must possess, the function of agility in the organization cannot be isolated from workforce agility.

Agility in the workplace is said to help people become more flexible and sensitive to incoming changes. Worker agility is also thought to be a characteristic that could help a company or organization achieve its goals. Many businesses understand that worker flexibility is a critical component in preserving the continuity of their organization, along with increasing commercial competitiveness. However, there are many different ways to interpret what job agility is. Prior research has used several definitions of workforce adaptability based on unique skills, particularly employee behavior, and the competitive business environment.

Organizational support will show how willing the company is to value and respect the contributions of its employees to its success. Agility will result if the company they work for offers support. Company commitment, feelings toward work, such as job satisfaction and a good mood, job involvement or employee work involvement, work performance, desire to remain in the company, reduction of work tension, and reduction of withdrawal behavior were found to be influenced by perceptions of organizational support. The results of earlier research showed a positive and significant relationship between agility and the feeling of organizational support. Employees who perceive positive organizational

support will go above and beyond what is considered "good enough," which includes working with a dedication to aims, using intelligence in order to decide how to finish an assignment most effectively, monitoring their actions to guarantee that it is right and in line with the goals to be achieved, and making decisions to correct as necessary [36-38]. This is a sign of employees who have a positive attitude toward change

### 3. RESEARCH METHODS

Using a quantitative methodology, this study. Proportional random sampling was used in this study to collect data. No matter their status, every PT PLN (PERSERO) employee provided a sample. The 275 PT PLN employees who made up the study's sample (Persero). The following factors were used in this investigation:

- **Independent Variable**

Independent variable is a variable that influences the dependent variable. PSS and POS are two independent factors in this study.

- **Associated Variable (Bound)**

When the values of one variable rely on the values of another, the affected or resulting variable is referred to as the dependent variable. The study's dependent variable is organizational change.

- **Variable in Mediation (Y)**

The nature or direction of a relationship between other factors is influenced by a moderating variable. The relationship between the independent and dependent variables can be either positive or negative, depending on the mediating variable. While in this case, agility is the mediating variable.

The relative importance of the elements was assessed in this study using a questionnaire that used the Likert scale. The survey data is going to be assessed using the SEM technique. The data must pass three preliminary tests, including validity and reliability, before SEM analysis may begin.

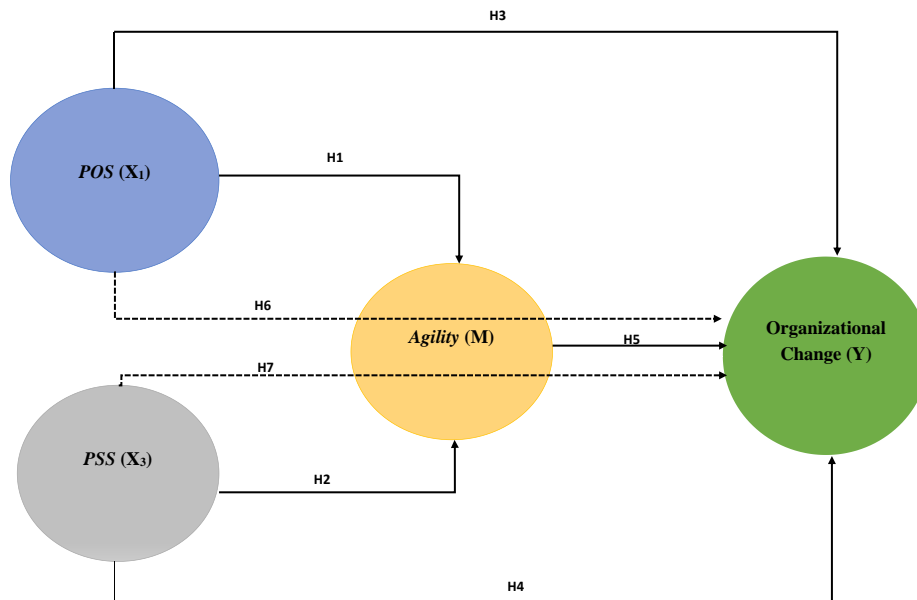


Fig. 1. Research structure

Table 1. Validity test

No	Variable	Critis Score	Status
1	Perceived Organizational Support	0.1381	Valid
2	Perceived Supervisor Support	0.1381	Valid
3	Agility	0.1381	Valid
4	Organizational Change	0.1381	Valid

The discriminant validity score of the research instrument is shown in Table 1 above. In this study, each variable's connection has a discriminant validity value that is greater than 0.5. This illustrates the reliability of the information acquired for this study's analysis.

