UNIVERSITAS INDONESIA

Veritas, Probitas, Justitia

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SURAT PERJANJIAN PENUGASAN
DALAM RANGKA PELAKSANAAN PROGRAM
Publikasi Internasional Terindeks Mahasiswa Magister (PITMA B)
Tahun Anggaran 2019—2020
Nomor: NKB-1018/UN2.R3.1/HKP.05.00/2019

Pada hari ini Senin tanggal sebelas bulan Maret tahun dua ribu sembilan belas (11-03-2019), kami yang bertanda tangan di bawah ini :

1.	**Dede Djuhana, Ph.D.**	:	Kepala Sub Direktorat Perencanaan dan Pengembangan Riset, Direktorat Riset dan Pengabdian kepada Masyarakat Universitas Indonesia berdasarkan Surat Delegasi Nomor: DLG-12/UN2.R3/PPM.00.00/2019 tanggal 18 Januari 2019 dalam hal ini bertindak untuk dan atas nama Wakil Rektor Bidang Riset dan Inovasi Universitas Indonesia, yang berkedudukan di Gedung *Integrated Laboratory and Research Center* (ILRC) Lantai *Mezzanine*, Universitas Indonesia, Kampus Baru UI Depok, 16424, untuk selanjutnya disebut **PIHAK PERTAMA;**
2.	**Dr. Wustari Larasati Gunadi M.Org.Psy**	:	Dosen Fakultas Psikologi Universitas Indonesia, dalam hal ini bertindak sebagai **PIHAK KEDUA** dan Penerima Hibah Publikasi Internasional Terindeks Mahasiswa Magister (PITMA B) Tahun Anggaran 2019—2020 untuk selanjutnya disebut **PIHAK KEDUA.**

PIHAK PERTAMA dan **PIHAK KEDUA**, secara bersama-sama sepakat mengikatkan diri dalam suatu Perjanjian Penugasan dalam Pelaksanaan Program Hibah Publikasi Internasional Terindeks Mahasiswa Magister Tahun Anggaran 2019—2020 (yang selanjutnya disebut sebagai Hibah PITMA B) berlandaskan pada Nomor: 476/SK/R/UI/2019 tentang Penetapan Penerima Hibah Kompetitif Riset Internal Universitas Indonesia Tahun 2019, dengan ketentuan dan syarat-syarat sebagai berikut:

Pasal 1
Ruang Lingkup Penugasan

PIHAK PERTAMA memberi tugas kepada **PIHAK KEDUA**, dan **PIHAK KEDUA** menerima tugas tersebut dari **PIHAK PERTAMA**, untuk melaksanakan Penugasan Program Hibah Publikasi Internasional Terindeks untuk Tugas Akhir Mahasiswa Tahun Anggaran 2019—2020 (Hibah PITMA B) dengan judul **"Kesiapan Individu dan Komitmen untuk Berubah di Era Industri 4.0"**.

Pasal 2
Dana

(1) Besarnya dana untuk melaksanakan program dengan judul sebagaimana dimaksud dalam Pasal 1 adalah sebesar **Rp89.790.000,00 *(Delapan puluh sembilan juta tujuh ratus sembilan puluh ribu rupiah)*** sudah termasuk pajak.

(2) Dana Hibah sebagaimana dimaksud pada ayat (1) dibebankan pada Anggaran Universitas Indonesia.

Pasal 3
Tata Cara Pembayaran Dana Hibah

(1) Dana Hibah PITMA B sebagaimana dimaksud dalam Pasal 2 ayat (1) dibayarkan oleh **PIHAK PERTAMA** kepada **PIHAK KEDUA** secara bertahap sesuai dengan hasil monitoring dan evaluasi.

(2) Tahap pembayaran akan dilaksanakan dengan ketentuan sebagai berikut :

    a. Pembayaran Tahap Pertama (Tahun Anggaran 2019) sebesar 50% dari total dana Hibah PITMA B yaitu 50% x *Rp89.790.000,00* = ***Rp44.895.000,00 (Empat puluh empat juta delapan ratus sembilan puluh lima ribu rupiah)***, yang akan dibayarkan oleh **PIHAK PERTAMA** kepada **PIHAK KEDUA** setelah **PARA PIHAK** menandatangani Perjanjian ini dan dilengkapi dengan Berita Acara Penilaian Kelayakan Proposal Penelitian;

    b. Pembayaran Tahap Kedua (Tahun Anggaran 2020) sebesar 50% dari total dana Hibah PITMA B yaitu 50% x *Rp89.790.000,00* = ***Rp44.895.000,00 (Empat puluh empat juta delapan ratus sembilan puluh lima ribu rupiah)***, akan dibayarkan oleh **PIHAK PERTAMA** kepada **PIHAK KEDUA** setelah pelaksanaan Monitoring dan Evaluasi Hibah PITMA B tingkat UI dilengkapi dengan Berita Acara Penilaian Luaran Penelitian;

(3) Pembayaran dana Hibah PITMA B sebagaimana dimaksud pada ayat (1) akan dilakukan oleh **PIHAK PERTAMA** kepada **PIHAK KEDUA** ke rekening sebagai berikut:

Nama	:	WUSTARI L. MANGUNDJAYA
Nomor Rekening	:	067201000142504
Nama Bank	:	BRI Cabang 0672 kcp universitas Indonesia

(4) **PIHAK PERTAMA** tidak bertanggung jawab atas keterlambatan dan/atau tidak terbayarnya sejumlah dana sebagaimana dimaksud pada ayat (2) yang disebabkan karena kesalahan **PIHAK KEDUA** dalam menyampaikan data terkait rekening milik **PIHAK KEDUA** yang berupa nama bank, nomor rekening, atau nama pemilik rekening.

(5) Apabila terdapat sisa dana yang tidak terserap untuk kegiatan penelitian sampai dengan perjanjian ini berakhir, maka sisa dana ini harus dikembalikan ke **PIHAK PERTAMA** ke rekening sebagai berikut :

Nama	:	Pengembalian sisa penelitian UI
Nomor Rekening	:	8870-944-301005-667
Nama Bank	:	BNI

Pasal 4
Jangka Waktu

Jangka waktu pelaksanaan penugasan sebagaimana dimaksud dalam Pasal 1 sampai selesai 100%, adalah terhitung sejak 11 Maret 2019 dan berakhir pada 31 Agustus 2020.

Pasal 5
Target Luaran

(1) **PIHAK KEDUA** berkewajiban mengupayakan hasil berupa **publikasi minimal 3 (tiga) artikel dari 3 (tiga) mahasiswa program pascasarjana dan/atau mahasiswa program pascasarjana bersama dengan mahasiswa sarjana dan PIHAK KEDUA sebagai *corresponding author* dalam prosiding/*book chapters*/jurnal ilmiah internasional terindeks Scopus.**

(2) Jurnal ilmiah sebagaimana yang dimaksud pada ayat (1) **bukan** merupakan jurnal yang diterbitkan oleh unit/fakultas/departemen di lingkungan Universitas Indonesia.

(3) **PIHAK KEDUA** berkewajiban untuk melaporkan perkembangan perolehan hasil sebagaimana dimaksud pada ayat (1) kepada **PIHAK PERTAMA**.

Pasal 6
Hak dan Kewajiban Para Pihak

(1) Hak dan Kewajiban **PIHAK PERTAMA**:
   a. **PIHAK PERTAMA** berhak untuk mendapatkan dari **PIHAK KEDUA** berupa laporan-laporan sebagaimana dimaksud dalam Pasal 7; dan
   b. **PIHAK PERTAMA** berkewajiban untuk memberikan dana hibah PITMA B kepada **PIHAK KEDUA** dengan jumlah sebagaimana dimaksud dalam Pasal 2 ayat (1) dan dengan tata cara pembayaran sebagaimana dimaksud dalam Pasal 3.

(2) Hak dan Kewajiban **PIHAK KEDUA**:
   a. **PIHAK KEDUA** berhak menerima dana hibah PITMA B dari **PIHAK PERTAMA** dengan jumlah sebagaimana dimaksud dalam Pasal 2 ayat (1);
   b. **PIHAK KEDUA** berkewajiban untuk bertanggung jawab atas pelaksanaan Penugasan sebagaimana dimaksud dalam Pasal 1, termasuk atas segala urusan administrasi dan keuangannya;
   c. **PIHAK KEDUA** berkewajiban untuk bertanggung jawab dalam penggunaan dana hibah PITMA B yang diterimanya sesuai dengan proposal kegiatan yang telah disetujui;
   d. **PIHAK KEDUA** berkewajiban untuk mencapai Target Luaran hasil dari pelaksanaan Penugasan Program Hibah ini sebagaimana dimaksud dalam Pasal 5; dan
   e. **PIHAK KEDUA** berkewajiban untuk menyampaikan kepada **PIHAK PERTAMA** berupa laporan-laporan sebagaimana dimaksud dalam Pasal 7.

Pasal 7
Laporan-Laporan

(1) **PIHAK KEDUA** berkewajiban untuk menyampaikan kepada **PIHAK PERTAMA** berupa Laporan Kemajuan dan Laporan Akhir mengenai pelaksanaan kegiatan dan rekapitulasi pertanggungjawaban keuangan sesuai dengan jumlah dana yang diberikan oleh **PIHAK PERTAMA.**

(2) **PIHAK KEDUA** wajib menyimpan dengan rapi semua bukti-bukti pengeluaran keuangan serta dokumen pelaksanaan lainnya, yang tersusun secara sistematis sesuai pedoman yang ditentukan oleh **PIHAK PERTAMA** dan sewaktu-waktu dapat diminta oleh **PIHAK PERTAMA** apabila diperlukan untuk keperluan pemeriksaan.

(3) **PIHAK KEDUA** berkewajiban menyerahkan Laporan Kemajuan dan Rekapitulasi Laporan Penggunaan Anggaran Tahap Pertama, paling lambat bulan **Desember 2019**.

(4) **PIHAK KEDUA** berkewajiban menyerahkan Laporan Akhir, Rekapitulasi Laporan Penggunaan Anggaran Tahap Kedua, dan Capaian Target paling lambat pada bulan **Agustus 2020**.

Pasal 8
Monitoring dan Evaluasi

(1) **PIHAK PERTAMA** akan menyelenggarakan Monitoring dan Evaluasi terhadap pelaksanaan Program Hibah PITMA B berdasarkan keberhasilan capaian target untuk setiap evaluasi berupa:
   a. **Monitoring dan evaluasi tahap pertama**: manuskrip yang telah melalui proses klinik artikel;
   b. **Monitoring dan evaluasi tahap kedua**: hasil *review* substansi (Enago atau institusi sejenis) dan manuskrip yang telah direvisi sesuai hasil *review* dan atau bukti proses penerbitan ke konferensi (*submit* ke konferensi, hasil telaah dari *scientific committee/reviewer* dan manuskrip revisi sesuai hasil *review*), dan pertanggung jawaban tahap pertama;
   c. **Monitoring dan evaluasi tahap ketiga**: bukti proses penerbitan (submit, hasil telaah dan *reviewer* jurnal/ editor buku, manuskrip yang telah direvisi sesuai hasil *review* dan telah diedit bahasa);
   d. **Evaluasi akhir**: pertanggungjawaban dana tahap kedua dan bukti artikel telah terbit secara *online* di prosiding/*book chapter*/jurnal ilmiah internasional terindeks Scopus.

(2) Waktu pelaksanaan Monitoring dan Evaluasi sebagaimana dimaksud pada ayat (1) akan dilaksanakan pada:

    a. **Monitoring dan evaluasi tahap pertama**   : September 2019;

    b. **Monitoring dan evaluasi tahap kedua**   : Desember 2019;

    c. **Monitoring dan evaluasi tahap ketiga**   : Mei 2020;

    d. **Evaluasi akhir**   : September 2020.

(3) Monitoring dan Evaluasi sebagaimana dimaksud pada ayat (1) akan dilakukan oleh *Reviewer*/Komite Penilaian Hibah Penelitian.

(4) *Reviewer*/Komite Penilaian Hibah Penelitian sebagaimana dimaksud pada ayat (3) telah dijabarkan pada Surat Keputusan Rektor Nomor: 447/SK/R/UI/2019 tentang Pengangkatan Tim Panitia dan *Reviewer*/Komite Penilaian Hibah Penelitian dan Program Pengabdian Kepada Masyarakat Pendanaan Internal dan Eksternal Universitas Indonesia Tahun Anggaran 2019.

(5) Pada saat diselenggarakannya Monitoring dan Evaluasi sebagaimana dimaksud pada ayat (1), **PIHAK KEDUA** berkewajiban untuk melaporkan capaian target yang telah diperoleh kepada *Reviewer*/Komite Penilaian Hibah Penelitian.

(6) Apabila target luaran wajib tidak dapat terealisasi hingga saat evaluasi akhir maka **PIHAK KEDUA** tidak dapat mengajukan hibat riset yang didanai **PIHAK PERTAMA** hingga target luaran publikasi diperoleh.

<div align="center">

Pasal 9
Pembatalan Perjanjian

</div>

(1) Apabila di kemudian hari judul publikasi ilmiah yang merupakan target luaran dari penugasan ini, ditemukan adanya duplikasi dengan judul publikasi lain dan/atau ditemukan adanya ketidakjujuran/iktikad tidak baik yang tidak sesuai dengan kaidah ilmiah, maka kegiatan Program Hibah ini dinyatakan batal dan **PIHAK KEDUA** wajib mengembalikan dana Program Hibah PITMA B Tahun 2019 yang telah diterima kepada **PIHAK PERTAMA.**

(2) **PARA PIHAK** dengan ini mengesampingkan ketentuan dari Pasal 1266 dan 1267 Kitab Undang-Undang Hukum Perdata Indonesia yang mensyaratkan adanya putusan pengadilan bagi pembatalan Perjanjian ini.

<div align="center">

Pasal 10
Pajak-Pajak

</div>

Hal-hal dan/atau segala sesuatu yang berkenaan dengan kewajiban pajak berupa PPN dan/atau PPh menjadi tanggung jawab **PIHAK KEDUA** dan harus dibayarkan oleh **PIHAK KEDUA** ke kantor pelayanan pajak setempat sesuai ketentuan yang berlaku.

<div align="center">

Pasal 11
Force Majeure

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(1) Masing-masing Pihak dibebaskan dari tanggung jawab atas keterlambatan atau kegagalan dalam memenuhi kewajiban yang tercantum dalam perjanjian ini yang disebabkan atau diakibatkan oleh kejadian di luar kekuasaan masing-masing Pihak yang digolongkan sebagai *force majeure*.

(2) Peristiwa yang dapat digolongkan *force majeure* antara lain adanya bencana alam (gempa bumi, topan, banjir, dan lain-lain), wabah penyakit, perang, peledakan, revolusi, huru-hara, dan kekacauan ekonomi/moneter yang berpengaruh pada perjanjian ini.

(3) Apabila terjadi *force majeure*, maka Pihak yang lebih dahulu mengetahui wajib memberitahukan kepada Pihak lainnya selambat-lambatnya 14 (empat belas) hari setelah terjadinya *force majeure*.

(4) Keadaan *force majeure* sebagaimana dimaksud dalam pasal ini tidak menghapuskan perjanjian, dan berdasarkan kesiapan kondisi masing-masing, **PARA PIHAK** dapat melangsungkan perjanjian ini sebagaimana mestinya.

Pasal 12
Penyelesaian Sengketa

Apabila terjadi perselisihan antara **PIHAK PERTAMA** dan **PIHAK KEDUA** dalam pelaksanaan perjanjian ini akan dilakukan penyelesaian secara musyawarah dan mufakat, dan apabila tidak tercapai penyelesaian secara musyawarah dan mufakat maka penyelesaian dilakukan melalui proses hukum.

Pasal 13
Lain-Lain

(1) **PIHAK KEDUA** menjamin bahwa program dengan judul tersebut di atas belum pernah dibiayai dan/atau diikutsertakan pada Program Pendanaan lainnya, baik yang diselenggarakan oleh instansi, lembaga, perusahaan atau yayasan, baik di dalam maupun di luar negeri.

(2) Segala sesuatu yang belum cukup diatur dalam Perjanjian ini dan dipandang perlu diatur lebih lanjut dan dilakukan perubahan oleh **PARA PIHAK**, maka perubahan-perubahannya akan diatur dalam perjanjian tambahan atau perubahan (Adendum) yang merupakan satu kesatuan dan bagian yang tidak terpisahkan dari Perjanjian ini.

Perjanjian ini dibuat dan ditandatangani oleh **PARA PIHAK** pada hari dan tanggal tersebut di atas, dibuat dalam rangkap 2 (dua) dan bermeterai cukup sesuai dengan ketentuan yang berlaku, yang masing-masing mempunyai kekuatan hukum yang sama.

PIHAK PERTAMA   PIHAK KEDUA
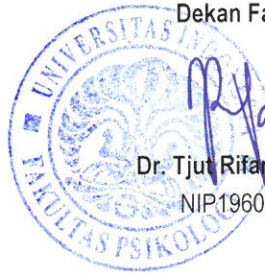
Dede Djuhana, Ph.D.   Dr. Wustari Larasati Gunadi M.Org.Psy
NUP030603016   NIP195602101986032001

Mengetahui,
Dekan Fakultas Psikologi

Dr. Tjut Rifameutia Umar Ali, M.A
NIP196001131987032002

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SURAT PERJANJIAN PENUGASAN
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Tahun Anggaran 2019—2020
Nomor: NKB-1018/UN2.R3.1/HKP.05.00/2019

Pada hari ini Senin tanggal sebelas bulan Maret tahun dua ribu sembilan belas (11-03-2019), kami yang bertanda tangan di bawah ini :

1.	Dede Djuhana, Ph.D.	:	Kepala Sub Direktorat Perencanaan dan Pengembangan Riset, Direktorat Riset dan Pengabdian kepada Masyarakat Universitas Indonesia berdasarkan Surat Delegasi Nomor: DLG-12/UN2.R3/PPM.00.00/2019 tanggal 18 Januari 2019 dalam hal ini bertindak untuk dan atas nama Wakil Rektor Bidang Riset dan Inovasi Universitas Indonesia, yang berkedudukan di Gedung *Integrated Laboratory and Research Center* (ILRC) Lantai *Mezzanine*, Universitas Indonesia, Kampus Baru UI Depok, 16424, untuk selanjutnya disebut **PIHAK PERTAMA;**
2.	Dr. Wustari Larasati Gunadi M.Org.Psy	:	Dosen Fakultas Psikologi Universitas Indonesia, dalam hal ini bertindak sebagai **PIHAK KEDUA** dan Penerima Hibah Publikasi Internasional Terindeks Mahasiswa Magister (PITMA B) Tahun Anggaran 2019—2020 untuk selanjutnya disebut **PIHAK KEDUA**.

PIHAK PERTAMA dan **PIHAK KEDUA**, secara bersama-sama sepakat mengikatkan diri dalam suatu Perjanjian Penugasan dalam Pelaksanaan Program Hibah Publikasi Internasional Terindeks Mahasiswa Magister Tahun Anggaran 2019—2020 (yang selanjutnya disebut sebagai Hibah PITMA B) berlandaskan pada Nomor: 476/SK/R/UI/2019 tentang Penetapan Penerima Hibah Kompetitif Riset Internal Universitas Indonesia Tahun 2019, dengan ketentuan dan syarat-syarat sebagai berikut:

Pasal 1
Ruang Lingkup Penugasan

PIHAK PERTAMA memberi tugas kepada **PIHAK KEDUA**, dan **PIHAK KEDUA** menerima tugas tersebut dari **PIHAK PERTAMA**, untuk melaksanakan Penugasan Program Hibah Publikasi Internasional Terindeks untuk Tugas Akhir Mahasiswa Tahun Anggaran 2019—2020 (Hibah PITMA B) dengan judul "**Kesiapan Individu dan Komitmen untuk Berubah di Era Industri 4.0**".

