A Review: Readiness for Change towards Organisational Change

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Objective: To conduct a theoretical and literary review of the readiness for change at the individual and organisational level by identifying limitations in prior research that is not a stratified analysis of the perceptions of profit/loss as antecedents of the readiness for change. **Design/Methodology/Approach:** Based on a systematic review of the literature, this paper develops antecedents using four key elements: readiness for change, organisational, employee or individual, and limits only to the fields of business, management and accounting with the limited article search period in 2010-2019, we obtained 35 articles in accordance with readiness for change. **Limitation/Scope:** This literature review focusses on research on antecedents that affect readiness for change only at the individual and organisational level, because from the reviews conducted there was no group readiness found, namely the antecedent of individual/ collective character, context (internal and external), process, and perceived benefit/harm. **Benefits/Implications:** A review is conducted to assist researchers on the readiness of changes in determining antecedents by identifying the variables to be selected. Besides, the review conducted can provide benefits for researchers to help provide decisions in researching by replicating existing variables or finding new variables. **Novelty/Value:** Provides a review for future researchers to consider the antecedents of readiness for change at the individual level and at the organisational level in the developing countries in ASIA, especially the perception of profit/loss as an antecedent for readiness for change.

Preliminary

One characteristic of contemporary organisations is change (Soumyaja, Kamalanabhan, & Bhattacharyya, 2015). Organisational change is considered an integral part of organisational life, but 70% of all major change initiatives fail (Mardhatillah et al., 2017) because of unpreparedness to face change. The main challenge in implementing a change has also occurred when some individuals categorise a change as a positive or negative impact. A positive change is something that will benefit them, so they are ready to accept a change, while negative views about a change tend to develop resistance in these individuals (Holt, Armenakis, Feild, & Harris, 2007b).

Readiness is the mindset (beliefs, attitudes, and intentions) that exists between individuals during the process of organisational change, regarding the ability to carry out organisational change (Armenakis & Fredenberger, 1997). Readiness can be defined as the ability to feel and plan for change after an evaluation of the advantages and disadvantages that will be obtained (Laseinde, Oluwafemi, & Pretorius, 2020). Forms of readiness are behaviours that reject or support behaviour towards a change (Holt, Helfrich, Hall, & Weiner, 2010). Readiness for change is considered as a motivating factor for initiating change. Readiness, similar to Lewin's unfreezing concept, (1951) is reflected in the beliefs, attitudes, and intentions of organisational members who can make a change successful (Gigliotti, Vardaman, Marshall, & Gonzalez, 2019).

The readiness of change literature distinguishes between individuals and organisational readiness (Rafferty, Jimmieson, & Armenakis, 2013). In the context of organisational change, an individual's readiness for change is defined as "a reaction of cognition that supports or inhibits a change effort" (Armenakis et al., 1993). Thus, an individual's readiness for change is related to individual behaviour aimed at personal improvement. Weiner et al. (2008) stated that organisational readiness for change focusses on intentional organisational change, or deliberate efforts to change organisations and improve organisational effectiveness.

Holt et al. (2007) recommended a measuring change readiness using a comprehensive measurement model as follow:

a. The content of change, (e.g., what is being changed)
b. The context of a change (e.g., the circumstances in which change occurs)
c. The process of change (how changes are carried out)
d. Individual characteristics (individual characteristics requested to change).

Oreg, Vakola, & Armenakis (2011a), also discussed the assumption of profit/loss.

The objectives of this literature study are to study readiness for change in individuals and organisations, and to synthesise antecedent readiness for change at the individual level and the organisational level. These actions were carried out because a number of researchers acknowledge that the readiness for change inherently involves the multilevel process Rafferty et al. (2013). Vakola (2013) is primarily an antecedent of perceptions of the advantages/disadvantages of change readiness that has not been discussed in the multilevel study of change readiness.

Methodology

A literature search in December 2019 used the electronic database "Scopus". "Readiness and Change" functions as a keyword got 8043 articles. The next step, by using the keyword "Organisational" got 1703 articles, then by using the keyword "employee or individual" got 884 articles. In the subject areas of Business, Management, & Accounting, articles that are published in 2010-2019 got 178 articles (figure 1). From the articles, four antecedent categories were obtained, i.e. personal/organisational characteristics, the context of change, the process of change and the perceived benefit/harm.

These articles were selected for the literature review that employs English as the primary language. Besides, the employed articles must focus only on the concept of organisational change. Some articles that focus on economic, political, or social and individual behavioural change in the health sector must be excluded. For example, the behaviour of diabetics, counselling of drug sufferers Hower et al., (2020), physician's behaviour towards evidence-based practice (clinical behaviour) Chilenski et al., (2015), or readiness for change as an antecedent variable (Hemme et al., 2018; Seville, 2018).

Next, 35 articles will be employed for an antecedent study review of the readiness for individual and organisational change. Of the 35 articles, the types of examined organisations had a wide diversity. In some studies, researchers disguised research sites by mentioning the private sector or public sector organisations; some studies clearly suggested the research sites; for example, hospitals, manufacturing companies, IT companies, primary schools. Classification of research sample work was quite varied; for example, teachers, middle-level managers, top managers, nurses, manufacturing workers, bank employees, accounting staff. The sample size from the lowest consisted of 30 respondents, up to 1649 respondents. With an average number of respondents as many as 333 respondents.

