

# The Influence between Employee's Trust and Attitude toward Organizational Change Mediated by Organizational Commitment to Employees of PT Transportasi Gas Indonesia

Achmad Nur Alamsyah<sup>1</sup>, Riani Rachmawati<sup>2</sup>

<sup>1,2</sup>Universitas Indonesia

## Abstract

*Today's rapidly changing and complex business environment makes organizational changes common and inevitable as a company strategy to deal with change and to maintain business continuity, competitive advantage and organizational existence. Organizational change has an impact that can be felt by employees and raises various employee attitudes towards the changes that occur. With these conditions, this study wants to explore further how the attitude of employees towards change with a number of factors or variables that influence employee attitudes towards change, namely the factor of trust (trust in the organization and trust in supervisors) and organizational commitment. The research was conducted on organic employees of PT TGI as respondents by distributing questionnaires as a data collection method. Questionnaire data processing analysis used structural equation modeling to determine the effect of employee's trust and attitude toward organizational change using organizational commitment as a mediator. The results showed that the direct relationship between employee's trust (trust in organization and trust in supervisor) on attitude toward organizational change was significant positive. Meanwhile, through organizational commitment, the indirect effect of employee trust on attitudes toward organizational change is also positive and significant.*

## Keywords

trust in organization, trust in supervisor; organizational commitment; attitude toward organizational change; organization change



## I. Introduction

Today's rapidly changing and complex business environment makes organizational change a common occurrence and unavoidable as a company strategy to deal with change and maintain business continuity. The organizational changes made are to achieve competitive advantage, the company's business continuity and the existence of the organization (Nwanzu & Babalola, 2019). Organizational change demands can take many forms and come from within or outside the organization (Aujla & McLarney, 2020). Increasing globalization, production and technological innovation, changing government policies, laws and regulations, social and political events, business internationalization, organizational complexity and economies of scale, and workforce characteristics are major changes that often occur in organizations and are the main triggers for organizational flexibility. Pfeffer, 1994). The world economic crisis, for example, has caused many companies to restructure corporate arrangements, starting from their legal, ownership or operating structures to make them more profitable, competitive and efficient to survive and meet the company's financial challenges (Chadda, 2016).

Management in organizations adopts organizational change, for example modifying organizational structure, goals, technology, work tasks, and others as a means to deal with

environmental changes (Carnall, 1986 in Iverson 1996), as well as for efficiency (Nwanzu et al., 2019).

Managerial innovations, mergers, acquisitions, structural changes, and restructuring of departmental units are recognized by companies as organizational change initiatives needed to gain competitive advantage in order to survive in a highly competitive business environment (Kim & Park, 2008; Terry, Carey, & Callan, 2007). 2012). Regarding restructuring itself, the European Working Condition Survey (EWCS-2015) found that 30% of workers had undergone restructuring in the last three years (Nielsen, 2019). Although change has become commonplace in today's modern organizations, the reported failure rate of change implementation is quite significant ranging from 40% to as high as 70% (Isern & Pung, 2007, in McKay et al., 2013). Quoted from Smith (2003) in Molineux (2018), many organizations are making changes, but only 19% are successful in doing so. Likewise, a study conducted by McKinsey reported by Isern and Pung (2007) that only 38% of change initiatives were successful. Previous research has also confirmed the statement that employee attitudes and behavior reactions to change play a major role in the success of change initiatives (Robertson et al., 1993; Kim & Mauborgne, 2003; Shin et al., 2012; Anggraeni, 2020). Thus, the human factor is considered to be the most important determinant of the success or failure of an organizational change process (Yousef, 2000), namely how organizational members react to change (Carnall, 1986; Piderit, 2000) and are committed to the successful implementation of change within the organization. (Meyer et al., 2002 in Anggraeni, 2020)

It is possible that the conditions of organizational change affect the attitudes of employees towards certain changes, and in turn can affect their general attitude towards the organization (Oreg, 2006). Organizational communication is satisfaction of organizational member toward several communication aspects occurs within organization (Syakur, 2020). Communication is the process of delivering accurate, clear, consistent, and comprehensive information as well as coordination between relevant agencies in the implementation process (Mahendra, 2021). Communication management is one of the important aspects in implementing a program or policy (Irma, 2020). A number of researchers have focused on various attitude constructs that represent employee attitudes towards organizational change and reflect employee support for change, including readiness to change (Readiness to Change), commitment to change (Commitment to Change), openness to change (Openness to Change), and cynicism about organizational change (Cynicism to Change) (Choi, 2011). These constructs are similar to each other because they all reflect a specific employee attitude reaction to organizational change, namely in the form of a positive or negative assessment of the individual as a whole towards a particular change initiative. Moreover, these constructs are defined as cognitive precursors for behavior, either in the form of resistance or support for change efforts (Choi, 2011). Thus, it is in line with the research of Faghihi and Allameh (2012) that companies need to determine how employees behave towards change because it will significantly determine how ready they are to change.