Pasal 2
Dana

(1) Besarnya dana untuk melaksanakan program dengan judul sebagaimana dimaksud dalam Pasal 1 adalah sebesar **Rp89.790.000,00 *(Delapan puluh sembilan juta tujuh ratus sembilan puluh ribu rupiah)*** sudah termasuk pajak.

(2) Dana Hibah sebagaimana dimaksud pada ayat (1) dibebankan pada Anggaran Universitas Indonesia.

Pasal 3
Tata Cara Pembayaran Dana Hibah

(1) Dana Hibah PITMA B sebagaimana dimaksud dalam Pasal 2 ayat (1) dibayarkan oleh **PIHAK PERTAMA** kepada **PIHAK KEDUA** secara bertahap sesuai dengan hasil monitoring dan evaluasi.

(2) Tahap pembayaran akan dilaksanakan dengan ketentuan sebagai berikut :

    a. Pembayaran Tahap Pertama (Tahun Anggaran 2019) sebesar 50% dari total dana Hibah PITMA B yaitu 50% x *Rp89.790.000,00* = **Rp44.895.000,00 (Empat puluh empat juta delapan ratus sembilan puluh lima ribu rupiah)**, yang akan dibayarkan oleh **PIHAK PERTAMA** kepada **PIHAK KEDUA** setelah **PARA PIHAK** menandatangani Perjanjian ini dan dilengkapi dengan Berita Acara Penilaian Kelayakan Proposal Penelitian;

    b. Pembayaran Tahap Kedua (Tahun Anggaran 2020) sebesar 50% dari total dana Hibah PITMA B yaitu 50% x *Rp89.790.000,00* = **Rp44.895.000,00 (Empat puluh empat juta delapan ratus sembilan puluh lima ribu rupiah)**, akan dibayarkan oleh **PIHAK PERTAMA** kepada **PIHAK KEDUA** setelah pelaksanaan Monitoring dan Evaluasi Hibah PITMA B tingkat UI dilengkapi dengan Berita Acara Penilaian Luaran Penelitian;

(3) Pembayaran dana Hibah PITMA B sebagaimana dimaksud pada ayat (1) akan dilakukan oleh **PIHAK PERTAMA** kepada **PIHAK KEDUA** ke rekening sebagai berikut:

Nama	:	WUSTARI L. MANGUNDJAYA
Nomor Rekening	:	067201000142504
Nama Bank	:	BRI Cabang 0672 kcp universitas Indonesia

(4) **PIHAK PERTAMA** tidak bertanggung jawab atas keterlambatan dan/atau tidak terbayarnya sejumlah dana sebagaimana dimaksud pada ayat (2) yang disebabkan karena kesalahan **PIHAK KEDUA** dalam menyampaikan data terkait rekening milik **PIHAK KEDUA** yang berupa nama bank, nomor rekening, atau nama pemilik rekening.

(5) Apabila terdapat sisa dana yang tidak terserap untuk kegiatan penelitian sampai dengan perjanjian ini berakhir, maka sisa dana ini harus dikembalikan ke **PIHAK PERTAMA** ke rekening sebagai berikut :

Nama	:	Pengembalian sisa penelitian UI
Nomor Rekening	:	8870-944-301005-667
Nama Bank	:	BNI

Pasal 4
Jangka Waktu

Jangka waktu pelaksanaan penugasan sebagaimana dimaksud dalam Pasal 1 sampai selesai 100%, adalah terhitung sejak 11 Maret 2019 dan berakhir pada 31 Agustus 2020.

Pasal 5
Target Luaran

(1) **PIHAK KEDUA** berkewajiban mengupayakan hasil berupa **publikasi minimal 3 (tiga) artikel dari 3 (tiga) mahasiswa program pascasarjana dan/atau mahasiswa program pascasarjana bersama dengan mahasiswa sarjana dan PIHAK KEDUA sebagai *corresponding author* dalam prosiding/*book chapters*/jurnal ilmiah internasional terindeks Scopus.**

(2) Jurnal ilmiah sebagaimana yang dimaksud pada ayat (1) **bukan** merupakan jurnal yang diterbitkan oleh unit/fakultas/departemen di lingkungan Universitas Indonesia.

(3) **PIHAK KEDUA** berkewajiban untuk melaporkan perkembangan perolehan hasil sebagaimana dimaksud pada ayat (1) kepada **PIHAK PERTAMA**.

Pasal 6
Hak dan Kewajiban Para Pihak

(1) Hak dan Kewajiban **PIHAK PERTAMA**:
    a. **PIHAK PERTAMA** berhak untuk mendapatkan dari **PIHAK KEDUA** berupa laporan-laporan sebagaimana dimaksud dalam Pasal 7; dan
    b. **PIHAK PERTAMA** berkewajiban untuk memberikan dana hibah PITMA B kepada **PIHAK KEDUA** dengan jumlah sebagaimana dimaksud dalam Pasal 2 ayat (1) dan dengan tata cara pembayaran sebagaimana dimaksud dalam Pasal 3.

(2) Hak dan Kewajiban **PIHAK KEDUA**:
    a. **PIHAK KEDUA** berhak menerima dana hibah PITMA B dari **PIHAK PERTAMA** dengan jumlah sebagaimana dimaksud dalam Pasal 2 ayat (1);
    b. **PIHAK KEDUA** berkewajiban untuk bertanggung jawab atas pelaksanaan Penugasan sebagaimana dimaksud dalam Pasal 1, termasuk atas segala urusan administrasi dan keuangannya;
    c. **PIHAK KEDUA** berkewajiban untuk bertanggung jawab dalam penggunaan dana hibah PITMA B yang diterimanya sesuai dengan proposal kegiatan yang telah disetujui;
    d. **PIHAK KEDUA** berkewajiban untuk mencapai Target Luaran hasil dari pelaksanaan Penugasan Program Hibah ini sebagaimana dimaksud dalam Pasal 5; dan
    e. **PIHAK KEDUA** berkewajiban untuk menyampaikan kepada **PIHAK PERTAMA** berupa laporan-laporan sebagaimana dimaksud dalam Pasal 7.

Pasal 7
Laporan-Laporan

(1) **PIHAK KEDUA** berkewajiban untuk menyampaikan kepada **PIHAK PERTAMA** berupa Laporan Kemajuan dan Laporan Akhir mengenai pelaksanaan kegiatan dan rekapitulasi pertanggungjawaban keuangan sesuai dengan jumlah dana yang diberikan oleh **PIHAK PERTAMA.**

(2) **PIHAK KEDUA** wajib menyimpan dengan rapi semua bukti-bukti pengeluaran keuangan serta dokumen pelaksanaan lainnya, yang tersusun secara sistematis sesuai pedoman yang ditentukan oleh **PIHAK PERTAMA** dan sewaktu-waktu dapat diminta oleh **PIHAK PERTAMA** apabila diperlukan untuk keperluan pemeriksaan.

(3) **PIHAK KEDUA** berkewajiban menyerahkan Laporan Kemajuan dan Rekapitulasi Laporan Penggunaan Anggaran Tahap Pertama, paling lambat bulan **Desember 2019**.

(4) **PIHAK KEDUA** berkewajiban menyerahkan Laporan Akhir, Rekapitulasi Laporan Penggunaan Anggaran Tahap Kedua, dan Capaian Target paling lambat pada bulan **Agustus 2020**.

Pasal 8
Monitoring dan Evaluasi

(1) **PIHAK PERTAMA** akan menyelenggarakan Monitoring dan Evaluasi terhadap pelaksanaan Program Hibah PITMA B berdasarkan keberhasilan capaian target untuk setiap evaluasi berupa:
    a. **Monitoring dan evaluasi tahap pertama**: manuskrip yang telah melalui proses klinik artikel;
    b. **Monitoring dan evaluasi tahap kedua**: hasil *review* substansi (Enago atau institusi sejenis) dan manuskrip yang telah direvisi sesuai hasil *review* dan atau bukti proses penerbitan ke konferensi (*submit* ke konferensi, hasil telaah dari *scientific committee/reviewer* dan manuskrip revisi sesuai hasil *review*), dan pertanggung jawaban tahap pertama;
    c. **Monitoring dan evaluasi tahap ketiga**: bukti proses penerbitan (submit, hasil telaah dan *reviewer* jurnal/ editor buku, manuskrip yang telah direvisi sesuai hasil *review* dan telah diedit bahasa);
    d. **Evaluasi akhir**: pertanggungjawaban dana tahap kedua dan bukti artikel telah terbit secara *online* di prosiding/*book chapter*/jurnal ilmiah internasional terindeks Scopus.

(2) Waktu pelaksanaan Monitoring dan Evaluasi sebagaimana dimaksud pada ayat (1) akan dilaksanakan pada:

a. **Monitoring dan evaluasi tahap pertama** : September 2019;
b. **Monitoring dan evaluasi tahap kedua** : Desember 2019;
c. **Monitoring dan evaluasi tahap ketiga** : Mei 2020;
d. **Evaluasi akhir** : September 2020.

(3) Monitoring dan Evaluasi sebagaimana dimaksud pada ayat (1) akan dilakukan oleh *Reviewer*/Komite Penilaian Hibah Penelitian.

(4) *Reviewer*/Komite Penilaian Hibah Penelitian sebagaimana dimaksud pada ayat (3) telah dijabarkan pada Surat Keputusan Rektor Nomor: 447/SK/R/UI/2019 tentang Pengangkatan Tim Panitia dan *Reviewer*/Komite Penilaian Hibah Penelitian dan Program Pengabdian Kepada Masyarakat Pendanaan Internal dan Eksternal Universitas Indonesia Tahun Anggaran 2019.

(5) Pada saat diselenggarakannya Monitoring dan Evaluasi sebagaimana dimaksud pada ayat (1), **PIHAK KEDUA** berkewajiban untuk melaporkan capaian target yang telah diperoleh kepada *Reviewer*/Komite Penilaian Hibah Penelitian.

(6) Apabila target luaran wajib tidak dapat terealisasi hingga saat evaluasi akhir maka **PIHAK KEDUA** tidak dapat mengajukan hibat riset yang didanai **PIHAK PERTAMA** hingga target luaran publikasi diperoleh.

Pasal 9
Pembatalan Perjanjian

(1) Apabila di kemudian hari judul publikasi ilmiah yang merupakan target luaran dari penugasan ini, ditemukan adanya duplikasi dengan judul publikasi lain dan/atau ditemukan adanya ketidakjujuran/iktikad tidak baik yang tidak sesuai dengan kaidah ilmiah, maka kegiatan Program Hibah ini dinyatakan batal dan **PIHAK KEDUA** wajib mengembalikan dana Program Hibah PITMA B Tahun 2019 yang telah diterima kepada **PIHAK PERTAMA.**

(2) **PARA PIHAK** dengan ini mengesampingkan ketentuan dari Pasal 1266 dan 1267 Kitab Undang-Undang Hukum Perdata Indonesia yang mensyaratkan adanya putusan pengadilan bagi pembatalan Perjanjian ini.

Pasal 10
Pajak-Pajak

Hal-hal dan/atau segala sesuatu yang berkenaan dengan kewajiban pajak berupa PPN dan/atau PPh menjadi tanggung jawab **PIHAK KEDUA** dan harus dibayarkan oleh **PIHAK KEDUA** ke kantor pelayanan pajak setempat sesuai ketentuan yang berlaku.

Pasal 11
Force Majeure

(1) Masing-masing Pihak dibebaskan dari tanggung jawab atas keterlambatan atau kegagalan dalam memenuhi kewajiban yang tercantum dalam perjanjian ini yang disebabkan atau diakibatkan oleh kejadian di luar kekuasaan masing-masing Pihak yang digolongkan sebagai *force majeure*.

(2) Peristiwa yang dapat digolongkan *force majeure* antara lain adanya bencana alam (gempa bumi, topan, banjir, dan lain-lain), wabah penyakit, perang, peledakan, revolusi, huru-hara, dan kekacauan ekonomi/moneter yang berpengaruh pada perjanjian ini.

(3) Apabila terjadi *force majeure*, maka Pihak yang lebih dahulu mengetahui wajib memberitahukan kepada Pihak lainnya selambat-lambatnya 14 (empat belas) hari setelah terjadinya *force majeure*.

(4) Keadaan *force majeure* sebagaimana dimaksud dalam pasal ini tidak menghapuskan perjanjian, dan berdasarkan kesiapan kondisi masing-masing, **PARA PIHAK** dapat melangsungkan perjanjian ini sebagaimana mestinya.

Pasal 12
Penyelesaian Sengketa

Apabila terjadi perselisihan antara **PIHAK PERTAMA** dan **PIHAK KEDUA** dalam pelaksanaan perjanjian ini akan dilakukan penyelesaian secara musyawarah dan mufakat, dan apabila tidak tercapai penyelesaian secara musyawarah dan mufakat maka penyelesaian dilakukan melalui proses hukum.

Pasal 13
Lain-Lain

(1) **PIHAK KEDUA** menjamin bahwa program dengan judul tersebut di atas belum pernah dibiayai dan/atau diikutsertakan pada Program Pendanaan lainnya, baik yang diselenggarakan oleh instansi, lembaga, perusahaan atau yayasan, baik di dalam maupun di luar negeri.

(2) Segala sesuatu yang belum cukup diatur dalam Perjanjian ini dan dipandang perlu diatur lebih lanjut dan dilakukan perubahan oleh **PARA PIHAK**, maka perubahan-perubahannya akan diatur dalam perjanjian tambahan atau perubahan (Adendum) yang merupakan satu kesatuan dan bagian yang tidak terpisahkan dari Perjanjian ini.

Perjanjian ini dibuat dan ditandatangani oleh **PARA PIHAK** pada hari dan tanggal tersebut di atas, dibuat dalam rangkap 2 (dua) dan bermeterai cukup sesuai dengan ketentuan yang berlaku, yang masing-masing mempunyai kekuatan hukum yang sama.

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ATLANTIS
PRESS

Testing Mediation of Psychological Empowerment, Work Engagement to Affective Commitment to Change

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ABSTRACT

One of the causes of failure in the change process is the lack of commitment from individuals in the organization. This study proposes to explore the relation of the two variables, namely psychological empowerment, work engagement on affective commitment to change. We also tested the mediation effect of psychological empowerment on the relationship between work engagement to affective commitment to change. An online survey questionnaire was used to collect data (N=190) of the airport company on operation unit non-aeronautical. SPSS has used to analyze the data in this study using Pearson's Correlation, and Hayes Process Macro v.3.0. The results of this study showed that the two variable have significant correlation on affective commitment to change, but mediation effect of psychological empowerment did not influence on work engagement and affective commitment to change.

Keywords: psychological empowerment, work engagement, resistance to change

1. INTRODUCTION

Organizational change is an effort to change the condition to a better organization in the future. Indonesia, the issue of making organization changes is important, where the Government of Indonesia has instructed all organizations, particularly state-owned companies to carry out many transformational programs in response demands for the environmental changes [1]. In the process of change and the development of organizational excellence to be able to compete can also create a dilemma in the process of implementing innovation and bureaucratic control [2]. Organizational change is not always successful; in fact, many have failed to achieve expected goals. Failure to implement organizational change can result in greater expense than the benefits received by the organization [3]. Therefore, failures in change process need to be avoided, one of which is by considering commitment to changes in employees. According to Herscovitch & Meyer one of the causes of failure in the change process is the lack of commitment from individuals in the organization [4].

Failures in the change process can become the caused of lack employee commitment and lack of communication from superiors in carrying out the change program [5]. Affective commitment is also influenced by perceptions of superiors' support [6], transformational leadership and self-efficacy [7], and several other variables such as trust, empowerment and leadership [1]. Furthermore, the factors that influence the increase in commitment to change in employees were: change communication, trust in the organization, superior-subordinate relations [8], [9].

Other factor that influenced the commitment to change is work engagement [10]. Increasing engagement with employee commitment has always been the focus of the

HR Department [11]. From the employee side, engagement is related to ways of thinking, feeling and acting positively [12]. In this regard, the engagement of each employee is one of the keys in which the basic elements that help the organization survive are individuals. Employees who have high work engagement, have a great influence on their work and become very attached to their work [13]. Conversely, employees who have low work engagement can experience a decrease in enthusiasm and enthusiasm due to fatigue, dislike of work and increased turnover intention [14].

Psychological empowerment is one of the source in competitive advantage, where it is a corporate strategy in improving performance and developing organizations that are flexible, adaptable to changes in the external environment [15]. In the concept of empowerment, employees are given the opportunity and flexibility to empower themselves in the hope that they will be able to engage in the targets set by the company. Therefore, psychological empowerment for employees is expected to develop a commitment to change.

Further, literature about the process of increasing company psychological empowerment have showed that it could increasing productivity or performance, employee motivation, job satisfaction, and work success [16], [17], [18]. Psychological empowerment and affective commitment to change were important factors in the organizational change and it is a continuous contribution from employees. Therefore, employee commitment is critical and is assumed to be done through increasing psychological empowerment and affective commitment to change [19]. The purpose of this study was to 1) examine the relationship between work engagement and affective commitment to change, 2) examine the work engagement relationship to psychological empowerment, 3) test the role of psychological empowerment mediation in the

relationship between work engagement and affective commitment to change.

2. LITERATURE REVIEW

2.1. Affective Commitment to Change

According to Herscovitch & Meyer, commitment to change is a mind-set of individuals who move it to take actions that are deemed necessary to successfully implement the change process [4]. Commitment to change consists of 3 dimensions, namely (1) affective commitment to change, described as the desire of individuals to provide support for changes that occur on the basis of a belief in the benefits that will be received from the change; (2) continuous commitment to change, described as the desire of individuals to provide support for changes that occur on the basis of a sense of obligation; (3) normative commitment to change, as a form of obligation insight to individuals in supporting a change, continuance commitment to change is defined as a form of recognition in support of change because there will be costs when failures occur. Affective commitment to change is different from normative commitment to change because normative commitment to change is based more on moral considerations to participate in change initiatives including the existence of appropriate rules. Continuance commitment, normative commitment, and affective commitment have fundamental differences [4]. Continuance commitment to change arises because it is based on the consideration of profit and loss in supporting change [4]. Therefore, continuous commitment to change and normative commitment to change arises not based on individual energy and positive emotions. Further, previous studied showed that the implementation change in an organization is well affected by commitment to change, especially in affective commitment to change [20]. Furthermore, affective commitment to change is considered to represent a commitment to change in general [21]. This is due to affective commitment that has benefits in accelerating organizational change, emotional attachment of workers, facilitating individual learning, and improving performance [22], [4].

2.2. Work engagement

The organization current development, ensuring employee work engagement is very important with the characteristics of employees must be passionate, dedicated, and absorbed into their daily work [23], [24]. From the employee side, engagement is related to ways of thinking, feeling and acting positively [12]. Work engagement is defined as a positive condition, the fulfillment of affective motivation with the characteristics of Vigor, dedication and absorption [25]. Bell and Barkhuizen describe the dimension characteristics of work engagement (a) vigor as a level of

energy and mental endurance at work, willingness to invest effort in work and persistence in the face of difficulties, (b) dedication as a sense of importance, enthusiasm, inspiration, pride and challenge, and (c) absorption as a form of doing work in totality with pleasure and it is difficult to get away from work [26]. The engagement of each employee is one of the keys in which the basic elements that help the organization survive are individuals [27].
Employees who have work engagement have a high sense of trust in the organization so that it will add meaning to its existence in the organization and show a higher level of commitment to the organization [28]. Research conducted by Albrecht and Andreetta shows that engagement has a direct influence on affective commitment to change [29]. In addition to this, work engagement has a positive impact on increasing productivity and functionality in the company [30].

