



The Role of Work Values on Readiness to Change in Employees

Ilmina Shofiya¹(✉), Roro Endang Rika Safitri¹, and Shanty Komalasari²

¹ Islamic Psychology Study Program, Antasari State Islamic University Banjarmasin, Banjarmasin, Indonesia
ShofiyaIlmina@gmail.com

² Faculty of Ushuluddin and Humanities, Antasari State Islamic University Banjarmasin, Banjarmasin, Indonesia

Abstract. Employee readiness is very important and positively impacts change and the organization. Various factors can affect employee readiness to change, including work values. This study aims to determine work values' role in the readiness to change in employees in a company organization. The research method is carried out by studying literature. Collecting data by looking for theoretical references relevant to work values' role on employee readiness to change. The results of this study show that work values have a positive role in employee readiness to change which is the link to the success of a company organization. This means that work values contribute positively to employee readiness to change.

Keywords: Employees · Readiness to Change · Work Values

1 Introduction

With various developments around us, we will experience a change, especially in the organization. Changes that occur require an organization to adapt to these changes. The goal is to increase effectiveness as well as improve employee performance. Rapid global development will cause a lot of business competition and significant changes in the business environment. The reasons for the organization to make a change are due to increasingly sophisticated technological changes, customer demands, and quite serious competition. The organization will adjust the company's vision, mission, and strategy in making changes.

Individual readiness to change is an important factor in the organization's success in making a change. Employees who are underperforming and unproductive tend to resist change because of concerns that change can create uncertainty and hurt their future viability. Employee resistance or resistance to change is one of the most frequently reported factors causing organizational change to fail. If employees are not ready, they cannot keep up and feel overwhelmed by the organizational changes that occur. The unpreparedness of these employees will hurt organizational change. According to Desplaces (2005), individual readiness to face change will be the driving force that makes the change will give positive results. Several recent studies on the variable construct of readiness to

change explain that individual readiness to change is identified from the individual's positive attitude towards change, the perception of the entire organization's citizens to deal with change and the individual's confidence in the face of change. Every change will face differences and conflicts between leaders and organization members for the occurrence of directed change as desired. Then conflicts must be resolved, such as trust in organizational members and knowledge of the change.

According to Mangkuprawira (2009), one of the keys to achieving company success is by adhering to the capabilities of human resources, which directly or indirectly contribute to the company. The individual's ability in emotional intelligence that he has and then applying it to work will result in a good performance in his work. The level of effort given in the work is aimed at individuals who have work values in dealing with work.

Dimensions of work value are the avoidance of uncertainty. This fear of uncertainty makes a person tend not to make changes. Based on this, some individuals do not want to accept change; they think uncertainty can threaten their lives because every change initially brings a sense of uncertainty.

One way to carry out change is to grow new work values so that it can be an impetus to give a new color to the company's management. With the new color in the company, employees will adapt to the changing policies usually brought by the new management. Work values can consider the main purpose of job satisfaction for their work now and for potential future work.

Research conducted by Tampubolon (2015) explains that work values have an important role in influencing individual readiness to change. Work value is an individual's beliefs and behavior towards his work that is used as a principle in his life in doing a job (Yulistiani, Lubis, Effendy, 2020).

This research aims to determine work values' role in the readiness to change in employees in a company. Theoretically, this research is useful for training employees to become more aware of the importance of work values in readiness to change that occurs in a company organization.

2 Literature Review

Work Values are a belief and a sense of optimism that an individual has as a principle that directs and encourages him to do a job (Yulistiani, Lubis, and Effendy, 2020). Work values or work values are very important in a job that individuals in an organization and company will do. In work values, there are two different things, namely intrinsic work values and extrinsic work values. Intrinsic work values focus on values related to the content of the work. Examples are interests, self-esteem, status, and self-actualization needs. At the same time, extrinsic work values relate to something that individuals get from work. Examples include work performance (Primana & Permadi, 2018).

According to Sofyandi and Garniwa (in Tampubolon, 2015), work values are beliefs embedded in individuals that contain an idea about something good and right. Work values are work values for an employee that will improve the quality of a company. Work values in individuals will produce a work performance if their work values are positive. In addition, work value is used as a guide in assessing an individual's work, the responsibilities carried out, and sincerity in doing a job, which results in achievement. Work

values have content and intensity attributes and are identified by relative importance, such as freedom, self-respect, honesty, obedience, and equality (Tampubolon, 2015).

Cherington (in Tampubolon, 2015) defines work values as individual attitudes towards work aspects such as activities or job involvement in the company and higher career paths. Work values are very useful in influencing organizational behavior, work performance, productivity, and organizational commitment. Meanwhile, Wollack defines it as individual behavior that includes all forms of work he does, not on the position of his work in a company. Rokeach, Kinicki, and Kreitner also argue that work values are individual beliefs in doing the chosen work brought into the work situation. Thus, work values are used as evaluative standards related to work (Tampubolon, 2015).

