



Assessment of PT. XYZ's Change Management Initiatives towards Employee Readiness in Organization Restructuring

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ABSTRACT: Digital content and influencer marketing leader PT. XYZ Located at the crossroads of content, platforms, and brands, aims to revolutionize content creation, distribution, and consumption in Asia. Singapore, Kuala Lumpur, Seoul, Tokyo, Manila, Shenzhen, Hong Kong, and Jakarta are the 8 Asia Pacific offices (including Philippine after the merger with Indonesia). Organizational reorganization is essential, according to PT. XYZ. After Q1–Q3 2021 revenue declines, this campaign was launched. Employee readiness to adopt the new organizational structure must be assessed. This study assesses staff readiness for the new organizational structure and then determines the best approach to address current and future results. For the Managing Director and HR Manager, the writers use the Kotter 8-Steps model, followed by the ADKAR model for Leader Functions and their personnel. This study found that employees are aware of company changes, although their views on the need for change vary. Some employees reject the idea despite knowing it will boost business success. This is largely due to a lack of accurate information and change-specific training. Because leaders want to help, employees are ready for change. Unfortunately, there is no assessment system with clear success criteria, making it difficult to determine which appraisals were beneficial. Especially without prizes or recognition to motivate improvement. Thus, improvements are needed, such as forming appropriate guiding coalition teams with the same goals, one-on-one meetings with employees, providing training to support new hires, launching short-term wins, publishing change progress reports, and HR system alignment in compensation, promotion, and succession planning.

KEYWORDS: ADKAR Model, Change Management, Kotter 8-Steps Model.

INTRODUCTION

Competition and unanticipated occurrences like a pandemic make business uncertain. According to the World Economic Forum in 2022, industry restructuring and business model disruptions motivate organizations to restructure for relevance and competitiveness. Businesses can adjust swiftly to survive and compete. It will cut costs till organizational reform. Organizations regularly restructure¹. The need to adopt new, more flexible, and modular organizational forms to respond to an increasingly dynamic business environment², the need for more globally integrated ways of working³ or the need to improve business performance through cost reductions or productivity gains can drive this restructuring⁴. “The level of individuals' cognitive and emotional predisposition to accept and adopt a specific strategy to purposefully change the status quo and move forward” determines employees' change readiness⁵. Many transformation projects depend on individuals' readiness for change⁶.

Thus, firms must assess employee readiness to change, particularly organizational restructuring to increase business performance. Top digital content and influencer marketing agency PT. XYZ. At the intersection of content, platforms, and brands, leads Asia's digital media transformation by improving content creation, distribution, and consumption. As APAC's leading digital media and influencer organization, its objective is to transform industry and make the biggest impact by providing cutting-edge solutions for content producers, media platforms, and top brands in today's quickly evolving digital environment. Eight APAC offices are Singapore, Kuala Lumpur, Seoul, Tokyo, Manila, Jakarta, Shenzhen, and Hong Kong. PT. XYZ has a parent entity from the USA, and for the Southeast Asia (SEA) area, as October 2022, there is a change to one umbrella entity, namely Collab Asia Indonesia with Philippines under it. There are 7 functions that are divided into 2 types of departments where divided as follows, Podcast, Music, Lifestyle, Gaming for Talent department. Furthermore, for Licensing, Partnership & Marketing and Operations which are included in Digital Rights Management & Operations department. With 4 levels, starting from the lowest, namely Coordinator, Manager, Senior Manager, Director to highest is Executive.

