People or Trust in Building Commitment to Change?

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ABSTRACT

The success of organizational change lies on people, in this regard on employee's commitment to change. On the other hand, there are many variables that can influence the success of organizational change, such as the content of the change, the process of the change, individual characteristics, leadership, external environment and organizational context. The objective of this study is to identify the major contributor to people's commitment to change, namely psychological empowerment (individual characteristics), and organizational trust (organizational context). The study was conducted at state owned organizations with 539 respondents. Data was collected using Commitment to Change Inventory, Psychological Empowerment, and Organizational trust Inventory. The data were analyzed using Multiple Regression and Structural Equation Model (SEM). The results of the study showed that both Psychological Empowerment and Organizational Trust have positive and significant correlation and contribution to Commitment to Change. The study also showed that both Organizational Trust and Psychological Empowerment have higher impact to affective commitment to change compares to other dimensions of commitment to change. The implications of the study can be used for organizational change practitioner, to create trustworthy organizational climate, and to develop Psychological Empowerment, in order to create high commitment to change.

INTRODUCTION

In a very tight competitive world like today, organization needs to change according to the demands of the environment. However, not every organizational change program was successful; researches showed that there are even more than 50% organizational change was not succeeded (Etschmaier, 2010). In this regard, change won't be successful if they were not supported by the employees, or it can be said that it should be commitment from the employees. On the other hand, there are many variables that can influence the success of organizational change, namely: the content of change, the process of change, the context of the organization, and the characteristic of the individual (Walker et al., 2007; Galpin, 1996). Organizational context (such as organizational culture, organizational climate), has stated to have an important contibution to the succeess of organizational change. In this regard, as organizational change will create chaos, and ambiguity this condition will lead to the lack of trust to the management and organization, and as a result will have a negative impact to the success of organizational change. Based on that, organizational trust is important to be there in order to establish commitment to change. Furthermore, as it was mentioned previously, during organizational change, people will feel insecure about the organization, their future and about themselves, in this regard, feeling of self-efficacy is

needed to overcome the situation during organizational change. This kind of feeling of self efficacy will be measured through Psychological Empowerment, which consists of feeling of meaning, competence, determination and impact. The focus of the study is to identify the impact of individual characteristic, in this regard Psychological Empowerment, and the context of the organization, namely Organizational Trust to the Commitment to Change.

RESEARCH QUESTIONS

This study is built based on the research about the relationship of psychological empowerment, and organizational trust on commitment to change. Based on that, the research questions for this study are as follows:
1. What is the impact of Psychological Empowerment and Organizational Trust on Commitment to Change?
2. To what extent the respondents based on gender, age, position, educational background, and tenure differ on their score of commitment to change, psychological empowerment and organizational trust?

LITERATURE REVIEW

Commitment to Change

The concept of Commitment to Change by Herscovitch & Meyer (2002) was derived from the concept of organizational commitment (Meyer & Allen, 1991) as an extension of the concept of organizational commitment at the special condition of the organization, that is during the organizational change (Herscovitch & Meyer, 2002). In this regard, Herscovitch & Meyer (2002) define commitment to change as a force (mind-set) that binds an individual to a course of action deemed necessary for the successful implementation of a change initiative. This mind-set can be reflected to varying degree in three dimensions: a) desire to provide support for the change based on a belief in its inherent benefits to change (affective commitment); b) a recognition that there are costs associated with failure to provide support for the change (continuance commitment to change); and c) sense of obligation to provide support for the change (normative commitment to change. In other words, individuals can feel bound to support a change initiative because they want to, have to, and/or ought to (Parish et al., 2008).

Psychological Empowerment

Psychological empowerment refers to a set of psychological states that are necessary for individuals to feel a sense of control in relation to their work (Spreitzer, 1995). This perspective refers to empowerment as the personal beliefs that employees have about their role in relation to the organization (Spreitzer, 2007). There are four dimensions of psychological empowerment are as follows (Spreitzer, 2007): a) *Meaning* involves a fit between the needs of one's work role and one's beliefs, values, and behaviors (Hackman & Oldham in Spreitzer, 2007); b) *Competence* refers to self-efficacy specific to one's work, or a belief in one's capability to perform work activities with skill (Bandura, 1989 in Spreitzer, 2007); c) *Self-determination* is a sense of choice in initiating and regulating one's actions (Spreitzer, 2007). It reflects a sense of autonomy or choice over the initiation and continuation of work behavior and processes (Bell & Staw, 1989 in Spreitzer, 2007); and d) *Impact* is the degree to which one can influence strategic, administrative, or operating outcomes at work (Ashforth, 1989 in Spreitzer, 2007).

