QAS 2020

by Ade Irma Anggraeni

Organizational Communication, Organizational Learning, and Attitude toward Change: Mediating Effect of Organizational Commitment of Public Sector Employees

Ade Irma ANGGRAENI

Department of Management, Faculty of Economics and Business, Jenderal Soedirman University, Purwokerto, Indonesia
E-mail: ade.anggraeni@unsoed.ac.id

Abstract

Globalisation and regional autonomy are still significant issues faced in regional economic development. In order to improve competitiveness and management of assets, local governments should have the human resources management mechanism of human resources who have a proactive attitude towards change are individuals who are highly committed to the goals the organization wants to achieve. This study aims to explain aspects that can improve employee commitment and attitude toward change, by investigating the role of organizational communication, job involvement and organizational learning. The study was conducted on 2 39 employees of local government agencies in Banyumas district. Data analysis was carried out with the Least Square Partial program. This study found that through organizational commitment, the indirect influence of organizational communication, job involvement and organizational learning on attitudes toward change is significant and positive. It is imperative for regional government agencies to continuously improve communication, job involvement and organizational learning that support efforts to increase employee commitment in their organizations.

Keywords: *organizational communication; job involvement; organizational learning; organizational commitment; attitude toward change.*

1. Introduction

Globalisation and regional autonomy require speed and foresight of local governments in managing regional potential to become more competitive. The local government needs to adjust its pace of movement with the demands of the community and the opportunities for cooperation offered by the private sector and abroad (Napitupulu et al., 2017). Transformation efforts are a necessity for local governments by understanding various internal and external factors so that bureaucratic professionalism can be achieved. Organizational readiness for change is determined by the views and attitudes held by the members to change. In this case, the employee becomes essential. Employees who are committed to change will have a particular perspective that can encourage a series of actions aimed at the successful implementation of changes in the organization (Meyer et al., 2002). In various organizational settings, commitment becomes an essential factor in achieving congruence between individual goals and organizational goals (Ketchand & Strawser, 1998). Changes in an organization start from the preparation stage, namely the awareness to change. Employees who are aware of the changes will have a degree of understanding and acceptance better change that will lead to commitment, namely internalising the changes in the implementation of the work (Conner, 1992).

In the process of change, it is very natural for an individual to experience feelings of insecurity and comfort due to changes in work relations and daily activities (Nadler, 1987). The perception that the work environment is uncertain will direct employees to become resistant and decrease commitment to the organization (Ashford et al., 1989). Changes in an organization also have the potential to cause role ambiguity, namely a situation where employees do not have clear direction about their role in a job or organization (Rizzo et al., 1970). Employees can also experience role conflicts, namely the inconsistency between the efforts made and what is expected by the organization. Not only that, but change also has the potential for role overload. In order to anticipate this, organizations need to design good communication by prioritising continuous feedback to reduce resistance to change and improve employee moral (Klein, 1996). Various forms of activities such as training can increase employee commitment (Bhatnagar, 2007). When an organization can facilitate employees in developing their capabilities, employees will have the desire to try better and be committed to carrying out their duties (Paul & Anatharaman, 2004). Through learning, the organization helps employees to be more committed to the organization and increases the feeling of its membership in the organization. This research aims to analyse the factors that influence employee attitudes toward change. Organizational commitment leads to the determinant factor in shaping the positive attitude of employees towards change. Organizational commitment can be achieved through organizational communication, job involvement and organizational learning.

2. Literature Review and Hypotheses

2.1. Effect of Organizational Communication on Organizational Commitment

Organizational communication is a dynamic process that functions as the primary tool for the success or failure of the organization concerning the task environment (Benkhoff, 1997). Allen (1992), Aranya and Jacobson (1975) state that inter-

personal communication is likely to make employee enthusiast to give opinions and views relating to the issues around them and communicate with superiors, colleagues and supervisors is a factor that influences organizational commitment. This statement supports the results of Downs's (1988) research which states that there is a positive relationship between organizational communication and organizational commitment. Chen et al. (2006) concluded that the communication was positively related to organizational commitment. Based on the results of previous research hypotheses can be formulated as follows:

H1. Organizational communication has a positive effect on organizational commitment