Figure 1. Chart of article search results
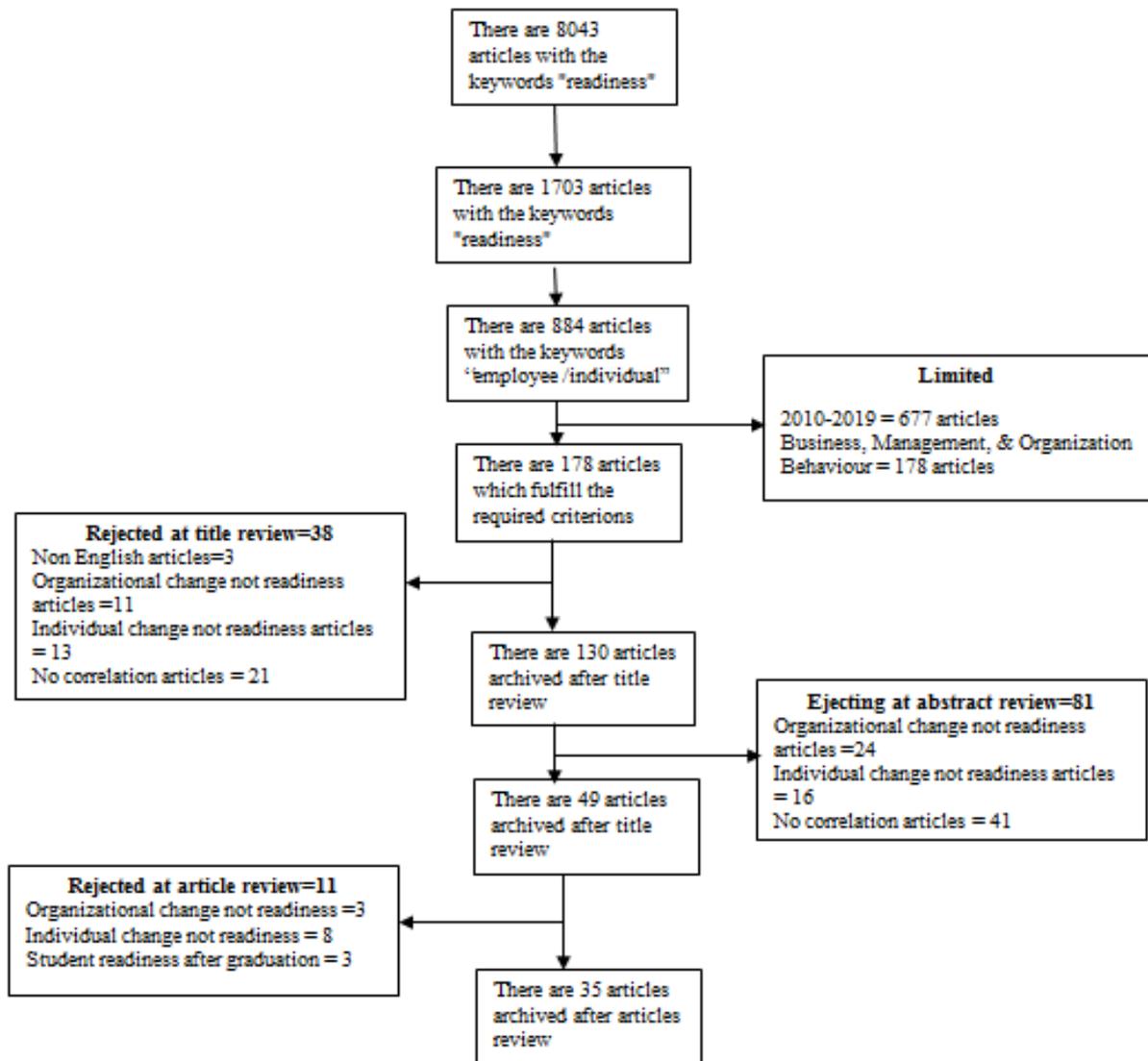
Results

From Figure 2 there is a level of readiness for change, namely readiness for change at the individual level and at the organisational level. Employees' perceptions and beliefs about readiness for change are an indication of the success of an organisation's readiness to change (Rafferty, Jimmieson, & Armenakis, 2013). Beliefs and perceptions of an organisation's readiness to change can be continuously influenced by the organisation's individual readiness. This can occur because interpersonal and social dynamics within one's work group can provide an effect on the organisation's readiness to change. Individual and organisational levels are interrelated and influence one another (Rafferty et al., 2013). From the results of antecedent reviews that affect individual readiness and organisations consisting of individual/ organisational characteristics, context change, process change, perceived benefit/ harm.

