

The Readiness for Change Level of Elementary School Principals In Three Cities In Indonesia

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Abstract. This study aims to determine the readiness for change of elementary school principals in three cities in Indonesia (Padang, Malang, and Gorontalo) in the midst of changes in current educational policies. The research method in this study is quantitative research methods and is measured by the achievement respondents level and then classified according to the level of the Likert scale. Based on the results of the study, it is known that the level of readiness for change of the principals is at a high level, but has not yet reached the maximum scale. Therefore, the authors suggest that organizational development training for elementary school principals in the three cities should still be carried out.

Keywords: Readiness for Change

1 Introduction

Education in Indonesia is currently undergoing very dynamic changes, such as the curriculum at the elementary and secondary school levels, which previously was Curriculum 13, is now changing to an Independent Curriculum. These changes are a certainty caused by the times. These changes are intended as a form of efforts to develop better education.

Educational development will always require change. If it does not change, then education will remain in its original position and even experience a setback. Therefore, change is something that must be done to develop education. An example is the curriculum changes that often occur in Indonesia to suit the demands of the times. Indonesia adheres to a centralized or centralized curriculum system, meaning that curriculum change policies are carried out by the center or the state ministry of education. After that the curriculum is implemented in all schools in Indonesia. These changes will be successful if every school principal is ready to make changes, if not ready then the implementation of these changes will experience many obstacles.

Based on the explanation above, the authors are interested in researching the level of readiness of elementary school principals to change in the cities of Padang, Malang, and Gorontalo. By knowing the level of readiness of elementary school principals to change, then researchers can find out and measure, and provide input so that elementary school principals are ready to change for the better.

2 Method

This research method uses quantitative research methods. The instrument used in this research is a questionnaire that has been validated by experts. This research was conducted in August 2021. The population in this study were all elementary school principals in the cities of Padang, Malang, and Gorontalo. The sampling method is by random sampling method, namely the sample is determined randomly with the number of samples determined using the Slovin formula as follows:

$$n = \frac{N}{1+Ne^2} \quad (1)$$

Description:

n = sample

N = population

e = error margin (5% - 10%)

After the instrument data is collected, the first step is to test the requirements analysis by conducting a normality test using the SPSS application tool. The method of drawing conclusions is done by converting the research results to a Likert scale.

3 Result and Discussion

The population in this study based on data sources from the Dapodik website (Education Principal Data) amounted to 723 people. To become a principal in Indonesia, you must meet several criteria first. So that the sample characters in this study are relatively the same. Based on the results of the sample calculation using the Slovin formula, a sample of 76 people was obtained with a margin of error of more than 10%. For more detailed information, see the table below:

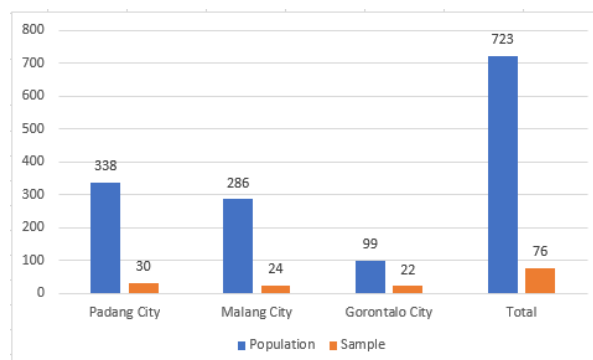


Fig. 1 The Number of samples

After the instrument data is collected, the first step is to test the requirements analysis by conducting a normality test using the SPSS application tool.

