

Internal Change Agents' Strategies to Deal with Boundary in Organizations in Indonesia

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Abstract: BACKGROUND: It is indicated that the role of internal change agent is increasingly important due to an unforeseen future of post-covid era. However, studies about internal change agents are limited in contrast to the work of external consultants. OBJECTIVE: This study aims to explore how internal change agents perceived the permeability of boundaries in an organization and how the strategies they used to deal with such boundaries. Boundary is among the specific challenges facing by internal change agents. METHODS: This research applies qualitative approaches by conducting semi-structured interviews with six internal change agents, using the maximum variation technique. RESULTS: The findings showed that structural, knowledge, political, and interpersonal boundaries existed when participants managed change in organizations. However, the characteristics of the perceived boundaries differed from what has been indicated in the previous studies, particularly for the interpersonal boundaries. The findings also identified that internal change agents use organizational support, communication, and invite participation to span the boundaries. CONCLUSION: The findings contribute to literature related to boundaries to be spanned by internal change agents, particularly in the specific context of Indonesia as a collectivistic and high-power-distance society, which have distinct differences in nature and characteristics with previous studies in western countries.


1 INTRODUCTION


In every organization, change is a necessity. The factors that influence change in organizations are very diverse; according to Robbins & Judge (2017), several external factors influence change, namely competition, economic conditions and shocks, technology, and social and political trends. According to Heller (2002), if you ignore or underestimate changing trends, the organization will suffer losses. Therefore, for the sake of business continuity, organizational change needs to be done. Change management is a structured approach used to help individuals, teams, and organizations to make a transition from their current state to a new, better condition (Coffman and Lutes, 2007)

The organization's need to change is currently reinforced by two main factors, including the current state of the industry, namely industry 4.0 and the Covid-19 pandemic. Industry 4.0 itself is a current

industrial-style terminology that is present to replace industry 3.0, characterized by cyber-physics and manufacturing collaboration (Hermann et al., 2015). Therefore, companies need to transform to be able to adapt to the demands of industry 4.0. In addition to the various demands of industry 4.0 with its digital transformation, the Covid-19 pandemic that is present worldwide at the beginning of 2020 is also a strong accelerator of change (Li et al., 2021). Some of the changes caused by the Covid-19 pandemic include digital transformation, WFH work patterns, downsizing, and many other changes that affect the sustainability of the organization (Li et al., 2021).

When an organization decides to change, it is not sure that the course of change in the organization will take place smoothly and without resistance. According to Maurer (2010), resistance can be translated as fear, opposition, conflict, hassle, pain, annoyance, anger, and suspicion that organizational members perceive in the face of change. Therefore, resistance to change needs to be managed in such a

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way that resistance shifts to readiness to change. The term readiness to change refers to organizational members' determination or joint commitment to implement change and shared belief in their collective ability to do so (Weiner, 2009).

In implementing change management to achieve readiness for change, change agents play a crucial role. Individuals or groups who carry out initiating and managing change in an organization are known as change agents (Lunenburg, 2010). Change agents can also be interpreted as responsible for implementing and encouraging change in the organization (Palmer et al., 2017). The term change agent usually refers to both internal and external agents of change.

Generally, change agents are identical to experts or external management consultants whom the company pays to find out what is happening to the company and implement changes to run optimally (Palmer et al., 2017). However, over time the term change agent also refers to an internal change agent. In other words, change agents can also be internal or come from within the organization, such as a manager or employee appointed to oversee the change process.

Internal Change Agents (ICA) are one of the spearheads of change management in organizations because ICA plays a significant role in organizational change, especially in implementing change management strategies (Sturdy et al., 2016). ICA is usually played out by H.R., managers, or other organization representatives (Hartley, Bennington, and Binns, 1997; Meyerson & Scully, 1995). However, ICA can also be played out by mixed staff from various levels and departments (Randall et al., 2019). According to Smither et al. (2016), there are 4 advantages of ICA in implementing change compared to external change agents, include: 1) ICA already knows the work environment so that it takes less time to adapt to the organization; 2) ICA knows and has a close relationship with members of the organization who will be the target of change; 3) ICA has more access to workers who will be targets of change, as well as their superiors; and 4) using ICA is a more efficient option in terms of costs compared to outside consultants.

In implementing change in an organization, change agents will cross boundaries (boundary spanning or boundary work) between groups and individuals in cross-job (Schotter, Mudambi, Doz, and Gaur, 2017). ICA can also be referred to as "boundary-shakers" (Balogun, 2005). How to change agents work is influenced by how they perceive the boundaries of the changes they see and experience in the organization (Randall et al., 2019). Wright (2006)

argues that when changes occur, uncertainty arises. This uncertainty then makes the change agents feel ambivalent or confused about whether they are "insiders" (being part of the organization) or "outsiders" (not members or from outside the organization).

This condition raises challenges to ICA in 4 dimensions/aspects of the boundary. According to Wright (2009), four boundaries commonly found by ICA include: 1) roles and positions in the hierarchy (structural boundaries), 2) expertise and functional activities (knowledge boundaries), 3) legitimacy and organizational power (political boundary); and 4) personal relationships with clients (interpersonal boundaries). According to Orlikowski (2002), seven boundaries can be perceived subjectively by ICA, including 1) temporal boundary; 2) geographic boundary; 3) social boundary; 4) cultural boundary; 5) historical boundary, 6) technical boundary, and 7) political boundary. Meanwhile, according to Palus et al. (2011), there are five types or categories of boundaries, including 1) Vertical, including rank, class, seniority, authority, and power, 2) Horizontal, including skills, functions, colleagues, and competitors, 3) Stakeholders, including partners/partners, constituencies, other business chains, and communities, 4) Demographics, including gender, religion, age, nationality and culture, and 5) Geographical, including location, area, type of market, and distance.

