







Openness to Change: The Key to Change in the Workplace —How Employees Find an Interest in Transformation

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Abstract. This research is about how HR management deals with "openness to change" among supermarket employees in Indonesia. The study tried to find out how employees feel about change and if they want to be part of making those changes happen. To do this, they talked to employees and company managers and watched what was happening in the company. The study found that employees in the company were open to change and supported the company when it was needed to make big changes. They knew that in the retail business, it is important to keep up with what customers want and stay competitive. The company's management encourages employees to come up with new ideas and stay updated with what is happening in the market to make things work better for customers. Employees also liked changes and followed the rules and policies. They saw change as a way to learn new things and get better at their jobs. In the end, the study showed that HR management that focused on "openness to change" was important in the retail business. The supermarket company had good ways of dealing with changes, like involving employees in decisions and giving them training to be better at their jobs. Other companies can learn from these findings to deal with changes in their business too.

Keywords: HR Management, Indonesia, Openness to Changes, Retail, Supermarket.

1 INTRODUCTION

In the current era of globalization, competition between companies is intensifying, necessitating swift adaptation to changes. These changes can occur rapidly across various business aspects, including the market, internal company dynamics, and the overall business environment. To thrive and succeed amidst competition, companies must respond promptly to these changes and demonstrate openness to change.

Research has shown that openness to change is a crucial factor for successful organizational transformations [1]. Openness to change refers to the willingness of employees to support and understand the positive impacts that can result from these changes [1]. Several other constructs, such as organizational readiness for change, commitment to

change, acceptance of change, and attitude toward change share a similar meaning in the context of organizational change [2].

Openness to change is like a personal trait showing how flexible and open someone is to new things [2]. It depends a lot on the situation and how someone sees and thinks about changes at work [2]. It has two parts: being positive about change and being ready to support new ideas [1]. When employees are positive about change, they think it will be good for them. Studies have shown that being open to change really affects how employees act and how ready they are for changes at work [2].

In the business environment, the concept of openness to change (OTC) refers to the attitudes of individuals and groups within an organization to face, respond to, and adapt to changes [3]. Employees with a high level of OTC are more likely to respond positively to job changes, accept feedback, and express their opinions [4]. OTC is also associated with organizational adaptability in a dynamic business environment [5].

Piaget came up with a theory called cognitive theory, which is all about how people's thinking changes as they grow, from kids to adults. It starts with simple thinking and gets more complex with abstract ideas [6]. Piaget believed that kids are naturally curious and actively seek out information to understand the world around them. In his theory, he said that people go through four stages of thinking from birth to adulthood, although the timing can vary.

Piaget's cognitive theory is actually quite relevant to how employees grow and learn in their jobs. It helps us understand how they perceive and process information. Knowing where they are in their cognitive development can help us create effective learning strategies and make it easier for them to handle new tasks and roles at work. In addition, understanding how people build knowledge and organize information can lead to better study habits, more creative problem-solving, and improved critical thinking skills in the workplace.

Transformational leadership is when leaders inspire their team to achieve great things by motivating them, having a clear vision, and encouraging new ideas [7]. They create an environment that supports growth and change [7]. This style is closely connected to Openness to Change (OTC), which means people are more willing to accept and support change. Transformational leaders make employees feel empowered and excited about change. They also encourage them to come up with new ideas and be proactive when things change [8]. Thus, transformational leadership helps make people open to change in an organization.

Many global studies have looked at how being open to change (OTC) affects different industries, like retail. They check how much OTC influences how well employees and companies do. One study, specifically in the retail industry in Mexico, found that being open to change actually helps employees perform better because the retail industry is always changing [9]. If companies in retail do not embrace change, they might lose customers and not do as well in the market [9].

Previous studies have explored openness to change. One study found a strong link between being open to change, having a transformational leadership style, and using the right communication style [10]. This kind of leadership and communication can encourage employees to actively get involved in making the organization better [10]. In Kenya, another study looked at how leadership and openness to change affect

how happy employees are in the media sector [11]. It found that leaders who are open to change, emotionally stable, self-aware, and friendly can make employees much more satisfied with their jobs [11]. Furthermore, researchers test what factors drive innovation in the retail industry [12]. They have noticed that most research focused on how consumers feel about change [12]. While they want to understand more about how retail businesses manage innovation, how much they do it, and what makes it happen.

Research shows that being OTC is important in the retail industry. Factors like support from managers, the work environment, and working conditions affect how employees feel about change. However, more research is still needed, especially in Indonesia, to understand what influences OTC among retail employees there. Different methods can be used, like studying how it relates to competition in the retail market.

The retail sector in Indonesia, especially in Tasikmalaya, is growing rapidly. In this city, there are supermarkets, minimarkets, and wholesale stores offering all kinds of products. Because the competition is getting tougher, these retail companies need to adapt quickly and show high openness to change (OTC) to succeed. Thus, this study is looking at how OTC works in the retail industry in Tasikmalaya. It tried to understand how being open to change affects how well employees and retail companies in the city do. They talked to people who know a lot about OTC in these retail companies to learn more.