2.3. Psychological Empowerment

Empowerment describes the processes associated with the work environment and organization as well as related to individuals namely cognition, perception, and attitudes in influencing employee behavior [31]. Khan said that empowerment is an interpersonal relationship that is supported to build trust between employees and management [32]. Psychological empowerment described as a psychological condition of a person in his ability to complete work [18]. Psychological empowerment consists of four dimensions: meaning, competence, self-determinant, and impact [33]. Meaning is the value of goals or work goals as assessed by an individual's perception relative to own personal mission or expectations. In the context of the work environment, meaningfulness is defined as the value of the goals or work objectives, valued concerning to an id belonging to each of them [34]. Meaning is the result of the feeling that the task done is something valuable and makes a difference. Activities undertaken in harmony with self-concept in individuals must be linked to more meaningful work experience. Employee empowerment efforts are carried out to get greater meaning from the work done [35]. Restoration meaning in work is seen as a way to foster attachment to work [36], [37]. Self-determination is an individual's feeling of choice in initiating and organizing action [33]. Self-endorsed goals will enhance employee engagement, while heteronomous goals, even when introduced efficaciously, will not [38]. Goals that are selected through self-determination are well-internalized and autonomous [39]. Competence refers to specific self-efficacy for work; that is, the ability of individuals to carry out work activities with the necessary skills and knowledge [33]. Feelings of competence and confidence are related to respect to achieve goals associated with increased intrinsic motivation and well-being [38]. Self-efficacy on employees who have a feeling of being engaged will see themselves able to fully handle the demands of their work [40]. There is a strong correlation between self-efficacy and engagement [41].

Impact is the extent to which a person can influence the strategic, administrative or operating results at work [33]. Impacts indicate organizational involvement and illustrate how individuals feel that they make a difference in their organizations [42].

2.4. The relationship between psychological empowerment, work engagement and commitment to change

Psychological empowerment and affective commitment to change are mostly orthogonal reactions, where psychological empowerment is more affected by beliefs about support, while affective commitment to change is shaped more by beliefs about need and legitimacy [19]. Psychological empowerment is done to improve employees' feelings of self-efficacy by identifying conditions that foster helplessness [43]. At work, psychological empowerment is associated with increased commitment, increased quality and innovation [44]. According to Zeffane and Zarooni psychological empowerment influenced on commitment to change [45]. The relationship between these two variables was also supported by research conducted by [46] which stated that psychological empowerment was positively correlated to commitment to change. In this study, the researchers will look at the relationship between psychological empowerment and affective commitment to change. Based on the discussion, the first hypothesis as follows:
Hypothesis 1: Psychological empowerment is positively related to affective commitment to change.
Impact in psychological empowerment concept, implies involvement and reflects whether individuals feel that they make a difference in their organization [42]. Impact implies a sense of progress toward individual goals and beliefs that their actions make a difference in their organization, which contributes to employee involvement [47]. Studies have found that psychological empowerment is a significant predictor of work engagement [47], [48]. Based on this discussion the following is the second hypothesis.
Hypothesis 2: work engagement is positively related to Psychological empowerment

Work engagement is a significant factor in the relationship between employees' well-being and organizational commitment [49]. Previous research also showed that the affective commitment to change was considered to be the most critical element of organizational commitment [11]. Based on this discussion, the following hypothesis propose:

Hypothesis 3: work engagement is positively related to Affective commitment to change

Psychological empowerment has a relationship with work engagement and affective commitment to change, where work engagement also has a direct relationship with affective commitment to change.

Hypothesis 4: Psychological empowerment mediate relationship between Work engagement and affective commitment to change.
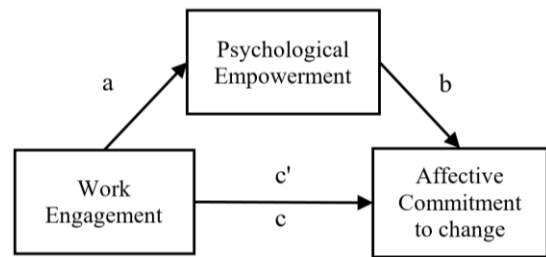

Figure 1 Relation of work engagement, psychological empowerment on affective commitment to change

3. METHODS

3.1. Data Collection

Data was collected through online questionnaires for a week, 23 – 30 march 2019. In this regard, we used the questionnaires as follows: Affective Commitment to change from Herscovitch and Meyer, Psychological Empowerment, and work engagement using Utrecht Work Engagement Scale (UWES)-9 [4], [28]. The details are shown in Table 1.

Table 1 Reliability of Measurement

Name of Scale	Total Item	Reliability
Affective commitment to change	6	α = .70
Psychological Empowerment	12	α = .85
Work engagement	15	α = .88

3.2. Measurement

Measurement of Affective commitment to change using Commitment to Change Inventory from Herscovitch and Meyer consisting of 5 items [4]. The measurement of this variable using a Likert scale of 1-5 (1 = Very unlikely, 6 = Very likely) with a Cronbach's Alpha coefficient of 0.70. Measurement of psychological empowerment using modified ppsychological empowerment scale (PES) of Spreitzer consisting of 16 items [18]. The measurement of this variable using a Likert scale of 1-5 (1 = Very unlikely, 6 = Very likely) with a Cronbach's Alpha coefficient of 0.85. Measurement of work engagement using Utrecht Work Engagement Scale (UWES)-9 that was modified and translate to Indonesia languages consisted of 15 items using a Likert-type scale ranging from 0-6 (0 = Never, 6 = Always) with a Cronbach's Alpha coefficient of 0.88.

3.3. Participants and procedures

Participants were operational employees who work in an airport area. Characteristics of respondents are as follows, permanent staff, worked at least one year in the company, at least graduated from high school and has to experience organizational change. Questionnaires distribute online with all participants were 198 participants. Present profile demography of participants consisted of 64.6% male and 35.4% female, majority range of age within 25 – 44 years old, majority educational attainment levels are senior high school (88.4%), tenure less than 2 years (92.4%) and position as staff (79.8%). The resume demography profile of the participants can be seen in Table 2.

Table 2 Demographic profile

Characteristics	N	%
Gender		
Male	128	64.6
Female	70	35.4
Age		
<25 Years	79	39.9
25 – 44 Years	105	53.0
>44 Years	14	7.1
Education		
Senior High School	175	88.4
Diploma 3	5	2.5
Bachelor	18	9.1
Position		
Staff	158	79.8
Supervisor	34	17.2
Middle Management	6	3.0
Tenure		
<2 years	183	92.4
2 - 10 years	13	6.6
> 10 years	2	1.0

3.4. Data analysis

Data were analyzed using Pearson's Correlation, and Hayes Process Macro v.3.0.

4. RESULT AND DISCUSSION

4.1. Pre-eliminary analysis

The objective of this research was to test the relation among psychological empowerment, work engagement and affective commitment to change. Table 3 (three) shows the result of the descriptive statistics and Pearson correlation. The results revealed that the mean of Work engagement was 5.16 (SD= .61), indicating that the employees have a high work engagement. The Mean of Psychological empowerment was 4,94 (SD= .57), this score also indicating that employees have a good perception of psychological empowerment. Mean for affective

commitment to change was 4.59 (SD= .88), this score of means are above average (score 1 to 6) which showed that they have quite affective commitment to change. In addition to that, each of the variable has the mean score greater than 3 (three).

The result of correlation of all variables was positively and significantly. Psychological empowerment and affective commitment to change are positively significant (r=.17, $\rho<0.05$), thus it indicated that employee who has high psychological empowerment most likely has a good affective commitment to change. This result supported hypotheses 1. Furthermore, results also showed that the correlation between work engagement and psychological empowerment were positive and significant (r = .45, $\rho<0.01$), so employee with a good work engagement has a good feeling in employee empowerment. These results supported hypotheses 2 (two). Correlation between work engagement and affective commitment to change is positively and significant (r= .20, $\rho<0.01$), indicating that employee with a high work engagement have a high affective commitment to change. We also analyze the demographic variables such as age, education, position and tenure for the 3 (three) variables. In this research we found that the elation of those variables and demographic factor were not significant.

Table 3 Statistics summary and correlations among variables and demographic

Variable	M	SD	1	2	3
Affective Commitment to change	4.59	.88	1		
Psychological empowerment	4.94	.57	.17*	1	
Work Engagement	5.16	.61	.20**	.45**	1
Age	1.67	.63	-.01	.00	.00
Gender	1.35	.48	-.06	-.09	-.09
Education	1.21	.59	.07	.03	.00
Position	1.23	.49	.13	.-01	.02
Tenure	1.09	.31	.13	.02	-.05

**. Correlation is significant at the 0.05 level (2-tailed).
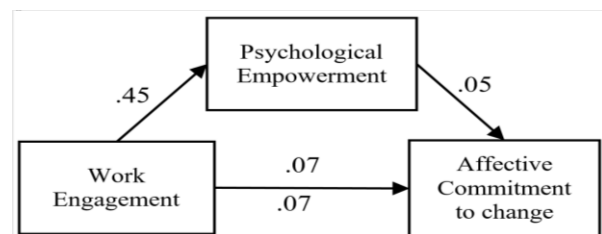** Correlation is significant at the 0.01 level (2-tailed).

Figure 2 Relation of work engagement and psychological empowerment on affective commitment to change after using Hayes proses

4.2. Mediation analysis

To analyze the role mediator of psychological empowerment in a relation of work engagement and affective commitment to change, we used Hayes Process Macro v.3.0. As shown in table 5 (five) from data process of Hayes, the relation between work engagement and psychological empowerment was significant (β=.45, ρ<0.01), but the relation between psychological empowerment and affective commitment to change was not significant (β=.0.05, ρ>0.05) . Further, results also showed that the relationship between work engagement and affective commitment to change is significant is not significant (β=.07, ρ>0.05). Indirect effect found -.01 to .60, thus psychological empowerment was not proven as a mediator between work engagement and affective commitment to change. This does not support the hypothesis 3.

Table 5 Results of the mediation analysis of psychological empowerment in the relationship between work engagement and affective commitment to change

	Effect	SE	ρ	BC Bootstrap 95% CI	
				Lower	Upper
Direct Effect on Work Engagement	.07	.04	.054	-.001	.146
Indirect Effect	.02	.02		-.001	.157

4.3. Discussion

The results showed that there are positive and significant correlation between work engagement and psychological engagement. This finding supported the previous study by Stander and Rothmann, Mufidah and Mangundjaya [47], [50]. These findings also supported Mangundjaya which showed that psychological empowerment became the critical in the development of commitment to change, Mangundjaya also stated that to face organizational change, organizational members would have self-confidence, feeling of self-efficacy [10], [20]. Others research conducted by Rindang and Mangundjaya showed that commitment to change had influenced by psychological empowerment [52].

The Correlation of work engagement to affective commitment to change is positive and significant. This result supported the previous researched by Yalabik *et al.* [53]. This finding also supported by Nadeem *et al.* engagement was correlated positively with affective commitment to change [11].

One of the objective this research was testing mediation role of psychological empowerment on work engagement to affective commitment to change. Meanwhile, psychological empowerment has not proven to become mediation of work engagement and affective commitment to change on this research. This means that improving work engagement or improving psychological empowerment can improve affective commitment to change. However, improving both work engagement and psychological empowerment did not give significant effect to affective commitment to change.

Limitations of this research are as follows: first, data collection of this research was collected through self-reports/questionnaires which might create some potential bias and do not supported through other data collection methods. Self-report measures in this cross-sectional also cause limitation of the generalization findings and inferences of causality. Second, this research was taken from one organization and only one business type. Further study is recommended to be conduct in different type of organizations.

5. CONCLUSION

Based on the results of this research, the following conclusions can be drawn: First, the variable Psychological empowerment has a positive and significant influence on affective commitment to change so that the first hypothesis is proven. Second, the variable work engagement has a positive and significant influence on psychological empowerment, so the second hypothesis is proven. Third, the Work engagement variable has a positive and significant influence on affective commitment to change so that the third hypothesis is proven. Fourth, the variable psychological empowerment as a mediator between work engagement and affective commitment to change is not proven.

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Individual Readiness for Change and Affective Commitment to Change: The Mediation Effect of Technology Readiness on Public Sector

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ABSTRACT

Today, changes in the era industry 4.0 can not be separated from the rapid development and application of information systems and sophisticated technology. This study investigates Technology Readiness's role as a mediator in the relationship between Individual Readiness for Change and Affective Commitment to Change. Data were collected from 178 respondents working in the public sector in Indonesia. OLS calculation results using Macro Hayes on PROCESS Procedure for IBM SPSS Version 3.3 shows that Technology Readiness mediates the relationship between Individual Readiness for Change and Affective Commitment to Change. Hypothesis testing used the Hayes approach and the causal path approach from Baron and Kenny as a comparison. This study successfully proves the mediation relationship of Technology Readiness to the relationship between IRFC and AC2C, as partial mediators. The results are expected to provide information for HR management in managing employee commitment as the leading performer in organizational change related to IT implementation.

Keywords: organizational change, Technology readiness, Commitment to change, Readiness for change

1. INTRODUCTION

The industrial revolution has changed the way we work manually into automatic or digital processing and innovation. The term Industry 4.0 refers to a new paradigm that transforms computer-controlled facilities into an intelligent new generation production ecosystem, so that information is processed, collected, and transferred automatically [1]. McKinsey defines industry 4.0 as digitalization, with sensors embedded in almost all components of products and equipment, Cyber-Physical Systems (CPS) in each section, and analysis of all relevant data. In other words, industry 4.0 refers to improvements that can be achieved through the use of technology and analysis across operations [2].

The increasing application of innovation, especially technological innovation in services, is not without challenges, and some of the challenges come from the innovation acceptance and technology readiness [3]. This technology readiness is closely related to changes in the IT domain that are carried by organizations for competing in the industry 4.0. The industrial revolution 4.0 affected not only the private sector but also public sector organizations or government institutions.

Industry 4.0 is closely related to Cyber-Physical Systems. However, human factors cannot be ruled out. In contrast, the study of Krugh and Meyer [4] concluded that human factors continue to play an important role that is flexible in the future. Meanwhile, Mangundjaya [5] states 35.5% Affective Commitment to Change influenced by Individual Readiness for Change, 32% by Attitude Toward Change (ATC), and 32% by other factors. With a gap of 32%, there is still a possibility of other variables that explain or influence a Commitment to Change. This study wants to find out how the role of employee Technology Readiness in explaining the relationship between Individual Readiness for Change and Affective Commitment to Change is related to the rapid organizational change in the industry 4.0, which is mostly inseparable from the use of the latest information systems and technology. The results are expected to assist the HR management to observe the right policies related to increasing employee commitment to the changes carried out, which in turn can support the organization more agile.

2. LITERATURE REVIEW

2.1. Individual Readiness for Change

Individual Readiness for Change (IRFC) is the readiness in the beliefs, attitudes, and intentions of organizational members that are comprehensively and simultaneously influenced by the content, process, context, and characteristics of individuals involved in the change process [6], [7]. Through the dynamics of social information processing, an organization's collective readiness is continuously influenced by the readiness of the individuals who compose it [8].

Holt, Armenakis, Field, and Harris [7] developed the latest scale from the IRFC scale which measures Individual Readiness for Change based on the following 5 dimensions, namely; (a) Discrepancy, is the belief that the organization needs change; (b) Efficacy, is the belief that the organization can implement change; (c) Organizational valence, is the belief that change is beneficial to the organization; (d) Management support, is the belief that the leadership ranks are committed to change; and (e) Personal valence, is the belief that change also benefits individuals as members of the organization.

2.2. Technology Readiness

Technology Readiness (TR) illustrates the tendency of individuals to use new technology for different purposes [9]. This technological readiness is closely related to changes in the IT field that are carried by organizations in competing in the industry 4.0. The combination of positive and negative feelings about technology underlies the domain of technological readiness [10]. Readiness is not a new concept. Some previous studies have investigated the readiness of individuals to adopt technology and information systems [11]. Michaelis, Steigmaier, and Sonntag [12] found that individuals with a high level of readiness to accept significant change tend to be more involved in innovative work behavior.

2.3. Affective Commitment to Change

Commitment to Change is the power of mindset to achieve a target of change with conscious and voluntary action [13], [14]. Commitment to change consists of three dimensions, i.e., affective commitment to change (AC2C) which is defined as the desire to provide support for change based on belief in the benefits of change; continuity commitment to change, the sense of the costs that may arise if the change fails to be implemented; and normative commitment to change, feelings of obligation for someone to support change. Meanwhile, the studies of Michaelis, Steigmaier, and Sonntag [15] and Mangundjaya [5] showed that affective commitment to change is a psychological mechanism that every employee needs to succeed in the organizational change. Furthermore, Heard confirmed that affective commitment, affective identification, affective loyalty, and affective involvement positively correlated with organizational readiness for change [16]. Moreover, Herscovith and Meyer also stated that readiness for change is predicted to be related to job satisfaction, affective commitment, and turnover intention when these factors are measured well after the change is applied. This research focuses on the dimensions of affective commitment to change of employees in government agencies that support changes in the IT domain [13].

2.4. Hypothesis

Mangundjaya states that IRFC is positively correlated to AC2C and constitutes a 64.5% gap that can explain AC2C from other factors [5]. Michaelis, Stegmaier, and Sonntag found that individuals with a degree of readiness to accept more considerable changes require more involvement in innovative work [12]. The innovation service concept also explains the positive relationship between commitment to change with the behavior of implementing innovation [12]. Michaelis, Stegmaier, and Sonntag make it possible to study the gap between IRFC and AC2C through other factors, for example, through the readiness of technology, which is also associated with the readiness of innovation as a mediator between these relationships [12]. The relationship between technology readiness and commitment to change is also stated in [17] that explains innovation implementation behavior is an individual's consistent and committed use of specific innovations. Identifying the commitment, involvement, and readiness of individuals in dealing with change provides additional knowledge and can help organizations in creating strategies that can lead to a successful implementation of change [18].

This study wants to test the mediating role of Technology Readiness on the relationship between Individual Readiness for Change and Affective Commitment to Change. The hypothesis is developed based on the context of Social Exchange Theory, especially employee commitment as an exchanged resource in social exchange relationships in the work setting model. The hypothesis to be tested is as follows,

Hypothesis: *Technology Readiness mediates the relationship between Individual Readiness for Change and Affective Commitment to Change.*

3. METHOD

3.1. Participant and Procedures

Participants in this study are employees from government agencies that have vertical offices and located in various regions in Indonesia, i.e., Headquarters, Sumatra, DKI Jakarta, West Java, Central Java, East Java, Kalimantan, Sulawesi, Bali/ NTT/ NTB, Maluku/ Ambon, and Papua. Based on power analysis calculations using the G-Power 3.0 application for linear multiple regression research, with F-test calculations, using two predictor variables, and $\alpha=$ 0.05, the minimum number of samples obtained is 74 participants. The sampling technique used in this research is nonprobability sampling using convenience sampling, which sampling is done by the availability and convenience of getting it. The criterion for the respondent is an employee who works in government agencies that implement change, especially in the IT domain in the past five years. The survey was conducted online and offline by distributing questionnaire booklets. From a total of 211

respondents who participated in this study, only 178 respondents completed the survey (response rate = 84,36%). From 178 respondents, 61% were male and 39% female, aged between 19 - 56 years ($\mu = 35.56$, $SD = 0.66$) and had worked for 1-36 years ($\mu = 13.84$, $SD = 0.20$). 1,7% of respondents are from high school/ vocational education, 70% Diploma I/II/II, 16% undergraduate degree, and 12% postgraduate degree. The average respondent served as staff ($\mu = 1.15$, $SD = 0.03$), and the majority of respondents, 49%, come from vertical offices in the DKI Jakarta region.

