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CULTURAL IMPACT ON COMMITMENT TO CHANGE OF LOWER LEVEL EMPLOYEES

Isuru Achintha Ekanayake

Faculty of Management Studies, Sabaragamuwa University of Sri Lanka, Belihuloya, Sri Lanka
achinthaeka@gmail.com

Rathnayaka Mudiyansele Samanthika Kumari

Faculty of Management Studies, Sabaragamuwa University of Sri Lanka, Belihuloya, Sri Lanka
achinthaeka@gmail.com

Sachini Charuni Nimalsiri

Faculty of Management and Finance, University of Colombo, Colombo, Sri Lanka
sachininimalsiri@gmail.com

Abstract

Many efforts for successful implementation of planned changes have fail due to various reasons; out of which people factor is crucial. Thus, managing a change is a challenge. Hence the present study considered commitment to change of lower level employees in Sri Lankan context. The research was based on two studies; first, to find out the levels of commitment to change; and second, to find out the relationship between commitment to change and two cultural dimensions; power distance and individualism using a survey method. The findings revealed that, lower level employees have less affective and normative commitment to change while high continuance commitment to change. Both power distance and individualism significantly and negatively correlated with commitment to change. Thus, lower level employees expect a less power distant and collective work culture to support a successful change effort.

Keywords

Individualism, Commitment to Change, Culture, Organizational Change, Power Distance

1. Introduction

Change management is becoming a well-known phenomenon at present organizational contexts as many organizations are planning to enhance their quality and standard of their operational functions even, they are government or private. For this purpose, almost, all organizations are going to implement planned changes, where change is the only constant that happens on a continuous basis (Probst & Raisch, 2005) and only difficulty is to follow it (Bold, 2010). Managing a successful planned change is very difficult and still challenging as many planned changes are going to be failed because of many reasons and those failed changes waste the organizations' time, money and other resources (Burke, 2002; Probst & Raisch, 2005). Organizational planned change can be a stressful time for employees for a number of reasons ranging from learning a new task to jobs being eliminated (Nafei, 2014). Planned changes still face implementation difficulties because of workers' resistance ultimately end with failures (Aladvani, 2001).

Human part of the organization becomes a major challenge in handling change process because it is difficult to change attitudes (Carnall, 1990). Most probably top management is the responsible party of introducing a planned change of many organizations (Aladvani, 2001) and one the most obstacle is the lack of commitment to change of lower level employees (Carnall, 1990).

According to Linstone and Mitroff (1994), people are the most important factor in making change; however, believe that they are the most difficult element to deal with to achieve success of a planned change. One of the main reasons why change efforts failed lies in the people and their inadequate or lack of commitment to change and the commitment to change comes from the people in the organization (Ahmad & Gelaidan, 2011) especially who are implementing the planned change. Change initiatives often fail to achieve the targeted goals due to lack of employee commitment (Isa, Saleh & Jusoh, 2011) to change. Employee commitment is argued as one of the most important and supportive factors that affect the success of change efforts and if there is lack of commitment with in employees for the change process it leads to fail the planned change (Isa et al, 2011). Therefore, commitment to change plays an important part at implementing and sustaining a planned change.

1.1 Research Problem

The ambition of the companies is to accelerate the productivity and growth (Virgil, 2019). Implementing quality improvement techniques (Eg: Japanese 5S concept) within organizations have been increasingly popular in Sri Lanka in recent years in all government, private and semi government sectors. At the very first, implementing a new quality improvement programme is a kind of a change. Most of the employees are not going to embrace a change as at every point at the very first in any organization. There should be enough time to be adopted to successfully implement, and pursuit a change for employees, but more than five years is enough for adaptation.

Many government organizations in Badulla District in Sri Lanka had implemented quality improvement changes about a decade ago with the intention of providing an unparalleled quality service and improves the service delivery system. However, introduction of Japanese 5S concept was very common in almost every government organization. Though this concept was implemented and practiced quite well in the introduction period, a continuation problem is visible in many offices due to less support from the lower level workers. While discussing with these employees it was noticed that the planned change has failed. Here are some highlights of special quotations of employees;

“I actively participated in implementing the concept of 5S before five years ago because I was in the team of 5S. At the very first of implementing 5S, majority of employees did not want to embrace 5S and it was a kind of joke for them. Also, now there is no more concern about 5S. Many employees have missed to follow it and they consider there in no further for 5S.”

