

# Adaptation and Validation of Organizational Change Recipients' Beliefs Scale

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## Adaptation and Validation of Organizational Change Recipients' Beliefs Scale

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**Abstract.** This research aims to develop an instrument that can measure the readiness of state officials to face any change. Adaptation and validation of the Organizational Change Recipients' Beliefs Scale (OCRBS) measurement instrument was carried out to obtain the right measurement instrument for selecting employees who are apt for change. This research was quantitative research with a cross-sectional studies approach. Two processes were carried out adapting it to the Indonesian version and testing the validation by calculating Confirmatory Factor Analysis (CFA). The measuring instrument was tested on 406 subjects of state civil apparatus in Central Java Province di Indonesia who hold leadership positions. The results indicate the need for some adjustments of meaning in Indonesian to be easily grasped by the respondents. Meanwhile, the CFA test indicates that the measuring instruments are fitting (RMSEA= 0,077; GFI=150; AGFI= 0,91; NFI=0,95; IFI=0,96; RFI=0,94). The dimensions comprised in the measuring instruments, namely appropriateness, management support, change efficacy, and personal beneficially support the existing theory. Thus, it can be concluded that CRBS is quite suitable to be used in Indonesia. Further testing still needs to be conducted by carrying out a more complete validity test.

**Keywords:** organizational change recipients' beliefs scale (OCRBS), appropriateness, management support, change efficacy, personally beneficial

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**Abstrak.** Penelitian ini bertujuan untuk mengembangkan instrumen yang dapat mengukur kesiapan aparatur sipil negara dalam menghadapi perubahan. Adaptasi dan validasi instrumen pengukuran Organizational Change Recipients' Beliefs Scale (OCRBS) dilakukan untuk memperoleh instrumen pengukuran yang tepat dalam menyeleksi pegawai yang siap menghadapi perubahan. Penelitian ini merupakan penelitian kuantitatif dengan pendekatan cross-sectional studies. Dua proses dilakukan, yaitu mengadaptasi ke versi bahasa Indonesia dan menguji validasi dengan menghitung Confirmatory Factor Analysis (CFA). Instrumen pengukuran tersebut diujicobakan kepada 406 subjek aparatur sipil negara di Provinsi Jawa Tengah yang menduduki jabatan pimpinan. Hasil penelitian menunjukkan perlunya beberapa penyesuaian makna dalam bahasa Indonesia agar mudah dipahami oleh responden. Sementara itu, uji CFA menunjukkan instrumen pengukuran sudah tepat (RMSEA= 0,077; GFI=0,90; AGFI= 0,91; NFI=0,95; IFI=0,96; RFI=0,94). Dimensi-dimensi yang terdapat dalam alat ukur, yaitu appropriateness, management support, change efficacy, and personally beneficial mendukung teori yang ada. Dengan demikian, dapat disimpulkan bahwa CRBS cukup layak digunakan di Indonesia. Pengujian lebih lanjut masih perlu dilakukan dengan melakukan uji validitas yang lebih lengkap.

**Kata kunci:** organizational change recipients' beliefs scale (CRBS), appropriateness, management support, change efficacy, personally beneficial

### Introduction

Rapid changes require people to respond better. Not everyone is prepared to face the changes, even sometimes they oppose or are resistant. This will surely be challenging for the organization to adapt to the demands of changes. This resistance will impact the failure of the organization to achieve optimal performance. Complaining, being hostile, pessimistic about the changes, and maintaining the status quo are the conducts that will affect organizational performance (Madsen et al., 2005; Neves, 2009; Schneider, 2016).

Readiness for change is imperative because it will help the organization recover itself from the impact of the change. Indeed, the change neither can occur automatically nor can it be assumed. Thus, organizations must assess the readiness of their employees to encounter the changes (Smith, 2005).

Readiness for organizational changes is a never-ending issue in the current situation, especially in the Covid-19 pandemic. The change in work patterns from "work from the office" to "work from home" requires everyone to swiftly respond to the change positively. Albeit, in reality, not all people and organizations can adapt to these conditions (Taylor et al., 2021); many have been affected to this day. The

increase in the number of unemployment, economic slowdown, changes in work patterns and routines; and additionally, accelerated digital information on many platforms contribute to the organizational changes. The Covid-19 pandemic is an eye-opening on the importance of preparing the organization, in this case, employees, to always be alert to respond to the changes regardless of their forms.