2.2. Effect of Job Involvement on Organizational Commitment

Bhatti and Qureshi (2007) stated that job involvement could be measured by the degree to which employees feel actively participate in their work or to what extent the employee is looking for some self-expression and actualisation in his work. Job involvement will make someone able to issue the best ability in doing a job because she or he was involved in the job (Knoop, 1995). Previously, Blau and Boal (1987) concluded that high job involvement would increase commitment organization. Job involvement makes employees feel they have the ability and can contribute to the work. Job involvement can make employees more adaptive in facing change because this enabled them to see the opportunities and benefits of these conditions (Kanungo, 1982). An adaptive employee can improve his ability to respond to change so that he can commit to organizational goals. Employees can be committed and have a positive attitude towards change if they see the opportunity given by the organization in developing employee career paths.

H2. Job involvement has a positive effect on organizational commitment

2.3. Effect of Organizational Learning on Organizational Commitment

Research conducted by Mowday et al., (1979) concluded that organizational learning affects organizational commitment. Pedler et al., (1991) explained that in the context of the congruence of goals and values of employees towards the organization, organizational activities that facilitate the learning of all the members could increase employee commitment. Furthermore, Bhatnagar (2007) states that organizational learning increases the level of employee commitment.

H3. Organizational learning has a positive effect on organizational commitment.

2.4. Organizational Commitment on Attitudes Toward Change

Iverson's (1996) research concluded that organizational commitment is the factor that most influences attitudes toward change after the factor of union membership. Employees who have a strong commitment to being more in line with the goals and values of the organization as well as better to accept the changes (Begley & Czajka, 993). This research supports Guest's opinion (1987) that employees who are committed will be more receptive to organizational changes than employees who do not commit. The results of the study of Lau and Woodman (1995) prove that organizational commitment has a direct and significant effect on the dimensions of change. Yousef's (2000) research concluded that affective commitment has a direct and positive effect on employee attitudes toward change.

H4. Organizational commitment affects the attitude towards change

Based on the hypothesis presented above, the research framework is presented as follows.
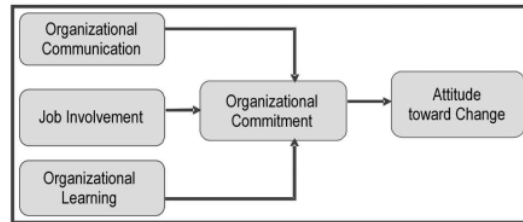

Figure 1. Research model

3. Research Methods

This research was explanatory as it aims to examine the influence of organizational communication, job involvement and organizational commitment to changing attitudes toward change. Sources of data obtained through the data of primary data obtained directly from the object of research by distributing questionnaires to the respondents. Data collection in this study was carried out by the survey method, namely using a questionnaire containing the measuring construct or variable items used in the research model. The model of the questionnaire used is a closed and open questionnaire. The population in this study was all employees of the Regional Government Agency in Banyumas Regency, Central Java. The sampling method uses the proportionate stratified random sampling method. In this study, there were 239 respondents. The variable measurement tool that will be used in this study uses interval data measurements.

This study was designed to test the relationship model of multiple relationships between variables, which involve many variables and the information to be obtained is simultaneous, so quantitatively the analysis technique used is the Partial Least Square model estimation. Chin (1998) states that Partial Least Square does not assume a particular distribution for parameter estimation, then the parameter technique is not needed. The PLS evaluation model is based on prediction measurements that have non-parametric properties. Outer model with reflexive indicators is evaluated by convergent validity and discriminant validity from the indicator and composite reliability for block indicators. Stone (1974) and Geisser (1975) stated that the structural model or inner model was evaluated by looking at the presentation of variance explained by looking at the R-square value for the latent dependent construct and also seeing the magnitude of the structural path coefficient. The stability of these estimates is evaluated using statistical t-tests obtained through bootstrapping procedures.

4. Results
4.1. Characteristics of Respondents

In this study, the data collected by the questionnaire directly as much as 248 questionnaires. From the results of questionnaires, 239 questionnaires were fulfilling the requirements to be analysed in order to test the hypothesis. The characteristics of the respondents in this study included the sex of education and work period. The majority of respondents aged 31 to 40 years (41%), the majority of respondents were male (74%), had an equivalent educational background of undergraduate (49%). The length of work of the respondents varies and is balanced between those who have more than 15 years of work experience (43%) and those who work less than 15 years (57%).

