

Readiness to Change in the High Prosecutors of Central Java towards A Corruption Free are (WBK) and A Clean Service Bureaucracy Area (WBBM)

Imam Triyuniadi¹, Ardian Adhiatma²

*Faculty of Economics, Universitas Islam Sultan Agung,
Semarang, Indonesia^{1,2}*

email: imam.triyuniadi@gmail.com; ardian@unissula.ac.id

Abstract: Bureaucratic reform is one of the first steps to support government programs to organize a good, effective and efficient system of organizing government agencies so that they can serve the community quickly, accurately, and professionally in realizing good governance and clean government to create clean government agencies. of Corruption, Collusion and Nepotism (KKN), then government agencies in building Integrity Zones towards Corruption Free Areas (WBK) and Clean and Serving Bureaucratic Areas (WBBM) require readiness for change (readiness for change) how individual actors react to changes the. This study aims to describe how the readiness of employees to change in the Central Java High Prosecutor's Office towards the Corruption Free Area (WBK) and the Clean and Serving Bureaucratic Region (WBBM) and to find out what factors determine the success of readiness for change at the Central Java High Court. .

This research is a qualitative research with a research population of some employees and the community based on the existing phenomena approach through observation and interviews to find out how the readiness for change in the Central Java High Court towards a Corruption Free Area (WBK) and a Clean and Serving Bureaucratic Region (WBBM) for improve the performance of employees and organizational performance. The instrument of this research is interviews with questions to informants consisting of employees and the community. The results showed that in general the employees showed readiness to be able to realize a Corruption-Free Area (WBK) and a Clean and Serving Bureaucratic Area (WBBM) at the Central Java High Court. because the agency leadership provides exemplary leadership in discipline to all employees as a role model and discrepancy factor (the difference between the current condition and the previous and expected) that changes for the better are things that are expected and desired by employees so that the Central Java High Prosecutor's Office become better and can change the mindset of employees, work mechanisms and culture and can create bureaucratic reforms that are free from corruption, collusion and nepotism (KKN).

Keywords:readiness for change, Corruption Free Area (WBK), Clean Serving Bureaucratic Area (WBBM), bureaucratic reform, corruption, collusion and nepotism (KKN).

Introduction

Bureaucratic reform is one of the first steps to support government programs to organize a good, effective and efficient system of government organization, so that it can serve the community quickly, accurately, and professionally in realizing good governance and clean government towards a clean and clean state civil apparatus. free from KKN (Corruption, Collusion, Nepotism), increased service excellence and increased capacity and performance accountability. Along the way, there are obstacles faced, including abuse of authority, the practice of KKN (Corruption, Collusion, Nepotism), discrimination and weak supervision. In order to eliminate the deviant behavior of these members, strategic steps have been taken through the construction of an Integrity Zone towards a Corruption Free Area (WBK) and a Clean and Serving Bureaucratic Area (WBBM).

Not all of these employees understand the declaration of a Corruption Free Area (WBK) and a Clean and Serving Bureaucratic Region (WBBM) at the Central Java High Court in 2019 because it is a new thing and employees will be ready when they receive assistance and supervision and that was not obtained in 2015. 2019, and why it needs to be investigated because the declaration of a Corruption-Free Region (WBK) and a Clean and Serving Bureaucratic Region (WBBM) is more about changing work mechanisms, work mindsets and work culture, and after 2020 whether with the declaration of a Corruption-Free Region (WBK) and the Clean and Serving Bureaucratic Region (WBBM) at the Central Java High Court have the same meaning between organizational members and the organizational culture created by the leadership.

Readiness to Change

Jones et al., (2005) argue that the concept of readiness to change can be defined as the degree to which employees hold a positive view of the need for organizational change (acceptance to change), and also the degree to which employees believe that such changes will provide good benefits. for them and the organization. The level of readiness can vary depending on the situational characteristics of the change (Vakola, 2013). Different levels of readiness to change are manifested through certain attitudes and beliefs regarding the need for change, the appropriateness or appropriateness of change, management support for change, and the usefulness of change (Armenakis et al., 1993; Eby et al., 2000; Wanberg&Banas, 2000).