Correlation between Psychological Empowerment and Commitment to Change

Characteristics of the individual, in this regard whether employees have strong psychological empowerment was assumed to have positive correlation with commitment to change. Previous study done by Malik et al. (2013), Hashmi & Naqvi (2012), Ambad (2012), Dehkordi et al. (2011), Jha (2008) have stated that psychological empowerment has correlated with organizational commitment. Furthermore, the study conducted by Gunawan & Viyanita (2012) also mentioned that psychological empowerment has positive and significant correlaton with affective organizational commitment. However, those findings based on the study between psychlogical empowerment and organizational based on various concept of organizational commitment (Meyer & Allen, 1997; Mowday, Steers & Porter, 1979), and not with the concept of commitment to change. Eventhough, based on the findings from Rashid & Zhao (2010), and Mangundjaya (2013) showed that organizational commitment had positive and significant correlation with commitment to change. It can be assumed that psychological empowerment has positive and significant correlation with commitment to change. Moreover, study conducted by Lin (2013) showed that psychological empowerment has positive and significant correlation with Organizational Citizenship Behavior (OCB), and it is understood that commitment to change can be regarded as one of the OCB behavior. In addition to that, research conducted by Mangundjaya (2013) showed that organizational commitment has correlated with commitment to change. Based on that in this research the hypothesis about the positive impact of psychological empowerment on commitment to change was established.

Organizational Trust

Trust is defined as *"the expectation that another individual or group will (a) make a good faith effort to behave in accordance with commitments – both explicit or implicit, (b) be honest in whatever negotiations preceded those commitments, and (c) not take excessive advantage of others even when the opportunity exists."* Cummings and Bromiley (in Kaneshiro, 2008). Furthermore, Cummings & Bromiley (in Darrough, 2006), mention that trust has 3 dimensions as follows: a) Predictability (the keeping commitments dimension); b) Integrity (the negotiating honestly dimension; and c) Benevolence (the avoid taking excessive advantage dimension).

Correlation between Organizational Trust and Commitment to Change

Organization with high trust from the employees, will have high competitive advantage compares to other organization that have lack of trust (Kramer in Kalyal & Saha, 2008). In this regard, when employee trust the organization, they will be more motivated to work together in the organization (McGregor in Salamon & Robinson, 2008), as well as have a sense of responsibility to give their best to the organization (March, et.al. in Salamon & Robinson, 2008). These kind of attitude and behavior is expressed by lowering their abseenteism and turnover, creating inovation, managing change effectively (Mayer, Davis, & Schoorman, in Robins, 2004), and creating creativiy (Nair in Turner, 2010). Furthermore, Kaneshiro (2008) also stated that employee will have more positive attitude toward the organization, and as a result creating high organizational commitment (Kaneshiro, 2008). In terms of organizational trust, previous study conducted by Kaneshiro (2008), Nikandrau (2000) and Searle (2004) also supported that trust is important in organizational change.

Kalyal & Saha (2008) in their study showed that trust with the management has positive effects on the effective people's reaction toward change, as well as to affective commitment to change. The study of Kalyal & Saha (2008) was conducted using Trust Scale from Brockner, Siegel, Daly, & Martin (1997) in Kalyla and Saha, 2008, and not using the Or*ganizational Trust Inventory*, and not using all the dimensions of commitment to change (only affective and normative commitment to change). Studies done by Mangundjaya (2012) were also supported that trust is crucial during large scale organizational change. Previous study conducted by Darrough (2006) also showed that there was positive and significant correlation between all the dimensions of organizational trust with normative commitment to change. Moreover, there was positive and significant correlation between organizational trust (dimensions of predictability, integrity and benevolence) with affective commitment to change (Darrough, 2006). Furthermore study by Mangundjaya (2014) in a state-owned organization, have also found that organizational trust have an impact on commitment to change. Based on the above discussions, it can be condluded that organizational trust can develop positive attitude and behavior of the employee towards the organizational change which in return will develop commitment to change, and as a result, employee is willing to spend their time and efforts for the success of organizational change. Based on these discussions, in this research the hypothesis about the positive impact of organizational trust on commitment to change was established.

