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Cyberjaya University College of Medical Sciences

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EFFECTIVE ORGANIZATIONAL CHANGE THROUGH LEADERSHIP, PEOPLE, TRUST AND AFFECTIVE COMMITMENT TO CHANGE

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ABSTRACT

The organization conducts many changes due to the demand for a competitive environment. Meanwhile, the success of organizational change depends on many variables including people's commitment to change. Many variables have some effects on the success of organizational change as well as commitment to change, namely leader, characteristic of people and the context of the organization. The purpose of the study is to test the linkage between transformational leadership, psychological empowerment, organizational trust on affective commitment to change. The research conducted at two banking institutions, which consisted of 122 employees. Data collected from the respondents who met the requirements, and from those criteria the researcher used convenience sampling. This study used four types of questionnaires, namely affective commitment to change, transformational leadership, psychological empowerment, and organizational trust. Data is analyzed using statistical equation methods (SEM). Results showed that there is a positive and significant impact of transformational leadership on affective commitment to change through organizational trust as mediator. However, results also indicated that there is no significant correlation between transformational leadership with affective commitment to change, and between psychological empowerment on affective commitment to change. The findings are significant for developing research on the role of leadership on organizational change, especially on affective commitment to change. The implications of the study are beneficial for the leader and organization in doing change management.

Keywords: transformational leadership, psychological empowerment organizational trust, affective commitment to change

INTRODUCTION

Nowadays "Change or Die", is a common quotation, as the demand from the environment drives organization to change. In terms of banking industry, the banking industry is quite sensitive and vulnerable to a drastic change (Anjani, 2013) especially due to the effect of VUCA (Volatility, Uncertainty, Complexity and Ambiguity). As a result, the success or failure to implement changes in the banking industry also had major impact on the country's economy. Consequently, leaders in banking institutions should lead their employees to develop their openness to change (Hinduan et al., 2009). meanwhile, many organizational planned change were failed, even Aiken and Keller (2009) stated that 70% organizational transformations eventually lead to failures. One of the reasons for the failure is due to lack of commitment to change from the employees (Herscovitch & Meyer, 2002; Elias in Gelaidan & Ahmad, 2015; Mangundjaya, 2016). Commitment to change is the essence of organizational change, without it, change cannot be internalized by the organization (Mangundjaya, 2016). In this regard, people's commitment to change is very important to achieve the organizational change's objectives. Not just a commitment to change, but affective commitment to change, as according to Herscovitch & Neyer (2002) affective commitment to change is the best representative of commitment to change, as people will commit to organizational due to the



affection and beliefs that the changes will be beneficial for the organization. As a result, predictors of affective commitment should be found. Previous research showed that there are external and internal variables that can influence the development of affective commitment to change (Mangundjaya, 2016). Organizational trust, which is trust on the organization and management is regarded as one of the significant external variables on affective commitment to change, and psychological empowerment as one of the internal variables that have an impact on affective commitment to change (Mangundjaya, 2015). Meanwhile, previous research also showed that leader in their leadership styles also played significant roles on the success of organizational change (Gilley & Gilley, 2009; Sea, 2012). In relation to this, transformational leadership is also significant on the development of affective commitment to change (Herald et al., 2008). The objective of the study is to test the model of transformational leadership on affective commitment to change through psychological empowerment and organizational trust as mediators. The research questions are as follows: a) Do transformational leadership, psychological empowerment, and organizational trust act as predictors on affective commitment to change? and b) Do psychological empowerment and organizational trust act as mediator on the relationship between transformational leadership and affective commitment to change?