3.2. Measurement

3.2.1. Affective Commitment to Change (AC2C)

Herscovitch and Meyer develop the original scale used to measure commitment to change, consisting of 18 items, which are divided into three dimensions, i.e., affective (6 items), continuation (6 items), and normative (6 items) [19]. Instead, this study only uses six items aimed at measuring Affective Commitment to Change that has been modified by Mangundjaya [5]. This scale uses a Likert scale of 1-5 (1= Strongly Disagree, 5= Strongly Agree). Cronbach's Alpha coefficient of this scale is 0.81.

3.2.2. Technology Readiness (TR)

The scale used to measure technological readiness is a measuring instrument developed by Parasuraman, namely the Technology Readiness Index (TRI) 1.0. TRI 1.0 consists of 36 items and divided into four dimensions, i.e., optimism (10 items), innovation (7 items), discomfort (10 items), and insecurity (6 items) [10].This scale uses a a Likert scale of 1-5 (1= Strongly Disagree, 5= Strongly Agree). Cronbach's Alpha coefficient of this scale is 0.86.

3.2.3. Individual Readiness for Change (IRFC)

The scale used to measure individual readiness for change is a measuring instrument developed by Holt Armenakis, Field, and Harris, which consisted of 25 items representing 4 dimensions, namely appropriateness (10 items), management support (6 items), change efficacy (6 items), and personally beneficial (3 items) [7]. This measurement scale has been adapted into Indonesian using the Likert scale 1-5 (1= Strongly Disagree, 5= Strongly Agree). The Cronbach's Alpha coefficient of this scale is 0.91.

3.3. Data Analysis

One of the characteristics of good quality measuring instruments is that they are reliable, which is capable of producing accurate scores with small measurement errors [20]. For practical reasons, this study uses a single trial administration approach by testing internal consistency through Cronbach Alpha on this measurement tool. Coaley recommends that the number of participants for the internal reliability test must be above 100 people so that the reliability coefficient is stable [21]. This study included 178 respondents, so it is expected that the reliability coefficient is stable. This research uses the value of 0.7 as a cut-off limit to determine the reliability of the instrument according to the suggestion of some literature which states that the value is quite sufficient [22], [23]. The instrument validity was tested based on item validity by correlating item scores with total scores through Pearson's Correlation Product Moment technique. Hypothesis testing will be carried out by following a simple mediation of Hayes's, which is any causal system in which at least one causal antecedent X variable is proposed as influencing an outcome Y through a single intervening variable M [24]. This study will also consider step by step testing mediation with the causal path approach proposed by Baron and Kenny, solely as a comparison [25].

4. RESULT

4.1. Validity and Reliability

Each statement representing each dimension of the three variables is proven to be valid and reliable. The reliability of the measuring instrument is based on the Cronbach Alpha value, which surpasses the cut-off limit 0.7. As for the validity of the measuring instrument using the Pearson Correlation value compared with the value of r-table = 0.148 ($n= 175$, $\alpha= 0.05$) [26]. Pearson correlation values were obtained and passed $r= 0.148$, and overall items are significant at $p < 0.001$. It can be stated that the measuring instrument used in this study fulfills the validity and reliability requirements.

4.2. Normality Test

The normality test uses the Kolmogorov-Smirnov (K-S) test and the Shapiro–Wilk (S-W) test. The data distribution is proven to be significantly different from a normal distribution (non-normal). From the three variables tested, obtained values of K-S and S-W were significant at p < 0.05, this indicates that the data distribution was not normal. The data normality test also considers the visual appearance of data through histograms, P-P, and Q-Q plots, as suggested by Ghasemi and Zahediasl [27]. Although the results of the data normality test prove that

the data are less normally distributed, but the central limit theorem among them states that in large samples (n > 30), the sampling distribution tends to be normal, regardless of the shape of the data [28]. This study also considers that the concept of mediation carried out by Hayes [24] does not require data to be distributed normal, so that in this study, the data used are not conditioned for normally distributed and outliers do not have to be excluded.

3.3. Hypothesis Testing

This research uses the 4th model in the Macro Process Hayes [24], which is a simple mediation with one mediator, while the bootstrapping used when running a macro process is 10,000 times to increase the model's power. From the results of statistical calculations using the macro process in simple mediation analysis using ordinary least squares and with a causal path approach, gradually the following results are obtained,

3.3.1. Step 1: Path a

At this initial stage, it is assumed in the model that the independent variable (IRFC) causes a mediator variable (TRI), so both should be correlated. IRFC proved significantly predicts TRI, $F(1,176) = 158.54$, $p < 0.001$, $R^2 = 0.47$, $b = 0.82$, $t(176) = 12.59$, $p < 0.001$. with this significant result, it means that the first mediation pre-conditions are fulfilled, and can be continued for testing at a later stage.

3.3.2. Step 2: Path c

In the second stage, the Baron and Kenny method require a significant relationship between the independent and dependent variables. The initial relationship between IRFC and AC2C can be seen from the total effect in this simple mediation model, and from the calculation results obtained path c, IRFC predicts positively and significantly AC2C, $F(1,176) = 110$, $p < 0.001$, $R^2 = 0.38$, $b = 0.15$, $t(176) = 10.49$, $p < 0.001$.

3.3.3. Step 3: Path b, ab and c'

With the fulfillment of the significance criteria in step 2, in this last step, IRFC indirect effects will be calculated toward AC2C through the TRI mediator. First, determine the relationship between TRI and AC2C by controlling IRFC (path b). From the calculation results, Technology Readiness is proven to be significantly and positively related to Affective Commitment to Change, $b = 0.04$, $t(175) = 2.21$, $p < 0.01$, when TRI rises (positive) then AC2C will also increase. Second, after path b is obtained, the next step can calculate the indirect effect (path ab), i.e., IRFC and TRI together predicting AC2C. It is proven that

IRFC and TRI altogether positively and significantly predict AC2C, $F(2,175) = 58.66$, $p < 0.001$, $R^2 = 0.40$.

Of the three steps based on the causal path approach, the hypothesis proposed in this study is proven, but only partially not fully mediated. Meanwhile, according to Hayes, testing the hypothesis about this mediation model is enough to look at the indirect effect of IRFC on AC2C through TRI mediators without concern to other steps such as the causal path approach by the Baron and Kenny methods, and consider the results of the Upper Level Confidence Interval (ULCI) and Lower Level Confidence Interval (LLCI). From the results of 10,000 times sample bootstrapping, the confidence interval of indirect effect (ab = 0.12) is above zero-value with LLCI = 0.0012 and ULCI = 0.0615, so it can tell that the research hypothesis is supported.

Mediation effects based on effect size are selected using Kappa-Squared (k^2) calculations. The calculation results obtained completely standardized effect of the direct effect of $k^2 = 0.4975$; partially standardized effect of the direct effect of $k^2 = 0.0450$; completely standardized effect of the indirect effect is significant at the confidence interval LLCI = 0.0004, ULCI = 0.0219, and the partially standardized effect of the indirect effect is significant at the confidence interval LLCI = 0.0048, ULCI = 0.2421.

From the four gradual path analyzes of Baron and Kenny [25] and Hayes [24], it can be concluded that TRI is proven to mediate the relationship between IRFC and AC2C. The relationship between the three variables can be seen in Fig. 1.

4. DISCUSSION

All respondents stated that they experienced organizational changes in their workplace. The organizational changes felt by the respondents mainly associated with the development and application of Information Technology, especially the use of new service systems, as well as the digitization of services to stakeholders. These results are in line with this research, which wants to see the impact of rapid changes in information and technology in various fields, especially in government agencies that provide public services to stakeholders. One of the variables observed in this study, Technology Readiness, as a mediator, was measured in respondents who were perceived organizational changes related to IT. This study targets respondents from government agencies that implement changes in the IT domain to support the validity of the research model.

From the results of hypothesis testing based on the Baron and Kenny Method, the criteria for each step in this study are met based on the causal step approach, which means that the analysis step can only be continued if the path tested in the previous stage produces a significant relationship [29]. Previous studies have examined the relationship between IRFC and AC2C, which states that IRFC is positively and significantly related to AC2C [5]. Mangundjaya provides an opening way by fulfilling one of the mediation criteria, according to Baron and Kenny [5], [25]. However, even without prior research, even the

simple mediation model proposed in this study can still be tested.

The direct effect (path c') of IRFC toward AC2C is still proven to be significantly related even though the value is lower than the total effect (path c). According to the degree of mediation, this study proves that mediation occurs partially and not fully mediated. Therefore, in addition to using the causal step approach, this study also tested the hypothesis proposed using the Hayes approach, analyzing the role of the mediator by not compelling evidence of a relationship between X and Y as a prerequisite. By using the Hayes approach in testing hypothesis and based on previous literature, it is acceptable to assume that TRI is causally.
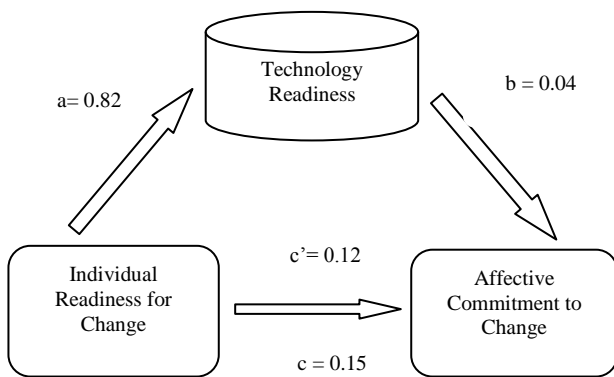

Figure 1 Result of TR simple mediation model

Located between the IRFC and AC2C relationships. This assumption means that IRFC will cause TRI and then TRI will cause AC2C, without first proving the relationship between IRFC and AC2C.

By the results of the macro process and 10,000 times bootstrapping data, it was found that the confidence interval did not include the zero value between LLCI and ULCI. The distance between the two is at the positive pole above the zero value, thus supporting the research hypothesis. In addition to the confidence interval, the strength of the direct effect can also be seen from the effect size based on Kappa-Squared (k^2) calculations [30]. It can be concluded that the mediation model has an effect size that tends to be small.

This study constructs the hypothesis model of mediation in the context of Social Exchange Theory, which states that obligations between parties are generated through a series of interactions and reciprocal relationships [31]. Further, Cropanzano and Mitchell explained the Social Exchange Relationship in work settings models, and this study followed Model 2, *support to commitment* [31]. Eisenberger, Fasolo, and Davis-LaMastro stated that employees tend to exchange commitments to get support from employers [32]. Rhoades, Eisenberger, and Armeli also investigated Affective Commitment in a longitudinal design [33]. Their study is consistent with the SET relational model, showing that perceived support results in higher employee's commitment, in turn, positively

influence performance. These findings are in line with this research, which expects that government employees who are more committed to the changes will bring better performance in providing the best service to stakeholders. Mathieu and Zajac add that commitment can predict broader workplace outcomes [34]. Model-3 on Social Exchange Relationship, namely *adding team support to organizational support*, can be seen from one of the dimensions of IRFC, namely Management Support. Perceived team support is expected to predict employee commitment, which in turn can hypothetically improve employee performance [31].

This research focuses on government agencies that provide better public services to stakeholders by bringing changes in the IT field that can be used by employees to help their performance. From these interactions, there are elements of reciprocity and attachment, both internally and externally. Among the six forms of exchange resources (love, status, information, money, goods, and services), this research suggests information and services as exchanged in a reciprocal relationship between employees and organizations. When the employee feels ready to face change, especially with the support of IT-based infrastructure, they are expected to be more committed to achieving the goals of organizational change together. This is in line with one of the rules of exchange in SET, *Join Gain*, which states that exchanges are not directly transacted from individual to individual, but all things are considered equal, and group benefits are supposed to be achieved together [31]. This also considers socio emotional outcomes that address somebody's social and esteem needs and are often symbolic and unique, such as feelings to be more valued or treated with dignity [35]. In the end, committed workers are expected to be more motivated and willing to maintain their relationship with the employer or the organizations [31].

Among the three variables, the relationship between IRFC and Technology Readiness (path a) is the largest, which means that IRFC can explain 82 percent of TR. This result is in line with Chen, Le, Yumak, and Pu [36], which shows that the readiness of technology is positively influenced by personal readiness in sharing data in social networks, and recommendations. Besides, readiness is significantly influenced by technological satisfaction and the usefulness of technology. The attitude of individuals who are not ready to face changes in an organization is one of the factors causing the failure of the implementation of technology and information systems [37]. Furthermore, in the context of technostress, individuals who are not ready to face changes in using information systems applications will continue to feel that the implementation of IT that is applied will cause problems and cause stress [37]. Sami and Pangannaiah state that technostress occurs when some people feel stressed because too much information is received and must be processed in various formats, and in the end, it can affect their work-life [38].

Sunny, Patrick, and Rob examines technology acceptance through technology readiness with the TRI scale, because according to him, at present, every change cannot be separated from the rapid development of technology [39].

The relationship between IRFC and TR is stable, and it can be seen from the measurement objects of the two measuring scale variables TRI and IRFC, which both measure perceptions of readiness at the individual level related to the changes implemented. When viewed from the construct used in measuring IRFC and TRI variables also have a similarity that is not only measuring from the positive side but also from the negative side, such as construct insecurity in TR similar to the construct of personally beneficial in IRFC, and discomfort in TRI is similar to the construct of change efficacy. Especially according to Wang, Lu, and Hayes discomfort is a vital factor that leads to low perceived benefits [40]. Technology readiness of every employee who is facing changes is quite high, and it can be seen from the average TRI score (see Table I), even though Indonesia has a collective culture (low individualist). While on the contrary, Khalil [41] found that institutional collectivism cultural values were negatively correlated with readiness in implementing changes such as *e*-Government.

This study also found that employees are quite comfortable with changes with the use of advanced IT, as evidenced by the average employee score in the construct of discomforts, which is quite low. It can be said that every challenge that arises from the changes carried out by this organization, especially related to the use of technology, is welcomed by employees with mature individual readiness. It is just that the relationship between TR and AC2C, although significant but not substantial. It is possible that this happened because other factors are better able to explain how IRFC affects AC2C. With an indirect effect (path ab) is positive and significant, it is sufficient to prove the hypothesis in this study, although TR is still weak in mediating the relationship between IRFC and AC2C. As stated by Lee, rapid technological change can put pressure on individuals who utilize the technology, and it can even make individuals feel insecure and fearful when they cannot keep up with the technology [42]. Further technological fatigue can also attack individuals in the process of updating their skills and knowledge. Conversely, if every individual feels ready to face organizational changes related to technology, they will think positively and consciously be involved in the efforts made by organizations to make IT implementation successful [38].

Table 1 Correlations among variables

Variable	Mean	SD^b	Age	Tenure	TR	IRFC	AC2C
Age	35.56	8.80	-				
Tenure	13.84	8.53	0.96ª	-			
TR	128.46	13.24	-0.21	-0.03	-		
IRFC	104.19	11.06	0.14	0.11	0.69ª	-	
AC2C	27.68	2.719	0.09	0.08	0.52ª	0.62ª	-

ª. Significant at $p < 0.01$. ᵇSD = Standard Deviation.

With the challenges during the change process, it is possible that employee's commitment to change is not affected, even in terms of individual preparedness and technological readiness is quite high. In this study, the total IRFC effect on AC2C (path c) was shown to be positively

and significantly related and supports the findings of Mangundjaya [5]. The difference between the results of this study and the previous study [5], is the strength of the relationship between IRFC and AC2C, which is smaller. It is possible because the context and areas of change in this study refer more specifically to IT implementation. Besides, the results of this study indicate that AC2C score is seen significant differences in respondents based on the job position context only. Meanwhile, gender, age, tenure, education, and work area do not significantly affect the employee's AC2C. This research considered not able to explain the role of TR as a mediator in the relationship between IRFC and AC2C, although the hypothesis is supported. The result of this study is slightly different from Michaelis, Steigmaier, and Sonntag [15], which states that the relationship between innovative behaviors related to technology is proven to be positively related to affective commitment to change, but the model used is AC2C encouraging individuals to behave innovatively, not vice versa.

There are some limitations to this study. Samples are limited to government agencies that are promoting IT implementation in services, and convenience sampling techniques become obstacles to the use of other data processing techniques besides OLS, for example, by using SEM. This simple mediation model does not consider the possibility of configuring other variables that might affect the model. There is a significant possibility of epiphenomenon in the relationship between TRI and AC2C, when IRFC actually affects other variables that are not in the model (not known before) that affect AC2C, but because TRI is correlated with these variables, it is as if TRI is the one that has the effect IRFC against AC2C.

Replication of this research is crucial to improve the generality of findings regarding this simple mediation model, likewise, with further research that might be able to reach other fields as well as across cultures. Quasi-experimental research with a control group is also expected to help researchers see the difference in results in the comparison group. Replication of research through cross-cultural, longitudinal, and larger samples can be carried out, including other variables, which can be considered as mediators for further research.

5. CONCLUSIONS

This research successfully proves the hypothesis that technology readiness mediates the relationship of individual readiness for change to affective commitment to change, although it is only partially mediated and not quiet powerfull mediated. The results of this study are expected to provide new information and add to the wealth of literature related to the rapid development and use of IT in various fields.

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Leader–Member Exchange and Affective Commitment to Change: Mediating Role of Change Self-Efficacy

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ABSTRACT

Rapid changes in the business environment require organizations to have the ability to adjust to the changes and maintain their competitive advantage. Success in dealing with change must be supported by organizational members' commitment to change. Organizational members' commitment to change is effected by the leader with the relationship quality between superior and subordinate (leader-member exchange/LMX) and by the person with their change self-efficacy. This study investigates the effect of LMX and its dimensions (professional respect, affect, contribution, and loyalty) on affective commitment to change, which is still limited. As well as to examine the role of change self-efficacy as a mediator in the relationship between LMX and affective commitment to change. Data were collected from 612 respondents who worked at a social security institution in Indonesia. Statistical analysis using Structural Equation Modelling on LISREL 8.80 shows that the dimensions of LMX (effect and contribution) have a positive influence on affective commitment to change, and change self-efficacy has a significant role in mediating effect affect and contribution to affective commitment to change. The results of this study are expected to provide information on the dimensions of LMX that effect on employees' affective commitment to change by mediating change self-efficacy.

Keywords: change self-efficacy, leader-member exchange, commitment to change

1. INTRODUCTION

The rapidly developing business environment forces the organization to be able to be dynamic which means that being able to adjust to the changes that occur. There is a need to develop the organization, in order to follow the pressure to integrate and collaborate, as well as to adapt to new trends or fashions, new leadership in organizations, to adjust political pressure and power, and to face high competition [1]. Resources in organizations, economic change, awareness of the importance social responsibility, climate change, development of information technology and social networking [2] are both internal and external factors are the challenges, that drive organizations to change that need to be faced and overcome.

