

# Fostering Readiness to Change through Work Engagement in Indonesian Government Organization

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## ABSTRAK

Perubahan organisasi telah banyak diteliti oleh para sarjana. Kesiapan untuk berubah sangat penting untuk mencapai keberhasilan perubahan organisasi. Studi sebelumnya tentang kesiapan untuk berubah yang didukung oleh keterlibatan karyawan dalam konteks pemerintahan masih langka. Dengan demikian, penelitian ini bertujuan untuk menguji hubungan antara kesiapan untuk berubah dan keterikatan karyawan dalam konteks lembaga urusan agama. Penelitian ini juga menyelidiki hubungan antara variabel-variabel tersebut yang dimoderatori oleh generasi X dan Y. Pendekatan kuantitatif dengan desain penelitian survei dilakukan dengan menyebarkan kuesioner kepada 179 PNS di bawah lembaga urusan agama secara online. Data dianalisis menggunakan PLS-SEM. Temuan menunjukkan bahwa keterlibatan kerja karyawan dan proses perubahan memiliki hubungan yang positif dan signifikan terhadap kesiapan untuk berubah. Keterikatan kerja memiliki hubungan positif dan signifikan terhadap proses perubahan dan kepercayaan pada kepemimpinan. Kepercayaan terhadap pimpinan memiliki hubungan yang positif dan signifikan terhadap proses perubahan; namun tidak ada hubungannya dengan kesiapan untuk berubah. Selain itu, generasi X dan Y tidak memoderasi hubungan keterikatan kerja dan kesiapan untuk berubah serta proses perubahan. Implikasi teoretis dan manajerial dibahas lebih lanjut.

## ABSTRACT

Organizational change has been widely examined by scholars. A readiness to change is essential to attain a success of the organizational change. Previous studies on readiness to change supported by employee's engagement in government context are scarcity. Thus, this study aims to examine the relationship between the readiness to change and the employee's engagement in religious affairs institution context. This study also investigates the relationship of those variables moderated by generation X and Y. The quantitative approach with survey research design was undertaken by administering a questionnaire to 179 civil servants under religious affairs institution online. The data was analyzed using PLS-SEM. The findings suggested that the employee's work engagement and the process of change had a positive and significant relationship to the readiness to change. The work engagement had positive and significant relationship to the process of change and trust in the leadership. The trust in the leadership had positive and significant relationship to the process of change; however it did not have a relationship to the readiness to change. Moreover, generation X and Y did not moderate the relationship the work engagement and the readiness to change as well the process of change. The theoretical and managerial implications are discussed further.

## 1. INTRODUCTION

Some factors drive an organizational change. Previous study explain that the internal and external pressures such as political, social, and technological result in the organizational change (Altayar, 2018; Boohene & Williams, 2012). The organizational change is part of organizational life (Vakola, 2013). Each organization changes based on its needs and the environment requirement (Suwaryo et al., 2016). It also conducts a change when it wants to make a better progress from the previous state (Diab et al., 2018). The change undertaken by the organization is essential since its aim are to survive and attain a sustainable success (Lee, 2011; Yu et al., 2022). Similar studies also reveal that it is conducted to reach the

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organizational effectiveness (Rasyid et al., 2018). Factors contributing to the successful organizational change are the readiness to change, process of change, work engagement, and trust in the leaderships (Hussain et al., 2018; Zhang et al., 2014). The readiness to change is associated with the feeling, perceptions and beliefs which it contributes to the successful of organizational change (Diab et al., 2018; Hussain et al., 2018; Iqbal & Asrar-ul-Haq, 2018; Purwanto et al., 2021). Previous study also urge that when the organization has the readiness to change, it can accept change and the resistance can be reduced (Iqbal & Asrar-ul-Haq, 2018). On the other hand, if it is not ready, the change can be rejected. The second factor is the process of change consisting of participation, support by supervisors, quality of communication and top management's attitude (Purwanto et al., 2021). Participations to make decision making and support by supervisors establish the employee's positive attitude to deal with the change (Purwanto et al., 2021). The quality of communication also plays important role to the process of change since it influences employees' understanding and commitment and avoids the resistance (Hussain et al., 2018; Matos Marques Simoes & Esposito, 2014). The other dimension of the change process is top management's attitude. A top management should show the commitment, responsibility, and understanding about change to reach the organizational change success (Stouten et al., 2016).