According to Armenakis and Harris (2009), the formation of beliefs, attitudes and intentions is the result of five perceptions or beliefs, namely that:

- a) Changes need to be made because there are discrepancies/gaps between the current condition and the desired/should be (discrepancy). This perception raises awareness of the need for change.
- b) The change is an appropriate change (appropriateness). This perception can foster confidence that they are doing something right and certain and increase confidence in their abilities.
- c) The organization and the individuals in it have the ability to deal with these changes (efficacy). Belief in this will increase motivation and be more willing to put forth more effort than expected, thereby increasing the effectiveness of change efforts.
- d) There is adequate support from organizational leaders (principal support). This perception confirms the commitment of the leadership, which then reduces the sense of uncertainty that occurs due to change and increases commitment to achieving the goals of change.
- e) Changes will provide benefits for them (valence). The clear benefits, both short and long term, and how attractive these benefits are to members of the organization will of course affect the commitment of organizational members to change.

The five perceptions above can be said to be factors or psychological dimensions that occur personally in every individual involved in organizational change. Holt and Vardaman (2013) argue that, apart from psychological factors, there are other factors in shaping readiness to change, namely structural or contextual factors. These structural factors reflect the conditions under which change occurs and the degree to which these conditions support or hinder the implementation of change, including the suitability of individual knowledge, skills and abilities.

Management Change

Varkey and Antonio (2010) argue that change management is a term used to describe various actions taken so that the transition of business processes from current conditions to conditions that are expected to occur in the future can run smoothly both at the individual and team level. Kotter (2011) states that change management is a term that is often used to describe a set of basic tools or structures so that any change effort can be controlled. Therefore, change management refers to the approach used in the transition of individuals, teams, and organizations to achieve the expected goals in the future. The change management stage according to Varkey and Antonio (2010) starts from assessing readiness for change (measuring readiness to change), establishing a sense of urgency (building a sense that the changes to be made are important), assemble steering team (forming a steering team), develop implementation plan (develop an implementation plan), implement and evaluate pilot (implement the plan on a pilot), disseminate change (spread change), and the last anchor change, create culture shift (maintain change in all parts of the organization).

Individual Readiness to Change

According to Holt et al. (2010) individual readiness to change consists of structural factors and psychological factors. Rafferty et al. (2012) also explained that in defining and measuring readiness to change, the cognitive and affective aspects of the measurement subject need to be distinguished. To facilitate understanding, the researcher uses the term cognitive factors to describe the condition of the individual as an individual in initiating change efforts and affective factors to explain the attitudes, beliefs and intentions of individuals as individuals.

Organizational Readiness to Change

According to Weiner (2009) organizational readiness to change refers to the commitment of organizational members to change and their confidence to implement organizational change. Meanwhile, according to Rafferty et al. (2012) the readiness of work groups and organizations to change is a common sense of individuals in the organization because of the process of social interaction that creates a unity of thought so

that it has an impact on collective phenomena at a higher level. According to Weiner (2009) organizational readiness to change consists of change commitment (commitment to change) and change efficacy (belief in the ability to change). Change commitment is a shared belief of individuals in the organization to make changes because of the awareness that the changes to be made will be beneficial both for individuals personally and for the organization. While change efficacy is a shared belief of individuals in the organization that collectively individuals in the organization are able to make changes.

Research Methods

Researchers conduct research using qualitative research methodologies, with the aim of obtaining clearer and more complete data in accordance with the reality in the field. Qualitative research aims to reveal a phenomenon as a whole (holistic) based on the field situation (contextual).

Research subjects or informants are individuals who will be interviewed to obtain information and data needed by researchers on a topic to be studied. This research was conducted on individuals or employees of the Central Java High Prosecutor's Office to be able to determine readiness to change. Readiness for change for employees at the Central Java High Prosecutor's Office towards a Corruption Free Area (WBK) and a Clean and Serving Bureaucratic Region (WBBM).