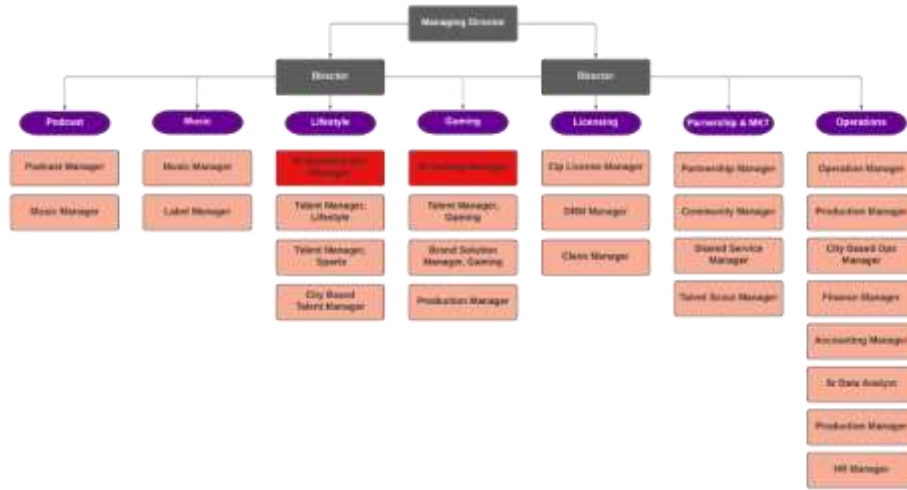


Figure 1. Organization Structure

BUSINESS ISSUE

This PT. XYZ believes organizational restructuring is necessary for efficiency. According to the Senior HR Manager, this began after Q1–Q3 2021 revenue dropped. "It is vital to verify the level of staff readiness to embrace the new structure after the merger between the Indonesian and Philippine entities," said PT. XYZ's Managing Director. To implement changes successfully, check staff readiness to adapt to the new organizational structure. According to Prosci's 2006 book on Jeff Hiatt's ADKAR Model, organizational reforms fail because staff don't understand their importance or how to implement them⁷. They notice a change. Leaders often lack the skills to engage people during change and handle resistance. According to John Kotter's HBR article "Leading Change: Why Transformation Efforts Fail," if employees aren't ready for change and make critical mistakes, it will slow momentum and negate hard-won gains⁸. These changes that brought by the merger of Indonesia and the Philippines will have an impact on several areas and stakeholders, including:

Table 1. Area of Change & Stakeholder

No	Areas	Stakeholder
1	Role/Position	Employee
2	Leadership	Employee, Investor
3	Ways of working	Employee, Client
4	Organization Culture	Employee, Client

Source: discussion with HR Manager of PT. XYZ

Potential problem analysis predicts escalating issues. This approach identifies potential issues, analyzes their causes, prevents them, and prepares for their potential effects. This method challenges an idea or action plan to identify potential problems. The final action plan would usually undergo a thorough analysis because of its effort. Key activity: Make a list of the "musts"—the results, steps, or activities needed for implementation—and look for issues. List all possible problems and their causes. Risk-assess each issue. Risk is the likelihood and severity of an event, so take preventative measures when possible. If possible, prevent or mitigate potential issues. Calculate the remaining risk after taking precautions, and then create contingency plans. When a problem could have catastrophic consequences and you can't prevent it or there's a high residual risk, make backup plans. The research goals are to use



the ADKAR model, to assess employee readiness for PT. XYZ's organizational restructuring and use Kotter's 8-step change model to improve employee readiness.

Table 2. Potential Problem Analysis

Key Activity: Successfully implementing new organization			
Potential Problem	Probable Cause	Preventive Action	Contingency Plan
Employees are not receptive to change	There is no clear communications about the essence & urgency of the changes	Assessing employee readiness towards organization changes in structure to create an effective change management approach	Provide the options for early retirement or transfer to less change position
Employee don't have a clear direction	There is no clear vision & direction about where the company wants to change		Provide new Standard Operating Procedure around the scope of change
Employee not able to perform well in the new position	Lack of training for the new position/role occupied		Prepare the performance correction mechanism

