

THE PREDICTOR OF AFFECTIVE COMMITMENT TO CHANGE: ATTITUDE VS INDIVIDUAL READINESS FOR CHANGE

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The objective of the study is to identify the correlation and contribution between Attitude toward Change, Individual Readiness for Change and Commitment to Change, also to identify which variables that have contributed more to Commitment to Change. This paper based on the empirical research (N = 54), that was conducted in a financial company in Jakarta, Indonesia that was conducted some changes in their organization. Data was collected using 3 scales namely Attitude Toward Change (ATC), Individual Readiness for Change (IRFC) and Affective Commitment to Change (AC2C), and were analyzed using Multiple Regression Analysis. The result of the research showed that both ATC and IRFC have positively significant correlated with C2C, although IRFC is slightly higher than ATC.

The results of this research contribute the theory about change management, especially about individual acceptance of change, individual readiness for change and its relation with Commitment to change. Result can be used for change implementation, in which management needs to develop Individual Readiness for Change, in order to achieve Commitment to Change.

Key words: Attitude toward Change, Commitment to Change, Individual Readiness for Change.

1. Introduction

In today's swiftly moving business, change is unavoidable or even is the norm. With the pressures from their external and internal environments-shifting business paradigms, economic and legislative changes, globalization, new technologies, and changes in consumer tastes and workforce composition-organizations often have to change the way they do business in order to grow, remain competitive, and even to survive (Herold & Fedor, 2008; Martins, 2008). As a result, change has become one of most important challenges for organizations and for their leaders at all levels. Failure to manage change effectively may reduce organizational effectiveness and employee well-being. Although there are many factors that influence the organizational change effectiveness, such as Context, Content, Process, and Individual Characterictis (Holt, 2007). However, based on various research, the success of change is majority influenced by individual/person involved in the process of change, and the greatest challenge of all comes with the awareness that managing change includes managing reactions to that change.

2. Commitment to Change

The approach to employee commitment has been subsequently adopted by other researchers in the area. According to Herscovitch & Meyer, (2002), 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.

Commitment to change was influenced by the extent to which a change altered the nature of an employee's job. Conceptualized change as being comprised of three stages: unfreezing, changing, and refreezing. The changing phase is where the actual change is implemented, while the refreezing stage is when the new ways of work are embraced, internalized and institutionalized.

3. Attitudes and Reactions toward Change

When implementing changes in structure, system, or process; individual change has a mediating role because change starts with individual change, and unless the majority of individuals change their attitudes or behaviors, no organizational change occurs (Alas, 2007). Attitudes and behaviors about organizational change are often cited as a crucial factor in determining the success of organizational change (Herold et al., 2007). Attitudes toward organizational change are described as the employee's overall evaluative judgment of the change implemented by his or her organization (Elias, 2009).

Employee attitudes toward organizational change are defined as a continuum ranging from strong positive attitudes (e.g. readiness for change, openness to change) to strong negative attitudes (e.g. cynicism about organizational change, resistance to change) (Bouckennooghe, 2009). Attitudes toward organizational change could be viewed as a complementary to the traditional (bottom line) outcomes, such as survival and profitability (Armenakis and Bedeian, 1999).

The researcher used the concept of Affective Commitment to Change (commitment based on an emotional bond) which was found by Herscovitch and Meyer (2002).