## 4. RESULTS AND DISCUSSION

This inquiry will use a causality, association, or impact model, and SEM will be utilized to evaluate hypothesis provided. SEM analysis is used because it permits both the determination of a construct's dimensions and the assessment of the impact of the link strength between parts whose dimensions have been identified. This research used structural equation modeling (SEM) analysis to examine the hypotheses, as described earlier. 52 indicators are added to the research model in order to test whether the hypothesized variables are causally connected.

### 4.1 Criteria for Determining Goodness of Fit

Model hypotheses cannot be measured or tested using a single statistical test tool in SEM analysis. The following conformity indices and cutoff values can be used to decide if a model should either be acceptable or unacceptable.

Table 3 proves that the goodness-of-fit test is generally valid demonstrates that the existing measurement models satisfy the fit requirements, allowing the model's outputs to be used as research results on the link between indicators and their respective constructs.

### 4.2 Structural Equation Modelling

After examining the degree of unidimensionality of the indicators producing latent variables, a full-model Structural Equation Model (SEM) analysis is conducted. Fig. 2 shows the outcomes of data processing for the full SEM.

### 4.3 Hypothesis Test

Once all presumptions have been satisfied, the suggested hypothesis will be evaluated. The 7 hypotheses of this research were examined based on the Critical Ratio (CR) value of a causal link determined from the results of SEM processing, as shown in Table 4.

Table 4 allows us to make the following inference:

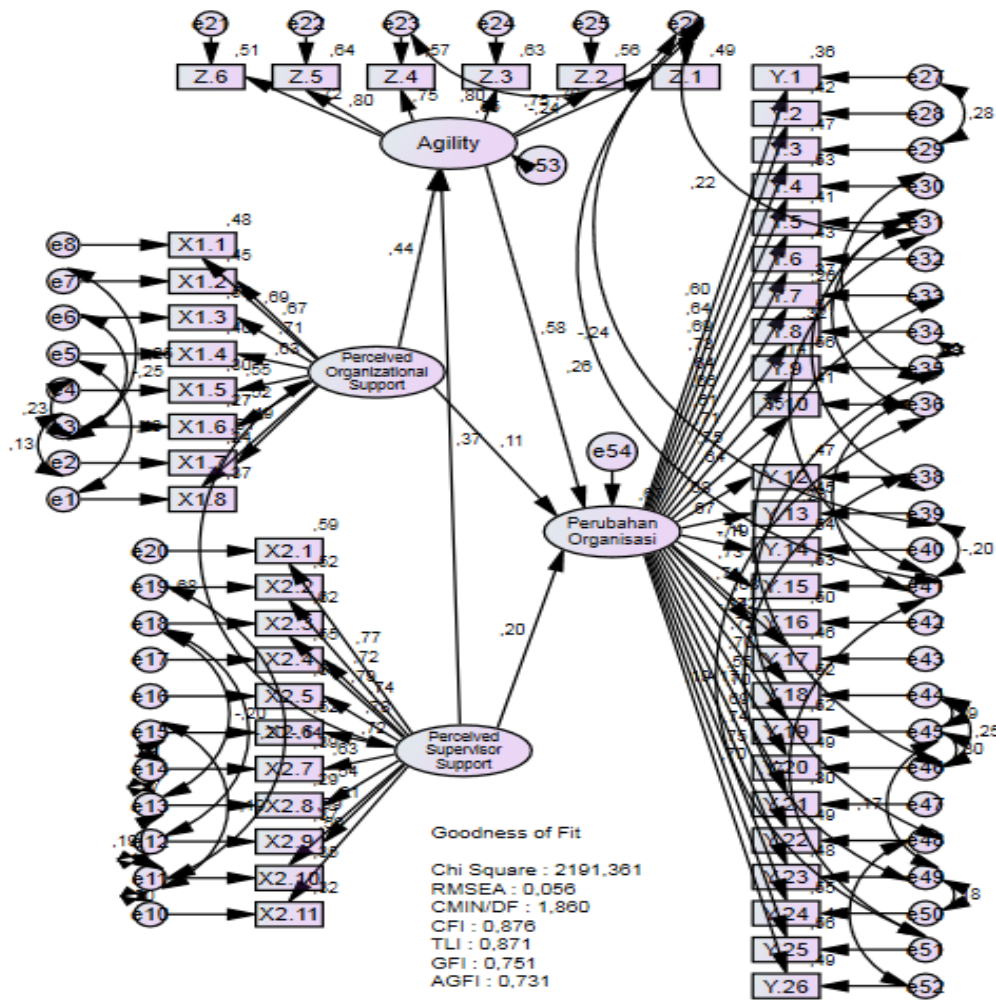
