

**READINESS FOR CHANGE IN THE STATE CIVIL APPARATUS: A SYSTEMATIC LITERATURE REVIEW****Ida Bagus Indra Narotama, Ni Nyoman Dian Sudewi**

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**Abstract**

Readiness for change in the State Civil Apparatus is a necessity in the midst of a world situation full of turmoil, uncertainty, complexity and ambiguity. This readiness also has a central role in achieving success in implementing development and bureaucratic reform. The current reality is that readiness for change in the State Civil Apparatus is still low. The State Civil Apparatus has not been fully able to adapt and implement the expected changes and is still stuck with old work patterns. The aim of this research is to analyze and explain the factors that influence readiness for change in the State Civil Apparatus. This research is a systematic literature review using PRISMA (Preferred Reporting Items for Systematic Literature Reviews and Meta-Analyses) guidelines. The sample from this research is secondary data obtained through searching journals in the Google Scholar and Semantic Scholar databases. The journals found were then selected using inclusion criteria and quality assessment, resulting in three research literatures. The research results show that there are three factors or components that can influence the readiness for change in the State Civil Apparatus, namely: perceived organizational support, work engagement and leader-member exchange.

Keywords: Readiness for Change, Government and State Civil Apparatus

**INTRODUCTION**

Change is something that must happen and take place very quickly in the midst of the current world situation with a characteristic called VUCA. VUCA is an abbreviation consisting of volatility, uncertainty, complexity and ambiguity (Millar, Groth, & Mahon, 2018). Facing these conditions, all organizations are required to be able to compete and adapt to the changes that occur. Organizations can make changes and adjustments both in terms of strategy, structure, process and culture to deal with this (Armenakis, Harris, & Mossholder, 1993). Changes that occur will create a new paradigm that requires organizations to manage work more effectively and efficiently to achieve optimal results.

At the government level, the government needs to adapt and be responsive, reorient values, revitalize the role and transform the organization to existing changes, in

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order to show the performance expected by the public and be consistent with the spirit of service orientation, both internal and external services (Trisari, 2018). This also needs to be done considering that the government often gets attacks or attacks from the public due to increased waste, poor services, red tape (regulations or administrative procedures that are convoluted and take a long time in carrying out an activity), inefficiency in public service delivery and poor accountability (Ogbodoakum & Abiddin, 2017). Purwoko, (2017) Adding demands for increased efficiency, service facilities, information openness, technological advances, shifting political, economic and social aspects also directly or indirectly force the government to adjust to certain changes.

Responding to these challenges, the government has carried out real implementation, namely by launching the Bureaucratic Reform movement through Presidential Regulation of the Republic of Indonesia Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025. The purpose of bureaucratic reform is to create a professional government bureaucracy with adaptive characteristics, integrity, high performance, clean and corruption-free, collusion and nepotism, able to serve the public, neutral, prosperous, dedicated, and uphold the basic values and code of ethics of the state apparatus. The implementation of bureaucratic reform has now entered the third stage marked by the preparation of the 2020-2024 Bureaucratic Reform Road Map through the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 25 of 2020. Bureaucratic reform in organizations in the government sector is an unavoidable demand and must be implemented continuously and continuously.

The Bureaucratic Reform Movement that has been launched by the government brings a change that indirectly also requires government human resources, in this case the State Civil Apparatus to have good readiness. Government organizations must pay attention to the readiness of the State Civil Apparatus in facing change. This is because, the readiness to change carried out by the State Civil Apparatus has a central role to be able to achieve the success of the implementation of development and bureaucratic reform (RAHMALISA, Haryanti, & SUSETYO, 2019). Bernerth, 2004; Erlyani & Suhariadi, 2021) Expressing the same thing, where readiness to change carried out by employees is the key for organizations to respond quickly and successfully to change. This is also supported by Shah, Irani, & Sharif, (2017) that employees in an organization play an important role in the implementation of the change process which will be the attitude, belief and intention towards the change.

Sugiyono, (2020) serta Majchrzak, Faraj, Kane, & Azad, 2013) Stating the readiness of employees to change is very important, because it is directly related to the effectiveness of the process of changes that occur in the organization. Madsen, John, & Miller, (2006) Supporting the statement, where organizational change cannot succeed without changes in employees, then changes to employees cannot occur effectively without being prepared in advance. In line with this, Vakola, (2014) Declaring readiness to change is a critical success factor, because the organization changes and acts only

through the members of the organization and even most of the collective performance of the organization is the result of the incorporation of the activities of each member of the organization. Therefore, it can be said that the readiness of employees in an organization greatly determines the success or failure of a change.

Rafferty, Jimmieson, & Armenakis, (2013) Stating employees who are ready to accept change in an organization will be supportive, show high commitment and have a responsible and good work attitude in an organization. Similarly, Holtzman, (2024) suggests that individuals with higher readiness for change will stick to the changes made and show better support. The individual also believes that change is necessary Choi & Ruona, (2013) and recognize the values in those changes (Herscovitch & Meyer, 2002).