In terms of managing change, boundaries can be a challenging factor for implementing change because boundaries can separate organizational members into "us" and "them" categories, which can lead to conflict, direction, fragmentation, misalignment, and lack of commitment (Palus et al., 2011), in this case, it means commitment to implementing change. Boundary overcoming strategies can be interpreted as steps for organizational members to build and manage interactions with other people in companies outside their workgroups or direct teams (Ancona, 1990; Ancona and Caldwell, 1992; Marrone et al., 2007).

In general, Palus et al. (2011: 481) illustrates strategies to overcome boundaries into 6 types of strategies, including: 1) buffering, which means efforts to monitor and protect the flow of information and resources between groups to determine boundaries and create a sense of security, 2) reflecting, which means efforts to represent different perspectives and facilitate the exchange of knowledge between groups to understand boundaries and foster respect, 3) connecting, which means efforts to connect members and bridge groups that are divided to remove boundaries and build trust, 4) mobilizing,

to creating goals and common identities across groups to change (reframe) boundaries and develop a shared community, 5) weaving, in the form of efforts to integrate group differences into a larger overall context to link boundaries and create a sense of interdependence, and 6) transforming, which is an attempt to unite several groups together by setting new goals and directions to overcome boundaries so as to allow new discoveries to emerge.

While implemented in the Indonesian context, boundary-spanning activities and change management dynamics can be unique due to their cultural and contextual aspects. Indonesia has demographic diversity in ethnicity, religion, race, culture, and groups (Pusat Data dan Statistik Pendidikan dan Kebudayaan, 2016). The existence of Indonesian contextual characteristics, either directly or indirectly, will affect how employees or members of the organization work and behave (Mulyaningsih, 2020). External conditions that organizations must face, including markets, customers, technology, shareholders, government regulations, culture, and social values in which the company operates, also affect the habits that will be adopted in the organization. This is supported by findings from Silalahi (2017) that the habits of organizational members are formed from the values, norms, assumptions, beliefs, and systems adopted by organizational members who are affected by the broader culture in the environment in which they live together. Furthermore, Sagiv & Schwartz (2007) stated that national and individual values and cultures could influence habits in organizations, or furthermore can be interpreted as organizational culture. Organizational culture is a pattern of beliefs and expectations held by members of the organization to produce strong values to shape the behavior of individuals or members of the organization (Schwartz and Davis, 1981). Some of the prominent characteristics of Indonesian culture are represented by the dimensions of Indonesian culture with collectivistic values and high power distance (Hofstede, 2010). supported by the opinion of Sagiv & Schwartz (2007) that national culture can affect organizational culture, then this is confirmed through the findings of several studies on organizations in Indonesia that have high collectivistic values and power distance characteristics.

The uniqueness of Indonesia as a context can be a support or even become more challenging for ICA to deal with boundaries. One example, organizations in Indonesia are generally bureaucratic and have a formal and distant organizational structure (Nugroho, 2013). Furthermore, the characteristics of

bureaucratic organizations are usually labelled as "reluctant to change" and "avoiding risks", including for their excellence (Nugroho, 1999; Nugroho, 2010). This is supported by the research of Muhammad (2005), who concluded that an organizational structure that is too mechanistic affects the high level of difficulty of boundary-spanning activities in organizations in the work environment of auditors. It could be that the characteristics of this bureaucratic organization are related to the cultural dimensions of Indonesia's high power distance, referring to Hofstede's (2010) theory of cultural dimensions.

So far, researchers have not found many studies on boundary spanning activity (BSA) conducted by ICA in organizations in Indonesia concerning change management. Previous studies that the researchers managed to find were several studies on boundary spanning activity (BSA) conducted by organizations in Indonesia but not explicitly related to change agents in managing change. The peculiarities of ICA are mostly related to boundary spanning, that is, being in an ambivalent situation, namely being part of a member of an organization that is changing on the one hand, but must be a mover of change so that it seems to take a role outside the organization. This role as insiders and outsiders at once is one of the typical characteristics of ICA (Wright, 2006; in Randall 2019). As done by Yustiarti et al. (2016) in the context of the auditor's work environment, previous studies found that individuals who carry out boundary-spanning activities can experience role stress or stress caused by role conflict. Role conflict as a boundary can arise because change agents played two or more roles and orders that are consecutive but inconsistent (Yustiarti et al., 2016). Worldailmi & Hartono (2018) also found that middle managers in projects with a context in Indonesia experienced several boundaries, involved 1) vertical boundaries to cross levels and hierarchies both upward (superordinate) and downward (subordinate); 2) horizontal boundaries in passing the relationship between functions and expertise; 3) stakeholders from outside the company or with external partners; 4) demographic in crossing differences between groups including personal differences such as gender, education, and ideology; 5) geographic in crossing the boundaries of distance, location, culture, area, and market. As for the context of work units in hospitals in Indonesia, according to Sari & Wulandari (2015), the boundaries found include the large size of the organization, the number of units, and the difficulty of coordination between units.

Based on the ideas as mentioned earlier, we aimed at exploring (1) the boundaries facing by ICA in

managing change in an organization and also (2) the strategies used to deal with the boundaries. Companies can use this to find the most appropriate way to prepare and develop ICA as a significant driver in managing change.

