

Original Article

The Effect of Perceived Organizational Support on Employee Performance with Readiness for Change as a Mediating Variable (A Study on Employees of PT Surya Madistrindo Tegal Area)

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Abstract: This study aims to examine the effect of perceived organizational support on employee performance, with readiness for change as a mediating variable at PT Surya Madistrindo Area Tegal. Employee performance plays a crucial role in achieving organizational goals, particularly in dynamic business environments that require continuous adaptation. The increasing pace of change demands that employees possess strong adaptability, as a lack of adaptability may lead to decreased performance. Based on the I-ADAPT Theory, individual adaptability is considered a key factor in responding to change and improving performance. In this context, organizational support is viewed as an important factor that enhances employees' readiness for change, which subsequently contributes to improved performance. This research employs a quantitative approach using survey data collected from 140 employees who met the research criteria. The data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS 4 software. The results indicate that perceived organizational support has a positive and significant effect on employee performance. It also positively and significantly affects readiness for change, which in turn has a positive and significant effect on employee performance. Furthermore, readiness for change partially mediates the relationship between perceived organizational support and employee performance. These findings highlight the importance of enhancing employees' readiness for change as a key mechanism for improving performance. This study contributes to the human resource management literature by emphasizing readiness for change as a critical psychological factor linking organizational support and employee performance.

Keywords: Perceived Organizational Support, Readiness for Change, Employee Performance.

I. INTRODUCTION

In recent years, the volatile global and domestic business environments have forced organizations to continuously adjust strategies, execute structural restructuring, and realign work systems. In an environment that thrives for digitization, grates the closer and flexibility of its workforce contextually human resources are still correlated as fundamental factors determining base and fruition of strategic deployment, where it serves as an important comparative advantage generator and adaptation powerhouse before, during, and after organizational changes (Noe et al., 2021). Controlling work behavior and getting the most out of an employee (Employee Performance) has actually become a concern that recent businesses just cannot be going to disregard. In concept, employee performance is seen as an aggregate of individual behaviors performed at work that contribute directly to the goals and objectives of an organization through task performance (execution of core behaviors focused on accomplishing work tasks) and contextual performance (discretionary workplace behaviors that help sustain the overall environment in an organizational setting; Armstrong & Taylor, 2014; Colquitt et al., 2021). Strategically reorganizing the structure of an organization, though, is when sustaining this performance stability through all levels becomes increasingly difficult since it causes workplace uncertainty and lowers motivation while concurrently raising internal opposition (Holt et al., 2007; Mathur et al., 2023).

To alleviate performance deficits during structural changes, internal prompts such as Perceived Organizational Support (POS) are vital. In this sense, POS is an employee's global impression of how much the company values their contributions and cares about their well-being (Mori et al., 2024). This aid is manifested in the form of fair treatment, meritocratic reward systems, and strategic work assistance during large-scale institutional reforms (Opoku & Boateng, 2024). It is theoretically sound that high POS creates a reciprocity norm, which leads to personnel presenting positive work attitudes along with the greatest effort possible towards corporate goals (Aliddin et al., 2024; Kurtessis et al., 2017). While it seems plausible that POS influences employee performance, theoretical arguments continue since empirical findings have remained inconsistent. Although most studies provide evidence for a solid positive connection (Jeong & Kim, 2022; Sabir et al., 2022), it has been reported that the



positive aspect of POS does not lead to optimal individual performance in some dynamic contexts (Diana, 2021; Ratnasari et al., 2023). That empirical inconsistency suggests an essential mediating mechanism (Matsunaga, 2021).