METHODS & MEASURES

Data Collection

Data was collected through 3 types of questionnaires, namely: 1) *Commitment to Change* Inventory, which was developed and modified to Indonesian language from Herscovitch and Meyer (2002), consists of 18 items from three dimensions: a) Affective commitment to change; b) Continuance commitment to change; and c) Normative commitment to change, and each dimensions consists of 6 dimensions. 2) *Psychological Empowerment*, which was developed from Spreitzer (1995), consists of 4 dimensions, and 16 items : a) Competence; b) Meaning; c) Determination and d) Impact and 3) *Organizational Trust*, based on the concept of Cummings and Bromiley (in Darrough, 2006), consists of 3 dimensions, 15 items namely a) Predictability, b) Integrity and c) Benevolence. All the instruments were translated and modified into Bahasa Indonesia with 6 scale. The validity and reliability was already tested its significance using SEM as can be seen in Table 1, Table 2, and Table 3. All the 3 questionnaires were translated in Bahasa Indonesia language and were tested its reliability and validity by SEM.

Sampling & Sample

Sample was collected from two financial public state-owned companies in Indonesia, which had undergone some organizational changes, such as restructuring the organizational, development of strategic marketing, and changes on general system and procedures. Respondents (samples) were chosen by convenience sampling. The numbers of participants were 539 respondents, with the characteristic as follows: permanent employees, minimum working in the company is 2 years, minimum education is senior high school, and the age is between 21−56 years old. The profile of the respondents are as follows: male (61.97%), range of age between 25−44 years old (78.29%), bachelor's degree (74.77%), staff (43.42%), length of works more than 10 years (51.95%).

Data Analysis

Data were analyzed using Descriptive Statistics, Multiple Regression, and Structural Equation Model (SEM).

Hypothesis

The researcher propose the following hypotheses as follows:

> H1: Psychological empowerment has significantly positive contribution on commitment to change.
>
> H2: Organizational Trust has significantly positive contribution on Commitment to Change.

RESULTS

The results are based on descriptive statistics analysis, multiple regression analysis,

Descriptive Analysis

TABLE 1. DESCRIPTIVE ANALYSIS OF COMMITMENT TO CHANGE, PSYCHOLOGICAL EMPOWERMENT, AND ORGANIZATIONAL TRUST

Demo-graphics Variable	Commitment to Change			Psychological Empowerment			Organizational Trust		
	Mean	SD	Sign.	Mean	SD	Sign.	Mean	SD	Sign.
Gender			0.022*			0.130			0.005**
Male	4.509	0.524		4.642	0.566		4.629	0.668	
Female	4.405	0.481		4.533	0.492		4.493	0.621	
Age			0.004**			0.006**			0.007**
<25 y.o.	4.111	0.350		4.458	0.347		4.367	0.539	
25-44 y.o.	4.459	0.507		4.573	0.528		4.550	0.657	
>44-56 y.o.	4.552	0.521		4.727	0.594		4.710	0.634	
Ed. Level			0.009**			0.000**			0.010**
Sr.Hi.School	4.527	0.284		4.571	0.477		4.743	0.343	
Diploma	4.593	0.417		4.616	0.522		4.781	0.582	
Bachelor Degree	4.430	0.506		4.529	0.529		4.5340	0.630	
Master Degree	4.585	0.554		4.906	0.505		4.672	0.769	
Position			0.000**			0.000**			0.000**
Staff	4.367	0.531		4.483	0.523		4.447	0.674	
Sect. Head	4.459	0.502		4.602	0.533		4.510	0.595	
Dept. Head	4.487	0.517		4.707	0.569		4.693	0.672	
Div. Head	4.874	0.495		5.023	0.399		4.914	0.502	
Length of Work			0.000**			0.000**			0.000**
2-10 yrs	4.382	0.504		4.532	0.535		4.471	0.667	
>10 yrs	4.551	0.505		4.672	0.538		4.675	0.627	

