

## Psychological Empowerment and Change Self-Efficacy As Mediators Between Change Leadership and Affective Commitment to Change

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*efikasi diri perubahan;*  
*perubahan organisasi;*  
*pemberdayaan psikologis.*

### Abstract

The world is changing, and the changes are affecting organizations to adapt to the changing as well. However, not all the change initiative programs will succeed due to employees' lack of commitment to change. The study aims to identify the role of psychological empowerment and change self-efficacy as mediators between change leadership and affective commitment to change. This study surveyed four NGOs with 113 respondents. Data was collected using four types of questionnaires: affective commitment to change, change leadership, change self-efficacy, organizational change, and psychological empowerment. Results showed that change leadership had affected affective commitment to change directly through self-efficacy as a mediator. In the meantime, psychological empowerment could not mediate change leadership and affective commitment to change, as psychological empowerment did not significantly influence affective commitment to change, which can be said that change self-efficacy is more significant than psychological empowerment in terms of affective commitment to change. Results were beneficial for organizations and management to prepare the change initiative effectively in times of organizational change. In this regard, preparing a leader to become an effective change leader is needed to develop an affective commitment to the change of the employees.

### Abstrak

Dunia sedang berubah, dan perubahan tersebut memengaruhi organisasi untuk beradaptasi dengan perubahan tersebut. Namun, tidak semua program inisiatif perubahan akan berhasil karena kurangnya komitmen karyawan terhadap perubahan. Penelitian ini bertujuan untuk mengidentifikasi peran pemberdayaan psikologis dan efikasi diri perubahan sebagai mediator antara kepemimpinan perubahan dan komitmen afektif terhadap perubahan. Penelitian ini mensurvei empat LSM dengan 113 responden. Data dikumpulkan dengan menggunakan empat jenis kuesioner: komitmen afektif untuk berubah, kepemimpinan perubahan, efikasi diri perubahan, perubahan organisasi, dan pemberdayaan psikologis. Hasil penelitian menunjukkan bahwa kepemimpinan perubahan berpengaruh terhadap komitmen afektif untuk berubah secara langsung melalui efikasi diri sebagai mediator. Sementara itu, pemberdayaan psikologis tidak dapat memediasi kepemimpinan perubahan dan komitmen afektif untuk berubah, karena pemberdayaan psikologis tidak secara signifikan memengaruhi komitmen afektif untuk berubah, yang dapat dikatakan bahwa efikasi diri untuk berubah lebih signifikan

daripada pemberdayaan psikologis dalam hal komitmen afektif untuk berubah. Hasil penelitian ini bermanfaat bagi organisasi dan manajemen untuk mempersiapkan inisiatif perubahan secara efektif pada saat terjadi perubahan organisasi. Dalam hal ini, mempersiapkan seorang pemimpin untuk menjadi pemimpin perubahan yang efektif sangat diperlukan untuk mengembangkan komitmen afektif terhadap perubahan dari para karyawan.



## INTRODUCTION

Innovations and enhancements continue, which makes global competition increase. As a result, organizations must prepare to face the evolving era by continuing to prepare themselves to meet changes in the environment and competition. This challenge makes organizations must be ready to make changes to compete and maintain their existence in their fields. In this regard, the more dynamic the organizational climate, thus the more the organization needs to change to survive (Fatima et al., 2020).

These kinds of challenges also apply to non-governmental organizations (NGOs). In the era of globalization, NGOs face the challenges of constantly changing to keep up with the development of a dynamic world. This environment is simultaneously evolving and complex. No different from for-profit organizations, NGOs, as non-profit organizations, are pressured to adapt to environmental changes. Funding cuts, increasing accountability requirements, and organizational factors such as commitment, low morale, burnout, and high turnover are some issues affecting many non-profit managers. NGOs must develop their management skills and infrastructure (Packard, 2012). As a result, NGOs need to find and implement new working methods. Program redesign, restructuring, development of program evaluation systems, increased diversity, and changes in outdated or dysfunctional organizational culture can help organizations survive and thrive during challenging times (Packard, 2012). A sample of the changes that have occurred in NGOs in Indonesia is the means of raising funds which are expanding using digital means. A survey from

Kopernik and Gopal in Indonesia showed that overall donations both conventionally and digitally experienced an increase in value by 20%, with the average value of digital contributions increasing by 72% and an increase also occurring for donations on social and health issues (Casalderrey & Prathama, 2021).

Successful organizational changes need support from various parties, including the top leaders, middle management, and employees. Previous researchers (Stouten et al., 2018) stated that the success of an organization is influenced by many factors based on three levels: micro, miso, and macro. The micro level refers to the individual as the recipient of change. The miso level involves cross-level effects between individuals, groups, and organizations. The macro level is organizational factors and their characteristics. Therefore, organizations need to pay attention to and optimize the aspects of these three levels to achieve the desired change success. Individual elements become one factor that influences the organizational change's success. In this regard, people in the organization must be aware of the reasons for changes made in an organization to accept and implement changes (Aamodt, 2015). Further, according to (Batti, 2014), a successful NGO recognizes the human element's importance to an organization's success and considers its commitment to achieving the desired goal.