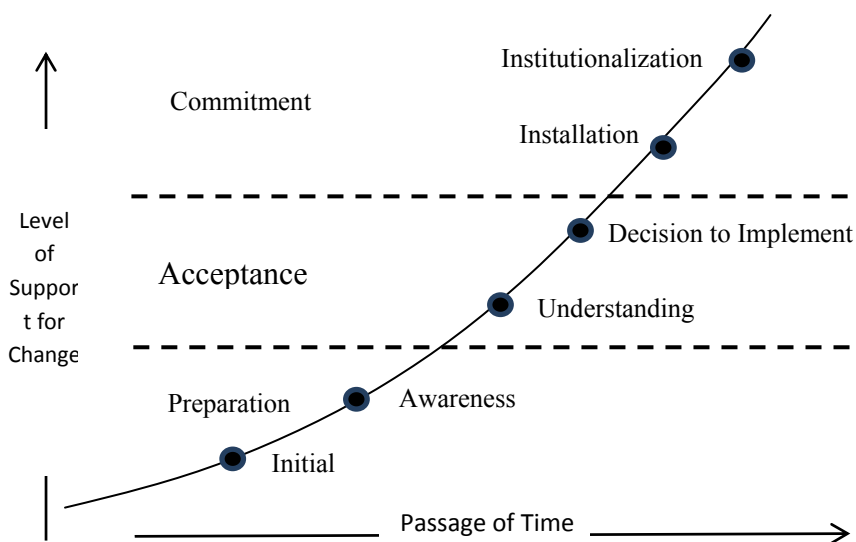


Figure 1: Stages of Commitment to Change (Conner, 1992)

From the Figure 1 above, it can be seen that commitment to change is the highest level of individual change acceptance.

4. Individual Readiness for Change

Individual readiness for change is the comprehensive attitude that simultaneously was influenced by the content (what has been changed), process (how is going to change), context (in what situation that the change is done), and characteristic of individual who involved in the change process (Armenakis et al., 1993), Holt, 2007). According to Hanpachern (1997) measuring Individual Readiness for Change are based on resisting, participating, dan promoting. Resisting is the negative attitude of the individual toward change. Participating is the individual participation in the change process. Promoting is about how far a person would like to implement the change process.

The process of organizational change is unfolding in three phases (Armenakis et al., 1993; Lewin in Armenakis & Harris, 2002). During the first phase, readiness, organizational members become prepared for the change and ideally become its supporters. In the second phase, adoption, the change is implemented and employees adopt the new ways of operating. However, the adoption period is a trial or an experimental period and employees can still ultimately reject the change. The third phase, institutionalization, flows from efforts to maintain the adoption period and reinforce the changes until they become internalized and the norm.

5. Methods and Measures

5.1 Sample

Respondents (N=54) were chosen by Convenience Sampling, with the characteristics as follows: permanent employees of state owned government organizations, who have been working for at least 2 years in the organizations, age above 18 years old, and has a bachelor degree.

5.2 Measurements

The data were taken using the scale of Affective Commitment to change (Herscovith & Meyer, 2002), Individual Readiness for Change (Armenakis), and Attitude toward Change. The scales have been translated and slightly modified into Indonesian Language. All the three scales are using 6 Scales Likert Type. All the instruments have been tested its validity and reliability.

Table 1: Instruments

No	Scale		Number of items	Reliability	Remarks
1.	Commitment to Change	to	12	$\alpha = 0.678$	Constructed and Modified by Herscovitch and Meyer (2002).
	Affective Commitment to Change	to	4	$\alpha = 0.656$	Consists of three dimensions: dimensions of organizational commitment, affective

				commitment, continuance commitment, and normative commitment. The validity index is 0.751 with $p < 0.01$. For this research only used Affective Commitment to Change.
2.	Attitude toward Change	5	$\alpha = 0.631$	Constructed by the researcher based on the concept from Vakola (2005). Consists of one dimension. The validity index is 0.74 with $p < 0.01$.
3.	Individual Readiness for Change	15	$\alpha = 0.922$	Constructed and Modified by Holt et al. (2007) consists of 33 items. The validity index is 0.70 with $p < 0.01$

5.3 Data Analysis

Data were analyzed using Multiple Regression and Partial Correlation Methods.

6. Results

The results of the research show that both Attitude toward Change and Individual Readiness for Change are positively correlated with Individual Commitment to Organizational Change.

Table 2: Correlation of Attitude to Change, Individual Readiness for Change, and ICTC.