2 METHODS (AND MATERIALS)

The present study pursues the following research questions:

- RQ1:
What are the boundaries experienced by Internal Change Agents (ICA) in organizations in Indonesia?
- RQ2:
What strategies do they use to span these boundaries to manage change effectively?

A descriptive qualitative approach was used in this study to explore the perceptions and experiences of participants in dealing with boundaries during their roles as internal change agents because they have personal experience in implementing change strategies in their organization. Corley, Gioia, and Hamilton (2013: 17) argue that people who construct their organizational reality will know what they are trying to do and can explain their thoughts, intentions, and actions. The data was obtained from semi-structured interviews with the purposive sampling technique to obtain rich insights and information (Neergaard et al., 2009; Sandelowski, 2000).

2.1 Research Variables

The variables of this study are (1) Boundaries experienced by ICA in organizations in Indonesia and (2) Strategies being used by ICA to span these boundaries. According to Smither et al. (2016), the boundary can be defined as a rigid and complex to penetrate boundary that usually takes the form of a system, bureaucracy, and interactions between members or sub-groups. The strategy for spanning boundaries can be interpreted as steps for organizational members to build and manage interactions with other people in companies outside their workgroups or direct teams (Ancona, 1990; Ancona and Caldwell, 1992; Marrone et al., 2007).

The peculiarities of the Indonesian context with demographics consisting of various ethnicities, religions, races, cultures, and groups (Pusat Data Statistik Pendidikan dan Kebudayaan, 2016), also, the characteristics of the Indonesian cultural dimensions include high power distance and collectivity

(Hofstede, 2010) might directly or indirectly influence the way employees to do their job and behave as members of the organization (Mulyaningsih, 2020). These contextual peculiarities might also shape the uniqueness of the nature and characteristics of the boundaries experienced by ICA in organizations in Indonesia and the choices of strategies they use in overcoming the boundaries to manage change effectively.

2.2 Participants

The population group in this study are employees or organizational members who act as internal change agents (ICA) in an organization in Indonesia that has been successful in implementing a change strategy. This study has targeted participants who have the following characteristics:

1. Employees of a company or active members of an organization.
2. Productive age (15-64 years), based on the productive age category by Badan Pusat Statistik Indonesia.
3. Appointed or taking the initiative to become an internal change agent (ICA) in the company or organization.
4. Has finished carrying out their role as ICA in implementing change, and has been successfully manage the organizational change effectively.
5. Indonesian citizenship, and working for organizations in Indonesia.

The sampling technique used was the maximum variation sampling which is a sample selection technique to obtain and describe the main theme of the variety of participants who are representations of the population (Patton, 2002: 53). The principle of maximum variation sampling is that when researchers interview very different choices of participants, their answers can be closer to the answer to the entire population (Patton, 2002). The variations of participants that were taking into consideration were the type of industry, work position, work area, gender, age, and educational background of the ICAs.

2.3 Data Collection and Analysis

Boundary spanning is a very psychological and personal experience, so a qualitative approach, not a quantitative one, was chosen to explain the subjective phenomena experienced by the participants. Qualitative data was collected using semi-structured interviews, in which participants are instructed to

answer pre-defined open-ended questions. The interview guidelines involved topics that need to be explored: (1) ICA experiences on the organizational change process; (2) boundaries encountered during the process of managing change; and (3) strategies implemented in spanning boundaries.

Data were analyzed using thematic analysis methods. The thematic analysis identifies patterned themes in a finding/phenomenon (Boyatzis, 1998). These themes can be identified inductively (data-driven) from raw qualitative data in the form of interview transcripts (Boyatzis, 1998). The interviews were all recorded as audio and were transcribed as written documents. Using an inductive approach to code the data (Berg, 2017), data was used to develop the code and identify meaningful themes. After that, the data was linked to the theoretical framework of Wright (2009) and Palus et al. (2011) as references. The two authors then discussed the findings and the disagreement issues on meaningful coding and themes. This process would ensure the credibility of the results, based on triangulation of data analyses (Patton, 2014). The rationality of the findings and conclusions also can be re-verification that refers to the raw data.

3 RESULTS AND DISCUSSION

3.1 The Profile of Participants

Six ICAs participated in this study. They came from six different organizations with an age range from 30 years to 59 years old. Three of the participants were male, while the other three of them were female. The details of their profiles are listed in Table 1.

3.2 Boundaries Experienced by ICA in Managing Change

As shown in Table 2, the findings showed several boundary similarities found by the six participants in carrying out their role as internal change agents. Four of the six participants experienced boundary in the form of limited political power. In addition, four of the six participants shared the exact boundaries in the form of seniority. Furthermore, the structural hierarchy in the organization is experienced as a boundary by two of the six participants. Five out of the six participants experienced the differentiation of the structural functions of the department and the nature of the organization (e.g., head office branch, H.R. department-non H.R. department, and parent-subsidiary companies). The closeness of personal relationships was also recognized as a boundary by three out of six participants. Three out of six participants also experienced demographic

Table 1: Participants' profile.