- The effect of perceived organizational support on agility has a CR value of 5,711 with a significance level of 0.000. Thus, it is possible to assert that Perceived Organizational Support promotes Agility enhancement. 0.443% of Agility is influenced by Perceived Organizational Support.
- The CR value for the impact of felt supervisor support on agility was 4,989, and the significance level was 0.000. Thus, perceived supervisor support impacts the development of agility. The degree to which supervisor assistance is perceived effects agility is 37.0%. The influence of Perceived Organizational Support on Organizational Change has a CR value of 1.515, with a significance level of 0.130. As the p-value is less than 0.05, it can be concluded that Perceived Organizational Support has no influence on Organizational Change. The influence of perceived supervisor support on organizational transformation has been awarded a significance level of 0.002 and a CR value of 3,063. Therefore, it is acceptable to conclude that Perceived Supervisor Support influences Organizational Change. The influence of supervisor support on organizational transformation 20.3%.
- The significance threshold for the correlation coefficient between organizational change and agility was 0.000. As a result, agility impacts organizational transformation clearly. 58.0% of organizational change is impacted by agility, according to a correlation study.
- The following warrants studying the mediation effect of the Perceived Organizational Support Variable on Organizational Change. The 4.745 findings from the Sobel test computation are significant at = 0.000. The relationship between Organizational Change and Perceived Organizational Support is consequently mediated by Agility.
- Agility mediates the link between perceived organizational support and organizational change because it has significant effect and functions as a mediator, while perceived organizational support does not.