Changes in the organization must be supported by the people in the organization, as the source of success or failure of a change program is the people. Lack of support or commitment from members of the organization for organizational change is one of the causes of failure of organizational change [3]. Commitment to change encourages someone to take actions that are considered important for the successful execution of the initiative of change [4]. Commitment to change is influenced by the relationship between superior and subordinate [3]. The superior and subordinate relationship has a significant role in creating a healthy work environment that leads to the level of organizational success in achieving their goals

[5]. The phenomenon of superior and subordinate relationship is often described in a dyadic relationship between superior and subordinate (leader-member exchange/LMX). LMX within the scope of organizational leadership is used as an approach to studying the relationship between leadership processes and expected outcomes [6]. LMX has four dimensions, namely professional respect, affect, contribution, and loyalty [7]. Several studies have shown that each of these dimensions can predict different outcomes differently [7]. Research on LMX showed a significant relationship with many important outcomes, including organizational commitment [8], [9] and is considered a positive predictor of organizational commitment [10]. However, there is still a very limited studies in relation to the impact of LMX to commitment to change.

In addition to the superior and subordinate relationship described in LMX, an individual's belief in their ability (efficacy) is a factor that can influence commitment to change [3]. Employee beliefs about his/her ability (competence) to achieve success [11]. Beliefs that they have the competences in dealing with the situations of change or what is called change self-efficacy also can affect affective commitment to change [12]. Therefore, in a change situation, superiors not only communicate differences but also there is a need to support their members' beliefs about changes in the organization [13].

This study was conducted to testing the role of change self-efficacy in the context of the relationship between LMX and its dimensions (professional respect, affect,

contribution, and loyalty) with affective commitment to change.

2. LITERATURE REVIEW

2.1. Leader-Member Exchange

Leader-member exchange (LMX) describes the quality of superior and subordinate relationship, where superior builds a dissimilar relationship or exchange with each subordinate rather than using the same leadership style in dealing with subordinate [14]. According to Liden & Maslyn [7], LMX has four dimensions, namely professional respect, affect, contribution, and loyalty. Professional respect defined as the perception of the level of reputation of excelling at his/her line of work that is built by subordinates of the reciprocal relationships carried out, inside or outside the organization, where perceptions may be based on the person's historical data such as experience relating to others, opinions about the person from other people inside and outside the organization, and professional awards or acknowledgment received [7]. Affect refers to the mutual affection members of the dyad have for each other based primarily on interpersonal attraction rather than work or professional values. Contribution refers to perceptions about the current level of work-oriented activities of each member submitted towards the common goal (explicit or implicit) of the dyad; the extent to which members of the reciprocal relationship handle responsibilities and complete tasks that go beyond the job description and also the extent to which the leader provides resources and opportunities for such activities. Loyalty refers to loyalty to one another, between superiors and subordinates openly supporting each other in terms of actions and character. Superiors prefer asking subordinates who are loyal to do work that requires an independent opinion or responsibility. Loyalty involves a fidelity to the individual that is generally consistent from situation to situation.

2.2. Affective Commitment to Change

Commitment to change is a mindset that leads someone to take actions considered necessary for the successful execution of the initiative of change, which consists of three dimensions, namely normative commitment, continuance commitment, and affective commitment [4]. Furthermore, Herscovitch & Meyer [4] explain normative commitment
to change as a feeling of obligation to support change, where employees will remain in the organization because they feel they must remain in the organization. Continuance commitment to change is the employee's perception of the costs that may arise from the execution of the change. Affective commitment to change (ACTC) refers to positive feelings towards the changes made and the belief that

change will benefit. Therefore, affective commitment to change is considered the most important dimension that can predict employees' efforts in supporting the success of organizational change [15]. As a result, affective commitment to change will be the focus of this study.

2.3. Change Self-Efficacy

Self-efficacy defined as someone's belief in their ability to take necessary actions in dealing with a particular situation [11], including in dealing with changes. According to Wanberg & Banas [16], change self-efficacy (CSE) is the ability that individuals feel to handle changes in certain situations and functions well in the workplace although there is a change in the organization. Individuals will not succeed in making changes if they are not sure of their abilities. The individual with high change self-efficacy is unlikely to be pressured by feelings of inadequacy and are expected to persevere in their efforts to manage the organizational change process, will tend to understand great ideas, take positive actions, and undertake initiatives of change. The individual with low levels of change self-efficacy will tend to focus on their feelings of incompetence and show passive behavior, negative work attitudes, and failure to handle change situations because they feel unsure of their abilities to respond to the demands of certain organizational changes.

2.4. Leader-Member Exchange, Change Self-Efficacy, and Affective Commitment to Change

LMX emphasizes the dyadic relationships that develop between superior and subordinate can predict outcomes [6]. Dyadic relationships that develop are based on social exchange theory [17], [8], [18], [6]. Social Exchange Theory explains there is a relationship between behavior and environment that influences one another, whether the relationship provides beneficial or detrimental reciprocity. The relationship or social interaction is carried out in the form of exchange. According to this theory, individuals will tend to repeat or continue interaction (exchange) if the interaction is considered positive and provides benefits for themselves. In contrast, the interactions (exchanges) that are deemed detrimental will tend not to be repeated or continued.
The practice of this theory in LMX explains that the relationship between superior and subordinate is a reciprocal relationship, where the interaction between them has exchange consequences, with the main aspect is the quality of exchange [8]. If the exchange behavior is received positively by both parties and they are satisfied with the response, then the exchange will continue [18]. A high LMX relationship is often shown by increased satisfaction and mutual influence, more access to resources, open communication, and the behavior that exceeds expected [6]. A low LMX relationship is indicated by limited resources and information, leading to

dissatisfaction, and low employee commitment [6]. The exchange between superior and subordinate is based on professional respect (a reputation that is built), affect (liking each other), loyalty (mutual loyalty to each other), and contribution (task-related behavior). The dimensions of LMX can predict different outcomes [7], including affective commitment to change.

The study conducted by Mangundjaya [3] showed that the feeling of a person's ability (efficacy) has a significant positive effect on a commitment to change. Moreover, the previous study showed that between LMX and organizational commitment there was a positive relationship [8], [9], [10]. Although those researches are in the relationship with organizational commitment, the study of Mangundjaya [3] that showed there was a significant positive impact of organizational commitment and affective commitment to change, it can be assumed that there is a positive relationship between LMX and affective commitment to change. Based on these arguments, the following hypotheses are proposed:

Hypothesis 1: Affect has a positive effect on affective commitment to change.

Hypothesis 2: Loyalty has a positive effect on affective commitment to change.

Hypothesis 3: Contribution has a positive effect on affective commitment to change.

Hypothesis 4: Professional respect has a positive effect on affective commitment to change

The relationship between superiors and subordinates is related to employee self-efficacy, where subordinates who feel the relationship quality with the superiors is high feel the support of the leader [3] and more rewards, positive feedback from leaders [19], as well as feeling a sense of belonging, and as a form of exchange members will show through commitment [20]. In the situation of change, superiors need to support their subordinates' beliefs about the change in the organization [13] because subordinates' self-efficacy influences their choices in behavior. Subordinates' beliefs about the changes that occur affect their commitment to change [3].

In the change context, members who feel confident in their abilities will be able to manage the change. Several studies have shown that there is a significant relationship between change self-efficacy and affective commitment to change [21], [22].

Based on these arguments, the following hypotheses are proposed:

Hypothesis 5: *Change self-efficacy has a role as a mediator between affect and affective commitment to change.*

Hypothesis 6: *Change self-efficacy has a role as a mediator between loyalty and affective commitment to change.*

Hypothesis 7: *Change self-efficacy has a role as a mediator between contribution and affective commitment to change.*

Hypothesis 8: *Change self-efficacy has a role as a mediator between professional respect and affective commitment to change.*

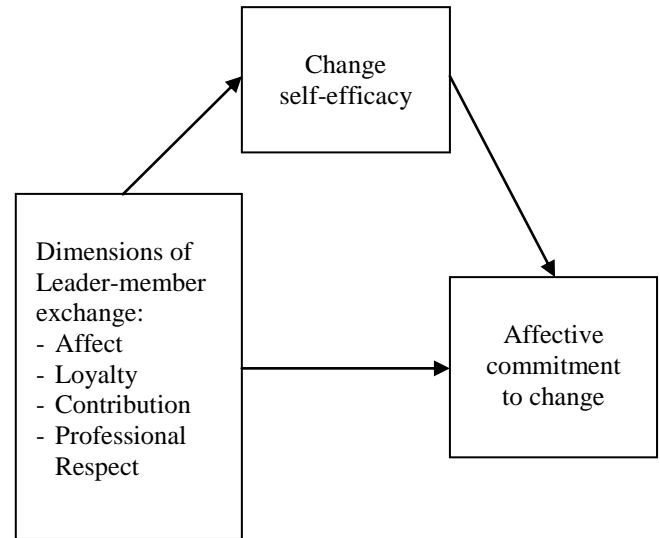The proposed research model is as follows:

Figure 1 Hypothesized Model

3. METHOD

3.1. Participants and Procedures

Participants in this study were employees who worked both at the regional and the head office of government institutions with a public legal entity in the field of social security. Institutions that have representative offices spread throughout the provincial capital in Indonesia with the Head Office located in Jakarta. Participant criteria are employees at the staff level who have direct supervisors and has to experience organizational change, permanent staff, had been working at least 2 (two) years, and had experienced of organizational changes.

The questionnaire was distributed and accessed online by 800 participants, and 612 participants who filled out the questionnaire online completely (response rate = 76.5%). Participants consisted of 53.3% men and 46.7% women, with the average age was 31.76 years (SD = 6.67). The level of education of participants varied, 80.7% undergraduate, 10.5% diploma, and 8.8% postgraduate, with the average tenure was 7.44 years of (SD = 5.93).

3.2. Measurement

3.2.1. Leader-Member Exchange (LMX)

Leader-member exchange (LMX) was measured using 12 items Leader-Member Exchange Multi Dimension Measurement develop by Liden and Maslyn [7], has been

translated into Indonesian. This Scale uses a Likert scale of 1-6 scale (1 = strongly disagree, 6 = strongly agree). One example statement is "I admire my supervisor's professional skills." Cronbach's Alpha coefficient of this scale is 0.89.

3.2.2. Change Self-Efficacy (CSE)

Change self-efficacy (CSE) was measured using four items Change-Specific Self-Efficacy developed by Ashford [23], has been translated into Indonesian. This Scale uses a Likert scale of 1-6 scale (1 = strongly disagree, 6 = strongly agree). One example statement is "I have reason to believe I may not perform well in my job situation following the change." Cronbach's Alpha coefficient of this scale is 0.77.

3.2.3. Affective Commitment to Change (ACTC)

Affective commitment to change (ACTC) was measured by using the six items Commitment to Change Inventory from Herscovitz & Meyer [4]. This Scale uses a Likert scale of 1-6 scale (1 = strongly disagree, 6 = strongly agree). One example statement is "This change serves an important purpose." This measurement scale has been translated into Bahasa Indonesia. Cronbach's Alpha coefficient of this scale is 0.84.

3.3. Data Analysis

This study uses Structural Equation Modeling (SEM) to analyse the data, including Confirmatory Factor Analysis (CFA) to test the validity and reliability of the measures. The hypotheses were analysed using SEM analysis on LISREL 8.80.

4. RESULTS AND DISCUSSION

4.1. Results

Based on the validity and reliability test using CFA, the standardized loading factor for the observed variables between 0.60 to 2.06 are above 0.5, it means that all variables are valid. The Average Variance Extracted (AVE) for each observed variable is affective 0.86, loyalty 0.79, contribution 0.75, professional respect 0.82, change-related self-efficacy 0.70, and affective commitment to change 0.72, shows that all instruments are reliable (AVE> 0.5).

All dimensions of LMX (affect, loyalty, contribution, and professional respect) have a positive relationship with affective commitment to change (r = .52, p <.01; r = .28, p <.01; r =. 10, p <.05; r = .22, p <.01, respectively) and change self-efficacy (r = .17, p <.01; r = .72, p <.01; r = .49, p < .01; r = .38, p <.01, respectively). Change self-efficacy

has a positive relationship with affective commitment to change (r = .22, p <.01). The relationship between LMX, change self-efficacy, and affective commitment to change with demographic (gender, age, education, tenure) shows that age has a positive relationship with the dimensions of LMX, affect and loyalty (r = .11, p <.01; r = .08, p <.05); gender has a negative relationship with the dimensions of LMX, loyalty and contribution (r = -.10, p <.05; r = -.11, p <.01); tenure has a positive relationship with the dimensions of LMX affect (r = .0.9, p <.05) and negative relationship with professional respect (r = -.09, p <.05). Education does not have a relationship with all dimensions of LMX, change self-efficacy, and affective commitment to change; gender, age, and tenure have no relationship with change self-efficacy and affective commitment to change.

The results of the structural model analysis obtained a model fit with data (χ^2 = 718.26, df = 190; χ^2/df = 3.78, GFI = 0.90, CFI = 0.97; PNFI = 0.79, NFI = 0.96, RMSEA = 0.067). Statistical test results indicate that affect and contribution have a positive influence on affective commitment to change (γ = 0.26, t = 3.26; γ = 0.26, t = 4.94, respectively), while loyalty and professional respect do not have a significant effect on affective commitment to change (γ = -0.05, t = -1.00; γ = -0.07, t = -0.94). Hypothesis 1 and hypothesis 3 were supported, which means that the higher the perception of affect or contribution, the higher the support and willingness to change. Meanwhile, hypothesis 2 and hypothesis 4 were not supported. Statistical test results also showed that change self-efficacy has significant role in mediating effect affect and contribution to affective commitment to change (indirect effect = 0.13, t = 3.47; indirect effect = 0.08, t = 3.38), and change self-efficacy has no role in mediating the effect of loyalty and professional respect on affective commitment to change (indirect effect = -0.04, t = -1.47; indirect effect = -0.06, t = -1.81). Hypothesis 5 and hypothesis 7 were supported, while hypothesis 6 and hypothesis 8 were not supported.

4.2. Discussion

This study examines the mediating role of change self-efficacy on the relationship between dimensions of LMX on affective commitment to change. Structural Equation Modelling analysis on LISREL 8.80 is used to test the proposed hypothesis. The dimensions of LMX, affect and contribution, has a significant positive effect with affective commitment to change, where contribution has a more significant effect on affective commitment to change. This shows that commitment is significantly related to contribution than affect [7], where subordinates contribute more to workgroups to benefit the organization, not just superiors. Affect as a dimension of LMX that has a significant positive effect on affective commitment to change shows that the higher the perception of subordinates of the quality of relationships established based on an interpersonal interest that is considered to provide personal benefits, the higher the support and desire indicated subordinates to change. Contribution as a dimension of

LMX which has a significant positive effect on affective commitment to change shows that the higher subordinates' perceptions about the balance of contributions made by both parties (subordinates hold responsibilities and complete tasks that go beyond description jobs and superiors provide resources and opportunities for subordinates to finish their job), the higher the support and desire shown by subordinates to change. The results of this study also found that change self-efficacy has a significant role in mediating the effect of the dimensions of L MX affect and contribution to affective commitment to change. This finding showed that self-efficacy to handle changes in certain situations and function well at work despite demands for change [16] is a factor that enables to have a positive effect on a commitment to change [3]. These findings confirmed that the dimensions of LMX are multidimensional, where these dimensions can predict different outcomes [7].

In this study, participant demographics age has a positive relationship with the dimensions of LMX such as affect and loyalty. Gender has a negative relationship with the dimensions of LMX loyalty and contribution. Tenure has a positive relationship with the dimensions of LMX affect and negative relationship with professional respect. Education does not have a relationship with all dimensions of LMX (professional respect, affect, contribution, and loyalty), affective commitment to change, and change self-efficacy. To sum, age, gender, and tenure have no relationship with change self-efficacy and affective commitment to change.

5. CONCLUSIONS

This study investigates the effect of LMX and its dimension (professional respect, affect, contribution, and loyalty) on affective commitment to change, and the role of change self-efficacy as a mediator in the relationship between LMX and affective commitment to change. The results showed that the dimensions of LMX, affect and contribution have a significant positive relationship with affective commitment to change. Furthermore, the results found a mediating role of change self-efficacy in the relationship between the dimensions of LMX affect and contribution, with affective commitment to change. Research on LMX as a multidimensional linked to outcomes is still limited. Based on these findings, together with the limitations of the study, future research must examine the relationship of the dimensions of LMX with various other outcomes in different industries and across culture settings, to gain a more comprehensive understanding about the relationship of the dimension of LMX as multidimensional with various outcomes and other possible mediator or moderator variables.

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Testing the Impact of Organizational Justice on Affective Commitment to Change with Work Engagement as Mediator

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ABSTRACT

This study aims to examine the effect of four dimensions of organizational justice (distributive justice, procedural justice, interpersonal justice, and informational justice) on affective commitment to change. We also explore the role of work engagement as a mediator in the relationship between organizational justice dimensions and affective commitment to change. We draw on social exchange theory (SET) to explain the relationship. Data were collected from civil servants working in health care facilities at DKI Jakarta Province (N =145). Results of structural equation modeling (SEM) analysis showed that procedural justice and interpersonal justice have a significant effect on affective commitment to change. However, SEM analysis showed that work engagement did not mediate the relationship between organizational justice dimensions and affective commitment to change.

Keywords: organizational justice, affective commitment to change, work engagement

1. INTRODUCTION

Change is a must for an organization to survive in overcoming external pressures and demands from within the organization itself. Unfortunately, change does not always go according to the plan set. Various obstacles that must be faced by the organization to make change successful. Research shows that nearly 70% of changes made by organizations failed [1]. One of several factors causing failure to implement changes in organizations is due to a lack of commitment to change by the members of the organization [2][3][4][5]. Employee's commitment to supporting organizational change has been a concern for scholars and practitioners in recent years. Previous study show commitment to change has an impact on organizational outcomes [6]. The results of previous studies noted several predictors of commitment to change [4], stated predictors that effect commitment to changes originating from individuals and the environment. In this regard perception of organizational justice is one of the predictors that influence commitment to change [7]. When members of the organization feel the rewards, procedures, treatment, and information under employee expectations, then the employee will perceive these feelings as a justice given by the organization [8]. Employees who feel the justice obtained from the organization under expectations will have a positive effect on attitudes and behavior in work [9]. Employees who feel justice will show a positive influence on the organization, among others; attitude and behavior of good cooperation with organizations [10], compliance in carrying out actions related to change [10]

[3], low desire to leave work [11], and improved performance [5]. The previous study stated that high score of organizational justice had a positive effect on work engagement. Employees who feel respected fairly enough by the management will be intrinsically motivated to devote their enthusiasm, energy, and concentration to the work [12]. Furthermore, individuals who have a high score on work engagement are expected have to a high level of commitment to support change initiated by the organization [4].

In this study we assess the influence of organizational justice dimensions on affective commitment to change that has not received much attention in previous research. In addition, we also assess the role of work engagement in mediating the relationship of organizational justice dimensions to affective commitment to change. Organizations may benefit from taking the results of this study in consideration during an organizational change process.

2. LITERATURE REVIEW

2.1. Organizational justice and affective commitment to change

First, Commitment in general means the power of mindset that binds a person to take actions to achieve a target [13]. The understanding of commitment organization by Meyer et al became the basis of the definition of commitment to changes used in this study. Commitment to change is a

power of mindset that makes a person motivated to take actions that are deemed necessary for the successful implementation of change initiative [14]. Herscovitch & Meyer suggests that there are three dimensions of commitment to change, namely: affective commitment to change, continuance commitment to change and normative commitment to change.