Meanwhile, implementing organizational initiative changes does not always successful. A survey by McKinsey & Co. in 2015 showed that almost 70% of organizational changes failed (Batti, 2014). Many attempts at organizational change fail due to indifference or even rejection

which causes discomfort or stress to the employees (Packard, 2012). In this regard, commitment to change from employees is considered crucial for successfully implementing organizational change (Mangundjaya, 2019). Commitment to change refers to employees' willingness to perform actions necessary to influence change individually and considerably impacts the success of organizational change (Herscovitch & Meyer, 2002). Further, the commitment to change affects the retention rate, work attendance, performance in doing work, and organizational citizenship behaviour (OCB) of employees, which then affects the success of change implementation (Herscovitch & Meyer, 2002). Employees' commitment also helps overcome the sense of discomfort and stress related to change that can affect the success of change (Packard, 2012). In other words, organizational change's success is determined by employees' commitment, especially the affective commitment to change.

Affective commitment to change can be influenced by various external, organizational, and personal factors (Mangundjaya, 2019). Organizational factors include superior support, communication-related changes, decision-making involvement, perception of corporate sponsorship, and leadership (Naotunna & Arachchige, 2016). In this regard, one of the influential types of leadership is change leadership (Ling et al., 2018). Individual factors influencing commitment to change include organizational trust, organizational commitment, change readiness, psychological capital, change self-efficacy, and psychological empowerment (Fatima et al., 2020; Mangundjaya & Giovanita, 2018).

In this regard, research and business practices showed that one of the significant factors that arise from the organization or external factors that influence the commitment to change is leadership, among other things, change leadership. Change leadership also has some positive impacts, as in the group sphere, it impacts the collective identity achieved by developing a shared vision, values, and goals. In the individ-

ual sphere, change leadership positively correlated with an affective commitment to change (Ling et al., 2018). Based on that, this research will study change leadership's role in developing affective commitment to change with the mediator of psychological empowerment and change-related self-efficacy.

Herscovitch & Meyer (2002) mentioned that commitment to change is a mindset that binds the person to actions necessary to implement change initiatives successfully. The commitment to change is reflected in three dimensions: (1) the affective commitment to change; (2) the continuance commitment to change; and (3) the normative commitment to change. This study focuses on affective commitment to change, which is the desire to support organizational change based on the belief that the change will benefit the organization. In this regard, affective commitment to change is predicted to be the best supportive behaviour during organizational change, which has the most significant influence on the positive attitudes and behaviours toward the organizational change of the person compared to the other two dimensions (Herscovitch & Meyer, 2002).

Herold et al. (2008) and Liu (2010) describe change leadership as behaviors that aim for specific changes, including creating visions, empowering, monitoring, and assisting in individual adaptation. Liu (2010) then developed two dimensions of change leadership: change-selling behavior and change-implementing behavior.

Meanwhile, Mangundjaya (2022) stated that change leadership is the style or way of a change leader who desires to make changes to achieve better organizational conditions. According to Mangundjaya (2022), change leadership has three dimensions of leadership roles: (1) initiator or pioneer, who desires to make a change for a better organization, includes having a vision of the organization in the future; (2) implementer, is a change leader that can design organizational change, direct, lead, and implement change; and (3) coach, a change leader that acts as a compan-

ion and role model, in accompanying the employees during the change process and listening to their complaints. In this study, the concept of change leadership used is the concept of Mangundjaya (2022), as it is quite new and developed from grounded research involving all the stakeholders throughout Indonesia.

Wanberg & Banas (2000) defined change self-efficacy as a person's perception of their ability to face change and to continue to perform their duties despite the demands of change. Moreover, change self-efficacy refers to an employee's belief that they can handle the challenges and demands of a particular organizational change (Fugate et al., 2012; Ng & Lucianetti, 2016). Meanwhile, Spreitzer (2007) stated that psychological empowerment refers to a series of psychological conditions that individual has concerning their work, which consist of four dimensions, namely: (1) meaning, involves the fit between the needs of the work role and the beliefs, values, and behaviors of the individual; (2) competence, refers to the self-efficacy specific to ones job or belief in one's ability to do work with skills, includes individual beliefs where individuals have the ability and technical competence to complete the tasks without organizational resistance; (3) self-determination, reflects a sense of autonomy or choice over the initiation and sustainability of work behaviors and processes, refers to how far a person has the will of his work or is free to determine how to complete the work; and (4) impact, describes how far employees feel they have a substantial and essential influence on the work environment, colleagues, and organizations in the workplace.

