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Future Orientation and Commitment to Change during Large-Scale Organizational Change in Indonesia

DEWA AYU PUTERI HANDAYANI AND WUSTARI L. MANGUNDJAYA

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Future Orientation and Commitment to Change during Large-Scale Organizational Change in Indonesia

Dewa Ayu Puteri Handayani, Universitas Pendidikan Ganesha, Indonesia
Wustari L. Mangundjaya,[1] Universitas Bhayangkara Jakarta Raya, Indonesia

Abstract: Change is inevitable in organizations, whether or not it is something we desire. However, not all changes turn into successes. Commitment to change is one of the most critical attributes to have among employees during the change process. This study investigated the association between employees' commitment to change and future orientation in companies facing a large-scale organizational change. The sample consisted of 176 employees who worked for two state-owned energy companies in Jakarta, Indonesia. This study is a quantitative study using the correlational method. The results indicated a significant positive correlation between future orientation and commitment to change ($r = 0.201$, $r^2 = 0.040$, $p < 0.01$). In addition, future orientation was also positively correlated with two dimensions of commitment to change, namely affective commitment to change ($r = 0.364$, $r^2 = 0.132$, $p < 0.01$) and normative commitment to change ($r = 0.258$, $r^2 = 0.067$, $p < 0.01$). However, it was not correlated with another dimension of commitment to change, which is continuance commitment to change ($r = -0.061$, $r = 0.004$, $p > 0.05$). The findings contribute to behavioral science by showing the importance of behavioral disposition and work-related values in creating successful large-scale organizational change.

Keywords: Change Initiative, Work-Related Values, Long-Term Orientation, Organizational Commitment

Introduction

Change, along with the increasing complexity of life, inevitably becomes a critical issue in organizations. An organizational change affects both human life and organizational life. According to Cascio (2003), organizations are undergoing many changes today compared to previous centuries. A change made by an organization is a response to both external pressures and proactive attempts that come from within (Jex and Britt 2008). Change in an organization is not easy to identify (Colombo and Delmastro 2002). Not all of the changes made are successful, and some changes might fail and not produce the desired results (Kotter and Cohen 2012). The people within the organization are one of the reasons for this organizational failure (Kotter and Cohen 2012). Moreover, Mangundjaya (2019) contended that people are also important during the change process as they are essential assets in the organization. Therefore, people in an organization are a central factor that should be considered to successfully create change.

The change process is even harder during large-scale organizational change. A large-scale change includes a discontinuous or transformational change in which the purpose is not only to develop but rather to transform the core elements of the organization, such as redefining organizational roles, vision, identity, strategy, and even values (Newman 2000; Hernandez, Kaluzny, and Haddock 2000). It can be in the form of massive downsizing, a change in technology, a merger, acquisition, etc. In this case, "commitment to change" is one of the determining factors for large-scale change (Chih, Yang, and Chang 2012; Mangundjaya 2019), which plays a central role in change programs. A study showed that when managers and staff demonstrated low commitment to change, they favored the status quo and refused the change itself

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(Robbins and Judge 2013). Furthermore, Conner (2006) states that a person committed to change displays characteristics such as investing their resources, such as time, energy, and money, to ensure the desired results. They consistently pursue what becomes their goal, rejecting promising ideas or suggestions with short-term benefits. They also believe in diversity, persevere, focus on pursuing desired goals, and apply creativity, intelligence, and ingenuity to solve problems or issues that hinder goal achievement. The factors that could lead to a commitment to change, according to Parish, Cadwallader, and Busch (2008), are the fit with the vision, employee-manager relationship quality, job motivation, role autonomy, organizational trust and psychological empowerment (Mangundjaya 2019), and demographic factors (age, gender, education, position, and length of work) (Mangundjaya 2014). This commitment to change can impact a person's behavior, which is divided into two types of behavior: focal and discretionary behavior. Focal behavior is a series of actions that leads a person to remain in an organization. At the same time, discretionary behavior is a series of actions that leads individuals to remain in the organization and makes individuals spend more effort on their commitments.