## II. Review of Literature

### 2.1 The Effect of Trust in Organizations, Attitudes to Change, and Organizational Commitment

Consistent findings regarding the relationship between trust in organizations and support for change make trust to have special significance during times of change (Oreg et al., 2011). Trust in management as a form of trust in the organization because it is more

institutional than relational (Cho & Park, 2011), is the only variable that has a significant effect on all components of resistance to change, both affective, cognitive and behavioral, and the effect is very strong. strong occurred in the cognitive evaluation of employees to change. Lack of trust in organizational leadership is strongly associated with increased reports of anger, frustration, and anxiety regarding change, resistance to action, and particularly negative evaluations of the need and value of organizational change (Oreg, 2006). In other words, trust in management can reduce feelings of uncertainty and lack of information about change thereby reducing unfounded speculation and fear. Employees who trust their management may feel congruent with managerial values and tend to react more positively to changes in organizational direction (Martin, 1998).

Based on the description above, this study proposes the following hypothesis:

**H1: There is a significant effect positive relationship between Trust in Organization and Attitude to Change**

**H2: There is a positive influence between Trust in Organization and Organizational Commitment**

## **2.2 Effect between Trust in Supervisor, Attitude towards Change, and Organizational Commitment**

The relationship between employees and supervisors is a common form in an organization, and trust plays an important role in such hierarchies and dyadic relationships given the dependence of employees on their supervisors (Wei, 2003). In their research, Poon *et al.*, (2006) examined how the trust that employees have in their supervisors is formed, and what effect this trust has on their supervisors. employee attitudes and behavior. His research shows that trust in supervisors predicts employees' affective commitment.

Based on the description above, this study proposes the following hypothesis:

**H3: There is an influence between Trust in Supervisors and Attitudes towards Change**

**H4: There is a positive influence between Trust in Supervisors and Organizational Commitment**

## **2.3 Effects between Organizational Commitment and Attitudes towards Change in**

Anggraeni, (2020) explained that the high commitment possessed by employees will make it easier to achieve organizational goals and values and employees will feel more comfortable with change. This research is in line with previous research by Lau and Woodman (1995) which showed that organizational commitment has a direct and significant effect on the dimensions of change. It is also in line with Yousef's (2000) research which concludes that affective commitment directly and positively influences employee attitudes towards change.

Several previous studies have also investigated the impact of organizational commitment on attitudes towards organizational change (Yousef, 2000). Iverson (1996) notes that organizational commitment is the second most important determinant, after union membership, of attitudes toward organizational change. Employees with high organizational commitment are more supportive of organizational goals and values, are willing to expend more effort on behalf of the organization, and are thus more likely to accept organizational change. Lau and Woodman (1995) also show that organizational commitment has a significant direct effect on the dimensions of impact and control schemes of change. Cordery *et al.*, (1993) found that organizational commitment made a modest contribution to predicting attitudes towards functional flexibility.

Based on the description above, this study proposes the following hypothesis:

**H5: There is a positive influence between Organizational Commitment and Attitude to Change, both Affective, Cognitive and Behavioral.**

#### **2.4 Organizations and Supervisors on Attitudes to Change**

Trust As a predictor of and related to organizational commitment (Hrebiniak & Alutto, 1972; Cook and Wall, 1980; Matthai, 1989; Liou, 1995; Tan & Tan, 2000; Nyhan, 2000). Trust in management, for example, can influence employee commitment to the organization, especially when employees view company decisions as the result of a fair process (Lind & Tyler, 1988). Huy (2002) comments that employees may be more supportive of organizational change programs, when there is a sense of trust and attachment to the organization. In this case, trust acts as a lever to manage employee thinking and commitment to organizational change initiatives (Wadsworth, 2001). Meanwhile, the results of the study show that employee trust in management and supervisors has a positive and significant effect on the development of positive attitudes and behaviors towards organizational change (Shah, 2014).

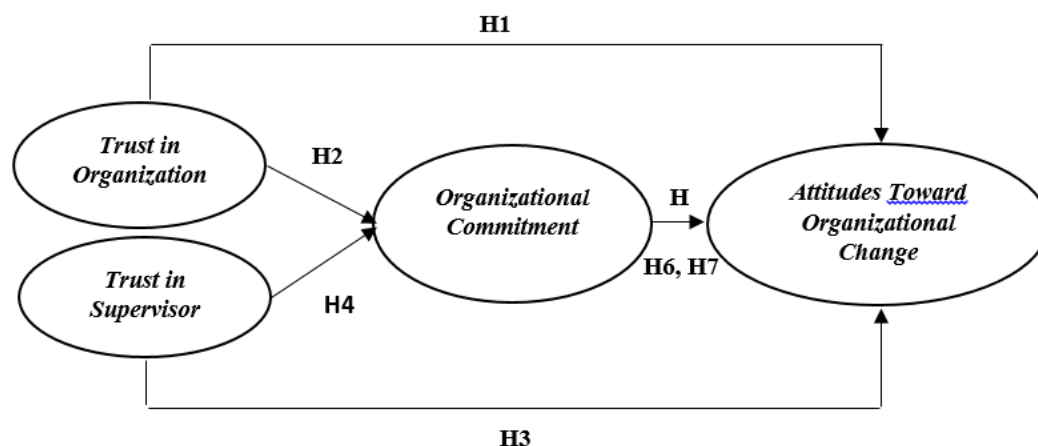
Iverson (1996) found that employees' willingness to organize change increases with organizational commitment. Employment decreases with union membership, role conflict, tenure and environmental opportunities. Organizational commitment is the most important determinant of attitude towards change. In other words, employees will be more willing and willing to make changes if they have a high organizational commitment, therefore, they will be more likely to develop a positive attitude towards organizational change. Organizational commitment affects certain attitudes towards organizational change, and job satisfaction with certain job aspects directly and indirectly affects different dimensions of attitudes towards organizational change (Yousef, 2000).