Kalleberg (1997) (in Tampubolon, 2015) suggests six dimensions of work values: First, Intrinsic relates to individual skills in organizations and companies. Second, comfort means uniqueness that will give pleasure to work. Third, Finance, such as salary following the work given. Fourth, the relationship with co-workers will affect the working atmosphere. Finally, the fifth and sixth are Career and Resources, where career is related to recognition in the company for the achievements achieved, as well as the resources needed to improve performance.

Work values are the link between the internal environment and the external environment in an organization or company. As for the impact of work values on individuals, namely being able to think positively, fairly, intelligently, and wisely, working with a sense of caring for the environment, having high effort, being loyal, competent, and diligent in the organization, having creativity and always being consistent, having a good heart, nurturing and a sense of friendship in behavior (Tampubolon, 2015). Work values are values that have been embedded in individuals. They play an important role in the lives of individuals directly or indirectly, although, at any time, the values that a person has can change. Therefore, an organization will have a chance of success through the work values that the individual has. Work values focus on individual attitudes, and the image individuals give in their work (Yulistiani, Lubis, Effendy, 2020).

Hussey (2000) states that change is one of the most appropriate elements to make management successful. Organizations' continuous changes can be caused by several things, such as rapid global progress, newly discovered business problems, exciting opportunities, innovation, and a new leadership system (Zulkarnain, Hadiyani, 2014).

Cummings and Worley (2005) suggest that the formation of individual readiness to change is the first important foundation for organizations in overcoming resistance to change. The behavior displayed by individuals about change will be determined by the individual's readiness to meet the changes in the organization. Readiness to change in individuals is repeatedly wasted. It is not considered very important by companies. Meanwhile, readiness to change is the main step that must be carried out before realizing change in the organization (Mahessa, 2016).

Simbolon (2018) argues that readiness to face organizational change is a behavior possessed by individuals by reviewing a condition, content, or form in accepting a positive change when it occurs and during the change process. Weiner (2009) organizational change readiness determines the commitment and ambition to implement changes from organizational members and mutual trust in their capacity to implement these changes (Kuswantio, 2021).

According to Darmawan (2020), readiness to change is also one of the behavioral adaptations individuals and organizations feel in changing the atmosphere for mental and physical readiness in taking a reaction. Meanwhile, readiness to change is undeniably important for change, a sense of one's ability to succeed towards change and the opportunity to participate in the change process (Kuswanto, 2021).

3 Research Methods

The research method used is Literature Study. According to Zed (2008), the literature study method is a series of activities related to collecting library data, reading and taking notes, and processing research materials. Includes research design, data and data sources, data collection and measurement techniques, and data analysis techniques. The data collection uses a literature study by looking for theoretical references relevant to work values' role in employee readiness to change.

4 Results and Discussion

4.1 Definition of Work Value

Work values are the goals and attitudes of individuals in carrying out a job that they do themselves concerning their special bonds with members of the company and their commitment to the company and organization. Zedeck (in Ucanok, 2008; Zahro, 2018) suggests that work values are something that individuals want to achieve through a job and make it a goal for the individual to achieve. A person's urge to work is very different, and the cause of someone doing a job is also different. In choosing a job, individuals place themselves according to their abilities and need to be achieved in a company or organization. According to Nork et al. (in Unacok, 2008; Zahro, 2018), work values are the final stage of individual guidelines in carrying out work according to the goals they have obtained through their work (Zahro, 2018).

Sofyandi and Garniwa (2007) (in Tampubolon 2015) define work values as beliefs in behavior that enter into the individual's mind and carry out the results of individual thoughts about what is right, good, and desirable. Work values are owned by all employees and are the determinants of success obtained in the company or organization. Work values have an important role in a job because the differences in the values that a person holds greatly affect the beliefs and attitudes of individuals and how individuals behave in certain circumstances. Work values become one of the links between individuals and organizations (Tampubolon, 2015). In "Theory of Work Adjustment," work values are used as an aspect of work in achieving job satisfaction. Work values are also used as a psychological state, relationship, or material condition of each individual trying to achieve a goal (Putranto & Ingarianti, 2014).

As for what is called work value, extrinsic and intrinsic work values, extrinsic work values have an impulse that comes from outside the individual and does not come from within the individual. That is behavior that is driven by external rewards. A person does a job that he does not like but still does it because he wants to achieve certain things or achieve the goals that the person wants. Expectancy theory from Vroom (1964). People

go the extra mile to improve their performance because they know they will be recognized and rewarded. They must be convinced from the start that their extra effort to work will improve their performance, and they must believe that their increased performance will be recognized (Burkus, 2020). Someone who has encouragement from outside will improve his performance because he expects a reward for what he does (Abun et al., 2021).