Source: discussion with HR Manager of PT. XYZ

LITERATURE REVIEW

Over the past decade, global mega-mergers and acquisitions have increased, and there are no signs of a reversal⁹. Many companies worldwide use M&As to grow. Many CEOs justify M&As with cost savings, synergies, product line expansion, distribution network expansion, and economies of scale¹⁰. Along with M&As, M&A failure is compounding. Internal issues, misunderstandings, and cultural clashes occur when two businesses merge¹¹. Through mergers, an organization restructuring process will be needed. Strategic reasons for restructuring may include the need for more globally integrated operating procedures³ or the desire to adopt new, more adaptable, and modular organizational forms to adapt to a more dynamic business environment² or simply to improve company performance through cost savings or production⁴. Organizations must adapt to their environments by shaping themselves or reacting to outside events. Technology, economies, demographics, governments, consumer preferences, and competition are changing rapidly, so organizations must change how and in what direction¹². ADKAR approach is an effort to cultivate the ability to recognize needs or problems, owned-potential, and able to fulfill those needs because of the will and encouragement from within the community¹³. ADKAR is an acronym for the five outcomes a person must achieve to change successfully: Awareness (awareness of the need for change), Desire (the desire to participate and support the change), Knowledge (how to make changes), Ability (ability to implement changes like new skills or behaviors), and Reinforcement (Strengthening to keep changes made/occurred)¹⁴. Cameron and Green use Kotter's 8-Step model because it "addresses some of the power issues in making change happen, highlights the importance of a felt need" for change within the organization, emphasizes the need to communicate the vision, and keeps communication levels extremely high throughout the process"¹⁵. The 8 steps cover the entire change process, from setting the stage (creating urgency, forming a coalition, and communicating a vision) to empowering people to act on the vision, planning for and achieving short-term victories, consolidating improvements, and institutionalizing the new approaches⁸. Research supports Kotter's 8-Step Process for Leading Change recommend a strategic goal, a strong coalition, and quick wins¹⁶⁻¹⁸. Barnwell emphasizes removing barriers to enable action. They say processes need a goal and company involvement¹⁹. Kotter stated in HBR, "Lack of patience and allowing too much complacency, underestimate the difficulties of producing change and the importance of a powerful guiding coalition, there are plenty of plans and programs but with no clear visions, under communication the vision, not removing



obstacles to the new vision, not systematically planning and creating short-term wins, declaring victory too soon, neglecting the change in the corporation’s culture⁸.

METHODOLOGY

This study's research design was based on the AFI strategy framework²⁰. The reference framework has three stages: Analysis, Formulation, and Implementation. Analysis begins with the company's business issues. Select research questions. Decide what to do next to create a resolution strategy. Once you understand the issues, you can collect primary and secondary data to assess the organization's situation. After data collection and analysis, formulation will reveal the company's condition. Solving business issues is possible. The conclusion crystallizes the analysis findings and supports the field implementation. An implementation plan summary supports the recommendation.

This study uses primary and secondary data. Interviews will gather primary data for this study. "A conversation, whose objective is to gather descriptions of the interviewee's life-world with respect to the interpretation of the meanings of the "described phenomena,""²¹. Schostak defined an interview as a long conversation to gain "in-depth knowledge" of a topic. This research will also draw from company databases, literature reviews, and trustworthy online sources²².

The change management framework will divide interviewees into two groups. The Managing Director and HR Manager will be assessed using Kotter's 8-step change model. ADKAR will also select three division leaders and three staff members based on restructured roles. An employee from a Philippine company moved to Indonesia and kept or was promoted. Or employees who lead a diverse new function. Remember demotioned workers. Researchers collect data via direct interviewing. Interview questions must be given to each respondent. The semi-structured interview has predetermined and unplanned questions. Semi-structured interviews are useful for many tasks, especially when several open-ended questions require follow-up questions²³.

Content analysis will process interview data. The researcher repeatedly read the interview transcripts to understand the data. The researcher used inductive analysis of interview transcripts to find meaning units, which defines as "a segment of text that is comprehensible by itself and comprises one idea, episode, or piece of information"²⁴. The researcher discussed their interpretations and called meaning units codes²⁵.