The work engagement and trust in the leaderships have contribution to the organizational change success. The work engagement affects the readiness to change. If the employees have high work engagement, they will be ready for the change (Suwaryo et al., 2016). The employees' readiness influences the higher organizational performance and job satisfaction. Besides, the trust in the leadership is crucial to the success of the organizational change. If the employees have high trust to the top management, the change can be implemented successfully (Ismail et al., 2020; Purwanto et al., 2021). Various studies conduct the organizational change issue. Previous study investigate the factors affecting the resistance of organisational change (Mathews & Linski, 2016). Those factors are less employees' participation to make a decision and trust in management as well the lack of communication at Oti-Yeboah Complex Limited. The other study have also found that to capture the relationships among job satisfaction, organizational commitment, and attitudes toward organizational change in the context of local government departments of the Emirate, UAE (Yousef, 2017). The study shows that job satisfaction has direct and indirect effects on attitudes toward the organizational change. The organizational commitment has direct effects of attitude toward organizational change. Furthermore, previous studies examined Michigan Department of Natural employees' perception of organizational change initiatives indicating that they have a high personal commitment to the change efforts (Lauricella et al., 2017). In addition, several studies investigate the organizational change in various contexts. Another study investigated the process of managing the organizational change in public employment agencies context, finds that the employees' willingness has crucial roles in novel organizational practices in Sardinia, Italy (Asquer, 2013). Other study examines the nurse managers' behaviour to manage the change at two hospital in Egypt and the organizational change readiness level, they discover the managers have bad behaviour to manage the change process and the organization has a bad readiness level (Diab et al., 2018). In similar context, other study investigated the theoretical model of hospital employees' adjustment to the organizational change by employing a cognitive-phenomenological framework, the result shows that employees who have positive perceptions of their organization and the work environment (psychological climate) likely accept the changes favorably (Bellou & Chatzinikou, 2015). In private company context, other study investigates the reactions of employees of Fortune 500, telecommunications companies, by looking at the relationship of three attributes of organizational change consisting of content, process and context (Erkutlu & Chafra, 2016).

From the aforementioned previous studies, there is a scarcity of study on the readiness to change driven by employees' work involvement in the context of government particularly Indonesian context. To fill this gap and enrich the literature, it is critical to conduct a study that examines the relationship between the readiness to change and the employees' work engagement under Indonesian institution context since it has faced the organizational change in terms of structural changes at the administrator and supervisor levels referring to the regulation issued by Ministry of Administrative and Bureaucratic Reform of Republic Indonesia. The purpose of change is to build a more dynamic and professional bureaucracy to serve the public better (Gatenby et al., 2015). Therefore, this study aims to examine the relationship between readiness to change and civil servants' work engagement under religious affairs institution by using the theoretical frameworks (Purwanto et al., 2021; Schaufeli et al., 2006). This study also investigates the relationship of those variables moderated by generation X and Y.

## 2. METHODS

This study used a quantitative approach with survey as a research design. A questionnaire as the data collection instrument was created using Google Form and distributed online via WhatsApp to 179

civil servants working at the head office of religious affairs institution as the samples. Respondents were selected using a purposive sampling method based on several criteria, civil servants at echelon I level and born in 1965-1980 (Generation X) and 1981-1995 (Generation Y). Nurhidayah & Wahyanti (2021) stated that generation X had certain characteristics such as find the work-life balance and feel comfortable with the authority whereas generation Y was high technology literate. The respondents consisted of 65% men and 35% women. 51% of them were born in 1965-1980 (generation X) and 49% were born in 1981-1995 (generation Y). Their educational backgrounds were undergraduate (63%), master (36%), and doctoral level (1%). They also had different tenure, 1-5 years (17%), 6-10 years (8%), 11-15 years (38%), 16-20 years (17%), 21-25 years (8%), 26-30 years (8%), 31-35 years (2%), and 36-40 years (2%). The respondent profile can be seen in [Table 1](#).