*Significant at p<0.05, ** Siginificant at p<0.01

From the Table 1 the result of the study shows as follows:
In terms of commitment to change, the results show that male and female have significant differences, in which male has higher commitment to change than female. The results also show that the older of the position, the higher of the position, and the longer they work in the company, the more committed they are to the organizational change. Education also has significant differences on the commitment to change, although it cannot be said that the higher education will be followed with the more committed to the organizational change. It shows that bachelor degree is the lowest committed to change and employees with diploma degree has the highest one. In relation to psychological empowerment, the results show that male and female have no significant differences. Furthermore, it shows that the older of the person, the higher of the position, and the longer they work in the company, the higher their psychological empowerment. Education also has significant differences on psychological empowerment, however, it can't be said that the higher the education the higher their psychological empowerment. It shows that bachelor degree is the lowest psychological empowerment, and employees with master degree have the highest one. In terms of organizational trust, the results show that male has higher trust in the organization compares to female. Moreover, the results also show that the older of the person, the higher their position, the longer they work in the organization as well the higher of their educational level will be followed by the higher their trust to the organization.

Correlation Analysis

TABLE 2. CORRELATION

Variable	Mean	SD	Psychological Empowerment	Organizational Trust	Commitment to Change
Psychological Empowerment	4.6008	0.5412	-	0.412**	0.334**
Organizational Trust	4.5771	0.6539	0.412**	-	0.354**
Commitment to Change	4.4696	0.5107	0.334**	0.354**	-

** Siginificant at $p<0.01$

The results show that there is positive correlation between Psyhological Empowerment to Commitment to Change, and to Organizational Trust. The study also showed that Organizational Trust has positive and significant contribution to Commitment to Change and to Psychological Empowerment.

Multiple Regression Analysis

The Table 3 shows the results of multiple regression analysis between psychological empowerment, organizational trust and commitment to change.

TABLE 3. MULTIPLE REGRESSIONS ANALYSIS OF PSYCHOLOGICAL EMPOWERMENT, ORGANIZATIONAL TRUST, AND COMMITMENT TO CHANGE

Variables	R	R^2	Adjusted R^2	St Error	Beta	B	t	Sign.
PE, OT, & C2C	0.410	0.168	0.165	0.4678	-	-	-	0.000**
PE & C2C	0.334	0.111	0.110	0.0430	0.226	0.214	5.231	0.000**
OT & C2C	0.354	0.125	0.124	0.034	0.203	0.260	9.493	0.000**

**p<0.01

From Table 3 the result of the study shows as follows:

      H1: Psychological Empowerment has significantly positive contribution on Commitment to Change, was supported.

      H2: Organizational Trust has significantly psositive contribution on commitment to change, was supported.

Moreover, it can be concluded that Psychological Empowerment and Organizational Trust both have significant contribution to Commitment to Change (16.5%), however the impact of Organizational Trust (12.5%) on Commitment to Change is slightly higher compares to Psychological Empowerment on Commitment to Change (11.1%).

DISCUSSIONS

The study shows that both Psychological Empowerment and Organizational Trust have significant contribution to Commitment to Change; however Organizational Trust has slightly higher impact than Psychological Empowerment. This can be concluded that feeling of trust to the management is very important during organizational change, as with existence of high trust to the organization, employees will feel secured of their future, although there are some changes in their organization. They know that their management can be trusted and dependable of their words and promises, in which will minimize the feeling of insecurity and anxiety. This study supported the previous study done by Kaneshiro (2008) and Nikandrou (2000) that stated trust is very important during organizational change. This study also supported the previous study done by Kalyal et al. (2008), who stated that employees who have trust on their management, will also have trust on management's decision, and this trust will eliminate the ambiguity during the process of organizational change, and if there is lack of trust, this condition will lead to the lack of ability in seeing the goals and objectives as well as the values of mangement's decision. Similar study conducted in another state-owned organization conducted by Mangundjaya (2014), also found that organizational trust have contributed to commitment to change. Another study by Mangundjaya (2012) on her research in State-Owned organization that has conducted significant transformational change, also found that trust to the management and organization is very crucial in times of organizational change, especially during large-scale organizational change, such as merger and acquisition. Without or with low trust on

organization, management will face some difficulties in implementing their policies of organizational changes, and even lots of resistances will be found.