Readiness for change has been widely examined in various literature and studied in many journals (Armenakis & Bedeian, 1999; Rafferty & Simons, 2006). Almost all concede that readiness is an important basis for organizational development<sup>34</sup> to take rapid and massive changes. Readiness for change by Armenakis et al. (2007) is described as individual beliefs, attitudes, and intentions in the capacity to which the organization can succeed in making changes. Attitudes, in this case, are defined as “evaluative summary judgments that can be derived from qualitatively different types of information (e.g., affective and cognitive)”.

Thus<sup>45</sup> the belief toward the object of the attitudes and affective responses to the object of attitudes are different antecedents or the causes of the overall evaluative assessment of the attitudes. Likewise, it is further elucidated that the definition which emphasizes the concept of belief does not only assess the affective components of readiness for change but also emphasizes the intention which is a motivational factor that affects behavior regarding how strong an individual manifests his behavior<sup>38</sup>. Hence, in assessing the readiness for change, it is not only assessing<sup>23</sup> the intention but also the cognitive and affective components (Armenakis et al., 2007; Rafferty et al., 2013).

The concept of organizational changes by Holt et al. (2007) becomes relevant in the current situation aligning with the huge changes in consequence of the Covid-19 pandemic. Notably in association with changes occurring in the government organizations in which they have a major role in providing services to the community. It is in accordance with Law Republik Indonesia no. 5 of 2014. Concerning this role, the state civil apparatus has the responsibility to actualize effective and efficient, honest, and accountable service by the mandate of bureaucratic reform that has been launched since 2010. The bureaucratic reform was initiated with the issuance of Indonesian Presidential Regulation No. 81/ 2010.

These ongoing changes have driven the state civil apparatus to respond promptly and remain flexible in adopting the changes that occur at any time, chiefly in dealing with the Covid-19 pandemic, the demands of the changing work patterns and routines with the increasing role of digital technology. All of these factors drive work rhythm to become more dynamic and change from time to time. The changing of work pattern from “work from the office” to “work from home”, budget constraints, because the budget is switched to handle the Covid-19 pandemic, have driven state civil apparatus to readily adjust their work dynamics to the existing work demands without reducing their work quality. Hence, all employees must be prepared for any changes. This is in accordance with the Presidential Instruction for Budget Reallocation and the Procurement of Goods and Services for the Acceleration Program of the 2019 Corona Virus Disease Control Management (Covid-19).

Mapping readiness is important because it becomes a benchmark for the success of the change (Armenakis et al., 1993). Meanwhile, a comprehensive measuring instrument that can map the readiness of employees in the government bureaucracy still does not exist. One of the management<sup>10</sup> skills that must be acquired is the ability to assess how prepared government officials are for change. This is declared in the Regulation of the Minister for Empowerment of State Civil Apparatus and Bureaucratic Reform of the Republic of Indonesia Number 38 of 2017. The current assessment method used to disclose competency readiness for change uses interviews which have high probability of bias. The government itself develops CAT method (Computer Assisted Test) based on quantitative methods. The Badan Kepegawaian Nasional (BKN) Regulation Number 2 of 2021, dated March 29, 2021, covering Procedures for Organizing Selection

Using the BKN CAT procedure, regulates this procedure. This process has been implemented in the selection of government officials at all levels. The CAT method's flaw, however, is that it does not yet gauge change competence to the level needed by government officials. Thus, it is deemed compulsory to provide a measuring tool that can affirm measurable and objective competency readiness for change. Therefore, this measuring instrument becomes significant so that prospective government officials can be well selected early from the start.

The current pandemic has completely changed the working pattern that has been relying on the online system; from WFO to WFH working patterns. This change raises various complications, some of them are: the changing services from conventional to technology-based (Rifani, 2021), the slow digital-based innovation and the lack of readiness of human resources (Tasyah et al., 2021), and the limitation in transferring technology (Garis et al., 2022). Finally, not all employees can follow it quite smoothly. Many obstacles occur and result in pandemic handling targets that have not been fully satisfactory. Related to the task as public servants, government employees are required to always be fast, effective, and efficient in providing services to the community. However, the lack of rapid response to existing issues shows that it is still difficult to follow the existing demands. It is evident from several surveys concerning service satisfaction during the pandemic (Azwar, 2020).

On the other hand, the selection process of government employees has been relying only on Computer Assisted Test (CAT) which focuses more on cognitive aspects, so other aspects such as readiness for organizational changes become less noticed.

