SINOMICS JOURNAL
International Journal of Social Science, Education, Communication and Economics
ISSN (e): 2829-7350 | ISSN(p): 2963-9441

Self-Efficacy as a Predictor of Readiness for Change in Digital Enterprise Employees

Hana Ayu Amalia[1], Rosita Endang Kusmaryani[2]
Departement Master of Psychology, Faculty of Education and Psychology,
Yogyakarta State University, Indonesia
E-mail: hanaayu.2022@student.uny.ac.id[1], rosita_ek@uny.ac.id[2]

Abstract

Every company must adapt to the digital era, and a crucial strategy for achieving this is preparing for change. Employees who are ready for change tend to operate more effectively. This research aims to determine whether self-efficacy predicts readiness for change among digital enterprise employees. The study used a quantitative approach with a survey design. The sample comprised 106 digital enterprise employees. Data were collected using a 25-item Readiness to Change Questionnaire and a 10-item General Self-Efficacy Scale (GSES) instrument. The validity test utilized content and construct validity, ensuring the instruments accurately measure the intended constructs. The reliability test, using Cronbach's Alpha, ranged from 0.592 to 0.955, indicating varying levels of internal consistency, while the reliability of the measurement model (inner model) ranged from 0.773 to 0.961, suggesting high reliability. The results of the hypothesis testing show that (1) self-efficacy is a significant predictor of readiness for change, with a predictive relevance of 30%; (2) self-efficacy significantly influences the appropriateness dimension, with an effective contribution of 47.1%; (3) self-efficacy is a significant predictor of the management support dimension, with an effective contribution of 46%; (4) self-efficacy significantly predicts the change efficacy dimension, with an effective contribution of 47.9%; (5) however, self-efficacy is not a significant predictor of personal benefits. These findings underscore the importance of self-efficacy in enhancing employees' readiness for change within digital enterprises. Companies should focus on boosting employees' self-efficacy to improve their adaptability and effectiveness in the face of digital transformation. By recognizing and fostering the key dimensions influenced by self-efficacy, organizations can better support their workforce during periods of change. Overall, this research contributes to the understanding of psychological factors that facilitate successful change management in the digital era.

Keywords *self-efficacy, readiness to change, employee, digital enterprise.*

INTRODUCTION

The development of the internet and digital technology has brought the world into a new era that has a significant impact in various areas of life, including in the business world. This era affects many sectors, including the business sector (Haqq et al., 2021). The East Ventures-Digital Competitiveness Index (EV-DCI) survey is related to digital competitiveness measuring an output index consisting of 3 (three) assessment pillars, they are economy, entrepreneurship, and productivity. The results of the survey in 2023 show a figure of 30.2 points out of 100 points and a slight increase of 0.8 points compared to 2022. The increase reflects positive growth in the digital economy and business. This can be an indication that many companies and entrepreneurs are adopting digital technology in their operations to increase productivity and efficiency.

In the era of digitalization, companies should focus more on achieving excellence in human and technical aspects (Alnoor et al., 2020). Companies that are able to adapt to the digital era tend to be better prepared to face change (Asbari et al., 2021). According to

Anggraeni & Mariana Febrianti (2022), readiness for change is the result of individual beliefs, attitudes, and intentions to handle change with abilities that suit existing needs. Readiness for change requires the role of the company itself, both in terms of the system and in terms of its resources (Astuti & Khoirunnisa, 2020). Uyan & Aslan (2019) emphasized that the readiness for change in companies is contributed by the practice of positive psychology at the macro level. Companies that have the readiness for change tend to be able to run effectively (Emsza et al., 2016). Asbari et al. (2021) stated that the implementation of readiness to face change is one of the tools in achieving company goals.

Research by Moric Milovanovic et al. (2022) stated that most of the readiness implementation process to make changes in the organization only has a success percentage of 30%, this shows that 70% have failed. Most employees prefer routines at work, so changes make employees unsafe (Repovš et al., 2019). Employees lack of confidence in the future is caused by the system that has been implemented by the company, so that employees find difficult to adapt to new system changes (Al-ma'aitah, 2022). A similar phenomenon also occurs at digital enterprise located in Yogyakarta Indonesia, which is one of the digital enterprise companies that serves customers both local and multinational. This digital enterprise has a vision to prioritize flexible solutions for the unpredictable digital business world. From this vision, it can be assessed that the company prepares its human resources to have a readiness to change in the face of the unpredictable digital business world.

