



The Effect of Job Satisfaction, Leader Member Exchange to Change Commitment with Work Motivation as Mediator

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Abstract

This study aims to obtain a model of the structural relationship between change commitment, work motivation, job satisfaction and leader member exchange in BPJS Health Jakarta. The variables in this study are exogenous variables consisting of job satisfaction and leader member exchange, the mediator variable is work motivation and the endogenous variable is change commitment. As a hypothesis in this study is a theoretical model of the effect of job satisfaction and leader member exchange on change commitment with work motivation as mediator match (fit) with empirical data on BPJS Health employees in Jakarta. The research subjects were 250 BPJS Health employees in Jakarta. The data collection technique was carried out with the Hersovitch and Meyer's Commitment for Organizational Change Scale, the work motivation scale constructed by the author, the Job Satisfaction Scale from Janićijević, Kovačević and Petrović, and the LMX Scale from Greguras and Ford. The data analysis technique was carried out using SEM (Structural Equation Model) which processing was carried out using the Lisrel (Linear Structural Relationship) program. The results showed that the theoretical model of the effect of job satisfaction, leader member exchange to change commitment with work motivation as mediator matched (fit) with empirical data, with NFI values of 0.97, CFI of 0.98 and RFI of 0.96.

Keywords: *Change Commitment; Work Motivation; Job Satisfaction; Leader Member Exchange*

Introduction

Hersovitch and Meyer (2002) argue that in the 21st century the movement of change is getting faster and a commitment to change is needed to deal with the changes that occur so that companies remain successful and avoid failure. Better prepared employees will respond to change as a challenge. Employees who are attached and committed will show positive behavior, such as providing new ideas in their work, being enthusiastic about their work, taking initiative, actively developing their potential to exceed company goals and expectations (Zulkarnain & Hadiyani, 2014).

The Health Social Security Administering Institution (BPJS Kesehatan) is unit of state insurance has many changes in its organization. In terms of insurance ownership, currently insurance is provided not only to Civil Servants (PNS), but also private employees. There are more and more patients, so

currently BPJS Kesehatan serves more than 300 patients per day. Previously, BPJS Kesehatan was established under the State Owned Enterprises (BUMN), but currently BPJS Kesehatan is under the leadership of the President. The leadership style is different today. The current leaders in the BPJS Kesehatan office can only follow all the decisions of the central superior. Decisions taken were slower, because they had to wait for central decisions. The stressor and fatigue levels were higher because the workload was heavier.

Pohankova (2010) stated that work motivation affects the change management process. High work motivation will make employees more receptive to planned changes and tend to accept suggested improvements. Employee work motivation affects the level and quality of change in the organization.

Employee's work motivation can also be influenced by job satisfaction. Afifah and Al-Musadieq (2017) prove in their research that labor satisfaction has a significant impact on the motivation for labor work. Job satisfaction has a positive and significant impact on the work motivation, so if there is an increase in job satisfaction, then the work motivation will also increase.

On the other hand, in leadership, by strengthening management capacity, the company will be able to increase employee motivation. The findings show that there is a negative impact of injustice in leadership on work motivation, so that managers must apply personnel policies fairly from day to day, communicate according to information about fairness to all employees and act transparently. In addition, attention needs to be given to developing a fair and objective performance appraisal system and implementing supportive supervision (Daneshkohan, 2015).

Referring to the previous description, the researchers assume that work motivation can be a mediator of the influence between job satisfaction on change commitment and the influence between the leader member exchange on change commitment. That is, work motivation will strengthen the influence of the pathway, so that with job satisfaction that causes high work motivation, this motivation will ultimately make the commitment change even higher. Likewise, the relationship between superiors and subordinates that creates high work motivation, then this motivation will ultimately make the commitment change even higher. For example, if employees are satisfied with the incentives provided by the company, they will be motivated to work hard and want to be promoted to get more incentives. Therefore, in order to get what they want, employees follow all company rules and procedures even though there are changes in the company, so that employees are committed to change by supporting applicable changes.

Change Commitment

Jaros (2015) states that commitment to change is part of work commitment that reflects the level of employee engagement with the application of new work rules, policies, programs, budgets, technology, and so on, all of which are dynamic processes. This commitment is the final result of a three-stage change process that begins with awareness, followed by acceptance, of the need for change initiatives. When employees are committed to change, they are aware of the change, have the skills necessary to implement it, are empowered to implement it, are motivated to make changes with adequate rewards and share the vision that change exemplifies.