Through employee readiness to face change, the change process can be accelerated (Prakoso, Rivai, & Lukito, 2022). The presence of a higher level of employee readiness for change predicts a higher success of change implementation (Jones, Jimmieson, & Griffiths, 2005). Of course, there must be alignment between internal and external resources with certain changes, because this alignment will create readiness for employees. When goal behavior is aligned with internal motivations, beliefs and values and when the necessary external resources are available to support goals, employees' readiness for change is high (Peterson & Baker, 2011).

Changes are sometimes responded to by the State Civil Apparatus due to the reluctance made by employees to get out of their comfort zone. Abdullah Azwar Anas as Minister of State Apparatus Empowerment and Bureaucratic Reform revealed the same thing that most of the State Civil Apparatus are reluctant to get out of their comfort zone and do not want to change. The results of the 2022 BerAKHLAK Index Survey of 442 government agencies in Indonesia further strengthen this statement, where the value in the Adaptive component is 38.9% (description: unhealthy). The percentage of this value is the lowest compared to other components by being ready to face changes into behavioral derivatives that get the least choice (Public Relations of MENPANRB, 2023). The low readiness of employees to change can be seen from the behavior and performance of the State Civil Apparatus, so far it has not been fully able to adjust and implement the expected changes and is still carried away with the old work patterns (Peterson & Baker, 2011).

Based on the description previously described about readiness to change in the State Civil Apparatus, the researcher intends to examine what factors can affect the readiness to change in the State Civil Apparatus. Based on this description, the purpose of this study is to know and explain the factors that affect readiness to change in the State Civil Apparatus.

## **RESEARCH METHODS**

The research design used was descriptive research using the systematic literature review (SLR) method. Systematic literature review (SLR) is defined as the process of identifying, assessing and interpreting all available research evidence with the aim of

providing answers to specific research statements (Kitchenham et al., 2009). The data used in this study are secondary data. Secondary data is data that researchers do not directly receive from the data source (Sugiyono, 2020). The data is obtained from the results of research that has been carried out by previous researchers. Secondary data sources in this study were obtained through scientific publication articles or journals obtained online.

**RESULTS AND DISCUSSION**

The search results for articles that already meet the inclusion and exclusion criteria will then be extracted and analyzed in the data extraction table. Data extraction is the process of retrieving data from a data source for further processing (Hadi, Tjahjono, & Palupi, 2020). This stage aims to summarize the key information and characteristics in each selected article. The data in the research article is extracted by taking data which includes the name of the researcher, sample, title, source and results or conclusions. The results of data extraction are summarized in a table 1 to facilitate the next process.

**Table 1 Data Extraction**

No	Researchers	Sampel	Title	Source	Result
1	(Putro, 2023)	Samples of 46 State Civil Apparatus	Pengaruh <i>Perceived Organizational Support terhadap Individual Readiness for Change</i>	Capital: Jurnal Ekonomi dan Manajemen, 7(1), 99-112	Based on the tests conducted, it shows that there is a significant positive correlation between <i>perceived organizational support</i> and <i>individual readiness change</i> with a significance value of $0.000 < 0.05$ .
2	(Rahmalisa, Haryanti, & Susetyo, 2023)	Samples of 149 State Civil Apparatus	Work Attachment and Quality Superior-Subordinate Relations with Readiness to Change: A Correlation Study on the State Civil Apparatus	Psikoborneo: Jurnal Ilmiah Psikologi, 11(3), 386-392	Based on the tests conducted, it shows that work attachment has a positive and significant effect on readiness to change, due to the results of a significance value of $0.01 (p < 0.05)$ ;

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Based on the tests conducted, it shows that the quality of superior-subordinate relations has a positive and significant effect on readiness to change, due to the results of a significance value of 0.00 ( $p < 0.05$ ).

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### Sintesa Date

The search results for articles that have been extracted will proceed to the data synthesis stage, where the information that has been extracted is then combined and evaluated so that it can form a conclusion from the entire article taken (Chandler, Cumpston, Li, Page, & Welch, 2019). This is in line with what is stated by Munn, Tufanaru, & Aromataris, (2014) that data synthesis aims to analyze and evaluate various research results from various literatures and to select the most appropriate method to integrate explanations and interpretations of these findings. Factors or components that affect readiness to change in the State Civil Apparatus can be seen from the scientific evidence found from the literature reviewed. Scientific evidence is obtained based on grouping patterns in the literature under review. This can be seen in table 2

**Table 2 results of data synthesis of factors affecting readiness to change in the State Civil Apparatus.**

Description	Literature
<i>Perceived Organizational Support</i>	Putro (2023)
Keterikatan Kerja	Rahmalisa <i>et al.</i> , (2023)
Kualitas Relasi Atasan-Bawahan	Rahmalisa <i>et al.</i> , (2023)

### Discussion

Based on the results of the analysis conducted, 3 factors or components related to readiness to change were obtained in the State Civil Apparatus. These factors or components can be explained as follows.