The values and culture of the organizations have a significant influence on developing a commitment to change (Hofstede, Hofstede, and Minkov 2010). Rashid, Sambasivan, and Rahman (2004) found that organizational culture correlates with one's attitude toward change. Research on cultural values between countries and organizations has been carried out, one of which was conducted by GLOBE (House et al. 2004). The GLOBE study mentioned nine cultural dimensions found in sixty two countries globally, namely uncertainty avoidance, power distance, institutional collectivism, in-group collectivism, gender egalitarianism, assertiveness, future orientation, performance orientation, and humane orientation.

The nine cultural dimensions play an essential role in an organization or society. However, the "future orientation" dimension is vital to discuss, keeping in mind its role as a critical factor in guiding human behavior (House et al. 2004). In the GLOBE project, House et al. (2004) define the term "future orientation" as how far an individual in an organization or society engages in behaviors that focus on the future, such as planning, investing, and delaying gratification. On the other hand, Hofstede, Hofstede, and Minkov (2010) also suggested the term "long-term orientation," often equated with a future orientation. According to Hofstede, Hofstede, and Minkov (2010), long-term orientation is the extent to which a society exhibits traits that are oriented toward earning awards in the future, in particular being diligent and frugal. Venaik, Zhu, and Brewer (2013) contended that these two terms come from the same theoretical root, namely temporal orientation, which consists of past, present, and future orientation dimensions by Kluckhohn and Strodtbeck. According to House et al. (2004), cultures with a high future orientation tend to exhibit the capability and a strong desire to imagine the possibilities that may occur in the future. Such cultures also include those who formulate goals, strive to achieve goals, develop strategies, enrich their lives, and foster self-control.

Based on previous literature, it was found that thinking that is far-forward in nature can help form a person's commitment to change. Change agents in organizations can design the future through vision (Purser and Petranker 2005; Mangundjaya 2021). In this regard, the leader who considers the vision and goals of the organization as essential and actively participates in planning activities in the organization, can extract a commitment to change from their subordinates (Daif and Yusof 2011). If employees perceive that the effort to change is consistent with the organization's vision, they will commit to change (Parish, Cadwallader, and Busch 2008). In this regard, employees see the vision as a picture of the future of their organization. Then the efforts to achieve that vision are seen as positive, which can foster their commitment to achieving that vision.

Therefore, there is a strong link between future orientation and commitment to change when it comes to creating successful change. According to a study conducted by Parish, Cadwallader, and Busch (2008), for employees to commit to change, they must see that the change efforts are aligned with the organization's vision. Moreover, when employees are

encouraged to focus on the organization's vision and plan organizational activities, it can shape their commitment to change (Daif and Yusof 2011; Poole and Van den Ven 2004). The objective of the designed vision is to obtain an ideal picture of the organization. Moreover, it also forms members' commitment to the organization's vision (Kantabutra 2009). This commitment shows that the vision-oriented thinking of employees can make them support change and ultimately have a commitment to make the change. In addition, Conner (2006) stated that people who have committed to change tend to invest resources. Moreover, this commitment creates the desired results by pushing employees to consistently pursue their goals even under stressful conditions and in the long term, reject ideas or suggestions that promise short-term benefits, and focus on finding the desired destination. These characteristics show that someone committed to change possesses long-term thoughts, which align with a future-oriented person's way of thinking.

Changes in the organization are made to create better conditions so that employees who have a long-term orientation will automatically have the incentive to support and commit to change. Therefore, the researchers assume that if a person has a future orientation, he/she will quickly accept changes for the good of the organization. Thus, commitments to change will be easier to form. Hence, the research questions formulated in this study are as follows:

1. Are there demographic characteristics that are predictors of future orientation and commitment to change in Indonesian employees?
2. Is there a significant and positive correlation between future orientation and commitment to change in Indonesian employees?

Theoretical Framework

Herscovitch and Meyer (2002) suggested the term "commitment to change" developed from the three-component model of organizational commitment proposed by Meyer and Allen (1991). They defined a commitment to change as:

> A mindset that makes an individual take a course of action deemed necessary for the successful implementation of a change initiative. (Herscovitch and Meyer 2002, 474–487)

From that definition, commitment to change is seen as an impetus or mindset that binds individuals to take a series of necessary actions for the successful implementation of change. According to Herscovitch and Meyer (2002), commitment to change consists of three dimensions: affective commitment to change, continuance commitment to change, and normative commitment to change. Affective commitment to change is the motivation or desire to support changes because those changes will be good for the organization. Continuance commitment to change is a person's tendency to commit to change to avoid the losses they incur if they refuse the change. Lastly, normative commitment to change is a commitment to change because individuals feel obliged or responsible to make changes.

