



Various Determinants of Individual Readiness for Change and Their Effect on Private University Performance

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Abstract. The presence of information and communication technology has an impact on very rapid environmental changes. Universities should have a new work culture in accordance with the changes occurring in society. This research examines various variables that influence individual readiness to change, and their influence on institutional performance. The population in this study were staff, lecturers and leaders of superior private universities in the LLDikti region VII East Java. The main questions in this research are: What variables influence the readiness to change of staff, lecturers and higher education leaders; and how it impacts on institutional performance. This research uses structural equation modeling analysis to answer various research questions. This research reveals that new orientation, work climate, and organizational support have a direct impact on an individual's readiness to change. Individual readiness to change has a positive and significant impact on organizational performance. Thus, individual readiness to change is an intervening variable that links new orientation, work climate, and perceived organizational support to organizational performance. This research suggests that higher education leaders should encourage all staff to develop new values and attitudes in facing environmental changes.

Keywords: New orientation, work climate, perceived organizational support, readiness to change, organizational performance.

1 Introduction

1.1 Background of The Problem

Rapidly developing information and communication technology has triggered the emergence of various new trends in people's lives, both at the local and global community levels. Facing this phenomenon, experts have recommended that all members of the organization implement a new culture in the workplace. Various new work cultures that must be developed by all members of the organization are a culture of working quickly, making decisions quickly, learning quickly, and quickly developing work creations and innovations [1].

Readiness to change is influenced by the extent to which new knowledge and technology can be adopted by organizational citizens [2]. In order to be ready to change, organizational citizens need to master new knowledge and technology to carry out tasks within the organization [3]. For this reason, organizational leaders are expected to immediately create a work program that will enable the organization's members to adapt to new work procedures.

Researchers revealed that individuals and organizations who are ready to change are able to survive and develop themselves in the global competitive arena. Individuals and organizations that have a readiness to change will be able to deliver themselves as part of a fast organization and will be able to compete in the competitive arena. On the other hand, individuals and organizations that are slow to follow change will certainly not be able to compete well [4].

In a changing era, quality higher education institutions are needed, which are able to deliver their graduates to answer the challenges of the new era. The quality of higher education institutions will be largely determined by the management of the institution and by the quality of the lecturers and all staff. Is the existence of higher education institutions in Indonesia able to answer the challenges of environmental change? The answer to this question can be examined from the degree of readiness of the admissions staff, lecturers and higher education leaders to adapt to the various changes occurring in their environment.

Various universities that are supported by professional admissions staff, qualified lecturers, and supported by strong leadership will be able to face the changes that occur in their environment; so that they will exist and continue to grow and develop.

Higher education institutions face challenges in adapting to various environmental changes and policy changes issued by the government. This research intends to reveal various factors that influence the performance of private universities in the LLDIKTI Region VII East Java environment in responding to the ever-changing social environment.

1.2 Formulation of The Problem

There are 2 research problems to be examined in this study, as follows:

1. Are new values and attitudes, a positive working climate, and organizational support felt by admissions staff, lecturers and higher education leaders positively related to the degree of readiness of admissions staff, lecturers and higher education leaders to change?
2. Does the degree of readiness of admissions staff, lecturers and institutional leaders to change affect the performance of higher education institutions?

1.3 Research Objectives and Urgency

This research was conducted to identify various factors that influence the readiness to change of admissions staff, lecturers, and leaders of private universities in LLDIKTI

Region VII Surabaya. This research is also intended to find out how readiness to change is related to organizational performance.

The various factors determining an organization's readiness to change identified in this research include 3 variables, namely: (a) new values and attitudes developed by admissions staff, lecturers and higher education leaders; (b) work climate at each university and (c) perceived organizational support. Various indicators of these 3 variables have been identified and are displayed in table 1.

Table 1. Description of Research Variables

No	Latent Variable	Manifest Variable	Previous Research Support
1	New ororientation	Change commitment (1) Optimism or pessimism (2) Quality orientation (3) Future orientation (4) Personal and culture values (5) Digital awareness (6) Global awareness (7)	[7, 9, 15]
2	Work climate	Leadership style(8) Power of distance (9) Teamwork quality (10) Work relationship (11) Work participation (12)	[10, 11, 12]
3	Dukungan organisasi yang dirasakan	Fairness atmosphere (13) Supervision support(14) Reward system(15) Support for change (16)	[13, 14, 15, 16]
4	Kesiapan individu untuk berubah	Motivation to change (17). Resource ownership (18). Positive attitude for change (19). Willingness to adopt new thing (20). Continuous work improvement (21)	[1, 2, 3, 4, 5]
5	Kinerja organisasi	Produktivitas (22) Internal and external customer satisfaction (23). Organizational sustainability (24) Customer trust (25)	[17, 18, 26, 27, 28, 29, 30]

2 Literature Review and Previous Research

An organization's readiness for change is influenced by the extent to which new knowledge and technology can be adopted by organizational citizens [2]. In facing an ever-changing environment, organizational leaders need to introduce new knowledge and technology as part of the organization's development program [5].