Participant	Industry	ICA Role	Organizational Change	Position in organization
P1	Coal Mine	Implement Change	KPI Changes of Mine Operators	Operation Development (Section Head)
P2	Education (University)	Initiate & Implement Change	Initiate Student as Practicum Assistant	Head of Master Study Program
P3	Cruise and Shipping	Implement Change	Changes in Staffing and Work Patterns	HR Recruitment & Organization People Development Assistant Manager
P4	Mine	Initiate & Implement Change	Recruitment Phase Change	Talent Acquisition Junior Manager
P5	Travel Agency	Implement Change	Business and Sales Optimization	Vice President Sales and Marketing
P6	Air Line Cargo	Implement Change	Business Optimization and Data Based Work Process Changes	Vice President Transformation Management

differences. Meanwhile, the boundary is in the form of perception/assumption that one participant, (participant 5) only experience the limited knowledge and competence possessed by the agent of change.

Therefore, based on data obtained from interviews with the six participants, it was found that there are some similarities in the boundary they experience in carrying out their roles as internal change agents. There have been several previous studies that classified the types or aspects of the boundary. However, looking at the boundary patterns found from the six participants, the most representative boundary classification and describing the boundary realities encountered by participants is the one initiated by Wright (2009). The argument is based on the researchers' analysis that the seniority in the boundary classification of Palus et al. (2011) can be categorized as a political boundary because it creates an impression of a political power gap. Likewise, demographic boundaries (age, origin, and religion) found in participants can be categorized as interpersonal boundaries because demographic boundaries create social distance gaps between agents of change and change targets. The rest, what is clearer, are structural boundaries related to roles and positions in the hierarchy and political boundaries related to legitimacy and organizational power and the impressions that grow therein. When referring to the boundary classification by Wright (2009), participants found four types of boundaries, namely political, structural, interpersonal, and knowledge boundaries. The four types of the boundary are summarized in Table 2.

Table 2: Types of boundaries experienced by the participants.

PARTICIPANT	TYPE OF BOUNDARY			
	POLITICAL	STRUCTURAL	INTERPERSONAL	KNOWLEDGE
	THEORY			
	Wright (2009)	Wright (2009) dan Palus dkk. (2011)	Wright (2009) dan Palus dkk. (2011)	Wright (2009)
P1	✓ [Political power]	✓ [Dichotomy of head office and site /branch]	✓ [The closeness of personal relationships]	
P2	✓ [Political power and seniority]	✓ [Organizational hierarchy]	✓ [Differences in religious identity and organizational origin background]	
P3	✓ [Political power and seniority]	✓ [Dichotomy of HR and other departments]	✓ [Demographic differences in the form of age]	
P4	✓ [Seniority]	✓ [Dichotomy of HR and other departments]	✓ [The closeness of personal relationships]	
P5		✓ [Dichotomy of parent company and subsidiary company]	✓ [Demographic differences in the form of age and the closeness of personal relationships]	✓ [The presumption of limited knowledge and competence]
P6	✓ [Political power and seniority]	✓ [Organizational hierarchy]	✓ [The closeness of personal relationships]	

3.2.1 Structural Boundary

From the boundary table (table 2) found in the six participants above, it can be seen that all participants have structural limitations in acting as internal change agents. This finding confirms several aspects of the boundary that have been found in several previous studies, such as in Wright (2009), with the naming of vertical boundaries in Palus et al. (2011). The finding also confirms that the position and level in the organizational structure will determine the success of ICA in implementing change. Thus, all participants experienced structural boundaries.

Based on qualitative information obtained from the six participants, apart from being related to the position, structural boundaries also tend to be interpreted as representing parties or the roles played by internal change agents. Internal change agents can be viewed as coming from the head office, the parent company, the H.R. department, and top-level management. Four structural boundary dichotomies were found from the six participants, including 1) the head office and branch dichotomies, 2) the parent and subsidiary dichotomies, 3) the H.R. and non-HR department dichotomies, and 4) the differentiation of upper, middle management, and down. Those four dichotomies found in participants as shown below:

Excerpt 1

"Because the head office always brings some kind of improvement, the language that is already common in the field is improvement. Like that kind of stigma is not a strange thing, you know. 'There must be a new program here', something like that"
(P1, male)

Excerpt 2

"because of GI (initial of parent company) employees are just assistance employees. So, GI employees (initials) who are assigned to AGI (initial of subsidiary company) are full of many rumors, such as the assisted employees from GI (initials) have higher salaries than the original employees of AGI. There are a lot of rumors. So there are also several reluctants from AGI employees"
(P5, female)

Excerpt 3

"Like 'oh no, not HR again'. Like no one likes HR people. Because HR is about policies, roles, procedures, so it's normal for people not to like us. So when they are about to interact with HR people, they become uninterested"
(P4, female)

Excerpt 4

"So I can't appear face to face in the district as I am an employee in the management services group leader, because my level is not that high, actually"
(P1, male)

Categorization of these differences and boundaries comes complete with the perceptions and stigma behind the assessment between groups. The thought "they are not part of us" is the main thinking theme that derives from the structural boundaries experienced by the six participants.

3.2.2 Political Boundary

The second boundary found in 4 out of 6 participants is the political boundary. Political boundary are obtained from impressions that usually arise from the legitimacy of political power over a certain position/level in organizations, as shown below:

Excerpt 5

"They clearly know that I am not a close person to the Board of Directors level. No, no, because I wasn't on that high level. So it really needs that impression and power"
(P3, male)

The findings showed there is a possibility that the structural position is also related to the legitimacy of power that allows change to be carried out. The higher a person's position in a company or organization, they may have the more power to provide and carry out the direction for change. Hence usually, the strategy taken to span this boundary is supported by a higher level of internal change agents who play a direct role. Discussions about this strategy will be discussed in more detail in the next sub-chapter.