“Actually, I have 30 years’ experience of working at this organization as a clerk and a chief clerk, also, I have worked many departments. As chief clerk I have to perform my subjects and check the subjects done by others. When I am working and checking other employee’s activities, I noticed that they are using their own easy ways to perform their subjects. Those procedures may little different from employee to employee. However, those activities are very clear and confident. Also, I have organized my subjects as easy to be performed by myself. Automatically we have organized to do our activities correctly and clearly based on our working experiences. It is clear, 5S concept is good but I do not think we want to be adapted to other concepts or whatever things to perform our activities if our ways of performing our subjects are not wrong.”

“Actually, it is a headache and a burden of implementing 5S. It was a joke of introducing 5S and the group 5S only acted. Because of 5S, we have to change our office layout. Always we are working with many of files. For a one subject many files are needed. Files stored in a one side of office according to 5S and then we have to go to there and bring more files every day. It wastes time and demotivate to work.”

Many scholars have highlighted that lack of commitment within lower level employees is an important reason to fail a change as Senge et al. (1999); Elias (2009); Jalil (2011); and Naotunna (2013). A preliminary investigation was conducted using a pilot survey to find out that whether there is a lack of commitment to change or not. A 7-pointlikert scale questionnaire with 18 items was used for the pilot survey and the result indicated that the mean value was 2.97 and it was lower than the average value of 4 indicating a lack of commitment to change of lower level workers.

Thus, the research problem address in this study is, “Why there is low commitment to change of lower level workers?”

Three components change model introduced by Herscovitch and Meyer (2002) [affective commitment to change (AC2C), Continuance commitment to change (CC2C) and normative commitment to change (NC2C)] and two cultural dimensions of Hofstede’s cultural values model (power distance and individualism) were used to measure the commitment to change and organizational culture respectively.

The objectives of this study were to:

- To find the levels affective, continuous, and normative commitment to planned changes of lower level workers.
- To find out the relationship between power distance and individualism with commitment to change among lower level workers.

Cultural dimensions can be categorized different ways. Hofstede’s four cultural values consider as the dimensions of culture in this study because several researchers (e.g., Furrer, Liu, & Sudharshan, 2000; LuLi, Zinn, Chick, Graefe, Absher, 2004) have widely used Hofstede’s measure of cultural values. LuLi and colleagues (2004) examined the validity and reliability of Hofstede’s cultural measure in a National Forest recreation context. The results suggested that Hofstede’s cultural values best represent in a National Forest recreation context. Furrer and

colleagues (2000) aimed to find the relationship between culture and service quality perceptions. The culture has considered with Hofstede's cultural values.

1.2 Significance

This study is contributing to increase the knowledge in the subject area of commitment to change and the organizational cultural dimensions. Also, in Sri Lankan context there are only few researches on this area, hence this will be a great contribution for future researchers. Therefore, the findings of this study assist to organizations to be success through changes by improving commitment to change through cultural impacts and by understanding the levels of commitment.

2. Literature Review

2.1 Organizational Change

Change has become a necessity and occurs more often as a result of globalization, changing customer preferences and advancements in communication and manufacturing technologies (Isa et al, 2011). However, Hatch (2009) argues that changes occur when there is an economic development, climate and technology movement. Nafei (2014) argues that organizational changes are necessary in order for the organization to compete with its competitors. Hence those all factors can be identified as reasons for planned changes but some scholars have argued that changes are occur only on two reasons as to solve a problem or with the purpose of improvement.

Hendry (1996) cited that Kurt Lewin as the intellectual father of contemporary theories of change. There is no a certain definition for change. Therefore, change can be defined in different ways according to scholars. Change is the process of analyzing the past to elicit the present actions required for the future (Kanter et al, as cited by Nafei, 2014). Also, Kotter (as cited by Buchanan *et al*, 2005) argued change as a process. Some scholars defined change as abandonment of past practices. According to him change is not just a one thing it is a kind of process. Organizational change is at the forefront of the academic and managerial environment (Pettigrew, 1985) and change should be seen as inevitable to the organization (Ahmad & Gelaidan, 2011). Change has become a dominant aspect of organizational life, natural and cannot be controlled (Nafei, 2014).