## 2 Literature Review

### Readiness for Organizational Change

Readiness for organizational change has been widely reasoned by many experts, namely Choi and Ruona (2011). Armenakis et al. (1993) emphasized that Readiness for Organizational Change (ROC) is specified in terms of the beliefs, attitudes, and intentions of organizational members regarding the extent to which changes are needed and the organizational capacity to successfully make changes. Readiness is a mindset that emerges among employees while implementing the organizational changes which include beliefs, attitudes, and intentions toward targets of changes by considering the capability to implement the changes. Readiness is the most significant factor in employees to sustain change initiatives (Armenakis & Harris, 2002; Holt et al., 2007). Additionally, it is stated that in this specific instance, the level of individual readiness will vary depending on how employees feel about the cost and benefit of managing behavior, and the cost and benefit of the changes.

Bernerth (2004) clarified that readiness is more than understanding changes; readiness is a collection of thoughts and intentions for specific change efforts. Madsen et al. (2005) stated that readiness is the state of mind of a need. A good behavioral precursor is a resistance or support. Based on Madsen et al. Readiness is not a fixed element of an individual or system but varies depending on the internal or external environment, recognizable type of changes, or the characteristics of the change agents that have the potential to alter.

Rafferty et al. (2013) defined change readiness as a belief, attitude, and intention on how far changes are needed and the organizational capacity to successfully create changes. Change readiness is the most positive prevalence associated with the attitudes toward changes. This notion is closely related to the ROC definition by Holt et al. (2007) who stated how far an individual cognitively and emotionally accepts, embraces, and adopts a specific plan to replace the status quo.

Nevertheless, of all the discussions regarding readiness for change, Rafferty et al. (2013) and Holt et al. (2007) provide more comprehensive arguments for they include cognitive and emotional aspects. The cognitive aspect involves an individual's assessment of the changes that have occurred and how the individual assesses how important the changes are; while the emotional aspect is leading to the action or only judgement.

Holt et al. (2007) developed a measuring instrument called Organizational Change Recipients' Belief Scale. The measuring instrument is designed to assess how far an individual is prepared to challenge changes. The measuring instruments have been developed comprehensively from the development of items, questionnaire administration, and scale evaluation, to replication. Ideas regarding readiness were compiled from organizational development consultants, researchers, and managers from various organizations. It can be concluded from the results of the development of the measuring instrument that readiness for change is a multidimensional construct that is affected by the beliefs of the employees, namely (a) change efficacy, a conviction that an individual can implement the change objectives, (b) appropriateness, the intended changes which are suitable for the organization, (c) management support, a leader who has the willingness to carry out the intended changes, and (d) personal valence, changes that aim to benefit the members of the organization.

Some experts have developed instruments for measuring organizational change, namely Lehman et al. (2002) and Collins-Camargo et al. (2009). For readiness for change as measured from health care, (Levesque et al., 2001) examines it from the perspective of the stages of the changes; Hanpachern et al. (1998) and Miller (2016) view readiness for change as a single dimension. Meanwhile, the measurement instruments developed by Holt et al. (2007) are more comprehensive because they involve cognitive and emotional aspects.

Nevertheless, the measuring instrument for readiness for organizational change as developed by Holt et al. (2007) is not suitable to be applied specifically for Indonesians due to the subjects' cultural background, i.e. Javanese. Likewise with the characteristics of the work, i.e. state officials. Thus, a measuring instrument is needed in accordance with the characteristics of the research subjects and to select government employees post Covid-19 pandemic. At the same time, changes in the context of current government bureaucracy are crucial in line with the technology transfer policy implemented by President Joko Widodo.

The usage of the measuring instrument in the study conducted by the researchers will commence with the process of adapting culture and language to adjust to the background of the research subjects. All of the dimensions compiled by Holt et al. (2007) will all be applied in this study since the four dimensions are aligned with the challenges faced by the state civil apparatus, namely change efficacy, state civil apparatus' belief in one's ability to adapt the changes; appropriateness, state civil apparatus' belief whether the bureaucratic reform is under the needs of the organization; management support, state civil apparatus' belief in leadership support to bureaucratic reform; and personal valence, state civil apparatus' belief that the bureaucratic reform is a form of changes that will benefit themselves and the organization.

The measuring instrument is used since the process of cultural and language adaptation adjusting to the research subjects. Several measuring tools that have been developed based on organizational change readiness include Organizational Readiness for Implementing Change (ORIC) which was developed for the Theological School in Kupang (Sine et al., 2020), the Readiness for Change Questionnaire based on Hanpachern's theory which was developed for Oil and Gas Contractor Companies (Guamaradewi & Mangundjaya, 2018) and change readiness questionnaire in the field of bureaucratic reform (Purwoko, 2017). The cultural adaptation is in line with research conducted by Beaton et al. (2000), while the

dimensions compiled by Holt et al. (2007) will all be used in this study as these four dimensions are in accordance with issues found, namely *change efficacy*, state officials' conviction in their own ability to adapt to change, *appropriateness*, state officials' belief that the bureaucratic reform has taken place is in accordance with the organization needs, *management support*, state officials' belief regarding the leadership's support for the bureaucratic reform, and *personally beneficial*, state officials' conviction that bureaucratic reform as a form of change will benefit to each employee and institution.