Employees who are hesitant to respond to change will have to do with appropriateness which is one of the dimensions of readiness for change. Basically, employees are happy with the changes to the system, but there are times when employees feel more comfortable with the old system. The existence of a discussion with company leaders about innovation makes employees more motivated to change, although in reality employees tend to find difficult to consistently maintain this, where management support is very important to be studied more deeply in readiness for change. Employees are still hesitant about the changes made will have an impact on wage increases, so personal benefits must be considered in readiness for change. Meanwhile, no less important is change efficacy because employees are not sure when they are able to deal with users/customers who often ask for changes or add tasks outside the initial agreement.

The emergence of these problems is greatly influenced by several factors of readiness for change, including resilience (Nurtjahjanti et al., 2021); psychological capital and psychological empowerment (Lizar et al., 2015); support in the workplace (Haqq et al., 2021); organizational change capacity (Mladenova, 2022); and self-efficacy, organizational support, and transformational leadership (Lestari et al., 2022). One of the factors of readiness to change is self-efficacy (Armenakis & Harris, 2009). Self-efficacy is able to produce a positive environment so that individuals must have higher self-confidence when carrying out tasks so that they will be better prepared to accept various challenges (Lianto, 2019). The results of a study stated that the lack of readiness to make changes is caused by low individual self-efficacy, because self-efficacy supports the individual's emotional attitude to behave according to what is intended (Fatima et al., 2020).

SINOMICS JOURNAL
International Journal of Social Science, Education, Communication and Economics
ISSN (e): 2829-7350 | ISSN(p): 2963-9441

This research refers to multidimentional concepts by Holt et al. (2007) regarding readiness to change, which include appropriateness, management support, change efficacy, and personal benefit. These concepts aid in measuring the extent to which individuals are prepared to accept and participate in organizational change, as well as how they respond to and adopt change plans to improve performance and adaptation. The second concept is self-efficacy. Self-efficacy is a belief in an individual's ability to learn and act at a certain level. Bandura generalizes the self-efficacy variable as a unidimensional variable that reflects individual beliefs in various domains of activity which was later developed by Schwarzer & Jerusalem (1995) under the name General Self-Efficacy (GSE) referring to the concept of bandura. Self-efficacy indicators include a strong belief in one's own abilities. Then be able to respond and face new or difficult situations and obstacles.

Research by Bayraktar & Jiménez (2020) explains that self-efficacy plays a role in the belief about an individual's ability to meet the demands of certain changes. The higher the level of self-efficacy of employees, the higher the acceptance of changes in the workplace (Hartini et al., 2022). The results of other studies stated that self-efficacy plays an important role and has been proven to have a positive effect on readiness for change (Handayani et al., 2021). This research focuses on self-efficacy as a predictor of readiness for change in employees as one of the important assets for the company. Astuti & Khoirunnisa (2020) stated that when employees have the readiness for change, their attitudes and behaviors already refer to the readiness to face the changes that must be passed. One way for employees to be ready and successful in facing change is with high self-efficacy (Astuti & Khoirunnisa, 2020). Employees who have a high level of self-efficacy will perceive changes in the work environment as new opportunities for self-development compared to employees who have a low level of self-efficacy (Tripuspita et al., 2023).

The mayor hypothesis of this research is self-efficacy as predictor readiness to change in digital enterprise employees. The minor's hypothesis of this research are (1) self-efficacy as predictor appropriateness dimension in digital enterprise employees; (2) self-efficacy as predictor the management support dimension in digital enterprise employees; (3) self-efficacy as predictor the change efficacy dimension in digital enterprise employees; (4) self-efficacy as predictor personal benefits in digital enterprise employees.

