

Effect of Organizational Commitment and Employee Engagement on Organizational Change through Voice Behaviour

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Abstract

This study aims to analyze the influence of organizational commitment culture and employee engagement either directly or indirectly on organizational change through the voice behavior of Regional Financial and Asset Management Agency (BPKAD) Central Maluku Regency employees. The research was conducted at Regional Financial and Asset Management Agency (BPKAD) Central Maluku Regency for 2 (two) months, from March to April 2022. The population used in this study were all employees of the Regional Financial and Asset Management Agency (BPKAD) of Central Maluku Regency as many as 60 people. The method of determining the sample is full sampling. The results of the study conclude that (1) organizational commitment has a positive and significant effect on employee voice behavior, (2) employee engagement has a positive and significant effect on employee voice behavior, (3) voice behavior has a positive and significant effect on organizational change, (4) organizational commitment positive and significant effect on organizational change, (5) employee engagement has a positive and significant effect on organizational change, (6) organizational commitment has a positive and significant effect on organizational change through employee voice behavior, (7) employee engagement has a positive and significant effect on organizational change through employee voice behavior.

Keywords

organizational commitment;
employee engagement; change
organization; voice behavior



I. Introduction

Change and development in the organization is needed to stay ahead of the competition. Organizational change and development is a form of effort made by the organization to be able to adapt to the demands of the times. These changes and developments can be in the form of changes in strategy, organizational structure and processes of the organizational system used. This relates to the organization's ability to find solutions to problems that have the potential to affect the organization and also play a role in responding to the environment. Many elements of the organization that can play a role for the progress of the organization, one of which is employees. Employees play an important role in the organization's efforts to respond to environmental demands. Contributions that can be given by employees to the organization include providing ideas, ideas, information or conveying organizational problems to people who have authority in the organization or company, this is known as voice behavior. However, employee voice behavior has many problems as reported by (Rahmawati, Sumiyati, & Masharyono, 2017) that the reason for the low employee voice

behavior that occurs in some companies is due to the communication gap between superiors and subordinates as a result of less effective communication and employees are reluctant to do things. voice behavior to superiors or to management. As for the impact of employees who prefer silence rather than expressing responses to the organization, among others, the company will find it difficult to innovate because there are no new ideas. This is supported by research (Morrison, 2018), that if employees have high silent behavior, the employee initiative behavior that is useful for the company decreases, the company will lose new ideas, experiences, creative solutions, and more employee efforts. from the usual task.

The BPKAD of Central Maluku Regency has the task of compiling, implementing, leading, formulating, coordinating, fostering and controlling technical policies in the areas of Finance, Revenue and Regional Assets. The duties and functions of the BPKAD are then translated into a Strategic Plan (RENSTRA) of BPKAD which contains an operational work program as a direction for achieving goals and objectives that contribute to the achievement of the vision and mission of the Regional Head and Deputy Regional Head. The description of the operational work program in the form of activities compiled annually is contained in the Work Plan (RENJA) of BPKAD. The Renja is also the material for evaluating and improving the operational work program. This organizational change raises various kinds of problems, as a result of the attitude of the pros and cons of employees. The attitude of employees who are pro to change is based on the spirit to be better in the future. While the counter attitude is based on the employee's unpreparedness to change, both structurally and culturally. Structurally, employees must be prepared for changes in positions and changes in officials as well as changes in who is responsible for what and on whom the line of coordination runs. Meanwhile, culturally, employees must start a completely new organizational culture or even an old organizational culture that has changed in all its dimensions. Therefore, it is important for management to listen to what is voice behavior so that all potential problems can be immediately resolved.

Studies on organizational change have been carried out by many researchers. Various factors have been studied for their relationship, including organizational commitment and employee engagement. However, there are still differences in the results of research on the effect of organizational commitment as reported by (Putro, 2018) (Zulkarnain & Annisa, 2018) (Zulkarnain & Hadiyani, 2017) found that there was a positive effect of commitment on attitudes to change, in contrast to (Baidun, 2017). Likewise, the effect of employee engagement on attitudes to change is reported by (Rees, Alfes, & Gatenby, 2018), (Januarti, 2019) which is different from research (Simbolon, 2018). There is still a research gap regarding the interrelationships between variables, giving rise to a thought by involving the voice behavior variable as an intervening variable. This is based on the results of research (Andiyasari, Matindas, & Riantoputra, 2017) that important information submitted by employees has a great opportunity for change to the organization. So that the voice behavior makes employees have a bigger role in the company. The increase in the value of the company's shares, the higher the company value, the higher it will be (Katharina, 2021). In the current economic development, manufacturing companies are required to be able to compete in the industrial world (Afiezan, 2020). The existence of the company can grow and be sustainable and the company gets a positive image from the wider community (Saleh, 2019). Its presence in the company's organization is very important because its voice is needed to support the sustainability of the organization.