According to Kasali [5], organizations that are able to develop a culture of innovation will be more likely to make changes. The results of research conducted by Prianto also found that the innovative attitudes developed by staff had a direct effect on independence at work, as well as an indirect effect on work commitment [6].

Various results of recent studies reveal that new values and attitudes developed by staff are the main factors that determine an organization's readiness to change [5, 7]. An organization's readiness to change is influenced by various variables, such as motivational variables, availability of resources, new values and attitudes developed by staff, as well as organizational climate and organizational support that support change [7, 8].

Previous studies revealed that new values and attitudes have a significant influence on readiness to change, namely commitment to change, degree of optimism or pessimism in facing change, quality orientation, new values and culture that are in line with change, self-awareness to adopt new technology. used in the newest era, and awareness of living in a global community [5, 7, 9].

Work climate is another factor that influences an individual's readiness to change [11, 12]. Various indicators that describe a work climate that is conducive and supports change are: leadership models that support change, power distance, availability of a strong work team, harmonious work relationships, and work participation [10, 11, 12].

Perceived organizational support for change is another variable that influences organizational citizens' readiness to change [13]. The organizational support felt by organizational members is manifested by an atmosphere of fairness, supervisory support, a developed merit system, and support for new ideas. These various aspects have a very significant influence on the readiness of organizational citizens to face change [14, 15, 16].

Various studies prove that various variables that support change have a strong influence on the growth of organizational performance which is manifested by work productivity, internal and external customer satisfaction, customer trust, and organizational sustainability [17, 18, 19].

Based on the study as described in this research, it can be stated that there is a conceptual relationship between variables. New values and attitudes, a conducive work atmosphere or climate, and organizational support have a positive impact on an individual's readiness to change. Individuals who are ready to change are really needed by an organization in facing the challenges of change that occur in society.

3 Research Hypothesis

Based on the theoretical relationship between variables as described in this research, 5 research hypotheses are proposed as follows:

1. There is a positive relationship between the new values and attitudes developed within the institution and the readiness of admissions staff, lecturers and higher education leaders to change.

2. There is a positive relationship between a conducive organizational climate and the readiness of admissions staff, lecturers and higher education leaders to change.
3. There is a positive relationship between perceived institutional support and the readiness of admissions staff, lecturers and higher education leaders to change.
4. There is a positive relationship between the readiness of admissions staff, lecturers and higher education leaders to change on institutional performance.
5. Mediated by the readiness of admissions staff, lecturers and higher education leaders to change; new orientation, work climate, and perceived organizational support are positively related to institutional performance.

4 Research Methods

The population in this study were staff, lecturers and leaders of superior universities in LLDIKTI Region VII Surabaya. The research sample was determined using a multistage sampling technique [20], and the sample size was 145 people, consisting of 60 lecturers, 70 administrative staff, and 15 university leadership elements.

The research examines 5 variables, namely the new orientation variable, organizational climate, perceived institutional support, individual readiness to change, and institutional performance. There are three variables that are positioned as exogenous variables, namely new orientation, organizational climate, and perceived organizational support. Meanwhile, the endogenous variables are individual readiness to change and organizational performance.

There are 4 data collected in this research, namely: data related new orientation, work climate, perceived organizational support, individual readiness to change, and university performance data. Data collection was carried out by researchers using a questionnaire distributed via the Google Form tool. The research model showing the relationship between exogenous variables and endogenous variables was developed based on theories relevant to the concept of individual readiness for change and organizational performance tested with structural equation modeling using LISREL software [21, 22, 23, 24]. Various indicators for each research variable are presented in table 1.

5 Results and Discussion

The following tables are a summary of the results of data analysis using structural equation modeling (SEM). Tables 2 to table 5 show the results of the construct validity of each latent variable. Table 6 shows the results of the construct reliability of the latent variables. Table 7 shows the results of the analysis of the best-fit structural equation model. A summary of the results of the best-fit structural equation model is presented in table 8.