## Methods

### Design

This research was quantitative research with a cross-sectional studies approach. The data retrieval process was conducted during the Covid-19 pandemic. Considering the implementation was carried out during the implementation of restrictions on community activities (PPKM) and the implementation of WFH policies, the health protocol was strictly applied. Antigen tests were performed, mask wear, and scale deployment was restricted to prevent direct interaction with employees so that the scale could not be handed over directly and only left to the head of each section. We could not directly meet with the subject of the study so when there were some questions in some items that were less clear, we could not directly explain. This study was conducted in Indonesia and Javanese cultural background was specifically chosen with the subjects of State Civil Apparatus who had structural positions.

The election of Javanese culture was due to research urgency attributed to the policy of Central Java provincial government that is actively developing computer-based test (CAT) in effort to conduct assessment for selection, promotion or talent pool purposes. The measurement of the readiness for organizational change is a critical aspect for detecting readiness for changes in accordance to bureaucratic reform and change target that have been established by the government.

### Sample and Procedure

The bureaucratic reform policy set by the government applies equally to all civil servants in Indonesia. The sampling carried out in a Javanese cultural background is the first step in applying this measurement instrument to all civil servants in Indonesia. In addition, data from Central Bureau of Statistics in 2021 showed that 40% of government officials are Javanese and they are stationed all over Indonesia evenly. The samples used in this study are the structural officials in Central Java province with their lowest position as section heads. Central Java province has 26 regencies and 5 municipalities which in determining the samples is by cluster sampling. A total of 6 regencies and 3 municipalities were chosen in the sampling procedure and one is added from the province. The total subjects are 407 respondents with a response rate of 86%. The scale is given directly. Considering the ongoing Covid-19 pandemic, the scale distribution was carried out by strictly following the health protocol.

Most respondents were male 68%, while 30% of them are female. A total of 2% did not fill out the gender identity. The highest percentage of the age is between 45-56 at 65%, and the longest working period is 25-25 years at 45%. The most level of education is a master's degree at 65%.

### Measurement

#### *Organizational Change Recipient Belief's Scale*

The concept of readiness for organizational change is interpreted in a measuring instrument that was developed by Holt et al. (2007) with four research stages starting from a systematic study of various existing theories to conducting a CFA test to ensure that the domain of the measuring instrument is aligned with the

composed theoretical concept. From this process, Organizational Change Recipient Beliefs Scale (OCRBS) was composed of 25 items consisting of Appropriateness (10 items), Management Support (6 items), change-efficacy (6 items), and personally beneficial (3 items).

The measuring instrument has been developed and applied in several studies (Abdel-Ghany, 2014; Holt et al., 2007; Ilyas, 2018), and it is easier to use since it is a self-report. In OCRBS, the concept of belief is the crucial fundamental concept because belief is a notion or conviction of truth from something that is probably invincible or does not follow one systematical verification, such as events, or one's actions that are believed by others (Holt et al., 2007). OCRBS which is developed in the context of Indonesian background uses a scale of 25 items.

Organizational Change Recipients' Belief Scale is a scale to assess the readiness for organizational change. This measuring instrument was developed by Holt et al. (2007) with the dimensions of appropriateness (example: *in the long run, I feel it will be worthwhile for me if the organization adopts this change*), management support (example: *our senior leaders have encouraged all of us to embrace this change*), change efficacy (example: *I do not anticipate any problems adjusting to the work I will have when this change is adopted*), and personally beneficial (example: *My future in this job will be limited because of this change*).

The answer responses show the subjects' approval levels to the statements under the owned ROC and have 7 alternatives from 1 = strongly agree to 7 – strongly disagree. The total score is obtained by adding each item.

This measuring instrument is a self-report that consists of 25 items with alpha coefficient values: appropriateness 0.94, management support 0.87, change efficacy 0.82, personally beneficial 0.68. The grids for the measuring instrument are as follow (Holt et al., 2007).

