

IKSAD ARTICLE

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Submission date: 14-Nov-2022 02:25PM (UTC+0700)

Submission ID: 1953412236

File name: INTERNATIONAL_CONFERENCE_IKSAD-302-311.pdf (919.32K)

Word count: 4853

Character count: 28368

**ATTITUDES TOWARD CHANGE:
EVIDENCE FROM LOCAL GOVERNMENT**

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ABSTRACT

Globalization and regional autonomy are still significant issues faced in regional economic development. In order to improve competitiveness and management of assets optimal area, Local Governments should have the human resources management mechanism 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, namely organizational communication, work involvement and organizational learning. The study was conducted on 239 employees of local government agencies in Banyumas district. Data analysis was carried out with the Least Square Partial program.

Keywords: organizational communication, work involvement, organizational learning, organizational commitment, attitude toward change.

1. INTRODUCTION

Globalization and regional autonomy require speed and foresight of local governments in managing regional potential to become more competitive. Regional autonomy is a strategy developed to strengthen the economy and regional competitiveness in order to strengthen national economic conditions in facing the era of globalization. Creating a strong local economy to top the agenda of local governments in order to be able to contribute more in national development. 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. 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 attitude ownedmilli ki by members of the organization to change itself. 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). Commitment becomes an essential factor in achieving congruence between individual goals and organizational goals. 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 internalizing 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 prioritizing continuous feedback to reduce resistance to change and improve employee morale (Klein, 1996).

Good communication also needs to be supported by efforts to design work involvement so that employees feel they have the ability and can contribute to the work. Job involvement can be employees to be more adaptive in facing change because this ability to see the opportunities and benefits of these conditions. An adaptive employee can optimize 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 and developing career paths. 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 and Anantharaman, 2004). Through learning, the organization helps employees to be more committed to the organization and increases the feeling of its membership in the organization (Sayeed, 2001).

This research aims to analyze the factors that influence employee attitudes toward change. Organizational commitment lead to the determinant factor in shaping the positive attitude of employees towards change. Organizational commitment can be achieved through organizational communication, work involvement and organizational learning. Support for the following research results:

a. 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. Allen (1992) states that interpersonal communication is like employee efforts 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 (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 first, namely:

H1. Organizational Communication Has Positive Effect on Organizational Commitment

b. Effect of Job Involvement on Organizational Commitment

Perrot (2002) concluded 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 he was involved in the job. Previously Blau and Boal (1987) concluded that high work involvement would increase commitment organization. Based on the results of previous research, the second hypothesis can be formulated, namely:

H2: Job Involvement Has a Positive Effect on Organizational Commitment

c. 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. Based on the results of previous research, the third hypothesis can be formulated, namely:

H3. Organizational Learning Has Positive Effect on Organizational Commitment

d. Organizational Commitment on Attitudes Toward Change

Iverson research (1996) 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. 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. Research Yousef (2000) concluded that affective commitment has a direct and positive effect on employee attitudes toward change. Based on the results of previous research hypotheses can be formulated fourth, namely:

H3: Organizational Commitment affects the attitude towards change

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

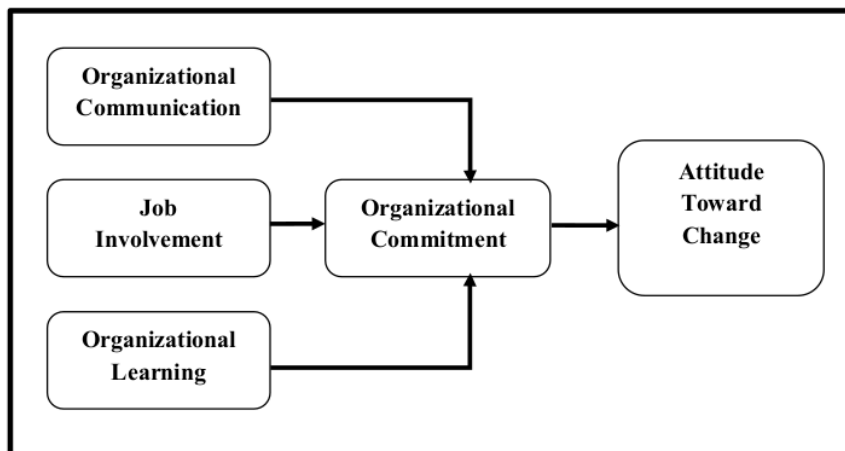


Figure1. Research model

2. 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 were all employees of the Regional Government Agency in Banyumas Regency. 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.

