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~ Laila Meiliyandrie Indah Wardani, Ph.D., dkk. ~

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Kata Pengantar

Puji syukur atas kehadirat Allah Swt. atas segala rahmat, karunia, serta taufik dan hidayah-Nya, buku ini mampu kami selesaikan dengan baik. Kami mengucapkan terima kasih setinggi-tingginya kepada Universitas Mercu Buana, Jakarta dan Universiti Malaysia Sabah atas kesempatan yang diberikan kepada kami untuk melaksanakan acara *Round Table Meeting* (RTM) dan *Symposium on Strengthening The Family Quality of Life in Digital Era* pada 11-12 November 2019 lalu. Sehingga akhirnya kami memiliki kesempatan untuk mengkolaborasikan ide-ide kami dalam bentuk bunga rampai artikel-artikel penelitian dan artikel-artikel kontemporer yang tertuang dalam sebuah buku berjudul "Aplikasi Psikologi Positif: Pendidikan, Industri, dan Sosial".

Kami sangat berharap dengan adanya buku ini dapat memberikan manfaat, menambah wawasan, dan pengetahuan bagi pembaca dalam penerapan psikologi positif pada berbagai aspek kehidupan terutamanya dalam bidang Pendidikan, industri organisasi, dan sosial. Kami juga berharap semoga buku ini dapat dipahami dengan baik oleh pembaca dan berguna untuk semua.

Kami mohon maaf apabila terdapat kesalahan yang kurang berkenan karena kami menyadari bahwa masih terdapat banyak kekurangan pada buku ini. Oleh karena itu

V

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Jakarta, 01 Agustus 2020

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Readiness to Change and Resilience among Notre Dame Teachers in Jakarta <u>335</u>

READINESS TO CHANGE AND RESILIENCE AMONG NOTRE DAME TEACHERS IN JAKARTA

Laila Meiliyandrie Indah Wardani¹ & Cherry Yanitha Oley² ¹University of Mercu Buana ²Notre Dame School

Abstract: This study aims to determine the effect of readiness to change and resilience to work engagement at Notre Dame Foundation teachers. Change what happened in the Notre Dame Foundation greatly affected the Teachers especially in following the steps of the Foundation to follow changes. Tool the measurements used in this study include work engagement using the UWES by Schaufeli & Bakker measurement scale consisting of 17 items and Readiness for Organizational Change by Holt, Armenakis, Field, and Harris consisting of 25 items and The Resilience Scale by Wagnild and Young consisting of 25 items. Analysis this research was carried out with regression analysis to measure how big the influence of Readiness to change and Resiliance on Work Engagement, in addition to the additional analysis in the form of t-test and test ANOVA one way, used to see if there is influence. Significance between Readiness to Change and Resiliance to Work Engagement teacher of the Notre Dame Foundation in Jakarta. The results

showed that there were Influence of Readiness to Change and Resiliance on teacher work engagement Notre Dame Foundation.

Keywords: Work Engagement, Readiness to Change and Resiliance

Introduction

This research is to see if there is an effect of Readiness to change and Resiliance on work engagement Teacher of Jakarta Notre Dame Foundation. Lately there are many schools or a foundation engaged in education has experienced a decline in value professionalism of the teachers, this decline in value is influenced by various factors, both factors from within yourself and external factors. Internal factors, for example laziness, less potential in their respective fields, shy and other attitudes and characters etc. While external factors such as family economic factors, lack attention from the foundation or government related to the provision of salaries, regulatory requirements the sudden effect, the lack of cohesiveness between teachers, lack support from family, friends and the teachers themselves, etc. (Wibowo, 2010).

The Notre Dame Foundation tries to be responsive to the needs of the times that exist today, then The Notre Dame Foundation made a huge change especially in management of foundation with new policies issued by the foundation, which one these policies greatly change the habits of teachers both in ordinary tasks.

They started with the incentives they receive but changes are made the foundation is not necessarily well received by teachers there are various forms of protest done by the teachers, where the teachers feel less satisfied with the foundation's policies, the teachers felt that the changes made by the foundation weighed heavily on them and there were even teachers those who choose to resign rather than follow the changes that occur, the teachers feel if the Foundation's decision to make changes is only a unilateral decision even though The Foundation has disseminated the existence of these changes but not necessarily well received by teachers. The research results that have been carried out by the foundation, with the results of the research increasingly encouraging the foundation to make changes based on team research results management Educational consultants stated that the existence of the Notre Dame School was geographically very strategic, because it is in the middle of the city. However, the interesting thing is that the motivation of parents to send their children to Notre Dame School is still general, among them the reasons for the location being close, the Catholic school, and the school under the management of the Sisters. It can be concluded that parents' interest in sending their children to Notre Dame School, which has been established for more than 25 years, not because of specific things which is the peculiarity or superiority of the school. The reasons put forward are still general. Therefore, the Notre Dame Foundation in Jakarta is present in the framework of answering it all.