Yousef's (2000) research findings are also consistent with previous research (Iverson, 1996) which found that certain dimensions of organizational commitment, namely affective commitment and sustainability (low perceived alternative), directly affect the tendency of cognitive, affective, and behavioral attitudes. to change. Organizational commitment acts as a mediator between job satisfaction and attitudes towards change. Lau and Woodman (1995) state that highly committed individuals are better prepared to identify and accept organizational change efforts that are perceived as beneficial (Yousef, 2000).

Based on the description above, this study proposes the following hypothesis:

**H6: There is a positive influence between Trust in Supervisors on Attitudes towards Change, both Affective, Cognitive and Behavioral, mediated by Organizational Commitment**

**H7: There is a positive influence between Organizational Trust on Attitudes on Change, both Affective, Cognitive and Behavioral, mediated by Organizational Commitment**



**Figure 1.** Research Model

### III. Research Method

This study aims to analyze the effect of trust in the organization, trust in supervisors and employee attitudes towards changes in the company PT Transportasi Gas Indonesia mediated by organizational commitment. This study uses a quantitative method with primary data collection through the distribution of questionnaires to employees in the PT Transportation Gas Indonesia company environment. In this study, primary data was obtained through distributing questionnaires to respondents of PT Transportation Gas Indonesia employees spread over 5 (five) work areas, namely the Jakarta head office, *Regional Office 1* Jambi, *Regional Office 2* Belilas, *Regional Office 3* Pekanbaru and *Regional Office 4* Batam. The data is obtained through a survey of respondents using a questionnaire which will be distributed via *Google Form* an .

The research sample used in this study were Organic Employees of PT Transportasi Gas Indonesia. According to Wijanto (2015), the number of samples needed is as much as the number of statement indicators multiplied by 5. The number of indicators in this research is 47, so that 235 samples are needed to process the data. Meanwhile, according to Hair *et al.*, (2010), it takes as many as 200 research samples to make estimates with a strong basis.

### IV. Results and Discussion

#### 4.1 Results

##### a. Analysis of Research Variable Measurement Model

Analysis of the measurement model was carried out on the latent variables of the study, namely the latent variables *Trust in Organization (TIO)*, *Trust in Supervisor (TIS)*, *Organizational Commitment (COM)* and *Attitudes Toward Organizational Change (ATOC)*. The latent variable of *trust in organization* as measured by 8 observed variables or indicators TIO1 to TIO8. The results of data processing, all observed variables or indicator items from TIO1 to TIO8 have a *Standard Loading Factor (SLF)* value of 0.4, which means that all indicator items are valid, except for TIO6 items that have an SLF value <0.4 which is invalid. For this reason, the item/indicator will be removed from the model. Furthermore, by not entering the TIO6 item, the reliability test shown in the *Construct Reliability (CR)* value is 0.81 where the result is greater than 0.70 and the *variance extracted (VE)* 0.38. Even though the *variance extracted* is smaller than 0.5, all



indicator items have a CR value above 0.7 so they are still reliable and feasible to use for research data collection. The results of data processing also show that the GOFI value shows a very good model fit.

Furthermore, the latent variable of *trust in the supervisor* is measured by 3 observed variables or indicators TIS1 to TIS3. The results of data processing, all observed variables or indicator items from TIS1 to TIS3 have a *Standard Loading Factor (SLF)* value of 0.4, which means that all indicator items are valid. The reliability test shown in the *Construct Reliability (CR)* value is 0.71 where the result is greater than 0.70 and the *variance extracted (VE)* 0.46. Even though the *variance extracted* is smaller than 0.5, all indicator items have a CR value above 0.7 so they are still reliable and feasible to use for research data collection.

GOFI scores also indicate a very good model fit. Thus, it is concluded that the *Trust in Supervisor (TIS)* as a whole has a very good fit or the fit of the model with data from the TIS latent variable model is very good.