Effective leadership is necessary because leaders will face an uphill battle if employees do not care about their organization. The role of leaders is essential in increasing employee commitment to change. Change leaders influence the self-concept of their followers and allow them to develop healthy self-confidence when making the high-risk demands of change (Ling et al.,

2018). Moreover, research by Ling et al. (2018) found that change leadership positively influences collective identity and has the urgency to maintain and grow their employees' collective identity. These actions are done by building a good vision, motivating communication, and fostering managerial ideologies according to the mission of organizational change. Change leadership presents an efficient solution to the challenges of organizational change, which is a universal driver for positive outcomes, thus becoming an essential driver for positive change outcomes (Holten et al., 2019). A study by Herold et al. (2008) showed that change leadership positively influenced affective commitment to change. Moreover, a previous study by Ling et al. (2018) showed a positive influence of change leadership on affective commitment to change. Based on these discussions, the following hypothesis is proposed.

H1: Change leadership has a positive impact on affective commitment to change.

A leader who applies change leadership is responsible for leading and directing people and will ensure that people comprehend organizational change. Research on change leadership revealed that it could increase and develop psychological empowerment (Mangundjaya, 2019). In this regard, the researchers conducted the study using the concept of change leadership by Liu (2010), who mentioned that change leadership consists of two dimensions: selling and directing. This concept of change leadership had a positive impact on psychological empowerment. Although in this research, the concept of change leadership differs from the change leadership by Liu (2010), it is assumed that these two variables are correlated. The proposed hypothesis is as follows.

H2: Change leadership had a positive impact on psychological empowerment.

The previous studies (Jaiswal & Dhar, 2016; Mangundjaya, 2019) showed that individuals with a high sense of psychological empower-

ment naturally have high competence, efficacy, determination, and impact, allowing them to be brave enough to face organizational change. They also feel confident enough and have the ability to face the change and even influence their surroundings to accept the organizational change. These kinds of feelings lead to the affective commitment to change. The study raised the following hypothesis.

H3: Psychological empowerment had a positive impact on affective commitment to change.

Cognitive-based beliefs predict meaning and competence, while affective-based beliefs predict impact (Ergeneli et al., 2007). In this regard, supportive feelings in individuals to experience psychological empowerment in the workplace are significant (Spreitzer, 2007). Research by Mangundjaya (2019) showed that psychological empowerment directly affected affective commitment to change. These discussions lead to the hypothesis as the following.

H4: Psychological empowerment mediates the change leadership and affective commitment to change.

Leaders have a remarkable ability to influence, and subordinates increase their optimism and self-efficacy as a result of their leadership style (Aggarwal & Krishnan, 2013). This quality relationship between employees and superiors will create a commitment to change in employees (Foks, 2015; Lim et al., 2021). Employees who feel a quality relationship with their boss are more encouraged to be committed and support the success of organizational change, as employees feel a strong emotional attachment to their work (Foks, 2015).

Further, the previous research by Ling et al. (2018) also showed that change leadership positively influences collective identity in maintaining and improving the collective identity of their employees. These actions are done by building a good vision, motivating communication, and building managerial ideologies accord-

ing to the organizational change's mission. In addition, the research by Ling et al. (2018) also revealed that change leadership increases change self-efficacy at the individual level of employees through role modeling, the experience of success, and verbal persuasion. Moreover, Ling et al. (2018) showed that change leadership positively correlated with change self-efficacy. This condition is based on social cognitive theory, in which employees develop their change self-efficacy based on the vicarious experience of role modeling and the group process of paying attention to their leaders (Bandura, 2015; Ling et al., 2018). In other words, leaders can influence and increase the optimism and self-efficacy of their subordinates through their leadership style (Aggarwal & Krishnan, 2013). Based on these findings, the study proposed the following hypothesis.

H5: Change leadership had a positive impact on change self-efficacy.

Individuals with high self-efficacy toward change tend to develop an affective commitment to change. Individuals more confident facing organizational change are less affected by change demands and thus are more willing or committed to favor change. As mentioned earlier, one of the reasons for the failure of change is rejection because of the sense of discomfort and stress experienced by employees from the demands of change (Packard, 2012), and employees with great change self-efficacy were assumed not particularly affected by these adverse effects. As a result, it said that individual change self-efficacy change plays a vital role in affective commitment to change. This statement is supported by the findings of previous researchers (Fatima et al., 2020; Foks, 2015; Mangundjaya & Giovanita, 2018), who showed in their findings that change self-efficacy is positively correlated with a commitment to change. Based on these results, the following hypothesis is proposed.

H6: Change self-efficacy positively impact affective change commitment.

Research by Ling et al. (2018) showed that change in self-efficacy at the individual level and collective identity at the group level positively mediate the relationship between change leadership and commitment to change. Employees with excellent change self-efficacy tend to make and implement organizational changes. Based on the descriptions presented above, this study raised the following hypothesis.