The study also shows that individual characteristic; in this regard Psychological Empowerment has significant contribution to the Commitment to Change. Moreover, the study also showed that feeling of meaningful is very important during organizational change in order to develop commitment to change, this feeling of meaningful will overcome the fear and anxiety during the process of organizational change (Cartwright & Cooper,1993), as the feeling of meaningful at work similar to the feelings of self-esteem and recognition from the management (Maslow in Robbins, 2010). This study was also supported the previous study conducted by Hashmi (2012) which stated psychological empowerment of the employee is important, as psychological empowerment will boost organizational commitment. In general, this study was supported the previous study done by Galpin (1996) and Walker et al. (2007), that mentioned content, process, context of the organization, and individual characteristic have played important role in the success of organizational change. The results also show that benevolence has the highest contribution to the commitment to change, means that a leader who shows the characteristics of kind, and can be trusted will increase the commitment to change.

Moreover, the findings were shown that there are no significant correlation between Psychological Empowerment and Organizational Trust with Continuance Commitment to Change, in other word it can be said that feeling of trust with the management as well as having high or low a sense of psychological empowerment, has no relation with Continuance Commitment to Change. This findings were assumed to have correlation with the nature of the concept commitment to chang, as according to Herscovitzh & Meyer (2002), the two dimensions that can create discreationary behavior is only two dimensions, namely affective comitment to change and normative commitment to change, while continuance comitment to change will create obedience behavior. In this regard, both Organizational Trust and Psychological Empowerment have positive and significant contribution to the affective and normative commitment to change, but not with continuance commitment to change.

The results also show that some of demographic variables such as age, position, and tenure have impacted the score of Commitment to change. The results showed that the older of the person, the higher of the position, and the longer they work in the company, the more committed they are to the organizational change. This results were supported the previous research done by Mangundjaya (2014), who found that the older and the longer people worked in the same organization, their commitment to change will be higher. These research was quite contradictory with the beliefs that younger people is more adaptable with changes, as they are more open to new ideas. However, these findings should not be generalized, as in these two studies both studies were conducted at state owned organizations, which are not conducted a large-scale/radical organizational change, which the results might be different. Moreover, results also showed that position and lengths of work had positive and significant correlation with all three variables namely: commitment to change, psychological empowerment and organizational trust. It can be concluded that the more senior people in terms of tenure or position, they will be more committed to the organizational change, had higher psychological empowerment and had higher trust to the organization.

CONCLUSIONS AND IMPLICATIONS

Studying about commitment to change is important, as through employee's commitment to change; it will lead to the implementation of change success (Parish et al., 2008) and increasing performance (Parish et al., 2008). In this regard, paying attention to organizational trust is very important, as Organizational Trust will have a significant impact on Commitment to Change (Kalyal et al., 2008; Mangundjaya, 2014). The objective of this study not only for the development of the knowledge about the Commitment to Change but also for practical benefit. In this regard, the results of the study can be used for management in implementing change management in their organization.

The followings are the implications of this study for management and organizations involved in change implementation. First, management should identify, what kind of variables that can develop organizational trust, as organizational trust play important role in developing commitment to change. In this regard, according to Kramer (in Kalyal & Saha, 2008), organization with high trust from the employees, will have high competitive advantage compares to other organization that have lack of trust, as a result creating high trust organization is a must for the organization, especially during organizational change. Second, organization should develop Psychological Empowerment of their employees, especially during organizational change, as change and transformation will create many anxieties (Cartwright & Cooper, 1993; Galpin, 1996), developing the feeling of meaning will enable people to develop their self-confidence to face the organizational change, fears and anxieties. In this regard, activities such as training, coaching, mentoring and counselling as well as developing good channel of communication during the process of organizational change, will help building trust between employee and organization. Third, management can assign senior people (who are in the higher position, older and longer work in the company) to become a change agent as they are more committed to organizational change.

On the other hand, this study was held at state owned organizational that conducted organizational changes in terms of organizational structures, strategy and operating procedures, however it is not large scale and radical types of organizational change, in this regard generalization cannot be done. This study was conducted used self-report study which has potential bias of social desirability and common method bias. Based on the above conditions further studies should be conducted in many types of organizations in other types of organization who undertake different types of transformation, and in different types of organizations such as private, government and non-government organizations is still needed. Further study should also be conducted with various variables that might influence the commitment to change, such as Organizational Citizenship Behavior (OCB), Employee Engagement, Job satisfaction, Organizational Commitment, as those conditions are assumed to be related with Commitment to Change. Moreover, variables of individual characteristics such as Psychological Capital and Openness to Experience were also important to be explored in its relationship with Commitment to Change.

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