

From Connectivity to Digital: Improving Employee Readiness toward Organizational Change in Digital Transformation

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Abstract. The rapid advancement of digital technologies continues significantly to develop and boosts strategic competitiveness in the business world. To survive, the company must be fully aware and try to adapt to the condition. PT. Telkom Indonesia is the largest telecommunication provider that has supported the Indonesian digital industry to be more sustainable by digital telecommunication companies' transformation as part of the corporate change implementation. However, the lack of human resources skills to adapt and change is also adjusted continuously by the decision-makers appropriate strategies amidst the global pandemic. Therefore investigation of readiness is still needed as it is still at the change process beginning. This study contributes to elaborate five readiness factors contribution to measuring readiness toward the change in digital transformation. The form of a semi-structured interview certainly was utilized by adopting qualitative research at one of the company units. The findings provide similarities and differences about how participants perceive the dynamic change including participants' insight toward also the importance of planning before the changing and executing to fit in all conditions during the COVID-19 pandemic. This study highlights that valence has expanded to include the perception of individuals on customers and self-efficacy should be improved sustainably following several scenarios to become a digital company. It also should be adapted to such comfortable working conditions while maintaining the other factors workable to generate the readiness of skillful competencies of employees.

Keywords: organization change, employee readiness factors, PT. Telkom Indonesia, COVID-19

Introduction

Multi-nationals corporations often decide which technologies should be utilized to do organizational transformation. It follows with the specific activities within an organization transformation on time, and what will be the purpose of digital transformation should be (Stark, 2020). Survival of the fittest in the globally competitive and constantly changing marketplace, the company must deal with the potential risk of uncertainty and challenges possessed by globalization and the rapid advancement in technology. Several organizations are currently dealing with the implications of digitalization for the business and its systems, managerial processes also people. Nevertheless, it is important to be prepared in responding to the market demands as well as to be adopted for change (Jan & Veronika, 2017). From a broader perspective, change can be as a system of transformation that continuously develops in one or more organizational domain such as technology, structure, and human resources (Sofat, Kiran, & Kaushik, 2015). Organizational change refers to the systems, organizational structure, employees, and the relationship between them that changed in a planned or non-planned way (Celik & Ozsoy, 2016).

As a form of organizational change, digital transformation can be defined as the activities of recreating and re-inventing a business to compose expanded relationship in the supply chain as well as to digitize operations (Bowerox, Closs, & Drayer, 2005). Digital transformation can be seen as the continuous evolution of digital operations of a company,

idea, or methodology, also business model both strategically and tactically (Mazzon, 2014). PT. Telkom Indonesia, the largest telecommunications company in Indonesia, certainly supports the Indonesian digital industry to be more sustainable. This is in the form of transforming into a digital telecommunication company (Iman, 2020).

Further, transforming into a digital business may result into a greater competitive advantage, more profitable revenue, and higher efficiency (Shcwertener, 2017). Therefore, business organizations must embrace and accept the implementation of change to survive and achieve higher prosperity in this highly competitive and volatile business environment (Samaranayake & Takemura, 2017). However, during the process of change, many organizations have found that changes are difficult to be implemented, especially in the case of making meaningful, sustainable changes to ensure that the changes are carried out successfully (Stouten, Rousseau, & De Cremer, 2018). When managing these changes, organizations deal with challenges regarding the change implementation. These challenges may involve management mistakes, such as insufficient changes planning and also training absence from employees. Moreover, especially in terms of insufficient amount of talented and skilled employees (Jan & Veronika, 2017). Lack of skills to adapt to and manage change will lead to self-demotivation, losing opportunities, lower career development, lower quality, delayed results, more cost, organization marginalization (Kumar et al., 2015).

This is also done continuously by PT. Telkom Indonesia in the process of transforming into a digital business operation. Based on the preliminary interview conducted at one of the company units regarding changes in digital business transformation, which as the leading telecommunication company in Indonesia, various telecommunication modes were built to support equal access to information from just Connectivity services (FTTH as Fiber optic also cellular service) to the implementation of change in Digital Transformation services (Digital) in an effort to increase business competitiveness amid the rapid development of technology. In the process, there is still lack of skills and talents that can support digital transformation involving operational process transformation, customer experience, business model transformation, and digital services. If the skill and talents are not ready, it is necessary to discuss the mental readiness of the people as part of the process for implementing change as it is still in the beginning of the change process regardless the condition especially during this COVID-19 pandemic that hamper some activities which require physical presence in the process.