Palus et al. (2011) also suggested the vertical seniority boundary, which is more generally categorized as the political boundary by Wright (2009) and is recognized by the participants as a more limitation or challenge in implementing change. The assumption/label "junior" pinned on internal change agents by change targets with longer tenure (seniors) than them is considered a significant challenge to managing change. That junior is required unwritten to respect seniors is a significant qualitative data related to the context and peculiarities of organizations in Indonesia. Seniority as political boundary shown in these excerpts below:

Excerpt 6

"Because at that first time I was indeed the youngest. Then maybe there is also a judgement, because young

people talk about a lot of ideas and suggestions, maybe some some of them didn't like me."
(P2, female)

Excerpt 7

"So yes, at the beginning I was underestimated or gossiped about. Wow, being gossiped is certain, that's for sure. 'That's a new kid, right?'"
(P4, female)

This structural and political boundary may confirm findings in previous research in Indonesia that organizations in Indonesia are generally bureaucratic and have formal and distant organizational structures (Nugroho, 2013). Other studies also say a negative relationship between the level of effectiveness of boundary spanning and the organizational structure of the audit team on research conducted by Muhammad (2005). Although specifically and explicitly stated that this is not related to one of the dimensions of Indonesian culture as Hofstede (2010) proposed, namely high power distance, it could be that it has a possible relationship. A high boundary in the form of a mechanical organizational structure is also related to providing and conducting change directions, so it is also related to high power distance.

3.2.3 Interpersonal Boundary

Another boundary that also appeared in all participants apart from structural boundaries was the interpersonal boundary. This interpersonal boundary is a demographic boundary when referring to the classification of Palus et al. (2011), because demographic differences result in differences in social identity and make social distance gaps. Participants recognized that in leading and implementing change management, efforts were needed to reduce social distance, recognize, and approach themselves more personally to carry out their role as ICA. The participants also recognize personal relationships as one of the boundaries they encounter. Without any effort to get closer personally, the change targets will show resistance to change. The finding confirms the boundary aspect in the form of a personal relationship with the client (interpersonal boundary), which was suggested by Wright (2009). The finding, however somewhat different from the findings in Randall's (2019) study with the context of participants in the United Kingdom and Australia who said that interpersonal boundaries are defined as informal relationships as one of the boundaries, so ICA is advised to have a formal relationship with the target of change.

On the other hand, it is precisely in Indonesia that personal and informal relationships are needed. In addition, this boundary can also be classified as a social boundary when referring to the classification proposed by Orlikowski (2002), or it can also be referred to as a horizontal boundary according to Palus et al. (2011). Evidenced by the classification of 3 different initiators, it can be concluded that interpersonal relationships can be categorized as boundaries in the context and peculiarities of Indonesia represented by the participants in this study. When referring to the dimensions of Indonesian culture as proposed by Hofstede (2010), it could be that the context and peculiarities of Indonesia and its high collective character affect interpersonal boundaries. Personal relationships are considered necessary to implement change, and internal change agents demanded to be "personally close" to the change target. As put by participant 5:

Excerpt 8

"So if you want to implement the changes you have to be close first, we have to be friends first. Who are you anyway? Why you want to organize us if you're not familiar with us yet?"

(P5, female)

Still a category with interpersonal boundaries, demographic differences were also experienced by participants in this study. In the qualitative data obtained from the participants, three demographic boundaries were found, namely age, religion, and origin. Particularly for "origin", the boundary referred to is the origin of former university/organization experienced by participant 2, who forms a separate identity in their working life at the university (educational organization).

Although it was explicitly conveyed and experienced by only 1 participant (participant 2), apart from the demographic boundary of origin (home university), another identity that forms the boundary is religion. As a member of an organization with a different belief/religion from the majority of other organizations, participant 2 acknowledged that this affects the ability to implement change and determine strategic planning in the organization. There is a tendency for this boundary also to give birth to a majority-minority religion dichotomy. These findings also confirm the demographic boundary classification proposed by Palus et al. (2011). As participant 2 put it:

Excerpt 9

"First is a minority, from a minority religion. When it comes to religion, I am the only one who is Catholic.

Another one is Christian (protesant), the rest are Muslims. The second is that I came from the alumni who are not from the alumni where I work. Yes those what make it hard, because I was different"
(P2, female)

Another interpersonal-demographic boundary that is acknowledged to be experienced by more participants is the age demographic boundary. The participants recognized the significant age difference between the internal change agent and the change target as a limitation or challenge for managing change. At a more macro level within the company, this age difference by participants is also expressed by the mention of "generational differences". Generational differences also need to be spanned because organizational members may consist of more than one generation. In 2 participants (in participants 2 and 5), they also linked age differences with political boundaries, especially seniority. Age difference as boundary illustrated in the description below:

Excerpt 10

"Because we're not friend, more so because of the gap, gap in age. So some of general managers' age are already 50. Moreover, there are those who are the same age as my mother. Then suddenly I came in as their boss. So sometimes personally, I believe they feel that's weird, me too"

(P5, female)

Based on the qualitative data obtained in this study, the demographic background that causes differences in identity and creates social distance is illustrated as an interpersonal boundary in the Indonesian context. Political boundaries in the form of seniority also seem to be the boundaries found by ICA in Indonesia. Therefore, it could be that political boundaries, especially seniority, and interpersonal boundaries, especially demographic differences and the character of a collective society, are boundaries that arise because of the uniqueness of the Indonesian context.

3.2.4 Knowledge Boundary

In addition to the three boundaries previously discussed, the last boundary found in participants was the knowledge boundary. Even though it was explicitly conveyed by only 1 participant (participant 5), actually, the knowledge boundary could be related to the political boundary (seniority).