According to the scholars planned changes can be perform at three different levels as group, organizational and societal level but Lewin argued that the planned changes should be

focused upon the group among them (Adams & McNicholas, 2006). Changes need to become part of the corporate culture, 'a process that can take five to ten years, new approaches are fragile and subject to regression' (Kotter, as cited by Buchanan *et al*, 2005). Scholars have identified many change theories. Lewin developed an integrated model of planned change incorporating Field Theory, Group Dynamics, and 3-Step Model (Adams & McNicholas, 2006), eight step model to change (Buchanan *et al*, 2005).

2.2 Types of Changes

There are several types of changes (Nadler & Tushman, 1990). Organizational change can be categorized in many forms either in macro or micro perspectives (Ahmad & Gelaidan, 2011). According to scholars' organizational changes can be planned or unplanned, unplanned changes are called as emergent changes. Nadler and Tushman (1990) argue that organizations have to respond fast to the change whatever change is going to be implemented. According to literature change can be planned or unplanned or whatever type.

2.3 Commitment to Change

Commitment to change is an attitude about employees' loyalty to their organizational planned change and is an ongoing process through which participants express their concern for the planned change and its continued well-being. Commitment to change was defined as a "force (mind-set) that binds an individual to a course of action deemed necessary for the successful implementation of a change initiative" (Machin & Bannon, 2005). In other words, commitment to change can be referred as employees' willingness to planned change. Mowday, Steers and Porter (1979) conceive commitment as an attitude and commitment is multidimensional in nature, involving affective, continuance and normative commitment to change. Organizational commitment is one of the important elements that have impact on organizational change (Nafei, 2014).

Commitment to change is crucial to implement a planned change. There are few researches to measure the levels of commitment to change in Sri Lankan context as Naotunna (2013), she found that lower level employees have less affective and normative commitment to change while more continuance commitment to change. But the overall result suggests that employees have low commitment to planned change implementation.

Isa *et al.* (2011) conducted a survey on the impact of effectiveness of change message and communication flow on commitment to change with special reference to government sector. Change message categorized in to five classes as discrepancy, appropriateness, efficacy,

principal support and personal valence. Findings reveal that discrepancy change message, personal valence, principal support significantly and positively relate with commitment to change. However, significant and positive relationships between efficacies change message and commitment to change.

2.4 Dimensions of Commitment to Change

Herscovitch and Meyer (2002) cited commitment to change as multidimensional measure, but some scholars argued that commitment to change as uni- dimensional as per Isa et al.(2011). Herscovitch and Meyer (2002) argued that the “core essence” of commitment should be the same regardless of the target of that commitment. Based on a review of existing definitions, they suggested that commitment, in general, could be defined as “a force that binds an individual to a course of action of relevance to one or more targets.” Explaining further, they said “a force that binds an individual to this course of action can reflect,

- (i) Affective commitment to change (ACC) - A desire to provide support for the change based on a belief in its inherent benefits (Meyer & Herscovitch, as cited by Isa et at, 2011) or employees’ emotional attachment to, and desire to remain engaged with the change (Machin & Bannon, 2005).
- (ii) Continuance commitment to change (CCC) - A recognition that there are costs associated with failure to provide support for the change (Meyer & Herscovitch, as cited by Isa et at, 2011). In other words, the perceived costs of disengaging from the change (Machin & Bannon, 2005).
- (iii) Normative commitment to change (NCC) - A sense of obligation to provide support for the change (Meyer & Herscovitch, as cited by Isa *et at*, 2011) or employees’ perceived obligation to remain engaged with the change (Machin & Bannon, 2005).

The model suggests that employees can experience varying combinations of all three mind sets simultaneously with the particular combination reflecting an employee’s “commitment profile” (Machin & Bannon, 2005).