**Table 1. Respondent's Profile**

Respondent's characteristics		N	%
Gender	Men	116	65
	Woman	63	35
Generation	X (1965-1980)	91	51
	Y (1981-1995)	88	49
Education	Bachelor	112	63
	Master	65	36
	Doctoral	2	1
Tenure	1-5 years	31	17
	6-10 years	15	8
	11-15 years	68	38
	16-20 years	30	17
	21-25 years	14	8
	26-30 years	15	8
	31-35 years	3	2

The questionnaire (32 questions) was constructed by referring previous study to regarding organizational change and on work engagement (Bouckenooghe et al., 2009; Schaufeli et al., 2006). The organizational change consisted of climate of change, processes of change, and readiness to change. The climate of change comprised trust in leadership as a variable. The variable of trust in leadership consists of 3 questions. The second variable was the process of change which had four dimensions, namely the quality of change communication, participation, attitude of top management and support by supervisors. Each of these dimensions had 3 question items so that there were 12 question items used to measure change process variables. The next variable was readiness to change (8 questions). It included three dimensions, namely emotional readiness (3 questions), cognitive readiness (3 questions), and intentional readiness (2 questions). The last variable was work engagement (9 questions) consisting of vigor, dedication and absorption dimension. Each dimension consisted of 3 question items. All question items used closed questions using a Likert scale with 5 categories, from strongly disagree (1) to strongly agree (5).

The research procedures consisted of some steps. First, the informed consent was obtained and respondents participated voluntarily from January to March 2022. Second, a pilot study was undertaken by sending the questionnaire to 30 respondents via WhatsApp. It was tested the validity and reliability of each question item using SPSS software version 25 and SmartPLS 3.0. The validity testing could be analyzed from the value of Kaiser-Meyer-Olkin (KMO) and Measure of Sampling Adequacy (MSA). KMO and MSA values were above 0.5 indicating that the factor analysis was appropriate (Williams et al., 2010). The reliability testing used Cronbach Alpha. The Cronbach Alpha value was close to 1 indicating that the reliability test was good (Hair et al., 2019). After analyzing the results of the pilot study using SPSS, questionnaire was given to 200 respondents, but 179 respondents returned it. The next step was analyzing the data using Partial Least Squares Structural Equation Modeling (PLS-SEM). There were two stages to analyze data in SEM-PLS, namely the evaluation of the measurement model and the structural model (Hair et al., 2019). The measurement model was used to assess construct validity and reliability. The second stage was to evaluate the structure model which evaluated the collinearity of the model structure, the size and significant path coefficients and the quality of the model based on the R-square adjusted.

### 3. RESULTS AND DISCUSSIONS

#### Results

##### Measurement Model

Testing the validity and construct reliability of the reflective measurement model referred by previous study which stated that in SmartPLS 3.0 the loading factor value was 0.5 or more (ideally 0.70 or more) and the Cronbach Alpha value was more than 0.70 (Hair et al., 2019; Kock, 2017). Each indicator was if the loading factor value was 0.5 or more. Figure 1 following showed that there were 3 indicators having a loading factor of less than 0.5, namely TL3, RC4 and WE8 so that these indicators are deleted or not used. In addition, the Cronbach Alpha value obtained was 0.781 to 1 indicating the constructs were reliable.