Hofstede, Hofstede, and Minkov (2010) put forward the term long-term orientation, which is often equated with future orientation. According to Hofstede, Hofstede, and Minkov (2010), long-term orientation is the extent to which a society exhibits traits that are oriented toward obtaining future rewards, particularly persistence and frugality. In the GLOBE project, House et al. (2004) define the term future orientation as how far an individual in an organization or society engages in behaviors that focus on the future, such as planning, investing, and delaying gratification. Furthermore, cultures that have a high future orientation tend to exhibit behaviors such as having the capability to formulate goals, trying to achieve goals and building strategies for it, and having the capacity to enrich life and foster self-control. On the other hand, cultures

that have a low future orientation tend to exhibit behaviors such as a tendency to enjoy the present more, behaving spontaneously, being free from worries about the future, only seeking pleasure, showing an inability or unwillingness to plan something that is the goal, ignoring signals that indicate that current behavior can threaten the future, and tending to make life easier and relying on others. In organizational scope, House et al. (2004) also explained that organizations that have a high future orientation tend to have a good planning strategy, the plans made have a long period of time, dare to innovate (not afraid of uncertainty), have high flexibility and adaptability, and are associated with better performance.

The relationship between future orientation and commitment to change is prominent. When employees see that the change efforts are aligned with the organizations' vision, their commitment to change can be formed (Parish, Cadwallader, and Busch (2008). Vision is acted as an ideal picture expected by the organization which can also form employees' commitment to behave towards the vision (Kantabutra 2009). Furthermore, the characteristics of people with high commitment to change contended by Conner (2006) are investing on the resources to ensure the desired results, pursuing the goals under stressful conditions, rejecting ideas or suggestions that promise short-term benefits, as well as focusing on finding the desired goals. Thus, this can be concluded that that the vision-oriented thinking of employees can make them support change and ultimately have a commitment to make the change. In other words, people who are committed to change also think about what will be happened or achieved in the future which is a vital attribute of having future orientation.

Method

Participants

This study involved 176 employees who worked in two state-owned companies in Jakarta, Indonesia. These two state-owned companies were chosen since they were facing a large-scale change in business structure, vision and mission, the use of technology, as well as a change in organizational values and culture due to the merger. The employees in the chosen sample were either part of the change or affected significantly by the change in their two years of working in those companies. The participants were included in this study through a nonprobability convenience sampling technique. The number of employees in the first company was 101, while the number of employees in the second company was 75. The criteria of the participants who could participate in this study included permanent or nonpermanent employees who had at least two years of working experience as well as those who were at least affected by changes that occurred in their organization. In terms of level of education, all the participants were at least senior high school graduates. The ages ranged from 18 to 56 years.

Instruments

The data in this study were collected using a questionnaire. In the first section of the questionnaire, participants were asked to fill in the demographic data such as age, gender, education, position, work length, and employment status. The second section of the questionnaire consisted of the list of organizational changes. Participants were asked to indicate which organizational changes they experienced in their company. This was done to ensure that the participants truly felt and been affected by the changes in their organization. Lastly, the third section of the questionnaire displayed the main instruments in this study, which were adapted from the GLOBE Research Survey and Commitment to Change Inventory.

The questionnaire used a 6-rating scale in which score 1 indicated "strongly disagree," 2 indicated "disagree," 3 indicated "somewhat disagree," 4 indicated "somewhat agree," 5 indicated "agree," and 6 indicated "strongly agree." The instrument used to measure future

orientation in this study consisted of five items that were adapted and translated into Indonesian from the GLOBE Research Survey. Some items were: "In general, workers in our company have a plan for the future"; "Planning is an important factor for success"; "In this company, the biggest factor that determines employee's career is luck." Tests for reliability and validity of the instrument were conducted. The sample used to test the reliability and validity of this instrument consisted of eighty four employees with similar characteristics. The alpha coefficient of the future orientation instrument was 0.709, and each item had internal consistency ranging from 0.399 to 0.568.