To bridge this theoretical gap, this paper identifies readiness for change as an important mediator. This psychological trait measures the degree of rational and emotional willingness for individuals to embrace and endorse organizational change initiatives (Holt et al., 2007). This mental alignment is time-critical as seen in Indonesia, where corporate changes like the overhauling of PT Kereta Api Indonesia (KAI) meant that urgent system alignment following structural updates were backed by intensive human resources adjustments for about two years before they could successfully impact the new structure (Olenka. id, 2025). Without a readiness to change, outside resources of the organization may run into inertia (Oreg et al 2011). On the contrary, a POS concerned with managing its employees greatly diminishes personal concerns, incites active participation in work life, and puts in place the cognitive state that allows employees to react adaptively and maintain standards of performance (Caesens et al., 2019; Jo & Hong, 2023)

PT Surya Madistrindo Area Tegal was chosen as the research locus to test this model in the real world. It serves as PT Gudang Garam Tbk's national distribution, sales, and marketing arm to execute the adaptive scale operation policy. The strategy is about adjusting operational scale through hierarchy restructuring and system flow rationalization, as well as workforce rationalization through early retirement programs, to suit current market demand (Burnes 2017). With this policy, it has changed the internal capacity of the firm, where data from the Tegal Area Office indicates that the active workforce continues to decline dramatically, directly reducing personnel from 235 in 2023 to only 223 personnel in 2024 and even leaving just 180-140 active personnel by the end of 2015.

But that nearly 40% cut in just three years means a significant amount of job expansion and weight for those left in the workforce. Due to the simplified organizational chart, employees must manage increased multitasking functions and adjust to flattened coordination patterns. Introduction: Corporate support (POS) to some employees while displacing many others provides an exceptional opportunity for empirical pretesting in regard to how well such POS opportunities shape psychological readiness (readiness for changes) as a driver of downstream performance stability under downsized operational stress.

With this background, this article examines all the direct effects between Perceived Organizational Support on Employee Performance, the effect of Perceived Organizational Support on Readiness for Change, the effect of Readiness for Change on Employee Performance, and whether Readiness for Change mediates only indirect or partial mediation between Perceived Organizational Support and Employee Performance in the remaining workforce at PT Surya Madistrindo Area Tegal. Thus, theoretically, it contributes to the human resource management literature by demonstrating how a behavioral and organizational change framework can be improved within a larger distribution sector. In practice, it provides strategic guidance for corporate management in devising mental capacity programs and minimizing workforce risks when implementing future downsizing policies.

II. LITERATURE REVIEW

Employees should consistently scale their knowledge, behavior, and mindset to perform successfully in uncertainty-driven work environments (Burke et al., 2006). Using an Individual Adaptability (I-ADAPT) Theory, Ployhart and Bliese (2006) conceptualized adaptability as a personality trait, which is the extent to which an individual has the capacity or motivation to adjust to new environmental conditions. It is both a technological output and a psychological setting that determines how one thinks and moves in – appropriate to the time of change. Individual (skills and knowledge) is interacting with organizational context- I-ADAPT theory. Employees who understand information well and gain managerial support develop greater self-efficacy and cope better, making them more receptive to new policies rather than stressed. In this research, I-ADAPT theory is treated as a grounded theoretical framework to explain the mechanism of change through which readiness for change plays an intervening and mediating role in signalling an organizational context and subsequent behavioral performance.

Employee performance is a key driver of organizational success and accomplishing strategic objectives (Varshney & Varshney, 2025). An individual-level version that shows one's all-rounded value-add to the company, influenced substantially by work behaviour, discipline, and emotional devotion (Hennyta & Sudibjo, 2024). Diamantidis and Chatzoglou (2019) presented a model comprising employee-related (competence & motivation), job-related (work environment), and firm-related factors like organizational support affecting performance. Based on the dual-dimension framework by Borman and Motowidlo (1997) and Jyoti and Choudhary (2024), this study divides performance into:

1. Task Performance: The professional execution of core responsibilities based on job descriptions, measured by task completion, procedural mastery, target achievement, and efficiency.
2. Contextual Performance: Discretionary behaviors that support the organizational climate, measured by a willingness to take on extra duties, persistence, helping colleagues, rule compliance, and alignment with corporate goals.