In this study, researchers want to see how far the influence of Readiness to change and Resiliance to the work engagement of the Notre Dame Foundation Teachers in Jakarta third research variable, research conducted by Vokić and Hernaus (2015) concluded that work engagement is something that is related to job satisfaction someone with work loyalty he has. When a company has good employees and has high loyalty, and also has employees who are happy with the job will reduce employee turnover in the company and can provide good performance. said in this study namely; Work Engagement, Research conducted by Vokić and Hernaus (2015) concluded that work engagement is something related to job satisfaction someone with work loyalty he has. When a company has good employees and has high loyalty, and also has employees who are happy with the job will reduce employee turnover in the company and can provide good performance. According to Schaufelli & Bakker (2010), there are three important aspects that have Work engagement are (a) Vigor Is the energy level high and mental resiliance when working, the ability to exert effort, and persistent when facing obstacles in work (Bakker & Leiter, 2010). the aspect of vigor also reflects the willingness to invest all efforts in a job and still survive despite facing difficulties, (b) Delication, leading to strong self-involvement in a job and feeling the importance (enthusiasm), enthusiasm (inspiration), inspiration, pride, and challenge, high dedication is related to how employees work that can generate enthusiasm and challenge in completing their work tasks (c), Absorption, This aspect is characterized by full concentration when working, where the individual feels when he working time feels so fast and finds difficulties when having to part with work (Bakker & Leiter, 2010).

Readiness to change, according to Durmaz (2007) readiness to Change or change is dependent on the level of

readiness of individuals to change, individuals or employees see changes in the organization in different ways, there are employees who think that change is an opportunity or an increase in learning but some are feel that change is a threat. With the negative perceptions of individuals in responding to change, this is what makes employees less committed to change readiness (Martin, Jones & Callan, 2005), employees who have positive perceptions will show that they have the readiness to follow the changes.

According to Holt (2002) there are 4 dimensions related for organizational readiness change, to namely (1)Appropriateness, Appropriateness refers to the extent to which each employee feels the company will benefit if the change is determined. Appropriateness also concerns what changes are felt to be good for the company. Employees must not only feel that the change is really needed, but also that the change they want to make is able to solve the problem at hand. Often, employees feel that the changes that are applied do not match the needs of their work division, or that changes will interfere with existing work relationships. (2), Management Support, Management Support leads to the extent to which an employee feels that management or leaders in the company are committed to supporting the achievement of the changes that they want to make. Many studies state that there are several supporting aspects that can affect readiness to change, one of which is a strong commitment from leaders in the company to support the success of these changes. (3) Change efficacy, Change efficacy refers to the extent to which an employee can complete tasks and activities related to the

implementation of the changes made. Change efficacy describes the level of confidence of an employee, whether he is able to follow the changes made by the company. This also involves whether he has the skills needed to complete his work. (4) Personal Valence, Personal Valence refers to the extent to which an employee feels about the benefits he will get from the changes that will be made. Employees who feel that the change will benefit him will more easily accept the change. Whereas if an employee feels that the change has caused a loss to him, then he will reject the change.

Resiliance according to Wagnild & Young (1993) said that there are five components that are interrelated in identifying the concept of resilience, namely: Equanimity, Perseverance, Self Resiliance, Meaningfulness, Existential Aloneness (Existence). As for the characteristics of Resiliance, (a) perseverence, which is an attitude of individuals who persist in dealing with difficult situations, but it can also mean someone's desire to continue to struggle in controlling conditions as before, in this characteristic perseverance is needed discipline also individual self when struggling to face difficult and unfavorable situation for him, (b) Epcominity, which is a perspective that is owned by an individual about life and experiences-experiences experienced during life that are considered detrimental but nevertheless the individual must be able to see from the point of view else so he can seeing things that are more positive than negative things from the difficult situation experienced by Equaminity also includes the characteristics of humor, therefore resilient individuals can laugh at whatever situation is being faced, see the situation from positive things and not get caught up in