Noticeably, it is in accordance with the statement delivered by the Deputy Executive General Manager of Telkom's Digital Service Division, where Indonesia still lacks of skill and digital talent, even though skill and digital talent is an important factor in digital development besides infrastructure, regulation, and users (Telkom Indonesia, 2020). In this case, even employees who feel motivated to change can lack adequate skills, knowledge, or ability to execute the change (Stouten, Rousseau, & Cremer, 2018). The readiness of employees can be classified into intentions, beliefs, and attitudes that can successfully contribute to the implementation of change (Ahmad et al., 2018). If it is not improved, it can lead to organizational change failures.

In this case, the reasons for failures might be varied. One of which is because of the resistance to change (Anderson & Ackerman-Anderson, 2010). This is because they sense that the change requires new skills and abilities they do not have which make them resistant to the change (Kotter & Schlesinger, 2008). Vakola (2013) found that unprepared organizational members toward change become one of the reasons that change cannot be reached. Nevertheless, to address the problem, it is essential to acknowledge that the change agents should encourage the change readiness in the employees and the change recipients before designing and implementing the change in organization (Samaranayake & Takemura, 2017). Armenakis et al. (2007) and Holt et al. (2007) have introduced the measurement

instrument of employee readiness or known to be the 5 readiness factors in the face of changes as aspects that describe beliefs, namely efficacy, principal support, discrepancy, appropriateness, and personal valence. In managing and improving employees readiness for change, the awareness and understanding about the concept of employee readiness and how prepared are the employees in dealing with changes can help to increase the readiness of employees as this study aimed to investigate the contribution of five readiness factors as our approach to measuring the readiness of employees toward the change in digital transformation.

Literature Review

Organization Change

Garg & Singh (2006) argue that the change in organization has been associated with a noticeable change in the areas such as technology, strategies, systems, as well as organizational structure and corporate culture of the organization. To maintain the existence of a company and create better organizational development, the company must implement changes within the organization (Abdurrohman & Kadiyono, 2018). At this point, in the process of implementing change, a successful organizational change is not easy to be implemented since it requires attention and professionals support (Andrande et al., 2016). Holt et al. (2007) later explained in order to successfully implement change in the organization there are 3 stages of the implementation process, namely A) Readiness to change, B) Adoption, and C) Institutionalization.

Thus, understanding the readiness of employees, especially in this study is in terms of how prepared are the employees to deal with changes, can serve as a guide and changes approach such as for leaders in the organization to determine the best method to implement changes (Soumyjaya, Kamlanabhan, & Bhattacharyya, 2015). This is because to manage and implement changes within business and organization are considered to be demanding and time-consuming (Samaranayake & Takemura, 2017). Further, Holt et al. (2007) declared that a firm needs to carry out a planned change process where the role of employees would be highly decisive.

Employee Readiness

Regardless of significant existing works of literature that have discussed about change management, most consequential change initiatives tend to fail on meeting expectations (Soumyjaya, Kamlanabhan, & Bhattacharyya, 2015). Employee resistance toward organizational change becomes one of the most common reasons that are quoted for organizational change failure (Androniceanu & Ohanyan, 2016; Jan & Veronika, 2017). Therefore, it can be said that the readiness of employees is the key success for organizational change made by the company (Abdurrohman & Kadiyono, 2018). This can lead to the increase in organizational readiness since the higher organizational readiness for change, the more likely that organization members or employees to undergone change, express greater persistence, utilize greater effort, as well as reveal more cooperative behavior (Weiner, 2009). Otherwise, if employees as the members of the organization are not prepared to deal with changes, they will not be able to engage with the organizational changes that occur and may feel burdened. Subsequently, it is essential to create a state of readiness within the employees (Holt et al., 2007).