Originally proposed by Eisenberger et al. Perceived Organizational Support (POS), as defined by Eisenberger in 1986, is the global belief of an employee about how much their organization values their contribution and cares about their well-being. High POS is built on cumulative workplace experiences, e.g., supervisor treatment, rewards, and policy equity, leading employees to believe the firm is a caring ally and encouraging managers (Caesens et al., 2019; Eisenberger et al., 2020) to seek more opportunities. According to Rhoades and Eisenberger (2002), there are three core antecedents of POS, which are fairness, support from the supervisor, and rewards/job conditions including autonomy, job security, and training. In essence, POS is operationalized through the deployment of reciprocity norms to create a felt obligation to support corporate goals, assessed via indicators such as appreciation for effort, responsiveness to suggestions regarding voice behavior, and facilitation of performance goals (Mori et al., 2024).

Change Readiness refers to a particular state of consciousness by which individuals are cognitively and emotionally inclined in relation to embracing and supporting organizational change (Holt et al. 2007). Without it, strategic overhauls often meet strong corporate resistance, counteracting the effects of organizational policies (Kim & Park, 2025). Holt et al. (2007) identified four elements of model readiness. The appropriateness is internal and consists of the perceived desirability of what is being sought (the adopter believes that the proposed change, which should be made by the firm, is correct and deemed necessary). Change efficacy is the belief and confidence level in the abilities of an individual or an organization to be able to implement the change. Management support conveys confidence in leadership and belief in their communication during the transition. Lastly, personal valence refers to the individual's perceived benefit or utility from the change. Collectively, these domains materialize as a solid grasp of organizational objectives and assuredness in new processes as well as an eagerness to engage and take part in organizational changes (Iqbal & Asrar-ul-Haq, 2018).

POS fosters a secure workplace climate, creating an implicit psychological obligation for employees to reciprocate with greater effort and higher motivation. Hennyta and Sudibjo (2024) demonstrated that organizational support combined with good leadership drives performance by cultivating deep job satisfaction. Similarly, Sabir et al. (2022) validated that high POS directly accelerates work engagement and task accountability among personnel, leading to optimal behavioral outputs.

Hypothesis 1: Perceived Organizational Support has a positive effect on Employee Performance.

The reassurance provided by POS reduces anxiety during structural overhauls, allowing individuals to view changes with strategic optimism. Eisenberger et al. (2020) note that organizational support builds institutional trust, causing employees to focus on the business benefits of a transition rather than self-preservation. This is supported by Lestari et al. (2022) and Saptari and Dudija (2024), who confirmed that strong POS directly enhances employees' psychological readiness and cognitive openness to accept new operational policies.

Hypothesis 2: Perceived Organizational Support has a positive effect on Readiness for Change.

Employees with high readiness possess the cognitive flexibility and self-efficacy needed to adapt smoothly to altered tasks without prolonged productivity dips. Conversely, low readiness breeds friction and resistance, which drains motivation and compromises work quality (Zaman et al., 2020). Asbari et al. (2021) and Jo & Hong (2023) confirmed that readiness for change is a powerful, direct driver of employee performance, ensuring that structural adaptations translate effectively into operational standards.

Hypothesis 3: Readiness for Change has a positive effect on Employee Performance.

Readiness for change serves as the critical psychological pipeline through which external corporate support is translated into productive behavioral outcomes. While POS provides resources and safety nets, this support must first build an internal psychological alignment cognitive acceptance and confidence before it can optimize performance during a transition (Holt et al., 2007). This mediating dynamic aligns with Rahi et al. (2022) and Hariadi and Muafi (2022), who established that workplace support mechanisms sustain performance primarily by constructing a strong sense of readiness among staff facing new operational setups.

Hypothesis 4: Readiness for Change mediates the effect of Perceived Organizational Support on Employee Performance.

III. RESULTS AND DISCUSSION

Data collection was executed cross-sectionally via online questionnaires distributed to the remaining active workforce of PT Surya Madistrindo Area Tegal. Utilizing a census sampling method, a total of 140 respondents participated in the survey, yielding a 100% response rate. PT Surya Madistrindo operates as the primary national distribution, sales, and marketing arm of PT Gudang Garam Tbk. The Tegal Area Office serves as a vital strategic node managing field marketing and logistics across the Tegal region. The organization's structural environment is characterized by its core institutional philosophy, the *Catur Dharma*, which formally emphasizes that "Employees are the primary partners." This high socio-emotional focus is empirically reflected in the firm receiving the "Employee of Choice" (EOC) award from SWA Magazine and Korn Ferry.