things - Negative things contained in it. (c) Meaningfulness, is an individual's awareness that his life has a purpose and it takes effort to achieve that goal. Wagnild (2010) states that this characteristic is the most important characteristic of resiliance and is the basis of the other four characteristics. Because the decline in life without a goal is the same as in vain because it has no clear direction or purpose. The purpose of encouraging an individual to do something in life is no exception when he experiences difficulties, it is the goal that makes the individual hard to struggle with these difficulties. (d), Self-resiliance, namely the belief in oneself by understanding the abilities and limitations of the individual that resiliance is aware of the power he has and uses it properly so that it can guide every action he does, these characteristics are derived from various experiences life that is experienced daily and can increase individual confidence in the individual's self-confidence that is resilient can learn from the life experiences he gets every day and is able to develop various solutions to the problems he faces. (e) Existentid alonemes, awareness that each individual is unique and some experience can be faced together but there is also something that can be faced alone, individuals who resilient learn to live with empowerment with themselves, individuals do not continuously rely on others in other words independently in facing any difficult situation so that individuals become more capable of n it has. The existential nature of nature does not mean ignoring the importance of sharing experiences and demeaning others, but accepting ourselves as they are.

METHOD

Research methods include procedures and research techniques, types of research that are quantitative research, quantitative research is a type of research that produces discoveries that can be achieved (obtained), using statistical procedures or other ways of quantification (Sujarweni, 2014). Subjects in this study were Notre Dame Foundation Teachers in Jakarta, researchers took samples of teachers from kindergarten units, elementary schools, junior high schools, and high schools, as many as 94 samples. Which is divided into 47 men and 47 women. In this study, researchers used a measurement scale of the three variables of this study include work engagement using the UWES measurement scale by Schaufeli Bakker (2003) consisting of 17 items and the Readiness for Organizational Change by Holt, Armenakis, Field, and Harris (2007) consisting of 25 items and The Resilience Scale by Wagnild and Young (1993) consists of 25 items.

RESULTS AND DISCUSSION

The sampling results in this study were the Notre Dame Foundation Teachers in Jakarta, with a total sample of 94 samples which could be categorized as 47 samples of women and 47 samples of men, the respondents had a variety of length of time working at the Notre Dame Foundation which could be categorized as follows; 1 - 3 years of work as many as 38 respondents or 40%, 6- 10 years as many as 11 respondents or 11%, 11-15 years as many as 9 respondents or 10%, 16-20 years as many as 11 people or 12%.

| Table 1.1. Categorization Table |
|---------------------------------|
|---------------------------------|

| S | D | Me | ean | М | in | М | ax | Range | | Range | | Range | | Katagari | Frek | uensi | 9 | 6 |
|------|-------|--------------|-------|----|--------|-----|-------|--------|--------|----------------|----|-------|------|----------|------|-------|---|---|
| н | E | Н | E | н | E | н | E | н | E | Kategori | н | E | н | E | | | | |
| | | | | | | | | 17-38 | 44-52 | R | 43 | 87 | 45,7 | 92,6 | | | | |
| 0.5 | 4.27 | 40 F | 52.20 | 17 | | 68 | C.F. | 39-47 | 53-56 | S | 26 | 7 | 27,7 | 7,4 | | | | |
| 8,5 | 4,37 | 42,5 | 53,26 | 17 | 44 | 68 | 65 | 48-68 | 57-65 | Т | 25 | 0 | 26,6 | 0 | | | | |
| | | | | | | | | | TOTAL | | 94 | 94 | 100 | 100 | | | | |
| | | | | | 60 100 | 100 | 05 | 25-56 | 60-67 | R | 63 | 27 | 67 | 36,5 | | | | |
| 12.5 | | 60 F | | 25 | | | | 57-69 | 68-71 | S | 31 | 36 | 33 | 48,6 | | | | |
| 12,5 | 3,802 | 62,5 | 68,51 | 25 | | | 100 | .00 85 | 70-100 | 70-100 72-85 T | | 0 | 11 | 0 | 14,9 | | | |
| | | | | | | | | TOTAL | | 94 | 94 | 100 | 100 | | | | | |
| | | | | | | | | 25-56 | 49-74 | R | 30 | 27 | 31,5 | 36,5 | | | | |
| 12 5 | 67 | 7 62 5 70 24 | 25 | 62 | 100 | 00 | 57-69 | 75-82 | S | 40 | 36 | 42,6 | 48,6 | | | | | |
| 12,5 | 6,7 | 62,5 | 78,31 | 25 | 62 | 100 | 96 | 70-100 | 83-100 | Т | 24 | 11 | 25,5 | 14,9 | | | | |
| | | | | | | | | | TOTAL | | 94 | 94 | 100 | 100 | | | | |

From the results of research conducted by the author, it can be seen that there is an influence of Readines to change and Resiliance on the work engagement of teachers of the Notre Dame Foundation in Jakarta. From the results obtained by the value of work engagement in this study is known to have an average value on empiric.