Variable latent *organizational commitment* as measured by 18 observed variables or indicators COM1 to COM18. The results of data processing, all observed variables or indicator items from COM1 to COM18 have a *Standard Loading Factor (SLF)* value of 0.4, which means that all indicator items are valid, except for COM10 items that have an SLF value <0.4 which is invalid. For this reason, the item/indicator will be removed from the model. Furthermore, by not entering the COM10 item, the reliability test shown in the *Construct Reliability (CR)* value is 0.85 where the result is greater than 0.70 and the *variance extracted (VE)* 0.25. Even though the *variance extracted* is smaller than 0.5, all indicator items have a CR value above 0.7 so they are still reliable and feasible to use for research data collection.

GOFI scores indicate a very good model fit. Thus, it is concluded that the *Organizational Commitment (COM)* as a whole has a very good fit or the fit of the model with data from the COM latent variable model is very good.

Latent *attitudes toward organizational change* were measured by 18 observed variables or indicators ATOC1 to ATOC18. The results of data processing, all observed variables or indicator items from ATOC1 to ATOC18 have a *Standard Loading Factor (SLF)* value of 0.4, which means that all indicator items are valid, except for ATOC7 items which have an SLF value <0.4 are invalid. For this reason, the item/indicator will be removed from the model. Furthermore, by not entering the ATOC7 item, the reliability test shown in the *Construct Reliability (CR)* value is 0.88 where the result is greater than 0.70 and the *variance extracted (VE)* 0.31. Even though the *variance extracted* is smaller than 0.5, all indicator items have a CR value above 0.7 so they are still reliable and feasible to use for research data collection.

GOFI scores indicate a very good model fit. Thus, it is concluded that the measurement model of the latent variable *Attitudes Toward Organizational Change (ATOC)* as a whole has a very good fit or the fit of the model with the data from the ATOC latent variable model is very good.

**Table 1.** Model Fit Test

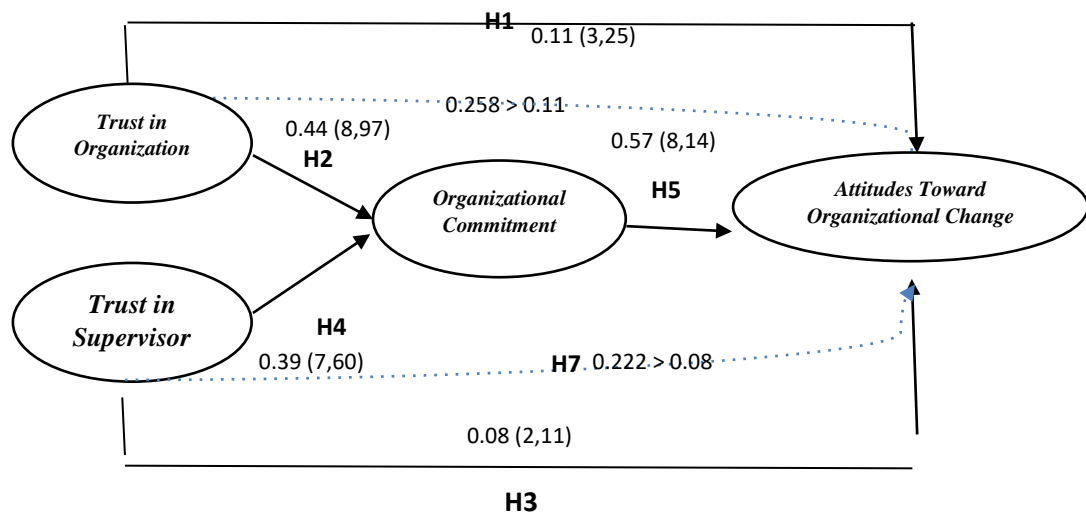
GOFI	Hasil Hitung	Nilai Standar	Kesimpulan
Pvalue	1.0000	P value>0.05	Kecocokan baik
RMSEA	0.000	RMSEA>0.08	Kecocokan baik
NFI	1.00	NFI>0.9	Kecocokan baik
NNFI	1.07	NNFI>0.9	Kecocokan baik
CFI	1.00	CFI>0.9	Kecocokan baik
IFI	1.06	IFI>0.9	Kecocokan baik
SRMR	0.069	SRMR<0.05	Kecocokan baik
GFI	0.94	GFI>0.9	Kecocokan baik

Sumber: Pengolahan data

**Table 2.** Measurement Results

Hipotesis	Jalur	Koefisien	T-Value	Hasil
H1	<i>Trust in Organization → Attitude toward organizational change</i>	0,11	3,25	Signifikan diterima
H2	<i>Trust in Organization → Organizational Commitment</i>	0,44	8,97	Signifikan diterima
H3	<i>Trust in Supervisor → Attitude toward organizational change</i>	0,08	2,11	Signifikan diterima
H4	<i>Trust in Supervisor → Organizational Commitment</i>	0,39	7,60	Signifikan diterima
H5	<i>Organizational Commitment → Attitude toward organizational change</i>	0,57	8,14	Signifikan diterima