The demographic composition of the 140 respondents reveals specific structural patterns within the firm’s workforce during its *adaptive scale operation* phase. In terms of gender distribution, the workforce is heavily dominated by male employees (94.29%, $n = 132$), with female employees accounting for only 5.71% ($n = 8$). Age distribution indicates a highly mature and experienced workforce, centered primarily within prime productive age brackets: 36–40 years old represents the largest segment (37.14%, $n = 52$), followed by 31–35 years old (29.29%, $n = 41$), 41–45 years old (17.14%, $n = 24$), 46–50 years old (7.86%, $n = 11$), 26–30 years old (5.71%, $n = 8$), and 51–55 years old (2.86%, $n = 4$).

Occupational role analysis confirms that the sample is heavily grounded in operational field execution, with Sales personnel constituting the vast majority (66.43%, $n = 93$), supported by Administrative staff (16.43%, $n = 23$), Drivers (8.57%, $n = 12$), Supervisors (7.14%, $n = 10$), and Managers (1.43%, $n = 2$). Educational backgrounds are relatively high, with a major concentration at the Bachelor’s Degree level (S1: 60.71%, $n = 85$), complemented by High School graduates (SMA: 26.43%, $n = 37$), Diploma holders (D3: 10.71%, $n = 15$), and Master’s Degree holders (S2: 2.14%, $n = 3$). Crucially, tenure data underscores an extremely high level of institutional familiarity, as more than half of the employees have worked at the firm for 11–15 years (56.43%, $n = 79$), followed by 6–10 years (23.57%, $n = 33$), 16–20 years (15.71%, $n = 22$), 1–5 years (3.57%, $n = 5$), and 21–25 years (0.71%, $n = 1$). This high-tenure, field-heavy demographic provides a highly valid context for evaluating psychological readiness and operational performance stability amidst substantial corporate downsizing.

A) Evaluation of the Measurement Model (Outer Model)

Statistical estimation was conducted via Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS software. The operational framework employs a hierarchical component model (higher-order construct) using a reflective-reflective configuration, executed via the Repeated Indicator Approach. The first phase evaluates the first-order constructs (lower-order constructs) for the dimensions of Employee Performance: Task Performance and Contextual Performance.

a. First-Order Construct Evaluation (Lower-Order)

The empirical assessment of the lower-order constructs demonstrates excellent convergent validity and internal reliability. As summarized in the statistical indicators, all outer loadings for individual items safely exceeded the conservative threshold of 0.70 (Hair et al., 2019). The item loadings of the Contextual Performance dimension ranged from 0.782 to 0.885 (AVE = 0.697, Cronbach's $\alpha = 0.890$, and Composite Reliability [CR] = 0.920). In relation to the Task Performance dimension, item loadings varied from 0.802 to 0.837 (AVE = 0.666; Cronbach's Alpha = 0.875; CR=0.909). These results also validate the fact that each lower-order dimension explains more than 50% of the variance in its indicators, which confirms good internal consistency and measurement accuracy.

Three tests were carried out in order to validate discriminant validity at the first-order level, using Cross-Loadings, Fornell-Larcker Criterion, and Heterotrait-Monotrait (HTMT) ratio. The HTMT ratio between Task Performance and Contextual Performance was 0.833, well below the stringent conceptual threshold of 0.850 (Hair et al.,2019). The results of the Fornell-Larcker test showed that the square root of the AVE for Contextual Performance (0.835) and Task Performance (0.816) was higher than their shared correlation (0.736), as shown in Table 5. In addition, a cross-loading matrix demonstrated that each indicator loaded significantly higher on the specific dimension (i.e., lower-order factor) than on any other construct (i.e., upper-order factors), thus confirming discriminant validity at the lower-order level.

b. Second-Order Construct Evaluation (Higher-Order)

Following the first-stage verification, validation was conducted at the higher-order construct level for the primary latent variables: Perceived Organizational Support (X), Readiness for Change (M), and the aggregated Employee Performance (Y).