Figure 2. Antecedents of Readiness for Change in Individuals and Organisations
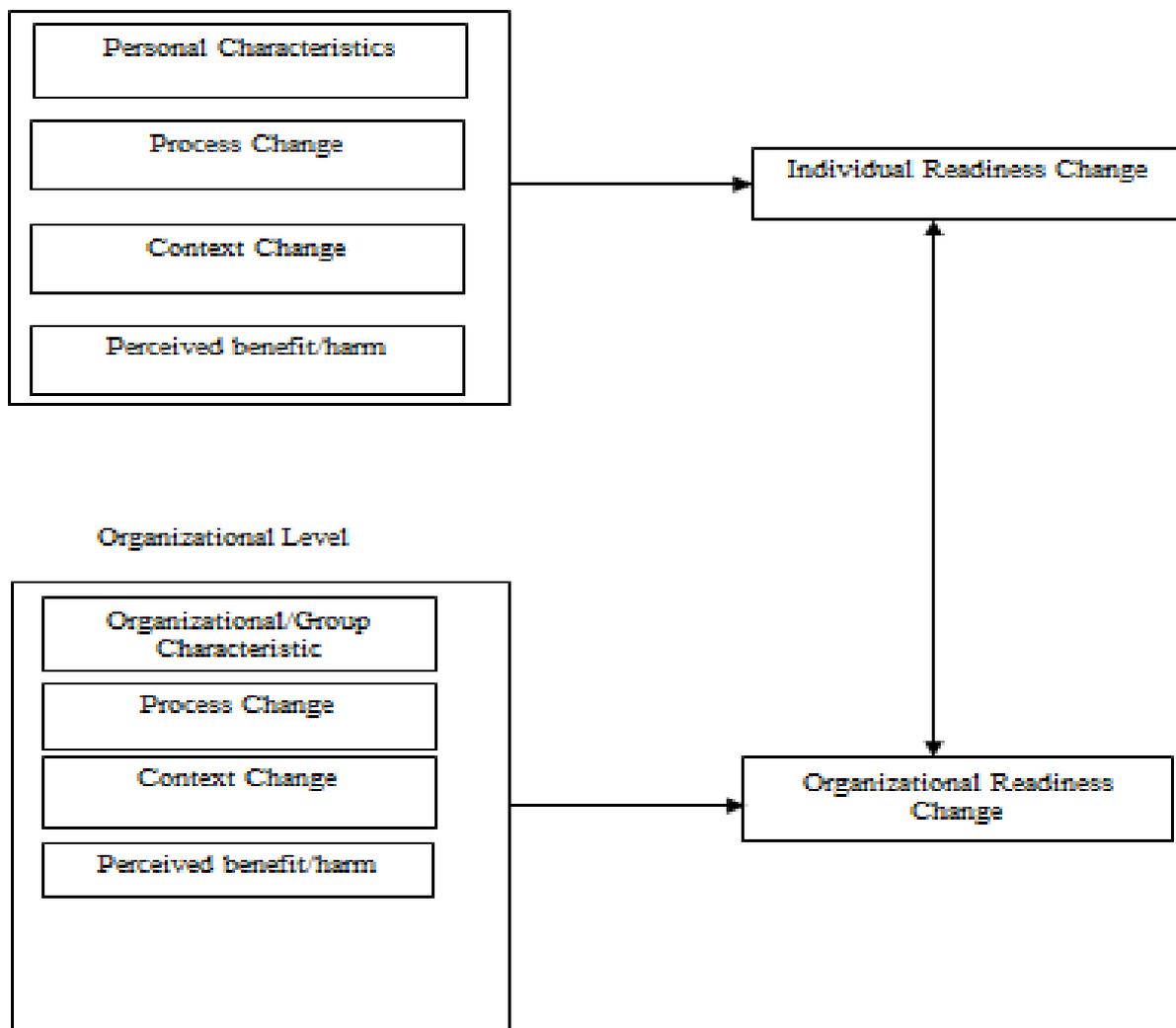
The structure of the literature review carried out follows the chart in Figure 2. The first step is to explain the antecedent variables for readiness for change including: individual/ collective characteristics, the process of change, the context of change, and perceived benefit/ harm. In the next stage, readiness will be explained at the individual level and readiness at the organisational level. In the end, recommendations from the results of the synthesis are carried out, especially the readiness for changes at multi levels, especially regarding the perception of the benefits/ harm of change.

Antecedents Readiness for Change

The first step is to discuss antecedents based on empirical and theoretical research. The review shows that antecedents can be classified into four broad categories, namely personal/ composition of collective characteristics, internal context, the process of change and perceived

profit or loss. The results of a review conducted on 35 articles can identify various antecedents of attitudes related to the readiness for change at the individual level and at the organisational level.

Personal Characteristics/composition of collective characteristics of Change Readiness

The first antecedent variable is the personal/collective characteristic of the readiness for change. Psychological Capital is an individual psychological state that consists of four dimensions, namely self-efficacy, which is an important assessment of an individual's ability because efficacy is related to efforts and perseverance made by individuals to achieve goals. Optimism is a positive contribution to the achievement of individuals today and in the future. Hope is the perseverance of individuals achieving goals. Resilience is when individuals survive and even return to achieve success Luthans et al. (2006) on (Kirrane et al., 2017). Research conducted by Ming-Chu & Meng-Hsiu (2015) of 288 electronic industry employees in Taiwan shows that psychological capital can help employees to have more readiness to change. Besides psychological capital, personal characteristics are core self-evaluations, which are the nature of individual habits to evaluate themselves and their relationship with the environment, which consists of four dimensions of self-esteem, generalised self-efficacy, locus of control, and emotional stability (Vakola, 2014). In addition to Core Self-Evaluation and Psychological Capital, other personal characteristics can influence the readiness for change, namely openness to experience as a research result (Mardhatillah et al., 2017).