People is very critical on the success of organizational change. Thus, the demand of the management and change agent not just stop on the developing of the readiness of the people toward organizational change but the employees should also have the commitment to change. Herscovith and Meyer (2002) defines commitment to change as a mindset of the individuals that binds them for the successful implementation of a change initiative. Further, Herscovith & Meyer (2002), also mentions that there are three types of commitment to change namely: a) affective commitment to change, which is a desire to provide support for the change based on the belief in inherent benefits; b) normative commitment to change, which is a sense of obligation to provide support for the change; and c) continuance commitment to change, which related with the awareness that there is a cost associated with failure to provide support for the change. This study used only affective commitment to change as according to Parish et al., (2008), Michaelis et al., (2009), Baraldi et al., (2010) affective commitment is the one that can produce good performance and results. Herscovith and Meyer (2002), even said that people who have high score on affective commitment to change is regarding as having championing behavior. Based on that, affective commitment to change is regarded as the representative commitment to change in general (Herscovith and Meyer, 2002).

Meanwhile, leaders, especially transformational leaders are enable to lead and motivate their followers to perform task as requested. Transformational leadership is leadership through motivating others, empowering their followers, and paying attention to the needs and personal development of their followers (Bass & Riggio, 2005). There were 4 dimensions of transformational leadership namely: a) idealized influence, b) inspirational motivation, c) intellectual stimulation, and d) individualized consideration (Bass & Riggio, 2005). With these characteristics, transformational leadership behaviors can drive as many as 67% of employees trust in their leaders (Bligh, 2017). Transformational leadership also have played positive and significant impact on affective commitment to change (Yu, 2002; Herald et al., 2008). Based on this discussion the following hypothesis as follows:

Hypothesis 1 (one): Transformational leadership has positive and significant impact on affective commitment to change.

Previous study showed that trust is very critical during organizational change, as trust in management is usually lower during this transition (Pritchett, 1997). Organizational 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 & Bromiley 1996). Organizational trust consists of three dimensions as follows: a) predictability, which is the keeping commitments; b) integrity, that is the negotiating honestly and c) benevolence, which is the avoid taking excessive advantage. This kind of trust to the management can be influence by the leader (Li & Xi, 2011), as leader, especially leader with transformational leadership can develop trust using their idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Riggio, 2006). With this attention and behavior of the leader, the feelings of anxiety and stress during the organizational change will be reduced, and trust to the management will be developed. Based on this discussion, the second hypothesis as follows:

Hypothesis 2 (two): Transformational leadership has positive and significant impact on organizational trust.

One of the reason that people will follow and commit to change is due to the capability and ability. Feelings of competence, self efficacy and self confidence are very significant during organizational change. These kind of feelings are expressed by Spreitzer (1995, 2007) using the concept of psychological empowerment which refers to a set of psychological states that are necessary for individuals to feel a sense of control in relation to their work. Psychological empowerment consist of 4 dimensions namely: a) Meaning, which involves a fit between the needs of one's work role and one's beliefs, values, and behaviors, b) Competence refers to self-efficacy specific to one's work, or a belief in one's capability to perform work activities with skills, c) Self-determination, is a sense of choice in initiating and regulating one's actions, and d) Impact, the degree to which one can influence strategic, administrative, or operating outcomes at work. Feeling of stress, anxiety and insecurity are assumed will be reduced by having this kind of high psychological empowerment. Further, Spreitzer (1995, 2007) also mentioned that psychological empowerment can be developed by the interaction between people with the environment including with the relationship with their leader. In this regard, transformational leader with their attention and relation to their subordinates will develop psychological empowerment on their subordinates (Bordin et al., 2002; Rubin et al., 2005; Bass & Riggio, 2006; Seibert & Wang, 2011). Based on these discussions, the third hypothesis as follows:

Hypothesis 3 (three): Transformational leadership has positive and significant impact on psychological empowerment.