H7: Change self-efficacy mediates change leadership and affective commitment to change.

## METHODS

### Type and Research Design

This research used a quantitative approach and a correlational method, using a cross-sectional study and non-experimental as it does not seek to explain causal relationships but only tests the relationship between variables, and there is no

manipulation of variables (Gravetter & Forzano, 2016).

### Sampling Techniques and Respondents

The sampling technique was non-probability sampling, using convenience and snowball sampling, as it is easy to obtain the respondents (Gravetter & Forzano, 2016). The respondents of this research were employees who work in non-profit organizations and those are non-governmental organizations (NGOs).

The respondents are employees who have worked in the NGOs for at least two years of services. It is assumed that employees have adapted to the organization in two years and can see or experience the organizational changes during their stay. Robbins & Judge (2013) state that the first two years of work are when employees adjust to where they work. The number of respondents was 113, based on the G-Power statistical application using  $\alpha$  0.05, which stated the minimum number of respondents was 107.

Table 1.  
Demographic Data of Respondents

Characteristics of Respondents	Frequency	Percentage (%)
<b>Gender</b>		
Male	46	40.7
Female	67	59.3
<b>Age</b>		
18–24 year-old	34	30.1
25–44 year-old	61	54.0
45–56 year-old	18	15.9
<b>Education</b>		
Senior high school	13	11.5
Diploma	10	8.8
Bachelor	68	60.2
Master	22	19.5
<b>Length of Services</b>		
2–10 years	105	92.9
> 10 years	8	7.1

Characteristics of Respondents	Frequency	Percentage (%)
<b>Position</b>		
Non-staff	10	8.8
Staff	53	46.9
Section head/Supervisor/Officer	18	15.9
Division head/Group head	14	12.4
Department head	18	15.9
<b>Total</b>	113	100.0

The profile of respondents in Table 1 shows that the majority is female (59.3%), the age range of ages is from 25 to 44 years old (54%), and university graduates (60.2%). They have worked for two to ten years (92.9%), mostly staff (46.9%).

### Data Collection Tools

#### *Affective Commitment to Change*

The instrument used is one of the dimensions of the commitment to change, called the affective commitment to change dimension, developed by Herscovitch & Meyer (2002). This instrument consists of six items using a Likert scale of one to six. Likert scale point one refers to strongly disagreeing answers, to six, which refers to intensely friendly answers.

The validity test results with the CrIT of this measuring instrument have a range of .40 to .64. Based on references from Nunnally & Bernstein (1994), CrIT coefficients above .2 are considered a good score for discriminating items. Thus affective commitment to change has a good item discrimination value. Reliability analysis on the data collection results with 113 valid data resulted in a Cronbach's alpha value of .86 with a CrIT range of .57 to .79. According to Kaplan & Saccuzzo (2017), the value of the coefficient of reliability of an excellent measuring instrument is .70, which it can be said that this measuring instrument shows good reliability.

#### *Change Leadership*

Change leadership was measured using instruments from Mangundjaya (2022), which mea-

sures three dimensions: initiator, implementer, and coach. This instrument was developed by Mangundjaya (2022) through grounded research representing various ethnicities. This item consists of 15 favorable items with six Likert scale points, where point one means strongly disagree to six means strongly agree. The reliability test resulted in a value of .97, with a range of dimensions from .90 up to .93. The validity test results with CrIT showed a range of .50 to .88.

#### *Change Self-Efficacy*

The change self-efficacy was developed by Ashford et al. (2010), which used to be called Change Related Self-efficacy. This research used an adapted version by Mangundjaya & Giovanita (2018) with six points on the Likert scale, where point one refers to the statement of strongly disagree and point six means strongly agree. Research by Puspitasari & Mangundjaya (2019) with 612 respondents showed a reliability value of .71 with CrIT ranging from .15 to .62. Thus, it can be said that the change self-efficacy instrument has good reliability (> .70).

#### *Psychological Empowerment*

Psychological empowerment was initially developed by Spreitzer (2007), with a total of 16 items divided by four dimensions. These dimensions include meaning, competence, self-determination, and impact. This instrument was modified by Mangundjaya (2019) and has been used by many other researchers in Indonesia. The reliability test resulted in a value of .94, with the range of each dimension from .84 up to .93. The

validity test results with CrIT showed a range of .50 to .81. It shows that the instruments are valid and reliable.

## RESULTS

### *Data Analysis*

Data were analyzed using descriptive analysis and multiple moderated regression PROCESS version 3.5 Model 4, developed by Hayes (2020), to identify the impact of change leadership on affective commitment to change with the mediator of psychological empowerment and change self-efficacy.

### *Descriptive Analysis*

Based on the main variables, namely affective commitment to change, change leadership, and change in self-efficacy, the results can be seen in Table 2, which shows that change leadership has the highest score compared to the other three variables. Table 3 shows the average demographic profile and standard deviation of affective commitment to change, change leadership, change self-efficacy, and psychological empowerment variables.