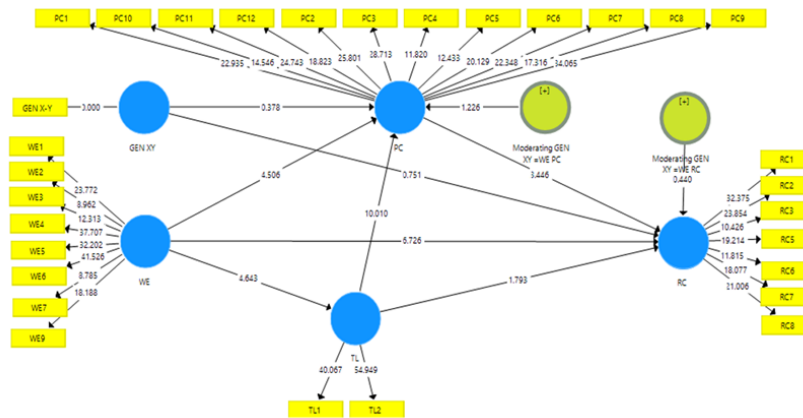


Figure 1. Path t-Value Diagram

The convergent validity was tested using Composite Reliability (CR) and Average Variance Extracted (AVE). Similar study revealed that threshold value of CR was 0.70 and AVE was 0.50 (Hair et al., 2019). The results of the Composite Reliability (CR) and Average Variance Extracted (AVE) values met the requirements. The findings showed the values of CR and AVE for each variable, Generation X and Y variables as moderating variables (CR = 1.000; AVE = 1.000), change process variable PC (CR = 0.953; AVE = 0.627), readiness to change RC (CR = 0.914; AVE = 0.604), trust in leadership TL (CR = 0.901; AVE = 0.820), work engagement WE (CR = 0.929; AVE = 0.623). Further, the results of the discriminant validity are presented in Table 2 using the Fornell-Larcker Criterion method are valid as the AVE root of each latent variable was higher than the correlation with other latent variables (Fornell & Larcker, 1981). Reliability was tested using Cronbach Alpha with a threshold of more than 0.70, or 0.60 for exploratory research (Hair et al., 2019).

Table 2. Discriminant Validity

Variable	Gen X and Y	Moderating XY =WE PC	Moderating XY =WE RC	PC	RC	TL	WE
Generation X and Y	<b>1.000</b>						
Generation XY	-0.002	<b>1.000</b>					
Moderating = WE PC	-0.002	1.000	<b>1.000</b>				
Generation XY	-0.002	1.000	<b>1.000</b>				
Moderating = WE RC	-0.002	1.000	<b>1.000</b>				
PC	-0.105	0.074	0.074	<b>0.792</b>			
RC	-0.111	0.045	0.045	0.672	<b>0.777</b>		
TL	-0.115	0.205	0.205	0.713	0.553	<b>0.906</b>	
WE	-0.062	0.038	0.038	0.547	0.698	0.420	<b>0.789</b>

##### Structural Model Evaluation

The structural model evaluation was carried out to test the hypothesis. First, the multicollinearity test was conducted to ensure that there was no Common Method Bias (CMB) in the SEM-PLS. The multicollinearity test used the inner Variance Inflation Factor (VIF) with a VIF tolerance value below 3.3

(Kock, 2017). Table 3 shows the VIF value is from 1.000 to 2.416 indicating that there was no multicollinearity. Bootstrap method was employed to test the hypothesis based on the significance of the path coefficient. The hypothesis is accepted if t-test value should be 1.96 or more (significance level of 5%) (Hair et al., 2019). The result suggested that five hypothesis were accepted (H1, H2, H4, H5, H6) and three were rejected (H3, H7, H8) since they were below the threshold value of 1.96. The findings indicated that there was a positive and significant relationship WE work engagement and RC readiness to change ( $t = 6.380, p < 0.05$ ), PC process of change and RC readiness to change ( $t = 3.294, p < 0.05$ ), WE work engagement and PC process of change ( $t = 4.567, p < 0.05$ ), WE work engagement and TL trust in leadership ( $t = 4.673, p < 0.05$ ), and TL trust in leadership and PC process of change ( $t = 10.238, p < 0.05$ ).

**Table 3. Inner Variance Inflation Factor (VIF)**

Variable	PC	RC	TL
GEN X Y	1.014	1.015	
GEN XY Moderating =WE PC	1.048		
GEN XY Moderating =WE RC		1.056	
PC		2.416	
TL	1.283	2.149	
WE	1.218	1.430	1.000

The results also showed that TL trust in leadership did not have positive and significant relationship to RC the readiness to change ( $t = 1.803, p > 0.05$ ). In addition, the results pinpointed that generations X and Y did not have a positive and significant relationship to moderate the relationship between WE work engagement and RC readiness to change ( $t = 0.450, p > 0.05$ ). Generations X and Y also did not moderate the relationship between WE work engagement and the PC process of change ( $t = 1.218, p > 0.05$ ). Table 4 showed the hypothesis test.