Herscovitch and Meyer (2002) further argued that different degrees and combinations of affective, normative, and continuance commitment to change would be associated with different levels of behavioral support for change, ranging from active resistance, passive resistance, compliance, cooperation, through to championing. Also demonstrated that continuance commitment is sufficient to encourage compliance with change but that affective and normative commitment to change is required for higher levels of support (Isa et al, 2011). Employees can

experience all three forms of commitment within the organization when change programs are implementing, but the best commitment type is affective commitment to change because affective commitment refers to the emotional attachment; identification and involvement with the target (Allen & Meyer, 1990; Naotunna, 2013) also strong affective commitment is highly correlated with the success change implementation. The other researchers argued that a highly committed employee is more willing to accept organizational change if it is perceived to be beneficial.

2.5 Organizational Change and Commitment to Change

The study of Tosteby and Backlund (2003), focuses on the organizational change occurring during implementation, in particular, change related to obtaining employee and management commitment. They have identified some important categories affect to commitment to change as Support and leadership, strategic planning, planning the implementation, Buying-in and empowerment, training education, Communication and information finally monitoring and evaluation, but there is no identified special category for organizational culture, however the identified categories illustrate some aspects of organizational culture specially the category of support and leadership. However, Tosteby & Backlund (2003) have stated that corporate culture is a contextual aspect.

2.6 Organization Culture

Many scholars have defined organizational culture as different ways therefore there is no single definition for organizational culture and the topic of organizational culture has been studied from a variety of perspectives. Culture is the integrated pattern of human behavior that includes thought, speech, and action is making a comeback in business literature and discussion. Organizations of all types have rediscovered that people make business work. It is the culture that connects employees, customers and even communities to the organization. Technology, value chains, distribution models, and even strategic plans have their place, but they are ineffective without a culture that connects the people (Pennington, 2003).

2.7 Cultural Dimensions

One of the most famous cultural frameworks is Hofstede's four cultural values, the value set has been widely used by several researchers (e.g., Horton, Rose & Blodgett, 2001, McSweeney 2002). They are power distance, individualism, masculinity and uncertain avoidance.

1. Power distance- Reflects the degree to which a society accepts the unequal distribution of power. Societies with higher levels of power distance tend to follow formal codes of conduct and are reluctant to disagree with superiors. Societies with lower in power distance, do not feel as constrained by perceived or actual differences in status, power, or position (Blodgett & Bakir, 2008).
2. Uncertainty avoidance - The extent to which members of an organizational society feel threatened by and tries to avoid future uncertainty or ambiguous situations. Societies with higher levels of uncertainty avoidance place greater value on security (e.g., financial, social), feel a greater need for consensus and written rules, and are intolerant of deviations from the norm. In contrast, individuals with low uncertainty avoidance rely less on written rules and are more risk tolerant (Blodgett & Bakir, 2008).
3. Individualism and collectivism– the opposite concept of individualism is collectivism. In individualistic society's people are expected to look out after themselves, whereas in collectivist societies there is a greater emphasis on group welfare and loyalty. Individualists value independence and self-expression, and tend to believe that personal goals and interests are more important than group interests. In contrast, collectivists tend to view themselves as members of an extended family or organization, place group interests ahead of individual needs, and value reciprocation of favors and respect for tradition (Blodgett & Bakir, 2008).
4. Masculinity and femininity - The extent of roles division between sexes to which people in a society put different emphasis on work goals and assertiveness as opposed to personal goals and nurturance. In other words, the extent to which a society embraces predominately male or female values. A masculine society places greater value on success, money, and personal accomplishments, whereas a feminine society places greater emphasis on caring for others and quality of life. In a masculine society individual are more aggressive, ambitious, and competitive; whereas individuals in feminine societies are more modest, humble, and nurturing (Blodgett & Bakir, 2008).

3. Methodology

The aim of this research is to identify the relationship between commitment to change and organizational culture. Since power distance and individualism characteristics are highly

depicted in the study context, those two were selected as individual variables of the study. The conceptual framework of study is shown below in figure1.