According to Hersovitch and Meyer (2002), change commitment is the support of employee behavior for organizational change by showing enthusiasm for change by working seriously to ensure the success of change and exerting extra efforts to work in the spirit of change.

Hersovitch and Meyer (in Bouckenooghe, et al., 2014) reveal aspects of commitment to change:

- a. Affective commitment (the desire to provide support for change based on beliefs and emotional

attachments to work), b. Continuous commitment (a fear of losing job and an awareness of having to provide support for change), c. Normative commitment (a sense of obligation to provide support for change).

Work Motivation

Ryan and Deci (2000) suggest that work motivation is a driving force to do something. Individuals who feel no incentive or inspiration to act are not motivated. Each individual has different levels and types of motivation. Meanwhile, the motivation orientation concerns the reasons underlying the actions. Related to work motivation, Ryan, et al. (2001) developed self-determination theory which suggests that humans will be motivated and display welfare in organizations when experiencing the satisfaction of psychological needs in the organization. Based on the description above, it can be said that the experts generally have the same opinion in providing an understanding of work motivation.

Ryan and Deci (2000) argue that there are 2 aspects of motivation: a. Intrinsic motivation (the reason for doing something based on the encouragement of interest and enjoyment or individual satisfaction that want to achieve), b. Extrinsic motivation (Extrinsic motivation comes from external factors. There are actions taken based on what other people want or order).

Job Satisfaction

Bansod (2016) argues that job satisfaction is an individual's reaction to his job which is based on a pleasant assessment of work that is considered valuable to him. This is in line with the opinion of Janićijević, et al. (2013), which state that job satisfaction felt by workers is a positive assessment of workers about their work, so this assessment becomes a very important parameter that affects productivity and work quality.

According to Janićijević, et al. (2015), aspects of job satisfaction consist of: a. Compensation system; the compensation system is determined based on the level of expertise, effort and achievement of the employees. b. Working conditions; good working conditions can be seen from the availability of information needed to perform work, the absence of tension and pressure on employees, clarity of proper division of labour, objective evaluation of individual performance, promotion based on clear and known criteria, respect for employee rights. c. Relationships with co-workers; good relationships with co-workers can be seen from a pleasant atmosphere at work, good communication between colleagues, harmony between peers, the support provided by colleagues. d. Managerial; this consists of managers who are highly competent, respect employees and are open to their suggestions, have good organizational skills from managers, the availability of managers for their subordinates, the assistance and support of managers in carrying out work tasks. e. Profession; job satisfaction can be seen from a job that is challenging and interesting, dynamic, the opportunity to travel abroad on business, the opportunity to take initiatives at work Stimulate work with several routine tasks and opportunities for professional development and training.

Leader Member Exchange

According to Greguras and Ford (2006), the leader member exchange is characterized by mutual respect, liking, and trust. Leaders develop relationships through a series of exchanges in work. On the other hand, Yuki (2010) argues that leader member exchange is leadership that emphasizes a role making process that involves leaders and subordinates, so that the relationship between leaders and subordinates results in change and influences each other.

Meanwhile, Greguras and Ford (2006) argue that aspects of the leader member exchange are: a. Affection; this aspect is reflected in the extent to which employees like the leader in personal relationships, consider him a friend and are considered a pleasant person. b. Loyalty; this aspect is reflected in the extent to which the leader defends decisions that have been taken by employees, is on the employee's side when needed and defends employees when they make unintentional mistakes. c. Contribution; this aspect is reflected in the extent to which employees provide everything needed by the leader in completing tasks, are willing to give more effort to support the leader in achieving existing goals, and are willing to work hard for the leader's interests. d. Professional respect; This aspect is reflected in the extent to which employees are impressed by the work knowledge of the leader, respect for the work competence of the leader, and to what extent employees are impressed by the leadership's work skills.

Samples and Data Collection Techniques

As subjects in this study were all employees of the central level BPJS Kesehatan in Jakarta, totally 250 people. In this study, there are 4 variables to be measured, namely change commitment, work motivation, job satisfaction and leader member exchange. Data collection for the four variables was carried out using the Likert scale model method, which contains questions with available alternative answers. The samples fill in the scale via a google form which is distributed via email or WhatsApp based on the contact data provided by BPJS Kesehatan.