The instrument used to measure commitment to change in this study was the Commitment to Change Inventory, which was also adapted and translated into Indonesian by Mangundjaya (2014). This instrument consisted of eighteen items, with six items for each dimension, and already had a good reliability and validity score. However, there were two items with poor internal consistency. Therefore, the researcher revised the two items and rechecked the reliability and validity of the instrument using thirty six samples. The alpha coefficient for the Commitment to Change Inventory was 0.893. A sample item of affective commitment to change was: "I believe this change is important," while a sample item of continuance commitment to change was: "I have no other choice but to keep up with the changes in the company." A sample item of normative commitment to change was: "I become irresponsible if I resist change."

Procedure

This study employed a quantitative cross-sectional study design. A questionnaire was used to collect data from participants. To collect the data, the researchers first asked permission from the Human Resource Department of two state-owned energy companies in Jakarta, Indonesia. Upon receiving approval from the Human Resource Department, paper-based questionnaires were distributed to the employees. An online version of the questionnaire was also used to reach more participants. Thereafter, questionnaires were collected and checked for incomplete responses from the participants. Data gathered from the questionnaires were processed using statistical analysis.

Statistical Analysis

The researchers analyzed the data quantitatively using the SPSS 25.0 software application program. Descriptive statistics, Pearson Product Moment Correlation, Independent Sample T-test, and One-Way Analysis of Variance (One-Way ANOVA) were used to analyze the data. Each of these statistical techniques had a different function in analyzing the data. Descriptive statistics were used to discover the general description of the participants in the categories of age, gender, last educational background, position, length of work, employment status, and description of each variable. Meanwhile, the Pearson Correlation was used to discover the relationship between future orientation and commitment to change, as well as the relationship between future orientation and each dimension of commitment to change. Lastly, T-test and ANOVA were used to investigate the difference in the mean of future orientation and commitment to change between groups according to the categories of demographic characteristics.

Results

The participants used in this study were 176 employees who worked at two state-owned energy companies in Jakarta, Indonesia that are facing a large-scale organizational change. The number of participants in the age range of 18 to 24 was 14.2 percent, participants in the age range of 25

to 44 totaled 133 people or 75.6 percent of the total number of participants, and participants in the age range of 45 to 56 made up 10.2 percent. There were more male than female participants, with 130 males (73.9%) and 46 females (26.1%). Based on the educational background, the most significant sample was those with bachelor's degrees, about 105 people (59.7%). There were 124 (70.5%) participants who served as staff in the two companies. The participants were reviewed based on the length of work. Participants who had work experience between two and five years were 150 people (85.2%).

Table 1 shows the general description of the degree of future orientation (FO), commitment to change (CtC), affective commitment to change (ACC), continuance commitment to change (CCtC), and normative commitment to change (NCC).

Table 1: Overall Score for All Variables

Variable	Mean	SD	Low		High	
			F	%	F	%
FO	4.18	0.82	38	21.6	138	78.4
CtC	4.34	0.58	10	5.7	166	94.3
ACtC	5.02	0.64	5	2.8	171	97.2
CCtC	3.42	1.19	99	56.2	77	43.8
NCtC	4.57	0.73	12	6.8	164	93.2

Note: FO = Future Orientation, CtC = Commitment to Change, ACtC = Affective Commitment to Change, CCtC = Continuance Commitment to Change, NCtC = Normative Commitment to Change

The descriptive statistical test shows that participants exhibited a high degree of commitment to change ($M = 4.34$, SD = 0.58) and future orientation ($M = 4.18$, SD = 0.82). Each of the dimensions of commitment to change, namely affective commitment to change, continuance commitment to change, and normative commitment to change were also measured among the participants. Participants demonstrated the highest degree of affective commitment to change ($M = 5.02$, SD = 0.64) as compared to continuance commitment to change ($M = 3.42$, SD = 1.19) and normative commitment to change ($M = 4.57$, SD = 0.73). These results indicated that the participants generally had the highest mean of affective commitment to change. In addition, the participants were divided into high and low groups on each variable. The majority of participants exhibited a high degree of future orientation (78.8%), commitment to change (94.3%), affective commitment to change (97.2%), and normative commitment to change (93.2%). However, more than half of the participants exhibited a low degree in continuance commitment to change; as many as 43.8 percent of the participants were categorized as high, and 56.2 percent of the participants were categorized as low in continuance commitment to change.