4.2. Convergent Validity

Convergent validity is used to determine the validity of each relationship between the indicator and its latent construct. The individual reflexive size is said to be high if it correlates more

than 0.7 with the construct we to measure. However, for the initial phase of research on the development of a scale of measurement the loading value of 0.50 to 0.60 is considered sufficient (Ghozali, 2006). Based on this criterion, the indicator whose loading value is less than 0.50 is dropped from the analysis and the estimation is carried out. The results of data processing using PLS produce outer loading for each indicator (manifest variable) of the construct (variable). The results showed that there is a value loading value below 0.5.After processing indicators such invalid, then all the indicators have loading values above 0.70.

4.3. Composite Reliability

Evaluation of indicator block reliability is done using composite reliability. Compared to Cronbach Alpha, composite reliability assumes that all indicators are given equal weight.

Variable	Composite Reliability	Confirmation
OC	0.917	reliable
JI	0.868	reliable
OL	0.893	reliable
CM	0.907	reliable
AC	0.913	reliable
Note: OC: organizational commitment; JI: job involvement; OL: organizational learning; CM: organizational communication; AC: attitude towards change		

Table 1. Composite Reliability

Composite reliability is a closer approximation with the assumption that parameter estimation is accurate while Cronbach alpha tends to lower bound estimate reliability. According to Chin (1998), an indicator is said to have good reliability if the value is greater than 0.7. Reliability test results with composite reliability can be seen in table 1. Table 1 showed that all latent variables can be accepted, with the measurements of composite reliability of all variables above 0.7. Thus, the constructs developed in this study are reliable.

4.4. Hypothesis Testing

The inner model describes the relationship between latent variables based on substantive theory. Assessing the inner model is to look at the relationship between latent constructs by paying attention to the results of the estimation of the path parameter coefficients and their level of significance. Hypothesis testing can be done by considering the level of significance and path parameters between these latent variables as shown in table 2.

Hypotheses	Estimate	Mean	Std. Dev.	t-statistic	R-square
CM → OC	0.340	0.395	0.101	3.378	0.351
JI → OC	0.507	0.500	0.097	5.208	0.120
OL → OC	0.593	0.608	0.097	5.208	0.363
OC → AC	0.404	0.479	0.087	4.632	0.363
Note: OC: organizational commitment; JI: job involvement; OL: organizational learning; CM: organizational communication; AC: attitude towards change					

Table 2. Hypothesis Testing

In assessing the PLS model begins by looking at the R-square value for each latent dependent variable. Changes in R-square values can be used to assess the effect of independent latent variables on latent dependent variables, whether they have substantive influence.

Statistical testing shows the effect of organizational communication on the organizational commitment. It appears in the calculated t-statistic value that is equal to 3.378 significant because it is bigger than the T-table which is 1.97 with a significant level of 0.05. The results show that there is a significant effect of organizational communication on organizational commitment. The coefficient of the influence of organizational communication and organizational commitment at 0.340 is

positive. Based on these results it can be concluded that H1 is accepted. Thus, there is a positive and significant influence of organizational communication on organizational commitment.

The testing revealed that the effect of job involvement on the organizational commitment has t-statistic value equal to 5.208 significant (>t-table which is 1.97 with a significant level of 0.0). T-test indicates that there is significant influence of job involvement towards organizational commitment. The coefficient of the influence of organizational involvement on organizational commitment equal to 0.507 is positive. Based on these results it can be concluded that H2 is accepted. Thus, there is a significant positive effect of work involved on organizational commitment.

Statistical testing presented that the effect of organizational learning on the organizational commitment calculated with t-statistic is significant and has value equal to 5.208. This results show that there is a significant effect of organizational commitment on attitudes toward change. The coefficient of influence between organizational commitment and attitude towards change at 0.404 is positive. Based on these results it can be concluded that H3 is accepted. Thus, there is a positive and significant influence on organizational learning on organizational commitment.