Various studies in assessing the readiness before the introduction of change has been promoted and to fulfill that, several instruments have been developed (Cunningham et al., 2002; Jones, Jimmieson, & Griffiths, 2005). One of them has been introduced by Holt et al. (2007), an instrument that can be used to encourage readiness for change which suggest that

the change readiness considered as a multidimensional construct affected by beliefs within employees that 1) they can implement suggested change (*Change-specific Efficacy*), 2) whether the suggested change is appropriate to be implemented (*Appropriateness*), 3) leaders are dedicated to the suggested change (*Management support*), 4) the implementation of suggested change is beneficial to organization members (*Personal valence*), 5) the suggested change is currently needed (*Discrepancy*).

1) *Discrepancy*

According to Austin, Chreim & Grudniewicz, (2020), Discrepancy can be seen as the justification as well as the perspective from individuals regarding the need for change and imbalance between the current condition and the desired state. Moreover, people seek to desires that the future condition achieved through certain change will be more preferable compared to the current condition (Luscher & Lewis, 2008). In this case, the perception of discrepancy can encourage motivation to carry out change through those who feel dissatisfied with the current condition (Raineri, 2011). As an addition, to be motivated to change, people need to see if there is something wrong therefore there is the need for change to occur.

X3: Discrepancy contributes to the readiness of employee regarding the Organizational Change in Digital Transformation.

2) *Appropriateness*

In 1993, Armenakis, Harris and Mossholder, in their study, explained if appropriateness investigated whether that the proposed change was appropriate to be implemented and considered as the right one for the condition faced by the company (Abdurrohman & Kadiyono, 2018). In this case is during the COVID-19 pandemic. Appropriateness also associated with a clear rationale for the desired change since it is differ from discrepancy because individuals may have the belief that they need changes, but may disapprove with the course of action that is being proposed (Samara & Raven, 2014). It is important to verify why the change is considered to be the correct one. If the members of organization sense the changes are appropriate to implement, they will feel much better toward it (Cole, Harris, & Bertneth, 2006).

X2: Appropriateness contributes to the readiness of employee regarding the Organizational Change in Digital Transformation.

3) *Valence*

Valence becomes as the judgment of the degree or the level of belief that the particular change will be valuable or beneficial for employees (Holt et al., 2007). In this case, Valence can be seen as an evaluative judgment made by an individual regarding the change benefit and cost of the change (Furxhi, Stillo, & Taneqexhi, 2016). It is essential for the company to pay more attention to the impact of the change itself for employees because even there is the need for a certain change initiative that has been demonstrated and even the members realized it, he or she will still be thinking about how the change will affect him or her individually. Not only the gained benefits obtained from the organizational change, but they also will evaluate the desirability of the outcome (Siddiqui, 2011).

X3: Personal Valence contributes to the readiness of employee regarding the Organizational Change in Digital Transformation.

4) *Change-Specific Efficacy*

Efficacy indicates the level of which one's believe whether he/she has or does not have the skills and whether able or not able to perform the activities and task related to the execution of the intended change. Another previous study also defines efficacy as the change recipients' belief toward their capabilities to implement the change and the action needed to execute change (Burgan & Burgan, 2014). It thus refers to their affirmation if they will survive and cope effectively with the intended change process by having the skills level that related to the change application (Arneguy, Ohana, & Stinglhamber, 2018). Muluneh (2017)

stated that appropriate training related to change is necessary to be provided which can become a way to achieve the heart and soul of employees for the change implementation. Besides, measuring the confidence or change-specific efficacy is necessary to be considered in an attempt to ensure that the change can be implemented successfully. Moreover, efficacy has been found to influence an individual's beliefs, thought patterns, as well as actions about a change initiative consistently (Samara & Raven, 2014).

X4: Change-Specific efficacy contributes to the readiness of employee regarding the Organizational Change in Digital Transformation.

5) *Management Support*

The support and commitment from the top management play an important role to the successful change implementation (Burke, 2002; Johnson & Leavitt 2001) In this case, trust in management become a better descriptor of management support for readiness which involves trust in the change agents if they have the competence to successfully manage the change, such as by the capability and providing tangible resources and information as well as participating in an open communication (Stouten, Rousseau, & De Cremer, 2018).

X5: Management Support contributes to the readiness of employee regarding the Organizational Change in Digital Transformation.

Hence, the condition of employee readiness to deal with changes will affect employee behavior to support or resist the changes that occur (Abdurrohman & Kadiyono, 2018).