Table 2 below shows the mean score, standard deviation, and significance level of all variables based on the respondent's characteristics. Based on Table 2, it was found that there was a significant mean difference between age groups in both future orientation and commitment to change ($p < 0.05$). A group of people between 45 and 56 years old showed the highest mean score in future orientation ($M = 4.68$), in comparison to a group of people between the ages of 25 and 44 ($M = 4.15$), and 19–24 ($M = 3.97$). The mean score for commitment to change followed a similar trend to the mean score obtained in future orientation. The 45–56-year age group had the highest mean score for commitment to change ($M = 4.68$) in comparison to a group of people between 25 and 44 ($M = 4.33$), and 19 and 24 ($M = 4.13$). In other words, the future orientation and commitment to change increased with age. As the person became older, their future orientation and commitment to change was found to have increased. Moreover, there were significant differences between genders in terms of future orientation and commitment to change. Men reported a significantly higher mean score of future orientation ($M = 4.29$) than women ($M = 3.86$). It was similar to a commitment to change, where men reported significantly higher

(M = 4.41) levels than women (M = 4.13). However, other groups by education, position, length of work, and employment status did not show a significant mean difference ($p > 0.05$). Although they differed in the mean score, the difference was not significant.

Table 2: Description of Future Orientation and Commitment to Change Based on Demographic Data

Demographic Characteristics	Future Orientation			Commitment to Change		
	Mean	SD	Sig.	Mean	SD	Sig.
Age						
19–24 years	3.97	0.68		4.13	0.53	
25–44 years	4.15	0.85	0.01*	4.33	0.55	0.01*
45–56 years	4.68	0.64		4.68	0.75	
Gender						
Man	4.29	0.87	0.00*	4.41	0.61	0.00*
Woman	3.86	0.56		4.13	0.43	
Education						
High school	4.47	0.85		4.33	0.59	
D3	3.97	0.86		4.16	0.58	
S1	4.21	0.78	0.08	4.38	0.57	0.19
S2	3.90	0.85		4.54	0.51	
S3	5.20			3.89		
Position						
Nonstaff	4.01	1.05		4.36	0.56	
Staff	4.14	0.80	0.25	4.29	0.57	0.22
Equivalent to Section Head/Supervisor	4.43	0.76		4.48	0.61	
Equivalent to Department Head/Middle Manager	4.80	0.35		4.79	0.52	
Length of Work						
2–5 years	4.15	0.83		4.32	0.57	
> 5–10 years	4.35	0.82	0.53	4.46	0.62	0.31
Over 10 years	4.20			4.94		
Employment Status						
Permanent	4.19	0.99	0.899	4.34	0.62	0.999
Nonpermanent	4.17	0.69		4.34	0.56	

Note: * Significant at $p < 0.05$

Table 3 shows the correlation test results between future orientation and commitment to change.

Table 3: Correlation Test Results

Variable Pairs	N	r	R^2	p
Future Orientation and Commitment to Change Profile	176	0.201	0.040	0.007**
Future Orientation and Affective Commitment to Change	176	0.364	0.132	0.000**
Future Orientation and Continuance Commitment to Change	176	–0.061	0.004	0.423
Future Orientation and Normative Commitment to Change	176	0.258	0.067	0.001**

Note: ** Significant at $p < 0.01$

From the table above, the results of the Pearson Correlation indicated a significant positive association between future orientation and commitment to change profile, r (176) = 0.201, $p < 0.01$. It means that an increase in future orientation is accompanied by an increase in commitment to change profile. Then, the future orientation and affective commitment to change were positively correlated among the employees of two state-owned energy companies, r (176) = 0.364, $p < 0.01$. Similar results were also discovered in the association between future orientation and normative commitment to change. The future orientation and normative commitment to change were positively correlated, r (176) = 0.258, $p < 0.01$. Furthermore, the results obtained in the relationship between future orientation and continuance commitment to change showed insignificant results, r (176) = –0.061, $p > 0.05$. Thus, future orientation was not significantly affected by continuance commitment to change.