The text-derived codes captured the interviewees' main ideas. The researcher categorized and subcategorized the codes. The researcher also developed themes from the categories' core meanings. After that, researchers must understand the meanings and avoid misinterpreting interviewees' perspectives during data analysis. This improves results reliability²⁶.

FINDING AND ARGUMENTS

The PT. XYZ managing director and HR manager were interviewed for this assessment to understand the company's change management process. Since successful change of any size usually follows all eight stages. Even though one usually works in phases simultaneously, problems almost always arise when one skips a step or advances too far without a strong foundation²⁷.

Table 3. Codes & quotes for 'Establishing Sense of Urgency

Codes	Quotes
Market Competitiveness	“Macroeconomic potential for recession, 2023 slows down a bit..” (Managing Director) “The market is big, but the international world is shaking..” (HR Manager)
Company Performance	“Doing restructuring is quite significant, based on which line of business is the most significant..” (Managing Director) “..Revenue is down, because it can't be monetized yet..” (HR Manager)
Business Focus	“The agency industry is too crowded. Now the focus is on creators 70:30 compared to brand collaboration.” (Managing Director)

Establishing a sense of Urgency

PT. XYZ has been dealing with multiple issues that make the current situation urgent and must be addressed immediately. The interview revealed that macroeconomic instability and a possible 2023 recession affect the company. PT. XYZ's main partner, Youtube, puts product pressure on. Shorts that cannot be monetised reduce the business. Philippines also lacks the infrastructure for internet-based business. Then, instead of brands, creators should be the focus. Thus, to stay competitive, the company needs a restructuring.



	“Streamline the team now, the team spends costs but the role is not really needed.” (HR Manager)
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Table 4. Codes & quotes for 'Forming Guiding Coalition'

Codes	Quotes
Employee Agreement	“There are those who don't like it, for example the leader has moved, the roles have changed..” (Managing Director) “..More to agree to work together to undergo change, because looking at the last few months, the team has begun to streamline.” (HR Manager)
Employee Support	“If it's from the Philippines, we can definitely feel it, there's hesitation..” (Managing Director) “..support, especially those who get leadership, the market increases + compensation..” (HR Manager)
Guiding Coalition	“Director's direct role of change and for communication to employees can be done by HR.” (Managing Director) “Streamline the team now, the team spends costs but the role is not really needed.” (HR Manager)

Forming a powerful guiding coalition

PT. XYZ, guiding coalition team, did not form a team to control and track changes. There isn't one because they choose leaders from each department and the non-vertical team (core) to guide changes. They also believe they pushed staff without coalition support. Vacant positions may be eliminated. Most people will accept, especially those who get promotions and raises, because their employment contract has not been terminated. Some people may reject the changes, but they usually adjust their work habits or patterns.

Table 5. Codes & quotes for 'Creating a Vision'

Codes	Quotes
Changes Objective	“Relevancy to the industry, ready to face the market and increase the level of competitiveness..” (Managing Director) “..Relevancy & business efficiency..” (HR Manager)
Approach strategies	“Launching in 2 countries, set new Goal setting, forecast.” (Managing Director) “Conducting situation meetings, changing formats, adjusting to new goals/goals..” (HR Manager)

Creating a Vision

Adjustments and efficiency are needed to compete in the sector and deal with macroeconomic uncertainty. Thus, launching the transformation in two linked nations, setting new goals, and projecting future corporate performance ensure its success. The situation meeting may discuss and update changes.

Table 6. Codes & quotes for 'Communicating the Vision'.