Methodology

Type of Research

In designing this study, a qualitative method approach was used to gather the data which provides in-depth, critical, and contextual analysis interpretation of meanings as well as providing greater insight since to gather the data, direct interaction required (Abrar, 2017). Qualitative method approach is also valuable to understand participants' point of view that is relevant to the study of the employee readiness for change. The Case study involves a comprehensive set of data collection from various sources in an attempt to understand the complexities and systematics that present within the case.

Case Study

PT Telekomunikasi Indonesia (Persero) Tbk, commonly called as PT. Telkom Indonesia is one of the State-Owned Enterprises (BUMN) which is engaged in information and communication technology (ICT) services and telecommunications networks in Indonesia. As one of the telecommunications companies in Indonesia, PT. Telkom Indonesia has the company's vision and mission to answer the challenges of the digital industry and support national digitization, which is one of its visions to become the first choice of digital telco that can advance society and one of its missions is to accelerate the development of infrastructure and smart digital platforms that are sustainable, economical and accessible to all people (Telkom Indonesia, 2020).

This is in line with the Indonesian Ministry of Information and Technology plan which will soon formulate a comprehensive digital transformation roadmap in the next few years by involving various stakeholders that are directly related to the acceleration of digitalization (Antoro, 2020). Despite the COVID-19, scenarios about digital change at PT. Telkom Indonesia have been planned for a long time and are contained in the Corporate Strategic Scenario (Hidayat, 2020). Business and innovation have penetrated into the digital transformation momentum significantly.

The essence of digital transformation is not only about technology but also in terms of human resources. This is because the "people" have changed and as a consequence, corporate

culture has changed into the digital direction (Prahadi, 2016). When an organization turns from certain into an uncertain state of condition, worried and uncertainty might be felt by employees (Shah, 2009; Samaranayake & Takemura, 2017). In addition to this, people who are more open toward change, view the change initiatives more positive and acknowledge it as an opportunity in terms of improvement, however, compared to others, change can be terrifying (Van Dam, Oreg, & Schyns, 2008). Therefore, because this change in digital transformation not only about the change in technology, but also the people, the measurement of employee readiness is necessary to be done to prevent resistance (Adiratna, Fahmi, & Kuswanto, 2018).

Data Collection

This study employed one-on-one semi-structured interview. The interviews were conducted to 12 participants at PT. Telkom Indonesia Regional 5. These individuals were categorized into 2 groups: 4 experts (the head of managers and the assistant managers) and 8 employees (officers).

Data Analysis Technique

The interview was conducted where the data were analyzed using Atlas software to facilitate coding. Coding becomes a critical stage to analyze the data into findings with the aim of maintaining coherence between the study objective and the results. During the process, creating pattern codes or themes was essential to analyze the primary data which consists of the transcript of the interview. This involves sorting the data to find out the common ground between the key informants regarding the decision. In this study, the interviews were recorded with the final code list that has been converted into an excel table.

Table 1. Final code list

| Theme | Sub Theme | Example Quote |
|-------------------------------|--|--|
| Change Specific Self-Efficacy | Formal training | Training and socialization toward change has been provided and in line with the company culture. |
| | Change agent capability | I think that I can adapt quickly with the change because I am more open and enthusiast with what it can bring as the younger generation. |
| Appropriateness | Enhance competitive advantages to survive | I see the changes that will make the company more agile in the future. |
| | Communication enhance integration between partners | We have lots of communication channel to introduce the change that can enhance our understanding regarding the change. |
| Discrepancy | Current competitive business environment | I think every company has its own problem, we have our own obstacle externally and internally especially during the COVID-19. |
| | Shifting public trends | People tend to use digital services, so to survive the company must immediately change to follow the digital trend especially during the COVID-19. |
| Management Support | Commitment | I think most of us committed for the change because the core value of the company has been consistently applied. |
| | Motivation | We have continuous support from the management during the process such as daily briefing about the importance of change. |
| Valence | Personal valence | I can sense that the change brings many advantages for me to discover and learn other skills due to the change. |
| | Customer valence | We believe that this change provides multiple benefits to response the customer digital needs. |

Source: Final Code list source output (converted)

To confirm the finding and identify the completion of data, triangulation was used. Triangulation can be seen as the utilization of multiple sources of data, theories, investigators, and methods in a single case study. In the process, the analysis involved looking at the big view of the data by analyzing all components and the relationship as well as telescoping which focuses on looking through from broader to detailed perspectives (Hennink, Hutter, & Bailey, 2010). The finding of this study has been shared with the manager to give feedback regarding the perspectives that indicate the finding of this study to be a true definition of the current event presents at the time, as it was during the COVID-19 pandemic.