Table 1: Antecedent variables of personal/collective characteristics

No	Personal Characteristics	Number of articles	References
1.	Personality Traits	9	Rafferty & Minbashian, (2019); Thakur & Srivastava, (2018); Kirrane et al., (2017); Ming-Chu & Meng-Hsiu, (2015); Gärtner & Rtner, (2013); Mardhatillah et al., (2017); Holt & Vardaman, (2013); Vakola, (2014); Shah & Irani, (2012)
2.	Intelligence	2	Gelaidan et al., (2018); Soumyaja et al., (2018)
3.	Demographic	2	Shah & Shah, (2010); Mardhatillah et al., (2017)

Individual intelligence is conceptualised in terms of Sternberg's intelligence triarchy theory (1985) on Soumyaja et al. (2015), which consists of analytical, creative, and practical aspects. In the theory of organisational behaviour, intelligence began to be discussed after the emergence of the concept of emotional intelligence introduced by Goleman (1995), namely the ability to observe feelings and emotions in oneself and others and is used to show individual actions and behaviour. Research conducted by Gelaidan et al. (2018) at educational institutions

in Malaysia showed that Emotional Intelligence and Leadership Behaviour are related to employees' readiness for change.

In the literature, many predictors have been studied by scientists to determine employee attitudes and behaviour in the field of management change. Demography holds an essential role in the field of organisational behaviour (Shah & Shah, 2010). In order to develop individual attitudes and behaviour, the demography factor must be taken into account to develop the cognitive aspects of the individual, which includes individual spirituality Mardhatillah et al. (2017). Individual spirituality can increase employees' readiness to change and help people accept changes positively. Shah (2011) stated that gender, age, marital status, present employment status, higher educational level, number of dependents, years in the present job, years with a present employer, education, and research results show correlation between supervisors and peer relations.

From the literature review results on antecedents of personal characteristics, most researchers associate changes with personality traits in 9 articles, which include core self-evaluation, Psychological Capital, and openness to experience. A small number of other researchers associate change with intelligence and other demographic factors, including spirituality, marital status, age, gender, etc.

Process of Change to Change Readiness

The change process refers to the stages of implementing change, and to what extent employees are allowed to participate (Soumyaja et al., 2015). Research on the participation focusses on the influence that change recipients have when involved in the planning and implementation of change. Such participation creates a sense of agency, contribution, and control of change (Armenakis & Bedeian, 1999). As a rule of reference, recipients of change who experience high levels of participation tend to have higher readiness and acceptance of changes, assess changes as less stressful and show overall support for change (Kondakci et al., 2017). Participation during the change process is also associated with trust in management, positive emotions, and greater involvement in work related to implementing change (Matthysen & Harris, 2018). Likewise, participation in the early stages of change can improve communication and the quality of the information provided and the behaviour of the recipients of change (Soumyaja et al., 2018).

Communication is essential when an employee is trying to identify the pros and cons associated with change. Lack of effective communication will cause the cognitive and affective processes of employees to be negatively affected concerning changes so that employees will be less ready to follow the changes (Vakola, 2014). The challenge for management in implementing change is how to overcome employee reluctance to change. The solution is not only in adopting a more

participative leadership style but also in communicating with employees or other members of the organisation more effectively (Soumyaja et al., 2018). Communication is the primary mechanism for making organisational members willing and ready for change (Vakola, 2014). To conclude, communication quality will contribute to convincing employees that change is required by offering adequate justification, reducing uncertainty related to change, and playing an essential role in shaping employee readiness to change (Soumyaja et al., 2015).

Table 2: Antecedent Process for Variable Changes

No	Change Process	Number of Articles	References
1.	Participation	3	Matthysen & Harris, (2018); Soumyaja et al., (2018); Kondakci et al., (2017)
2.	Communication	4	Matthysen & Harris, (2018); Soumyaja et al., (2018); Hameed et al., (2019); Vakola (2014)
3.	Principal Support	2	Rafferty& Minbashian, (2019); Holt & Vardaman, (2013);
4.	Knowledge & Innovation	3	Hatjidis et al., (2019); Ghani et al., (2019); Vaishnavi et al., (2019)
5.	Other Factors	10	Hameed et al., (2019); Rafferty & Minbashian, (2019); Mardhatillah et al., (2017); Holt & Vardaman, (2013); Kondakci et al., (2017); Shah & Shah, (2010); Vakola, (2013); Caldwell, (2011); Shah, (2011); Matthysen & Harris, (2018); Vaishnavi et al., (2019a); (Thakur & Srivastava, 2018); (Seggewiss, Straatmann, Hattrup, & Mueller, 2019)

Principal support is the individual's belief that formal leaders, such as senior leaders, immediate supervisors, peers, will provide support (Rafferty & Minbashian, 2019). According to Holt & Vardaman (2013), principal support is a belief that leaders, both formal and informal, are committed to changes that will be made with sincerity. The results show that the existence of social support felt by individuals is an essential coping resource when employees feel pressure in the workplace (Rafferty & Minbashian, 2019). So, when employees relate the work to top leaders, direct superiors and co-workers and feel the support for change, then the individual will provide more support to be involved in changes made by the organisation.