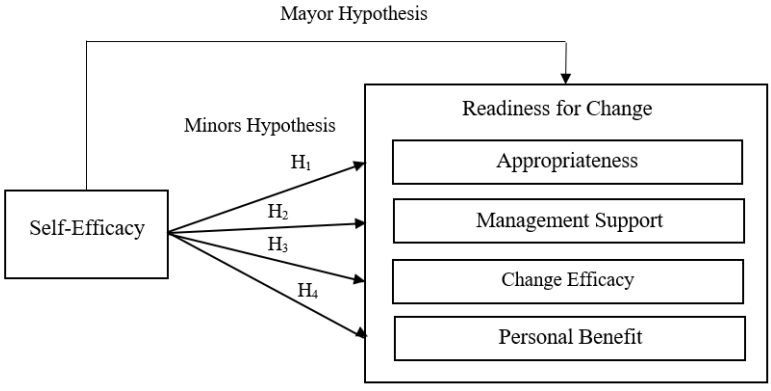


Figure 1. Hypothesis

METHOD

The quantitative approach is being used in this study. According to Sugiyono (2019), the quantitative approach is an approach used in research on a certain population or sample by using research instruments as a data collection tool. This research is a type of survey research. Survey research is a research that involves collecting data from a number of respondents to explore beliefs, opinions, characteristics, and behaviors that are or have occurred (Adiyanta, 2019).

The population of this study is all employees of digital enterprise at Yogyakarta, Indonesia branch has 144 employees. The sample was selected using the non-probability sampling method and the sampling technique using the accidental sampling technique. The sample calculation with the Slovin formula is 105.88 which means that the number of employees who will be the research sample is at least 106 employees of digital enterprise.

In this study, the use of the Likert scale with 5 (five) alternative answer options is Very Suitable (SS), Suitable (S), Neutral (N), Not Suitable (TS), Very Not Suitable (STS). Data collection through questionnaires was carried out directly at digital enterprise at Yogyakarta, Indonesia. The instrument used in this study was a readiness for change scale (dependent variable) consisting of 25 items based on the concept of Holt et al. (2007). The self-efficacy scale instrument (independent variable) consists of 10 items based on General Self-Efficacy (GSE) by Schwarzer and Jerusalem (1995)

This study uses the validity of the content with an assessment from experts from Yogyakarta State University in the field of psychology using the Gregory formula. The results of the calculation showed that the readiness to change instrument had a score of 0.8, indicating a very high validity criterion. The self-efficacy instrument has a score of 1, indicating a very high validity criterion. Item selection is carried out to select or evaluate relevant and representative items. The selection of items can be seen in the following table.

Table 1. Selection of Items

Variable	Dimensions/ Indicators	Aitems	Value of r-count	Elimination
Readiness for Change	Appropriateness	AP_1	0,613	
		AP_2	-0,089	Eliminated
		AP_3	0,636	
		AP_5	0,486	
		AP_6	0,012	Eliminated
		AP_9	0,557	
		AP_15	0,635	
		AP_17	0,688	
		AP_21	-0,628	Eliminated
		AP_23	0,490	
	Management Support	MS_4	0,659	
		MS_16	0,688	
		MS_18	0,664	