#### **Adaptation and Measuring Instrument Validation**

The first stage in developing the measuring instrument is by carrying out the process of adaptation considering that the original measuring instrument originated from the USA which is certainly different from the Indonesian cultural background. This adaptation process adheres to the cultural adaptation stage by Beaton et al. (2000) and Setyorini et al. (2021); namely:

- a. *Translate* the stage of translating the measuring instrument from the original version in English into Indonesian linguists. The number of translators is two.
- b. *Synthesizing*, the stage of synthesizing translation results from the translators. If there are different sentences or words found, then at this stage those differences will be discussed so that they can be accepted and used.
- c. *Back translate*, a re-translating stage to the original version, in this case, is in English.
- d. *Expert judgment*, at this stage the measuring instrument is reviewed by the experts who master the basic concepts so that the meaning will not deviate.

#### **Reliability Test and Measuring Instrument Validity**

The next stage is conducted after assessing the reliability of the measuring instrument. The reliability test is conducted to assess the reliability of the measuring instrument and whether the instrument shows consistency when the measuring process is conducted repeatedly. The method used is a-single-trial administration by observing the alpha-Cronbach coefficient correlation. The reliability value will progress from 0-to 1 and refers to the concept by Nunnally and Bernstein (1994) that the acceptable value is at least 0.6, or 0.7 denoting to Hair et al. (2006) for exploratory study.

Validity assessment is conducted at an early stage by carrying out an Exploratory Factor Analysis test which is a method to identify the conjunction between manifested variables or indicator variables that form a construct. Then, Confirmatory Factor Analysis is conducted. CFA is administered to assess whether the indicators classified on their latent variables are following the construct. This test is carried out to ensure that the model fits the previous model.

## Results

### Adaptation Process

The stages in the adaptation process refer to the cultural adaptation process by Beaton et al. (2000). The early stage is conducting the translation process from English into Indonesian. There were two translators, one mastering the readiness concept for organizational change and the other having no comprehension of the concept. The results show some discrepancies in interpreting the items on the scale.

#### Translate Stage

"I do not anticipate any problem adjusting to the work I will have when this change is adopted"

There are differences in translating the word "anticipate", namely 'mengantisipasi' and 'membayangkan'.

"My experience makes me confident that I will be able to perform successfully after this change is made"

The word "confident" is defined differently, namely 'meyakini' and 'percaya diri'.

#### Synthesizing Stage

The next stage is the stage of synthesizing the translation results. Essentially, not many changes were made.

The word "anticipate" was finally established as "mengantisipasi". While "confident" was defined as "meyakini"

#### Back Translate Stage

The next stage is to back-translate the synthesized items. Some items show differences after being back-translated.

"It doesn't make much sense for us to initiate this change"

Becomes:

"It makes no sense for us to start this change"

There were two words in the sentences that were initially written "initiate" and "start". In Indonesian, the first word means 'menginisiasi', and the second means 'memulai'. According to Kamus Besar Bahasa Indonesia, *inisiasi* as a verb has two meanings which are 1) menjadikan sesuatu bermula, and 2) mengenalkan. On the other hand, *start* means 'memulai'. These two words do not exactly have the same meaning but they are similar.

The next sentence:

"When this change is implemented, I don't believe *there is anything for me to gain*"

Becomes:

"When the change is implemented, I don't believe *that I will achieve a goal*"

#### Expert Judgment

After the back translate stage and no substantial dispute is found, the next stage is the expert judgment stage. Three experts mastering the concept of readiness for change were involved to review the translation results which generally do not contain any disagreement in the sentences presented in the items. This is evident in Content Validity Index (CVI) by Lawshe (1975) with a value of .72. This score is following the standard set by Gilbert and Prion (2016).

### **Item Reliability**

Then, the test on Construct Reliability (CR) value is also classified as good, the Appropriateness has CR value = 0.841; Management Support has CR value = 0.849; Change Efficacy has CR value = 0.851; Personal Beneficially has CR value = 0.853, and overall, ROC variable has CR value = 0.924. It can be concluded that OCRBS has fairly good reliability.

### **Confirmatory Factor Analysis**

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Referring to the viewpoint expressed in Jöreskog and Sörbom (1993), a confirmatory Factor Analysis (CFA) test is conducted to test the model with the latent variable contained in the measuring instrument. To test the model aptness, several indices were used, namely Chi Square, RMSEA, CFI, and NFI. The next result of CFA processing is the fit model test of the measuring instrument. Based on several indicators of the existing fitting model, it can be concluded that the measuring instrument fits in because 10 out of 11 indicators have met the requirement. The results are written in Table 1 and Figure 1.

Generally, these results have values that are similar to the validation and development of the measuring instrument by Holt et al. (2007). Some indicated considerably lower scores but did not depart from the objectives of CFA significantly. Thus, it can be concluded that this model fits the concept of readiness for organizational change composed by Holt et al. (2007).