Table 1: Convergent Validity and Reliability of Higher-Order Constructs

Variabel	Item	Outer loadings	Cronbach's alpha	CR	AVE	Desc
Employee Performance	CP1	0.751	0.923	0.935	0.591	Valid and Reliable
	CP2	0.799				
	CP3	0.804				
	CP4	0.770				
	CP5	0.768				
	TP1	0.736				
	TP2	0.787				
	TP3	0.743				
	TP4	0.773				
	TP5	0.751				
Perceived Organizational Support	POS1	0.812	0.926	0.938	0.602	Valid and Reliable
	POS2	0.726				

	POS3	0.737				
	POS4	0.818				
	POS5	0.815				
	POS6	0.735				
	POS7	0.757				
	POS8	0.824				
	POS9	0.786				
	POS10	0.742				
Readiness for Change	RC1	0.809	0.906	0.926	0.641	Valid and Reliable
	RC2	0.763				
	RC3	0.816				
	RC4	0.794				
	RC5	0.778				
	RC6	0.785				
	RC7	0.855				

The statistical indicators in Table 1 demonstrate exceptional convergent validity and internal consistency across all primary variables. Every single outer loading across the higher-order constructs safely bypassed the required 0.70 threshold. For Perceived Organizational Support (*X*), the individual item loadings extended from 0.726 (POS2) to 0.824 (POS8). For Readiness for Change (*M*), the loadings ranged between 0.763 (RC2) and 0.855 (RC7), while the aggregated Employee Performance (*Y*) variable exhibited stable loadings between 0.736 (TP1) and 0.804 (CP3). Furthermore, construct-level convergence was explicitly validated, as all AVE values exceeded the 0.50 benchmark: 0.602 for POS, 0.641 for Readiness for Change, and 0.591 for Employee Performance. These results indicate that each primary latent construct captures more than 50% of the variance in its indicators, effectively ruling out severe measurement error.

In terms of internal consistency and scale reliability, all primary variables exhibited robust values well above the mandatory 0.70 limit (Hair et al., 2019). Perceived Organizational Support registered a Cronbach's Alpha of 0.926 and a CR of 0.938. Readiness for Change achieved a Cronbach's Alpha of 0.906 and a CR of 0.926, while Employee Performance posted an Alpha of 0.923 and a CR of 0.935. These statistics prove that the survey scales are highly stable, reliable, and entirely free from internal reliability deficiencies.

Discriminant validity for the structural variables was all calculated. HTMT ratios fell well below the conservative 0.85 limit, with the highest ratio observed between Readiness for Change and Employee Performance at 0.726. Under the Fornell-Larcker architecture, the square roots of the AVEs diagonal values in the matrix (0.769, 0.776, and 0.801) consistently surpassed the corresponding off-diagonal correlation coefficients. Supported by a clean higher-order cross-loading matrix where items posted peak values strictly on their respective latent variables, the measurement model demonstrates high empirical distinctiveness and is fully validated for structural model testing.

B) Evaluation of the Structural Model (Inner Model)

The inner model was assessed to determine the collinearity status, total explanatory variance, and out-of-sample predictive relevance of the proposed structural paths.

Table 2: Inner Multicollinearity Test (VIF)

	VIF
Perceived Organizational Support -> Employee Performance	1.489
Perceived Organizational Support -> Readiness for Change	1.000
Readiness for Change -> Employee Performance	1.489

Table 3: R-Square

Variabel	R-square	R-square adjusted
Employee Performance	0.490	0.483
Readiness for Change	0.328	0.323

Table 4: F-square

	f-square
Perceived Organizational Support -> Employee Performance	0.092
Perceived Organizational Support -> Readiness for Change	0.489
Readiness for Change -> Employee Performance	0.348

The structural diagnostic results compiled in Table C validate the model’s integrity across all criteria. First, multicollinearity was thoroughly ruled out as the inner Variance Inflation Factor (VIF) values for all corporate pathways were documented at either 1.000 or 1.489. These statistics are well below the strict threshold of 3.000 (Hair et al., 2019), confirming that the independent predictors exert distinct explanatory power without overlapping biases.

