The Role of Employee Engagement on the Commitment to Change (During Large-Scale Organizational Change in Indonesia)

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ABSTRACT

Organizational change has not always ended with success, and employee commitment to change is one of the variables that will contribute in the success of organizational change. However, currently research on the factors contributing to the commitment to change is still limited, especially in Indonesia. The objective of this paper is to study the impact and contribution of employee engagement on the employee commitment to organizational change in the Oil Company that has been conducted a major organizational change through the process of merger. This study used the issues of Employee Engagement, as previous research shows that engagement is one of important variables in the field of organizational behavior, and can be resulted in a better organizational performance. The dimensions of Employee Engagement consist of Say, Stay and Strive, and Commitment to Change consists of Affective Commitment to Change, Normative Commitment to Change and Continuance Commitment to Change. The results (N=339) show that in general Employee Engagement has positive and significant relationship and contributed to the Commitment to Change. However, the dimension of Stay has no significant correlation with the Commitment to Change. This result can be concluded that the willingness to stay in the organization during and after the process of merger has nothing to do with the Commitment to Change. Moreover, there is also a difference between the profile of employee engagement before and after the organizational change that shows during and after organizational change the score of employee engagement is lower compares before the organizational change.

Keywords: Commitment to Change, Employee engagement, Organizational change.