To ensure that the structural model is the best fit, the results of convergent validity and composite reliability testing are presented. Convergent validity is carried out by comparing the loading factor coefficient (λ) with the unmeasured coefficient ($1 - \text{error}$). If the λ value is greater than $(1 - \text{error})$, then it can be concluded that the

dimensional variable has adequate validity. Meanwhile, reliability is calculated using a formula developed by Bagozzi [21, 22]. The results of validity and reliability calculations presented in table 9.

Table 2. Construct Validity of New Orientation

No	Manifest Variable	λ	R^2	T-Value	Conclusion
1	Change commitment	0,90	0,81	15,78	Valid
2	Optimism or pessimism	0,88	0,77	13,67	Valid
3	Quality orientation	0,80	0,64	12,56	Valid
4	Future orientation	0,78	0,61	12,11	Valid
5	Personal values	0,77	0,59	12,02	Valid
6	Digital-awareness	0,90	0,81	15,78	Valid
7	Global-awareness	0,95	0,90	16,03	Valid

This study reveals that the latent variable new orientation is explained by 7 manifest variables, namely: change commitment, optimism or pessimism, quality orientation, future orientation, personal values, digital awareness and global awareness (see table 2). These findings support various previous research studies regarding various factors related to the new orientation variable [3, 7, 9].

Table 3. Validity of the Work Climate Construct

No	Manifest Variable	λ	R^2	T-Value	Conclusion
1	Leadership style	0,78	0,61	12,11	Valid
2	Power of distance	0,75	0,56	11,78	Valid
3	Work climate	0,80	0,64	12,56	Valid
4	Work relationship	0,78	0,61	12,11	Valid
5	Work participation	0,77	0,59	12,02	Valid

This study reveals that the latent variable work climate is explained by 5 manifest variables, namely: leadership, power distance, work environment and atmosphere, quality of relationships between workers, and work participation (see table 3). These findings support various previous research studies regarding various factors related to work climate variables [8, 10, 11, 12].

Table 4. Construct Validity of Perceived Organizational Support

No	Manifest Variable	λ	R^2	T-Value	Conclusion
1	Fairness atmosphere	0,80	0,64	12,56	Valid
2	Supervision support	0,90	0,81	15,78	Valid
3	Reward system	0,95	0,90	16,03	Valid
4	Support for change	0,78	0,61	12,11	Valid

Table 4 reveals the latent variable of perceived organizational support explained by 4 manifest variables, namely: fairness, supervisory support, reward system, and sup-

port for change. These findings support various previous research studies regarding various factors related to the variable perceived organizational support [13, 14, 16].

Table 5. Construct Validity of Individual Readiness to Change

No	Manifest Variable	λ	R ²	T-Value	Conclusion
1	Change motivation	0,78	0,61	12,11	Valid
2	Resource ownership	0,75	0,56	11,78	Valid
3	Attitude towards change	0,90	0,81	15,78	Valid
4	Adopt new things	0,78	0,61	12,11	Valid
5	Work improvements	0,80	0,64	12,56	Valid

This research reveals that the latent variable of individual readiness to change is explained by 5 manifest variables, namely: motivation to change, ownership of resources, positive attitude towards change, adoption of new things, and work improvement (see table 5). These findings support various previous research studies regarding various factors related to individual readiness variables to change [1, 2, 3, 5, 6].

Table 6. Construct Validity of Organizational Performance

No	Manifest Variable	λ	R ²	T-Value	Conclusion
1	Produktivty	0,90	0,81	15,78	Valid
2	Custome satisfaction	0,75	0,56	11,78	Valid
3	Org.sustainability	0,90	0,81	15,78	Valid
4	Customer trust	0,78	0,61	12,11	Valid

This research reveals that the latent variable of organizational performance is explained by 4 manifest variables, namely: productivity, customer satisfaction, sustainability, and customer trust in the organization (see table 6). These findings support various previous research studies regarding various factors related to organizational performance variables [12, 26, 27, 28, 29, 30].

Table 7. Reliability Coefficient of Each Construct

No	Latent Variable	Reliability	Conclusion
1	New orientation	0,89	Reliable
2	Work climate	0,78	Reliable
3	Perceived org. Support	0,90	Reliable
4	Readiness for change	0,79	Reliable
5	Org. performance	0,83	Reliable

This research reveals the reliability coefficient of each latent variable; all of them were stated to meet the reliability limits (see table 7). Thus, the relationships between latent variables used to reveal various variables that influence individual readiness to change and their influence on institutional performance can be used in this research.