The data collection method in this study was through interviews. Data collection in this study was intended to obtain relevant and reliable information. Data collection was carried out using employee interviews through a series of questions that were used to obtain data on the Readiness for change of employees at the Central Java High Court until they found informants who had the same answers and then the search for informants stopped.

Research Results and Discussion

Research Descriptive Results

In this study, the researchers succeeded in obtaining 10 resource persons. The details are 8 (eight) resource persons from employees from each field and 2 (two) non-employees (community) who directly carry out their work activities related to the Central Java High Prosecutor's Office

Resource Description The selection of sources in this study uses a purposive technique in which the selection of sources or informants is carried out based on certain considerations. Certain considerations that become a reference for the selection of resource persons are based on the classification in each field, namely structural and non-structural employees and the general public. So that in this study 10 sources were successfully obtained with the details in the table below:

Table 1: Resource Description

Number	Source Code	Gender	Position
1	N1	Male	Supervision Assistant
2	N2	Woman	Examiner
3	N3	Male	Auditor
4	N4	Male	Staff
5	N5	Male	Head of Planning Sub Division
6	N6	Male	Prosecutor
7	N7	Male	Staff
8	N8	Male	Head of Sub Division of Letters
9	N9	Male	Public

10	N10	Woman	Public
----	-----	-------	--------

The Results of the Study of Readiness to Change Employees Answer Discrepancy Factors

Table 2 : Research Result Discrepancy Factors

Question	Answer	Source Person
The difference or gap between the current condition and what is desired or should be (discrepancy).	Changes for the better are things that are expected and desired by employees and the community so that the Central Java High Prosecutor's Office becomes better and can change the mindset of employees, work mechanisms and culture and can create bureaucratic reforms that are free from corruption, collusion and nepotism. and there has been a change in the quality of public services and providing wider access to the public to obtain services at the Central Java High Court.	N1,N2,N3,N4,N5,N6,N7, N8,N9,N10

That the discrepancy factor is a factor that determines readiness to change in the Central Java High Court to become a WBK and WBBM area because these changes are indeed necessary because there are differences / gaps between current conditions and what they want and make this perception raise awareness of the need for changes this has been stated by all sources.

The Results of the Study of Readiness to Change Employees Answer Appropriateness Factors

Table 3: Research Result Appropriateness Factors

Question	Answer	Source Person
The change is an appropriate change (appropriateness)	The change in the Central Java High Court with the construction of an Integrity Zone towards a Corruption Free Area (WBK) and a Clean and Serving Bureaucratic Region (WBBM) is a good and appropriate change and is a need to create clean bureaucratic reforms and increase efficiency in terms of mechanisms. Work and provide services to the community as well as possible KKN and changes in the Central Java High Court can be said as a necessity that must be made and implemented by all employees in order to create an atmosphere and work environment and a good work culture, after the construction of the WBK integrity zone and WBBM in the Central Java High Prosecutor's Office there are changes related to the work mechanism and work culture at the Central Java High Prosecutor's Office so as to create efficiency in work and in providing public services to the community and greatly assist people who want to obtain services, The general public is no longer confused about which room to go to if they want to meet or obtain information with the existence of one-stop integrated services or other services that make it easier for the community to create effective and efficient public service processes.	N1,N5,N6,N7,N9.N10

The changes in the Central Java High Prosecutor's Office with the WBK and WBBM can be said as a necessity that must be made and implemented by all employees in order to create a good working atmosphere and work environment and work culture, after the construction of the WBK and WBBM integrity zones at the Central Java High Court. there are changes related to the work mechanism and work culture at the Central Java High Court so as to create efficiency in working and in providing public services to the community and greatly helping people who want to get services, the general public is no longer confused about which room to go to if they want to meet or get Information with the existence of one-stop integrated services or other services makes it easier for the community to create effective and efficient public service processes.

That the factor of appropriateness, namely the change is an appropriate change, can foster confidence that they are doing something right and certain and increase confidence in their abilities.