Sumber: Pengolahan data



**Figure 2.** Pathway Analysis Test Results

Source: Data Processing

**Table 3.** Effect Organizational Commitment

Hipotesis	Jalur	Koefisien	T-Value	Hasil
H6	<i>Trust in Organization → Organizational Commitment → Attitude toward organizational change</i>	$0,44 * 0,57 = 0,2508 > 0,11$	6,027	Signifikan diterima
H7	<i>Trust in Supervisor → Organizational Commitment → Attitude toward organizational change</i>	$0,39 * 0,57 = 0,223 > 0,08$	5,555	Signifikan diterima

Sumber: Pengolahan data

## **b. Research Hypothesis**

### **1. Analysis of the Effect Trust in Organization on Attitude toward Organizational Change**

The results showed that H1 was accepted with influential results positive relationship between trust in the organization (*trust in organization*) and attitudes toward change (*attitude toward organizational change*), both affective, cognitive and behavioral with a *T-Value* value greater than 1.645. *Trust in organization* has *T-values* of 3.25 and a *standard loading factor* of 0.11 which means that *trust in organization* has an influence of 11 percent on *attitudes toward organization change*, while the remaining 89 percent is influenced by other variables not examined in this study. Meanwhile, based on the validity test, it can be seen that the TO3 indicator has the highest average value of all other indicators, namely that management can be trusted to make reasonable decisions for the company's future. This shows that trust in organizations related to management to make decisions that are beneficial for the company's future has the strongest influence on attitudes towards change.

The results of the research findings above also support and prove previous research conducted by Oreg (2006), which showed that trust in management was the only variable that had a significant effect on all components of resistance to change, both affective, cognitive and behavioral, and the effect that very strong occurred in the cognitive evaluation of employees to change. Further research by Oreg *et al.*, (2011) also shows that the consistency of the relationship between trust in organizations and support for change makes trust have special significance during times of change. This study is also in line with the research of Cho and Park (2011), which in their research also says that trust in management as a form of trust in the organization because it is more institutional than relational and is the only variable that has a significant effect on all components of resistance to change. , both affective, cognitive and behavioral, and a very strong effect occurs on employees' cognitive evaluation of change.

### **2. Analysis of the Effect Trust in Organization on Organizational Commitment**

Based on the results of the research test, it was found that H2 was accepted with a positive effect between the relationship of trust in the organization (*trust in organization*) and organizational commitment (*organizational commitment*), both affective, sustainability and normative with a *T-Value* value that greater than 1.645. *Trust in organization* has *T-values* of 8.97 and *standard loading factor* of 0.44, which means *trust in organization* has an influence of 44 percent on *organizational commitment*, while the remaining 56 percent is influenced by other variables not examined in this study.

The results of Maiti *et al.*, (2018) are also in line with this study which shows that trust is a significant factor of commitment. His research in 2020, Maiti *et al.*, (2020) shows that organizational trust has a positive and significant influence on organizational commitment. Organizational trust is an important phenomenon that is strongly accepted by teachers to show their confidence in commenting on their role in creating organizational commitment which also demonstrates a sense of fairness. It is important that management utilizes trust in the organization to determine the highest performance among employees. Therefore, the level of trust in the organization among employees will affect their organizational commitment (Connell *et al.*, 2003 in Maiti *et al.*, (2020).



### **3. Analysis of the Effect *Trust in Supervisor* on *Attitude toward Organizational Change***

Based on the results of the research test, it was found that H3 was accepted with positive results between trust in supervisors (*trust in supervisors*) and attitudes toward organizational change (*attitude toward organizational change*), both affective, cognitive and behavioral with *T-Value* greater than 1.645. *Trust in supervisors* has *T-values* 2,11 and a *standard loading factor* of 0.08, which means that *trust in supervisors* has an influence of 8 percent on *attitudes toward organization change*, while the remaining 92 percent is influenced by other variables not examined in this

study. The above findings are in line with previous studies that were conducted by Erturk (2008), which states that trust Employees' respect for supervisors increases when they receive sufficient and useful information during the organizational change process. Of course, this is related to employees' trust in the integrity of their superiors when their superiors convey important and *confidential information related* to the company's organizational change process. In addition, the findings of this study also strengthen the results of research conducted by Shah (2014) on public sector employees of high-level academic institutions in Pakistan which in his research concludes that there is a positive relationship between trust in management and supervisors with employee attitudes and behavior for organizational change in developing countries.

### **4. Analysis of the Effect *Trust in Supervisor* on *Organizational Commitment***

Based on the results of the research test, it was found that H4 was accepted with a significant positive effect between trust in supervisors (*trust in supervisors*) and organizational commitment (*organizational commitment*), both affective, sustainability and normative with a *T-Value* value that greater than 1.645. *Trust in supervisors* has a *T-value* of 7.60 and a *standard loading factor* of 0.39, which means that *trust in supervisors* has an effect of 39 percent on *organizational commitment*, while the remaining 61 percent is influenced by other variables not examined in this study.