The importance of tacit knowledge can be identified from the statement of Polanyi (1969) as founding father on Hatjidis et al. (2019), expressing the meaning of tacit knowledge as follows "we know more than we can tell." Task knowledge refers to information that is required by organisational members for change. In other words, members of the organisation must have

sufficient knowledge about these changes (Ghani et al., 2019). Innovation is generally defined as an activity that involves a lot of knowledge, including search, discovery, experimentation, technology development, new products, new production processes, and organisational structures that are modified for customer benefit (Vaishnavi et al., 2019b).

In the implementation of change, other factors related to the readiness of change are change beliefs Hameed et al., (2019); appropriateness of change (Mardhatillah et al., 2017; Rafferty & Minbashian, 2019); attitude of management (Matthysen & Harris, 2018); perceived organisational readiness (Vakola, 2013a); personal organisational fit (Caldwell, 2011); procedural justice (Shah, 2011); and technology advancement. Changes due to new technology will have an impact on organisational change in procedures and structure. Technological tools for communicating, storing and managing shared data play an essential role in implementing changes (Azzuhri, 2018; Vaishnavi et al., 2019a); in resistance (Thakur & Srivastava, 2018); and organisational commitment (Seggewiss et al., 2019).

Overall, research that links the process of change with the readiness for change shows that participation, quality of communication, and knowledge and innovation, have a positive relationship with the readiness for change. Most studies in this category focus on participation variables, appraisal of change, and quality of communication, while a small number of studies explore management attitudes, procedural justice, resistance, and organisational commitment in implementing change.

Context of Change to Readiness for Change

The third antecedent to be examined is contextual, which focusses on internal and external environmental conditions. External environmental conditions include government regulations, technological advances, and forces that shape market progress. Whereas internal environmental conditions include the experience of previous changes and specificity of work required because of the availability of technology (Armenakis & Bedeian, 1999). Of the 35 articles reviewed, 26 articles discussed the context of change as an antecedent of changes in readiness at the individual level or the organisational level. Of the 26 articles, three articles discuss the context of changes in external environmental conditions, namely environmental scanning, recent trends, and governance.

Table 3: Antecedent Variable for Internal Context of Change

No.	Internal Context of Change	Number of Articles	References
1.	Support/Trust	8	Gigliotti et al., (2019); Kirrane et al., (2017; Mardhatillah et al., (2017); Ming-Chu & Meng-Hsiu, (2015); Soumyaja et al., (2018); Kondakci et al., (2017); Vakola, (2014); Seggewiss et al., (2019)
2.	Organisational Climate/Culture	5	Hatjidis et al., (2019); Haffar et al., (2013); Gärtner & Rtner, (2013); Haffar et al., (2014); Vakola, (2013)
3.	Organisational Identification	3	Hameed et al., (2019); Hameed et al., (2013); rzensky et al., (2012)
4.	Resource and Development	5	Vaishnavi et al., (2019b); Ghani et al., (2019); Vaishnavi et al., (2019b); Sanusi et al., (2017); Azzuhri, (2018)
5.	Leadership	3	Gelaidan et al., (2018); Abbasi, (2017); Bakari et al., (2017)
6.	Other factors	6	Hatjidis et al., (2019); Chênevert et al., (2019); Azzuhri, (2018); Soumyaja et al., (2018); Rafferty & Minbashian, (2019); (Ghani et al., 2019)

At the level of individual readiness to change, external factors cannot be identified, but there are ten variables identified as internal antecedent contexts at the individual level. Specifically, research shows that trust in management is associated with a positive attitude towards readiness for change (e.g., Gigliotti et al., 2019; Soumyaja et al., 2018). The results of empirical studies show that it is very important for individuals to have confidence in management during the change process Gigliotti et al., 2019), so that employees will provide extraordinary support for decisions, goals, and plans for organisational change in the future (Vakola, 2014). The perception that organisations provide support to employees can also increase readiness for change in individuals (e.g., Kirrane et al., 2017; Mardhatillah et al., 2017; Ming-Chu & Meng-Hsiu, 2015). Ming-Chu & Meng-Hsiu's research on 288 electronic company employees in Taiwan suggested that if the employees feel support from the organisation, there will be high confidence that the company cares for them. Therefore, when the company introduces a change, the employees will provide support to the company.

At the organisational level, Organisational Identification is a complex process because, on the one hand, it encourages employees to focus on the benefits of change in the future, but on the

other hand encourages employees to focus on the current (previous) organisational identity (Drzensky et al., 2012). The results of the study conducted by Drzensky et al. show the perceived benefits of the change process mediate organisational identification with the organisation's readiness to change more.