Results and Discussion

The analysis provides similarities as well as differences between the perspective of the head manager and the employees. First, based on the comments, the 12 participants believe there is a need for change (Discrepancy). Thus, discrepancy aimed to fill the gap between the current and desired state, the change is essential that this was experienced by all the 12 participants. There were 2 dominant themes for discrepancy: 1) Current competitive business environment and 2) Shifting public trends. One of the participants namely the head of manager reflected all of the themes:

“To survive with the competitiveness, regardless the condition, we feel that the competition is getting tighter, there is a shift in the trend of society from just communicating into using digital services, especially in this time is during the COVID-19, the company must immediately change to follow the digital trend. However, at this time we have experienced a lack of talent and skill and during this time, the presence of WFH (Work From Home) or FWA (Flexible Work Arrangement) as well as lockdowns in several offices because some have been confirmed to have the COVID-19 can hamper some activities that require physical presence”- One of the Head manager.

The Head of Manager also added that,

“So far it can still be overcome and therefore it is really good to measure the readiness of the employees because if the skill and talents are not ready, it is necessary to discuss the mental readiness of people because this is just the beginning step of starting changes that have long steps regardless of the condition. There is also the desire to change from internal, due to the uncertain business environment conditions with rapid and unpredictable changes which motivate us (VUCA era)”.

The comments show that participants believe that the need for change is affected by external and internal factors that influence and encourage people within the company to change in order to maintain the sustainability of the company that contributed to Discrepancy. This impetus is strengthened by the company's strategy as stated in the Corporate Strategic Scenario (CSS) until 2024.

Appropriateness, as the belief that the adoption of the change in digital transformation is appropriate, the participants believe that the change is the right choice and appropriate because of the involvement from all parties that can improve the coordination regarding the change that able to answer the need of customers and the change in market demands to increase competitive advantages.

“Many Telco companies have already transformed to digital and we reflect to it. The reality on the ground is that digital companies are currently experiencing significant growth. I think change is a good approach that will make the company more agile in the future. The presence of the COVID-19 becomes our challenge to implement the change in digital transformation, if this not being implemented, the company may not be able to survive” – Officer.

Based from all of the participants view regarding one dominant theme of appropriateness: Communication enhance integration between partners, participants express

their perspective that the change has been planned since a long time ago starting from the process of digitizing infrastructure, launching a corporate culture that is reflected in daily activities, preparing talent, all of which are contained in CSS by maintaining a good communication that able to enhance integration between partners involved. Several employees stated that having a good and defined process able to improve the employees' adaptability since the implementation of change requires a high level of adaptability.

"The transformation process follows a carefully drawn up roadmap. When the initial transformation was announced, there was already a mechanism for employees to obtain information. And at this time, customer needs for digital services increased during this pandemic, Fulfilling this demand can directly increase sales and employee satisfaction so that the existence of this transformation change, I believe, is the right solution for the company regardless of the conditions that we face today." -One of the assistant managers.

Individuals that perceive the change to be appropriate stated that they believe if confusion and resistance might be present; however, it can be minimized if the communication and coordination between partners involved are well maintained.

Valence, refers to the individuals' judgment toward the change whether it is beneficial or not that the findings focused on 1) personal Valence and, 2) Customers. The employees and the head of manager mostly perceive the change to be valuable since the employees explain the internal benefits that they will get from the implementation of this change and how they perceive it while the head manager focuses on the benefit of the change in digital transformation for customers (data center, e-commerce, e-health).

"It is a good chance for me to improve my ability and discover as well as learning a new skill during the process of implementation because as a young generation in the company, I feel more open to this change" – Officer.

Within the employees, there is one thing worth to consider about this change which if this not improved it may resulted to the low perception of the change value since they will feel confused or resist the change.