Instrument Test

The scale in this research passed several instrument tests:

1. Language test

The authors used 3 adaptation instruments, Hersovitch and Meyer's Commitment for Organizational Change Scale, the Job Satisfaction Scale from Janićijević, Kovačević and Petrović, and the LMX Scale from Greguras and Ford, so the linguistic test was conducted to find out whether the questions the writer used were in accordance with the rules of good and correct language. For this reason, the researcher asked an English translator to assess the translation results. The translation process starts from English to Indonesian and then the translation results are translated back into English to find out whether there are significant differences in terms of meaning. From this test, the linguist states that all question statements have been reviewed and are appropriate to be used for research purposes.

2. Expert judgement test

To find out whether the items that the author has compiled meet the content validity requirements, the researcher has 7 expert panels. The expert panel was asked to assess whether each item was able to measure the indicators to be measured. Furthermore, to calculate the validity of an item based on the assessment of the expert panel, the researchers calculate its validity using the Aiken's V test. According to Aiken's V, an item is said to be valid if the Aiken's V value is equal to or 0.75 and above. The test results from the expert panel are:

Variable	Σ Item	Aiken's V	Status
Change Commitment	18	0.79-0.96	Valid
Work Motivation	12	0.79-0.93	Valid
Job Satisfaction	39	0.79-0.93	Valid
Leader Member Exchange	12	0.79-0.96	Valid

3. Try out test

This test tests the research instrument by testing it on different subjects, but has the same characteristics, namely 60 employees of the South Jakarta branch of BPJS Kesehatan. Researchers used the validity and reliability test using the SPSS program. The result is:

Variable	Σ Item	Drop Item	rit	Reliability
Change Commitment	18	0	0.34-0.93	0.942
Work Motivation	12	0	0.39-0.83	0.90
Job Satisfaction	39	0	0.42-0.90	0.977
Leader Member Exchange	12	0	0.33-0.94	0.889

The criterion for the validity is rit value has a positive correlation direction, and the value is greater than r criteria value (0.3). So, all items are valid. And the reliabilities are very high because it is in the range 0.80 – 1.00.

4. Confirmatory Factor Analysis Test

The validity criteria in this analysis are items that have a factor loading either above or equal to 0.5 (items that have a loading factor below 0.5 are dropped). The analysis results have also been modified to get a better fit index. The result is:

Variable	Fit Index	Σ Item	Drop Item	Σ Final Item	Reliability
Change Commitment	NFI $0.90 \geq 0.90$	18	3,8,9,15	14	0,812
	NNFI $0.90 \geq 0.90$				
	CFI $0.92 \geq 0.90$				
	IFI $0.92 \geq 0.90$				
	RFI $0.90 \geq 0.90$				
Work Motivation	NFI $0.97 \geq 0.90$	12	2	11	0,891
	NNFI $0.94 \geq 0.90$				
	CFI $0.98 \geq 0.90$				
	IFI $0.98 \geq 0.90$				
	RFI $0.92 \geq 0.90$				
Job Satisfaction	NFI $0.96 \geq 0.90$	39	3,8,13	36	0,823
	NNFI $0.97 \geq 0.90$				
	CFI $0.97 \geq 0.90$				
	IFI $0.97 \geq 0.90$				
	RFI $0.96 \geq 0.90$				
Leader Member Exchange	NFI $0.99 \geq 0.90$	12	0	12	0,889
	NNFI $0.99 \geq 0.90$				
	CFI $1.00 \geq 0.90$				
	IFI $1.00 \geq 0.90$				
	RFI $0.98 \geq 0.90$				

Based on the fit index, it can be concluded that all measurement model scales fit with empirical data. For the validity test, the scale of the leader member exchange, there are no drop items. Meanwhile, on the commitment change scale, 4 items are dropped, 1 item on the scale of work motivation is dropped and on job satisfaction 3 items are dropped. The research instruments that measure four variables are reliable because they are above 0.7.

Result

Hypothesis 1: “Job satisfaction and leader member exchange affect change commitment through work motivation mediator”

Based on the fit index table, it can be concluded that some calculation results indicate that the model theoretic is acceptable or fit with the data. The values are NFI $0.97 \geq 0.90$, NNFI $0.97 \geq 0.90$, CFI $0.98 \geq 0.90$, IFI $0.98 \geq 0.90$, RFI $0.96 \geq 0.90$, GFI $0.92 \geq 0.90$, AGFI $0.90 \geq 0.90$. Thus it can be concluded that job satisfaction and leader member exchange affect change commitment through work motivation mediator.