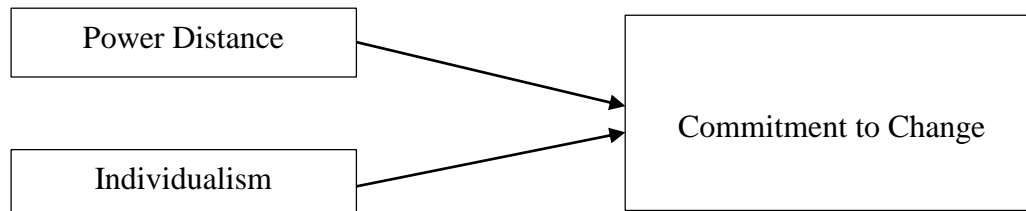


Figure 1: *Conceptual Framework*

3.1 Hypothesis

The hypothesis has developed by the researcher based on the literature as Rowlinson (2001) stated that there is a relationship between power distance and commitment to change, and also between individualism and commitment to change.

The study attempts to test the following hypotheses;

H_{1A} – There is a relationship between power distance and commitment to change among lower level workers.

H_{1B} – There is a relationship between individualism and commitment to change among lower level workers.

3.2 Data Collection

The current study is based on primary data. Survey method used to collect data for this study using 103 sample lower level employees. Survey strategy means collect data from the selected sample which represents the population. The research used standard questionnaire to collect primary data which consists with three major sections. Section 1 consists with questions related to demographical information of the respondents to understand the nature of the sample. Section 2 consists with seven-point Likert scale standard questions to measure commitment to change developed by Herscovitch and Meyer (2002). The scale used for the measure commitment to change was the same questionnaire used for pilot survey. The commitment to change scale consists with eighteen items. Out of 18 items six items measured the affective commitment to change, six measured the continuance commitment to change and six measured the normative commitment to change. Scores of the items 3, 5, 6, 15 and 18 are reversed. The section 03 consists the measure cultural dimensions of Hofesetede has developed by Hofstede and the measure used by many scholars as Furrer et al. (2000) and LuLi et al. (2004). The current

research only used eight statements to measure power distance (four items) and individualism (four items) among them. According to Furrer et al. (2000) scores of the items 3, 4, 7 and 8 should be reversed. Further, participants were asked to rate all the statements on a seven-point Likert scale at both measures. The seven-point Likert Scale is including strongly disagree= 1, disagree=2, slightly disagree=3, neutral=4, slightly agree=5, agree=6 and strongly agree=7.

4. Analysis and Discussion

Analysis of the data on demographic information is shown in table 1. Age composition, gender composition, marital status and tenure were taken for the study.

Table 1: Demographic Composition

	N (as a percentage)	Total
Age		
Below 30	1%	100%
31-40	40%	
41-50	38%	
Above 51	21%	
Gender		
Male	47%	100%
Female	53%	
Marital status		
Married	84%	100%
Unmarried	16%	
Tenure		
Less than 10 years	17%	100%
11 – 20 years	27%	
21 – 30 years	43%	
Above 31 years	13%	

4.1 Descriptive Statistics

Table 2: Descriptive Statics of Variable

Description	Dependent Variable	Independent Variables	
	Commitment to Change	Power Distance	Individualism
Mean	3.5149	5.33	5.31
Standard Deviation	0.23906	0.536	0.649

According to table 2, the mean value of Commitment to Change is 3.51 which is lower than mean value of 4. According to the standard deviation value 0.23906, the mean values of commitment to change varies between 3.271 and 3.749.

As per the table 2, the mean value of Power Distance is 5.33. The mean value is higher than average of scale therefore, researcher can conclude that government lower level employees having high level of power distance. According to the standard deviation value 0.536, the average mean values of power distance varies between 4.794 and 5.866. The mean value of Individualism is 5.31. The mean value is higher than average of scale therefore researcher can conclude that Sri Lankan government organizations are having high level of individualism. According to the standard deviation value 0.649, the average mean values of individualism varies between 4.661 and 5.959.