The concept of organizational change in this research study refers to the concept of an organization that continues to learn in order to improve service quality. A learning organization is a forum or organization that prioritizes education or learning within an organization so that services can be further improved to be optimal. (Kuwaitiningsih, Kresna

Setiadi, & Heri Iswanto, 2021). According to (Anik & Arifuddin, 2018), there are three types of organizational change that have major implications for human resource management and are very likely to continue in the 21st century: (1) ongoing changes towards customer-focused and overall quality strategies, (2) organizational restructuring and ongoing efforts to downsize companies and layoffs, and (3) initiatives to respond to the demands of an increasingly diverse workforce.

Voice behavior is defined as the behavior of voicing ideas, ideas, information, or suggestions regarding problems that exist in the work environment that are not contained in the company's job description and are disclosed to other people who have the authority to make certain decisions regarding the information with the aim of bringing the organization or company to a higher level. better direction (Sari, Asri, & Medina, 2020). Azzahrah & Prihatsanti (2018) explained that there are several factors that cause and can affect the voice behavior of employees. Among them are individual characteristics (individual dispositions), perceptions and attitudes towards work and organizations (job an organizational attitudes and perceptions), emotions, beliefs and individual thinking concepts (emotions, beliefs, and schemas), leader and supervisor behavior (supervisor and leader behavior).), and other contextual factors.

Organizational commitment is defined as the relative strength of the individual in identifying his attachment to the organization, which is characterized by acceptance of the values and goals of the organization, willingness to work for the organization and the desire to maintain membership in the organization (Nurlaini & Almasdi, 2020). Organizational commitment is built when each individual develops three interrelated attitudes towards the organization and or profession, among others: 1. Identification, namely understanding or appreciation of the organization's goals; 2. Involvement, namely the feeling of being involved in a job or the feeling that the job is fun; 3. Loyalty, namely the feeling that the organization is a place to work and a place to live (Anik & Arifuddin, 2018).

Employee engagement is one way to make employees have high loyalty, such as the opinion of Macey and Schneider (Juliantara et al. (2020) which states that employee engagement makes employees have higher loyalty, thereby reducing the desire to leave the organization voluntarily. Natalia & Rosiana (2020) argues that employee engagement includes a sense of enthusiasm/passion and commitment that makes a person able to invest and develop his business in a sustainable manner so that it can encourage organizational success which is marked by vigor, dedication and absorption.

II. Research Methods

This study uses a descriptive-quantitative approach with a causal correlational type, meaning that the relationship between the independent variable and the dependent variable is a cause-and-effect relationship. The population used in this study were all employees of the Regional Financial and Asset Management Agency (BPKAD) of Central Maluku Regency as many as 60 people. The method of determining the sample is full sampling. The research instrument used is a questionnaire, which is a number of written questions that are used to obtain information about respondents' perceptions of research variables. The measurement of the data of the variables studied was based on a five-level scale ranging from 5 to 1. The data analysis technique in this study used descriptive analysis and path analysis.

III. Results and Discussion

3.1 Results

This study seeks to examine the extent to which the influence of organizational commitment and employee engagement variables on organizational change through the intervening voice behavior variable. To find out the magnitude of the path coefficient between variables X1 and X2 to Z, as well as the path coefficient from Z to Y can be seen in the following table:

Table 1. Path Analysis Statistical Test Results

| Parameter structure | Path Koef. (beta) | t. count | t. table | Sig. | Decision |
|-------------------------------|-------------------|----------|---------------------|-------|-------------------------|
| X1 to Z (pZ.X1) | 0,582 | 7,778 | 1,960 | 0,000 | Accepted Ha |
| X2 to Z (pZ.X2) | 0,129 | 2,876 | 1,960 | 0,005 | Accepted Ha |
| Z to Y (pY.Z) | 0,942 | 26,077 | 1,960 | 0,000 | Accepted Ha |
| X1 to Y (pY.X1) | 0,034 | 0,929 | 1,960 | 0,613 | Accepted H ₀ |
| X2 to Y (pY.X2) | -0,008 | 0,264 | 1,960 | 0,756 | Accepted H ₀ |
| R ² (X1,X2,Z to Y) | | 0,924 | F _{hitung} | | 500,400 |
| R ² (X1,X2 to Z) | | 0,528 | F _{hitung} | | 69,285 |

Furthermore, the results of the analysis in the table above are translated into a path diagram as shown in the following diagram:

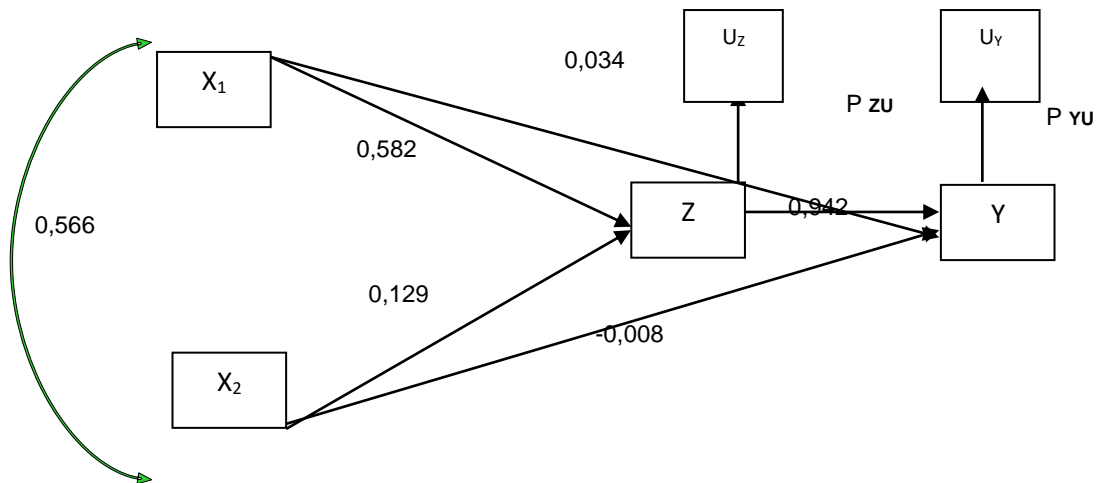


Figure 1. Structure of the Relationship Between Variables X1 and X2 with Variable Y through Intervening variable Z

To test the significance of the role of voice behavior in mediating the effect of organizational commitment and employee engagement on organizational change, the Sobel test can be performed. In this test, the voice behavior variable is stated to be significant in mediating the effect of organizational commitment and employee engagement on organizational change if the p value of Sobel's test results is <0.05 .

Table 2. The results of the Sobel Test of the Role of Voice Behavior in Mediating Organizational Commitment and Employee Engagement against Organizational Change

| Independent Variable | Dependent Variable | Intervening Variable | P Value | Description |
|----------------------------------|------------------------------|-----------------------------|----------------|--------------------|
| Organizational Commitment | Organizational Change | <i>Voice Behaviour</i> | 0,00015 | Signifikan |
| Employee Engagement | Organizational Change | <i>Voice Behaviour</i> | 0,03 | Signifikan |

3.2 Discussion

a. The Direct Effect of Organizational Commitment on Voice Behavior

Based on the above calculation, it is known that the direct effect of organizational commitment on voice behavior is 0.338 or 33.8% with a t-value > t-table value, which is $7.778 > 1.960$. This is also reinforced by a significance value of 0.000 which is smaller than the 0.05 confidence level. So the first hypothesis is accepted. This is in line with research by Zulkarnain & Annisa (2018) which found that employees who are committed to the organization will want to work hard in carrying out organizational change efforts because they want to survive in the organization. Employees with high levels of organizational commitment are more willing to put forth effort in change projects and are more willing to develop positive attitudes towards organizational change.

b. The Direct Effect of Employee Engagement on Voice Behavior

The direct effect of employee engagement on voice behavior is 0.0166 or 1.66% with t count > t table value, ie $2.876 > 1.960$. This is also reinforced by a significance value of 0.005 which is smaller than the 0.05 confidence level. So the second hypothesis is accepted. This is in line with the research of Nugroho & Ratnawati (2021) which found that the relationship between employee engagement and voice behavior can be interpreted as a parallel relationship that can be interrelated and influence each other. Employees who have a high engagement in company activities are very unlikely if they just stay silent. They will certainly understand a lot more about how the company's daily activities are, and also the problems that are very likely to occur as a result of the company's daily activities. Employees with high engagement will also carry out a lot of creative and innovative processes in order to build the company towards a better direction. Of course, in that process, the employees who are actively involved will really need voice behavior as a strategic disclosure step or delivery to their superiors or co-workers regarding the problems they find or related to the innovations that they want to or have even succeeded in implementing.