Table 8. Parameters Model fit structural equation

Parameter	Coefficient	Creteria	Conclusion
Chi-square	134,47	Non sig (<df)	Fulfilled

P-Value	0,86	≥0,05	Fulfilled
Df	144	--	--
Cmin (χ^2/Df)	0,93	≤ 2,00	Fulfilled
RMR (Standardized)	0,029	≤ 0,08	Fulfilled
RMSEA	0,00	≤ 0,08	Fulfilled
GFI	0,92	≥ 0,90	Fulfilled
AGFI	0,90	≥ 0,90	Fulfilled
CFI	1,00	≥ 0,94	Fulfilled
IFI	1,00	≥ 0,94	Fulfilled
NNFI	1,00	≥ 0,94	Fulfilled
AIC (Model)	248,47	Small (relative)	Fulfilled, relative

Table 9. Structural Equations Model

No	Structural equations	R ²
1	RfB = 0,56POS + 0,33	0,71
2	RfB = 0,48WC + 0,41	0,64
3	RfB = 0,61NO + 0,29	0,74
4	OP = 0,69RfB + 0,20	0,80

Note: RfC = readiness for change, POS = Perceived organizational support, WC = Work climate, NO = new orientation, OP = Organizational performance

This research found 4 structural equation models that explain the relationship between the independent variables and the dependent variable (see table 8), and all structural equation models were concluded as valid or fit models because 3 criteria were met, namely: (a) absolute fit indices, which include: chi square model (X2), root mean square error of approximation (RMSEA), goodness-of-fit statistic (GFI) and the adjusted goodness-of-fit statistic (AGFI), root mean square residual (RMR) and standardized root mean square residual (SRMR); (b) Incremental fit indices, which include: normed-fit index (NFI) and CFI (Comparative fit index); (c) parsimony fit indices, with the best known of these indices is the Akaike Information Criterion (AIC) [25] (see table 9). The manifest variables of all structural equation models are presented in table 10.

Table 10. Convergent Validity Coefficient and Composite Reliability

No	Latent and manifest variables	Loading Factor	(1-e)	Conclusion
1	New Orientation			
	a. Change commitment	0,90	0,72	Valid
	b. Optimism or pessimism	0,89	0,70	Valid
	c. Quality orientation	0,91	0,74	Valid
	d. Future orientation	0,90	0,72	Valid
	e. Global awareness	0,93	0,73	Valid

Reliability = 0,92		Reliable		
2	Work climate			
	a. Leadership style	0,92	0,78	Valid
	b. Power of distance	0,94	0,80	Valid
	c. Work relationship	0,90	0,74	Valid
Reliability = 0,94		Reliable		
3	Perceived organizational support			
	a. Fairness atmosphere	0,87	0,70	Valid
	b. Reward system	0,90	0,74	Valid
Reliability = 0,88		Reliable		
4	Individual readiness to change			
	a. Change motivation	0,88	0,72	Valid
	b. Adopt new thing	0,89	0,73	Valid
	c. Work improvement	0,90	0,74	Valid
Reliability = 0,89		Reliable		
5	Organizational performance			
	a. Productivity	0,90	0,75	Valid
	b. Org. sustainability	0,89	0,73	Valid
	c. Customer trust	0,94	0,78	Valid
Reliability = 0,90		Reliable		

There are also 4 structural equation models found in this research as follows:

First; Perceived organizational support has a positive and significant effect on individual readiness to change, with a loading factor coefficient of 0.56. This shows that perceived organizational support has a strong influence on individual readiness to change. The latent variable of perceived organizational support is explained by 2 manifest variables, namely: an atmosphere of fairness in the workplace and an employee reward system. Meanwhile, the latent variable of individual readiness to change is explained by 3 manifest variables, namely: motivation to change, willingness to adopt new things, and continuous work improvement. The relationship between perceived organizational support and individual readiness to change can be explained as follows. If organizational members feel an atmosphere of fairness in the workplace and receive adequate work rewards, they will have strong motivation to change, be encouraged to adopt new things, and strive to make continuous work improvements. The findings of this research are in line with various previous studies regarding various factors that influence individual readiness to change [2, 3, 5].

Second; Work climate has a positive and significant effect on individual readiness to change, with a loading factor coefficient of 0.48. This shows that work climate has a strong influence on individual readiness to change. The latent variable work climate is explained by 3 manifest variables, namely: leadership style, power of distance, and quality of work relationships. A future-oriented leadership style will enable organizational members to change, adopt new things, and make continuous work improvements. The findings of this research are in line with various previous studies regard-

ing the relationship between work climate and individual readiness to change [10, 11, 12].