Table 3: Descriptive Statics of Dependent Variable

Dependent Variable	Mean	Standard Deviation
Affective Commitment to Change	3.35	0.435
Continuance Commitment to Change	4.18	0.464
Normative Commitment to Change	3.01	0.401

As per table 3, the average mean value of Affective Commitment to Change is 3.35; the mean value is varying between 2.915 and 3.785. According to the output mean value researcher can conclude that lower level employees having less affective Commitment to Change. The average mean value of Continuance Commitment to Change is 4.18; the mean value is varying between 3.716 and 4.644. According to the output mean value, employees have more Continuance Commitment to Change. As per Table 3, the average mean value of Normative

Commitment to Change is 3.01; the mean value is varying between 2.609 and 3.411. According to the output mean value, researchers conclude that employees have less Normative Commitment to Change.

4.2 Reliability of Survey

Table 4: Reliability of Dependent Variable

Construct	No. of Items	Cronbach's alpha reliability
Affective Commitment to Change	05	0.790
Continuance Commitment to Change	06	0.711
Normative Commitment to Change	05	0.775

Reliability of the scales tested by using Cronbach's alpha values. The decision rule is that if the Cronbach's alpha value is greater than 0.70, there are enough evidence to accept reliability of the scale. According to table 4, since the Cronbach's alpha value 0.790 (the value gets by deleting one question item according to the value of "if item deleted") of Affective Commitment to Change instrument, 0.711 (the value gets by deleting two question items according to the value of "if item deleted") of Continuance Commitment to Change instrument and 0.775 of Normative Commitment to Change instrument are greater than 0.70. According to statistics, as conclusion the questionnaire has been used to the survey is reliable.

Table 5: Reliability of Independent Variable

Construct	No. of Items	Cronbach's Alpha Reliability
Power Distance	04	0.754
Individualism	04	0.743

According to table 5, since the Cronbach's alpha value 0.754 of Power Distance instrument and 0.743 of Individualism instrument are is greater than 0.70. According to statistics, as conclusion the scale has been used to the survey is reliable one.

4.3 Validity of Survey

Table 6: Validity of Variables

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.602
Bartlett's Test of Sphericity	Approx. Chi-Square	19.878
	Df	3
	Sig.	0.000

In order to test the external validity of the measures the KMO and Bartlett's test was used (Table 6). In this study, KMO measure of sampling adequacy for all variables is greater than 0.5 with the significant level of 0.000. There is enough evidence to accept validity. It can be concluded that factor analysis is appropriate. The value 0.602 indicates that adequacy of the sample size to generalize the findings to the population. Hence, it indicates the external validity.

4.4 Normality

Table 7: Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
CMEAN	0.116	106	0.001	0.986	106	0.362

When testing normality there were two unusual observations, they are observation 59 and 12, hence researcher had to delete those unusual observations. Normality has tested by using Shapiro Wilk test in this study (table 7). Test of normality is checked according to 5% significant level. The decision rule is that if the output P value is less than 0.05, it can be concluded as commitment to change data follows a normal distribution.

4.5 Correlation Test

Here researcher used correlation analysis to check relationship between commitment to change and organizational culture.

Table 8: Correlation Test

Dependent Variable	Description	Independent Variables	
		Power Distance	Individualism
Commitment to Change	Pearson Correlation	(-0.288)	(-0.325)
	P- Value	0.003	0.001

4.6 Hypothesis Testing

The test statistics of determining the nature of Beta is important, Various methods of determining the utility of the model as a predictor of the independent variable include “t” test and “F” test for detecting the significant of the slope (Sekaran, 2003).

H_{1A} – There is a relationship between power distance and commitment to change among lower level workers.

According to table 8 it can be seen that P value of power distance lower than 0.05 ($p=0.003$). Hence there is enough evidence to reject H_{0A} . Therefore, the researcher can conclude that there is a significant relationship between power distance and commitment to change. Since the Pearson correlation value is 0.288 there is a low degree of negative correlation.

H_{1B} – There is a relationship between individualism and commitment to change among lower level workers.

According to table 4.8 it can be seen that P value of individualism lower than 0.05 ($p=0.001$). Therefore, there is enough evidence to reject H_{0B} . The researcher can conclude that there is a significant relationship between individualism and commitment to change. Since the Pearson correlation value is 0.325 there is a low degree of negative correlation.