2 METHODS

2.1 Research Design

Qualitative research is a research method that uses a qualitative approach to understand complex social and human phenomena. Qualitative methods aim to gain a deeper understanding. In this study, data were collected through interviews and observation data collection. Qualitative research does not rely on statistics or other analytical procedures [13]. The main focus of qualitative research is on data in the form of statements or sentences given by respondents [14].

2.2 Sample

The participant in this study was a general manager of a retail company located in an area in West Java, Indonesia. The general manager was chosen for several reasons. First, the general manager had a broad understanding of the company's operations and in-depth insight into the challenges and trends in the retail industry. Second, as an executive-level leader, the general manager could provide information and insight regarding strategic perspectives and crucial decisions within the company, including in change management. Finally, the general manager directly interacted with staff, customers, and external parties, thereby providing an understanding of social dynamics and relationships in the retail context.

2.3 Data Collection Technique

In-depth interviews and observations were the data collection approaches used in this study. The selected informant was a general manager of a retail company headquartered in Tasikmalaya, West Java, Indonesia.

2.4 Data Analysis Technique

The process of data analysis involved transforming and interpreting data based on research findings. The stage began with reviewing data obtained from various sources such as interviews, observations, archival documentation, and photos [15]. In this study, the data used consisted of documents from interviews and observation notes. The analytical method used in this study was the interactive analytical model proposed by Miles and Huberman. This model consists of three components of analysis, namely data reduction, data display, and concluding [15]. All of these stages were carried out interactively and form an analysis cycle.

3 RESULTS AND DISCUSSION

3.1 Strategic Measures Analysis

X-Sha is a retail company in Tasikmalaya, West Java. They sell things like fashion items, furniture, beds, and rugs, and they also run supermarkets through PT. GLOBAL METATRIASHA. X-Sha serves different groups of people in Tasikmalaya and has been around since 2006. They have eight physical stores in different parts of the city and an online store called Mexshamall. X-Sha really values being open to change because they know that business is always changing. They have even changed their leadership and direction to stay successful in the long run. They have also made changes in their systems, like improving processes, using new technology, and making communication between departments better. After the COVID-19 pandemic, X-Sha's employees have developed a growth mindset. They see challenges as opportunities to learn and come up with new ideas to solve problems. This mindset helps them face constant changes and work towards long-term success by creating positive changes and being innovative.

In X-SHA company, occasionally there is some resistance when changes happen, even if they are small. The company knows that it is necessary to deal with these challenges. They have seen this in surveys about employee satisfaction. In 2022, the resistance rate was 1.2%, and in 2023, it went down to 0.7%. X-SHA was careful to follow all the rules when making changes. To make resistance less likely, X-SHA performs a few things. They involve employees in the change process, so everyone knows what currently happening is. They also make sure everyone understands the goals and benefits of the changes. Moreover, they provide support and resources to help with any uncertainties. This way, X-SHA creates a culture where people can adapt and work together, which makes it easier to accept changes.

The company knows it is necessary to get managers involved in leading change and handling any issues that might come up with employees. They have 30 managers from different levels to give clear directions, explain what the changes are for, and talk about the benefits. They have regular meetings to make sure the changes are going smoothly and to quickly fix any problems or resistance. This company not only requires its employees to do their best; but also, they want them to take action, make a difference, and go above and beyond. They believe in progressing from "doing the best" to "doing something," "making a difference," "doing more," and finally, "doing the best." They want their employees to understand that before reaching the best, they need to start doing something. This way, X-SHA encourages creativity and innovation, and employees are encouraged to take risks, try new things, and create a lot of value. In a competitive environment, this mindset motivates X-SHA employees to always try to get better, make important changes, and perform at their best.

3.2 Policy Model

X-SHA has clear rules and guidelines to ensure fairness and consistency in everything they do. These rules are based on industry standards and follow the law. X-SHA keeps these rules up to date because the business world changes quickly. They also make sure everyone in the company knows and follows these rules. To make these rules, X-SHA performs a few things. First, they figure out what the company needs and what they want to achieve. They talk to different people, like managers and experts. Then, they look at what other successful companies are doing and what the law says. After that, they make clear and easy-to-understand rules that tell everyone what to do. They also train their employees to understand and follow these rules.

X-SHA does not stop there. They keep checking the rules and make them better when needed. They get input from employees to make sure the rules stay up-to-date and fit the company's needs. By doing all this, X-SHA makes sure their rules are used effectively. They do this to keep the business running smoothly, make things more efficient, and stay ahead of the competition.

4 CONCLUSIONS

X-SHA is a company that embraces change. They encourage their employees to be innovative and adaptable in response to a constantly changing business environment. X-SHA's management actively involves employees in making changes, communicates goals openly, and provides support as needed. They believe in constantly evaluating and updating their strategies, trying new approaches, and seeing change as an opportunity to grow. In addition, X-SHA places a strong emphasis on implementing policies effectively. They analyze business needs, follow industry best practices, and comply with regulations. They design clear policies, involve employees in understanding and implementing them, and regularly review and improve them. This approach creates an organized and efficient environment that supports sustainable growth while ensuring

legal compliance. X-SHA strengthens its commitment to sustainability, consistency, and compliance in all aspects of its operations through this approach.

ACKNOWLEDGEMENT

The authors express their gratitude to the parties involved who generously shared their experiences and insights, enabling the completion of this research.

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