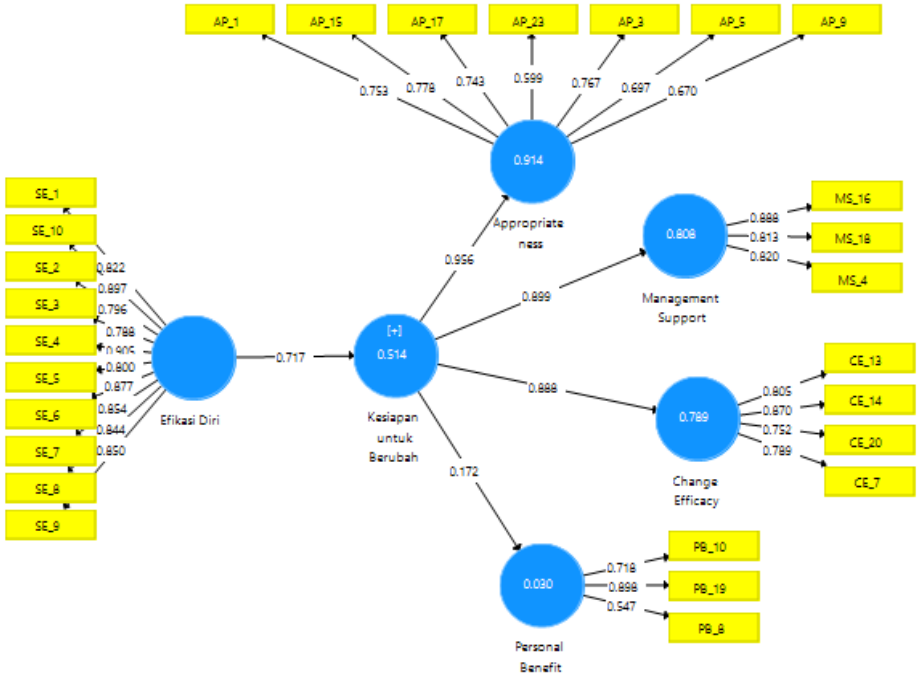
SINOMICS JOURNAL
International Journal of Social Science, Education, Communication and Economics
ISSN (e): 2829-7350 | ISSN(p): 2963-9441

Variable	Dimensions/ Indicators	Aitems	Value of r-count	Elimination
		MS_22	-0,264	Eliminated
		MS_25	-0,290	Eliminated
	Change Efficacy	CE_7	0,599	
		CE_11	0,102	Eliminated
		CE_12	-0,035	Eliminated
		CE_13	0,562	
		CE_14	0,729	
		CE_20	0,626	
	Personal Benefit	PB_8	0,492	
		PB_10	0,236	
		PB_19	0,266	
		PB_24	0.131	Eliminated
Self-efficacy	Have a strong belief in one's own abilities	SE_1	0,784	
		SE_3	0,748	
		SE_6	0,838	
		SE_7	0,950	
		SE_10	0,860	
	Able to respond to and deal with new/difficult situations and obstacles/setbacks	SE_2	0,756	
		SE_4	0,880	
		SE_5	0,752	
		SE_8	0,807	
		SE_9	0,803	

Item selection is said to meet the criteria if r-count > r-table, the value of r table is obtained with the condition dk = n-2 (Gunawan, 2016; Utami, 2023). In this study, the number of samples (n) = 106 so that the calculation is dk = (106-2) = 104 so that the r table obtained is r-table = 0.195 with an error tolerance of 5%. Based on the results of the item selection calculation, there are 8 (eight) items with a value below 0.195, those items are AP_2, AP_6, AP_21, MS_22, MS_25, CE_11, CE_12, and PB_24. Therefore, 8 (eight) items that do not meet the criteria will be eliminated. Next, it will be tested again using the validity of the construct to make it more valid.

The construct validity of the measurement model (outer model). The Not eliminatedity of the measurement model (outer model) is used to measure latent variables that cannot be directly observed, and this evaluation focuses on how well the measurement variable reflects the intended construct. The following is a outer model of readiness for change dan self-efficacy using the second order Confirmatory Factor Analysis (CFA).

Figure 2. CFA's second order



The results of CFA's second order-based figure 2 on the readiness for change and self efficacy show convergent validity the cross-loading value > 0,5 that indicate both instruments are valid. For the discriminant validity proves that the cross loading each indicators instrument of readiness for change and self-efficacy can capture phenomena in accordance with other indicators. To see if the model is suitable to be used as a research instrument, a goodness of fit test was carried out resulting in Standardized Root Mean Square (SRMR = 0.083; SRMR are fit when value < 0.10). It can be said that the calculation has fullfil the criteria of goodness of fit and is feasible to test the influence of variables. The reliability test using Alpha Cronbach moved from 0.592 – 0.955 and the reliability with measurement model (inner model) resulting composite reliability as follows:

Table 2. Composite Reliability

Variable	Composite Reliability
Readiness for Change	0,864
Self Efficacy	0,961

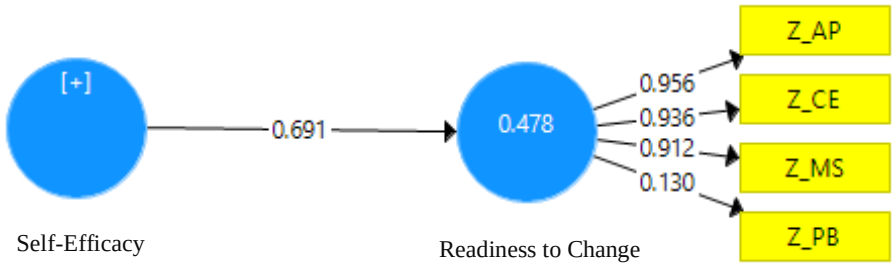
The results of composite reliability based on table 2 show the variables readiness for change and self-efficacy have a composite reliability of > 0.70, which can be said to be a reliable measurement. After knowing the validity and reliability of each variable, then data collection and data analysis will be carried out to prove the mayor and minor hypotheses using the evaluation of the structural model (inner model) based on the path coefficient, determination coefficient, predictive relevance, and probability value. Data analysis use Structural Equation Modeling (SEM) with Partial Least Square (PLS) approach.

SINOMICS JOURNAL
International Journal of Social Science, Education, Communication and Economics
ISSN (e): 2829-7350 | ISSN(p): 2963-9441

RESULTS AND DISCUSSION

Hypothesis testing is carried out using the evaluation of the structural model or inner model. The evaluation is used to measure the model fit on the direct relationship between latent variables in the evaluation process. Testing the structural model or inner model results in the evaluation of the value of the path coefficient, R-square is used as the dependent construct, Q-square is used as the predictive relevance, and P-Value is used to determine the acceptance or rejection of the hypothesis. There are results of the evaluation of the structural model of the major hypothesis using the Z Score shown in the figure below,

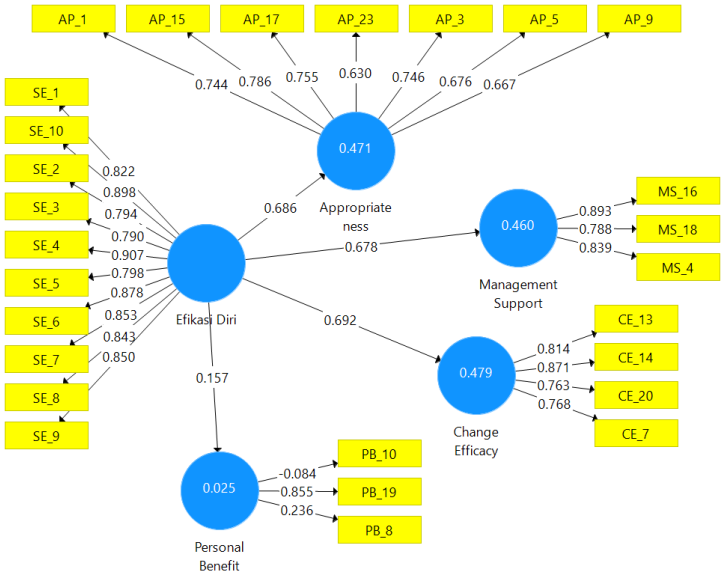
Figure 3. Inner Model of Mayor Hypothesis



Based on the results of the evaluation test of the structural model of the mayor hypothesis using the Z-Score in figure 3, the results of proving the mayor hypothesis in the study with the value of the path coefficient will be obtained. Based on the results of the path coefficient value, a value of 0.691 was produced, which means that self-efficacy is a predictor of readiness for change. There was a predictive relevance of self-efficacy to readiness for change by 30% based on Q-Square (Q^2 = 0.300). There was an effective contribution of self-efficacy to readiness to change of 47.8% based on R-Square (R2 = 0.478), meaning that self-efficacy provided an effective contribution of 47.8% to readiness for change in employees. In this test, the P-value of 0.000 < 0.05 proves that the mayor hypothesis is **accepted**, the mayor hypothesis is self-efficacy as a predictor of readiness for change in digital enterprise employees.