The results of this study strengthen the results of research conducted by Poon *et al.*, (2006) which states how the trust that employees have in their supervisors is formed, and what influence this belief has on employee attitudes and behavior. The results of his research show that trust in supervisors predicts employee commitment. This is also in line with social *exchange theory*, when supervisors give good treatment to their subordinates, subordinates show obligations and emotional bonds with their superiors and organizations (Liden, Sparrowe & Wayne, 1997). PT Transport Indonesia employees are encouraged to trust their superiors with disclosure of information and good communication from their superiors so that this can increase their commitment where this refers to Nyhan's (1999) research which examines in his study that the antecedents of organizational commitment by focusing on interpersonal trust and systems among public sector employees in the US. His study shows that interpersonal trust has a stronger positive correlation with organizational commitment than system-based trust. Employees are more satisfied with their jobs when they trust their supervisors and they are more committed to their organizations (Boles *et al.*, 2007; in Alharbi & Abuelhassan, 2020).

### **5. Analysis of the Effect *Organizational Commitment* and *Attitude Toward Organizational Change***

Based on the results of the research test, it was found that H5 was accepted with a significant positive effect between organizational commitment (*organizational commitment*) and attitudes towards organizational change (*attitude toward organizational change*), both affective, cognitive and behavioral with a *T-Value* greater than 1.645.

*Organizational commitment* has *T-values* of 8.14 and a standard loading factor of 0.57, which means that *organizational commitment* has an influence of 57 percent on *attitudes toward organizational change*, while the remaining 63 percent is influenced by other variables not examined in this study.

The results of this study are in accordance with the results of previous research conducted by Anggraeni (2020) on employees in the public sector located in Banyumas Regency, Central Java, Indonesia where the research results explain that employees who have a high commitment will be more in line with the goals and values of the organization, and more comfortable accepting change. It is also in line with Yousef's (2000) research which concludes that commitment has a direct and positive effect on employee attitudes towards change. Employee organizational commitment is the key to reform success and failure (Chih *et al.*, 2012). Many previous studies have shown that employees with a high level of organizational commitment can accept organizational change. While research by Lau and Woodman (1995) states that organizational commitment has a significant direct effect on the dimensions of the impact and control of change schemes.

#### **6. Analysis of the Effect of Trust in Supervisor and Attitude toward Organizational Change mediated by Organizational Commitment**

Hypothesis 6 and hypothesis 7 examine the mediating role of *organizational commitment* on the positive relationship of *trust in supervisors* and *trust in organization* on *attitudes toward organizational change*. From the results of the previous structural measurements, it was concluded that the role of *organizational commitment* in mediating between *trust in supervisors* and *trust in organization* on *attitudes toward organizational change* was positive and significant so that both hypotheses were accepted. The results of this study are in line with research conducted by Anggraeni (2020) regarding organizational communication, organizational learning and attitudes towards change mediated by organizational commitment to employees in the public sector located in Banyumas Regency, Central Java, Indonesia. The results of the study found that through the mediation of organizational commitment, the indirect effect of organizational communication, work engagement and organizational learning on attitudes towards change was significant and positive. Organizational commitment affects certain attitudes towards organizational change, and job satisfaction with certain job aspects directly and indirectly affects different dimensions of attitudes towards organizational change (Yousef, 2000).

#### **4.2 Discussion**

All hypotheses tested in this study showed significant positive results were accepted. The hypothesis regarding the relationship of trust in the organization that affects employee attitudes towards change is proven to be significantly positive and accepted. This reveals that the employees of PT Transportasi Gas Indonesia have high trust in their organization regarding the organizational change plan, so that their attitude is positive to support the change. Under these conditions, the results of the study which show that the high level of trust of PT Transportasi Gas Indonesia employees towards the management and organization that they believe management will plan and make the best decisions for the company's business continuity, shows a direct influence on their attitude towards changes that are very decisive. in the efforts of change initiatives carried out by the organization as well as the success of PT TGI in adapting to change.

In addition, employees' trust in their superiors and in their supervisors has been shown to be significant in influencing their attitudes towards organizational changes that occur in the company. The results of this study indicate a positive and significant

relationship between trust in supervisors and employee attitudes towards change. Employees of PT Transportasi Gas Indonesia have positive expectations regarding the behavior and intentions of their superiors for the change process that is being carried out by the company that their superiors have high integrity to jointly support the organizational change.

Another hypothesis that shows a significant positive result is accepted is organizational commitment which has a direct effect on employee attitudes towards change or indirectly as a moderating factor of the antecedents of organizational and supervisor trust on employee attitudes towards change. The results showed that the commitment of employees of PT Transportasi Gas Indonesia had a high influence on their attitudes towards change initiatives carried out by the company. For this reason, employees with high organizational commitment are more supportive of organizational goals and values, are willing to expend more effort on behalf of the organization, so that they are more likely to accept organizational change, both changes that are in accordance with their wishes and those that are not.