**Table 4. Hypothesis Test**

Hypothesis	Path	Original Sample (O)	T-Statistics	p Values	Result
H1	Work engagement (WE) -> Readiness to change (RC)	0.466	6,380	0,000	Accepted
H2	Process of change (PC) -> Readiness to change (RC)	0.325	3294	0,001	Accepted
H3	Trust in leadership (TL) -> Readiness to change (RC)	0.126	1.803	0072	Rejected
H4	Work engagement (WE) -> Process of change (PC)	0.296	4.567	0.000	Accepted
H5	Work engagement (WE) -> Trust in leadership (TL)	0.420	4.673	0.000	Accepted
H6	Trust in leadership (TL) -> Process of change (PC)	0.599	10.238	0.000	Accepted
H7	Generation X and Y (Moderating) Work engagement (WE) -> Readiness to change (RC)	-0.023	0.450	0.653	Rejected
H8	Generation X and Y (Moderating) Work engagement (WE) -> Process of change (PC)	-0.060	1.218	0.224	Rejected

Expert researcher urged that SEM evaluation should not be limited to direct effects only (Hair et al., 2019). Therefore, this study also showed an indirect relationship of WE work engagement and RC readiness to change mediated by TL trust in leadership and PC process of change. The results suggested that there were four indirect relationship that are significant and supported partial mediation, namely the relationship of work engagement and process of change mediated by trust in leadership (WE -> TL -> PC), trust in leadership and readiness to change mediated by process of change (TL -> PC -> RC), work engagement and readiness to change mediated by trust in leadership and process of change (WE -> TL -> PC -> RC) and the relationship between work engagement and readiness to change mediated by process of

change (WE -> PC -> RC). On the other hand, the relationship between work engagement and readiness to change mediated by trust in leadership (WE -> TL -> RC) were not significant. The result could be seen in Table 5.

**Table 5.** Hypothesis Test (Mediator Variable)

Path	Original Sample (O)	T-Statistics	p Values
Work engagement (WE) -> Trust in leadership (TL) -> Process of change (PC)	0.252	4.116	0.000
Trust in leadership (TL) -> Process of change (PC) -> Readiness to change(RC)	0.195	3.015	0.003
Work engagement(WE) -> Trust in leadership (TL) -> Process to change (PC) -> Readiness to change (RC)	0.082	2.556	0.011
Work engagement (WE) -> Process to change (PC) -> Readiness to change (RC)	0.096	2.721	0.007
Work engagement (WE) -> Trust in leadership (TL) -> Readiness to change (RC)	0.053	1.586	0.113

R-square adjusted was used to evaluate the model quality. It also represented how much the independent variables explained the dependent variables. Similar research explicated that the value of the substantial R-square adjusted was 0.67 or more (Chin, 1998). The change of process PC had an adjusted R-square value lower than threshold, 0.577. It could be interpreted that 57.7% of variance of process of change could be explained by Generations X and Y, work engagement, and trust in leadership. The remaining 42.3% could be explained by other variables not included in this study. The result also presented the adjusted R-square value of readiness to change (0.605) and trust in leadership (0.172). The adjusted R-square test was provided in Table 6.

**Table 6.** R-square Adjusted Test

Dependent Variable	Independent Variable	R Square Adjusted
Process of change (PC)	Work engagement (WE)	0.577
	Trust in leadership (TL)	
	Generation X and Y	
Readiness to change (RC)	Work engagement (WE)	0.605
	Process of change (PC)	
	Trust in leadership (TL)	
Trust in leadership (TL)	Generation X and Y	0.172
	Work engagement (WE)	