Codes	Quotes
Communicate Changes	“..There was a separate discussion 2 months before, when the potential leads were all onboard..” (Managing Director) “Announcement through townhall.” (HR Manager)
Communication Media	“Through Email with the contents of all explanations, org. charts, next steps, as well as QnA..” (Managing Director)
Understanding of change purpose	“So far, it seems they have understood, because there is less hesitation..” (Managing Director) “..should have. It has been discussed at the AHOD (yearly conference) in July” (HR Manager).

Communicating the Vision

It is essential to communicate the entire vision and strategy to all employees after a clear vision and thorough plan have been developed. A town hall discussion about the organization's merger and restructuring has been held as part of the announcement process. Then, ask the leaders through email to set a date for the first team meeting. There's less hesitancy and explanations have been provided, it is presumed that employees already grasp the purpose for the change. However, there is no training that specifically accommodates the needs.



Training Support	<p>“There is already PT. XYZ College, worldwide. Shorten the knowledge gap.” (Managing Director)</p> <p>“There has been no training so far, but if they need training, they can propose.” (HR Manager)</p>
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Table 7. Codes & quotes for ‘Empowering Employee to take Action’

Codes	Quotes
System Alignment	“Creating performance evaluation, OKR..” (Managing Director)
Codes	Quotes
	“In terms of the performance of OKR and KPI. Adjust every quarter, is it in accordance with the goal” (HR Manager)
Solving Issue	<p>“If there are obstacles or obstacles, they can immediately set up a meeting to discuss it..” (Managing Director)</p> <p>“So far it can be solved by discussing it in situation meeting or discussions with related parties.” (HR Manager)</p>

Empowering Employee to take Action

The next step after informing staff of the changes is to empower them the power to take action. In the case of PT. XYZ, through the creation of performance evaluations, OKR, to ensure staff adopt changes and goals will always be updated every quarter. But currently there is no specific discussion session.

Table 8. Codes & quotes for ‘Creating Short-term Wins’

Codes	Quotes
Short-term Wins Creation	<p>“Not yet, it's the team leader's job to discuss with their team..” (Managing Director)</p> <p>“Don't know yet, as far as I know there is, but not sure..” (HR Manager)</p>
Anticipation Action	<p>“Not yet, we can ask the employees directly, check if it's still relevant..” (Managing Director)</p> <p>“Immediately check with employees if problems occur.” (HR Manager)</p>
Feedback & Reward	<p>“Nothing specifically for the organizational restructuring process..” (Managing Director)</p> <p>“There is no reward and punishment system, success or failure just enter OKR.” (HR Manager)</p>

Creating Short-term Wins

Short-term wins can encourage everyone in the organization to make changes. There are no short-term wins specifically made to celebrate the progress. As for the evaluation process related to improvement of the changes that have occurred, it will usually be combined with a situation report meeting which is held every 2 weeks. There is also no reward or punishment system; if something is successful or unsuccessful, it should be entered into the OKR.

Table 9. Codes & quotes for ‘Consolidating improvement & producing more change’

Codes	Quotes
Reinvigorating Process	“Make changes from several positions in the company, so that there are employees who have to be transferred.” (Managing Director)
Change Monitoring	<p>“There is nothing specific yet, only through a performance review.” (Managing Director)</p> <p>“There are tools but not all teams use them, and they are not specific for monitoring the progress of changes.” (HR Manager)</p>

Consolidating improvement & producing more change

After short-term wins, it takes consistent improvement and produce more changes to guarantee that employees continue to implement changes. In this case, to ensure the change process is running, monitoring is only done through a performance review. Meanwhile, to keep employees motivated, new



Motivate Employee	<p>“Give a new challenge, but give resource.” (Managing Director)</p> <p>“Still using the old way, through events, team bonding.” (HR Manager)</p>
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challenges given, but also supported by adequate resource. Methods such as Team bonding can also be done.

