THE URGENCY OF READINESS TO CHANGE MENTALITY IN IMPROVING HUMAN GLOBAL COMPETITIVENESS DURING A PANDEMIC IN UNIVERSITIES

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Abstract. Creating globally competitive human resources cannot be separated from the role of universities and lecturers as educators. The coronavirus disease or Covid-19 pandemic that has hit all countries in the world poses challenges in all lines and aspects of life such as health, politics, economy, tourism, and also especially universities institutions. This has an impact, especially on the lecture methods used, from face-to-face in class to distance learning or online systems. This unexpected and sudden change in the situation has an impact on uncertainty and readiness in mastering the technology that must be carried out. This study aims to identify and analyze how the urgency of readiness for change against Covid-19 in universities, such as in terms of the readiness of human resources (lecturers), innovation and creativity, the readiness of supporting technology and readiness the role of leaders to achieve and produce high-quality students with global competitiveness.

The research methodology used in this research is explanatory research through hypothesis testing and consists of four hypotheses. The object and population in this study were lecturers at Bung Hatta University, Padang. The sampling technique used is purposive sampling with certain criteria, and the data analysis technique used in this study is SEM with the STATA 12 application. The result of the study three hypotheses are accepted and 1 hypotheses rejected.

Keywords: readiness for change, mentality change, global competitiveness, change management, online systems

1. INTRODUCTION

At the beginning of 2020, the world was shocked by the outbreak of Covid-19. The pandemic has hit all countries and challenged all aspects of life, especially universities. The Indonesian government announced the emergency status of the National Disaster in response to Covid-19 on March 14, 2020, and almost all campuses were locked down. Universities responded to this government policy by closing activities on campus and establishing online lecture methods using the internet. The occurring changes cause uncertainty, so universities must think deeply to face and adapt to this uncertainty. Some of the problems were the readiness of internet infrastructure, the readiness of lecturers to prepare online materials, innovations that must be carried out by lecturers during learning, and the readiness of internet quotas [5].

Figure 1
Internet Activities in Indonesia

Source: Nizam, 2020

The figure above describes internet usage activities in Indonesia during the 2020 Large-Scale Social Restrictions (PSBB). The circle shows the level of internet usage (number of users and duration of use). The bigger the circle, the bigger the active users who spend time in cyberspace. The three largest circles are in Jakarta, Surabaya, and Medan. This pattern shows that the formed environment is in accordance with the economic capacity of the community [6]. The phenomenon becomes a challenge since online learning methods have to be carried out even until now.

Chart 1
Results of the Internet Facility Readiness Survey in Universities

Source: Nizam, 2020

The chart above shows that the highest percentage of internet facility readiness is poor. [7] stated that the readiness of internet infrastructure is far from ready, the main problem is the unstable signal outside the city, and it can even be considered as bad. The performance of lecturers in universities is a factor that is always interesting to study [5].

Research Problems

This research also examined the urgency of readiness to change against the impact of Covid-19 in universities in terms of HR readiness (lecturers), innovation, supporting technology readiness and the readiness of the leader's role to achieve and produce quality students who have global competitiveness even though learning is carried out using an online system.

Research Objectives

Analyzing and testing the effect of technological change, lecturer creativity, perception of transformational leadership and readiness to change on lecturer performance in higher education.

Research Urgency

This study also wants to see the results of the urgency of changes that occur in higher education both in terms of the readiness of human resources (lecturers), innovation, technological readiness that supports and the readiness of the role of leaders to achieve and produce quality students who have global competitiveness.

2. LITERATURE REVIEW

Figure 2
Research Conceptual Framework
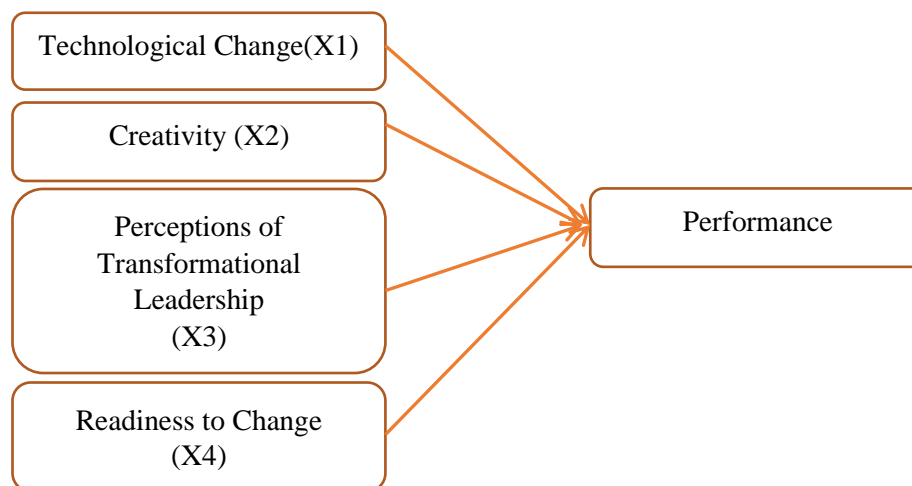
Hypothesis Formulations