The Results of the Study of Readiness to Change Employees Answer Efficacy Factors

Table 4: Research Result Efficacy Factors

Question	Answer	Source Person
Organizations and individuals in them have the ability to deal with these changes (efficacy).	The Central Java High Prosecutor's Office has prepared several facilities and infrastructure to prepare and support the construction of the integrity zone towards WBK and WBBM, this shows that the Central Java High Prosecutor's Office is ready to realize the integrity zone and all employees have stated they are ready to face changes to be able to realize the High Prosecutor's Office area. Central Java becomes a corruption-free area and a clean bureaucratic area to serve as evidenced by the signing and integrity pact of all employees and ready to follow the rules and adjust new habits or mechanisms that did not previously exist and support these changes so that the Central Java High Prosecutor's Office can obtain the Predicate WBK and WBBM.	N1,N2,N3,N4,N5,N6,N7,N8

That the efficacy factor, namely the organization and individuals in it having the ability to deal with these changes, already exists in the Central Java High Court with the signing and integrity pact of all employees and is ready to follow the rules and adapt new habits or mechanisms that previously did not exist and support the declaration the integrity zone in the Central Java High Court towards the Corruption Free Area (WBK) and the Clean and Serving Bureaucratic Region (WBBM).

The Results of the Study of Readiness to Change Employees Answer Principal Support Factors

Table 5: Research Result Principal Support Factors

Question	Answer	Source Person
Is there adequate support from organizational leaders (principal support).	There is leadership involvement in signing a joint commitment with all employees to realize the WBK and WBBM integrity zones and the leadership as an example of exemplary discipline to all employees as Role Models. So that the principal support factor, namely that there is adequate support from organizational leaders to deal with these changes, already exists in the Central Java High Court.	N1,N2,N3,N4,N5,N6,N7,N8

That the principal support factor, namely that there is adequate support from organizational leaders to deal with these changes, already exists in the Central Java High Court with evidence that the leadership is directly involved in signing a joint commitment with all employees, because in building a zone of integrity starting from building the character of the person himself. the leader as a role model, to be followed by his subordinates, this is supported by the answers to the statements of all sources.

The Results of the Study of Readiness to Change Employees Answer Principal Support Factors

Table 6: Research Result Valence Factors

Question	Answer	Source Person
Changes will provide benefits or advantages for them (valence)	<p>The declaration of the WBK and WBBM integrity zones at the Central Java High Prosecutor's Office provides benefits, including the creation of good public services to the community so that the Central Java High Prosecutor's Organization can provide good services as one of the Central Java High Prosecutor's service units, which have service standards, procedures service to the community This page is very helpful for the community because of transparency and accountability in services.</p> <p>For organizations, making the Central Java High Prosecutor's Office become passionate in terms of public services to the community as well as physical form in the office with the presence of places or rooms in the office for public services so that people are more comfortable and get good service from the Central Java High Prosecutor's Office and are able to provide motivation for all elements of employees and elements in them to work better with the hope that if the organization can realize the WBK and WBBM areas it will provide benefits for employees to get additional income because of the additional intensive benefits.</p>	N1,N2,N3,N4,N5,N6,N7,N8,N9,10

With the declaration of the WBK and WBBM Integrity Zones at the Central Java High Prosecutor's Office, it has good benefits for organizations and employees, for organizations to make the Central Java High Prosecutor's Office become passionate in terms of public services to the community as well as physical form in the office with a place or room in the office. for public services so that people are more comfortable and get good service from the Central Java High Court.

That the valence factor, namely changes that will provide benefits/benefits for them, is already in the Central Java High Court, this is with information from sources that the declaration of an integrity zone towards a Corruption Free Area (WBK) and a Clean Serving Bureaucratic Area (WBBM) provides good benefits or benefits. for employees and the public.and able to provide motivation for all elements of employees and elements in it to work better with the hope that if the organization can realize the WBK and WBBM areas it will provide benefits for employees to get additional income because of the intensive additional benefits and will give public (community) trust towards institutions and can motivate employees to be able to change work culture, work mechanisms, new mindsets to realize reform in an democracy that is free from corruption, collusion and nepotism.