Table 10. Codes & quotes for ‘Institutionalizing new Approach’

Codes	Quotes
Implement the Changes	<p>“If it's hard to manage, it's really okay, it's just that the important thing is to achieve it.” (Managing Director)</p> <p>“By going to the office once a week, there is 1 hour meeting, ensuring everyone is in line with their work..” (HR Manager)</p>
Changes as Planned	<p>“So far it's been appropriate, but it takes a lot of chatting between employees, to build a sense of belonging.” (Managing Director)</p>
Codes	Quotes
	<p>“So far it's been going pretty well based on reports from the team.” (HR Manager)</p>
Impact of Changes	<p>“Easier to communicate, Faster flow, The way people treat each other.” (Managing Director)</p> <p>“More focus, want to assign to people becomes clearer, the comparison of roles and jobs is clearer.” (HR Manager)</p>

Institutionalizing new Approach

At this last stage, it's important to make sure the change sticks with the company. There's company regulation that employee need to attend to the office once a week and have 1 hour meeting, ensuring everyone is in line with their work.

The ADKAR model is a change management tool that uses five elements—Awareness, Desire, Knowledge, Ability, and Reinforcement—to determine why some strategies have worked and others have not by interviewing several PT. XYZ employees who were carefully chosen to accurately portray the situations and provide insight.

Table 11. Codes & quotes for ‘Awareness’

Codes	Quotes
Employee Awareness	<p>“Realized the changes, because I was one of the early staff at Collab Asia..” (Leader 1)</p> <p>“For my department, I don't feel much change..” (Leader 2)</p> <p>“Know about the change, need to adjust in a new environment..” (Staff 1)</p> <p>“Of course I know, there is a restructuring process, there are promotions and demotions.” (Staff 2)</p>
Understanding the Objective	<p>“Understand the objective, look for efficiency, balance between Indonesia and the Philippines.” (Leader 1)</p> <p>“I don't know the reason, just speculating and guessing.” (Leader 2)</p> <p>“In my opinion, for maximization in terms of running the company..” (Staff 1)</p> <p>“More to efficiency, each section can focus on its own vertical..” (Staff 2)</p>

Awareness

The ADKAR model shows change awareness and understanding. The staff said they were aware of the company's changes but only understood their significance through the symptoms. However, some do understand, but the reason is more about the long-term employees than the announcement or transition process. Employees disagree on the change's purpose.

The executive also advises leaders. Staff information is inconsistent. At the time of the change, several people were still confused due to a communication gap between leaders and staff, then the Indonesian and Filipino teams.

Desire

The readiness to support and participate in a change is represented by desire. In the case



	“Don’t understand about the reason, the information is not clear” (Staff 3)
Executive Guidance	<p>“There’s guidance, when the change starts, the executive gives one on one to the leaders.” (Leader 1)</p> <p>“Because they still preparing, they told me to wait for the date..” (Leader 2)</p> <p>“They didn’t give direction, need to do it by myself.” (Leaders 3)</p> <p>“At first, the explanation was not clear..” (Staff 1)</p> <p>“For the lower level, the information is a bit late.” (Staff 2)</p> <p>“My manager told me that the Indonesian team had decisions, and we needed to follow them.” (Staff 3)</p>

Table 12 Codes & quotes for ‘Desire’

Codes	Quotes
Desire to Support	<p>“Because it’s been a long time for me, be a part of the company, there is a sense of belonging...” (Leader 1)</p> <p>“I don’t want any changes..” (Leader 2)</p>
Codes	<p>“Actually, if we work in a startup, we have to accept the dynamics..” (Staff 1)</p> <p>“Consider moving to another team as an opportunity.” (Staff 2)</p> <p>“Don’t have a chance to deny..” (Staff 3)</p>
Impact to Performance	<p>“I don’t know now, but more focused according to each category and specialty.” (Leader 1)</p> <p>“Not bad in employee performance, more detailed tracking..” (Leader 2)</p> <p>“Not really sure, it should be better..” (Staff 1)</p> <p>“By moving to a new team, it is optimistic that the team’s performance will increase.” (Staff 2)</p> <p>“I don’t know, its hard for me to adjust,” (Staff 3)</p>
Urgency Perspective	<p>“It must be done now, because the speed of the industry is fast.” (Leader 1)</p> <p>“Should have been quicker, too much consideration...” (Leader 2)</p> <p>“Merge or not, it’s going to be the same..” (Leaders 3)</p> <p>“For some verticals it works well so no need.” (Staff 2)</p> <p>“It will more effective if remain the previous system..” (Staff 3)</p>