Changes in Technology and Performance

Technology plays a vital role in improving the quality of education, especially in terms of teaching lecturers. This is because information technology is used as a tool for organizing teaching and learning activities in Universities. This fact occurs because, at this time, instructors in various parts of the world have been applying Information Technology as an integral part of the education system. The use of Information Technology has been packaged in the educational curriculum so that in practice, it must be implemented. The main reason why Information Technology is used as a teaching and learning tool is because of its ability to be able to present visualizations and graphics and even bridge communication between educational components effectively and efficiently both inside and outside the classroom, without any limitations of space and time [5].

Lecturers have a vital role in adopting and implementing technology and information because they are the key to good learning, especially during the current pandemic. In addition, the change in the educational paradigm caused by the pandemic also requires lecturers to be more creative and innovative in finding methods, materials, and presentation methods so that the learning process becomes more interesting and fun [5], and may affect the performance of lecturers. Research on this was investigated by [5] and obtained the results that technological change positively affected lecturer performance. Thus, any changes in the technology used will affect employee performance.

Hypothesis 1: Technological Changes Have a Positive Effect on Employee Performance

Creativity and Performance

Creativity in the workplace is creating innovations, useful ideas, and solutions for employees [16]. Furthermore, creativity is also a perception or assessment related to the idea of developing new or original and useful products, practices, services, or organizational procedures by employees. Research conducted by [16] looking at the relationship between creativity and employee performance during this pandemic found positive results. 90% of work is done online, and WFH provides many new ideas for employees because they can gather with family at home and continue to work for the organization without any burdens. Thus, creativity will affect employee performance.

Hypothesis 2: Creativity has a Positive Effect on Employee Performance

Perceptions of Transformational Leadership and Performance

Many studies have looked at the effect of perceptions of transformational leadership on performance. Among other things are studies conducted by [27] and [28], which found that the perception of transformational leadership has a positive influence on a person's performance both in terms of direct and mediation relationships. Likewise, another study conducted by [29] also obtained the same results as the previous research studied.

When employees perceive their leaders at work as having a transformational type both in terms of being able to motivate their followers, the higher the level of motivation given by the leader to their followers, the harder the followers' efforts will be to work and provide performance beyond what the organization expects. Likewise, when employees perceive transformational leadership when leaders expand and increase their interest in the interests of their followers, when leaders are able to move followers to have an awareness of the acceptance of the organization's goals and missions, and when they can move followers to look beyond their personal interests, to the organization's interests. Thus, the perception of transformational leadership will affect employee performance.

Hypothesis 3: Perception of Transformational Leadership Positively Affects Employee Performance.

Readiness for Change and Performance

[30] defines readiness to change as employees' self-confidence that they are able to implement the proposed change (self-efficacy). Employees consider this change to be appropriate for the organization (appropriateness). In addition, the leader is also committed to the change (management support), and this change will also provide benefits for members of the organization (personal benefit). From [30] explanation, it can be concluded that an employee is declared ready to change when they show the behavior of accepting, embracing, and adopting the change plan that will be carried out. Before an employee is in a position to be ready, they must reflect the content, context, processes, and individual attributes to see and believe the changes the organization will bring.

Readiness to change has become an important factor in creating successful change [30]. This is demonstrated by two behaviors when changes are made, which can be positive and negative. Positive behavior is indicated by a readiness to change, and negative behavior is indicated by avoiding change. Creating positive behavior in employees can be done by building readiness for change in employees so that these changes can achieve the desired success in terms of improving the employees' performance. Thus, the readiness to change will affect employee performance.