Complete outcomes are shown in the next picture:

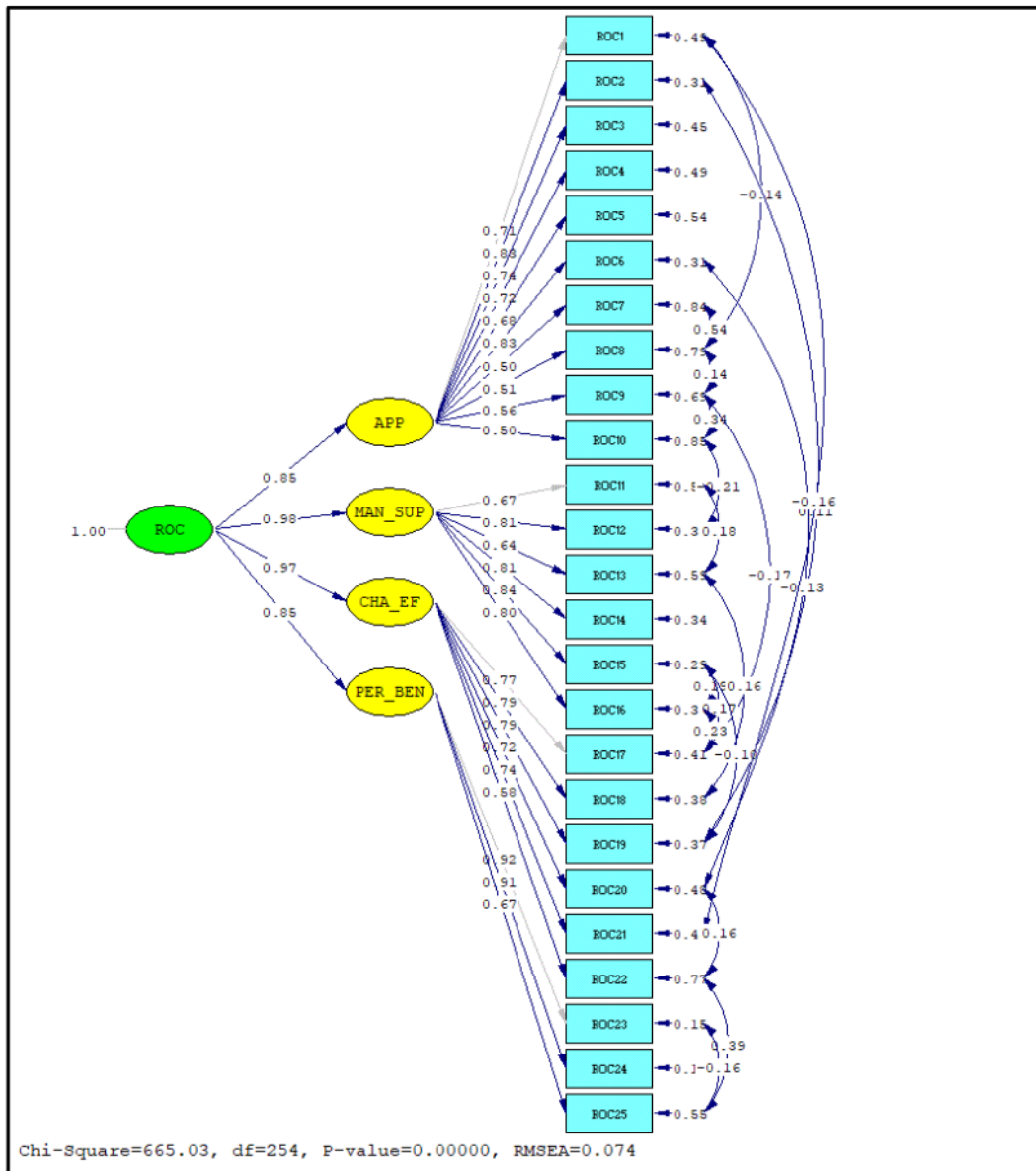


Figure 1. Standardized structural model untuk readiness for organizational change

Based on the results in the standardized image, the data indicates that all of the factor loading values of the items already have values that are classed as good since the factor loading values have a value of  $>0.50$ . The derived construct reliability (CR) value was then rated as good, with the APP variable having a CR value of 0.758, the MAN\_SUP variable having a CR value of 0.849, the CHA\_EF variable having a CR value of 0.807, the PER\_BEN variable having a CR value of 0.896, and the ROC variable having a CR value of 0.914 overall.