#### ***Perceived Organizational Support***

Eisenberger, Huntington, Hutchison, & Sowa, (1986) Defines *perceived organizational support* as an employee's perception of the extent to which the organization cares about employee well-being and values employee contributions. *Perceived organizational support* is associated with positive feelings towards the direction of change which implies that *perceived organizational support* can foster readiness for change in employees (Self *et al.*, 2007). Furthermore, when *perceived*

*organizational support* is owned by high employees, employees will believe that the organization cares about employees and will support organizational change programs as long as the reasons for change are legitimate and rational. This condition will encourage employees to be more ready to change in helping the company to achieve the goals that have been set.

In the process of change, especially employees who are resistant to change will realize that the energy used will be drained both physically and mentally but this negative impact can be suppressed and reduced, if the *perceived organizational support* felt by employees is high (Turgut *et al.*, 2016). Research conducted by Neves dan Eisenberger (2014) Demonstrating *perceived organizational support* is associated with greater comfort in risk-taking. This proves that *perceived organizational support* can increase psychological safety, when individuals are faced with conditions of uncertainty, such as during the process of change. In the context of change, *perceived organizational support* has a role to play in creating participation and evaluating change (Fuchs & Prouska, 2014). This can change the perception of the recipient of change towards change. Results of research conducted by Putro (2023) Proving *perceived organizational support* has a correlation to readiness to change which means that when employee *perceived organizational support* increases, then employee readiness to change will also increase.

### **Work Attachment**

Work attachment is an employee's control over personal roles in work, where individuals will bind themselves to work and then will work and express themselves both physically, cognitively and emotionally during the performance performed (Kahn, 1990). While Schaufeli and Bakker (2004) define work attachment as a positive state of mind and related to work characterized by vigor and dedication and appreciation (*absorption*) in work. High work engagement can reduce the occurrence of resistance to organizational change efforts, which has an impact on increasing readiness to change in employees (Meria *et al.*, 2022; Suwaryo *et al.*, 2016). The existence of high work attachment causes employees to tend to be able to survive and succeed in the process of change (Petrou *et al.*, 2018). This is also supported by research conducted by Armenakis *et al.* (1993) and Saks (2006) That work attachment becomes important in change readiness, because one of these psychological factors is critical for the implementation of change. The existence of high work attachment to employees will encourage employees to have a strong dedication to the organization, such as high involvement of efforts in the progress of the organization and have resilience in carrying out work (Schaufeli *et al.*, 2006). This can show employees with high work attachment are better equipped to change.

Work attachment is an important part of the change process and has a direct influence on readiness to change. This is because employees with high work attachment will view the change process positively, support change initiatives, feel connected to work, are better able to handle job demands more effectively (Matthysen & Harris,

2018), tend to also show greater adaptability compared to employees who have a lower level of work attachment (Raditya *et al.*, 2021). In line with this, research conducted by Rahmalisa *et al.* (2023) shows that work attachment has a positive and significant effect on readiness to change. This means that employees who have high work attachment tend to be more ready to change, while employees with low work attachment tend to be resistant or less ready to change.

### **Quality of Superior-Subordinate Relations**

The quality of superior-subordinate relations or known as *leader member exchange* is a multidimensional reciprocal relationship between superiors and subordinates that develops and maintains a variety of different relationships with each subordinate (Liden & Maslyn, 1998). The interrelationship and quality of interaction between superiors and subordinates have a direct impact on important outcomes that influence the success of organizational change (Cropanzano *et al.*, 2017) and employee acceptance of change (Tierney, 1999; Eby *et al.*, 2000). Of course, this will also have an impact on employee readiness to change. Research conducted by Van Dam *et al.* (2008) states that employees with high quality superior-subordinate relations will receive more information about change, will have greater opportunities to participate and will develop greater trust in management. As a result, employees will develop less resistance to change and are more likely to be more ready to change than employees with low quality superior-subordinate relationships. In line with the statement, Banguntopo, (2018) Showing an improvement in the quality of superior-subordinate relations in an organization can be one factor in increasing employee readiness to change.

A good boss will encourage employees to behave positively, because of the good relationship between superiors and subordinates. One of the positive behaviors is shown by employees in the form of increased employee readiness to change. The existence of high quality superior-subordinate relations will bring up positive feelings and perceptions between superiors and subordinates. These positive feelings and perceptions among employees in interacting with superiors will foster employee trust and commitment, so that superiors will be easier to influence beliefs, attitudes and behaviors of change targets and increase employee motivation to change (Appelbaum & Wohl, 2000). In line with these statements, research conducted by (Rahmalisa *et al.*, 2023; Rehman *et al.*, 2021) Showing the quality of superior-subordinate relationships has a positive and significant effect on readiness to change.

### **CONCLUSION**

Readiness to change in the State Civil Apparatus is a must in the midst of a world situation full of turmoil, uncertainty, complex and ambiguous. Based on the results of the systematic literature review, there are three factors or components that can affect the readiness to change in the State Civil Apparatus. The three factors or components, namely perceived organizational support, work attachment and the quality of superior-subordinate relations. The increase in these three factors can increase readiness to change in employees of the State Civil Apparatus.

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