Conclusion

That the factor for readiness for change in the Central Java High Court towards a Corruption-Free Area (WBK) and a Clean Service Borocracy Area (WBBM) based on the theory of Armenakis and Harris (2009) is the result of five perceptions that the principal support factor is a factor that very influential on the readiness of employees to deal with changes in the development of an integrity zone towards a Corruption Free Area (WBK) and a Clean Serving Bureaucratic Area (WBBM) the leadership of the Central Java High Prosecutor's Office is very supportive of being able to realize the Central Java Attorney General's Office making the work units that

pass the WBK and WBBM it is proven that the leadership is directly involved in signing the joint commitment with all employees, because in building a zone of integrity, starting from building the leader's own character to be used as an example by his subordinates. The leadership policies should not be used as an excuse for their subordinates to practice corrupt practices and irregularities as well as the involvement of the leadership in signing a joint commitment with all employees to realize the WBK/WBBM integrity zone and the leadership provides exemplary leadership in discipline to all employees as Role Models. And the discrepancy factor (the difference between the current condition and the previous and expected) is also a reinforcing factor for readiness for change in the Central Java High Court towards a Corruption Free Area (WBK) and a Clean Serving Borocacy Region (WBBM). Changes for the better are things that are expected and desired by employees so that the Central Java High Prosecutor's Office becomes better and can change the mindset of employees, work mechanisms and culture and can create bureaucratic reforms that are free from corruption, collusion and nepotism and have occurred changes in the quality of public services. This change is indeed necessary because there is a difference or gap between the current condition and the desired one, namely changes to a better agency.

This research was conducted using qualitative methods, and only succeeded in obtaining 10 sources from 15 targeted sources at the Central Java High Court. There should be more parties involved in future research, such as the number of resource persons who match the target, involving informants from other agencies outside the Central Java High Prosecutor's Office to find out the perceptions of individuals, both employees and other parties regarding Readiness For Change and its implementation. . Future research also needs to be researched to test the conceptual model using quantitative research methods.

References

- [1]. AndiPrastowo. 2012. MetodePenelitianKualitatifDalamPerspektifRancanganPenelitian. Jogjakarta :Ar-ruzzmedia
- [2]. Armenakis, A. A., Harris, S. G., &Mossholder, K. W. (1993).Creating readiness for organizational change. *Human Relations*, 46(6), 681–703. <https://doi.org/10.1177/001872679304600601>
- [3]. Anjani, P. K. (2013). Impact of readiness for change on organizational change of Banking Sector in Salem District. *Global Management Review*, 3(4), 353–371.
- [4]. Armenakis, A. A., Harris, S. G., &Mossholder, K. W. (1993).Creating readiness for organizational change.*Human relations*, 46(6), 681-703.
- [5]. Armenakis, A. A., & Harris, S. G. (2009). Reflections: Our journey in organizational change research and practice. *Journal of Change Management*,9(2), 127-142.
- [6]. Burhan Bungin.2012. Analisa Data PenelitianKualitatif. Jakarta: Rajawali Pers.
- [7]. Cunningham, C. E., Woodward, et al. 2002. Readines for Organizational Change: A Longitudinal Study of Workplace, Psychological and Behavioral Correlates. *Journal of Occupational and Organization Psychology*, 75: 377-392.
- [8]. Creswell, John W. 2014. Research Design: PendekatanKualitatif, Kuantitatifdan Mixed.Yogyakarta:PustakaPelajar.
- [9]. Dalton, C. C., & Gottlieb, L. N. (2003).The concept of readiness to change. *Journal of Advanced Nursing*, 42(2), 108–117. <https://doi.org/10.1046/j.1365-2648.2003.02593.x>
- [10]. Eby, L. T., Adams, D. M., Russell, J. E., & Gaby, S. H. (2000). Perceptions of organizational readiness for change: Factors related to employees' reactions to the implementation of team-based selling. *Human relations*, 53(3), 419- 442.
- [11]. Holt, D. T., Armenakis, A. A., Feild, H. S., & Harris, S. G. (2007). Readiness for organizational change: The systematic development of a scale. *Journal of Applied Behavioral Science*, 43(2), 232–255. <https://doi.org/10.1177/0021886306295295>
- [12]. Holt, D. T., Helfrich, C. D., et al. 2010. Are You Ready? How Health Professionals Can Comprehensively Conceptualize Readiness for Change. *Journal of J Gen Intern Med*, 25 (Suppl 1): 50-55.
- [13]. Holt, Daniel T., &Vardaman, James M. (2013). Toward a comprehensive understanding of readiness for change: The case for an expanded conceptualization. *Journal of Change Management*, 13 (1), 9-18
- [14]. Harischandra, Hans. 2007. PengaruhManajemenPerubahanTerhadapBudayaOrganisasidan Gaya Kepemimpinan Manager di PT. Alfa RetailindoTbk. *JurnalManajemen*, Vol.3, No.1.
- [15]. Jones, R. A., Jimmieson, N. L., & Griffiths, A. (2005). The impact of organizational culture and reshaping capabilities on change implementation success: The mediating role of readiness for change. *Journal of Management Studies*, 42(2), 361-386
- [16]. Kotter, J. 2011. Change Management vs. Change Leadership-What's The