Table 2.  
Mean and Standard Deviations of Variables

Variables	N	Mean	SD	Min.	Max.
Affective commitment to change	113	4.95	0.88	1	6
Change leadership	113	4.98	0.79	1	6
Change self-efficacy	113	4.42	0.99	1	6
Psychological empowerment	113	4.92	0.63	1	5

Table 3.  
Descriptive Analysis of Demographic Profile

Characteristics of Respondents	Affective Commitment to Change		Change Leadership		Change Self-Efficacy		Psychological Empowerment	
	Mean	SD	Mean	SD	Mean	SD	Mean	SD
<b>Gender</b>								
Male	5.01	0.90	4.44	0.35	4.51	0.98	4.92	0.62
Female	4.90	0.87	4.23	0.83	4.35	1.01	4.94	0.64
<b>Age</b>								
15–24 year-old	4.67	0.89	4.49	0.46	4.01	1.08	4.93	0.67
25–44 year-old	4.93	0.90	4.22	0.76	4.52	0.94	4.95	0.68
45–64 year-old	5.52	0.45	4.32	0.71	4.83	0.76	4.97	0.63
<b>Education</b>								
Senior high school	4.62	0.95	4.49	0.36	4.03	1.15	4.92	0.65
Diploma	4.67	1.26	4.79	0.37	4.43	0.99	4.94	0.64
Bachelor	4.97	0.79	4.32	0.50	4.41	0.94	4.96	0.67
Master	5.20	0.88	3.98	1.13	4.67	1.05	4.98	0.68
<b>Length of Service</b>								
2–10 years	4.90	0.89	4.29	0.69	4.38	1.00	4.99	0.63
> 10 years	5.52	0.43	4.65	0.48	4.88	0.78	5.01	0.64



Characteristics of Respondents	Affective Commitment to Change		Change Leadership		Change Self-Efficacy		Psychological Empowerment	
	Mean	SD	Mean	SD	Mean	SD	Mean	SD
<b>Position</b>								
Non-staff	4.33	1.02	4.35	0.53	3.77	1.02	4.32	0.80
Staff	4.88	0.94	4.35	0.75	4.29	1.02	4.70	0.72
Section head/ Supervisor/Officer	4.72	0.77	4.17	0.71	4.48	1.02	4.80	0.71
Division head	5.50	0.45	4.32	0.46	4.76	0.86	5.10	0.67
Manager/Department head	5.30	0.65	4.35	0.53	3.77	1.02	5.20	0.65

**Intercorrelation Analysis**

Using Pearson correlation analysis, researchers conducted a correlation analysis to identify a relationship between variables. The result of the analysis is shown in Table 4. It can be concluded that there is a significant positive relationship between change leadership and affective commitment to change ( $r = .38, p < .01$ ). Based on these results, it showed that the more influential the change leadership perceived by employees, then the higher the level of affective commitment to change owned by employees.

Furthermore, change leadership is also positively correlated with change self-efficacy ( $r = .29, p < .01$ ). As a result, the more influential the leadership change in the organization, the higher the level of change self-efficacy possessed by employees. In addition, a significant positive relationship was found between change self-efficacy and affective commitment to change ( $r = .61, p < .01$ ). Therefore, it concludes that if employees have good self-efficacy for change, they will have high affective commitment.

Table 4.  
Intercorrelation Analysis

	Mean	SD	AC2C	CL	CSE
AC2C	4.95	.88	1	.38**	.61**
CL	4.98	.68	.38**	1	.29**
CSE	4.42	.99	.61**	.30**	1
PE	4.92	.63	.59**	.51**	

\*\*Significant at  $p < .01$ ;  $N = 113$ .

SD = Standard Deviation;

AC2C = Affective Commitment to Change;

CL = Change Leadership;

CSE = Change Self-Efficacy;

PE = Psychological Empowerment.

Based on the correlation results shown in Table 4, it can be concluded that there is a significant positive relationship between change leadership and affective commitment to change ( $r = .38, p < .01$ ). From these results, it can be said that the more effective the change leadership perceived by employees, the higher the level of

affective commitment to change owned by employees. Furthermore, change leadership is also positively correlated with change self-efficacy ( $r = .29, p < .01$ ), so it can be said that the more effective the leadership change in the organization, the higher the level of change self-efficacy possessed by employees. In addition, a signifi-

cant positive relationship was found between change self-efficacy and affective commitment to change ( $r = .61, p < .01$ ). Therefore, it can be said that if employees have good self-efficacy for change, then employees will have an affective commitment to big change as well.

**Results of Mediation Analysis**

Hypothesis testing was done with the multiple moderated regression PROCESS version 3.5 Model 4 technique developed by Hayes (2020). This method is to see the influence of change leadership and an independent sense of psychological power as well as the influence of the mediation of the variable sense of psychological power on the affective commitment to change.