Previous study showed that trust is a critical factor during organizational change, as without trust people will not believe the management and their leaders. These statement is supported by previous researchers conducted by Bibb and Kourdi (2004) who showed that organizational change without organizational trust cannot be done smoothly. The study by Kalyal and Saha (2008), Mangundjaya (2014; 2015) also supported the significant role of trust on affective commitment to change, which found that there is a positive and significant impact of organizational trust on affective commitment to change. Based on this discussion, the fourth hypothesis as follows:

Hypothesis 4 (four): Organizational trust has positive and significant impact on on affective commitment to change

People who perceives change as uncomfortable situation need to develop a sense of confident and efficacy, in which owing high psychological empowerment will make people commit to the change (Mangundjaya, 2014). Moreover, Mangundjaya (2015) also found that people who perceives organizational environment as a threat that allows organization to change, should develop a sense of efficacy, competent, self-determination and impact (which is the dimension of psychological empowerment). Based on this discussion, the fifth hypothesis as follows:

Hypothesis 5 (five): There is a positive and significant impact of psychological empowerment on affective commitment to change

The study by Herald et al., (2008) showed that there is positive impact of transformational leadership on affective commitment to change, however, in consistent result was found by the study of Sulistiono (2012) who found that there was no direct relationship between transformational leadership and affective commitment to change. Consequently, the correlation between transformational leadership on affective commitment to change needs a mediator. Meanwhile, previous study showed that psychological empowerment and organizational trust have significant impact on affective commitment to change (Avolio et al, 2004; Mangundjaya, 2014, 2015). Based this discussion, the sixth and seventh hypotheses are as follows:

Hypothesis 6 (six): Transformational leadership has positive and significant impact on affective commitment to change through psychological empowerment as mediator.

Hypothesis 7 (seven): Transformational leadership has a positive and significant impact on affective commitment to change through organizational trust as mediator.

The followings figure 1 is the model of this research.

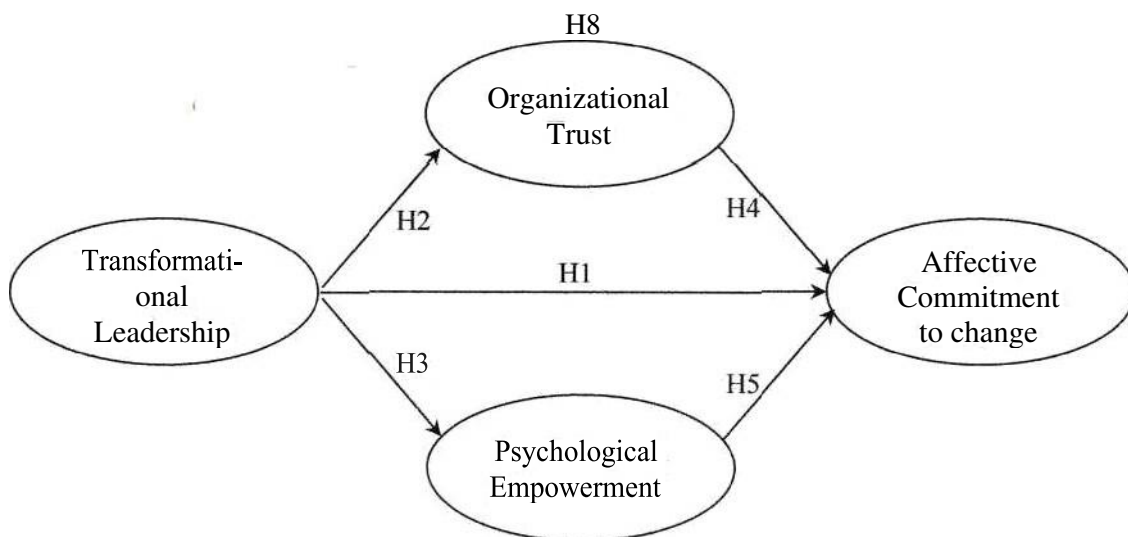


Figure 1: The model of the research



METHODS & MEASURES

Sample and Sampling

Sample was collected from two (2) private banking in Indonesia which had or are currently undergoing organizational changes. The questioner was distributed each of 100 questionnaires, but only can be collected 150 respondents, and after cleaning up the data there were only 122 respondents that can be analyzed. The sample was collected using non probability sampling, under the category of convenience sampling, from the stated requirements characteristics of respondents. The characteristics of respondents are as follows: a) permanent staffs; b) has been working at least two years in the company; c) minimum level of education senior high school graduated; and d) has the awareness that there are some organizational changes which have been conducted in the company. The table 2, shows the detailed of the respondents.