"I think that the change in digital transformation may lead to losing the past jobs as well as having the emergence of new jobs. It is really important to pay more attention to the employees, this can be in the form of having the need for a talent pool also a process of categorizing employees and training so that they can be well prepared for new positions that need to be based from their capabilities and interests to avoid confusion and resistant. But, for customers this change really have a good benefit because we can provide them with the customer digital needs namely connectivity provider, such as data center, e-commerce, e-health and others therefore they feel like they are being heard"-One of the Head manager.

Specific change in self-efficacy refers to the belief of an individual' that they are capable to perform their job or activities associated with the change. In this case, participants express their following experiences regarding their strength and belief such as having the feeling that they are trained but not equipped and still uncertain as well as lack of confidence which obtained depending from the activity and experience they were talking about.

"I feel that the young generation of the employees tends to be more open and easily adapt toward the change, there is still the need of having my own internal improvement through getting more training which takes more time in term of skills to quickly adapt with the change" – Officer.

Meanwhile, the head of the manager agrees that the company still lack of skilled and talented employees.

"It is still a new beginning of the process, the capabilities of the people who must be upgraded, as well as the organizational structure and business processes that must be

changed needs process, time, and adaptation so that it can be understood and mastered. Here, there is a need for strong leadership, a supportive corporate culture, and an adequate training system, in addition to the significant investment factor” – One of the head manager.

Subsequently, one of the employees noted an interesting view regarding the change and the importance to have a sense of higher self-efficacy when talking about individual capability and what the company provides to become proficient toward the change in digital transformation.

“The capability is formed. The structure follows the strategy, not the company, but people transform. Every transformation activity is actually a change of transformation in terms of the people because they are the one who changes. To be able to change, it is necessary to prepare them so that they are capable and agile towards change. Regardless as a young generation I feel more open and easily adapt toward change, I think that I am confident and prepared since this has been instilled in the company culture, one of which is that employees must have the mentality to improve their capabilities. This is either through socialization or formal training that can help to strengthen the sense of belief in me” – One of the assistant managers.

Management support refers to the belief of those who manage changes such as leaders’ opinions that are capable to influence employees toward the change and providing support. Employees mentioned that they have good support and are fully committed to change.

“There is a shared commitment to make the transformation successful, we are working together and support each other. It started from the process of “signing” the commitment to consistently implement the AKHLAK & Telkom Codes cultures which are the core values towards the change in digital transformation” – Officer.

In addition to the shared commitment agreed upon by all participants, top management as part of management plays another important role in the success of this digital transformation change. The head of manager believes that motivation such as conducting daily briefing, giving resources to obtain information, has proven to be effective in managing and supporting the change implementation.

“For this transformation, the company culture of The Telkom Way has been perfected to become The Telkom Way in Digital Era by placing AKHLAK as the core value and Telkom Codes as the way of living, so that with a new culture it will make it easier for people to transform into the digital era. We also provide resources to learn more about the change that can be accessed through web portal, Whatsapp’s transformation group, HCM application (diarium), daily routine briefings as a method for disseminating the importance of change in digital transformation” – One of the head manager.

Discussion

This study aimed to investigate the contribution of five readiness factors as our approach to measuring the readiness of employees toward the dynamic change in digital transformation.

The Contribution of Readiness Factors

The finding of this study supports the literature that *Discrepancy* can be seen as an important component of employee readiness toward change. The finding also highlights the dissatisfaction felt by participants regarding the current condition such as the presence of COVID-19 during the process and uncertain business environment conditions with rapid and unpredictable changes (VUCA era) that give the sense of courage to implement the change to

survive; which then it supports the literature that discrepancy can encourage motivation to carry out change through those who feel dissatisfied with the current condition (Raineri, 2011).

In this case, it can be seen that discrepancy contributes to the readiness of employees toward change in digital transformation. However, a number of scenarios to become a digital company must be adapted to such working conditions such as at this time are due to the COVID-19.

This supported the literature which has stated that *Appropriateness* also associated with a clear rationale for the intended change; since it differs from discrepancy because individuals may have the belief that they need changes, but may disapprove with the course of action that is being proposed (Samara & Raven, 2014). This is closely in line with the finding of this study that shows if participants claimed the change is an appropriate course of action, however, in this case, they do not have any uncertainty since it can help to compete and survive at this time especially during this COVID-19 situation.