Affective commitment to change is a mindset that binds a person to actions that reflect the devotion to afford support for change based on beliefs in the prosperity attached to it. Whereas continuance commitment to change is a responsibility to engage in changes based on transactional considerations. In other words, persons committed to supporting change initiative because they consider the losses associated with failure to afford support for change. Finally, normative commitment to change is a commitment to engage in changes that arise from the sense of having moral accountability to succeed in the changes initiated by the organization.

Affective commitment to change is an emotional touch and eagerness to support implementation change initiative base on the consideration that these changes bring benefits to both themselves and the organization [6]. Individuals who have affective commitment to change will develop positive emotions related to change and will be actively bound to make those changes happen. Besides, high-level affective commitment to change has positive energy and emotions which in turn have an impact on positive behaviors in the workplace, including behaviors that support change [6][3]. Bouckenooghe et al stated that high affective commitment individuals have cooperation behavior and championing behavior compared to individuals with a low affective commitment to change. Previous studies stated that there are several factors that influence commitment to changes namely; communication change [15], trust in organizations [16][15], participation in decision making [17] leader-subordinate relationships [5], leadership [18][19], and organizational justice [15][7][20].

Justice is known as a moral act or decision that is considered true based on ethics, religion, or law [21]. Organizational justice describes employee perceptions of fairness given by the organization [22]. There are four dimensions of organizational justice, namely: distributive justice, procedural justice, interpersonal justice, and informational justice [22]. Distributive justice is a perception of justice arising from an assessment of the benefits of the work obtained. Rewards received in the form of salaries, promotions, facilities and others [9]. Procedural justice is a perception of justice against the processes or mechanism in deciding the outcomes for their inputs to the organization [23]. Cropazano et al interpret procedural justice as justice regarding the actions or rules used to regulate outcomes [24]. When individuals feel that decisions about procedures are considered accurate, consistent, unbiased, then individuals will perceive as justice [25]. Interpersonal justice concerns the conditions of treatment received by individuals at the time the application of rules in the workplace. Informational Justice Justice that concerns the quantity and quality of the

information received regarding decision-making related to procedures [22].

Organizational justice is a multidimensional construct where each facet of justice is linked to a distinct outcome variable [22]. Scholars have proven that perceive organizational justice have an impact on attitudes and behaviors related to work. The previous study also showed that organizational justice is correlated to high-level job satisfaction [9]. Furthermore, the research study stated that organizational justice has affects workers willing to leave work (turnover intention). In other words, the higher the score of perceived justice, the lower the desire to leave work. Other studies further stated that workers who sense they have been served fairly will show a high commitment to the organization [26]. There are still many positive influences of organizational justice towards attitudes and behavior towards work, among others; increasing innovative behavior (innovative work behavior) [27], improving work performance [28], increasing commitment to change [15].

Several studies have proven the effect of organizational justice on the commitment to the organizational change initiative. Mangundjaya stated that organizational justice has a significant effect on affective commitment to change [15]. This means the higher score perceptions of justice, the higher the commitment to organizational change.[29] examined the relationships between the four dimensions of organizational justice on affective commitment to change, they proved that the four facets of organizational justice (distributive justice, procedural justice, interpersonal justice, and informational justice) have a positive correlation with affective commitment to change. Similar results are shown by Foster [30] who found that the four facets of organizational justice acts as a predictor of affective commitment to change. Based on the arguments described, we formulated the research hypothesis as follows:

Hypothesis 1: Distributive justice has a positive effect on affective commitment to change.

Hypothesis 2: Procedural justice has a positive effect on affective commitment to change.

Hypothesis 3: Interpersonal justice has a positive effect on affective commitment to change.

Hypothesis 4: Informational justice has a positive effect on affective commitment to change.
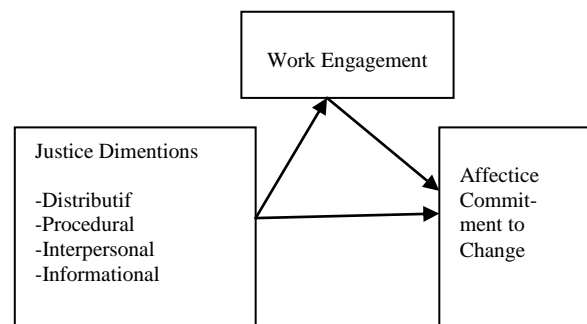
We propose our research model as follows:

Figure 1 Hypothesized model

2.2. Work engagement as a mediator between organizational justice and afektif commitment to change

We assumed work engagement mediated relationships between the four dimensions of organizational justice and affective commitment to change (Figure 1). The mechanism can be explained through social exchange theory (SET). SET theory states that there is an exchange of returns from employees on actions received from organizations [31]. According to the SET theory, employees who get fair treatment from the organization will return the same treatment to the organization, among others, by displaying a high level of work engagement [32]. The results of previous studies also showed that engaged employees correlate with a commitment to change [4]. However, based on the literature search, we did not find other studies that examined the effect of work engagement with the commitment to change. Therefore, further research is needed to clarify the role of work engagement on affective commitment to change. Based on the above descriptions, we propose our hypothesis, namely:

Hypothesis 6: Work engagement has a role as a mediator between organizational justice dimensions and affective commitment to change.

Hypothesis 7: Work engagement has a role as a mediator between Distributive and affective commitment to change.

Hypothesis 8: Work engagement has a role as a mediator between Procedural justice and affective commitment to change.

Hypothesis 9: Work engagement has a role as a mediator between informational justice and affective commitment to change.

3. METHOD

3.1. Participans and Procedures

Participants were public service employees between 19-56 years old who work at public health centers within the health office of DKI Jakarta Province. Of the 200 distributed questionnaires, 145 were returned (*response rate* =72.5%). Participants consisted of 27% male and 73% female. The mean age of participants was 34.39 years ($SD = 8.39$), with an average working period of 7.91 years ($SD = 6.58$). Participants' educational attainment levels varied, with 45.5% held a diploma degree, 40% had an undergraduate degree, 13.8 % completed senior high school, 0.7% held a post-graduate degree.

The respondents participated in the study voluntarily by first filling out the informed consent. We ensured that their participation was voluntary, anonymous, and confidential.

3.2. Measurement

3.2.1 Affective Commitment to Change (AC2C)

AC2C was measured using affective commitment to change questionnaire from Herscovits and Meyer [14], consisting of six items with modified and translated by [4]. This measure used a Likert scale of 1-6 (1 = Strongly Disagree, 6 = Strongly Agree) with a Cronbach's Alpha coefficient of 0.83. An example of the items is," In my opinion, the situation will be better without any changes in the organization". A high score indicates a high level of affective commitment to change".

3.2.2 Work Engagement.

Work engagement was measured using the Utrecht Work Engagement Scale (UWES)-9 [12]. UWES-9 consisted of 9 items using a Likert-type scale ranging from 1-6 (1 = Never, 6 = Always) with a Cronbach's Alpha coefficient of 0.92. A sample item is, "I feel strong and energized at work". A high score indicates a high level of work engagement. The questionnaire was translated into Indonesian language and modified.

3.2.3. Organizational Justice

Measurement of organizational justice variables uses a measuring instrument made by Colquitt [22] consisting of 20 items with a Likert-type scale ranging from 1-6 (1 = Strongly Disagree, 7 = Strongly Agree) and a Cronbach's Alpha coefficient of 0.95. The questionnaire consists of four dimensions of organizational justice (distributive justice, procedural justice, interpersonal justice, and informational justice). As an example, one of the items states, "Organizations apply regulations consistently". A high score indicates a high perception of organizational justice. The questionnaire was translated into Indonesian language and modified.

3.3. Data Analysis

Before testing the hypothesis, we conducted a confirmatory factor analysis on LISREL 8.80 to test the discriminant validity and reliability of the measures. The hypothesis was tested using structural equation modeling (SEM) analysis on LISREL 8.80.

4. RESULTS AND DISCUSSION

4.1. Confirmatory Factor Analysis (CFA)

The CFA results were reported in Table 1.

Table 1 Results of the Confirmatory Factor Analysis (N=216)

Model	Latent variables	*df*	χ^2	X^2/df	CFI	GFI	NFI	RMSEA	SRMR
Hyphotesized model	WE, DJ, PJ, IPJ, IMJ, AC2C	579	1114.49	1.93	0.95	0.70	0.91	0.07	0.083
One factor model	General factor	594	2805.11	4.72	0.84	0.36	0.80	0.22	0.15
Three factor model	OJ,WE, AC2C	619	1316.01	2.12	0.95	0.85	0.91	0.08	0.09
Five factor model	AC2C,OJ, Vigor, Dedication, Absorption	584	1904.08	3.26	0.92	0.58	0.88	0.125	0.11
Eight factor model	AC2C, DJ,PJ,IPJ,IMJ, Vigor, dedication, absorption	566	1178.29	2.08	0.95	0.71	0.92	0.08	0.078

We compared the proposed six-factor model (Distributive justice, procedural justice, interpersonal justice, informational justice, and work engagement) with four theoretically appropriate alternative models, namely 1) a one-factor model in which all indicators were allowed to load into a latent variable, 2) a three-factor model in organizational justice, work engagement, and affective commitment to change acted as latent variables, 3) a five-factor model, where organizational justice, affective commitment to change, and the three dimensions of work engagement (vigor, dedication, and absorption) served as latent variables, and 4) an eight-factor model in which four-dimensional organizational justice, three-dimensional work engagement, and affective commitment to change were considered as latent variables. The Goodness-of-fit index is recommended by [33] and [34] consist of root mean square error of approximation (RMSEA), standard root mean square residual (SRMR), comparative fit index (CFI), and goodness of fit (GFI) index. RMSEA must be equal to or less than 0.08, and CFI should be greater than 0.90. Hair et al suggested that GFI should be greater than 0.90, whereas SRMR below 0.08 indicates conformity [33]. The CFA reveals that the six-factor model (The four facet of justice, work engagement and, affective commitment to change) had a better level of fit than the other four alternative models.

This indicates that the six variables had acceptable discriminant validity. We then calculated The average variance of extract (AVE) for Distributive justice, procedural justice, informational justice, interpersonal justice, work engagement and, affective commitment to change, the value of each is 0.67, 0.55, 0.65, 0.73, 0.57

and 0.57, respectively. Because all variables have AVE above 0.5, thus all instrument is reliable. We also calculate Chronbach' Alpha of all variables (Table 2). All variables were reliable as the Chronbach's Alpha of each variable passes 0.60. Table 2 shows the means, standard deviations, Cronbach alphas and correlations among research variables. Level of education has a significant negative correlation on procedural justice (r = -0.27, p> 0.05). This means that the higher the level of education, the lower the perception of procedural justice. Age has a positive correlation on procedural justice (r = 0.17, p <0.05). This means that the higher the age, the higher the perception of procedural justice. While gender and tenure do not correlate with affective commitment to change, work engagement, and organizational justice dimensions. Procedural justice, interpersonal justice, informational justice and work engagement have a significant correlation on affective commitment to change (r = 0.34, p <0.01; r= 0.32, p<0.01; r= 0.30, p<0.01; r= 0.294, p<0.01, respectively). However, distributive justice does not correlate with affective commitment to change (r= 0.05, p >0.05). Furthermore, we also correlate the facet of justice on work engagement, noted that distributive justice has a positive correlation on work engagement (r = 0.25, p <0.01), that means higher score distributive justice, higher-level work engagement. Procedural justice has a positive correlation on work engagement (r= 0.51, p<0.01), that means the higher perception of procedural justice, higher-level work engagement. Next, interpersonal justice has a positive correlation on work engagement (r=0.43, p<0.01), that means higher score interpersonal justice, higher-level work engagement. Finally,

informational justice has a significant positive correlation on work engagement (r= 0.48, p<0.01), that means higher score informational justice, higher-level work engagement.

4.2. Testing the Hypotheses

The results of the structural model analysis obtained a model fit with data ($\chi2$ = 986.59, df = 608; $\chi2$ / df = 1.62; CFI = 0.97; PNFI = 0.85; RMSEA = 0.06; SRMR = 0.082). The results of the full estimation of latent variable models are shown in Figure 2. From the model, it was known that distributive justice (DJ) had no significant effect on affective commitment to change (γ = - 0.03, t = -0.26). Thus hypothesis 1 was not supported by data. The next result showed that the procedural justice (PJ) had a positive effect on affective commitment to change (γ = 0.61, t = 2.72), This means that the higher perception of procedural justice, the higher willingness to support organizational change agenda.

Table 2 Summary of Statistic and Correlations Among Variables

	Variables	Mean	SD^c	1	2	3	4	5	6	7	8	9	10
1	Age	34.39	8.39	-									
2	Education	2.86	0.34	-0.155	-								
3	Gender	1.73	0.44	-0.143	0.389[a]	-							
4	Tenure	7.91	6.58	0.529[a]	-0.072	-0.168[b]	-						
5	AC2C	4.66	0.73	0.038	-0.100	-0.095	0.080	(0.74)					
6	DJ	4.44	0.95	0.041	-0.135	0.021	0.030	0.057	(0.88)				
7	PJ	4.48	0.84	0.169[b]	-0.216[a]	-0.141	0.134	0.341[a]	0.458[a]	(0.89)			
8	IPJ	4.47	0.82	-0.016	-0.076	-0.062	0.063	0.318[b]	0.424[a]	0.522[a]	(0.91)		
9	IMJ	4.45	0.87	0.028	-0.114	-0.069	0.058	0.302[a]	0.322[a]	0.682[a]	0.770[a]	(0.91)	
10	WE	4.46	0.87	-0.006	-0.061	-0.060	0.014	0.294[b]	0.249[a]	0.515[a]	0.434[a]	0.479[a]	(0.95)

[a]Significant at $p < 0.01$, [b]Significant at $p < 0.05$, [c]SD = Standar Deviation
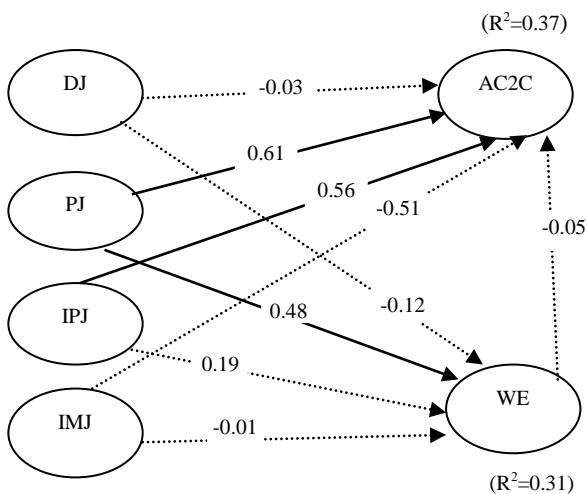

Figure 2 Final structural model

Thus hypothesis 2 was supported by data The analysis showed that hypothesis 3 was confirmed because interpersonal justice had a significant effect on affective commitment to change (γ = 0.56, t = 2.25). Finally, the analysis showed informational justice has no significant effect on affective commitment to change (γ = -0.51, t = 1.56). Thus hypothesis 4 was not supported by data.

The outcomes of the structural analysis showed the total effect of Distributive justice on a commitment to change was not significant (total effect = -0.04, t = -0.31). Distributive justice had no a significant indirect effects through work engagement (indirect effect = -0.01, t = -0.48). This result showed that work engagement had no significant mediating role that strengthens the effect of distributive justice on affective commitment to change so that the hypothesis 5 was not supported. The results of the analysis also showed that work engagement had no a mediating role on the relationship between procedural justice (indirect effect = 0.03, t = 0.51), interpersonal justice (indirect effect = 0.01, t = 0.47) and informational justice indirect effect = 0.00, t = -0.04) on affective commitment to change.

4.3. Discussion

The results of the structural analysis showed that procedural justice and interpersonal justice had signifikans effect on affective commitment to change. However, distributive justice and informational justice had no significant effect on affective commitment to change. This means that to increase affective commitment for the organizational change it is necessary to pay attention to the clarity of the change procedures that will be carried out. To improve the perceptions of organizational procedural justice, ensure that the process is carried out is consistent, accurate,

unbiased, represents the voice of employees, does not violate ethics and morals, and considers the opinions of employees [35]. Besides, the criteria for procedural justice include two things namely; process control and decision control [26]. Process control is the capability to voice views or arguments against procedures in determining outcomes. While the decision control is the capability to control the outcomes of itself. Furthermore, to increase employee's affective commitment to organizational change, it is important to give attention to interpersonal justice. Previous research also stated that perceive interpersonal justice have a positive impact on the commitment to change [30][4][29]. The perception of interpersonal justice can be improved through; respectful treatments, accurate explanations, openness and truthfulness, restraint and being careful of propriety [26].

The results also showed that work engagement had no role as a mediator. In this research, we used the work engagement construct according to Schaufeli framework [36]. There are three dimensions of work engagement namely; vigor, dedication, and absorption [36]. Vigor is defined as energy and perseverance to do the job. Dedication is defined as enthusiasm and pride in doing the job, and absorption is defined as the state of being preoccupied and having full concentration on the job. It should be suspected that being enthusiastic and focusing on work today will be difficult to commit to change. Further study is needed to investigate the role of each dimension of work engagement on the commitment to change. This result can also be a lesson for organizations that are running the change agenda to think about spending energy and resources to stimulate work engagement on their employees.

Organizations may benefit from taking the results of this study in consideration during an organizational change process. We propose companies to consider procedural justice and interpersonal justice to boost the score of employee's commitment to change. The leader in the organization should explain the change procedures consistently, accurate, free of bias, correctly and propriety. Organizational should treat their employees respectively, dignity and truthfulness to increase their perception of interpersonal justice.

This research has several limitations that need to be discussed. First, this study was conducted only in one public service organizations which can not be generalized for all types of organization. In future studies, we suggest replicating the study using other populations, such as private organizations and other types of organization. Second, this research used a cross-sectional design that prevented us from confirming the causal relationship between our research variables. Longitudinal research would need to be done in the future to determine whether a causal relationship between the study variables exists. Third, data were obtained using the only self-report method, therefore raising the probability of common method bias [37]. In addition to that, the self-report method has the potential of being influenced by a social desirability bias. We suggest future researchers employ temporal separation in collecting the predictor, mediator, and outcome variables, or to use diary study to consider the fluctuations of the levels of the variables over time [37].

5. CONCLUSIONS

This research found that procedural justice and interpersonal justice as two important variables for predicting affective commitment to change. Structural equation modeling analysis showed work engagement does not serve as an underlying psychological process that helps explain the relationship between organizational justice dimensions and affective commitment to change. As there is still a lack of research on the relationship between organizational justice dimensions and affective commitment to change, we suggest there will be more extensive research in this area to further examine the possible mediating and moderating roles of variables.

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Testing the Role of Charismatic Leadership, Psychological Climate, and Organizational Citizenship Behavior on Resilience

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ABSTRACT

Nowadays, in the era of VUCA, one of the characters that need to own by the employees is being resilience. With resilience, people will be able to face uncertainty, complexity, ambiguity, and challenges. As a result, there is a need to identify which variables may develop resilience in people. Meanwhile, in the era of uncertainty, insurance companies face significant challenges and competition, as they are facing a very tight competition both from national (local) and international companies. Consequently, this condition has an impact on the employees, there is a high need for being resilient, as people with high resilience needed in insurance companies. On the other hand, the influence of a leader and its leadership style have an impact on people attitude and behavior were tested and proven. A good leader is expected to drive, motivate, and inspire people to do their best, including supporting them during their tough times. Not only the psychological climate, but sound characteristics of worker are also crucial in developing resiliency. The aimed of the study is to test the model on how the charismatic leadership influence on people resilience through psychological climate and organizational citizenship behavior as mediators. This research conducted at 2 (two) insurance companies. Respondents were 354 employees. Results showed that there is no direct impact of charismatic leadership on resilience, but it has to go through psychological climate or organizational citizenship behavior.