Data Collection Tools

Data was collected by four (4) types of scales, namely: a) Commitment to change Inventory (Herscovitch and Meyer, 2002), using only the affective commitment to change dimension, which consist 6 items of questions. The scale was translated into Bahasa Indonesia and modified to 6 points of scales by Nangundjaya (2016). The scale was tested its validity using confirmatory factor analysis (CFA) with p value between 12.59 to 20.14, which is >0.4 and $t > 1.96$ and reliability tested using cronbach Alpha with $\alpha = .828$, b) Psychological empowerment inventory based on the concept of Spreitzer (1995, 2007), consist of 4 dimensions and 16 items, such as: leaning (4 items); Competence (4 items); Determination (4 items), and Impact (4 items). The scale was translated into Bahasa Indonesia and modified into 6 scales by Mangundjaya (2015). The scale was checked its reliability by cronbach alpha resulting as follows: Competence $\alpha = .914$, Meaning $\alpha = .837$, Determination $\alpha = .772$, Impact $\alpha = .88$ and checked its validity using Confirmatory factor analysis, ranging from 15.41 to 24.47 for meaning, 15.45 to 18.12 for competence, 14.02 to 19.91 for determinant and 16.35 to 22.44 for impact c) Organizational Trust inventory is using the scale Tom the concept of Cummings ad Bromilley (1996) consists of 3 dimensions and 15 items, as follows: benevolence (5 items); predictability (5 items) and integrity (5 items). The scale was translated into Bahasa Indonesia and modified into 6 scales by Mangundjaya (2015). The scale was checked its reliability by cronbach alpha resulting as follows benevolence $\alpha = .960$. integrity $\alpha = .887$ and predictably, $\alpha = .899$. The OTI scale was checked its validity using Confirmatory factor analysis. with the range of score as follows 17.82 to 25.40 for predictability, 17.82 to 22.66 for integrity, and 18.07 to 21.99 for benevolence. d) Transformational Leadership inventory, using MLQ 5X: Multifactor Leadership Questionnaire (Avolio & Bass, 2004) concepts consisting 4 dimensions, namely a) Idealized Influence (Behavior & Attributed) c) Inspirational Motivation, and d) Intellectual Stimulation and e) Individualized Consideration, with 20 items. The scale was translated into Bahasa Indonesia and modified into 6 scales. The scale was checked its reliability by cronbach alpha. All of the instrument used a 6-point Likert scale that ranges from 1 (*strongly disagree*) to 6 (*strongly agree*).

Data Analysis

Data is analyzed using SEM (statistical Equation Model) to test the Model (Byrne, 1998), Pearson correlation to check inter-correlation between variables, and descriptive analysis to analyses demographic variables.



RESULTS

Inter-correlation analysis

To check the correlation amongst variables, the inter-correlation using Pearson's Correlation analysis was conducted.

Table 1: Mean, SD and Interco relation Analysis

	Mean	SD	AC2C	TL	PE	OT
Affective Commitment to Change (AC2C)	4.48	.6d	1	.169 (.062)	-	.147 (.106)
Transformational Leadership (IT)	4.51	.72	-	1	441** (.000)	
Organization Trust (OT)	4.42	.66	-	.443** (.000)	-	1
Psychological Empowerment (PE)	4.57	.58	.159 (.079)	-	1	.447** (.000)

The above data shows that not all the four variables were correlated significantly. There are positive and significant correlation between transformational leadership and psychological empowerment, transformational leadership and organizational trust, and psychological empowerment with organizational trust. However, there is no significant correlation between affective commitment with transformational leadership, psychological empowerment and organizational trust.