Employees who have good engagement have many ideas for constructive change for their companies (Morrison, See, & Pan, 2017). The idea was obtained from the process of working every day that they live so that it opens a wider insight about the job and the company where they work. The idea of change that comes from the employee's attachment then encourages voice behavior for employees to convey the idea. So that the voice behavior that is formed here is the influence of employee engagement.

c. The Direct Effects of Voice Behavior on Organizational Change

The direct effect of voice behavior on organizational change is 0.887 or 88.7% with the t value > t table value, which is $26.077 > 1.960$. This is also reinforced by a significance value of 0.000 which is smaller than the 0.05 confidence level. So the third hypothesis is accepted. This is in line with the research of Nugroho & Ratnawati (2021) which found that

Voice Behavior is very important considering that information voiced by employees can have an impact on changes to the organization. So that the voice behavior makes employees have a bigger role in the company. Its presence in the company's organization is very important because its voice is needed to support the company's sustainability.

d. The Direct Effect of Commitment to Organizational Change

The research of The direct effect of commitment to organizational change is 0.001 or 0.1% with a t value < t table value i.e. $0.929 < 1.960$. This is also reinforced by a significance value of 0.613, which is greater than the 0.05 confidence level. So the fourth hypothesis is rejected. This is different from Harimurti & Mariatin (2018) which shows that there is a positive and significant effect of the variables of readiness to change, commitment to the organization, and communication about organizational change, on the implementation of the performance management system. The differences in this study indicate that the organizational commitment variable has not been able to predict the organizational change variable directly. Or in other words, employees who show high commitment are not necessarily ready to face organizational change from various core aspects of the way the organization operates which includes the technological structure, culture, leadership, goals and individuals that exist in an organization. Organizational change is all changes in the organizational environment that affect individuals in it to change their behavior.

e. The Direct Effect of Employee Engagement on Change

The direct effect of Employee Engagement on Organizational Change is 0.000064 or 0.0064 % with t count < t table value ie $0.264 < 1.960$. This is also reinforced by a significance value of 0.792, which is greater than the 0.05 confidence level. So the fifth hypothesis is rejected. Normatively, employee engagement is not able to increase readiness to change directly. Or in other words, BPKAD of Central Maluku Regency employees are not able to increase readiness to change, even though employees have a strong attachment shown by employees feeling valued, belonging, feeling more responsible, feel more proud. Although in practice at BPKAD of Central Maluku Regency, absenteeism is low, the rate of requests to stop working is low and the willingness to participate in other teams or work groups is also low, they have not been able to show that they are ready to change.

This is different from Susyanto (2019) who found that one of the factors that support readiness to change in the success of an organizational change is employee engagement. Employee engagement is a participatory process that uses employee input to increase their commitment to organizational success. In addition to work engagement, other factors that influence employee readiness for change are senior managers' commitment to change, change agent ability and support from direct managers.

f. Indirect Effect of Commitment to Change

1. Organization Through Voice Behavior Mediation

The indirect effect of commitment to organizational change through voice behavior mediation is 0.343 or 34.3% with the p value in the Sobel test of 0.00015, which is smaller than 0.05. This shows that voice behavior mediates the effect of commitment to organizational change. So the sixth hypothesis is accepted. This shows that voice behavior becomes a mediating variable for employee commitment to be ready for organizational change. This is in line with research by Nugroho & Ratnawati (2021) which shows that Voice Behavior is very important considering that information voiced by employees can have an impact on changes to the organization. So that the voice behavior makes employees have a bigger role in the company. Its presence in the company's organization is very important because its voice is needed to support the company's sustainability.

2. Indirect Effect of Employee Engagement on

Organizational Change Through Voice Behavior Mediation The indirect effect of employee engagement on organizational change through voice behavior mediation is 0.0209 or 2.09% with the p value in the Sobel test of 0.03 less than 0.05. This shows that voice behavior mediates the effect of employee engagement on organizational change. So the seventh hypothesis is accepted. This shows that voice behavior becomes a mediating variable for employee engagement with organizational change. This is in line with research of Morrison (2018) which shows that employees who have good engagement have very many ideas for constructive change for their company. The idea was obtained from the process of working every day that they live so that it opens a wider insight about the job and the company where they work. The idea of change that comes from the employee's attachment then encourages voice behavior for employees to convey the idea. So that the voice behavior that is formed here is the influence of employee engagement.

Voice behavior is an extra role behavior by describing it conceptually. Therefore, employees will also feel that their superiors will treat them with respect and dignity, which in turn will create a feeling of security to express their thoughts and issues that they are thinking about the job and the organization.

IV. Conclusion

Based on the results and discussions that have been carried out, it is concluded that voice behavior is an intervening variable that is able to mediate the positive influence of organizational commitment and employee engagement on organizational change of BPKAD of Central Maluku Regency.

Based on the conclusions above, it is suggested several things related to the research variables, namely (1) increasing organizational commitment through understanding or appreciation of organizational goals, feeling involved in a job or feeling that work is fun and feeling that the organization is a place to work and a place to live. and (2) increasing employee engagement through high levels of mental strength and resilience at work, optimal energy, courage to do their best, desire, willingness and willingness to try seriously in work so as to be able to provide maximum results in every job. The work given, stay persistent, don't give up easily, be enthusiastic and continue to persevere in the face of adversity.

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