Employees who have strong ties to the organization will have a positive attitude towards organizational change. The role of organizational commitment as a mediator between organizational trust and supervisors on employee attitudes towards change, further strengthens the relationship. A significant positive direct relationship has been seen in this study between organizational trust and supervisors on employee attitudes towards change and is significantly stronger with the role of mediator of organizational commitment. The attitude of employees to support organizational change launched by the company depends on how big and high their trust in the organization's management and superiors is, where this high trust certainly significantly affects their commitment to the organization which in turn shapes their attitude to positively and accept and support organizational change initiatives.

## V. Conclusion

This study was to determine the effect of employee trust on attitudes toward organizational change mediated by commitment to employees of PT. Indonesian Gas Transportation, where trust consists of 2 (two) variables, namely trust in organization and trust in supervisor. This research resulted in the following conclusions:

1. Trust in organization, trust in supervisor and organizational commitment proved to have a positive and significant effect on employee attitudes towards organizational change. This further convinces the researcher that these three variables are important antecedents related to employee attitudes towards the process of change that is currently being carried out by the company. The findings of this study are consistent with previous studies which also state that the variables of trust in organization, trust in supervisors and organizational commitment are variables that affect employee attitudes towards organizational change.
2. Organizational commitment is also proven to play a role as a mediator for the influence of trust in organization and trust in supervisor on employee attitudes towards organizational change. Organizational commitment as a mediator that creates a positive and significant indirect relationship between trust in organization and trust in supervisor on employee attitudes towards change further strengthens the direct relationship between the 2 (two) independent variables.

## References

- Aly, NAM & El-Shanawany, SM (2016). Nurses' Organizational Trust: Its Impact on Nurses' Attitudes Towards Change in Critical Care and Toxicology Units. *International Journal of Information, Business and Management*. Vol. 8, No. 4, 2016
- Anggraeni, AI, (2020). Organizational Communication, Organizational Learning, and Attitude Toward Change: Mediating Effect of Organizational Commitment of Public Sector Employees. *Quality Access to Success*. Vol. 21, No. 178/October 2020
- Aujla, S. & Mclarney, C. (2020). The Effect of Organizational Change on Employee Commitment. *IUP Journal of Organizational Behaviour*. Vol. 19, Iss.1: 7-22
- Chadda, V. (2016). Corporate Restructuring and its effect on employee morale and performance. *International Journal of Research in IT, Management and Engineering*. ISSN 2249-1619, Volume 6 Issue 05, May 2016, Page 6-14
- Cai, WJ, Loon, M., & Wong, PHK, (2018). Leadership, trust in management and acceptance of change in Hongkong's civil service bureau. *Journal of organizational change management*. doi:10.1108/jocm-10-2016-0215
- Chih, WW, Yang, F., Chang, C. (2012). The Study of the antecedents and outcomes of attitude towards organizational change. *Public Personnel Management*. Vol. 41 No. 4
- Choi, M. (2011). Employee's attitudes towards organizational change: a literature review. *Human Resources Management*, Vol. 50 No. 4, Pp. 479-500
- Elias, SM, (2009). Employee Commitment in Times of Change: Assessing the Importance of Attitudes Toward Organizational Change. *journal of Management* Vol. 3 No. 1 37-55
- Erturk, A., (2008). A trust-based approach to promote employees' openness to organizational change in Turkey. *International Journal of Manpower*. Vol. 29 No. 5, pp. 462-483
- Faghihi, A., & Allameh, SM, (2012). Investigating the influence of Employee Attitudes Toward change and leadership style on change readiness by SEM (Case Study: Isfahan Municipality). *International Journal of Academic Research in Business and Social Sciences*. Vo. 2 No. 11. 2222-6990
- Golisyanani, H. & Sedaghat, P. (2015). On The Relationship between Organizational Trust and Change and the Mediating Role of the Commitment to Change in Sanandaj Insurance Companies. *Mediterranean Journal of Social Sciences*. Vol. 6 No. 6 S6
- Hair, JF, Black, WC, Babin, BJ & Anderson, RE (2010). *Multivariate data analysis (7<sup>th</sup> ed.)*. Upper Saddle River, NJ: Prentice Hall
- Haque, MD., Liu, L., Amayah, AT, (2020). The relationship between vision and organizational readiness for change: The mediating effects of empowerment and trust in the leader. *Journal of psychology*. Vol. 20(2)
- Irma, A., Hatta, M., and Kholil, S. (2020). Communication Management of Islamic Sharia Agency in Applying Women's Islamic Fashion in Banda Aceh. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)* Vol 3 (1): 576-587.
- Iverson, RD, (1996). Employee Acceptance of Organizational Change: the role of organization commitment. *The International Journal of Human Resources Management* 7:1
- Jones, L., Watson, B., Hobman, E., Bordia, P., Gallois, C., & Callan, VJ (2008). Employee Perceptions of Organizational Change: impact of hierarchical level. *Leadership & Organizational Development Journal*. Vol. 29, No. 4, pp. 294-316