Table 5.  
Psychological Empowerment aAs the Mediator

Predictor	Psychological Empowerment (M)				Affective Commitment to Change (Y)		
	Coeff.	ONE	p		Coeff.	ONE	p
Change Leadership (X)	.505	.065	.000	<i>c'</i>	.069*	.027	.013
Psychological Empowerment (M)				<i>c</i>	.057*	.022	.011
	-	-	-	<i>b</i>	-.024	.032	.459
Constant	41.010	4.960	.000		18.61	2.150	.000
	$R^2 = .34$				$R^2 = .06$		
	$F(1,111) = 59.18$				$F(2,110) = 3.60$		
	Coeff.		t		p		
<i>Total Effect [c]</i>	.057		2.58		.011		
<i>Direct Effects [c']</i>	.069		2.52		.000		
<i>Indirect Effects</i>	-.012						

\* $p < .05$

In Table 5 is seen that hypothesis testing was carried out using multiple regression analysis to identify the role of change leadership and psychological empowerment on affective commitment to change. It shows that the value of  $R^2$  is .34, so it can be said that the leadership of

change can explain 34% of the variance of psychological empowerment. Then  $R^2$  on affective commitment to change has a value of .06, meaning that the change leadership and psychological empowerment influence 6% of the affective commitment to change variance.

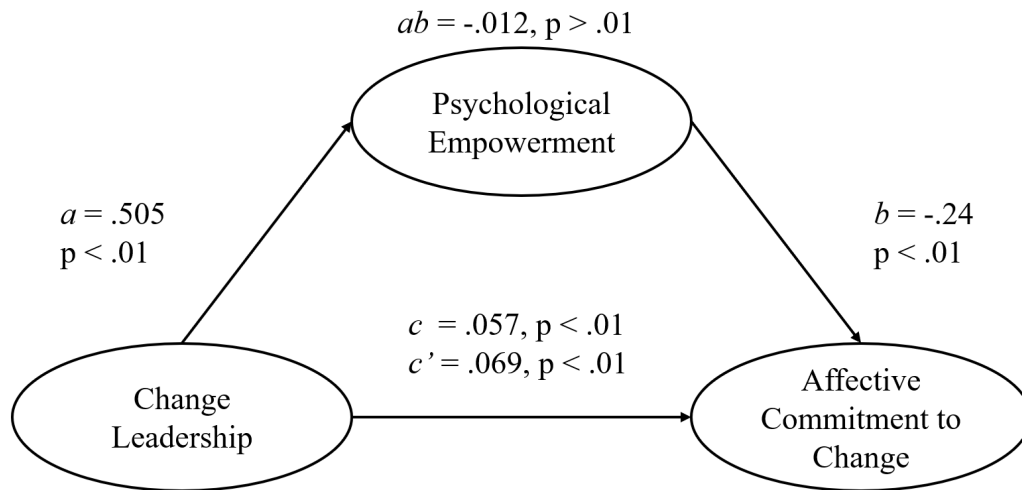


Figure 1.  
Mediation Analysis with Psychological Empowerment As the Mediator

Table 5 and Figure 1 show that change leadership has a positive and significant direct relationship on affective commitment to change ( $c' = .069, p < .01$ ), so Hypothesis 1 (H1) had supported. Then, the indirect effect coefficient of  $-.012$  was obtained (95% CI  $-.059, -.026$ ). The confidence interval level of 95% with 5,000 bootstrap samples is between  $-.059$  (LLCI) to  $-.026$  (ULCI). From this value, it is seen that the range passes the number zero, so the pure value of the indirect effect is equal to zero. Thus, it can be said that at a confidence level of 95%, psychological empowerment does not give a mediation effect. Based on the direct effect ( $c' = .069, p < .01$ ), it can be said that change leadership directly affects affective commitment to change and psychological empowerment. However, psychological empowerment could not mediate between change leadership and affective commitment to change, as psychological empowerment did not significantly impact affective commitment to change. Thus, Hypotheses 3 (H3) and Hypotheses 4 (H4) were not supported.

A similar procedure was carried out to determine the role of change self-efficacy as a mediator of the relationship between change leadership and affective commitment to change, using a simple mediation model, namely Model 4 (Hayes, 2020). Table 5 above presents the results of the regression analysis that has been carried

out. Table 6 shows that in the change self-efficacy column, the amount of  $R^2$  is  $.09$ , so it can be said that 9% of the variance of change self-efficacy can be explained by change leadership. According to Cohen's classification (Gravetter & Forzano, 2013) of effect size,  $.09$  indicates a moderate effect size. Then,  $R^2$  on affective commitment to change of  $.42$  states that 42% of the variance of affective commitment to change is influenced by change leadership factors and change self-efficacy. Based on Cohen's classification (Gravetter & Forzano, 2013), the amount of  $d = .42$  falls into the category of large effect sizes, so 42% of variance exerts a large effect on affective commitment to change.