According to them, the assumption of "new/junior" is also related to the assumption that

internal change agents do not know to manage change, nor do they know the company's context for making change. Participant 5 also feels this limited knowledge comes from her much more senior subordinates (who have a more extended working period) than her. The knowledge boundary illustrated by the excerpt below:

Excerpt 11

"Because I am new, right? When new people come to decide on a strategy without bringing evidence or facts, the data is definitely considered as nonsense, right? Suddenly made. So that's why we have to explain the background data, why we made this decision because of this background"
(P5, female)

3.3 Strategies to Span Boundary

In managing change in organizations, internal change agents will penetrate boundaries (boundary spanning or boundary work) between groups and individuals in cross-work (Schotter, Mudambi, Doz, and Gaur, 2017). According to Smither et al. (2016), the boundary itself can be interpreted as a rigid and complex to penetrate boundary that usually takes a system, bureaucracy, and interactions between members or sub-groups in the organization. In its development, the term boundary spanning is now widely used to describe a situation where a person crosses social group boundaries (Matous and Wang, 2009). In addition, strategies to overcome boundaries can also be interpreted as steps for organizational members to build and manage interactions with other people in companies outside their workgroups or direct teams (Ancona, 1990; Ancona and Caldwell, 1992; Marrone et al., 2007). So as an internal change agent, the four boundaries that are owned and experienced by ICA need to be spanned. In spanning the boundary, ICA tends to have specific ways or strategies. Likewise, with the six participants in this study.

Participant 1 spanned boundaries by seeking higher-level support, utilizing informal leaders, approaching change targets personally, and supporting data. Furthermore, participant 2 attempted to approach personally to minimize social distance and use the legitimacy of structural positions and political power. Participant 3 implements several steps, namely completing administrative documents as support in implementing change, creating a change support system based on benefits and promotions, and seeking higher-level support to help them manage change. The strategy adopted by participant 4 was to

seek support at a higher level, approach personally, and use an accommodating communication style. Participant 5 implements several strategies, namely seeking higher-level support, building a reward and punishment system, discussing and approaching personally, and providing data supporting change. Finally, participant 6 implemented several steps to overcome the boundary, namely seeking higher-level support, using an accommodative communication style, conducting two-way discussion and communication, and involving change targets in the planning and implementation process.

This data indicated that some participants used the same strategies as other participants. However, in addition, if the researchers analyze the data based on several common features, actually some of the steps that the participants use to span these boundaries can be summarized into three main strategies, including:

1. Organizational Support

This strategy is not fully carried out by ICA personally, but requires organizational support. This strategy is carried out to span the boundary that comes from both structural hierarchy and the impression of differences of organizational political gaps between change targets and ICA. Organizational support that can be provided in carrying out this strategy can be in the form of support systems (such as benefits, rewards, and punishment for managing change), directions from higher levels, and political power obtained from higher structural positions.

2. Invite Participation

This strategy is carried out to tackle identity differences caused by structural hierarchical gap between ICA and change targets by inviting/fostering participation and involvement of change targets. Practical ways that can be used, for example, are efforts to involve change targets in the process of planning and implementing change, as well as using informal leaders of change targets as a link between ICA and change targets.

3. Communication

This strategy includes efforts to communicate and facilitate the exchange of different perspectives between ICA and change targets. Communication strategies are used to break boundaries that come from social and interpersonal distance, structural and political gap, as well as the assumption of limited ICA knowledge and skills. Some steps that can be taken in implementing a communication strategy are understanding the uniqueness of

the context and characteristics of change targets, making efforts to approach change targets personally, using accommodative communication style or similar-level communication, and discussing or communicating in two directions to exchange perspectives and absorb input from the change targets, and also communicating data supporting change.

Researchers have not found previous research and literature on boundary spanning classification and research that links specifically between boundary coping strategies and change management carried out by ICA. However, in general, Palus et al. (2011: 481) categorizes strategies to overcome boundaries (without relation to change management) into six strategies, namely: 1) buffering, 2) reflecting, 3) connecting, 4) mobilizing, 5) weaving, and 6) transforming. When referring to the specific definition of each strategy put forward by Palus et al. (2011) and looking at the data patterns of the boundary-spanning strategies carried out by the six participants, the researchers concluded that some of the strategies were similar and representative to illustrate the choice of steps or strategies taken by the participants. Three strategies can be categorized using strategies to overcome the boundaries by Palus et al. (2011), but some are not covered. For example, a communication strategy can be classified as a buffering, reflecting, connecting, and mobilizing strategy with similar definitions and characteristics. Likewise, the strategy of inviting participation has similarities with the weaving and transforming strategies. However, the organizational support strategy does not have specific similarities with the six strategies because it is not a personal effort of ICA but it manifests in the form of organizational support.

From the description of each strategy, it can be seen that one strategy can be used to span one or more boundaries. For example, political boundaries can be spanned by organizational support strategies and communication strategies. Furthermore, structural boundaries can be overcome by invite participation, organizational support, and communication strategy. Finally, the interpersonal boundary and knowledge boundary can be spanned with a communication strategy. Details of 3 general categories of strategies to overcome boundaries based on the types of boundaries experienced by the participants in this study can be illustrated in Figure 1.