Leadership plays an important role in every organisational change (Gelaidan et al., 2018). Leadership is an important factor to enhance members' attitudes towards the development or achievement of organisational goals. Several studies linking leadership behaviour with management change include Bakari et al. (2017), who conducted a study between authentic leadership and the readiness for change in 258 employees in three major hospitals in Pakistan. Authentic leadership is a leader behaviour that fosters and introduces positive psychological capacity and positive ethical climate. To foster greater self-awareness, moral perspectives, balanced information processing, and relational transparency on the part of leaders who work with members and foster positive self-development, (Walumbwa, 2008) on (Gelaidan et al., 2018). Abbasi (2017) conducted a transformational leadership study of the readiness for change with variable bureaucratic structure perceptions of 234 employees from three organisations.

According to Martin (1985), organisational culture is a common attitude, values, and beliefs that provide behavioural guidelines for members of the organisation. OC is one of the most important contextual factors that can increase or reduce the level of readiness to change. Many researchers consider that the type of OC affects the level of individual readiness for organisational change (Choi & Ruona, 2011). Several studies have discussed the type of OC (group, adhocracy, hierarchical and market/rational) in Readiness for Change. Gärtner & Rtner (2013) stated that organisational culture was characterised by learning, open communication, supportive working relationships, and participative decision making as the antecedent of organisational readiness for change. Haffar et al. (2013, 2014) researched four types of organisational culture on the readiness for individual changes in the implementation of Total Quality Management (TQM); Hatjidis et al., 2019 researched the indirect relationship between tacit knowledge and organic climate on perceived quality and readiness for change).

Training and development are essential in the agility process that will take the organisation to the next stage. Continued Learning will help employees share information with other employees in the organisation (Vaishnavi et al., 2019b). Management must provide resources, and employees must take responsibility for the learning process themselves. Research by Vaishnavi et al. (2019b), which analyses the interaction of various readiness factors in obtaining environmental scanning, shows resource availability, innovation, cost-effectiveness, organisational leadership, training, and development are essential for implementing/improving the readiness of agility in healthcare organisations. Research by Ghani et al. (2019) shows assessment of information, which includes the availability of resources, has a significant positive impact on organisational readiness for change in 81 auditors through efficacy of

change. Competence can help provide a well-structured model; for example, organisational values are created when competence is aligned with recruitment, performance management, training and development, and a great reward system (Sanusi et al., 2017).

Besides, various other internal contexts of organisational change are related to the readiness for changes towards change. These factors include discrepancy of change (Rafferty & Minbashian, 2019); Quality Perception (Hatjidis et al., 2019); Role Stressor (Chênevert et al., 2019); Organisational Commitment (Seggewiss et al., 2019); Work Design (Azzuhri, 2018); History of change (Soumyaja et al., 2015); Restructuring Organisation (Ghani et al., 2019).

Table 4: Antecedent Variable Context of External Change

No.	The external context of change	Number of articles	References
1.	Environmental scanning	2	Vaishnavi et al., (2019a); Vaishnavi et al., (2019b)
2.	Recent Trends	1	Vaishnavi et al., (2019a)
3.	Governance taxpayers	1	Sanusi et al., (2017)

According to Ben-Zion et al. (2014), what constitutes environmental scanning are competitors, customers, vendors, supply chain partners, and government agencies. Paying attention to the organisation's external factors will help the organisation to make quick and right decisions (Vaishnavi et al., 2019a, 2019b). Likewise with the recent antecedent trends which, according to Vaishnavi et al. (2019a), show recent developments in the health sector have an essential role in the readiness for change. Past and present trends in the health sector, such as reports on the successes and failures of competitors, indicate new product development, organisational financial records, and other factors impact on the health sector. Political and economic changes (state of affairs) put pressure on organisations such as educational requirements (individual training), management structures, and specific resources that require modification. Fundamental changes often occur in efforts to meet environmental demands such as increased competition or new government regulations, such as safety methods, pollution control, human resource practices, and so on (Vaishnavi et al., 2019a).

Governance of taxpayers can be defined as a process of interaction and decision-making taken by companies that will lead the company towards a more structured future that aims to reduce the avoidance of the obligation to pay taxes (Bevir, 2013). In a study conducted by Sanusi et al., (2017) on 750 petrol single brand operators in Malaysia with 45 owners regarding the readiness of gas station owners for the implementation of a Goods and Service Tax, shows that governance plays an important role in the readiness for taxation implementation in Malaysia.

The results of the review analysis conducted for contextual antecedents obtained the external context of change and the internal context of change. Overall the factors that produce a strong relationship with the readiness for change are the recipients of change, with eight articles researching the factor of trust. In contextual antecedents, almost all of the studies conducted concerned internal factor changes. Only a small proportion links the readiness of change to external factors.

Perception of Benefits/Losses towards Change Readiness

The main determinant of whether the recipient of the change will accept or reject the change is the extent to which the change is considered beneficial or detrimental in person (Oreg, Vakola, & Armenakis, 2011b). Anticipated benefits and hazards are direct and acceptable reasons that recipients of change may have to support or reject certain changes (Laseinde et al., 2020). As expected, these articles show that when change is perceived to provide personal benefits, the recipient of the change shows a more positive reaction. There are five types of variables that will be described below.