It is also due to the current existing condition that many telco companies have already transformed into digital. The important note of this study is that participants need to understand the rationale behind the change (*Appropriateness*) as part of the employee readiness factor to successfully implement the change in digital transformation. For *Valence*, the finding of this study has included customers' benefits as part of Valence in employee readiness that needs to be considered. The literature stated that Valence becomes as the judgment of the degree or the level of belief that the change will be valuable or beneficial for employees individually (Holt et al., 2007). This is in line with the findings which participants declared that they get many benefits such as increased skill and capabilities as well as improved career path. However, it is essential to pay attention regarding the employees to improve their skills since there is a condition that the past job will be transformed into a new job based from their capabilities and interests. To gain acceptance, therefore the company needs to examine the factors that intrinsically able motivate their employees to adapt easily with the change apart from training to maximize the required skills before the employees moving into their new job.

Henceforth, as *Change specific self-efficacy* focus on the belief of one's has to successfully implement the change. The finding is in line with the previous literature which stated that self-efficacy refers to the employees' affirmation if they will survive and cope effectively with the intended change process by having the skills level that related to the change application (Arneguy, Ohana, & Stinglhamber, 2018). The previous literature also stated that appropriate training is necessary to be provided gain the heart and soul of employees for the change implementation (Muluneh, 2017). This is in line with the finding that some participants have the feeling that they are trained but not equipped, uncertain, and lack of confidence due to lack of skill.

However, they are aware in order to survive and cope with the problem, having the skills related to the change need to be improved more compared to others that feel more open and easily adapt with the change process. This shows that providing more training is necessary not only about improving the skills to have a well-prepared talent but also regarding the introduction of the change process itself. In addition to *Management support*, the finding shows a correlation with the previous literature which stated that the support and commitment from the top management play important role to the successful change implementation (Burke, 2002; Johnson & Leavitt, 2001).

Researchers found that the commitment and support from the top management, in this case, is between leader and employees, plays a crucial role to the success of the change implementation. This is reflected with the existence of shared commitment and supporting each other that started with the process of signing the commitment. Giving motivation as well

as providing sources of information as part of the support is well implemented by having daily briefing which has proven to be effective in managing the change implementation. This is also in line with the literature that trust in management as a better descriptor for readiness, involves trust to the change agents if they have the competence to successfully manage the change, thus by the capability and providing tangible resources and information as well as participating in an open communication (Stouten, Rousseau, & De Cremer, 2018).

Conclusion

It is necessary for the company to measure about the employee readiness for change during the process of implementing organizational change. Investigating the readiness of employees can help to ensure that employees could understand, adapt, and accept the change process especially to prepare talented and skilled employees. The readiness of the people needs to be investigated as well as to find out the factors that contribute to the readiness of employees. This study highlights the problem that most company might find it worth to consider. One of the important insights of this study is reflected by the head managers who believe that the company is capable of implementing successful organizational change in Digital transformation but also aware about the employees' capacity for change which concerning on the skills and talents needed for the change implementation. As this study takes place during the COVID-19 condition, COVID-19 also affecting some activities since Work from Home and Flexible Working Arrangement were implemented. Therefore, a number of scenarios to become a digital company must be adapted to such working conditions.

This study also contributes by providing insight if A) trust in management support significantly contributes to employee readiness that can motivate employees to adapt and learn more about the change by providing the source of information that is essential for the learning process as well as having shared commitment; B) Change specific self-efficacy can be increased through formal training which can contribute to the readiness of employees as well as to improve the change agents capability; C) In this study, the valence have been expanded into how the employees evaluate and value their personal benefits and to the customers that indicates there is a contribution of Valence toward the readiness of employees; D) Understanding the rationale reason behind the change can help to find out whether the change is the correct one to be implemented or not as part of Appropriateness that have the contribution to improve the employee readiness for change; E) Discrepancy can encourage and motivate employees for change since employees aware that there is the need for change because of the current condition to the desired state.

This study presents limitations in terms of prohibitions of result generalization due to the size of the participants, limited exploration on the readiness of one company during the COVID-19 pandemic. More research needs to be done and collaborated with this study as well as for future research, it is better to provide multiple-case study from multiple organizations to find out differences regarding the employee readiness for change which can give valuable information for planning and strategies to minimize inadequacy. This study suggests that employee readiness for change is determined by the contribution of discrepancy, appropriateness, efficacy, valence, and management support.

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