In line with the research of Kumalasari et al. (2021) which shows that self-efficacy has a positive effect on readiness for change. An indication that individuals have self-efficacy will be more adaptable to change and more quickly accept new ideas. Self-efficacy must always be improved in employees, when employees have good self-efficacy will tend to respond more positively to changes by the company (Emsza et al., 2016). There are results of the evaluation of the structural model of the minor hypothesis (H_1 – H_4) using the original values can be seen in the figure below:

Figure 4. Inner Model of Minors Hypothesis



Based on the results of the structural model evaluation test in the figure 4, the results of proving the minor hypothesis (H_1 – H_4) in the study will be obtained. In the minor hypothesis test (H_1) was carried out to see if self-efficacy is a predictor of the appropriateness dimension. Based on the results of the path coefficient value, a value of 0.686 was produced, which means that self-efficacy is positively predicted by the appropriateness dimension. The effective contribution given by self-efficacy to the appropriateness dimension was 47.1% based on R-Square ($R^2 = 0.471$) with the moderate category. In this test, the P value of 0.000 < 0.05 proves that H_1 is **accepted**, the hypothesis is self-efficacy as a predictor of the appropriateness dimension in digital entrerprise employees.

The minor hypothesis (H_2) test was carried out to test self-efficacy as a predictor of the management support dimension. Based on the results of the path coefficient value, a value of 0.678 was produced, which means that self-efficacy is positively predicted by the management support dimension. The effective contribution given by self-efficacy to the management support dimension was 46% based on R-Square ($R^2 = 0.460$) with the moderate category. In this test, the P-value of 0.000 < 0.05 proves that H_2 is **accepted**, the hypothesis is self-efficacy as a predictor of the management support dimension in digital entrerprise employees.

In the minor hypothesis test (H_3), the influence of self-efficacy variables with the dimension of change efficacy was tested. Based on the results of the path coefficient value, a value of 0.692 was produced, which means that self-efficacy is positively predicted against the change efficacy dimension. The effective contribution given by self-efficacy to the change efficacy dimension was 47.9% based on R Square ($R^2 = 0.479$) with the moderate category. In this test, the P-value of 0.000 < 0.05 proves that H_3 is **accepted,** the hypothesis is self-efficacy as a predictor of the change efficacy dimension in digital entrerprise employees.

Testing the minor hypothesis (H_4) is carried out by self-efficacy by becoming a predictor of personal benefit. In this test, the P-value of 0.417 > 0.05 proves that H_4 is **not**

accepted, the hypothesis is self-efficacy is not a predictor of the personal benefit dimension in digital entrerprise employees. Self-efficacy which is the ability of employees that comes from within the employees who are outlined in their work so that companies that benefit from the results of employee performance can face the challenges of upcoming changes (Nusannas et al., 2020).

The importance of self-efficacy will have an impact on the self-development of employees to be ready for change. The company has enough to provide training and development facilities for employees by way of leadership training which is carried out every 2 (two) weeks, one-on-one coaching which is carried out when employees want to consult personally, and wellness season which is carried out every 6 - 12 months according to needs. Another thing that can be done to support in terms of increasing self-efficacy is to hold a training method called active training. In a study conducted by Permadi et al. (2022) that Active Training is self-efficacy training that can deepen employees' understanding of a demand, the results of the study prove that Active Training can increase self-efficacy in order to increase the readiness for change in employees. As for the dimensions of readiness for change, which are proven to be influenced by self-efficacy, include appropriateness, management support, and change efficacy.

CONCLUSION

Based on the results of the analyzed research, several conclusions were made, self-efficacy was proven to be a predictor of readiness for change in digital entreprise employees. Self-efficacy was proven to be a predictor of the appropriateness dimension in digital entreprise employees. Self-efficacy has been proven to be a predictor of the management support dimension in digital entreprise employees. Self-efficacy was proven to be a predictor of the change in efficacy dimension in digital entreprise employees. Self-efficacy is proven not to be a predictor of the personal benefit dimension in digital entreprise employees.

The researcher identified several things that need to be improved and made a focus to make a positive contribution in several ways. Self-efficacy is a company's investment in increasing readiness for change. Companies can hold training related to self-efficacy that aims to increase readiness for change using the active training method. The model is used to deepen employees' understanding of increasing self-efficacy which has an impact on readiness for change. Researchers are further expected to develop research related to readiness for change with other variables such as optimism, work attachment, organizational support, character strength, job satisfaction, etc. Researchers can then analyze other factors that influence readiness to change, including individual characteristics, differences in job descriptions, and key support.