Keywords: charismatic leadership, psychological climate, organizational citizenship behavior, resilience

1. INTRODUCTION

In the era of VUCA (Volatility, Uncertainty, Complexity, Ambiguity) organization has to be agile and adapt changes in the environment very fast. Given today disruptive and adverse work environment, scholars and practitioners have increased their interest in workplace resilience [1]. With this fast and complex changes, this will affect the organization, such as whole organization transformation, merger, acquisition, and all kind of organizational intervention programs. As a result, the need of resilience is critical both for employees and leaders [2], as resilient people are prepared to face organizational change better with more ease [3], [4], [5]. Employee resilience is essential as it is also related to their level of job satisfaction, commitment, and happiness [2], [6].

Meanwhile, Insurance companies in Indonesia are also facing a very high competition both from local insurance companies as well as from international companies that operate in Indonesia. Consequently, the need to have resilient workers are needed. Studies about resilience in the workplace at present are flourishing. As a result, a better understanding of the antecedents that will develop the attitude of resilient in a workplace context is critical. In this regard, previous researches showed that many variables would increase resilience, such as leader; the

climate of the organization and the characteristics of people [7], [8], [9].

2. LITERATURE REVIEW

2.1. Resilience

Resilience is defined as protective factors which modify, or alter a person response to environmental threats that inclines to a maladaptive result [10]. Resilience defines as the ability of the individual to stand up from the condition of hopelessness when facing a problem or inconvenient situation [11] and able to make a decision under pressures and change failures to success [12].

Based on that, resilient people are prepared to face organizational change better with more ease [4], [5], [13]. Resilience views as a positive reaction or adaptation in the face of risk or adversity [13]. Further, Masten and Reed [14] directed this definition to the workplace as the positive psychological capacity to to bounce back from adversity, uncertainty, conflict, failure, or even positive change, progress and increased responsibility [15].

2.2. Organizational Citizenship Behaviour

Organizational Citizenship Behaviour (OCB) defined by Organ [16] as the behavior of an individual which is discretionary, and is not directly or explicitly recognized by the formal reward system. Discretionary means that this behavior is not a requirement, but this is an individual choice [17]. These discretionary will promote the effective functioning of the organization [18]. As a result, OCB behavior categorized as a form of performance behavior, which is different from the traditional performance that is more heavily relies on official assignments and tasks [19]. Organizational citizenship behavior is also an essential phenomenon in the work setting as it is enabled to facilitate interpersonal relationships among employees, as well as to increase organizational performance [20]. Further, Podsakoff et al. [17] stated that there are 4 (four) factors that are enabling the development of OCB, namely: individual characteristics, task characteristic, organizational characteristics, and leadership behavior.

2.3. Psychological Climate

Kahn [21] stated that psychological climate is a perception of how employees perceive their working environment as an environment that has the characteristics of psychological safety and psychological meaningfulness. The way employees perceive this environment represented in 4 (four) dimensions namely supportive management, role clarity, self-expression, and perceived meaningfulness of contribution.

The psychological climate is important, as it will drive and motivate employees to work harder for the organization. [22], [23], [24], [25]. In other words, organizations that focus on satisfying employees psychological needs, and encourage employees, in turn, will enable to motivate employees to exhibit desirable behaviors at the workplace [26]. Therefore, employee expressions in psychological climate and the factors that are responsible for these behaviors are of considerable importance to researchers and practitioners.

2.4. Charismatic Leadership

Charismatic leadership is the ability of a leader to formulate and articulate an inspirational vision, by behaviors and actions. They also have the expertise in expressing an image of a better future [27]. Further, charismatic leadership [28] consist of five dimensions of leadership behavior, namely: a) strategic vision; b) sensitivity to the environment; c) sensitivity to member need; d) personal risk; and e) unconventional behavior. These dimensions are assumed to have positive impacts on subordinate reaction as the leader tends to motivate and inspire others to develop themselves.

2.5. Charismatic Leadership, Psychological Climate, OCB and Resilience

Charismatic leadership enables them to make their followers feel better about their work and their performance during organizational change [28], [28]. Charismatic leaders also provide warmth and trust in the relationship to their followers [7]. As a result, they were enabled to make them feel more self-confidence and resilient. As a result, in stressful situations, followers will thus count on encouragement support from their charismatic leader, which will make them resilience. Charismatic leadership stimulating and idealizing the vision for the future [30]. Based on this discussion, the proposed hypothesis as follows:

H1: Charismatic leadership positively impacts resilience.

Conger and Kanungo [27] stated that charismatic leadership was able to formulate and articulate an inspirational vision and foster the impression that their mission is extraordinary. Charismatic leaders can are also described as articular a vision and a sense of purpose, showing determination and communication high-performance expectations [31]. Meanwhile, Organizational Citizenship Behavior (OCB) based on discretionary behavior [18]. Empirical studies showed that there was a significant and positive relationship between charismatic leadership and OCB [32], [33]. Furthermore, empirical studies showed that there a positive relationship between charismatic leadership and the OCB of the followers have confirmed [34]. Sosik [34] found that followers are willing to engage in OCB because of their favorable perceptions of the leader, based on their trust, loyalty, and obedience to the leader.

Further, Podsakoff et al. [17] stated that one of the essential factors that are enabling the development of OCB is leadership behavior. Other research also found that there was a significant positive relation between charismatic leadership and OCB [35]. Based on this discussion, the second hypothesis as follows:

H2: Charismatic leadership positively impacts organizational citizenship behavior.

Researches also showed that there are many factors which affecting employees to perform well, such as psychological environment or psychological climate. Meanwhile, a leader who has charisma was more acceptable to their followers during organizational change as they feel better about their work and enable them to perform. They are also allowed in transforming values, beliefs, and attitudes [29], which then lead to developing positive psychological climate. Based on this discussion, the third hypothesis as follows:

H3: Charismatic leadership positively impacts the psychological climate.

According to Litwin and Stringer [36], the organization is a developing psychological climate, which in turn will either positively or negatively affects particular motivational patterns of employees. In addition to this, mastery or task-involving climate is shown correlated positively with resilience and perceived competence [9].

Based on this discussion, the fourth hypothesis as follows:

H4: Psychological climate positively impacts resilience.

Research about the relationship between organizational citizenship behavior and resilience is still limited. A study conducted by Ryan [37] showed that there was a positive and significant relationship between Organizational Citizenship Behaviors and work values such as hard work and independence. Resilience encompasses two elements, the first element is the experience of adversity, and the second is a positive adaptation [13].

Fisher et al. [38] stated that difficulty at work may come in the form of high-intensity circumstances, as well as crisis, or may come in the form of lower-intensity as in the types of work stress. Organ et al. [8] stated that characteristic of the individual loyalty to the organization (OCB) categorized as one of the essential variables in developing a right attitude toward the organization, including the perspective of resilience. People with high OCB enabled in adapting to the organization environment, especially during organizational change, with all the crisis and works stress. Based on this discussion, the fifth hypothesis as follows:

H5: Organizational citizenship behavior positively impacts resilience.

A leader who has charisma was more accepted to their followers during organizational change, crisis, and conflicts, as they enable to provide warmth, comfort, and assurance. They are also allowed in transforming followers values, beliefs, and attitudes [29], which then lead to developing positive psychological climate. As a result, a charismatic leader enables to create a psychological climate.

The psychological climate will establish a task-involving climate which has correlated positively with resilience [9]. Further, the psychological climate becomes the vital variable in developing a right attitude toward the organization, including the perspective of resilience [8]. Based on this proposition, the six hypotheses as follows:

H6: Charismatic leadership positively impacts resilience through psychological climate.

A leader who has charisma will have a positive impact on the employee's characteristics. This statement was supported by the study Babcock-Roberson & Strickland [35], who found that there was a significant positive relation between charismatic leadership and OCB. Meanwhile, a leader with charisma will positively impact peoples' organizational citizenship behavior and finally affects their resilience. Following this discussion, the researcher proposes the following hypothesis:

H7: Charismatic leadership positively impacts resilience through organizational citizenship behavior.

3. RESEARCH METHODOLOGY

3.1. Respondents

The respondents for this study were employees who worked at 2 (two) state-owned insurance companies. The two organizations have undertaken some regulatory changes, e.g.: changing in the organizational structure; such as policies, system, and procedures. Respondents consisting of 354 respondents were chosen using non-probability sampling, with convenience sampling from the required criteria.

The criteria of the respondents were as follows: permanent employees; at least senior high school graduates, minimum working period in the organization was 2 (two) years and had aware of organizational changes. The respondents profileas follows: the majority were male (61.69%), bachelor degree (62.54%), age ranging from 44 to 56 years old (46.48%), had been working in the organization more than 20 years (42.53%) and staff members (41.40%).

3.2. Data Collection

Data was collected using the survey method, with 4 (four) Likert Style Questionnaires, namely: 1) Charismatic Leadership Questionnaire (the C–K Scale) based on their charismatic leadership theory [28], [29], [39] consist of five dimensions of leadership behavior, namely: a). Strategic vision; b) Sensitivity to the environment; c) Sensitivity to members need; d) Personal risk; and e) Unconventional behavior. The C-K scale had a Cronbach Alpha score of 0.979. 2). Psychological Climate Inventory, consists of a) Management support; b) Role Clarity; c) Self Expression; d) Contribution, e) Recognition; and f) Challenges [21]. The score of Cronbach Alpha was 0.92. 3) OCB (Organizational Citizenship Behavior) questionnaire based on Mangundjaya [40] and Farh, Early & Lin [41]. The Seven Dimensions of OCB as follows: a) Identification with the company; b) Altruism toward colleagues; c) Conscientiousness; d) Self-training; e) Interpersonal harmony; f) Protecting and Saving Company resources; and g) Keeping the workplace clean. The score of Cronbach Alpha was 0.90. 4) Resilience was measured using Modified Connor-Davidson Resilience Scale (CD-RISC) by Dong et al. (2013), which consists of 4 (four) dimensions and 32 items, with the Cronbach Alpha score of 0.977.

Questionnaires are translated into Bahasa Indonesia consisted of a) Flexibility, b) Social and family support, c) Spiritual supports, and d) Goal orientation. Which modified to 6 points Likert scale by Mangundjaya [42]. All the questionnaires score of Cronbach Alpha were above 0.9, which is reliable according to Anastasi and Urbina [43] and all items were valid as internal validity score were above 0.2 [44].

4. RESULTS AND DISCUSSION

4.1. Data Analysis and Results

Data were analyzed using descriptive analysis and SEM (Structural Equation Modeling), and it enables us to determine which dimensions that have the most significant impact on the variables. Table 1 shows that all variables are correlated, with the highest score is in the correlation between OCB and Resilience.

Table 1 Mean and standard deviation among variable

No.	Variable	Mean	SD	Res.	Psy Cl.	OCB	Ch. Led.
1	Res.	5.20	0.39	1			
2	Psy Cl.	4.83	0.44	0.50**	1		
3	OCB	4.80	0.39	0.70**	-	1	
4	Ch. Led.	4.43	0.86	0.16**	0.65**	0.25**	1

** Pearson Sig. two tailed, significant at $p<0.01$.
Ch.Led. = Charismatic Leadership;
OCB = Organizational Citizenship Behavior;
Psy Cl. = Psychological Climate;
Res = Resilience;

Table 2 Results of SEM analysis

Path Analysis	Standardized	t-value	Significant t-values >1.96
Charismatic Leadership and Resilience	–0.31	–4.45	Not significant
Charismatic Leadership and OCB	0.26	4.62	Significant
Charismatic Leadership and Psychological Climate	0.66	9.82	Significant
Psychological Climate and Resilience	0.52	6.26	Significant
OCB and resilience	0.79	8.95	Significant
Charismatic Leadership on Resilience through Psychological climate	0.34	-	Significant
Charismatic leadership on Resilience	0.19	-	Significant

Path Analysis	Standardized	t-value	Significant t-values >1.96
through OCB.			

Chi-square = 636.12; df = 196; p value = 0.00; RMSEA = 0.080

The outcomes of the study shows that charismatic leadership has significantly and positively impacted on resilience indirectly. The impact has to go through psychological climate and OCB as mediators. The results also revealed that the score of the effects of charismatic leadership on resilience through psychological climate is higher than the impact of charismatic leadership on resilience through OCB. Although the effects of OCB on resilience is higher than the impact of psychological climate on resilience. Moreover, results also shows that the impact of charismatic leadership on psychological climate is higher than the effect of charismatic leadership on OCB. In this regard, the most substantial effect of charismatic leadership was on developing psychological climate on the organization.

The results show that charismatic leadership did not have a significant impact on resilience (t-value -4.45<1.96); thus, hypothesis 1 (one) not supported. Result s also showed that charismatic leadership had a significant and positive impact on organizational citizenship behavior of the employee (t-value 4.62>1.96), or hypothesis 2 (two) was supported. Charismatic leadership had a significant positive impact on the psychological climate (t-value 9.02 >1.96). Thus, hypothesis 3 (three) supported, meaning that with good charismatic leadership, employees showed higher psychological climate. The psychological climate had a positive and significant impact on resilience (t-value 6.26>1.96), so hypothesis 4 (four) supported. The higher the perception of the employee on their psychological climate, the stronger their resilience. Further, the results show that organizational citizenship behavior had a positive and significant impact on resilience (t-value 8.95>1.96). Which means that the higher organizational citizenship behavior of the employee will have an effect on the stronger people resilience, and hypothesis 5 (five) was supported.

Charismatic leadership also had a significant and positive impact on resilience through psychological climate and organizational citizenship behavior. Thus hypothesis 6 (six) and 7 (seven) is supported. Moreover, the results also show that the relationship between charismatic leadership on resilience through psychological climate is higher compares to the relationship between charismatic leadership on resilience through organizational citizenship behavior. To conclude, charismatic leadership could not directly and significantly impact resilience without mediators (psychological climate or organizational citizenship behavior), and psychological climate as a stronger mediator between the two.

Results in Figure 1 below show that personal risk has the highest score, which means that the dimension of own risk (PRi ChL) is very significant in charismatic leadership. In Psychological Climate variable, it shows that recognition (Recg Clim) had the most reliable score, which means that attention plays a critical role in developing psychological climate. The results also show that goal orientation (GO) is the one that had the highest score in resilience dimension, which means that goal orientation is the most represents resilience. It also shows that altruism toward colleagues (ATC) had the highest score in organizational citizenship behavior variable, which means that a sense of altruism is the most represents dimension for organizational citizenship behavior.

The results also revealed that the score of the effects of charismatic leadership on resilience through psychological climate is higher than the impact of charismatic leadership on resilience through OCB. Although the effects of OCB on resilience is higher than the impact of psychological climate on resilience. Moreover, results also shows that the impact of charismatic leadership on psychological climate is higher than the effect of charismatic leadership on OCB. In this regard, the most substantial effect of charismatic leadership was on developing psychological climate on the organization.

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4.2. Discussion

This research was to test a model of charismatic leadership impact on resilience through psychological climate and OCB. Results showed as follows: Hypothesis 1 (one) was not supported, in which charismatic leadership did not have a significant impact on resilience. This finding has not endorsed the assumption behind the previous outcomes that found charismatic leadership provides warmth and trust to their followers, which makes them feel resilient. It assumed that there was another mechanism that influences the relationship between these two variables.

The results ot the study also show that there was a positive and significant impact of charismatic leadership on organizational citizenship behavior. This finding supported the previous conclusion of Babcock-Roberson & Strickland [35], which found a significant impact. Thus, a leader who has charisma can create values, belief and attitudes of their subordinates. This condition then will develop a sense of loyalty and willingness to contribute to the organization beyond their routine jobs. Charismatic leader was also enabled to develop a psychological climate in the working context. A positive working framework which consists of a feeling of meaningful, and supported with their warmth, trustful, and sensitivity, enable to develop his/her employee organizational citizenship behavior. This finding supported the statement of Conger and Konungo [29] that stated charismatic leader is more acceptable to their followers. In this regard, people do not mind to work hard if they know that they feel psychologically safe, and their leader appreciates their contributions. Results supported Vitali et al. [9], who found that task-involving climate has correlated positively and significantly with resilience. The result also showed that psychological climate had positively and significantly impact on resilience. Which means that the psychological climate will function as a motivator and supporter for employees, and consequently will develop resiliency.

To conclude, charismatic leadership had a positive and significant impact on resilience through psychological climate and organizational citizenship behavior. The result showed that putting the own risk to support followers, the charismatic leader enables to create a psychological climate and organizational citizenship behavior, which at

last developing resilience. In this regard, although the leader got charisma and accepted by people [28]. However, in order to improve the resilience of the member of the organization, they should first develop their loyalty and safety environment. The findings also showed that psychological climate and organizational citizenship behavior were proven as the full mediators between the relationship of charismatic leadership and resilience.

There are some limitations of this research as follows: First, this study was conducted in insurance companies, which cannot be generalized for every type of organization. In this regard, future research in different kind of organizations is recommended. Second, this research was conducted using a questionnaire, which is a self-report study and is fragile for social desirability and common method biases [45]. This study only uses two variables as mediators between charismatic leadership and resilience, which might not be the accurate mediator variables. Future research is recommended using other variables as mediators.

5. CONCLUSIONS

The topic of resilience is in response to challenging circumstances. Even though resilience is recognized as an essential issue in the workplace, however, the rates of work-related stress and depression have remained broadly flat for more than ten years. In response to the research gaps, the researcher undertakes a comprehensive review of the empirical research conducted on resilience in the workplace. In addition to that, the researcher expects to provide a contribution by synthesizing an emerging of the antecedents of resilience in the workplace and by pinpointing literature that has introduced organizational citizenship behavior and psychological climate as mediators. The findings inform researchers and management from insurance organizations to understand the correlation between charismatic leadership, organizational citizenship behavior, psychological climate, and resilience. These relationships tell the implementation of charismatic leadership to furnish organizational citizenship behavior, psychological climate, and employee's resilience. With this study, the researcher hopes that the organization, especially insurance organizations in away in developing employee's resilience by implementing charismatic leadership intervention strategies supporting with improving organizational citizenship behavior and psychological climate.

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Testing the Mediating Role of Work Engagement in the Relationship between Resistance to Change and Affective Commitment to Change

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Keywords: Resistance to Change, Work Engagement, Affective Commitment to Change.

Abstract: The pace of technological development has rapidly changed, so it forces organizations to adapt, and one of the critical thing for change organization is to get employee commitment and reduce employee resistance to change. The aims of this paper are to study the relationship between resistance to change and affective commitment to change mediated by work engagement in one of the large companies in Indonesia. This study discusses the issue of the existence of work engagement at resistance to change and affective commitment to change with previous research showing that engagement influences commitment to change. The dimensions of resistance to change are routine seeking, emotional reaction, short-term focus, and cognitive recognition. The dimensions of work engagement are vigorous, dedication and absorption. Both of these variables are associated with affective commitment to change. The result (N = 334) shows that the mediating role of work engagement in resistance to change can improve affective commitment to change. But the absorption dimension does not have a significant relationship with a commitment to change. It shows that working with high concentration and sinking into work does not sufficiently influence the affective commitment to change.