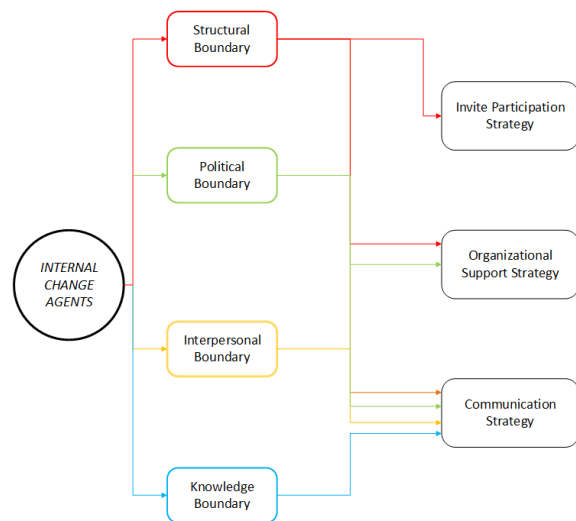


Figure 1: Boundary overcoming strategies based on boundary type.

3.3.1 Organizational Support

The organizational support strategy is not a personal effort of an ICA but rather the assistance provided by the organization to support ICA in overcoming structural and political boundaries.

Political boundaries are overcome, penetrated, or spanned by participants using organizational support strategy and communication strategy. On the six participants, steps are taken explicitly by seeking support from the board of directors or top management, using the legitimacy of structural positions and higher power, and creating a change support system (such as benefits, reward & punishment, and administrative completeness) as shown below:

Excerpt 12

"So if there are some obstacles with the team, maybe if the team really can't support it, then I'll escalate it to my superiors. What should we do, is there a rotation or what. Still, there must be intervention from the Director. Because the highest level is the Director. So if the Board of Directors or our superiors contradict our vision, it's definitely not going to work"

(P6, male)

Excerpt 13

"And I went from below, then became a manager, then became a senior manager, then became VP, moreover VP transformation management, right? The ones who will do these changes. That may be what makes it more acceptable."

(P6, male)

Excerpt 14

"Yes, otherwise it would be messy. If we are not neat administratively we will not be able to. The system must be neat administratively".

(P3, male)

From the results of interviews with the six participants, it was found that there is a possibility that the structural position is related to the legitimacy of power that allows change to be carried out. This means that the higher the position of a person in a company or organization, it could be that they have the power and political impression that allows them to provide and carry out the direction for change. Then, it makes sense that the strategy undertaken to span these structural and political boundaries is with support from a higher level of change agents who play a direct role. Of course, the legitimacy of the structural position and higher power can also be used, but this is more difficult to do because if the power of the agent of change is still relatively low, then he needs to wait to have a higher power obtained from a higher structural position than the one now he has this. Meanwhile, the third step, namely creating a change support system (such as benefits, reward & punishment, and administrative completeness) is carried out to compensate for the power possessed by change agents in implementing change.

3.3.2 Invite Participation

An invite participation strategy is carried out to tackle structural boundaries by inviting/fostering participation and involvement of change targets. All of the participants experienced structural boundary; hence, the efforts they used to span this boundary are involving change targets in planning and implementing change and using informal leaders of change targets as a link between ICA and change targets. For instances:

Excerpts 15

"Because they can protest 'we were never invited to a discussion, then ended up being decided!. So they feel they are not part of this movement. We just follow orders from superiors. They want more participation, not just as perpetrators. But they want to be invited to a discussion as well to get involved further to contribute their thoughts. When they speak up, they talk to themselves in front of the forum, it will be stronger. Once they have made a self-spoken contribution, then they will take responsibility.

(P6, male)

Excerpts 16

"Yes, it is the most eldest person, the most vocal person. So we have approached it, we even made them as change agent team as well. So that they make it easier for us to enter all groups at the operator level. Those who we are approaching"

(P1, male)

Differences in hierarchy, structure, function, role, and department are structural boundaries that will create a group identity gap. This difference in group identity will then lead to perceptions and stigma between groups, ICA, and the target of change. The thought "they are not part of us" is the central thinking theme that derives from the structural boundaries experienced by the six participants, hence involving change targets in the planning and implementation process and empowering informal leaders are three steps to breaking the structural level and trying to create a bridge between ICA and change targets.

3.3.3 Communication

From the three strategies found, communication strategy can be used to span the four types of boundary. Communication can be used to overcome political, structural, interpersonal, and knowledge boundaries. This strategy is possible because in spanning boundaries, the basic principle is that both parties, in this case, ICA and the target of change, need to understand each other. Hence, communication strategy enables ICA to communicate and facilitate the exchange of different perspectives between ICA and change targets.

The political boundary that arises specifically for ICA with shorter tenure is spanned using a communication strategy, namely by carrying out accommodative communication and approaching personally to minimize social distance and bridge tenure differences with the change targets.

Excerpt 17

"Moreover, they are already senior. So I have to approach them and begging for help. From that point they feel they have a responsibility to develop the company in this function. They already know that the recruitment isn't good at the company and I said 'I need help'. So it will be a different story if I patronize them 'It has to be like this like this!'. Not like that, who need to begging for help"

(P4, female)

Relatively the same as the political boundary, in spanning structural boundary, participants conducted

two-way communication to exchange perspectives for breaking the hierarchical structural level and creating a bridge between ICA and change targets.

