

# The Role of Communication, Trust and Justice in Commitment to Change

Wustari L. Mangundjaya

**Abstract**—Organization has to change and it needs commitment from the employee. The objective of this paper is to identify the role of Change Communication, Organizational Trust, and Justice in Commitment to Change. This paper based on the empirical research about commitment to change in a state owned company in Indonesia. The results from 286 respondents showed that there is a positive and significant correlation between the 3 variables with commitment to change. Moreover, the study also showed that Organizational Trust has a stronger correlation and higher impact to Commitment to Change, compares with the other 2 variables. This paper will contribute to the knowledge and implications of organizational change, that shows good change communication is not enough for the success of organizational change, as it should be followed with organizational justice and trust, as if there is low trust, this will be followed with low Commitment to Change.

**Keywords**—Change Communication, Commitment to Change, Organizational Trust.

## I. 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. 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. Thus, identifying factors that contribute to commitment to change is very important, especially understanding about how to achieve employee's commitment to organizational change is very important. In relation to this, many previous research about organizational change, mention about the role of communication in socializing the process of organizational change. However, as previous study showed that many organizational change programs were failed, identifying factors besides communication is important in order to achieve effective commitment to change.

## II. LITERATURE REVIEW

### A. Commitment to Change

Herscovitch & Meyer [2],[3] 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.

### B. Change Communication

Communication plays a very important role on the success of organizational, as Galpin [1] mentioned that lack of information and knowledge can be one of the sources of resistance to change. *Change Communication can be said as the organization tools that are used by the organization to inform the process of organizational change* [6]. These consist of the principles of communication of What, Why, How, and When.

### C. 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 [19]. Cummings and Bromiley in [4] also mentions that trust has dimensions as follows: a) Predictability (*the keeping commitments dimension*); b) Integrity (*the negotiate honestly dimension*); and c) Benevolence (*the avoid taking excessive advantage dimension*).

### D. Organizational Justice

During organizational change, one of the issues is about self-perseverance; as a result, organizational justice is important [20], defines organizational justice as “...the term used to describe the role of fairness as it directly relates to the workplace. Specifically, organizational justice is concerned with the ways in which employees determine if they have been treated fairly in their jobs and the ways in which those determinations influence other work-related variables. Furthermore, Colquitt [21] mentioned that organizational justice consists of 4 dimensions namely: distributive justice, procedural justice, interpersonal justice, and informational justice.

Wustari L. Mangundjaya, Faculty of Psychology, Universitas Indonesia, Indonesia, (email: wustari@gmail.com)

III. METHODS & MEASURES

A. 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 [2]; 2) Change Communication; 3) Organizational Trust; and 4) Organizational Justice. These questionnaires were already tested its reliability and validity.

B. Sampling

Sample was collected from a service state owned company that had undergone some organizational changed, such as restructuring the organizational, development of strategic marketing, and changes on general system and procedures. Samples were chosen by convenience sampling. The numbers of participants are 286 respondents, with the characteristic as follows: permanent employee, minimum working in the company is 2 years, minimum education is senior high school, and the age is between 21-56 years old.

C. Data Analysis

Data were analyzed based on descriptive analysis, correlation, and regression analysis.

IV. RESULTS

The results of the analysis were presented through descriptive statistics, and multiple regression analysis.

A. Descriptive Analysis

The followings Table I and Table II show the results of the profile of the data.

TABLE I  
DESCRIPTIVE ANALYSIS OF COMMITMENT TO CHANGE AND ORGANIZATIONAL TRUST

	N	%	Commitment to Change			Organizational Trust		
			Mean	SD	Sign.	Mean	SD	Sign.
Sex								
Male	168	62.9	4.95	0.50	0.193	62.90	4.78	0.610
Female	99	37.1	4.86	0.53		37.10	4.85	0.690
Age								
<25 year old	3	1.1	4.26	0.99	0.087	4.53	1.40	0.597
25-44 year old	94	35.2	4.92	0.51		4.77	0.77	
45-56 year old	170	63.7	4.93	0.50		4.83	0.55	
Education								
Sr. High Sch.	30	11.2	4.82	0.48	0.095	4.70	0.76	0.570
Diploma	66	24.7	4.85	0.47		4.88	0.58	
Bachelor Deg.	129	48.3	4.96	0.54		4.79	0.66	
Master Deg.						4.84	0.59	
Position								
Staff	19	7.1	4.65	0.48	0.001*	4.65	0.78	0.188
Officer	165	61.8	4.86	0.53		4.76	0.65	
Junior Mgr.	58	21.7	5.14	0.41		4.98	0.59	
Middle Mgr.	23	8.6	4.95	0.52		4.80	0.56	
Senior Mgr.	2	0.7	5.26	0.56		5.00	0.00	
Length of Works								
2-10 years	54	20.2	4.81	0.51	0.243	4.73	0.66	0.300
>10 years	213	78.8	4.94	0.52		4.83	0.64	

Table I shows that the differences of the mean scores in the employee's positions of commitment to change are significant; while the other items, such as sex, age, education, and length of works of the employees are not significant. However, it cannot be concluded that the higher of the position is the stronger their commitment to change. It can be seen from the mean scores of the lower to higher position are increased such as from Staff, Junior Manager, Middle Manager and to Senior Manager are increased; but the mean scores of Middle Manager is lowered than the score of the Junior Manager. This data show that the employees with the higher positions are not the people who have the commitment to change of their organization.