Extrinsic work value is job individuals have obtained and done to achieve their goals. The main goal is a salary or reward for the results of performance in the company or organization. Money is one source of motivation for someone doing a job, which is to direct someone to behave in a company to achieve the desired goal. In comparison, intrinsic work value is an individual who does a job to achieve the desired goal. The desired goal is not from money or prestige but to learn more and develop the potential of oneself (Abun et al., 2021). It can be concluded that work values are a sense of optimism individuals have in achieving their goals, such as salary, developing potential, and so on. Work values only focus on certain goals of a person's work in general that he wants to achieve and not on the results of that particular job (Ros, 1999).

4.2 Impact of Work Values

Work values are related to credibility, an act issued from someone's mouth with a word. Work values link the internal and external environment of the company or organization. The work values of every employee largely determine an organization's success. The impacts on individuals, among others, are as follows:

- 1) Give positive thoughts, do not discriminate between one another, and be fair, intelligent, and wise
- 2) Do a job with mutual respect and care and strive to achieve the organization's vision.
- 3) Have a high effort and be loyal to the organization.
- 4) Have a diligent and disciplined attitude towards work.
- 5) Creative and earnest.
- 6) Have a sense of affection, nurturing, and peace in every behavior shown (Tampubolon, 2015).

4.3 Factors Affecting Work Values

Several factors affect work values. First, the environment is where a person works, and it will affect the work values of the person in a job he does, for example, the physical environment in the workplace in an organization or company. Circumstances in a person will give rise to a motivation to assess something, as well as his work values. The very era relationship between employees and co-workers with superiors and subordinates will impact the work values owned by each employee. Second, satisfaction, namely the satisfaction obtained by employees in their work, determines the value of their work. Employee satisfaction is seen as a comprehensive thing from their work, and the more satisfied employees are with their work, their work values will also be affected.

4.4 Definition of Readiness to Change

Readiness to change can be interpreted as a collection of thoughts and desires in individuals to face a change. Where changes that occur will impact employees, employees who are ready to face changes must be eager to follow these changes.

Holt (2007) defines change readiness as an employee's belief that they can make a recommended change, the recommended change is appropriate for the organization, the leader's commitment to the recommended change, and the recommended change will positively impact the form of benefits for employees.

Hanpachern, Morgan & Griego (1998) argue that readiness for change in every employee is preparing themselves mentally and physically and being willing to participate in all activities that can develop the organization. Mainly tends to focus on the state of employees who want to have a high value on a job and are willing to make a change.

Bernath (2004) argues about readiness which is an understanding that is not only about a change but more than that, more than belief in change, and is the result of thoughts and goals for efforts to make changes more specifically. Backer (1995) states that trust needs to be involved in employee readiness to change, employee behavior, and goals on how far the level of change and employee perceptions and organizational capacity in implementing changes can be said to be successful.

Wibowo (2005) suggests that readiness to change is to prepare humans resources (human resources) to accept a change because humans are the subject and object of change, so they have strong power in making changes. Thus, changes in human resources need to be initiated by dissolving the old behavior patterns to be willing to get a new mindset and develop dynamically.

Based on the explanation of the definitions put forward by the experts above, it can be concluded that readiness to change is a comprehensive attitude from the encouragement that is influenced by the process to individual character, considering the extent to which individuals or groups of individuals lead to agreeing, accepting to making detailed plans aimed at changing the situation. Now. Every individual needs awareness and understanding of the importance of a change to be willing to make changes. (Tampubolon, 2015).

According to Holt (2007), the indicators used to measure employee readiness to change are: 1) The individual's belief in the proposed change is appropriate for the organization. 2) The individual's belief in the organization that will benefit from implementing the change. 3) Individuals believe in logical reasons for change, and there is a need for the desired change. 4) Individuals focus on the benefits of change in the organization 5) The individual's belief in his ability to implement change. 6) Employees' feelings towards leaders and managers in the organization are committed and provide support for the implementation of a change. 7) Employees feel about themselves that they will get positive benefits for the changes they make. (Novitasari, Goestjahjanti, Asbari, 2020).

4.5 Change Readiness Factors

Holt (2007) states that there are four aspects of employee readiness to change, as follows:

Appropriateness (accuracy in making changes). This aspect explains the individual's belief that the presented changes will benefit the organization so that the organization will get positive things in the form of benefits from the changes. With a logical reason, the individual becomes convinced to change with the desire for the proposed change, to focus on the benefits of the change for the company.