**Table 2. Test of reliability**

No.	Variable	Variable Item	Alpha Score	Status
1	Perceived Organizational Support (X1)	8	0.807	Reliable
2	Perceived Supervisor Support (X2)	12	0.863	Reliable
3	Agility (Y)	6	0.873	Reliable
4	Organizational Change (Z)	26	0.953	Reliable

**Table 3. The measured model's goodness-of-fit test results**

Goodness of Fit Index	Cut off Value	Hasil	Evaluasi Model
Chi-Square	< 2287.882	2191.361	Fit
RMSEA	≤ 0.08	0.056	Fit
GFI	≥ 0.90	0.751	Fit
AGFI	≥ 0.90	0.731	Fit
CMIN/DF	≤ 2.00	1.860	Fit
TLI	≥ 0.90	0.871	Fit
CFI	≥ 0.90	0.876	Fit

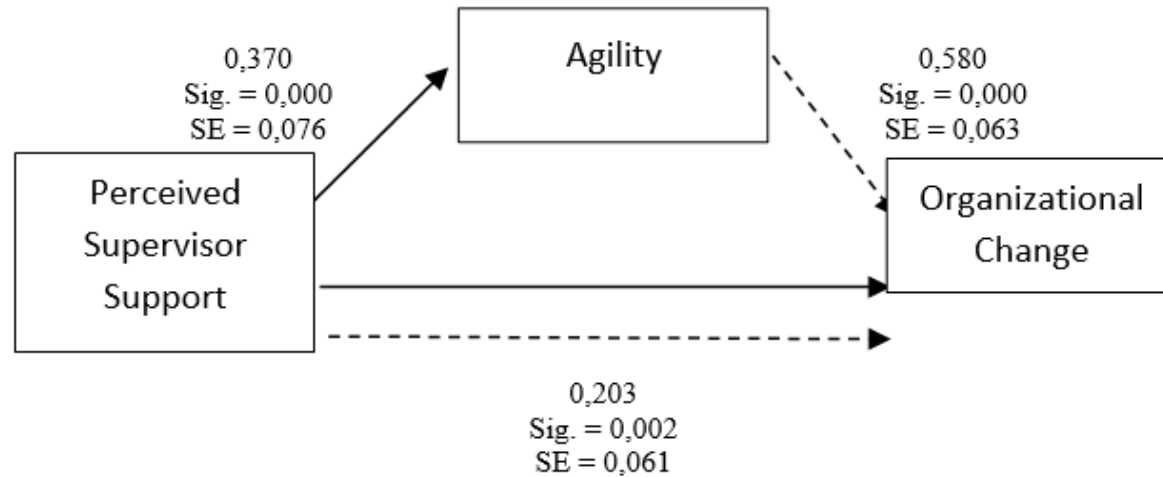


**Fig. 2. Model for research**



**Table 4. Verification of hypothesis**

No	Hypotesis	CRCut off >1.96	P Value Cut off < 0,05	Result
1	There is an influence of Perceived Organizational Support on Agility	5.711	0.000 (Sig, < 5%)	H <sub>1</sub> Supported
2	There is an influence of Perceived Supervisor Support on Agility	4.989	0.000 (Sig, < 5%)	H <sub>2</sub> Supported
3	There is an influence of Perceived Organizational Support on Organizational Change	1.515	0.130 (Sig, > 5%)	H <sub>3</sub> Not Supported
4	There is an influence of Perceived Supervisor Support on Organizational Change	3.063	0.002 (Sig, < 5%)	H <sub>4</sub> Supported
5	There is an influence of Agility on Organizational Change	8.321	0.000 (Sig, < 5%)	H <sub>5</sub> didukung
6.	There is an influence of Perceived Organizational Support on Organizational Change through the Mediating Agility Variable	4.745	0.000	H <sub>6</sub> Supported (Full Mediating)
7.	There is an influence of Perceived Supervisor Support on Organizational Change through the Mediating Agility Variable	4.303	0.000	H <sub>7</sub> Supported (Partial Mediating)



**Fig. 3. Testing the effects of mediating perceived supervisor support on organizational change through agility**

The following are the findings of the Sobel scores, as reported in Table 5:

**Table 5. The Sobel Test Results for Perceived Organizational Support for Organizational Change through Agility**

	Input		Test Statistic	Std Error	P-Value
3	0.443	Sobel Test	4.745351	0.05414677	0.00000208
	0.580	Arion Test	4.724827	0.005438082	0.0000023
	Sa	Goodman Test	4.765942	0.05391169	0.00000188
	Sb		0.063		

Based on the research, it is possible to analyze how perceived supervisor support for employees' agility mediates this effect. The calculation for the Sobel test produced a result of 4.303, which, at 0.000, is considerable. As a result, Agility serves as a bridge between Organizational Change and Perceived Supervisor Support. Agility's role in mediating the link between Perceived Supervisor Support and Organizational Change is therefore partly mediating since it has a considerable influence and acts as a mediating variable, and because Organizational Change is strongly affected by Perceived Supervisor Support. Agility may explain how perceived supervisor support for organizational change influences that change in an indirect way, which is known as partial mediation. The association between perceived supervisor support and organizational transformation is not totally mediated by agility regarding based on Fig 3.

Based on Fig. 3, the findings of the Sobel scores are displayed in Table 6.

### 5. DISCUSSION

According to the findings, perceived organizational support influenced agility. Agility is impacted by Perceived Organizational Support in a proportion of 44.3%. This implies that increased perceived organizational support will improve agility. All adjustments boost the organization's ability to respond to external events and alterations in member behavior by increasing organizational effectiveness. In order to become the Leading Electricity Company in Southeast Asia and the Top Customer Choice for Energy Solutions, PT PLN (Persero) is now undertaking organizational reforms. The results showed that perceived supervisor support affected agility. Agility is affected by perceived supervisor support to the extent of 37.0%. This shows that Agility increases with perceived supervisor support, and vice versa. The results of the site visit culture evaluation show that the role

of POS has a significant impact on agility, just like the function of Supervisor does.