The empirical examination on testing the effect of the construct (latent) on an organizational commitment to attitudes toward change revealed t-statistic which is significant and has value equal to 4.632 (>t-table which is 1.97 and significant level 0.05). This indicates that there is a significant effect of organizational commitment on attitudes toward change. The coefficient of influence between organizational commitment and attitude towards change at 0.404 is positive. Based on these results it can be concluded that H4 is accepted. Thus, there is a positive and significant influence on the organizational commitment to attitudes toward change.

5. Discussion

The results of analysis by using SmartPLS indicated that based on the value of t-test statistic is calculated, demonstrating the acceptance of H1. This result shows that there is a positive and significant influence of organizational communication on organizational commitment. Organizational communication is believed to play an essential role in encouraging member organizations to devote their efforts to the work of the organization. Willingness to make a serious e on behalf of the organization is one of the three factors of organizational commitment. Strong trust, acceptance of the goals of organizational values and a great desire to maintain membership are organizational commitments. In this research setting, organizational communication is the other factor for the emergence of organizational commitment. With the logic of employees who have good relations with the leadership and get constructive feedback from superiors, they have a high commitment to the organization. This logic is supported by research conducted by Chen et al. (2006) which conclud that organizational communication is positively related to organizational commitment. The results of this study also support the research of Downs (1988) stating that there is a positive relationship between organizational communication and organizational commitment. The results of the study are consistent with the proposed hypothesis and have the meaning that the organizational commitment that employees have is influenced by organizational communication.

The results of the study as shown in table 2 demonstrate the acceptance of H2. This shows that there is a positive and significant influence of work involved on organizational commitment. In this research setting, job involvement is another factor in the emergence of organizational commitment. The logic that underlies that employee involvement in decision making that will affect employees and increase employee autonomy and control over their working lives will make employees more motivated,

more loyal to the organization, more productive and more satisfied with their work (Scholl, 1981). This logic is supported by research conducted by Blau and Boal (1987) which concluded that high job involvement would increase organizational commitment. The results of the study mean that organizational commitment held by employees is influenced by job involvement.

Hypothesis 3 which states that organizational learning has a positive effect on organizational commitment is also evident in this study. The efforts of various learning practices carried out by the organization not only can improve the ability of employees, but also can increase the desire of employees to showcase the efforts of employees who are better at completing their work. When an employee can achieve organizational goals through his best efforts, he is confident that there will be congruence between his goals and objectives. It can in creakanse employee commitment.

Hypothesis 4 which states that organizational commitment has a positive effect on attitudes toward change is also evident in this study. With the logic employees who have high commitment will be more in line with the goals and values of the organization and more comfortable to accept changes in logic This is supported by research conducted by Lau and Woodman (1995) which prove that organizational commitment has a direct significant effect on the dimensions of change. The results of the study are consistent with the proposed hypothesis. The results of this study also support the research conducted by Yousef (2000) which concluded that affective commitment directly and positively influences employee attitudes toward change. The research result means that an employee attitude towards change is influenced by organizational commitment which is owned by the employee.

6. Conclusion

This study found that through organizational commitment, the indirect influence of organizational communication, job involvement and organizational learning on attitudes toward change is significant and positive. In other words through mediating organizational commitment, a significant and positive influence between organizational communication, job involvement and learning organizational attitude towards positive attitudes toward change will emerge. Based on the critical findings of the study, to increase the positive attitude towards change, it is suggested to the leaders of regional government agencies to continuously improve communication, job involvement and organizational learning that support efforts to increase employee commitment in their organizations.

The implementation of the concept of work involved can be done through efforts to actively involve employees in the process of setting goals, decision making, and work activities. This can encourage employees to actively develop themselves so that the organizational commitment of employees to the organization is well maintained. Then the implementation of the concept of organizational communication can be done through increasing the pattern of communication of superiors to subordinates who have been established by developing sufficient communication. Organizational communication supports personal development and employee performance both emotionally and intellectually in an atmosphere of openness and concern for employees so that employees feel understood.