Nr.	Correlation between variables	r	R2	Sign.
1	Attitude to Change, Individual Readiness for Change, & Commitment to Change	0.604	0.365	0.000**
2	Attitude to Change & Commitment to Change	0.550	0.320	0.000**
3	Individual Readiness for Change & Commitment to Change	0.596	0.355	0.000**

** $p < 0.001$

Furthermore, it also shows that the correlation between Attitude toward Change and Individual Commitment to Change is lower compares to the score of correlation between Individual Readiness for Change. It also shows that 35.5% from the score of Individual Readiness for Change (which is just slightly higher compare to the Attitude toward Change) contributed to the emergence of Individual Commitment to Change. From the results it can be concluded that not only Individual Readiness for Change that contributes to the emergence of Commitment to Change, as they are still 64.5% are influenced by other factors.

7. Discussion and Conclusions

This result shows that both reaction and readiness to change are important to Commitment to Change, although readiness is slightly stronger. It is assumed that both positive reaction and readiness can be regarded as predictor to acceptance to change, and/or affective commitment to change. However, just like previous studies about the importance of individual readiness to change, the results of this research also more emphasize the importance of individual readiness to change to Affective Commitment to Change. This research is an exploratory research that needs to be repeated with larger sample, from various types of respondents and organizations. The study also showed that there are 64.5% of commitment to change were influenced by other factors, as a result more variables to be studied in relation to commitment to change is need to be studied in order to predict commitment to change, as well as to identify the most important variable in developing commitment to change.

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THE ROLE OF LEADERSHIP & READINESS FOR CHANGE TO COMMITMENT TO CHANGE

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ABSTRACT

Organization has to change and it needs commitment of the employee. The purpose of this paper is to identify the role and contribution of Change Leadership (CL), Organizational Readiness for Change (ORFC), and Individual Readiness for Change (IRFC) to Commitment to Change (C2C). This paper based on the empirical research about commitment to change in a construction company in Indonesia. The research used 4 scales as mentioned above, those are: C2C, IRFC, ORFC, and CL. Discussion will be based on the concept and findings. The results (N=186) showed that there was positive and significant correlation between Readiness for Change with Commitment to Change. However, the study also showed that Change Leadership solely had not correlated significantly with Commitment to Change. The findings will enrich the study about the contributions of Change Leadership, Individual and Organizational Readiness for Change to Commitment to Change. This paper contributes to the knowledge and implications of organizational change, as the management will understand the variable that has the strongest impact to the Commitment to Change.

KEY WORDS

Organizational Readiness for Change, Individual Readiness for Change, Change Leadership, Commitment to Change.

1. Introduction

In order to survive and compete, every organization has to change and the success of this change lies in the employee, specifically the commitment to change of the employee. However, understanding about how to achieve the Commitment to Change is very important. The role of organizational and employee/individual commitment in the organizational change process can therefore be argued to be a central one, both from the perspective of consolidating change and from the likely future success of ongoing change program. In this regard, identifying factors that which contribute to commitment to change is very important.

Research shows Organizational Readiness for Change followed with Individual Readiness for Change were some of the factors that should be considered. Moreover, leader as a change agent is also important to lead, direct and managing the change process. The question arises which one of the variables (Organizational Readiness For Change, Individual readiness for Change and Change Leadership) is the most contributor to the commitment to change, and are there any variable that also contributes to commitment to change?

2. Literature Review

2.1. 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, AC2C); b) a recognition that there are costs associated with failure to provide support for the change (continuance commitment to change, CC2C); and c) sense of obligation to provide support for the change (normative commitment to change, NC2C) In other words, individuals can feel bound to support a change initiative because they want to, have to, and/or ought to.

2.2. Change Leadership (CL)

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; and b) Leaders Change Implementing Behavior, action to push a change forward and consolidate success throughout the implementation.

2.3. Organizational Readiness for Change (ORFC)

Ramnarayan & Rao (2011) mentioned that Organizational readiness can be said as organizational adaptation in terms of seeking to realign the organization with a changed environment. Furthermore they mentioned that the Organizational Readiness for Change has 6 dimensions, namely: 1) Commitment to plans, priorities, programs, and purposes; 2) Attention to innovations/changes; 3) Attention to lateral integration; 4) Attention to vertical integration; 5) Environmental scanning, networking and learning from others; and 6) Building capabilities of individuals and groups (Ramnarayan & Rao, 2011).