REFERENCES

Adiyanta, F. C. S. (2019). Law and Empirical Research Studies: The Use of Survey Methods as Empirical Legal Research Instruments. *Administrative Law and Governance Journal*, *2*(4), 697–709. https://doi.org/10.14710/alj.v2i4.697-709

Al-ma'aitah, M. A. (2022). the Impact of Employees' Resistance To Change on E-

Government Innovation and Value Creation. *International Journal of EBusiness and EGovernment Studies*, *14*(2), 166–198. https://doi.org/10.34109/ijebeg.202214129

Alnoor, A. M. R., Al-Abrrow, H., Abdullah, H., & Abbas, S. (2020). The impact of self-efficacy on employees' ability to accept new technology in an Iraqi university. *Global Business and Organizational Excellence*, *39*(2), 41–50. https://doi.org/10.1002/joe.21984

Anggraeni, W., & Mariana Febrianti, A. (2022). Managing individual readiness for change: The role of mindfulness and perceived organizational support. *International Journal of Research in Business and Social Science (2147- 4478)*, *11*(2), 127–135. https://doi.org/10.20525/ijrbs.v11i2.1700

Armenakis, A. A., & Harris, S. G. (2009). Reflections: Our journey in organizational change research and practice. *Journal of Change Management*, *9*(2), 127–142. https://doi.org/10.1080/14697010902879079

Asbari, M., Hidayat, D., & Purwanto, A. (2021). Managing Employee Performance: From Leadership to Readiness for Change. *International Journal of Social and Management Studies (IJOSMAS)*, *02*(01), 74–85. https://doi.org/https://doi.org/10.5555/ijosmas.v2i1.12

Astuti, E., & Khoirunnisa, R. M. (2020). The Influence of Employee Engagement, Organizational Commitment, and Transformational Leadership on Readiness for Change in Ahmad Dahlan University Employees. *Journal of Business Management Focus*, *8*(1), 47. https://doi.org/10.12928/fokus.v8i1.1581

Bayraktar, S., & Jiménez, A. (2020). Self-efficacy as a resource: a moderated mediation model of transformational leadership, extent of change and reactions to change. *Journal of Organizational Change Management*, *33*(2), 301–317. https://doi.org/10.1108/JOCM-12-2018-0368

Emsza, B., Eliyana, A., & Istyarini, W. (2016). The Relationship Between Self Efficacy and Readiness for Change: The Mediator Roles of Employee Empowerment. *Mediterranean Journal of Social Sciences*, *June*, 1–7. https://doi.org/10.5901/mjss.2016.v7n3s1p201

Fatima, M., Riaz, A., Mahmood, H. Z., & Usman, M. (2020). Linking employees' change-related self-efficacy, change readiness and commitment to change. *Pakistan Journal of Commerce and Social Sciences*, *14*(1), 334–367.

Gunawan, A. A. (2016). The Effect of Compensation and Work Discipline on Employee Performance at Pt Gesit Nusa Tangguh. *Scientific Journal of Ukrida Business Management*, *16*(1), 98066.

Handayani, K., Hadiyani, S., & Hasnida, H. (2021). The Effect Of Self Efficacy And Organizational Culture On The Alternation Of Readiness Among The State Civil Apparatus In The Regional Office Of The Ministry Of Law And Human Rights Of North Sumatra Province. *International Journal of Progressive Sciences and Technologies*, *27*(2). https://doi.org/http://dx.doi.org/10.52155/ijpsat.v27.2.3338

Haqq, Z. N., Nurhayati, N., Sharom, N. Q., & Ismail, F. L. M. (2021). Linking Perceived Supervisory Support and Self-Efficacy for Change to Individual Readiness for

Change. *Jurnal Bisnis Dan Manajemen*, *8*(2), 392–404. https://doi.org/10.26905/jbm.v8i2.6644