TABLE II  
DESCRIPTIVE ANALYSIS OF ORGANIZATIONAL JUSTICE AND CHANGE COMMUNICATION

	Organizational Justice			Change Communication		
	Mean	SD	Sign.	Mean	SD	Sign.
Sex						
Male	4.09	0.73		4.04	0.91	0.451
Female	4.16	0.71	0.409	4.12	0.88	
Age						
<25 years old	4.15	1.31		4.33	1.09	0.567
25-44 years old	4.18	0.72	0.608	4.14	0.93	
45-56 years old	4.08	0.71		4.03	0.88	
Education						
Sr. High School	3.96	0.82		3.98	1	0.280
Diploma	3.96	0.73	0.068	3.81	0.90	
Bachelor Degree	4.22	0.68		4.21	0.90	
Master Degree	4.16	0.73		4.13	0.73	
Position						
Staff	3.82	0.64		3.93	1.02	0.140
Officer	4.07	0.75	0.076	3.96	0.89	
Junior Manager	4.32	0.55		4.39	0.77	
Middle Manager	4.15	0.83		4.12	0.99	
Senior Manager	4.32	0.67		4.97	0.81	
Length of Works						
2-10 years	4.05	0.72		3.95	0.87	0.289
>10 years	4.13	0.72	0.460	4.10	0.90	

Table II shows that there are no significant differences in demographic profiles in relation to organizational justice or change communication. In other words, regardless their age, gender, position, educational background or length of works do not show any significant differences in terms of their perception in organizational justice or change communication.

TABLE III  
INTERCORRELATION ANALYSIS OF COMMITMENT TO CHANGE (C2C), CHANGE COMMUNICATION (CC), ORGANIZATIONAL TRUST (OT), AND ORGANIZATIONAL JUSTICE (OJ)

Variable	Mean	SD	C2C	CC	OT	OJ
C2C	4.92	0.510	-	0.395*	0.472*	
CC	4.07	0.902	0.395**	-	0.493*	0.716*
OT	4.81	0.640	0.472**	0.493*	-	0.573*
OJ	4.12	0.709	0.406**	0.716*	0.573*	-

\*Significant at p<0.05, and \*\*Significant at p<0.01

Table III shows that the perception of change communication in the organization has the lowest score compares to organizational trust, organizational justice and commitment to change, and the correlation between change communication and commitment to change is also the lowest.

TABLE IV  
REGRESSION ANALYSIS OF CHANGE COMMUNICATION, ORGANIZATIONAL TRUST, AND ORGANIZATION JUSTICE TO COMMITMENT TO CHANGE

Variable	R	R2	Sign.
- Change Communication, Organizational Trust, and Organizational Justice to Commitment to Change	0.514	0.264	0.000**
- Change Communication to Commitment to Change	0.395	0.156	0.000**
- Organizational Trust to Commitment to Change	0.472	0.223	0.000**
- Organizational Justice to Commitment to Change	0.406	0.165	0.000**

\*\* Significant at  $p < 0.01$ .

Table IV shows that the highest correlation and contribution to commitment to change is organizational trust (22.3%), and the lowest is change communication. From the results it show that, only communication is not enough to create commitment to change, but the organization should develop trust between employees to organization or management.

## VI. DISCUSSION & RECOMMENDATION

People are very important in the success of organizational change. In this regard, paying attention and consideration to people that involve in organizational change is a must. The results of the study also show that amongst of the 3 variables, (Change Communication, Organizational Trust, and Organizational Justice), Organizational Trust is the one that has the highest correlation and the biggest impact in commitment to change. In other words, organization cannot depend only on good communication, but they also have to develop organizational justice and the most important is to develop organizational trust (trust between employee to management and/or organization). The results also showed that although communication, justice and trust is important in gaining commitment to change, but there are other variables that also play important role in commitment to change, as the three variables only contribute 51.4% to commitment, or it can be said there is still 48.6% are influenced by other factors, such as leadership, organizational culture and climate etc. This study also supported the previous study by Walker et al. [16] that mention there are 4 variables that play important role on the success of organizational change, namely: the content of change, context, process and people, in which it can be assumed that one of the variables can have an impact on the commitment to change as well.

In relation to this study, the previous findings by Mangundjaya [10],[11] showed that Change Communication is very important, as through good communication they can express their feelings, as well as sharing information and anxieties during organizational change. As a result, this condition will develop employee's trust to the organization.

The objective of this study not only for the development of the knowledge about the Commitment to Change but also for practical benefits. The followings are 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 trust is very important in developing commitment to change. Second, as change and transformation will create many anxieties [5] and *Me issue's attitude*, organization and management should pay more attention to employee's need and establish organizational justice, in order to achieve effective and successful transformation. Third, senior manager should be assigned as Change Agents as they are the one that have the highest score of commitment to change compares to other position level. Senior managers usually have stayed longer in the organization and tend to be older, in which according to Mangundjaya [8] [12] study are also the employees who have high individual readiness to change and commitment to change.

## VII. CONCLUDING REMARKS

The implications of this study is that individual commitment to change is important to be studied extensively as commitment to change has positive impact to the organizational effectiveness, such as 1) Improved Performance [16] that mentions strong individual commitment to change will have an impact on improved performance; 2) Implementation Success, Parish et al. found that high individual commitment to change has positively correlated with the implementation of change success [11]; and 3) Individual Learning, Parish et al. show a positive correlation between individual commitment to change and individual learning [11]. In this regard, many activities can be done by management to develop employee's commitment to change, such as showing management and organizational supports [7], developing a good career path [17]. Management can also increase employee's commitment by reinforcing behavior that reflects a desire to acquire knowledge and disseminate knowledge [14]. On the other hand, this study also has some limitations that should be taken into considerations, namely this study was using the self-report inventory survey, which is prone to be more subjective. Furthermore, 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, and further studies in other types of organization who undertake different types of transformation, and in different types of organizations such as private, government and NGO is still needed.

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