Based on the results of the study, it is known that the minimum value of the research data is 64 and the maximum value is 95. By using the SPSS application, the input data of the research results obtained a normal curve diagram as shown in the following figure:

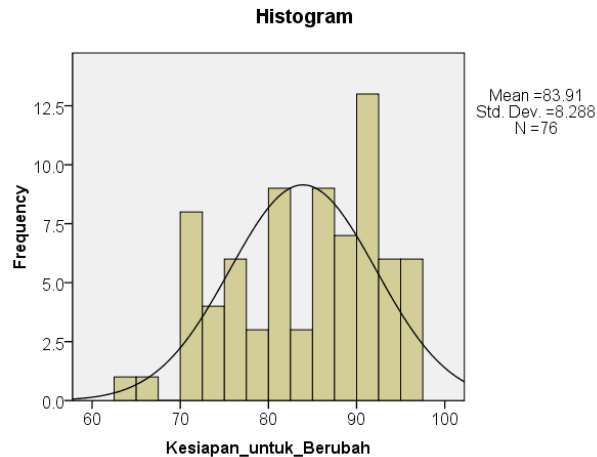


Fig. 1 Normalitas Graph of Readiness for Change Date

According to the diagram above, it can be seen that the research data is normally distributed. Although the normal curve is slightly higher to the right, this indicates that readiness to change principals is slightly higher than the mean. So that the data can be used for processing.

Every development that occurs in an organization is always accompanied by changes for the better [1, 2]. These changes cannot be immediately implemented and succeeded. These changes not only face people who are ready and agree, but also face people who are not ready and disagree and even face people who reject and oppose the change [3]. Therefore, not all changes can bring the organization in a better direction. Changes that fail can be fatal for the organization, therefore it is necessary to do a thorough study before making changes. One important point that needs to be done is to know the level of readiness of the leader or principal in accepting change (readiness for change).

The success of a change is highly dependent on the leadership's readiness to accept change. The more ready the leader to accept change, the more smoothly the change will run, and vice versa. How is it possible that change will work well if the leadership is still unsure and not ready to accept change. Therefore, a study of leadership readiness for change needs to be carried out so that changes can really be implemented optimally.

To measure the level of readiness for change we need to know what indicators is relevant influencing it. According the theory, knowledge about the change is one of the indicator which influence the readiness for change. Readiness for change and knowledge about the change are influence each other [4, 5]. The principals need for knowledge about the change to encourage him to be more ready to change.

In other hand, we need to know about attitude, value, and believe from the responden [2, 6, 7]. They said that the readiness for change is multidimensional construction which is influenced by the attitude, value, and believe from the people in that organization. The change will success when the people in the organization shown the attitude, value, and believe to implement the change, they believe that the change will give the benefits for organization.

The next indicator according to the literature which is needed to know is about school system support [3, 7]. In an organization, the senior intervention is more influenced, because they have been really understand about the organization from the beginning, and there are

quite a number of them, and they are part of organization system. So, we can say that the senior support is needed to know how the readiness for change from the principals.

Based on the above discussions, it can be concluded that there are several indicators that can be used to measure readiness for change, some of which are (1) knowledge about change, (2) attitudes, values, and beliefs, and (3) school system support.

Based on the data processing of the research results, it is known that the level of achievement of respondents to each of these indicators can be seen in the table below:

Table 1. The Achievement Respondent's Level

Indicator	Ideal Score	Real Score	Achievement Respondent's Level (%)	Description
Knowledge about change	2660	2273	86	High
Attitude, value, and believe	3420	3074	90	High
School system support	1520	1375	91	High
Mean			89	High

Based on the table above, it is known that the respondent's level of achievement of readiness to change on the knowledge about change indicator is 86% or is in the high category, meanwhile the attitude, value, and belief indicators reach 90% or enter the high category, and the indicators the percentage of school system support reaches 91% or is in the high category.

4 Conclusion

In conclusion, it is known that the level of achievement of respondents regarding the readiness of school principals to accept changes is 89% or is in the high category. So it can be said that elementary school principals in three cities in Indonesia, namely Padang, Malang, and Gorontalo, are ready to accept change.

5 Recommendation

Based on the conclusion, the readiness for change is still not maximized, so efforts are still needed to maximize the readiness for change in terms of the indicators in this study.

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