The first antecedent perceived benefit/harm variable is valence belief, which is defined as an individual's belief that change has intrinsic and extrinsic benefits (Rafferty & Minbashian, 2019). Holt & Vardaman (2013) also argues that personal valence discusses the perceived benefits of change for an individual. In contrast, organisational valence illustrates employee perceptions about the benefits that will bring change to the company as a whole. Research conducted by Rafferty & Minbashian, (2019) of 250 workers in stage I shows that valence affects readiness for change. So that Rafferty & Minbashian argue that when employees expect change to produce positive results, it will put more effort into achieving change. The valence of confidence influences employee motivation to make supportive behavioural changes aiding readiness for change.

Some researchers have discussed factors that show personal work experience and results as potential predictors of Readiness for Change. This is based on the fact that job perceptions can shape beliefs about organisational processes, including change (Kondakci et al., 2017). Vakola (2014) states job satisfaction reflects direct reactions related to specific aspects of the work environment and is an essential determinant of organisational change. Job Satisfaction arising from favourable emotional conditions is the result of one's self-evaluation of work experience (Shah et al., 2017).

The next antecedent perceived benefit/harm variable is workload, which is an individual's perception that refers to self-evaluation of the extent to which the individual can fulfil the task within the allocated time frame (Kondakci et al., 2017). Rafferty and Jimmieson (2010) use the term 'role overload' to link the concept to individual readiness for change. Perceived personal

competence refers to a feeling of competence in work tasks and is closely related to self-confidence that comes from satisfying work experience (Sanusi et al., 2017).

Table 5: Antecedent Perception of Benefit/Loss Variables

No.	Perception of Benefits/ Losses	Number of articles	References
1.	Valence belief	2	Rafferty & Minbashian, (2019); Holt & Vardaman, (2013)
2.	Job Satisfaction	3	Kondakci et al., (2017);Shah et al., (2017); Vakola, (2014)
3.	Perceived Workload	1	Kondakci et al., (2017)
4.	Reward System	2	Shah & Irani, (2012); Vaishnavi et al., (2019a)
5.	Distributive Justice	1	Naimatullah Shah, (2011)

Regarding the specific context of change, an individual with a belief in a personal capacity to carry out tasks related to change will potentially be better prepared for change (e.g., Rafferty & Minbashian, 2019). Therefore, the capacity to manage workload contributes to beliefs about handling components of change, triggering positive feelings, such as comfort, and offering potential behavioural intentions towards change, recognising the importance of providing organisational support when dealing with changes. Gigliotti et al., (2019); Kirrane et al., (2017; Mardhatillah et al., (2017); Ming-Chu & Meng-Hsiu, (2015) state that when employees feel that they can handle the workload that accompanies delivering some changes, it tends towards a positive attitude.

Apart from psychological attachment to the organisation, employees can be influenced by the financial support of the organisation to exchange abilities, skills, and personnel they have (Shah et al., 2017). This approach is related to the employee behaviour approach, where an individual attachment is not based on closeness to the organisation but based on their actions (Choi, 2011). In this approach, individuals maintain relationships with organisations based on payment/wages/benefits or other financial benefits (Naimatullah Shah & Irani, 2012). Research conducted by Shah & Irani on 518 respondents working in the public sector shows that employee attachment to the organisation, career, work involvement, and also financial conditions can change according to individual attitudes and behaviour towards readiness for organisational change.

The last antecedent variable is distributive justice, which is perceived justice from the results or allocations received by an individual, which is related to justice related to results such as salary and recognition, where one form of recognition is the promotion of employees in the organisation. In the literature, the changes relate to employee perceived costs related to

readiness for change (Naimatullah Shah, 2011). However, it is precisely more inclined to accept change when obtaining fair justice in terms of methods, mechanisms, and procedures, following Adams' equity theory (1965), which states that when employees are faced with change and providing benefits, they will naturally change perceived input.

In the literature review, the perceived benefits/losses have something to do with the readiness of the change to the recipient of the change as the impact received. So, when change is favourable, weaker relationships tend to emerge between other antecedents and reactions to change. In other words, when changes are considered beneficial, reactions to them tend to be beneficial regardless of the antecedents of other changes.

Individual and Organisational Readiness for Change

From the review of the article, it distinguishes between individual readiness and organisational readiness for change. In the change management literature, readiness for individual change is a determining factor for success or failure (Haffar et al., 2014). An individual's readiness to change is a critical success factor because "organisations change and act through their members, even the most collective activities that take place in organisations are the result of the merging of the activities of an individual and organisational members" George and Jones, 2001 on (Vakola, 2014). According to Eby et al. (2000) on (Gigliotti et al., 2019), individual readiness to change is a readiness that refers to the individual's perception of changes in the work environment, regarding the extent to which the organisation feels ready to change.