The value of R^2 indicated how much of the total variation in the dependent variable, which was commitment to change, could be explained by future orientation as the independent variable. The value of $r = 0.201$ ($R^2 = 0.040$) in the relationship between future orientation and commitment to change showed the proportion of variability in the commitment to change variable, which was determined by its relationship with the future orientation variable. In this case, the value of $R^2 = 0.040$ means that there was about a 4.0 percent variability in commitment to change that was determined by future orientation. The value of $R^2 = 0.132$ on the relationship between future orientation and affective commitment to change means that there was about a 13.2 percent variability in affective commitment to change determined by future orientation. Lastly, the value of $R^2 = 0.067$ on the relationship between future orientation and normative commitment to change means that there was about a 6.7 percent variability in normative commitment to change as determined by future orientation. The results showed that the contribution of future orientation to determine the degrees of commitment to change was low, and consequently needs further study.

Discussion

Humans never live apart from their environment so the values and cultures in their environment will also have an impact on their attitudes and behavior (Hofstede, Hofstede, and Minkov 2010), including their attitude toward change. Rashid, Sambasivan, and Rahman (2004) found that work culture correlates with a person's attitude toward change. Cultures are the collective programming of the mind that distinguishes the members of one group or category of people from the others (Hofstede 2001). This distinction can be applied to human collectivity or categories such as organizations, professions, age groups, etc. This study has revealed that cultures in an organization, particularly in terms of future orientation, significantly contribute to employees' commitment to change. The data showed a significant positive correlation between future orientation and commitment to change. These results were consistent with Conner (2006), who states that someone committed to change tends to think about achieving long-term goals and results. In this case, when a person commits to change, he sees the organization's vision as an ideal picture of the organization in the future (Kantabutra 2009). Thus, he tends to support and participate in change.

In addition, it was also found that there was a significant positive correlation between future orientation and affective commitment to change and between future orientation and normative commitment to change. However, there was no significant correlation between future orientation and continuance commitment to change. This correlation might be explained by a study conducted by Machin, Fogarty, and Bannon (2009). The study found that affective commitment to change and normative commitment to change positively correlated with positive attitudes and support toward change. Meanwhile, future orientation continuance was not significantly correlated with commitment to change. The explanation for this result is that when people have a high affective commitment to change, the commitment comes from within

themselves to change for a better future for both themselves and the company. When someone is committed to the changes that happen in an organization, they will be able to invest effort and postpone short-term rewards for better results in the future. These results supported the study conducted by Aldulaimi and Bin Sailan (2012), which showed that long-term orientation was positively correlated with a commitment to change through the appropriateness of readiness to change. In other words, there was an alignment between future orientation work values and affective commitment to change.

This study's correlation between future orientation and normative commitment to change showed significant results. This correlation showed that participants who exhibited future orientation would automatically feel that they had an obligation to follow changes in the organization. This tendency would lead them to be obedient to change and have a desire to put in more effort to succeed. Meanwhile, no correlation was found between future orientation and continuance commitment to change. A person with a continuance commitment to change might feel trapped in his job and have no other alternative but to follow the changes. It was also observed that people with a continuance commitment to change felt compelled to follow changes in their organization just because they had no other choice, not because they wanted their organization to be better in the future. This result was different from the future orientation, which is about thinking about planning for a better future. In other words, the results obtained showed that participants implemented change not only because they were forced but through an internal desire and awareness of their obligations as part of the organization.

Tests for differences in the mean scores of future orientation and commitment to change based on the demographic data of participants showed mixed results. Significant mean differences were found across all age groups. These results confirmed the theory of career development stages by Super (2012), which states that the older the person is, the more committed and long-term oriented he is. Significant mean differences were also found in groups based on education, especially in groups of participants with associate and bachelor degrees. This might be because of how intensely the two groups were involved in the change effort. Most employees, who had an associate degree, did jobs that were administrative in nature, so they did not feel the change and think about the future of advancing their company. Furthermore, permanent and contract employees were also different in terms of future orientation and commitment to change. This was assumed to be related to the length of employment. Usually, permanent workers worked long hours at the company (Daif and Yusof 2011). This observation is supported by Mangundjaya (2014), who found that the longer a person works in an organization, the higher their commitment to change and their future orientation.