- Kim, J., Song, E., & Lee, S., (2013). Organizational Change and Employee Organizational Identification: Mediation of Perceived Uncertainty. *Social Behaviour and Personality*. 41(6), 1019-1034
- Mahendra, Isnaini, and Sinaga, R.S. (2021). The Implementation of Langkat Regent Regulation Number 19 of 2019 Concerning Procedures for Procurement of Goods and Services in Village (Study in the Village of Stabat Baru). *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)* Vol 4 (3): 3473-3484.
- Maheshwari, S. & Vohra, V., (2015). Identifying critical HR practices impacting employee perception and commitment during organizational change. *Jornal of Organizational Change Management*. Vo. 28 (5). 872-894
- Maiti, RB, Sanyal, SN, Mazumder, R. (2020). Antecedents and consequences of organizational commitment in the school education sector. *International Journal of Organizational Analysis*. DOI.10.1108. IJOA-02-2020-2041
- McKay, K., Kuntz, JRC, & Naswall, K., (2013). The Effect of Affective Commitment, Communication, and Participation on Resistance to Change: The Role of Change Readiness. *New Zealand Journal of Psychology*. Vol. 42, No. 1, 2013
- Molineux, J. (2018). Using action research for change in organizations: processes, reflections and outcomes. *Journal of Work-Applied Management*, 10(1), 19–34.
- Nafei, WA, (2014). Assessing Employee Attitudes towards Organizational Commitment and Change: The Case of King Faisal Hospital in Al-Taif Governorate, Kingdom of Saudi Arabia. *Journal of management and sustainability*. Vol 4. No. 1
- Nwanzu, CL, & Babalola, SS, (2019). Examining psychological capital of optimism, self-efficacy, and self-monitoring as predictors of attitudes toward organizational change. *International journal of engineering business management*. Volume II:1-12
- Oreg, S., (2006). Personality, context, and resistance to organizational change. *European Journal of Work and Organizational Psychology*. 15(1), 73-101
- Oreg, S., Vakola, M.,& Armenakis, A., (2011). Change recipients' reaction to organizational change. *The journal of applied behavioral science*. 47 (4), 461-524
- Peccei, R., Giangreco, A., & Sebastiano, A., (2011). The role of organizational commitment in the analysis of resistance to change. *Personnel Review*, 40(2), 185-204
- Sahin, T., Karabulut, AT, Civelek, ME (2017). The effect of organizational change on trust and application. *International Journal of Commerce and Finance*. Vol. 3, Issue 1, 2017, 41-50
- Shah, M. (2014). The Role of Employees' Trust in Management and Supervisors on Developing Attitudes and Behaviors for Organisational Change. *International journal of management sciences*. Vol. No. 8. 333-342
- Soumyaja, D., Kamlanabhan, TJ, & Bhattacharyya, S., (2015). Antecedents of Employee Readiness for Change: Mediating Effect of Commitment of Change. *Management Studies and Economic System (MSES)*. 2 (1), 11-25, Summer 2015
- Syakur, A., et.al. (2020). Sustainability of Communication, Organizational Culture, Cooperation, Trust and Leadership Style for Lecturer Commitments in Higher Education. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)* Vol 3 (2): 1325-1335.
- Vakola, M., & Nikolau, I., (2005). Attitudes toward organizational change. *Employee Relations*. Vo. 27 No. 25. pp. 160-174
- Wijanto, SH (2008). *Strutural Equation Modeling dengan LISREL 8.8*. Graha Ilmu
- Wijanto, SH (2015). *Metode penelitian menggunakan strutural equation modeling dengan LISREL 9*. Jakarta : Lembaga Penerbit Fakultas Ekonomi Universitas Indonesia



- Wong, YT, Ngo, HY, & Wong, CS, (2003). Antecedents and outcomes of employees trust in Chinese joint ventures. *Asia pacific journal of Management*. 20, 481-499
- Yasir, M., Imran, R., Irshad, MK, Mohamad, NA, Khan, MM (2016). Leadership style in relation to employees' trust and organizational change capacity: evidence from non-profit organizations. *SAGE Open*, 6(4).
- Yousef, DA, (2000). Organizational commitment and job satisfaction as predictors of attitudes toward organizational change in a non-western setting. *Personnel Review*. Vol. 29 No. 5. pp. 567-592
- Yousef, DA, (2000). Organizational commitment and as a mediator of the relationship between Islamic work ethic and attitudes toward organizational change. *Personnel Review*. Vol. 29 No. 5. pp. 567-592
- Zona, MA, Megawati, Maulana, A., (2018). Antecedents of employee organizational commitment at public sector organizations in west Sumatra. *Advances in Economics, Business and Management Research*. Vol. 57