In the context of organisational change, individual readiness for change is defined as "cognitive precursors of behaviour that provide support or resistance to change efforts" Armenakis et al., 1993 on Mueller et al. 2012). Thus, an individual's readiness for change is related to individual behaviour aimed at personal progress. While the readiness for organisational change in Weiner et al. 2008 on Mueller et al. (2012) is a change focussed on intentional organisational change, or deliberate efforts to change the organisation and increase organisational effectiveness. It can be suggested that the readiness for organisational change is "the extent to which organisational members are psychologically and behaviourally ready to implement organisational change."

Organisational change cannot be implemented effectively without the desire of the change recipient to change themselves and support the suggested organisational change program/initiative (Vakola, 2013a). Change cannot occur if the employee is not ready; in other words, individual or organisational change will be facilitated by a high level of individual readiness to change. Organisational readiness for change is viewed as similar to Lewin's concept of unfreezing (Choi, 2011). The readiness phase is the phase of recognising the need for change and obtaining mechanisms, such as communication or culture, that will support changes in the adoption and institutionalisation phase. To immediately start doing things in

different ways, and employing these methods permanently, might be surprising to the organisation. Therefore, a state of readiness needs to be established to ensure that the organisation is indeed capable of making the proposed changes (Rafferty et al., 2013). Organisational readiness refers to existing mechanisms, processes, or policies that can encourage or disrupt changes such as organisational structure, culture, climate, leadership commitment, etc.

Discussion

From the review conducted on 35 articles, none of the articles conducted empirical or theoretical research on the readiness for change in the working group: the antecedent review of readiness for change only occurred at the individual and organisational level. Bouckenooghe (2010) stated that change attitudes could be conceptualised as aspects of the individual (individual level) or all members of the organisation (organisational level), following the results of a review conducted on 35 articles that only distinguish readiness for change at the individual level and organisational level. Different opinions are expressed by Rafferty et al. (2013); Weiner (2009), that readiness for change is measured in a multilevel concept that is individuals, groups, or organisations that are interrelated and influence one another. Vakola (2013b) looked at readiness using macro, meso, and micro levels, distinguishing between individual readiness to change, group readiness for change, and organisational readiness for change. The macro-level refers to the ability of organisations to implement change, meso level refers to the capacity of groups and decisions to support change, and the micro-level refers to the perception of individual change.

In the literature study conducted by Oreg et al. (2011b), inductively the antecedent variable of readiness for change is divided into two, namely pre-change antecedents (including internal characteristics and the context of internal change) and change antecedents (including the process of change, change content, and perceived benefits/losses). Pre-change antecedent is the stage where the condition of the organisation before the change is introduced. Whereas change antecedents are aspects of change that affect the recipient of changes explicitly.

Armenakis & Bedeian (1999) stated that in the four themes, conducted reviews are commonly employed when discussing factors that drive some changes. There are as the following: content focusses on the substance of contemporary organisational change; contextual focusses on the strengths or conditions of the external and internal environment in an organisation. The process discusses actions taken during the implementation of the change. The criterion is related to the assessed results in an organisational change effort. The main finding of Damanpour's (1991) analysis is that successful change efforts may depend more on compatibility or compatibility between content, context, and process than the nature of the intended change. Thus,

Damanpour's findings provide a starting point for researchers who are interested in investigating the relationship between other factors that are key to reduce resistance to change.

From the conducted literature review, it shows that existing research focusses on individual readiness and few focus on organisational readiness and ignore readiness for change for groups. For the antecedents, most of the research focusses on the internal antecedent context, the process, and individual characteristics; from the studies conducted, there was no antecedent content found. Assessing individual readiness before implementing change implementation tends to result in an inaccurate understanding of the likelihood of successful change. Therefore, there is a need to develop and implement efforts to build collective change readiness to develop positive beliefs and influence change. There is a real need to consider and measure the readiness of individuals and organisations before implementing changes on a large scale to develop an accurate understanding of the possibility of implementing effective change.

Limitation and Future Research

This review article discusses the need for a multilevel approach by exploring the readiness for change at the individual and organisational levels. However, empirical research needs to be done to assess these concepts and their interrelations. There are several essential concerns when considering readiness to change. First, it is essential to clarify further and empirically examine the relationship between individual and organisational readiness for change and behaviour towards change. Second, it is crucial to examine the impact of individual and organisational readiness to change. A third limitation of the review article on readiness for change is that researchers have not tested cross-level readiness for change. In this case, the readiness for individual change has the same dimensions as the readiness for organisational change. The fourth limitation in the review of this article suggested that there is no readiness for change at the group level. So, the limitation cannot explain the interrelationships and dynamics of change readiness at the individual, group, or organisational level holistically.

Conclusion

Identifying, assessing, and creating individual readiness for change must be viewed as an integral part of the planning, implementation, and evaluation of organisational change. Besides, creating readiness to change in stages can be the answer to several critical phenomena such as rejection of change, and commitment to change. Researchers must also examine whether there are common antecedents of change readiness at the individual and organisational levels. Research is required to find out cross-level relationships that explore whether variables at the two levels of analysis interact to predict the readiness for change. By integrating findings from the literature related to attitude theory and multilevel methodology, it is expected that it can encourage researchers and practitioners of change to analyse the effects of multilevel

approaches to plan, implement, and assess organisational change. By these means, the study can further enhance understanding of organisational change.

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