A model fit test of the measurement device is the next outcome of CFA processing. Given the results of 11 out of the 40 indicators, it can be concluded that the measuring equipment is accurate based on a number of current model fit indicators. These are the outcomes:

Table 1  
*Goodness Test of Fit Readiness for Organizational Change*

<i>GOF Size</i>	<i>Match Target</i>	<i>Remark</i>
Normal Theory Squares Chi-Square = 665.03 (P = 13.00)	Least P Value > 0.05	No Fit
RMSEA = 0.074	$0.05 \leq \text{RMSEA} < 0.08$	Medium Fit 5
NFI = 0.93	$\geq 0.90$	Good Fit
NNFI = 0.94	$\geq 0.90$	Good Fit
CFI = 0.95	$\geq 0.90$	Good Fit
IFI = 0.95	$\geq 0.90$	Good Fit
RFI = 0.91	$\geq 0.90$	Good Fit
RMR = 0.052	$\leq 0.10$	Good Fit
Standardized RMR = 0.081	$\leq 0.10$	Good Fit
GFI = 0.91	$\geq 0.90$	Good Fit
AGFI = 0.90	$\geq 0.90$	Good Fit

## Discussion

### Adaptation

The adaptation of measuring instruments is not just the process of switching the language from the original language (English to Indonesian), yet content validity instruments on a conceptual level in different cultures will not be much different from the theoretical concepts of measuring instruments. The State Civil Apparatus is an extension of the government whose tasks are to provide public service to the society. The state bureaucracy that thus far is still being 16 nounced because of the lack of service has driven the government to carry out bureaucratic reform. Presidential Regulation of the Republic of Indonesia No. 81 of 2010 of the Grand Design of Bureaucratic Reform becomes a reference to make improvements to the aspects of providing services to the society.

Based on the regulation, improvements are made in the government bureaucracy dan currently it is already reached its final period by the Road Map of the Grand Design of Bureaucratic Reform. These improvements have resulted in many changes in governance, notably with the implementation of the information technology-based service system that has brought changes from offline systems to the online system. This change is a challenge for bureaucrats because the habits of system-based work models are not fully followed by all employees due to the manual mode of work. This change has become a difficulty for Civil servants because they are faced with a working model that demands more information technology understanding skills in carrying out tasks so that public services are not disrupted. Furthermore, with the Covid-19 pandemic, changes keep on happening.

Based on the stated grounds, it is considered necessary to have a measuring instrument to map the readiness of the State Civil Apparatus in responding to the changes. The deterrents of implementing

Bureaucratic Reform have been pointed out by the Minister of Administrative and Bureaucratic Reform as the reforms have not been maximally carried out and are still far from the target set. Thus, Ministerial Regulation Number 25 of 2020 was issued to determine priorities and refocus the bureaucratic reform agenda in each Regional Apparatus Organization (OPD). The government perceives that the work culture has affected the anticipated changes.

In the study, the subjects' background and chosen type of organization turn into a new study. This study chose government employees working in the structural bureaucracy as the respondents. Their minimum position is Section Head (echelon IV) and the highest position is Head of Bureau (echelon II). These executives are the executors of government policy dan the representatives of the government in their respective regions.

The work dynamics, mainly after the Covid-19 pandemic, have caused the State Civil Apparatus to actively adopt any changes. This study was conducted when the Covid-19 pandemic lasted for almost eight months. The policy of working from home causes them to be flexible to adjust themselves to working from home without reducing their productivity. Hence, the dynamic work demands with all various changes due to government policies, especially in terms of budget diversion to overcome the pandemic, become a precedent for evaluating their readiness for change.

Due to those reasons, the selection model for the candidates for the State Civil Apparatus is significant to recruit government employees who are prepared to face changes. This is in line with the government's target to make all government employees always be ready for changes that occur in the bureaucracy and as an implementation of bureaucratic reforms that have been initiated since 2010. This has been clearly stated in the Presidential Regulation on Bureaucratic Reform No. 81 of 2010 with the target of the Indonesian bureaucracy to be a professional, effective, efficient, and accountable world-class bureaucracy. The measuring instrument that can outline it is urgently needed to obtain government employees who are inclined to the changes. It is important to note several statements in the adaptation process to adjust to the respondents' backgrounds:

- a. In the introduction to the scale, it is written that 'change' referred to in the measuring instrument is 'bureaucratic reform occurs in ranks of bureaucracy'.
- b. Some sentences were adjusted to the respondents, such as 'manager' is replaced by 'leader'.
- c. The word 'initiate', 'anticipate', and 'confident' were adjusted according to general understanding.