5. Discussion and Conclusion

The output average mean value of affective commitment to change less than the mean value of the scale. This study proved that lower level employees have lack of affective commitment to change and more continuance commitment to change because the output mean value is higher than the scale mean value. But the continuance commitment to change is not at a higher level. The findings proved that there is less normative commitment to change within lower level employees. This also revealed that, lower level employees have less affective and

normative commitment to change while more continuance commitment to change. However, when considering the overall commitment level researcher can conclude that there is lack of commitment to change within lower level employees. These findings are equal to the study conduct by the Naotunna (2013).

Continuance commitment to change is just a cost-based commitment instead of the willingness to support the change it is not a good indicator to explain the commitment to change (Hercovitch & Meyer, as cited by Naotunna, 2013). This study proved that there is a significant and negative correlation between power distance and commitments to change in government organizations. This finding is equal to the study conduct by the Rowlinson (2001). The negative relationship between power distance and commitment to change means that, if the degree of power distance increased, commitment to change within lower level employees will be decreased. The culture of government organizations is more power distant culture, relating to the culture lower level employees are with lack of commitment to change. Lower level employees are the most hated party from power distance; therefore, they do not like to support a change. Lower level employees feel the change as result of power distance. This study proved that there is a significant and negative correlation between individualism and commitments to change, which means if the degree of individualism increased, commitment to change with in lower level employees will be decreased. This finding is equal to the study conduct by the Rowlinson (2001). In an individualism culture, lower level employees do not like to change individually or they do not like to perform change individually. Normally people at lower level like to get together, like to change as a group and like to perform change activities as a group. Therefore, there is a negative relationship between individualism and commitment to change within lower level employees.

According to scholars there are many factors which effecting to plan changes as barriers. Therefore, those scholars have instructed to implement and continue planned changes to be success as examples for those given instructions are, organizational change should not be treated as in isolation (Ahmad & Gelaidan, 2011), therefore organizational changes must be well planned, should understand the factors that could further facilitate change processes such as communication flows (Buchanan et al, 2005; Adams & McNicholas, 2006; Isa et al, 2011) and commitment to change by the pioneers who are planning to implement the planned change (Isa et al, 2011), should develop positive attitudes (Buchanan et al, 2005) towards organizational change within the employees who are implementing the change specially lower level employees.

Managers need to adopt one or more approaches to handle its organizational changes (Nafei, 2014) to become success, successful organizational changes should align to organization's corporate strategies; corporate objectives, culture, performance and leadership to be dynamic and responsive, successful organization change requires reciprocal from the people (leader-follower) as the main factor (Ahmad & Gelaidan, 2011), managers should consider consulting with employees during such drastic changes (Nafei, 2014). Therefore, as practical implications when changing functions or activities of organizations those are well planned and there should be clear communication about why the changes are needed, how the changes are going to affect them and to be convinced how the changes will benefit them with the purpose of generating support or commitment from employees because Burke (2002), Kotter (as cited by Buchanan et al, 2005) and Probst & Raisch (2005) cited that though many change efforts were carried out by most of the organizations, there is a misunderstanding concerning the needs of change.

Also, there should be a good supervise to continue the change at the entire process of changing until the purpose will be achieved because many of organizations are only implement planned changes and after they will not consider about the change. Also, before introduce a change to an organization the pioneers of introducing change should understand the type of the organization it means the values, norms and attitudes within the organization and then should understand the levels of commitment to change. Through that managers of the organizations can identify which kind of commitment to change should increase to improve commitment to change because commitment plays an important role in employee's acceptance of change (Dawson, 1994). After that managers should reduce the lack of commitment to change to precede a successful change.

The changes should match with the culture of the organization; so that organizational culture should be analyzed before introduce a change. If there is more power distance, which effects to lack of commitment to change within lower level employees. As per (Buama, 2009) when the quality of workplace relationships will effects an individual's job satisfaction, strongly influencing commitment. Therefore, organizations should concern about the degree of power distance and if there is more power distance should continuously supervise the change process and if the organization can get actions to reduce power distance which will be supported to increase the level of commitment to change. If the culture is individualism culture, organizations

should apprise that all the employees individually response to the change therefore they have to individually perform the change activities and then entire organization attached with the change.

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