Hypothesis 4: Readiness to Change Positively Affects Employee Performance

3. RESEARCH METHODS/METHODOLOGY

Research Design, Sample, and Method of Analysis

This research method uses quantitative methods through survey methods. The survey method is one of the primary data collection methods that can be carried out carefully, systematically, and structured [22]. The population of this research is lecturers at Bung Hatta University. The sampling technique and data in this study was purposive sampling with a non-probability sampling method with certain considerations or criteria in accordance with the research objectives [22]. The criteria in question are Bung Hatta University lecturers who have a working period of > 1 year. This criterion is determined on the basis that within a period of > 1 year, the lecturer has been able to assess leadership in the organization.

Testing the validity was by using confirmatory factor analysis (CFA). According to Hair et al. (2010), the requirements for checking the loading factor are: loading 0.30 is considered to have met the minimum level; loading 0.40 is considered better, and for loading 0.50 is considered practically significant. At the same time, the reliability test uses Cronbach's alpha analysis technique. According to [23], if Cronbach's alpha coefficient shows a value of 0.60, then the reliability is considered poor, but it can still be used further. Then, if the Cronbach's alpha coefficient shows a value between 0.60 to 0.70, then the reliability is acceptable, then if the Cronbach's alpha coefficient shows a value of 0.80, then the reliability is considered good. In comparison, the data analysis method used is Regression Analysis with SEM STATA.

3. RESULTS AND DISCUSSION
Instrument Test Results
Validity test

Validity is the ability of the instrument to actually measure what should be measured without errors when concluding the data [31]. Construct validity is a measure that truly represents a hypothetical construct measured through a number of elements/question items [32]. The technique commonly used for this is Confirmatory Factor Analysis (CFA). CFA aims to confirm or re-examine the formation of concepts or constructs formulated through a theoretical framework or to re-examine a measurement model whose formulation is derived from a theory [23]. In this study, due to the number of samples of 171, the standard factor load used to determine the CFA limit was 0.45. If the factor value is greater than 0.45, then the item can be said to be valid, while if it is below 0.45, it will be declared invalid and must be discarded so that it should be re-tested [23].

Technology Change Validity
Factor loadings (pattern matrix) and unique variances

Variable	Factor1	Uniqueness
PT1	0.686	0.530
PT2	0.691	0.522
PT3	0.755	0.430

Source : data processed by Stata

From the table for the validity of the technological change above, there are three items. The three items scored above 0.45 so that they can move to the next analysis.

Creativity Validity
Factor loadings (pattern matrix) and unique variances

Variable	Factor1	Uniqueness
KR1	0.7298	0.4673
KR2	0.7590	0.4239

Variable	Factor1	Uniqueness
KR3	0.7381	0.4552
KR4	0.6682	0.5535
KR5	0.7706	0.4062
KR6	0.6883	0.5262
KR7	0.6539	0.5725

Source : data processed by Stata

From the test table for the validity of the technological change above, there are seven items, and the seven items scored above 0.45 so that it can proceed to the next analysis.

Perceptions of Transformational Leadership

Factor loadings (pattern matrix) and unique variances

Variable	Factor1	Uniqueness
KP1	0.6389	0.5918
KP2	0.6286	0.6049
KP3	0.4695	0.7796
KP4	0.6966	0.5147
KP5	0.7215	0.4795
KP6	0.7917	0.3732
KP7	0.6780	0.5403
KP8	0.6525	0.5742
KP9	0.7880	0.3790
KP10	0.5303	0.7188
KP11	0.7971	0.3647
KP12	0.7536	0.4320
KP13	0.6758	0.5433
KP14	0.6390	0.5916
KP15	0.6849	0.5310
KP16	0.7132	0.4913
KP17	0.8862	0.2147
KP18	0.8219	0.3244
KP19	0.7475	0.4412
KP20	0.7159	0.4875

Source : data processed by Stata

From the table for the validity of the technological change above, there are twenty items. These twenty items are already above the 0.45 number to be continued for the next analysis.

Validity Readiness to Change

Factor loadings (pattern matrix) and unique variances

Variable	Factor1	Uniqueness
KB1	0.6893	0.5249
KB2	0.7150	0.4888
KB3	0.6640	0.5591
KB4	0.4771	0.7724
KB5	0.5409	0.7074

Source : data processed by Stata

From the table above, there are six items and one item whose value is below 0.45, so it must be discarded and re-tested, and after re-testing, the remaining five items are declared valid.