Second, the coefficient of determination (R-Square) indicates that the model possesses highly adequate predictive power. The R^2 value for the final endogenous variable, Employee Performance, is 0.490 ($R^2_{adj} = 0.483$). This proves that 49.0% of the variance in employee performance amid corporate downsizing is directly driven by Perceived Organizational Support and Readiness for Change, while the remaining 51.0% is governed by external factors outside this structural framework. According to Hair et al. (2019), an R^2 approaching 0.50 represents a solid, moderate explanatory capacity in behavioral science. Concurrently, the R^2 for Readiness for Change is 0.328 ($R^2_{adj} = 0.323$), demonstrating that organizational support accounts for 32.8% of the variance in employees' psychological willingness to adapt, falling within the weak-to-moderate category.

Third, out-of-sample predictive relevance was evaluated using the PLS Predict technique. The analysis revealed a $Q^2_{predict}$ value of 0.312 for Readiness for Change and 0.298 for Employee Performance. Since both indices are strictly greater than zero, the model displays robust predictive relevance. Fourth, the effect size (f – Square) analysis shows clear differences in path contributions. Perceived Organizational Support exerts an exceptionally strong direct effect size on Readiness for Change ($f^2 = 0.489$, heavily exceeding the 0.350 high benchmark). In turn, Readiness for Change maintains a substantial effect size on Employee Performance ($f^2 = 0.348$, nearly reaching the strong threshold). Conversely, the direct path from Perceived Organizational Support to Employee Performance yields a small effect size ($f^2 = 0.092$), suggesting that corporate support mechanisms rely significantly on intervening psychological factors to fully optimize workplace performance.

C) Structural Path Analysis and Hypotheses Testing

a. Direct Effects Evaluation

Following the validation of the inner model, structural hypotheses were tested using the PLS-SEM bootstrapping procedure with 5,000 resamples. A pathway is determined to be statistically significant if its t – statistic exceeds 1.96 and its corresponding p – value is below 0.05.

Table 5: Bootstrapping Direct Path Coefficients

Path Coefficient	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-Statistics	P-values
Perceived Organizational Support -> Employee Performance	0.265	0.266	0.066	3.992	0.000
Perceived Organizational Support -> Readiness for Change	0.573	0.580	0.050	11.381	0.000
Readiness for Change -> Employee Performance	0.514	0.514	0.062	8.343	0.000

The direct bootstrapping estimates in Table D confirm that all hypothesized direct relationships are positive and statistically significant. The direct path from Perceived Organizational Support to Employee Performance is significant (Original Sample = 0.265, T-Statistic = 3.992, P-Value = 0.000), supporting H1. The path from Perceived Organizational Support to Readiness for Change displays an extremely high structural weight (Original Sample = 0.573, T-Statistic = 11.381, P-Value = 0.000), strongly supporting H2. Additionally, the direct path from Readiness for Change to Employee Performance is highly significant (Original Sample = 0.514, T-Statistic = 8.343, P-Value = 0.000), supporting H3.

b. Indirect and Mediation Effects Evaluation

To evaluate the intervening mechanism of employee psychology, the specific indirect effect was extracted via bootstrapping, complemented by the Variance Accounted For (VAF) index to identify the exact classification of mediation.