The results showed that organizational change was unaffected by perceived organizational support. An employee's belief that the company values their contribution and is concerned about their welfare is known as perceived organizational support, or POS. POS is the idea that businesses appreciate the contributions that employees make via their labor and are concerned with their welfare. Increasing the PLN Culture, specifically PLN 1, PLN 2, and PLN 3, is being done at this time to support organizational changes as a result of which this PLN Culture can be assessed through the EES and the OHI in 2022.

The study's findings suggest that perceived supervisor support influences organizational transformation. One of the organization's core characteristics is teamwork. the impression of institutional backing. An obligation to consider the organization's welfare will arise from the notion of organizational support. The level of an employee's affective engagement to the company will rise as a result of these duties. Furthermore, through satisfying socioemotional demands like affiliation and emotional support, perceived organizational support would raise affective commitment. The conclusions showed that Organizational Change was influenced by Agility. The impact of agility on organizational change is 58.7%. The implication is that increased Agility will directly affect organizational change. This is demonstrated by the Change Readiness Index, which shows that Ability has the lowest score among the markers for awareness, desire, knowledge, and reinforcement at 83.66%. The greater Ability will effect the organization's and the employees' agility in the organizational transformation process at PLN, affecting both in order to fulfill PLN's vision.

1 **Table 6. Sobel test results show perceived supervisor support for organizational change**

	Input		Test Statistic	Std Error	P-Value
4	0.370	Sobel Test	4.30372	0.04986384	0.00000168
	0.580	Arion Test	4.284016	0.05009319	0.00001836
Sa	0.076	Goodman Test	4.323699	0.04963343	0.00001534
Sb	0.063				

1 The 4.745 result of the Sobel test computation is at = 0.000 significant. As a result, Agility serves as a bridge between Organizational Change and POS. Agility's function in mediating the association between POS and Organizational Change is complete mediating since it has a large impact and serves as a moderator, while POS has no significant impact on Organizational Change. The association between perceived organizational support and organizational change is complete mediated by agility. Organizational change is significantly influenced by the organization's role. The agility of the organization in attaining its objectives, as well as the agility of its people, has a significant impact on this. To foster synergy and achieve operational excellence, PLN is currently trying to strengthen Corporate Culture Activities. Additionally, the effects of this support structure include speedier growth, increased profitability, and improved performance.

## 6. CONCLUSIONS AND RECOMMENDATIONS

The following conclusions can be taken from the consideration of the study findings presented in the previous section:

- The perception of organizational support influences agility.
- The perception of supervisor support influences agility.
- The impression of perceived organizational support has little effect on organizational change.
- Organizational Change is affected by perceived supervisor support.
- Agility has an impact on organizational change.
- Agility can effectively mitigate the influence of perceived organizational support on organizational transformation.
- Agility completely mitigates the influence of perceived supervisor support on organizational transformation
- The following recommendations may be made in light of the research's implications:
- It is recommended that PLN managers develop a method or evaluation that is not

1 based on the results of employees who have received employee disciplinary punishments, but rather on those who are judged to be facing disciplinary punishment because they are classified as receiving employee disciplinary punishment as an absolute matter, so that employees do not receive a second chance;

- It is suggested that PLN managers create possibilities for workers seeking a career path

## COMPETING INTERESTS

Authors have declared that no competing interests exist.

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**improvement in organizational effectiveness,which enhances the group's capacity ...**

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**support will go above and beyond what isconsidered**

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**The discriminant validity score of the research instrument is shown in Table 1 above...**

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**Table 2. Test of reliability**

No.	Variable	Variable Item	Alpha Score	Status
1	Perceived O...			

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**2 Perceived Supervisor Support**

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**Table 3. The measured model's goodness-of-fit test results**

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**Goodness of Fit Index**

Cut off Value	Hasil Evaluasi Model	Chi-Square
< 2287.88	22191...	

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**2 There is an influence of Perceived Supervisor Support on Agility**

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**5 There is an influence of Agility on Organizational Change**

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**6. There is an influence of Perceived Organizational Support on Organizational Cha...**

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**7. There is an influence of Perceived Supervisor Support on Organizational Change...**

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**Supported (Partial Mediating) Fig. 3. Testing the effects of mediating perceived sup...**

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**The following are the findings of the Sobel scores, as reported in Table 5:Table 5. ...**

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