2.4. Individual Readiness for Change (IRFC)

Hanpachern (1997) defines Individual Readiness for Change is the extent to which individuals are mentally, psychologically, or physically ready, prepared, or primed to participate in organization development activities. On the other hand, Armenakis et al. (1993) defines individual readiness for change as people's beliefs, attitudes, and intentions regarding the extent to which changes are needed and their perception of individual and organizational capacity to successfully make those changes.

3. Methods & Measures

3.1. Sampling

Sample was collected from a construction company that had undergone some organizational change, such as restructuring organizational system and procedural changes. Using convenience sampling, the numbers of 186 employee were the respondents. Characteristics of the respondents are 74.73% were men, 79.57 % were in the range of age 25 to 45 years old, 36.02% have been working between 5 to 10 years, educational background were bachelor degree 49.46%, and the job position 68.28% were staff.

3.2.Data Collection

Data was collected through 4 types of questionnaires, namely: 1) Commitment to Change Inventory, which was developed and modified to Indonesian language from Herscovitch and Meyer (2002). Consists of three dimensions: affective commitment to change, continuance commitment to change and normative commitment to change, consists of 18 item, α Cronbach = 0.742, and the range of validity index is 2.0 to 3.5, with $p < 0.01$; 2) Organizational Readiness for Change, was developed from Ramnarayan and Rao (2011), consists of 6 dimensions and 42 items, namely: a) commitment to plan; b) attention to innovation, c) attention to lateral integration; d) attention to vertical integration, e) environmental scanning; and f) building of capabilities of individual and groups, with α Cronbach = 0.9.59, The range of validity is 0.30 to 0.35, with $p < 0.01$; 3) Individual Readiness for Change, was using scale from Hanpachern and modified to Indonesian language (Mangundjaya (2013) .Consists of three dimensions and 15 items: promoting, participating and resisting, with Cronbach α = 0.912, validity index is 0.4 to 0.5, with $p < 0.01$; and 4) Change Leadership, used the scale of Change Leadership developed by Liu (2010). Consists of two dimensions, and 18 items, namely Change Selling Behavior and Change Implementing Behavior. Reliability has been tested with Cronbach α = 0.964, and the range of validity is 0.581 to 0.869, with $p < 0.01$.

3.3.Data Analysis

Data were analyzed using Multiple Regression.

4.Results

Results will be discussed based on descriptive statistics, correlation of each variables, each dimensions and by characteristics of respondents.

Table 1. Score Descriptive Statistics

Nr.	Variables	Mean	Standard Deviation
1	Commitment to Change	4.25	0.510
2	Organizational Readiness to Change	4.44	0.515
3	Change Leadership	4.55	0.505
4	Individual Readiness to Change	3.63	0.950

From the Table 1 it can be said that the score of Change Leadership is the highest compares of the other 3 variables. However, Change Leadership is the one that has not correlated significantly with commitment to change. The Table 2 below will show the regression analysis.

Table 2. Analysis of regression Organizational Readiness to Change, Change Leadership, Individual Readiness to Change with Commitment to Change, and the dimensions

Variables	R ²	($r_{yx1.x2}$) ²	Sig.
C2C	0.381	-	0.000*
IRFC		0.271	0.000*

ORFC		0.054	0.001*
<i>Change Leadership</i>		0.001	0.614
Affective C2C	0.440	-	0.000*
IRFC		0.354	0.000*
ORFC		0.028	0.024*
<i>Change Leadership</i>		0.003	0.479
Continuance C2C	0.142	-	0.000*
IRFC		0.063	0.001*
ORFC		0.037	0.009*
<i>Change Leadership</i>		0.007	0.252
Normative C2C	0.157	-	0.000*
IRFC		0.092	0.000*
ORFC		0.024	0.034*
<i>Change Leadership</i>		0.003	0.493

*Significant at $p < 0.05$

From the result above, it showed that Organizational Readiness for Change and Individual Readiness for change have contributed significantly to the Commitment to Change, however change leadership had not significantly correlated with Commitment to Change.