Performance Validity
Factor loadings (pattern matrix) and unique variances

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-------------------------------------------------------
     Variable | Factor1 |  Uniqueness
-------------+----------+--------------------------
     KIN1 |  0.7136 |     0.4908
     KIN2 |  0.7695 |     0.4079
     KIN3 |  0.6820 |     0.5349
     KIN4 |  0.7650 |     0.4148
     KIN5 |  0.6445 |     0.5846
-------------------------------------------------------
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Source : data processed by Stata

From the performance validity test table above, there were six items, but one item was below 0.45, so it had to be discarded and retested, and the remaining five items were declared valid.

Reliability Test Results

The reliability test is the next instrument test after the validity test was carried out. The aim is to determine the internal consistency of the measurement items. Cronbach's Alpha is a reliability coefficient that shows how well a series of items measuring a concept are positively correlated with each other (Sekaran, 2010). A coefficient close to 1 indicates high internal consistency reliability. Cronbach's Alpha coefficient value = 0.5 indicates poor reliability but can still be used and continued in the next analysis. The reliability value between 0.6 to 0.7 is quite good, and if it exceeds the value of 0.8, the reliability is good [23].

Table 3
Reliability Test Results

Variable	Original Item	Validity	Alpha	Conclusion
Technology changes	3	3	0,788	Very Good
Creativity	7	7	0,878	Very Good
Transformational leadership	20	20	0,948	Very Good
Readiness to Change	6	5	0,740	Very Good
Performance	5	5	0,842	Very Good

Source : data processed by Stata

Hypothesis Test Results

Linear regression

KINTOT	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
PTTOT	.33	.026	12.48	0	.278	.382	***
KRTOT	.686	.037	18.59	0	.613	.759	***
KPTOT	.01	.014	0.75	.045	-.017	.037	***
KBTOT	-.035	.027	-1.32	.380	-.088	.017	
Constant	.052	.053	0.98	.329	-.053	.157	

Mean dependent var		4.175	SD dependent var			0.507	
R-squared		0.980	Number of obs			171.000	

F-test	2012.308	Prob > F	0.000
Akaike crit. (AIC)	-405.547	Bayesian crit. (BIC)	-389.839

*** p<.01, ** p<.05, * p<.1
Source : data processed by Stata

Table 4
Summary of Hypothesis Testing

NO	Hypothesis	P > |t|	Description
H1	Technological Changes have a Positive Effect on Performance	**0,000****	**Accepted**
H2	Creativity Has a Positive Effect on Performance	**0,000****	**Accepted**
H3			
H4	Perception of Transformational Leadership Positively Affects Performance	**0,044****	**Accepted**
	Readiness to Change Positively Affects Performance	**0,380**	**Rejected**

CONCLUSION

Based on the results of the analysis of the research above, the following conclusions can be drawn:

1. Technological changes have a positive effect on performance because 90% of work is done online, and WFH provides many new ideas to employees because they can gather with their families at home and continue to work for the organization without being burdened. Likewise, when lecturers conduct full online teaching, they are required to do innovative things so that students can enjoy running lectures like face-to-face lectures as usual.

2. Creativity affects performance. This can be seen from the point where employees perceive their leaders at work as having a transformational type in terms of being able to motivate their followers. The higher the level of motivation given by the leader to his followers, the harder the followers will try to work and provide performance beyond what the organization expects. Likewise, when employees perceive the leader to expand and increase their interest in the interests of their followers, followers will easily accept the goals and mission of the organization and put aside personal interests to achieve the interests of the organization.

3. Perceptions of transformational leadership have a positive effect on performance. It can be seen from the results of the highest points of employees perceiving that their leaders at work have a transformational type both in terms of being able to motivate their followers. The higher the level of motivation given by the leader to his followers, the harder the followers will try to work and provide performance beyond what the organization expects. Likewise, when employees perceive the leader to expand and increase their interest in the interests of their followers, followers will easily accept the goals and mission of the organization and put aside personal interests to achieve the interests of the organization.

4. Readiness to change has no effect on performance.
   This hypothesis is not supported, and it may be caused by the readiness to change factor resulted in two behaviors when changes are made, which can be positive and negative. In this study, it could be that employees are not ready for the existing changes and tend to shut down or persist and are resistant to these changes so that they have a negative impact on improving performance.

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