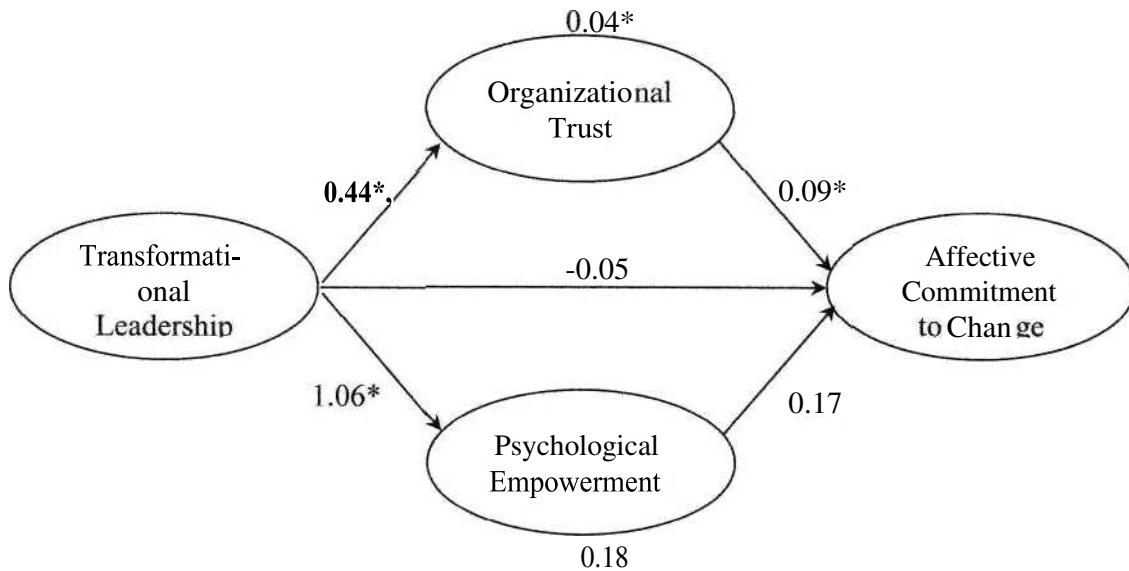
Table z: Mean and SD by demographical data

	N	%	AC2C		TL		OT		PE	
			Mean	SD	Mean	SD	Mean	SD	Mean	SD
Gender										
Male	80	65.57	4.43	.66	4.48	.77	4.37	.69	4.54	.63
Female	42	34.43	4.59	.67	4.59	.63	4.5	.60	4.62	.46
Generation										
X	23	18.85	4.86	.52	4.61	.45	4.56	.68	4.77	.36
Y	99	81.15	4.34	.67	4.49	.77	4.39	.65	4.53	.61
Tenure										
2 — 5 years	56	45.90	4.44	.64	4.50	.70	4.37	.69	4.55	.65
>5 years	66	54.10	4.52	.68	4.53	.75	4.46	.63	4.58	.51
Total	122	100%								

AC2C = Affective Commitment to Change
 TL = Transformational Leadership
 OT = Organizational Trust
 PE = Psychological Empowerment



From the table 2 (two) profile's it showed that the majority of the respondents are male (65.57%), generation Y or millennials (81.15%), and who has been working more than 5 years (54.10%).