Table 6 and Figure 2 below show that change leadership has a positive and significant direct relationship on affective commitment to change ( $c' = .112, p < .01$ ). Thus, the  $c'$  path proves significant. The subsequent analysis supported this result, showing that change leadership significantly influences change self-efficacy ( $a = .086, p < .01$ ). Therefore, H1 and H5 were supported. The results on the relationship between change self-efficacy and affective commitment to change showed a significant positive relationship ( $b = .975, p < .01$ ), thus proving that Hypotheses 6 (H6) was supported. Furthermore, the mediation analysis results showed that change self-efficacy mediated the relationship between

change leadership and affective commitment to change ( $ab = .084, p < .01$ ). Therefore, Hypotheses 7 (H7) was supported in this study. When viewed as a direct effect that proves to be significant ( $c' = .112, p < .01$ ), it can be said that change leadership can directly influence the af-

fective commitment to change, with the magnitude of the effect of the  $c'$  path (.112) which is greater than the  $ab$  line (.084). In other words, change self-efficacy partially mediates the relationship between change leadership and affective commitment to change.

Table 6.  
Change Self-Efficacy As the Mediator

Predictor	Change Self-Efficacy (M)				Affective Commitment to Change (Y)		
	Coeff.	ONE	p		Coeff.	ONE	p
Change Leadership (X)	.086**	.026	.002	$c'$	.112*	.039	.005
Change Self-Efficacy (M)	-	-	-	$c$	.196**	.046	.000
	-	-	-	$b$	.975**	.135	.000
Constant	7.664	1.737	.000		9.526	.267	.001
	$R^2 = .09$				$R^2 = .42$		
	$F(1,111) = 1.584$				$F(2,110) = 39.787$		
	Coeff.		t		p		
Total Effect [ $c$ ]	.196**		4.31		.000		
Direct Effects [ $c'$ ]	.112		2.84		.005		
Indirect Effects	.084						

\* $p < .05$ ; \*\* $p < .01$

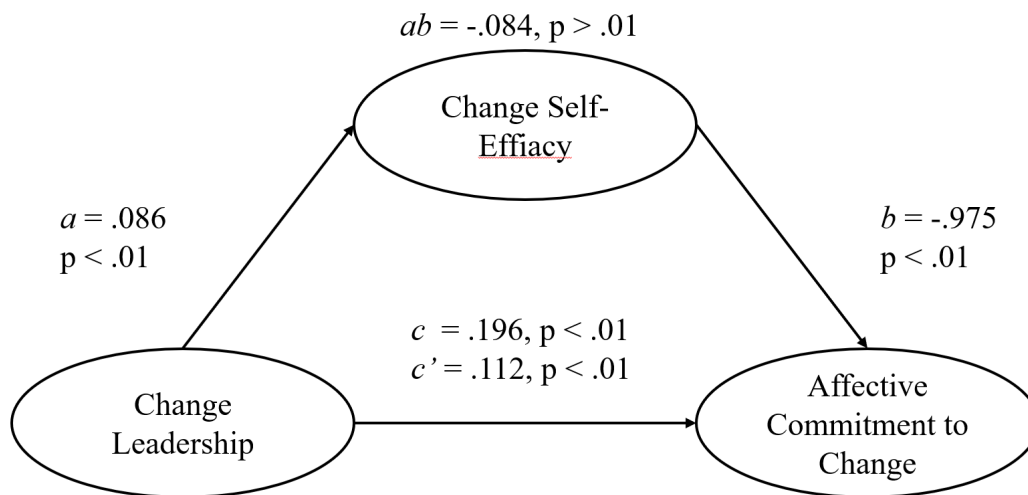


Figure 2.  
Mediation Analysis with Change Self-Efficacy As the Mediator

To summarize, the results showed that change leadership increases employees' change self-efficacy, which can develop employees' affective commitment to change in their organization. Change leadership also affects affective

commitment to change and psychological empowerment. Meanwhile, psychological empowerment was not significantly related to affective commitment to change. Thus, psychological empowerment cannot become the mediator be-

tween change leadership and affective commitment to change. The summary of the results and

the hypotheses which were supported and not supported in the study are shown in Table 7.