This is what differentiates it from the existing OCRBS. It is important to understand the conformity of the research subjects and the work background ensuring that the measuring instrument is fittingly applied. The adaptation is carried out by adjusting to the cross-cultural adaptation stages by Beaton et al. (2000), Lvina et al. (2012), and Setyorini et al. (2021). In these three cross-cultural research, it is understood that differences in language and cultural background affect the responses given. Some words or sentences may be not suitable so it is necessary to look for similar references. This is what this study does.

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### Confirmatory Factor Analysis

Confirmatory Factor Analysis results present that the model test shows that the latent variable supports the existing construct. Tests on RMSEA, NFI, NNFI, and CFI confirm different results, unlike the original version (Holt et al., 2007). Nonetheless, factors in OCRBS, namely appropriateness, management support, change efficacy, and personal benefits, are aligned with the constructs built into the measuring instrument.

The scale model uses 25 items that assess readiness at the individual level as described by Armenakis et al. (1993) and Armenakis and Bedeian (1999) that the changes in activities are initiated by individuals and are carried out by individuals in the organization. Several things occurred in an organization are a set

of activities carried out by individuals in the organization. Thus, the organization will accept or object to changes through actions carried out by individuals within it. The test on RMSEA indicates that the score is in a medium fit level of .074. This result is following the standard set by Steiger (1998) that the RMSEA score should be less than .007. While the test of chi-square shows the Chi-Square score = 665.03 (P = 0.000). This analysis provides evidence that this measuring instrument is relatively fit with the established construct.

When studied more closely, Personal Beneficiary has a loading factor that is much higher than the other three, namely 11.52. while the other three dimensions have loading factors as follows: Change Efficacy (10.55), Management Support (9.14), and Appropriateness (8.66). These findings suggest that the personal beneficiary factor has a higher influence on a government official's readiness for organizational change inside the bureaucracy of the Central Java Provincial Government. Therefore, the belief that the change would result in personal gains is of far greater importance than the others. More specifically, people will not be prepared for change if there are no immediate, palpable effects since their interests will not be taken into account.

The second driving force is another aspect, called *change efficacy*, or a person's confidence in his ability to bring about change. A crucial component is one's own self-belief in their capacity to adapt to change. This shift won't be able to achieve without a sense of confidence. As a result of this change, leadership support is now the third dimension, and it plays a significant part in determining how willing an individual is to change. The world of bureaucracy has its unique traits, particularly in the patrilineal Central Java government bureaucracy, where the leadership role is a component that also contributes to the formation of a sense of readiness for change. If the leadership is involved in the transition process, subordinates will undoubtedly feel satisfied and supported.

The last dimension is the *appropriateness*, namely that the change objectives are suitable for the organization, which has a large significance in fostering readiness to change. It is essential that government bureaucracy continue to change in all areas, including leadership, job conditions, and rules. As a result, government officials' viewpoint that change will benefit the organization is a viewpoint that does not truly influence how willing they are to change.

### Item Analysis

The testing of the item analysis indicates that each factor constructed in OCRBS shows fairly good results. The alpha coefficient for each factor showed these results: Appropriateness = .84; Management Support = .85; Change Efficacy = .85; Personally Beneficially = .85 and the overall ROC variable = .92.

Simultaneously, original version of OCRBS has coefficient alphas for appropriateness = .80, management support = .79, change efficacy = .79, and for the personally beneficially = .65. Based on these results, it can be concluded that the primary adaptation version of OCRBS shows much better results than the original version.

### Conclusion

Many challenges are encountered by the researchers while conducting the research. The covid-19 pandemic has created many restrictions and objections from the corresponding institutions. The direct data retrieval procedure was finally conducted after a very low response rate to data retrieval by email. The procedure was performed in compliance with very strict health protocols. This study is particularly aimed at State Civil Apparatus in structural positions in government bureaucracy. Readiness for change is a key

factor so that they are prepared for work dynamics, specifically for the demand for effectiveness and efficacy of public services.

This OCRBS measuring tool answers the need for the government to firstly choose prospective employees to be ready for any change. Its simple form with a choice of answers in the form of the Likert scale has been facilitated in its administration. This measure can examine the readiness of the importance of the organization to change, the belief that it can deal with change as well as the belief that change needs to be made and benefit itself.

The <sup>44</sup> testing of the measuring instrument starting from the adaptation of the measuring instrument to the test of confirmatory factor analysis was conducted and resulted in a feasible measuring instrument for organizational change readiness. Nevertheless, there are still limitations that other researchers need to take into consideration. Further validity test by conducting convergent validity is still required to obtain a reliable measuring instrument. Additionally, an assessment of different cultures and organizations should be carried out.

# Adaptation and Validation of Organizational Change Recipients' Beliefs Scale

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