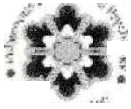


Chi-Square= 0.00, df=0, P-value = 1.000, RMSEA=0.000

To give a more detailed all Figure 2: Rcstilts of SEM Analysis „

Table 4: Path Analysis of Transformational Leadership on Affective Commitment to change

Hypothesis	The path	Standard-ized	t-values	Sign. t-values>1.96	Results
H1	Trasformational Leadership on Affective Commitment to Change	-0.05	-0.15	Not Significant	Hypothesis is not supported
H2	Transformational Leadership on Organizational Trust	0.44*	15.61*	Significant	Hypothesis is supported
H3	Transformational Leadership on Psychological Empowerment	1.06*	13.58*	Significant	Hypothesis is supported
H4	Organizational Trust on Affective Commitment to Change	0.09"	2.58"	Significant	Hypothesis is supported



H5	Psychological Empowerment on Affective Commitment to Change	0.17	0.52	Not Significant	Hypothesis is not supported
H6	Transformational Leadership on Affective Commitment to Change through Organizational Trust	0.04*		Significant	Hypothesis is supported
H7	Transformational Leadership on Affective Commitment to Change through Psychological Empowerment	0.18	-	Not Significant	Hypothesis is not supported

Chi-square= 0.00, df=0, P-value=1.000, RNSEA=0.000

From the figure 2 and table 4, the following results are derived:

1. There is no significant impact of transformational leadership on affective commitment to change. Hypothesis 1 (one) is not supported.
2. There is a positive and significant impact of transformational leadership on psychological empowerment. Hypothesis 2 (two) is supported.
3. There is a positive and significant impact of transformational leadership on organizational trust. Hypothesis 3 (three) is supported.
4. There is no significant impact of psychological empowerment on affective commitment to change. Hypothesis 4 (four) is not supported.
5. There is a positive and significant impact of organizational trust on affective commitment to change. Hypothesis 5 (five) is supported.
6. There is a positive and significant impact of transformational leadership on affective commitment to change through organizational trust as mediator. Hypothesis 6 (six) is supported.
7. There is no significant impact of transformational leadership on affective commitment to change through psychological empowerment. Hypothesis 7 (seven) is not supported.

DISCUSSION

Results showed that transformational leadership had positive and significant impact on affective commitment to change with organizational trust as mediator. However, results also showed that transformational leadership did not have positive and significant impact on affective commitment to change with psychological empowerment as mediator.

Results also showed that transformational leadership cannot directly influence affective commitment to change. This finding supported Mangundjaya and Giovanita's findings (2018), who were conducted research in banking industries and Sulistiono (2016) findings, who conducted research in telecommunication company. Both researches showed that



transformational leadership did not have significant relationship with affective commitment to change. However, these findings are not supported Herold's findings (2008), as well as Mangundjaya and Giovanita's finding (2018), that conducted the research on insurance companies which showed that transformational leadership had significant direct correlation with affective commitment to change. Based on the findings above it can be concluded that type of industries as well as type of organizational culture can have a significant impact on the findings, as a result generalization cannot be made and further research is needed.

Furthermore, results showed that psychological empowerment has no significant impact on affective commitment to change independently and. This result is different with previous research done by Malik (2013) and by Mangundjaya (2013, 2014, 2015, 2016) which showed that psychological empowerment had positive and significant impact on affective commitment to change.

In addition to that, results showed that psychological empowerment did not significantly act as mediator on the relationship between transformational leadership and affective commitment to change. This result is not supported the previous research by Mangundjaya (2015) which showed that psychological empowerment act as mediator on the relationship between change leadership and affective commitment to change. The different types of leadership might have some impact on these correlations.

There are some limitations of the study, namely: a) this research conducted using self report tools, which as a result this will have an impact on social desirability and common method biases (Podsakof, 2003), b) the sample is only limited from Mo banking institutions which cannot be generalized. Further research is recommended.

CONCLUSION

Results of the study show that transformational leadership plays an important role on organization change (Li, Bai & Xi, 2011), especially in developing affective commitment through organizational trust as mediator. Organizational trust is important in developing people's commitment to change, as without trust employees will not obey their orders. In this regard, management should develop organizational climate and trust in order to gain people's support on organizational change. It can be concluded that with good transformational leadership, a leader can develop individual's willingness to participate and commit to the organizational change. The implication of the study will be beneficial for the organization and management, especially for the leader, to develop commitment to change in order to achieves organization's objective during organizational changes.

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