3. RESULTS AND DISCUSSION

a. Data collection

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.

b. Characteristics of Respondents

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%).

c. Measurement Model (Outer Model)

The measurement model or outer model defines how each indicator block is related to its latent variables. Outer models with reflexive indicators are evaluated by convergent and discriminant validity from the indicator and composite reliability for indicator blocks. In this section, we will discuss the results of testing the validity of the instruments used. Validity testing is done to determine the extent to which the ability of research instruments to measure the things that want to be measured. Validity test is done by analysing valid whether or not a sub-variable is used as a measurement and then from a valid sub-variable item analysis is done. Testing the validity of the items is done using PLS analysis tools. The results of this item analysis test will be discussed in this section. Although this instrument has been tested for validity in previous studies, validity testing is still needed because research is carried out under different conditions. Different conditions not only in terms of respondents, such as the characteristics of respondents, are of course different, but the differences also lie in the respondents who are intended.

Convergent Validity

Convergent validity refers to the existence of correlations between different instruments that measure the same construct. *Convergent Validity* is assessed based on the correlation between the score of the item or indicator (component score) and the construct score calculated by PLS. 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 0,5 0 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.

Discriminant Validity

Discriminant validity is used to show that latent constructs predict the size of their blocks to be better than the size of other blocks. Discriminant validity can be seen from the value of cross loading, the value of the indicator correlation to the construct must be higher than the value of the correlation between the indicator and other constructs, the results of the analysis show that loading correlation between each variable is more significant than loading correlation with other variables. This shows that the latent construct can predict the size of the block itself is better than the size of the other blocks. It means the variables have good discriminant validity.

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. So that 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. Composite Reliability

Composite Reliability		
OC	0.917	reliable
JI	0.868	reliable
OL	0.893	reliable
OComm	0.907	reliable
AC	0.913	reliable

In table 1 it can be seen that all latent variables can be accepted. Measurements with composite reliability of all variables above 0.7. Thus the construct that is built shows the accuracy and accuracy of the gauge or is reliable.

Structural Model (Inner Model)

Inner model is also called inner relation. 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.

Table 2. Inner Model

	Original Sample Estimate	Mean of subsamples	Deviation Standard	T-Statistic	R-Square
OC -> OComm	0.340	0.395	0.101	3,378	0.351
JI -> OComm	0.507	0.500	0.097	5,208	0.120
OL-> OComm	0.593	0.608	0.097	5,208	0.363
OComm -> AC	0.404	0.479	0.087	4,632	0.363

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.

a. Organizational Commitment

Test 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. Test results T shows 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 H 1 is acceptable. So, there is a positive and significant influence of organizational communication on organizational commitment.

Test the effect of job involvement on the organizational commitment it appears in the calculated t-statistic, which is equal to 5.208 significant because it is bigger than the 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 H 2 is acceptable. So, there is a significant positive effect of work involved on organizational commitment.

Test the effect of organizational learning on the organizational commitment it appears in the calculated t-statistic value which is equal to 5.208 significant because it is greater than the T-table which is 1.97 with a significant level of 0.05. Test results T shows 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 acceptable. So, there is a positive and significant influence on organizational learning on organizational commitment.

Test the effect of the construct (latent) on an organizational commitment to attitudes toward change looks at the value of t-statistic significant count is equal to 4.632 because it is greater than the T-table which is 1, 97 with a significant level of 0.05. Test results T shows 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 acceptable. So, there is a positive and significant influence on the organizational commitment to attitudes toward change.

DISCUSSION OF ANALYSIS RESULTS

The results of analysis by using Smart PLS indicated that based on the value of t-test statistic is calculated then H1 accepted. 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 effort 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 concluded that organizational communication is positively related to organizational commitment. The results of this study also support the research of Downs (1981) 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 also show significant H2. This shows that there is a positive and significant influence of work involved on organizational commitment. In this research setting, work 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. This logic is supported by research conducted by Blau and Boal (1987) which concluded that high work involvement would increase organizational commitment. The results of the study mean that organizational commitment held by employees is influenced by work 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 increase 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 of 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 and 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.

4. CONCLUSION

This study found that through organizational commitment, the indirect influence of organizational communication, work involvement and organizational learning on attitudes toward change is significant and positive, or in other words through mediating organizational commitment, a significant and positive influence between organizational communication, work 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, work involvement and organizational learning that support efforts to increase employee commitment in their organizations.

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.

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