The results also showed that, in general, participants showed high scores in future orientation, which supported the previous studies by Mangundjaya (2010) that showed that Indonesian people had a high score in future orientation, which made them have to mix work-related values with traditional values, as well as look ahead to their future. Studies about work-related values are still very limited in Indonesia, and can thus be explored more, as Indonesia is a prosperous country with embedded values in society. It is hoped that understanding people's values, including their future orientation values, will help management and change leaders in planning and directing organizational changes.

Limitations and Future Research Directions

This study has several limitations. First, the fact that there were a greater number of male than female participants in this study might have influenced the result. Future research should have a comparable number of male and female participants. Second, this study was conducted at two state-owned companies in Jakarta. To receive a better and more comprehensive view of future orientation and commitment to change, future research should also focus on other types of companies, such as private companies, nonprofit organizations, and other types of

organizations. Those companies are known to be more dynamic and more receptive to change; thus, the result might give another perspective on the effort to create change in the organization. Furthermore, the current study provides an alternative explanation of the commitment to change, that is, future orientation as one of the critical factors influencing someone's commitment to change. Therefore, research on commitment to change can now focus on finding more evidence from a future orientation perspective as well as other work cultures. For example, future research can address the influence of other work cultures on a commitment to change and discover which of those work cultures has the most significant influence. Lastly, using mixed methodology, such as in-depth interviews, is worth considering since it will give readers a deeper understanding of the two variables.

Implications

This study explains why some organizations have failed to turn changes into successes. Specifically, it highlighted the role of work-related values and behavioral disposition in determining the success of change in an organization. As for the theoretical implications, the study contributes to the literature on commitment to change and future orientation in organizations. Although several studies have conceptualized readiness to change as an important factor for succeeding in the change process (Mecca 2004; Bouckenooghe 2010; Diab, Safan, and Bakeer 2018), a commitment that comes within is even more important to make people stick throughout the change process (Bennet and Durkin 2000). The current study also sheds light on practical implications, especially for the organization. The result showed that involving employees in thinking about the future of the organization was very important. It could be done by providing facilities and infrastructure that could be used by employees to voice bright ideas related to the progress of the company, for example, by opening discussion forums and providing suggestion boxes. It is hoped that by involving employees in planning for the company's future, their future orientation and commitment to change will increase. In addition, companies also need to consider targeting new employees with high future orientation to match the cultures that develop in the company, which can then support the success of the changes made by the company.

Conclusion

According to the study results, it was found that the majority of participants exhibited high future orientation. Also, the majority of participants exhibited high commitment to change. Among all of the dimensions of commitment to change, the majority of participants exhibited a high degree of affective commitment to change and normative commitment to change. However, a comparable number of participants showed a high and low degree of continuance commitment to change. Furthermore, commitment to change and future orientation were also affected by age and gender. The results showed that future orientation and commitment to change increased with age. As a person became older, their future orientation and commitment to change increased. Moreover, men reported a higher mean degree of future orientation as compared to women.

Based on the primary analysis of the study, it was found that there was a significant positive correlation between future orientation and commitment to change. The higher the future orientation, the higher the commitment to change, and conversely, the lower the future orientation, the lower the commitment to change. In addition, a future orientation correlation test was also conducted with each of the dimensions of commitment to change, consisting of affective, continuance, and normative commitment to change. The result showed that there was a positive and significant correlation between future orientation and affective commitment to change and between future orientation and normative commitment to change. On the other hand, future orientation was not correlated significantly with continuance commitment to change.

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ABOUT THE AUTHORS

Dewa Ayu Puteri Handayani: Assistant Professor, Faculty of Education, Universitas Pendidikan Ganesha, Bali, Indonesia

Wustari L. Mangundjaya: Associate Professor, Faculty of Psychology, Universitas Bhayangkara Jakarta Jaya, Bekasi, Indonesia

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