1 INTRODUCTION

Technological development has rapidly grown in all area including the amount of data and convergence difference technology (Kagermann 2015) especially in Industrial 4.0 in all aspects are challenges and opportunities for organizations. Various new business opportunities not only for new organizations but also business organization restructuring including those that are mature (Heikkilä et al. 2018). According to Kasali (2017) change in an organization does not only occur on the strategy in general but also happen on the fundamental aspect of the business including the structure of the cost, culture, and the ideology of the industry. Change has to be backed by all stakeholders through their commitment and ability to change to ensure that it happens within the organization (Mangundjaya 2014). Many organizations have failed to attempt change, and one of them is due to the lack of support and commitment from the member of the organization who involves in this transformation (Mangundjaya 2016). Herscovitch & Meyer (2002) stated that commitment, is divided into three forms, those are

desire (affective commitment), perceived cost (continuance commitment) and obligation (normative commitment). The research suggests that a higher affective commitment in the process of change has the ability to see the value of transformation and involve further to ensure the success of it and that is to promote change (Morin et al. 2016).

In the context of the employee, employee support is a key factor in implementing change in the organization (Van der Voet et al. 2016). The success of change depends on employees because the organization only announces changes, while changes are made by employees (Shah et al. 2017). Employees are expected to carry out, manage and commited to their work according to the expectations of the organization. Yalabik et al. (2015) stated that work engagement would affect commitment to the organization.

Base on this explanation, we decided to test the role of work engagement in the context of the relationship between resistance to change and employee commitment.

2 LITERATURE REVIEW

2.1 Affective Commitment to Change

Commitment to change is defined as a power to perform an act towards the success of implementation to change namely affective commitment, normative commitment, and continuance commitment (Herscovitch & Meyer 2002). During this decade, affective commitment to change has been the main idea among researchers (Choi 2011; Ritz et al. 2012), which has significantly improved in overcoming change and increasing supportive behaviour during organizational change (Jaros 2010). In this regard, affective commitment to change is significant in the context of turbulence that is characterized by the existence of sustainable changes that require ongoing contributions from employees. Thus, employee confidence in change is needed, to increase affective commitment to change (Morin et al. 2016). An affective commitment exists when people choose to stay because of their positive feeling towards the company while normative commitment is described as an obligation that people should commit to the organization. unlike affective and normative, people with a continuance commitment look for some consideration whether they should stay or not based on something they already had in the organization such as social life or financial stability (Becker 1960). Affective commitment to change refers to situations where employees believe in change initiatives because of the inherent benefits of these changes so that they provide support for those changes voluntarily (Adil 2016). Findings from the study by Morin et al. (2016) show that affective commitment to change is a large part of orthogonal reactions, that more affective commitment to change shaped by beliefs about the need for change and legitimacy. Study that doing by Adil (2016) stated that appropriateness has a significant positive impact on affective commitment to change when controlled for gender, qualification and experience.

Furthermore, commitment is not only possessed by the employee but also on every individual within an organization. As have been suggested by (Abrell-Vogel & Rowold, (2014) that supportive leader within an organization may influence the staff affective commitment towards change. Thus this research applies to all level of management.

2.2 Resistance to Change

In various literature, resistance to organizational changes is very much related to the respond of human characteristics (Burnes 2015) and resistance also has many definitions based on one's theoretical framework (Yilmaz & Kiliçoğlu 2013). Resistance to change is defined by Armenakis & Harris (2009) as any different action that slows, opposes, or impedes efforts to change management. Other definision, resistance to change is described by Zander (1950) as an effort to keep away from the impact of real or expected change while Lewis in 2018 stated that resistant to change is built upon the employee's negative attitude and cognitive, disobedience for instance, towards the initiatives to change. Oreg (2003) has analyses dimention of resistance to change: routine seeking, emotional reaction to imposed change, cognitive rigidity, and short-term focus. Hence, human has the key role inin givinging an impact in the process of change. Although change is applied on the basis of positive reasons such as adaptation to an unstable environment and reasons for staying competitive, organizational members may react negatively and reject changes to change efforts (Yilmaz & Kiliçoğlu 2013). Ewenstein et al. (2016) have also pointed out that the program of change which happens in 70% of organizations in the world failed to achieve their goals, around 30% of them was not successful due to the employee resistance to change and others due to lack of management support. based on this statistic, it argued that resistant to change is one of the reasons why some companies have failed to implement change to their employees (Harich 2010).

Some of the research on resistance to change refers to the individual level which includes three dimensions: cognitive, affective, and behavior (Erwin & Garman 2010). In the cognitive dimension, employees think about changes that occur, including the ability to feel effective changes in new work roles (Giangreco & Peccei 2005). The affective dimension points to the concerns of employees' failures in a worsening situation, fear of possible losses and an uncertain future (Pakdel 2016). The behavioral dimension refers to the response of employee actions to changes that are actual manifestations of observable resistance, actions, and events (Fiedler 2010).

In general, resistance to change is generally seen as a negative force, although it is possible to provide positive goals, for example to rethink or evaluate expected changes and encourage more effective methods of change (Coetsee 1999). Previous

research has shown that employee resistance is a barrier to changing implementation (Mabin & Zealand 2009). Perren et al. (2005) stated that resistance to change is perceived as a negative act. However, many researchers believe that it is somewhat a positive thing which is seen as a natural defense mechanism in the organization to alter the decision or change which perceived can give a negative impact to the working environment. Every people has a unique defense mechanism to change and it may make every people adapt with change (Syahmi et al. 2017).

Hypothesis 1: Resistance to change is negatively related to affective commitment to change

2.3 Work Engagement

Work engagement is an excellent predictor for individuals, teams, and organizations (Bakker & Albrecht 2018) related to the quality of work results. Because of their dedication and focus on the work they do, workers who have work engagement show better job performance in their roles (Christian et al. 2011). Work engagement is defined as a condition of positive, motivational-affective fulfillment characterized by vigor, dedication, and absorption (Schaufeli & Bakker 2004). Employees who have high energy levels will be enthusiastic and truly immersed in their work (Bakker & Albrecht 2018). According to Bell & Barkhuizen (2011) characteristic from vigor are the level of energy and tenacity of work, the will to expend extra effort to work, and the persistence of encountering distress. Whereas dedication includes the feeling of importance, enthusiasm, inspiration, proud, and challenge. Last, absorption characteristics are "do the totality work happilythe and it's hard to get away from work".

Employees who engage with their work are valuable employees because they determine the productivity and functionality of the Company (Strom et al. 2014). For organizations, employee engagement is a key business driver in the success of organizations where high levels of engagement improve organizational performance (Lockwood 2007). Vogelgesang et al. (2013) stated that employee engagement is an asset for the company because it causes employees to work with better performance, on the contrary, disengaged employees will become a barrier for the company. For employees, engagement usually makes them enthusiastic about their organization and chooses to remain in the organization (Lockwood 2007).

Hypothesis 2: Resistance to change has a negative impact on work engagement

Hypothesis 3: Work engagement has a positive impact on affective commitment to change

2.4 The Relationship between Resistance to Change, Work Engagement and Commitment to Change

Oreg (2003) found that the tendency of resistance to change with a four-dimensional model of resistance was strongly associated with affective reactions to change so that it could indicate a relationship with affective commitment to change. Meyer et al. (1993) found that affective commitment positively related to willingness to suggest improvements and are (2003) found that resistance to change showed individuals who conducted routine searches would immediately maintain current conditions and individuals who show cognitive rigidity tend not to change their mindset.

One of the company's successes factors in change is to maintain engagement because engagement in organizational as organization change will have a positive result in increasing improving performance. Uddin et al. (2018) finding that better employee engagement could enhance team performance in organizational contexts. Employees with sufficient resources will be able to overcome the challenges encountered in the workplace and can achieve personal and corporate goals that can encourage work engagement and increase performance (Gawke et al. 2017). For organizational context, Choi et al. (2015) have examined that affective organizational commitment is related positively to employee work engagement. Bell & Barkhuizen (2011) state that barriers to change and work engagement have a significant relationship, with a substantial effect.

Hypothesis 4: Work engagement mediate the relationship between resistance to change and affective commitment to change.

3 METHODS

3.1 Data Collection

Data was collected through a questionnaire of Affective Commitment to change from Herscovitch and Meyer (2002), resistance to change from Oreg (2003) and work engagement using Utrecht Work

Engagement Scale (UWES)-9 (Schaufeli & Bakker, 2004). The details of these questionnaires were shown in Table 1.

Table 1: Profile of the instruments.

Name of Scale	Total Item	Reliability
Affective commitment to change (ACTC)	6	α = .71
Resistance to change (RTC)	20	α = .92
Work engagement (WE)	15	α = .94

3.2 Measurement

Affective commitment to change was measured using Commitment to Change Inventory from Herscovitch and Meyer (2002) that was translated to the Indonesia language consisting of 6 items. The measurement of this variable using a Likert scale of 1-5 (1 = Very unlikely, 6 = Very likely) with a Cronbach's Alpha coefficient of 0.71. An example of a statement at Commitment to Change Inventory is "This change is a good strategy for this organization". A high score indicates a high level of affective commitment to change.

Resistance to change was measured using resistance to change the scale from Oreg (2013) that was modified and translated to the Indonesia language consisting of 6 items. The measurement of this variable using a Likert scale of 1-5 (1 = Very unlikely, 6 = Very likely) with a Cronbach's Alpha coefficient of 0.92. An example of the statement at resistance to change scale is "When I am informed of a change of plans, I tense up a bit". A high score indicates a high level of resistance to change.

Work Engagement. Work engagement was measured using Utrecht Work Engagement Scale (UWES)-9 that was modified and translate to indonesia languages (Schaufeli & Bakker, 2004 consisted of 15 items using a Likert-type scale ranging from 0-6 (0 = Never, 6 = Always) with a Cronbach's Alpha coefficient of 0.94. An example of a statement at UWES is, "I feel strong and energized at work". High score of items indicates a high level of work engagement

3.3 Participants and Procedures

Participants were employees who work in subsidiaries company of Airport operator in Indonesia. Questionnaires distribute and access by online with all participants were 432 participants, but only 334 respondents who fill the questionnaires (response rate =77,3%). Samples were taken from all the population of the organization by online

questionnaires. Characteristics of respondents are as follows, permanent/contract staff, worked at least six months in the company, at least graduated from high school and has to experience organizational change. Present profile of participants consisted of 66.8% male and 33.2% female, age within range 18 – 53 years old, majority educational attainment levels are senior high school (72.5%), tenure less then 2 years (79.4%) and position as staff (67.1%). The resume profile of the participants can be seen in Table 2 below.

Table 2: Demographic Profile.

Characteristics	N	%
Gender		
Male	223	66.8%
Female	111	33.2%
Age		
<25 tahun	124	37.2%
25 – 44 tahun	195	58.5%
>44 tahun	15	4.5%
Education		
Senior High School	242	72.5%
Bachelor Degree	87	26.0%
Master Degree	5	1.5%
Position		
Staff	224	67.1%
Supevisor	66	19.8%
Middle Management	27	8.1%
Top Management	27	5.1%
Tenure		
<2 years	265	79.4%
2 - 10 years	56	16.8%
> 10 years	13	3.9%

3.4 Data Analysis

Data were analyzed using Pearson's Correlation, and Hayes Process Macro v.3.0.

4 RESULT

The result of this study will be discussed in 4 parts, 1) correlation between resistance to change and affective commitment to change, 2) correlation between resistance to change and work engagement, 3) correlation between work engagement and affective commitment to change, and 4) role of work engagement as mediator for resistance to change and affective commitment to change.

From table 2, it shows that resistance to change, affective commitment to change and work engagement have Cronbach's alpha based on standardized items of .92, .71 and .94 for all items.

Table 3: Statistics Summary and correlations among variables.

No	Variable	M	SD	1	2	3
1	ACTC	4.73	0.86	1		
2	RTC	3.44	1.09	-.65**	1	
3	WE	5.00	0.74	.15**	.21**	1
4	Routine seeking	3.27	1.36	-.66**	.88**	.13*
5	Emotional reaction	3.03	1.40	-.62**	.91**	.09
6	Short-term focus	2.89	1.48	-.63**	.92**	.14**
7	Cognitive Rigidity	4.58	0.99	-.14*	.54**	.47**
8	Vigorous	5.17	0.76	.21**	.14**	.92**
9	Dedication	5.24	0.76	.23**	.14*	.92**
10	Absorption	4.58	0.95	0.01	.30**	.87**

Table 3 shows the correlation between resistance to change and affective commitment to change is negative and significant (r= -.65, ρ<0.01). The correlation for affective commitment to change towards each dimension of resistance to change is negatively and significant (ρ <0.01 except cognitive rigidity which has ρ<0.05). Correlation between resistance to change and work engagement is positively and significant (r= .21, ρ<0.01). Correlation between work engagement and affective commitment to change is positively and significant (r = .15, ρ<0.01). Correlation for affective commitment to change towards each dimension of work engagement is positively and significant (ρ <0.01) except absorption which not significant.

Table 4: Statistics Summary and correlations among variables and demographic.

Variable	M	SD	1	2	3	4
ACTC	4.73	5.14	1			
RTC	3.44	17.46	-.65**	1		
WE	5.00	11.14	.15**	.22**	1	
Age	28.53	7.76	.25**	-.24**	.22**	1
Gender	1.33	0.47	-0.06	0.03	-0.08	-0.04
Education	1.57	0.93	.27**	-.31**	-.16**	.24**
Position	1.51	0.85	.17**	-.12*	0.10	.34**
Tenure	1.81	3.13	.20**	-.24**	0.09	.34**

Table 4 showed that three correlations of 3 variables in this study with demographic variable affective commitment to change has significant and positive correlation with age, education, position and tenure, but not significant with gender. Resistance to change has significant and negatively correlation with age, education, position and tenure, but not significant with gender. Thus, work engagement has

significantly correlated with age and negatively correlation with education.

The implication from the results are as follows: In terms of affective commitment to change, there is significant between group's base on gender, age, education, position, and tenure. In terms of resistance to change, there is a significant mean difference between the group's base on age, education, position, and tenure. There is no differences based on gender. In term of work engagement, there is a mean difference between the group's base on age, education, position, and tenure. There are no differences based on gender.

To test the role of work engagement (hypothesis 4), we examined using Hayes Process Macro v.3.0 on SPSS 24 software. The result shows that work engagement mediated the relationship between resistance to change and affective commitment to change (indirect effect = 0.02, SE = 0.006, 95% CI [.01, .03]) supporting the hypothesis. The direct effect between resistance to change and affective commitment to change was still significant after controlling for work engagement (direct effect = -.21, SE = .01, p<.01)
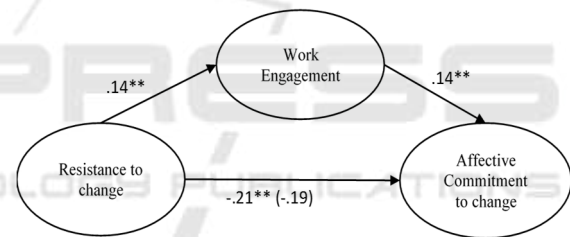

Figure 1: Effect of resistance to change on affective commitment to change through work engagement.

5 DISCUSSION

The study examines the impact of work engagement as a mediator in the relationship between resistance to change and affective commitment to change. Resistance to change has a positive connection with work engagement. This finding supported the previous study conducted by Bell, E., & Barkhuizen, N. (2011) which showed that barrier to change and work engagement has positively and significant relationship especially for the people-related barrier. People-related barriers in this regard refer to resistance from both staff and managers. The barriers caused by satisfaction with the status quo, resistance to change itself, change fatigue, inadequate leadership or management, uncertainty, fear, competitive commitments, etc.

Table 5: Descriptive analysis of commitment to change, resistance to change and work engagement.

Demographics Variables	Affective commitment to change			Resistance to change			Work engagement		
	Mean	SD	Sign.	Mean	SD	Sign.	Mean	SD	Sign.
Gender			0.17*			0.54			0.64
Male	4.77	0.84		3.42	1.08		5.04	0.75	
Female	4.66	0.89		3.49	1.11		4.91	0.73	
Age			0.00**			0.00**			0.00**
<25 tahun	4.52	0.81		3.76	1.04		4.83	0.85	
25 – 44 tahun	4.84	0.85		3.29	1.07		5.08	0.66	
>44 tahun	4.73	0.97		2.85	1.08		5.33	0.53	
Education			0.00**			0.00**			0.02*
Senior High School	4.60	0.87		3.65	1.16		5.07	0.77	
Bachelor Degree	5.07	0.71		2.90	0.62		4.81	0.63	
Master Degree	5.60	0.71		2.81	0.24		4.75	0.46	
Position			0.00**			0.00**			0.00**
Staff	4.60	0.85		3.59	1.12		4.93	0.76	
Supevisor	4.92	0.77		3.13	0.87		5.09	0.65	
Middle Management	5.48	0.56		2.69	0.79		5.44	0.51	
Top Management	4.52	0.89		3.91	1.11		4.80	0.94	
Tenure			0.00**			0.00**			0.16*
<2 years	4.66	0.84		3.57	1.11		4.98	0.77	
2-10 years	4.91	0.91		3.02	0.91		5.02	0.64	
> 10 years	4.73	0.58		2.52	0.51		5.41	0.59	

Based on that research, People-related barrier also had a significant relationship with the dimension of work engagement: vigor, dedication, and absorption in common effect. A second finding of this research is relationship work engagement has a significant relationship to affective commitment to change. This finding also supported the research conducted by Mangundjaya (2014) that employee engagement has a significant and positive relationship to a commitment to change. This study also shows that resistance to change and commitment to change have a significant and negative relationship. This is supported by research conducted by Coetzee and Stanz in Bell, E., & Barkhuizen, N. (2011) that someone who has resistance to change can develop a resistance to change. Thus, it can be said that employee resistance can be a significant obstacle to effective organizational change because it can lead to skepticism and resistance to employees. The last, finding on this study shows work engagement mediates the relationship between resistance to change and affective commitment to change masure using Hayes Process Macro v.3.0 on SPSS 24 software. In this study, demography consist of age, education, position and tenure, has a significant effect for affective commitment to change, resistance to change and work engagement. Gender

factor only significant at affective commitment to change, but not at resistance to change and work engagement.

5.1 Research Limitation

This research has some limitations as follows: first, this research collected the data only through self-reports/questionnaires which might create some potential bias/subjective and did not support through other methods (Tehseen 2017) such as FGDs or interviews. Second, this study did not define the specific change in the organization so that the respondent can assume many different changes in the same organization such as policy changes, system changes or other changes at the organizational level. The next limitation is the type of organization studied in this research only in one organization so that other studies might produce findings that are different from other types of organizations.

5.2 Concluding Remark

The implication of this study is essential to manage work engagement to increase affective commitment to change as an effort to achieve successful change.

This is support by Geldenhuys et al (2014) that work engagement has positive correlates organisational commitment. Some possible direct effects from the process of increasing engagement to commitment to change, such as 1) improve employee vigorous that defined as energy and high mental resilience when working and, investing and overcoming difficulties, 2) increasing employee dedication to work that defined as strong involvement through a sense of significance, enthusiasm, inspiration, pride, and challenges in work (Schaufeli & Bakker 2004). The findings also show that organizations need to improve work engagement to increase affective commitment to change, it will have implications for decreasing employee resistance. This is support by Stanley et al. (2005) that resistance to change as an indicator of change-specific cynicism, eliminated when employee involvement in the organization grow (Grama & Todericiu 2016). In other words, employees tend to associate work engagement with company changes based on the benefits that will be obtained. If the organization succeeds in communicating the benefits of the desired change to the employee, then the employees will be more receptive to the change. Further studies are needed regarding variables that will have an impact on affective commitment to change in broader organizations to further identify other influential factors.

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