Third; new orientation has a positive and significant effect on an individual's readiness to change, with a loading factor coefficient of 0.61. This shows that new orientation has the strongest influence on an individual's readiness to change. The latent variable new orientation is explained by 5 manifest variables, namely: change commitment, optimism or pessimism, quality orientation, future orientation, and global awareness. If organizational members have a strong commitment to facing change, they are oriented towards quality and the future, they will have strong motivation to change, be encouraged to adopt new things, and strive to make continuous work improvements. The findings of this research are in line with various previous studies regarding the relationship between new orientation and individual readiness to change [7].

Fourth; Individual readiness to change has a positive and significant effect on organizational performance, with a loading factor coefficient of 0.69. The latent variable of organizational performance is explained by 3 manifest variables, namely: work productivity, customer trust, and organizational sustainability. The relationship between individual readiness to change and organizational performance can be explained as follows. If organizational citizens have strong motivation to change, they are encouraged to adopt new things, and make continuous work improvements, this will foster high work productivity, strengthen customer trust, and ensure the survival of the organization. This shows that individual readiness to change is the main factor that greatly influences organizational performance. The findings of this research are in line with various previous studies regarding the relationship between individual readiness to change and organizational performance [19].

This study found a direct effect between 3 exogenous variables (new orientation, perceived organizational support, and work climate) and the endogenous variable (individual readiness to change). There are also various manifest variables from the three exogenous variables that influence an individual's readiness to change including: change commitment, optimism or pessimism, quality orientation, future orientation, global awareness, leadership style, power of distance, quality of work relationships, fairness atmosphere, and reward system Work. The new orientation developed by admissions staff, lecturers and institutional leader has a direct influence on their readiness to change. Perceived organizational support has a direct effect on an individual's readiness to change. Likewise, work climate has a direct influence on an individual's readiness to change.

Thus, this research found 3 main variables that influence an individual's readiness to change, namely: new orientation, work climate, and perceived organizational support. Based on the various findings of this research, the 3 research hypotheses proposed in this research are accepted; namely, first; there is a positive relationship between values and attitudes towards individual readiness to change; second, there is a positive relationship between a conducive organizational climate and individual readiness to change; third, there is a positive relationship between perceived institutional support and individual readiness to change.

Individual readiness to change is an intervening variable that bridges new orientation, work climate, and perceived organizational support on organizational performance. Manifest variables of an individual's readiness to change, namely: motivation to change, willingness to adopt new things, and drive to make continuous improvements. Meanwhile, the manifest variables of organizational performance are: work productivity, customer trust, and organizational sustainability. Thus, this research accepts the fourth hypothesis which states that there is a positive relationship between individual readiness to change and institutional performance. Intermediated by the individual's readiness to change; There is an indirect influence between new orientation, work climate, and perceived organizational support on organizational performance. Thus, the findings of this study accept the fifth research hypothesis which states that, mediated by the variable readiness to change; New values and attitudes, a conducive work climate, and perceived institutional support are positively related to institutional performance.

6 Conclusions and Suggestion

6.1 Conclusion

Based on the research findings, several conclusions can be formulated as follows:

First, new orientation, a conducive organizational climate, and perceived organizational support have a positive and significant effect on an individual's readiness to change. Higher education leaders should encourage all staff and lecturers to develop new attitudes that are in line with change, create a conducive work climate, and support staff and lecturers to change.

Second, the performance of private higher education institutions in LLDIKTI Region VII East Java is greatly influenced by the readiness to change of admissions staff, lecturers and higher education leaders. The readiness to change of admissions staff, lecturers and higher education leaders will enable higher education institutions to become more productive, trusted by customers, grow and develop in an increasingly competitive environment.

6.2 Suggestion

This study makes several suggestions as follows:

First, every higher education institution should continue to encourage its staff, both admissions staff and lecturers; to update knowledge and work skills as a consequence of changes in society. For this reason, institutional leaders must provide support to their staff, for example by developing a reward system so that they are encouraged to improve and develop their performance.

Second, every institution should continue to create a conducive work climate, because a conducive work climate greatly influences an individual's readiness to change. For this reason, further studies are needed to identify various parameters of a conducive work climate that influence performance.

Third, institutional leaders should continue to encourage their staff to develop new values and attitudes that are more appropriate to the changing situation in society.

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