From the results obtained from the value of the Empirical Work Engagement, which is the low category with a range of values of 44-52 the medium category with a value of 53-56 and a high category with a value of 57-65, while for the hypothetical value categorized as low 17-38 then for the medium category is 39-47 and for the high category is 48-68 If viewed from the table above, it is known that in the sample of employees who experienced the highest frequency were in the low category 44-52 as many as 87 people or 92.6%, imi things can conclude that the Teacher Foundation Notre Dame has a Work Engagement in the medium category. This must still be considered by the Foundation, how to bring the teachers to achieve Work Engagement.

The results obtained the value of Readiness to change, empiric is the low category with a range of 49-74 medium category with a value of 75-82 and high category with a value of 83-100 while for the hypothetical value it is categorized as low 25-56 then for the medium category is 57-69 and for the high category is 70-100. When viewed based on table 4.3 above it is known that the highest frequency is in the medium category with a value of 75-82 or 48, 6% of 36 samples, and the frequency is in the low category with a score of 49-74 or 36, 5% with a sample of 27 while the low value frequency is in the high category with a value of 70-100 or 14.9% with a sample of 11 people.

The results obtained the value of resiliance, empiric is the low category with a range of values of 49-74 the medium category with a value of 75-82 and high category with a value of 83-100 while for the hypothetical value categorized as low 25-56 then for the medium category is 57-69 and for the high category is 70-100. When viewed based on table 4.3 above it is known that the highest frequency is in the medium category with a value of 75-82 or 48, 6% of 36 samples, and the frequency is in the low category with a score of 49-74 or 36.5% with a sample of 27 while the low value frequency is in the high category with a value of 70-100 or 14.9% with a sample of 11 people. The researcher also tried to make the Normality test with the results of the research. From the results of the normality test of 94 respondents WE showed the Kolmogorov-smirnov Z value = 0.125 (p<0.05), RL obtained Kolmogorov smirnov Z = 0.099 (p<0.05) and test RTC normality also shows Kolmogorov smirnov Z value = 0.112 (p<0.05) which means that this research data is normally distributed.

The results of the test research Reliability and normality that the author has done Based on the normality test can be concluded that the results of the normality test of 94 respondents WE showed Kolmogorov-smirnov Z value = 0.125 (p<0.05), RL obtained Kolmogorov smirnov Z = 0.099 (p<0.05) and the RTC normality test also shows Kolmogorov smirnov Z value = 0.112 (p<0.05) which means that the data of this research is normally distributed, so it can be concluded that the Notre Dame Foundation Jakarta teachers are ready to

face the changes, or there is the influence of Readiness to change and Resiliance on the work engagement of the Notre Dame Foundation Teachers in Jakarta.

From the results of research that researchers have done, it is shown that RL has a correlation of 0.396 (p<0.01) with WE, besides that it also obtained the correlation between WE and RTC of 0.199 (p<0.05). While the correlation value for the relationship between RL and RTC is 0.408 (<0.01). From the results of the analysis also obtained the value of F = 8.566, R = 0.398 and R2 = 0.158 (p <0.01) this shows that readiness to change and resilience have an influence of 15.8% on one's work engagement, the regression equation in the study This is; Y = a + BX1 + BX2, which means that if the results of this study are applied in the equation, WE = 34,740 + 0,192RL + 0,051RTC, where each addition of RL and RTC constants will also increase the value of WE. and vice versa with a decrease in the RL and RTC constants, the value of WE will also decrease.

In addition, the researchers conducted а Heteroskedesity Test, heteroscedasticity test was used to determine whether or not there was a deviation from the classical assumption of heteroscedasticity, where variance inequality of the residuals of all observations in the regression model. The prerequisite that must be fulfilled in the model is the absence of symptoms of regression heteroscedasticity. The basis for decision making whether or not heteroscedasticity is to see the pattern that appears. And the results of the research can be concluded in the following figure 1.

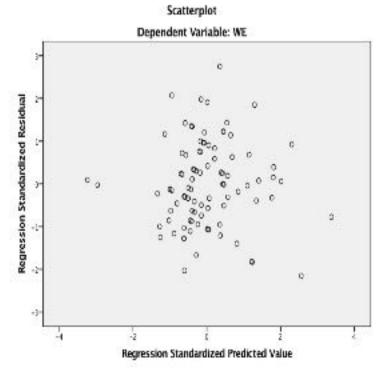


Figure. 1 Heteroscedasticity

From the above output it can be seen that the points do not form a clear pattern, and the points spread above and below the number 0 on the Y axis. So it can be concluded that there is a problem of heteroscedasticity in the regression model.