- Difference?.<http://www.forbes.com/sites/johnkotter/2011/07/12/change-management-vs-changeleadership-whats-the-difference/>. Sitasi 26 Mei 2013
- [17]. Republik Indonesia, Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Republik Indonesia Nomor 10 Tahun 2019 tentang Pedoman Pembangunan Zona Integritas Menuju WBK dan WBBM.
- [18]. Rafferty, A. E., Jimmieson, N. L., & Armenakis, A. A. (2013). Change readiness a multilevel review. *Journal of Management*, 39(1), 110-135.
- [19]. Rafferty, A. E., Jimmieson, N. L., et al. 2012. Change Readiness: A Multilevel Review. *Journal of Management* 2013, 39: 110-135. <http://jom.sagepub.com/content/39/1/110>. Sitasi 6 Mei 2013
- [20]. Republik Indonesia, Undang-Undang Nomor 5 Tahun 2014 Tentang Aparatur Sipil Negara, Peraturan Menteri Negara Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 10 Tahun 2011 Tentang Pedoman Pelaksanaan Program Manajemen Perubahan
- [21]. Riddell, R. V., & Roisland, M. T. (2017). Change readiness. Faculty of School of Business and Law at University of Agder, 17–25. <https://doi.org/10.1002/9781119967316.ch2>
- [22]. Sugiyono (2015). *Metode Penelitian Kombinasi (Mix Methods)*. Bandung: Alfabeta.
- [23]. Vakola, Maria. (2013). Multilevel readiness to organisational change: A conceptual approach. *Journal of Change Management*, 13 (1), 96-109.
- [24]. Varkey, P. dan Kayla Antonio. 2010. Change Management for Effective Quality Improvement: A Primer. *American Journal of Medical Quality*, XX(X): 1-6. <http://ajm.sagepub.com/content/early/2010/04/30/1062860610361625>. Sitasi 20 Mei 2013.
- [25]. Weeks, W. A., Roberts, J., Chonko, L. B., & Jones, E. (2004). Organization readiness for change, individual fear of change, and sales manager performance: An empirical investigation. *Journal of Personal Selling*, 24(1), 7–17
- [26]. Winardi, & Prianto, A. (2016). Various determinants of individual readiness to change and their effects on the teachers' performance (A study on certified teachers in Jombang Regency East Java, Indonesia). *Journal of Business and Management (IOSR-JBM)*, 18(2), 22–32. <https://doi.org/10.9790/487X-18212232>
- [27]. Weiner, Bryan J. 2009. *A Theory of Organization Readiness for Change*.



Author Profile

Imam Triyuniadi received S.Kom degrees in the Faculty of Computer Science from Dian Nuswantoro University in 2013. During 2020-2022, he studied at the Faculty of Economics, Sultan Agung University to obtain a Masters in Management. Since 2015, he has served as an Auditor at the Central Java High Court.