Table 6: Specific Indirect Path and Mediation Type

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Perceived Organizational Support -> Readiness for Change -> Employee Performance	0.294	0.298	0.042	6.936	0.000

The indirect pathway estimation shown in Table E demonstrates that the relationship between Perceived Organizational Support and Employee Performance is significantly mediated by Readiness for Change (Original Sample = 0.294, T-statistic = 6.936, P-Value = 0.000). To calculate the exact mediation share, the Variance Accounted For (VAF) formula was applied:

$$\text{VAF} = \frac{\text{Indirect Effect}}{\text{Total Effect}} = \frac{0.294}{0.265 + 0.294} = \frac{0.294}{0.559} = 52.6\%$$

A VAF score of 52.6%, which falls strictly within the 20% to 80% range, confirms that Readiness for Change acts as a partial mediator (Hair et al., 2019). This establishes that while organizational support can directly sustain performance, more than half of its total operational impact is achieved indirectly by building psychological readiness and a change-oriented mindset within the workforce. This confirms H4.

D) Discussion

a. The Impact of Perceived Organizational Support on Employee Performance

The acceptance of H1 (Original Sample = 0.265, T-statistic = 3.992, P-Value = 0.000) establishes that high organizational support directly enhances employee performance at PT Surya Madistrindo Area Tegal. This finding aligns with the structural frameworks of Jeong and Kim (2022) and Sabir et al. (2022), which show that POS builds an integrated secure climate, prompting employees to reciprocate with higher task dedication. A deeper analysis of the indicators reveals that the most critical driver within POS is the alignment of tasks with employee capabilities (item loading = 0.824). Under the firm's *adaptive scale operation* policy, which saw active personnel drop from 235 to 140 within three years, assigning tasks based on competence acts as a vital structural buffer.

When the remaining employees feel their assignments match their skills, they execute their roles with greater self-efficacy despite increased workloads. On the endogenous side, the primary behavioral output is a willingness to help colleagues (item loading = 0.804). This demonstrates that when employees feel valued, they move beyond individual task focus to embrace contextual performance, creating a collaborative workplace culture that helps sustain operations during times of corporate stress.

b. The Impact of Perceived Organizational Support on Readiness for Change

The structural path for H2 posts the highest weight in the model (Original Sample = 0.573, T-statistic = 11.381, P-Value = 0.000), confirming that POS is the primary structural driver of employee readiness for change. This result strongly reinforces Mathur et al. (2023) and Saptari and Dudija (2024), who argue that institutional trust prevents employees from becoming resistant during structural updates. In times of radical transformation, employees do not automatically accept new corporate policies. Instead, their alignment depends heavily on how the firm treats them.

The data confirms that matching roles to employee capabilities (0.824) is the most critical form of support. This practice helps personnel build the confidence needed to handle new operational setups. Consequently, this support translates into a strong alignment with management's change policies, which emerged as the most dominant indicator for Readiness for Change (item loading = 0.885). Backed by clear communication and explicit support, employees view structural downsizing as a necessary, rational strategy rather than an institutional threat.

c. The Impact of Readiness for Change on Employee Performance

The validation of H3 (Original Sample = 0.514, T-statistic = 8.343, P-Value = 0.000) demonstrates that readiness for change is a powerful predictor of employee performance during structural updates. This outcome aligns with Alqudah et al. (2022), confirming that psychological readiness helps personnel remain resilient amid operational uncertainty. Kerosine-like readiness involves an active commitment to adapt swiftly to new work structures and targets.

Personnel who accept and support management's change policies (0.885) show high flexibility, allowing them to adjust smoothly to expanded responsibilities without prolonged drops in output. This mental preparation directly drives contextual performance, particularly the willingness to help peers (0.804). This collaborative mindset ensures that the downsized workforce can effectively handle expanded roles through shared effort, keeping organizational performance stable despite a 40% reduction in staff.

d. The Intervening Role of Readiness for Change as a Mediator

Validating H4 with the VAF of 52.6% confirms Readiness for Change as a crucial psychological mechanism linking corporate support to high performance. This finding of partial mediation supports the perspective by Vakola (2021) that institutional support must overcome cognitive and emotional barriers in the employee mindset, prior to improving workplace behaviours. Provide administrative and training support at PT Surya Madistrindo Area Tegal, which will be useful for the company, but only when it can create psychological readiness.