Indicators of trust in direct superiors are indicators of the highest loading factors in forming organizational communication. It is therefore recommended that the leaders of Local Government Agencies develop appropriate and fair policies for several reasons. First, it can reduce conflict among employees. Second, it can eliminate prejudice bias towards each other. Third, it takes time to study the emotional aspirations of employees and how they relate to collaborative work. Fourth, choose people suitable for roles in teams that have good

professional abilities and emotional intelligence. Fifth, it is important to reward employees who excel and cleanse the organization of negative influences. Seventh, it should be compiled core values and standards of behaviour that can be accepted by each other, create an atmosphere of mutual concern and motivate creativity. Eight, it can support for developing heartfelt mentality and service in employee relations with each other. Then indicators of feeling centred/ engaged in work are indicators with the highest loading factors in shaping work engagement. Therefore it is recommended that the leaders of Regional Government Agencies continue to create a work environment that supports employee synergy and participation.

References

[1] Allen, M. W. (1992). Communication and organizational commitment: Perceived organizational support as a mediating factor. *Communication Quarterly*, 40(4), 357-367.

[2] Aranya, N., & Jacobson, D. (1975). An empirical study of theories of organizational and occupational commitment. *The Journal of Social Psychology*, 97(1), 15-22.

[3] Bhatti, K. K., & Qureshi, T. M. (2007). Impact of employee participation on job satisfaction, employee commitment and employee productivity. *International review of business research papers*, 3(2), 54-68.

[4] Begley, T. M., & Czajka, J. M. (1993). Panel analysis of the moderating effects of commitment on job satisfaction, intent to quit, and health following organizational change. *Journal of Applied psychology*, 78(4), 552.

[5] Benkhoff, B. (1997). Disentangling organizational commitment: The dangers of the OCQ for research and policy. *Personnel review*, 26(1/2), 114-131.

[6] Bhatnagar, J. (2007). Predictors of organizational commitment in India: strategic HR roles, organizational learning capability and psychological empowerment. *The International Journal of Human Resource Management*, 18(10), 1782-1811.

[7] Blau, G. J., & Boal, K. B. (1987). Conceptualizing how job involvement and organizational commitment affect turnover and absenteeism. *Academy of management review*, 12(2), 288-300.

[8] Chen, J. C., Silverthorne, C., & Hung, J. Y. (2006). Organization communication, job stress, organizational commitment, and job performance of accounting professionals in Taiwan and America. *Leadership & organization Development journal*, 27(4), 242-249.

[9] Conner, D. (1993). *Managing at the speed of change: How resilient managers succeed and prosper where others fail*. Random House.

[10] Downs, C. W., Clampitt, P. G., & Pfeiffer, A. L. (1988). Communication and organizational outcomes.. In G. Goldhaber and G. Barnett (Eds.), *Handbook of organizational communication* (pp. 171-211). Norwood.

[11] Geisser, S. (1975). The predictive sample reuse method with applications. *Journal of the American statistical Association*, 70(350), 320-328.

[12] Ghozali, I. (2006). *Aplikasi Analisis Multivarite dengan SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.

[13] Guest, D. E. (1987). Human resource management and industrial relations [1]. *Journal of management Studies*, 24(5), 503-521.

[14] Iverson, R. D. (1996). Employee acceptance of organizational change: the role of organizational commitment. *International Journal of Human Resource Management*, 7(1), 122-149.

[15] Kanungo, R. N. (1982). Measurement of job and job involvement. *Journal of applied psychology*, 67(3), 341.

[16] Ketchand, A. A., & Strawser, J. R. (1998). The existence of multiple measures of organizational commitment and experience-related differences in a public accounting setting. *Behavioral Research in Accounting*, 10, 109.

[17] Klein, S. M. (1996). A management communication strategy for change. *Journal of organizational change management*, 9(2), 32-46.

[18] Knoop, R. (1995). Relationships among job involvement, job satisfaction, and organizational commitment for nurses. *The journal of psychology*, 129(6), 643-649.

[19] Lau, C. M., & Woodman, R. W. (1995). Understanding

organizational change: A schematic perspective. *Academy of management journal*, 38(2), 537-554.

[20] Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of applied psychology*, 78(4), 538.

[21] Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of vocational behavior*, 61(1), 20-52.

[22] Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of vocational behavior*, 14(2), 224-247.

[23] Nadler, A. (1987). Determinants of help seeking behaviour: The effects of helper's similarity, task centrality and recipient's self-esteem. *European Journal of Social Psychology*, 17(1), 57-67.

