

# AAICP 2018

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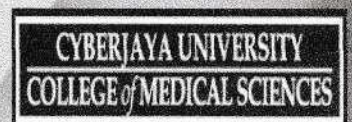


Asian Association of Indigenous and Cultural Psychology



**UMS**  
UNIVERSITI MALAYSIA SABAH

Faculty of Psychology and Education,  
Universiti Malaysia Sabah



Nurturing the Passion to Care  
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.

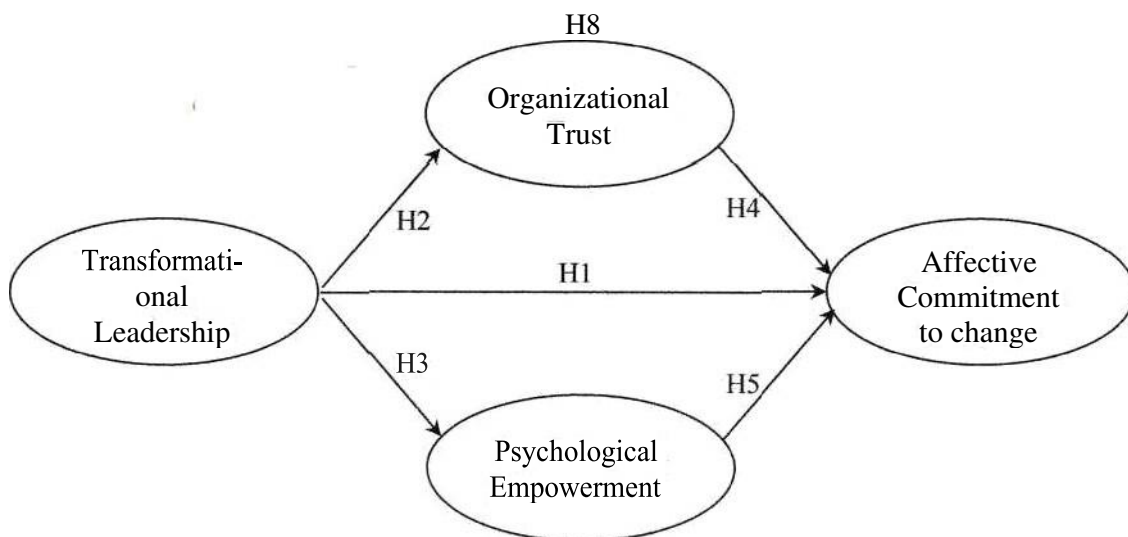


Figure 1: The model of the research



## **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	-	<b>.443**</b> <b>(.000)</b>	-	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
<b>Gender</b>										
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
<b>Generation</b>										
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
<b>Tenure</b>										
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

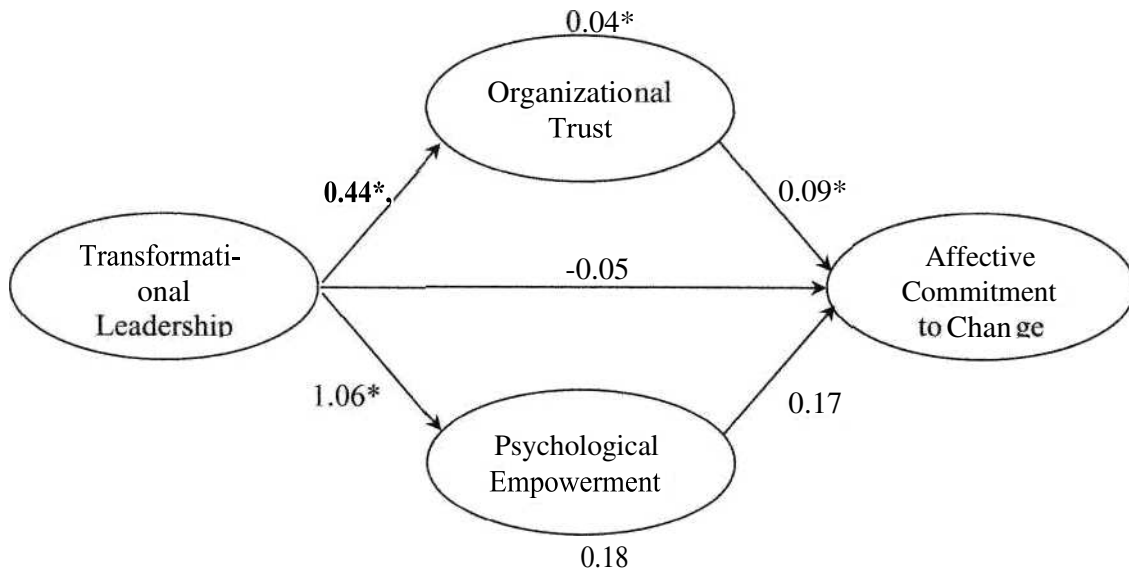
TL = Transformational Leadership

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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## **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.