Change specific efficacy (confidence in one's ability to change). This aspect explains that every individual implementing the desired change has confidence in his abilities. Thus, the individual feels that he has the ability and can complete the tasks and activities concerned. Thus, the individual feels that he has the ability and can complete the tasks and activities concerned with the realization of the recommended changes.

Management support (Management support). This aspect explains the individual's belief that every leader or management will help and be determined to make changes. When an organization supports its employees, employees will be willing to support the organization by being ready to support changes.

Personal benefits (Benefits for individuals). This aspect explains the belief regarding the personal benefits obtained when the change is implemented. So that employees feel they have benefited from implementing the changes made.

4.6 Dimensions of Readiness to Change

Armenakis & Holt (2007) stated that three things affect employee readiness to change, namely as follows:

Change content looks at changes that occur in the organization, such as changes in administrative systems, management, technology, and structure. Individuals who directly participate in their work will develop rapidly and actively participate in a job where they will be more ready to make changes. These changes will shape them to continue to grow and develop at work. The research conducted by Willian (2011) found that sales managers with superior performance, a dimension of work values, will have a high readiness to change. Management changes will be more profitable for sales managers with good and superior achievements. With this, it can be seen that achievement influences individual readiness to change.

Change process includes the processes and stages for organizational change described previously. The study produced by Cunningham et al. (2002) shows that something is needed in making changes, namely the sense of optimism that a person has about his potential to make changes well and the opportunity to participate in the change process. Job Involvement has an attachment to the individual's readiness to deal with the process of change in the organization.

Organizational context, some researchers have found that individual readiness to change begins with thinking about the benefits of change, where there is a risk of failure to change and also demands from outside the organization to be able to make changes.

In addition, Pramadani & Fajrianthi (2012) state that there is a relationship between organizational commitment and individual readiness to change. Furthermore, the study

also stated that several things affect the readiness to change in individuals, namely, having new work values and attitudes that adapt to the proposed changes. His study also said that the degree of individual readiness to change is closely related to work values.

Vansteekiste (2005), justice (security, economics, returns), a work value dimension, is the foundation and includes an important variable in organizational behavior. This study explains that the perceived fairness of last changes is an important factor that affects an individual's readiness to change.

Thus, work values have an important role in employee readiness to change. This means that work values contribute positively to employee readiness to change. Tampubolon (2015) argues that work values are individual orientations and attitudes toward work, relationships with company members, and loyalty to companies and organizations. Work values are very important to the behavior in the company's organization, work performance, productivity, job involvement, and organizational commitment. Organizational success is highly dependent on the work values of individuals. Work values owned by individuals will determine their work performance. Achievements resulting from positive work values will increase employee readiness to change and affect organizational productivity. Tampubolon (2015) argues that work values must be applied to all employees in the company organization to achieve success of the organization. So it can be seen how important it is to introduce new knowledge and technology into organizational development programs. The program will develop if it is supported by existing employees ready to make a significant change (Tampubolon, 2015).

In addition, work values describe an individual's behavior on his work in general, not on the position of what he does in the company. It is clear that when a company upholds work values, it will look superior because it is reflected in their work attitude, work values as the basis of enthusiasm and driving force and also the single factor in responding to and entering the dimensions of organizational change (Tampubolon, 2015).

The concept of change management put forward by experts has five stages, which are commonly referred to as the ADKAR model.

Awareness, which is the stage to raise employee awareness of the changes that are planned to occur.

Desire, which is the stage where employees have started to have the desire to change according to what was planned.

Knowledge, which is the stage where employees not only understand the purpose of change and the importance of it for the company but also know how to implement it.

Ability, which is the stage where employees are expected to have the ability to carry out good changes. Reinforcement is the stage where changes that have been carried out are maintained and even improved.

In order to achieve the five stages of change above are closely related to the direct involvement of employees in work. Employees who have a high commitment to the organization, then the employee will always be fully involved in their work, and this is influenced by the positive work values that have been embedded in them (Tampubolon, 2015).

5 Conclusion

From the results described, it can be concluded that work values play an important role in the readiness to change employees. This can be seen from the positive impact resulting from the contribution of work values to the readiness to change employees.

Employees who have confidence in themselves impact their work performance, and when their work performance is good, it will greatly determine the work performance they will produce. Moreover, with the attitude of employees who are enthusiastic and ready to make changes, it will also have a positive impact on the progress of the company. With this, employees should have the readiness and confidence in themselves to be able to make changes.

The study also stated that employees with new work values and attitudes that adapt to the proposed changes influence employee readiness to change. His study also said that the degree of individual readiness to change is closely related to work values.

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