[24] Napitupulu, S., Haryono, T., Laksmi Riani, A., Sawitri, H. S. R., & Harsono, M. (2017). The impact of career development on employee performance: an empirical study of the public sector in Indonesia. *International Review of Public Administration*, 22(3), 276-299.

[25] Paul, A. K., & Anantharaman, R. N. (2004). Influence of HRM practices on organizational commitment: A study among software professionals in India. *Human Resource Development Quarterly*, 15(1), 77-88.

[26] Pedler, M., Boydell, T., & Burgoyne, J. (1991). *The learning company: a strategy for sustainable development*. Maidenhead: McGraw-Hill.

[27] Rizzo, J. R., House, R. J., & Lirtzman, S. I. (1970). Role conflict and ambiguity in complex organizations. *Administrative science quarterly*, 150-163.

[28] Scholl, R. W. (1981). Differentiating organizational commitment from expectancy as a motivating force. *Academy of management Review*, 6(4), 589-599.

[29] Stone, M. (1974). Cross-validatory choice and assessment of statistical predictions. *Journal of the Royal Statistical Society: Series B (Methodological)*, 36(2), 111-133.

[30] Yousef, D. A. (2000). Organizational commitment as a mediator of the relationship between Islamic work ethic and attitudes toward organizational change. *Human Relations*, 53(4), 513-537.

QAS 2020

Student Paper

<1%

8   Submitted to Liverpool John Moores
     University
     Student Paper

<1%

9   Dwijoko Purbohadi, Sri Sundari, Nur Hayati.
     "Developing SDL Culture Using CAI and
     Feedback Learning", International Journal of
     e-Education, e-Business, e-Management and
     e-Learning, 2020
     Publication

<1%

10   Supriyanti, Retno, Uji Erfayanto, Yogi
     Ramadani, Eko Murdyantoro, and Haris B.
     Widodo. "Blood Pressure Mobile Monitoring
     for Pregnant Woman Based Android System",
     IOP Conference Series Materials Science and
     Engineering, 2016.
     Publication

<1%

11   eiba2008.ttu.ee
     Internet Source

<1%

12   Rajasekharan Pillai K., Ashish Viswanath
     Prakash. "Technological leverage in higher
     education: an evolving pedagogy", Journal of
     International Education in Business, 2017
     Publication

<1%

13   Submitted to University of Sunderland
     Student Paper

<1%

14 acjournal.org
Internet Source
<1%

15 cetd.tmu.edu.tw
Internet Source
<1%

16 dspace.lboro.ac.uk
Internet Source
<1%

17 sbaer.uca.edu
Internet Source
<1%

18 spotidoc.com
Internet Source
<1%

19 uran.donetsk.ua
Internet Source
<1%

20 www.ijicc.net
Internet Source
<1%

21 Luis V. Casalo, Carlos Flavián, Miguel Guinalíu. "The Influence of Satisfaction, Perceived Reputation and Trust on a Consumer's Commitment to a Website", Journal of Marketing Communications, 2007
Publication
<1%

22 Managerial Auditing Journal, Volume 19, Issue 7 (2006-09-19)
Publication
<1%

23 Marcela Chacur Juliboni, Adriana Victoria Garibaldi de Hilal. "Organizational change in a
<1%

scenario of political upheaval and economic crisis: a Brazilian case", Management Research Review, 2018
Publication

24   dergipark.org.tr
      Internet Source   <1%

25   etheses.bham.ac.uk
      Internet Source   <1%

26   repo.uum.edu.my
      Internet Source   <1%

27   repository.up.ac.za
      Internet Source   <1%

28   spiral.lynn.edu
      Internet Source   <1%

29   www.rsisinternational.org
      Internet Source   <1%

30   www.wjeis.org
      Internet Source   <1%

31   Liang Li, Bangzhu Zhu, Xiang Cai, Xingle Long, Chanwook Park. "Internal service quality affects salespersons' performance and turnover intention: Mediating role of job involvement", Social Behavior and Personality: an international journal, 2019
      Publication   <1%

Exclude quotes	On	Exclude matches	Off
Exclude bibliography	On		