Hartini, I. S., Sembiring, M. T., & Sadalia, I. (2022). The Effect of Self-Efficacy and Readiness for Change on Employee Performance with Motivation as Intervening Variable (Study on Frontliner Employees at State-Owned Enterprise Bank Branch Offices in North Sumatra). *GCBME 2022*, 1225–1233. https://doi.org/10.2991/978-94-6463-234-7

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

Kumalasari, S. A., Suparti, S., & Raani, K. (2021). Self-Efficacy and Readiness Towards Early Clinical Exposure Among Nursing Students. *IJNP (Indonesian Journal of Nursing Practices)*, *5*(2), 104–111. https://doi.org/10.18196/ijnp.v5i2.13460

Lestari, A. A., Agusdin, ;, & Hermanto, ; (2022). Perceived Organizational Support, Self-Efficacy, and Transformational Leadership Affect Change Readiness. *International Journal of Multicultural and Multireligious Understanding*, *9*(10), 313–323. http://ijmmu.comhttp//dx.doi.org/10.18415/ijmmu.v9i10.4157

Lianto, L. (2019). Self-Efficacy: A Brief Literature Review. *Jurnal Manajemen Motivasi*, *15*(2), 55. https://doi.org/10.29406/jmm.v15i2.1409

Lizar, A. A., Mangundjaya, W. L. ., & Rachmawan, A. (2015). The Role of Psychological Capital and Psychological Empowerment on Individual Readiness for Change. *The Journal of Developing Areas*, *49*(5), 343–352. https://doi.org/10.1353/jda.2015.0063

Mladenova, I. (2022). Relation between Organizational Capacity for Change and Readiness for Change. *Administrative Sciences*, *12*(4). https://doi.org/10.3390/admsci12040135

Moric Milovanovic, B., Bubas, Z., & Cvjetkovic, M. (2022). Employee Readiness for Organizational Change in the SME Internalization Process: The Case of a Medium-Sized Construction Company. *Social Sciences*, *11*(3). https://doi.org/10.3390/socsci11030131

Nurtjahjanti, H., Prasetyo, A. R., & Ardhiani, L. N. (2021). The Role of Resilience and Readiness for Change on Students' Interest in Learning: E-Learning Implementation During Covid-19. *Cakrawala Pendidikan*, *40*(3), 750–761. https://doi.org/10.21831/cp.v40i3.39080

Permadi, A. C., Savitri, J., & Kuntari, I. S. (2022). Self Efficacy Training to Increase Readiness for Change in Technicians at PT "X" Bandung. *Journal of Education, Humanities and Social Sciences (JEHSS)*, *5*(2), 1019–1026. https://doi.org/10.34007/jehss.v5i2.1353

Repovš, E., Drnovšek, M., & Kaše, R. (2019). Change Ready, Resistant, or Both? Exploring the Concepts of Individual Change Readiness and Resistance to Organizational Change. *Economic and Business Review*, *21*(2). https://doi.org/10.15458/85451.82

Schwarzer, R., & Jerusalem, M. (1995). *Generalized Self-Efficacy Scale. In J. Weinman, S. Wright, & M. Johnston (Eds.), Measures in Health Psychology: A User's Portfolio*. NFER-NELSON. https://doi.org/https://psycnet.apa.org/doi/10.1037/t00393-000

Sugiyono. (2019). *Quantitative Research Methods, Qualitative R&D*. Alphabeta.

Tripuspita, M., Sudiro, A., Sumiati, & Wirawan Irawanto, D. (2023). Change Leadership Ability to Improve Employees Readiness to Change. *International Journal of Professional Business Review*, *8*(6), 1–19. https://www.openaccessojs.com/JBReview/article/view/1971/901

Utami, Y. (2023). Validity Test and Reliability Test of Lecturer Performance Assessment Instruments. *Journal of Science and Technology*, *4*(2), 21–24. https://doi.org/10.55338/saintek.v4i2.730

Uyan, U., & Aslan, A. (2019). Promoting Readiness for Change: a Systematic Review of Positive Psychology in Organizational Change Context. *Yönetim Bilimleri Dergisi*, *September 2019*. https://doi.org/10.35408/comuybd.495109