As for Linearity test. Readines to Change and Work Engagement, Linearity test aims to determine whether two variables have a linear or not significant relationship. This test is usually used as a prerequisite in correlation analysis or linear regression. Two variables are said to have a linear relationship if the significance (linearity) is less than 0.05. The results of the linearity test analysis obtained a significance value of 0.05 with a calculated F value (3.779) smaller than Ftable (3.94). This shows a significant linear relationship between RTC and WE variables.

Table 1.2 Linearity Test Table

| | | Parameter Estimates | | | | | |
|----------|----------|---------------------|--------|-----|------|----------|------|
| Equation | R Square | ¥. | difi . | d12 | Sig. | Constant | 64 |
| Linea | .039 | 3,779 | 1 | 92 | .050 | 37.655 | .229 |

Resilience Linearity Test and work engagement, the results obtained from the linearity test between RL and WE get the F value of 17.105 (p < 0.01) indicating that the data is linear.

Table 1.3 Linearity Test Table

| | | Parameter Estimates | | | | | |
|----------|----------|---------------------|-----|-----|------|----------|-----|
| Equation | R Square | F | dfi | df2 | Sig. | Constant | bl |
| Lincar | .157 | 17.105 | 1 | 92 | .000 | 37.527 | 201 |

Linearity Resiliance and Readiness to change tests, the results obtained from the linearity test between RTC and RL get an F value of 18.332 (p < 0.01) indicating that the data is linear. Leanirity test aims to determine whether two variables have a linear or not significant relationship, this test looks at how the variable (x) affects the variable (y), whether the influence is directly proportional or inversely proportional, this test is usually used as a prerequisite in the analysis Linear correlation or regression.

1.4 Linearity Test Table

| | | Parameter Estimates | | | | | |
|----------|----------|---------------------|-----|-----|------|----------|------|
| Equation | R Square | F | df1 | df2 | Sig. | Constant | ы |
| Linear | 165 | 18.323 | 1 | 92 | 600 | 15.198 | .920 |

From the results of Regresion test can be found the results of the results of the study showed that RL has a correlation of 0.396 (p <0.01) with WE, but also obtained the correlation between WE and RTC of 0.199 (p <0.05). While the correlation value for the relationship between RL and RTC is 0.408 (p <0.01). From the results of the analysis also obtained the value of F = 8.566, R = 0.398 and R2 = 0.158 (p <0.01) this indicates that readiness and resilience have an effect of 15.8% on one's work engagement. The regression equation in this study is : Y = a + BX1 + BX2, which means that if the results of this study are applied in the equation, WE = 34,740 + 0,192RL + 0,051RTC, where each addition of RL and RTC constants will also increase the value of WE. and vice versa with a decrease in the RL and RTC constants, the value of WE will also decrease.

Conclusion

This study aims to see whether there is an effect of Readiness to change and Resiliance on the Work Engagement of teachers of the Notre Dame Foundation in Jakarta. And from the results that researchers have done that the Notre Dame Foundation Teachers have values that are towards the Effect of Readiness to Change and Resiliance to Work Engagement.

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untuk terus belajar hal-hal baru. ###

APLIKASI PSIKOLOGI POSITIF: PENDIDIKAN, INDUSTRI, DAN SOSIAL

"Bagaimana bisa ilmu-ilmu sosial memandang kekuatan dan kebaikan umat manusia seperti altruisme, keberanian, kejujuran, disiplin, kesenangan, kesehatan, tanggung jawab, dan keceriaan sebagai sebuah ilusi yang bernilai rendah, defensif, dan tidak orisinal sedangkan kelemahan dan motivasi negatif seperti kecemasan, gairah, keegoisan, paranoia, kemarahan, gangguan kejiwaan dan kesedihan dipandang sebagai hal-hal yang bersifat otentik?"

- Martin Seligman-

Psikologi positif mengkaji mengenai pengalaman subjektif manusia yang bersifat positif di masa lampau, saat ini dan masa depan. Pada tingkat individual, psikologi positif mengkaji mengenai sifat-sifat positif manusia yang bersifat personal seperti kapasitas untuk mencintai, keberanian, kemampuan membangun hubungan interpersonal, sensitivitas terhadap estetika, sifat pantang menyerah, memaafkan, orisinalitas, dan optimisme untuk masa depan. Sedangkan pada kelompok, psikologi positif mengkaji mengenai nilalnilai kebenaran dan institusi-institusi yang menggerakkan manusia untuk menjadi manusia beradab yang lebih baik dengan menerapkan prinsip-prinsip seperti bertanggung jawab, kepedulian, altruisme, toleransi, dan etos kerja.

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