Excerpt 18

"Yes, there was always discussion. So that the gap is reduced. So they know what we mean. We also know what they want, as well what is still annoying them"
(P3, male)

The boundary that was also experienced by the participants in this study in carrying out their role as ICA was the interpersonal boundary. Participants recognized that in leading and implementing change management, efforts were needed to reduce social distance, recognize, and approach themselves more personally to carry out their role as ICA. The qualitative data obtained from these participants can explain the reasons why ICA chooses a communication strategy, especially with four steps to span interpersonal boundaries, namely understanding the context and characteristics of change targets, making two-way communication to exchange perspectives, approaching personally, and making accommodative communication, as stated below:

Excerpt 19

"Okay, my advice is that know your business well, also get to know personally the general character of the people in the company. Companies have character. There is value that the company has. So we should have the power to recognize there, so that when we implement it we can have a strategy to interact with them based on what kind of person like are they."
(P3, male)

Excerpt 20

"Discussions, try to get closer to each other personally too. In a meeting, it is more formal when it comes to discussing business issues, for example in the office. But if you want to know more personally, I can usually invite you to eat together"
(P5, female)

Excerpt 21

"Yes, true. 'What can I do to help?' Then they will be able to open up to give everything. Because if I communicate as if I came from above, the command is like this, do it! Yes maybe they will do but it's forced"
(P1, male)

Interpersonal boundaries can also arise due to differences in demographic backgrounds. For example, in the information obtained from interview data with participants, at least three demographic differences were found, namely age demographics, religious demographics, and demographic identity of origin. Moreover, these three types of demographic differences seem to provoke cross-group "identities", complete with the perceptions and judgments of one group. Hence, seeing the existing data patterns, ICA will carry out several approaches to span age demographic boundaries, namely trying to understand the context and characteristics of change targets, making two-way communication to exchange perspectives, reducing social distance or approaching change targets personally, and implementing accommodating communication.

The last boundary experienced by ICA is the knowledge boundary. Based on the qualitative data obtained, this boundary is related to the assumption that change agents do not know to manage change, nor do they know the company's context for making change. This assumption of not knowing can be answered by implementing a communication strategy by providing and communicating data supporting change. Using this strategy, the doubts and antipathy of change targets to ICA related to the assumption that ICA's limited knowledge in managing change can be minimized. As participant 5 put it:

Excerpt 22

"So that's why we have to provide the background data, why we made this decision because of this and this"
(P5, female)

Based on the data obtained from the six participants, it was found that ICA's strategy to span boundaries in the Indonesian context may also have specific characteristics. Participants experienced structural and political boundaries, but in fact, they also experienced interpersonal boundaries. It could be a structural and political boundary due to the high power distance character represented by the cultural dimensions of Hofstede (2010) in the Indonesian context. The interpersonal boundaries encountered may be due to the high character of collectivistic (low individuality) represented by the cultural dimensions of Hofstede (2010). The dynamics of these peculiarities cause ICA to have a certain legitimacy of structure and power, but on the other hand, it also needs to be close personally and informally with the target group for change to foster trust among them (Wright, 2009). It seems that high collectivity is also related to a high value of togetherness so that a sense

of wanting to be involved and to be heard needs to be facilitated.

3.4 Characteristics of ICA Needed to Span the Boundary

In addition to the strategy to span the boundary that was carried out, the participants also provided information about the ideal qualities that ICA needs to have to break the boundary effectively. All of the six participants said that in order to act as an effective internal agent of change and capable of breaking/overcoming boundaries, the internal change agent needs to have resilient character/quality, as shown below:

Excerpt 23

"Yes, being persistent against pressure, against objections, like that. Don't easily give up. The point is, you have to be tough and to be strong. Don't give up easily. If you get a negative response, don't give up"

(P2, female)

This resilience characteristic is often needed because when managing and encouraging change, boundaries, resistance, and negative responses from change targets are found. With this resilience, internal change agents will not give up easily and are even more motivated to break boundaries, implement, and encourage change. The resilience character required by this ICA confirms the findings of Randall et al. (2019) and Burke (2011), who state the same thing.

Another quality required by an internal change agent effective in overcoming boundaries and implementing change was mentioned by participant 5, namely having interpersonal skills to break boundaries and communicate the steps for implementing change towards change targets effectively.

Excerpt 24

"Okay, The interpersonal skill must be good. Because change is certain to happen and mostly when we talk at corporate it is certain that people are definitely rigid. Whether you have already worked there for a long time, but once you become change agent, people will see you differently, right? 'What's the change? We're already comfortable. I'm fine here, my performance doesn't bother me. What changes again?' So if there is a change, that must be it. So interpersonal must be good to overcome those rigidity"

(P4, female)

ICA also needs to have interpersonal skills because in managing change, there must be boundaries in the form of differences and social dynamics between several parties so that the interpersonal skills possessed by ICA are needed to span these differences in social identities.

4 CONCLUSIONS

As the conclusion, this study highlighted four types of boundaries: political, structural, interpersonal, and knowledge, experienced by ICA in managing change in their organizations, as also mentioned by Wright (2009) in the classification of boundary aspects. Although the classification of the boundaries is the same as the previous studies, the nature of the boundaries is unique. For example, the diversity of demographic background becomes an interpersonal boundary in the Indonesian context. Furthermore, seniority was salient as the political boundary.

In terms of boundary spanning, this study indicated three effective strategies implemented by ICA to manage organizational change: 1) organizational support, 2) invite participation, and 3) communication. To perform the strategies effectively, the internal change agent needs to be highly resilient and good at interpersonal skills.

The findings contributed to literature related to the nature of boundaries experienced by internal change agents, particularly in the specific context of Indonesia as a collectivistic society. The findings also had significant practical implications on identifying internal change agents' essential competencies to manage change in organizations effectively.

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