## Discussion

The finding of this research in line by previous study which stated there was a positive and significant relationship between work engagement and readiness to change (Knight et al., 2017; Malik & Garg, 2020; Matthysen & Harris, 2018; Stouten et al., 2016). Furthermore, other research stated that discovered that the higher work engagement, the higher the readiness to change (Mangundjaya et al., 2015). The other finding suggested that a positive and significant relationship between process of change and readiness to change. Similar researcher revealed that process of change comprising the quality of communication, participation, top management's attitude and support by supervisors (Bouckenooghe et al., 2009; Costello & Arghode, 2020). Supported by previous research which stated that the process of change influenced the readiness to change (Amis & Aïssaoui, 2013; Stevens, 2013). Similar researcher also urged that good communication could minimize resistance to change (McKay et al., 2013). In other words, employees are ready to accept change if communication is established between top management and employees. Similarly, previous research presented that the top management's attitude or leadership affects the readiness to change (Bertoldi et al., 2018). In addition, the employees participating by giving their energy are ready to face the change. The other finding of this study explicated that The work engagement and process of change had positive and significant relationship (Matthysen & Harris, 2018). Employees who were engaged in their work tend to be able to survive and be successful in the process of change (Petrou et al., 2018). Organizational support as the process of change influences the work

engagement. The work engagement increased if the support was higher (Sulistiyawati & Sufriadi, 2020). Work engagement as an integral part of the change process, i.e. before, during and after the change to ensure that the change process will be successful (Van den Heuvel et al., 2020). There was a positive and significant relationship between work engagement and trust in leadership. It is similar to the previous study explicated that trust in leadership affected the work engagement (Bedarkar & Pandita, 2014). Previous study explained that trust in leadership was an antecedent of work engagement (Håvold et al., 2021). Besides, trust in leadership has a positive and significant relationship to the process of change. This was in accordance with a study which stated that trust in leaders or managers could influence the employees to accept the change process (Agote et al., 2016). Further, trust in leadership did not have a positive and significant relationship to the readiness to change. It was contradictive the finding of previous studies which stated that the trust in leadership contributed significantly to readiness to change (Matthysen & Harris, 2018; Zayim & Kondakci, 2015).

The finding also showed that generation X and Y did not moderate the relationship between work engagement and readiness to change. It was contradictory to previous study revealed that employees aged 50 years and over had higher work engagement than employees under the age of 50 (Douglas & Roberts, 2020). However, the finding was in line with other study which stated that age did not have a significant relationship to employee readiness to face change (Rani et al., 2022). In addition, generations X and Y as a moderator also did not moderate the relationship between work engagement and process of change. It did not support a previous study which stated that there was a significant difference in work engagement and generation X and Y (Statnické et al., 2019). The result was in line with similar research which stated that generation X and Y were responsive to changes, especially the changes in information technology (Ludviga & Sennikova, 2016). Moreover, the finding suggested that generation X and Y did not moderate the relationship between work engagement and readiness to change or process of change. It occurred because the job description for the employee in government context particularly religious affairs institution was not based on the generation (age) but referred to the classification of position stated in the Regulation of Ministry of Administrative and Bureaucratic Reform of Republic Indonesia Number 41, 2018.

This study has theoretical and managerial implication. Theoretically, it contributes to the development of theories regarding to the readiness to change driven by employee work engagement, trust in leadership and process of change moderated by generation X and Y. The managerial implication provides the essential information to the top management to establish the good communication to the employees in order to build their positive attitude to face the organizational change. This study has limitations. First, the samples of this study are employees working at the head office of religious affairs institution. For further research, it is necessary to involve employees working across Indonesia to capture religious affairs employees' readiness comprehensively. Second, the relationship between trust in leadership and readiness to change are still low. It indicates that many other variables require to be investigated. Therefore, it is necessary to conduct further research to examine the variables affecting the trust in leadership.

#### 4. CONCLUSION

This study employs a quantitative approach with SEM-PLS examining the work engagement, process of change, trust in leadership, readiness to change moderated by generations X and Y. Work engagement and process of change have a positive and significant relationship to the readiness to change organization. Work engagement also shows a positive and significant relationship to the change of process and trust in leadership. Further, trust in leadership shows a positive and significant relationship process of change; however it does not have a significant relationship to the readiness to change. In addition, readiness to change in the context of religious affairs institution does not have a relationship with the age of its employees. Generation X and Y do not moderate the relationship between work engagement and readiness to change and process of change.

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