of PT. XYZ, it was discovered that the need for the change had not given consent to the desire to change. It was also discovered that some employees did not want the change yet were unable to object either. The majority, however, is aware that the improvements made would improve the company’s success. Although some of the staff and leaders continue to believe that adjustments are not necessary right away. There are some, though, who understand that the industry is



Table 13. Codes & quotes for ‘Knowledge’

Codes	Quotes
Sufficient Information	“There must be more detail. Because it's still too general...” (Leader 1) “At the moment it's not detailed..” (Leader 2) “It's enough for me..” (Staff 1) “Until now, in the middle of the progress many people have not realized the changes.” (Staff 2) “I think not much information, need more detail..” (Staff 3)
Training Support	“Not training at the moment, maybe there will be in the future.” (Leader 1) “There’s no training..” (Leader 2) “Currently, no training provided.” (Leader 3) “There is no training yet, maybe because we still have to adjust & plan..” (Staff 1) “There should be, because people who move do not necessarily have enough knowledge.” (Staff 2) “Loved to if there’s any training session, more into technical side.” (Staff 3)

Knowledge

Knowledge is the information, instruction, and training required to understand how to change. However, at this point, the information offered to employees is still of a general nature, and there is no in-depth explanation of the technicalities, depending on the results of the interview process. Training should therefore be held in response to structural changes that result in transfers, promotions, or demotions, but there isn't currently any specialized, custom training for accelerating the implementation of changes.

Table 14. Codes & quotes for ‘Ability’

Codes	Quotes
Implementation Readiness	“Not ready yet, but I took the initiative to look for information by myself...” (Leader 1) “I'm ready because this is another change” (Leader 2)
	“I guess so, for me it’s a new challenge” (Leader 3) “Since it was announced, I have prepared mentally, whether I want it or not, I have to be ready.” (Staff 1) “Ready & excited.” (Staff 2) “Still adjusting, quite heavy..” (Staff 3)
Facing Obstacles	“So far it's going well, but other departments have come to my team to ask questions..” (Leader 1) “The motto is to embrace it, if there is concern from the team, they can discuss it.” (Leader 2) “Usually will tend to invite lead and team discussions who get involved.” (Staff 1) “Check first if we can handle it by ourself if we can't just go to the manager.” (Staff 2) “They actually offering if there’s any question, i can ask.” (Staff 3)

Ability

Knowledge is transformed into action through ability, which reflects the realization or implementation of the transformation.

According to the results of the interviews, the majority of respondents said they were prepared to make changes on their own initiative and with support from their environment. It cannot be disputed, however, that implementing new tasks or routines as a result of the changes that have taken place still presents challenges. Leaders offer assistance as well; if staff members encounter difficulties, they are always encouraged to resolve them, and if necessary, meetings or discussions can be organized.



Table 15. Codes & quotes for ‘Reinforcement’