**JEL Classifications:** L00, L20, L29

**Keywords:** Commitment to Change, Psychological Empowerment, Organizational Trust, Organizational Change.

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### **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 contribution to the success 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 correlation with affective organizational commitment. However, those findings based on the study between psychological 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 absenteeism 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 Kalyal and Saha, 2008, and not using the *Organizational 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 Darrouh (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 (Darrouh, 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 concluded 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 Darrouh, 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.
<b>Gender</b>			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	
<b>Age</b>			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	
<b>Ed. Level</b>			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	
<b>Position</b>			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	
<b>Length of Work</b>			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  $p < 0.05$ . \*\* Significant 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**	-

\*\* Significant at  $p < 0.01$

The results show that there is positive correlation between Psychological 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 <sup>2</sup>	Adjusted R <sup>2</sup>	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 change, as according to Herscovitzh & Meyer (2002), the two dimensions that can create discretionary 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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# Predictors of Commitment to Change: Job Satisfaction, Organizational Trust and Psychological Empowerment

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## **Predictors of Commitment to Change: Job Satisfaction, Organizational Trust and Psychological Empowerment.**

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### ***Abstract***

*Every organization need to change in order to survive, exist and compete, and many variables played important role in the success of organizational and amongst them is people. In this regard, without the support from people, organizational change cannot be achieved successfully. The objective of this study is to identify whether change leadership, psychological empowerment, organizational trust, and job satisfaction had positive impact on commitment to change. This study was conducted at two state-owned financial companies in Indonesia, with 537 respondents. This study is a quantitative study, using five (5) scales as data collection tools, namely: change leadership inventory, commitment to change inventory; job satisfaction inventory, organizational trust inventory, and psychological empowerment inventory. Data were analyzed using regression analysis and descriptive analysis. The research showed that different variable had different impacts on commitment to change. There was only 3 (three) variables (job satisfaction, psychological empowerment, change leadership, and organizational trust) that had positive impact on affective commitment to change, change leadership had positive impact on continuance commitment to change; and psychological empowerment and organizational trust had positive impact on normative commitment to change. This study is important for change management specialists who conduct organizational change, in which not to depend on leadership only in order to develop commitment to change, but also had to pay attention with the organizational climate as well as individual characteristics.*

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**Key words:** *Commitment to change, organizational trust, psychological empowerment, job satisfaction, organizational change.*

**JEL Classification:** L00, L20, L29

## **1. 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. 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, including organizational trust, had stated to have an important contribution to the success of organizational change. Furthermore, as during organizational change, people will feel insecure about the organization, their future and about themselves, as a result, feeling of self-efficacy is needed to overcome the situation during organizational change. Moreover, the conditions of people whether they are satisfied or not with the organization will also play an important factor. The focus of the study is to identify the impact of Psychological Empowerment, Job satisfaction, Organizational Trust and Change Leadership on Commitment to Change.

## **2. Literature Review**

### **Commitment to Change**

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).

### **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). Consists of four dimensions 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); and d) *Impact* is the degree to which one can influence strategic, administrative, or operating outcomes at work (Ashforth, 1989 in Spreitzer, 2007).



### **Change Leadership**

Herold (2008) and Liu (2010) stated that change leadership behaviors target at the specific change consist of visioning, enlisting, empowering, monitoring, and helping with individual adaptation (Herold, 2008; Liu, 2010). Moreover, Liu (2010) mentioned that there are two factors in Change Leadership namely, a) Leaders' Change Selling Behavior, action that attempts to promote the change during the unfreezing stage, make it clear why the change was necessary, b) Leaders Change Implementing Behavior, action to push a change forward and consolidate success throughout the implementation.

### **Job Satisfaction**

Job satisfaction is the degree to which people like (satisfaction) or dislike (dissatisfaction) their jobs (Spector, 2006). In other words, job satisfaction is defined as an emotional response to individual's task similar to the social and physical conditions of the workplace. Job satisfaction consists of: salary, benefits, contingent rewards (recognition), promotion, co-worker, supervisor, communication, nature of work and operating condition.

### **Organizational Trust, Job Satisfaction, Psychological Empowerment, Change Leadership and Commitment to Change**

Previous study conducted by Kaneshiro (2008), Nikandrau (2000), and Searle (2004) supported that trust is important in organizational change, and will develop affective commitment to change Kalyal & Saha (2008), and normative commitment to change (Darrough,2006). Studies done by Mangundjaya (2012) were also supported that trust is crucial during large scale organizational change.

In terms of Job Satisfaction, numerous researches had done between Job Satisfaction and Organizational Commitment but not to Commitment to Change. The results of the previous research (Yousef, 1998; Busch et al., 1998; Azeem, 2010) showed that there was significant positive correlation between job satisfaction and organizational commitment. Based on the concept of commitment to change (Herscovitch & Meyer, 2002) derived from the concept of Organizational Commitment (Meyer & Allen, 1997). It can be predicted that job satisfaction had correlated with Commitment to Change.

Research about direct correlation between Psychological Empowerment and Commitment to Change was very limited, some previous research between psychological empowerment and organizational commitment (Malik et al., 2013; Hashmi & Naqvi, 2012; Ambad, 2012; Dehkordi et al., 2011; Jha, 2008) showed positive and significant correlation. 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 psychological 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.