Table 7.  
Summary of the Results

Hypothesis	Correlation	Score	Level of Significance	Results
H1	Change Leadership on Affective Commitment to Change.	.112 & .069	$p < .05$	Significant H1 was Supported
H2	Change Leadership on Psychological Empowerment.	.505	$p < .01$	Significant H2 was Supported
H3	Psychological Empowerment on Affective Commitment to Change.	-.24	$p > .01$	Not Significant H3 not supported
H4	Change Leadership on Affective Commitment to Change with Psychological Empowerment Mediator.	.012	$p > .01$	Not Significant H4 not supported
H5	Change Leadership on Change Self-Efficacy.	.086	$p < .01$	Significant H5 was Supported
H6	Change Self-Efficacy on Psychological Empowerment.	.975	$p < .01$	Significant H6 was Supported
H7	Change Leadership on Affective Commitment to Change with Change Self-Efficacy Mediator.	.084	$p < .01$	Significant H7 was Supported

**DISCUSSION**

Results showed that change leadership had influenced affective commitment to change significantly. Previous researchers (Ling et al., 2018) stated that change leadership affects positive change outcomes through positive change experiences from employees and the consequences of change. This result shows that effective change leadership can efficiently solve organizational change challenges that expect positive results from change. Change leadership can be said to be an essential factor in influencing commitment to change. Effective change requires training and developing existing leaders in the skills associ-

ated with change, focusing on how to deal with change itself and how to manage change effectively from the perspective of their employees (Stouten et al., 2018).

In this study, change leadership positively influences affective commitment to change. The results showed that no mediator is needed to be able to bring up an affective commitment to change. This result is similar to the previous research by (Herold et al., 2008) and (Liu, 2010), which stated that change leadership significantly influences affective commitment to change. However, the results differ from the study by Mangundjaya (2019), which showed that change

leadership is not significantly and directly correlated with a commitment to change but rather needed for the mediator of psychological empowerment and/or organizational trust. Meanwhile, this research showed that psychological empowerment did not mediate change leadership and affective commitment to change.

These different outcomes can be due to the characteristics of the participants from non-profit organizations. The type of changes and organizational culture in non-profit organizations might be different from the type's organizational cultures in state-owned companies. Further, the differences in the results with the previous studies are partly due to the concept of change leadership used. The researcher in that study (Mangundjaya, 2019) used the concept of change leadership from (Liu, 2010), while other researchers (Ling et al., 2018) used the concept of change leadership from (Herold et al., 2008). Meanwhile, this study used the concept of change leadership by (Mangundjaya, 2022). In addition, differences in results may also be influenced by the sample of participants, where (Ling et al., 2018) used samples from the USA and China.

Moreover, the study also showed that psychological empowerment did not significantly affect affective commitment to change and thus cannot become the mediator between change leadership and affective commitment to change. This result differs from the study conducted by (Mangundjaya, 2019), which showed that psychological empowerment influences affective commitment to change and acts as the mediator between change leadership and affective commitment to change. These differences were assumed due to the different concepts of change leadership and different types of organizations, so future studies are needed.

Another finding from this study is that change leadership is positively related to change self-efficacy. This result is in line with the findings of other researchers, (Ling et al., 2018), in which change leadership will increase change

self-efficacy of employees. Moreover, change self-efficacy also mediates the relationship between change leadership and affective commitment to change.

In addition, the study also showed that change self-efficacy positively relates to the affective commitment to change. These findings support previous research (Fatima et al., 2020; Liu, 2010; Mangundjaya & Giovanita, 2018), showing that change self-efficacy positively correlates with an affective commitment to change. This is because employees who feel more confident in their ability to deal with changes or change self-efficacy are not negatively affected by the demands of changes given to them and are thus more committed to supporting organizational change.

In terms of duration of work, it showed that the majority of employees in this study had worked for two to ten years. During that period of work, it is a period of development where organizational commitment decreases slightly, which might also have impacted the employee's affective commitment to change.

This research has some limitations, namely: (1) researchers distributed questionnaires to the various types of non-profit organizations, as different types of non-profit organizations might have different characteristics that will influence the change or culture of the organization; (2) data collection in this study was carried out using the self-report method which might be influenced by the bias of the respondents as questionnaire fillers where it is easy for them to distort their responses (Gravetter & Forzano, 2016); and (3) researchers had no control over respondents' understanding of the instructions because the questionnaires were distributed by online.

Future research is recommended to be conducted with other NGOs, which will have many types of NGOs, and data collection can be conducted online and mixed with other types of tools such as FGD and/or interviews.

## CONCLUSION

The study results showed that change leadership is essential in developing affective commitment to change. It also showed that change leadership with the mediator of change self-efficacy positively impacted affective commitment to change. Meanwhile, psychological empowerment did not significantly correlate with affective commitment nor as a mediator between change leadership and affective commitment to change. However, change self-efficacy is more critical in developing affective commitment to change than psychological empowerment. These results will benefit the organization and management, especially when planning to develop organizational change initiatives. This study needs further studies to investigate the relationship between change leadership, affective commitment to change as well as psychological empowerment and change self-efficacy as mediators. From the results, it can be concluded that change leader is a very important in developing affective commitment to change, as well as change self-efficacy. As a result, coaching, mentoring and training is needed to develop a leader to become a change leader, and to enhance employees to have higher change self-efficacy.

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