Codes	Quotes
Progress Evaluation	“At the moment it doesn't exist, it's still running first, for a new evaluation there will be next week.” (Leader 1) “There is no evaluation session yet, because it has only been running for the last 2 months.” (Leader 2) “Proposed what to do with Managing Director to have weekly meeting” (Leader 3) “The new ones for change evaluation don't exist yet, if there used to be evaluation per quarter.” (Staff 1) “No evaluation process.” (Staff 2) “Havent received any evaluation yet..” (Staff 3)
Success Parameters	“It's been shared in general, the details are still ongoing..” (Leader 1) “There are no success parameters yet.” (Leader 2) “I don't have any idea.” (Leaders 3) “There are no success criteria for change..” (Staff 1) “There are no change parameters yet..” (Staff 2)
Reward & Recognition	“There must be, as simple as being assigned, there will be a possibility of promotion.” (Leader 1) ” There is no appreciation yet because it is just running.” (Leader 2) “None at all. We will get reward from the promotion.” (Leaders 3) “If the reward is more into the annual KPI, there is none for accommodate changes.” (Staff 1) “There should be, but I don't know what it's like.” (Staff 2) “No appreciation.” (Staff 3)

Reinforcement

The elements that support a change from both the inside and outside are represented by reinforcement. There are currently no evaluation sessions specifically in terms of change, but if they want it to occur, they can propose it. Furthermore, at this moment the expected process change lacks a defined success parameters. Additionally, there is no effective system of rewards and recognition to encourage that individuals are motivated about implementing change.

CONCLUSION

Businesses must always be ready to adapt to all conditions due to an increasingly competitive business environment and a variety of unanticipated circumstances. In the case of PT. XYZ, the macroeconomic environment has a significant impact on the company. Brands and other parties that utilize these services will pay more attention to making sure their business is sustainable since they are more cautious with their expenditure. As a result, PT. XYZ is now putting greater emphasis on serving creators instead of brands.

Additionally, there is pressure from the product side because Youtube's new prima donna, Shorts, is unable to be monetized and so that it can reduce revenue. The Philippines' infrastructure is insufficient for this kind of enterprise, it was also discovered from the interview process. In to ensure that the business stays relevant and efficient in terms of workload, a merger between Indonesia and the Philippines will be necessary. This will result in the removal of roles, particularly for positions that are no longer necessary. In order to enable a seamless implementation of the new organizational structure following the merger of the two entities, an adequate change management is therefore required. Through this research, researchers will make an effort to answer whether employees are prepared to adopt the new organizational structure. According to the data, employees are aware of the changes that occur, but it is certain that there are inconsistencies in how they see the need for the organization to change. Even though they are aware that the change would boost corporate performance, some employees still do not want it to happen. This is most likely brought on by the lack of available detailed information and the absence of training support designed specifically to adapt changes. Even so,



employees are prepared for change since their leaders are willing to support them in times of need. Unfortunately, there is no evaluation process with distinct success criteria, make it impossible to determine which appraisals were successful and which ones failed. Additionally, there are no rewards or recognition, which are supposed to motivate people to make changes.

Referring to the data gathered to answer the first question, employees feel ready to adapt to changes in the company. To address various findings that may turn into issues in the future, various solutions are still required, so as to respond to the second question.

1. The guiding coalition team forms a common goal that is understood by each party referring to the change agenda and organizes various events that facilitate discussions and joint activities to increase confidence in the changes you want to implement.
 - This gives employees a chance to comprehend and accept the company's new direction by offering an initial discussion forum.
2. Provide one-on-one meeting between leader and staff regarding the change agenda as a complementary process to the series of announcements stages.
 - With leaders required to hold meetings individually, this will assist in the process of conveying clear and detailed information to each employee, and there will be more opportunities to ask questions.
3. Provide the training employees needed
 - With training assistance for employees in implementing the change, the process can be accelerated and the results can be maximized.
4. Making short-term wins with clear parameters as milestones of the change process that occurs in the company
 - With short-term wins, employees will be able to break down enormous goals into manageable steps, see how far they have come, be rewarded for the process they have completed, and keep the momentum from diminishing.
5. Create a weekly/monthly change progress report
 - With a clear change progress report, employees can evaluate the processes that have been implemented and improve for the future.
6. Create alignment between the HR system such as compensation, promotions, succession planning with the new vision from the company.
 - An aligned & attractive HR system will increase employees' motivation & empower them to keep implementing changes.

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