On the other hand Change Leadership had controversial results in terms of its direct relationship with Commitment to Change (Herold et al, 2008, Liu, 2010, Mangundjaya 2013). In this regard, Herold et al., (2008) found that Change Leadership had postive impact on commitment to change and Liu (2010) found that only one dimension that had significant correlation with commitment to change, but Mangundjaya (2013) found that change leadership had no significant correlation with commitment to change.

Based on the above discussion, it is assumed that each of the variables (Organizational trust, Job Satisfaction, Psychological Empowerment, and Change Leadership) had different impact on commitment to change.

### **3. Methodology**

#### **3.1 Research Questions**

Do Job Satisfaction, Psychological Empowerment, Organizational Trust and Change Leadership have significant and positive impact on each dimensions of Commitment to Change (Affective, Normative and Continuance Commitment to Change)?

#### **3.2 Sample and sampling**

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 were chosen by non-probability and convenience sampling. The numbers of participants were 539 respondents. Profile of respondents consists of 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%).

#### **3.3 Data Collection**

Data was collected through 5 types of questionnaires, namely: 1) Commitment to Change Inventory (Herscovitch and Meyer, 2002); 2) Psychological Empowerment (Spreitzer, 1995); 3) Organizational Trust (Cummings and Bromiley in Darrough, 2006); 4) Change Leadership; and 5) Job Satisfaction (Spector, 2006). All the instruments were translated and modified into Bahasa Indonesia with 6 scale. The validity and reliability was already tested its significance using Cronbach Alpha.

### 3.4. Data Analysis

Data was analyzed using Regression analysis.

## 4. Results and Discussion

The results are the followings: a) Job Satisfaction, Psychological Empowerment, and Organizational Trust had significant and positive impact on Affective Commitment to Change. These results supported the previous study conducted by Kalyal & Saha (2008), showed that organizational trust had positive impact on affective commitment to change. Change Leadership had significant and negative impact on Affective Commitment to Change. b) Psychological Empowerment and Organizational Trust that had positive impact on normative commitment to change. Change Leadership and Job satisfaction had no significant impact on normative commitment to change. This study supported Darrouh, (2006) who found that organizational trust had positive impact on normative commitment to change and Mangundjaya (2014) who found that organizational trust had positive and significant impact on commitment to change c) Change Leadership had positive and significant impact on continuance commitment to change, Job satisfaction had significant and negative impact on continuance commitment to change, Psychological Empowerment and Organizational Trust had no significant impact on continuance commitment to change. The results can be implied that leader who conducts organizational change can directly impact commitment to change, only through the recognition of employees that there are costs associated with failure to provide support for the change but not with the reasons of benefits of the change as well as obligations to the organization. Details can be seen in Table 1.

**Table 1: Regression Analysis**

Independent Variable	AC2C		NC2C		CC2C	
	Beta	t	Beta	t	Beta	t
JS	.372**	6.873	.068	1.182	-.198**	-3.203
PE	.235**	5.584	.215*	4.813	.041	.844
CL	-.234**	-4.621	.028	.515	.159**	2.741
OT	.170**	3.116	.194**	3.358	.089	1.422

\*\* significant at p<0.01; \* significant at p<0.05

JS = Job Satisfaction

PE = Psychological Empowerment

CL = Change Leadership

OT = Organizational Trust

AC2C = Affective Commitment to Change

NC2C = Normative Commitment to Change

CC2C = Continuance Commitment to Change

## 5. Conclusions and Recommendations

Based on the above results, it can be concluded that organizational trust and psychological empowerment can develop affective and normative commitment to change, and no significant correlation between Psychological Empowerment and Organizational Trust with Continuance Commitment to Change. These findings in line with the nature of the concept

commitment to change, as according to Herscovitzh & Meyer (2002), affective commitment to change and normative commitment to change can create discretionary behavior, while continuance commitment to change will only 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, in which feelings of trust with the organization as well as having self-confidence will create a sense of commitment in terms of awareness that change is beneficial to the organization as well as due to their obligation with the organization but not due to the calculation of cost and benefits attached to the change itself.

Furthermore, results showed that Job Satisfaction had positive and significant impact to affective commitment to change, but had negative and significant impact on continuance commitment to change and no significant impact to normative commitment to change. With these findings it can be said that if people satisfied with their jobs they will be committed to the change as they perceive that change is important for the organization, but not because of the sense of obligation nor the calculation of cost and benefits of the change itself. Findings also showed that Job satisfaction had the greatest impact on affective commitment to change compares to the other two variables (Psychological Empowerment and Organizational Trust).

Results also showed that Change leadership had positive and significant impact on the way people perceive the cost and benefits of the organizational change for them (continuance commitment to change) but not in a sense of want to change due to their perception of the benefits of change (affective commitment to change) nor the need to change due to a sense of obligation (normative commitment to change).

The implications of the study can be used for the management and agent of change during the implementation of organizational change, as they should pay attention to Job Satisfaction, confidence of the employee (Psychological Empowerment) and trust of the employee to the organization (organizational trust), and not only paying attention on how the leader practiced their leadership style during organizational change.

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