Table 3. Correlation of IRFC, ORFC, CL to C2C, AC2C, CC2C, and NC2C

Variables	C2C	AC2C	CC2C	NC2C
	r	r	r	r
IRFC	0.586**	0.651**	0.318**	0.365**
1. Participating	0.471**	0.458**	0.317**	0.316**
2. Promoting	0.553**	0.540**	0.361**	0.378**
3. Resisting	0.312**	0.451**	0.078	0.151*
ORFC	0.386**	0.348**	0.287**	0.268**
1. Commitment	0.393**	0.363**	0.319**	0.239**
2. Innovation	0.293**	0.327**	0.152*	0.186*
3. Lateral Integration	0.256**	0.132	0.265**	0.227**
4. Vertical Integration	0.278**	0.222**	0.218**	0.215**
5. Learning	0.340**	0.332**	0.262**	0.198**
6. Capability	0.334**	0.315**	0.205**	0.251**
Change Leadership	0.036	0.115	-0.046	-0.007
1. Change Selling	0.039	0.115	-0.033	-0.013
2. Change Implementing	0.032	0.111	-0.054	-0.004

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

In order to identify the contribution of each variable, the Table 3 above showed the correlation of each variable with each dimensions of commitment to change. It showed

that IRFC and ORFC were positively correlated with Commitment to Change, but Change Leadership were not positively correlated with each dimensions of C2C. It also shows that there are 2 dimensions from IRFC (participating and promoting) that have positively significant correlated with commitment to change, affective, normative and continuance commitment to change, and resisting has not correlated significantly with continuance commitment to change. Furthermore, from ORFC variables, it shows that commitment; innovation, vertical integration. Learning and capability, were the dimensions that have positively correlated with commitment to change, affective commitment to change, normative commitment to change and continuance commitment to change.

Profiles of commitment to change

Below is Table 4 consist of Commitment to Change's score according to the characteristics of respondents, based on gender/sex, educational background, age, position, and tenure of work.

Table 4. Profile of Commitment to Change Scores by Demographic

Demographical Data	Total	Commitment to Change		
		Mean	Standard Deviation	Sig.
Sex				
1. Male	139	4.27	0.50	0.535
2. Female	47	4.22	0.52	
Age				
1. <25 years old	24	4.10	0.53	0.024*
2. 25–44 years old	148	4.25	0.50	
3. 45–56 years old	15	4.56	0.41	
Work Experience				
1. 2–10 years	27	4.16	0.49	0.021*
2. 2–5 years	67	4.16	0.49	
3. >5–10 years	48	4.21	0.51	
4. >10 years	44	4.46	0.49	
Education				
1. High School	60	4.35	0.47	0.207
2. Diploma	34	4.22	0.42	
3. Bachelor	92	4.21	0.55	
Position				
1. Senior Management	6	4.33	0.45	0.259
2. Middle Management	14	4.31	0.51	
3. Junior Management	19	4.46	0.48	
4. Staff	127	4.20	0.51	
5. Non-Staff	20	4.34	0.52	

*Significant at l.o.s. = $p < 0.05$

From the above table, it showed that only age and tenure of works that have significantly different. The result also showed that the older and the longer the people stay and work in the organization then the higher of the commitment to change.

5. Discussion & Conclusion

Organizational Readiness for Change (ORFC) and Individual Readiness for Change (IRFC) have positively contributed to Commitment to Change. However, Change Leadership was not significantly correlated with Commitment to Change. In addition, it can be said that Individual Readiness for Change is the most contributed variable to Commitment to Change. Moreover, it can be concluded that age and tenure have significantly positive correlation with Commitment to Change. In other words, it can be said that the older of a person and the longer he/she works in the organization then the higher of the Commitment to Change. Many essays discussed about the importance of leader's contribution during organizational change, however in this study it shows that there is no significant contribution of Change Leadership to Commitment to Change. This paper challenged the previous findings about the contribution between Leadership and Commitment to Change.

The results of the study can be used for management in implementing change management in their organization, and using the older and more senior employees to act as change agent. Moreover, the results also show that Individual Readiness for Change is the most contributor to Commitment to Change; as a result organization should pay more attention to individual/employees in order to gain their Commitment to Change.

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