As it is based on the theory of individual adaptability (I-ADAPT), POS provides an environmental resource that facilitates individual adaptability and has been used as such in a number of studies (Ployhart & Bliese, 2006). This support enables several employees to cope with work stress, receive structural change guidance, and develop self-efficacy in change. That mental preparedness, then, will facilitate task mastery and pro-social behavior. For a lean organization, enhancing performance involves more than simply altering workflows. It is important for management to support the internal psychological readiness of stayers.

IV. CONCLUSION

Based on the empirical evaluation conducted on 140 active permanent employees at PT Surya Madistrindo with a minimum tenure of one year, several core conclusions can be established from the SEM-PLS analysis. First, Perceived Organizational Support (POS) exerts a positive and significant direct influence on Employee Performance (Original Sample = 0.265, T-statistic = 3.992, P-Value = 0.000), demonstrating that organizational support directly drives workers to perform more optimally, embrace task accountability, and improve overall work quality. Second, POS also has a highly significant positive effect on Readiness for Change (Original Sample = 0.573, T-statistic = 11.381, P-Value = 0.000), which proves that an employee's psychological readiness to accept operational updates depends heavily on organizational care that fosters trust and reduces structural uncertainties. Third, Readiness for Change is shown to directly enhance Employee Performance (Original Sample = 0.514, T-Statistic = 8.343, P-Value = 0.000), confirming that mentally prepared individuals are less hindered by structural transition anxieties and can channel their focus entirely into flexible, cooperative, and highly adaptive behaviors. Finally, the bootstrapping results establish that Readiness for Change successfully acts as a partial mediator (Original Sample = 0.294, P-Value = 0.000) with a Variance Accounted For (VAF) index of 52.6%. This intermediate path reveals that corporate support mechanisms achieve their maximum efficacy by first constructing a solid foundation of psychological readiness and self-confidence within the workforce before it completely translates into heightened operational performance.

Theoretically, these findings clarify the joint dynamics of POS and readiness for change in protecting employee performance, serving as an empirical baseline for future research focused on organizational change behavior. Manually, the practical application of this model at PT Surya Madistrindo Area Tegal requires specific attention to item-level metrics. Because job-capability fit recorded the highest loading within the POS construct (POS8 = 0.824), management must prioritize competence-based placement, customized skills training, and realistic workload adjustments. Conversely, since the appreciation of employee achievements scored the lowest (POS2 = 0.726), the firm should actively strengthen its financial and non-financial reward frameworks through performance incentives and structured supervisory feedback.

Regarding the mediating variable, employee compliance with management policies was the strongest indicator (RC7 = 0.885), whereas belief in the long-term institutional benefits of change was the weakest (RC2 = 0.763). Leadership must bridge this gap by communicating the long-term vision and structural advantages of the *adaptive scale operation* program so that staff look past simple operational compliance and fully understand the underlying strategic values. Within performance dimensions, the firm can protect its main task strengths, notably operational speed (TP4 = 0.837) and contextual persistence (TP1 = 0.802), via effective monitoring routines, while concurrently offering visible incentives for extra-role contributions to keep the downsized operational team highly collaborative and sustainable.

Despite following rigorous scientific protocols, several structural limitations limit the generalizability of these insights. This study employs a cross-sectional survey model based on closed-ended questionnaires, thus limiting its ability to track qualitative changes in the employee mindset over time. Some other limitations include that the data were collected at early stages of implementation (around three months) of a new company policy, and employee perceptions may not have fully stabilized over time. This study is also limited to a single national-distribution area office that is undergoing specific scale adjustments, which are unlikely to fully embody the corporate behaviors evoked by major or enterprise-wide transformations.

Future directions for research will need to look past these methodological limits, but original data collection mixed-method designs that include in-depth interviews can provide the needed context of individual-level behavioral contingencies lost with standard survey methods. Researchers might also be encouraged to use longitudinal designs, as well as a longer observation period that can track fluctuations in employee readiness and performance during each phase of implementation. Lastly, replicating this identical conceptual framework across companies facing more intricate, radical, or multi-industry structural transformations will greatly validate and strengthen the external reliability of these empirical paths.

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