Hypothesis 2: “Work motivation affects change commitment”

Based on the results of data analysis, $\beta = 0.88$ with t value = 9.14 which is greater than t table 1.96. Thus it can be concluded that work motivation has a positive and direct effect on change commitment. If the determination value (r^2) is calculated, it can be concluded that the contribution of work motivation to change commitment is 0.77 or equal to 77%. That is, if it is calculated directly, without the other variables, work motivation can affect change commitment 77%.

Hypothesis 3: “Job satisfaction affects change commitment”

Based on the results of data analysis, $\gamma = 0.11$ with t value = 1.31, which is smaller than t table 1.96. Thus it can be concluded that job satisfaction does not have a significant effect on change commitment.

Hypothesis 4: “Leader member exchange affects change commitment”

Based on the results of data analysis, $\gamma = 0.01$ with t value = 1.15 which is smaller than t table 1.96. Thus it can be concluded that leader member exchange does not have a significant effect on change commitment.

Hypothesis 5: “Job satisfaction affects work motivation”

Based on the results of data analysis, $\gamma = 0.73$ with t value = 11,12 which is greater than t table 1.96. Thus it can be concluded that job satisfaction has a positive and direct effect on work motivation. If the determination value (r^2) is calculated, it can be concluded that the contribution of job satisfaction to work motivation is 0.53 or equal to 53%. That is, if it is calculated directly, without the other variables, job satisfaction can affect work motivation 53%.

Hypothesis 6: “Leader member exchange affects work motivation”

Based on the results of data analysis, $\gamma = 0.20$ with t value = 3,66 which is greater than t table 1.96. Thus it can be concluded that leader member exchange has a positive and direct effect on work motivation. If the determination value (r^2) is calculated, it can be concluded that the contribution of leader member exchange to work motivation is 0.04 or equal to 4%. That is, if it is calculated directly, without the other variables, job satisfaction can affect work motivation 4%.

Hypothesis 7: “Work motivation serves as a mediator of the effect of job satisfaction on change commitment”

Based on the results of data analysis, the indirect effect coefficient is 0.64 with t value 7.06, which is greater than t table 1.96. Thus it can be concluded that work motivation serves as a mediator of the effect of job satisfaction on change commitment.

Hypothesis 8: “Work motivation serves as a mediator of the effect of leader member exchange on change commitment”

Based on the results of data analysis, the indirect effect coefficient is 0.18 with t value 3.44, which is greater than t table 1.96. Thus it can be concluded that work motivation serves as a mediator of the effect of leader member exchange on change commitment.

Discussion

The results showed that job satisfaction and leader member exchange affect commitment to change with work motivation as a mediator for employees of BPJS Kesehatan in Jakarta. This means that commitment changes directly and indirectly is influenced by work motivation, job satisfaction and leader member exchange. This means that if employees have job satisfaction, leader member exchange and work motivation, will be able to affect the level of commitment to change. The higher job satisfaction, leader member exchange and work motivation, will make the employee's change commitment higher. Meanwhile, the lower job satisfaction, leader member exchange and work motivation, will make the employee's change commitment lower. The level of work motivation is influenced by several psychological variables. In this study, it is proven that work motivation can be influenced by job satisfaction and the leader member exchange. With differences in job satisfaction and will make the employee's change commitment higher, each individual will have their own level of work motivation, which in turn will affect commitment to change.

The results also show that work motivation affects commitment to change directly and positively. This means that the higher the work motivation, the higher the employee's change commitment. Conversely, the lower the work motivation, the lower the employee's commitment to change. At BPJS Kesehatan this can be seen from the presence of highly motivated employees, when facing changes that occur, these employees accept changes and adapt themselves by increasing competence and maintaining their performance. Meanwhile, employees who are less motivated to work, appear less enthusiastic at work, always complain about changes and work only in moderation.

This is confirmed by the opinion of Meyer, et al. (2004) who argue that work motivation is a psychological variable that is interrelated. Motivation and commitment theories are developed in an effort to understand, predict, and influence employee behavior. Motivation is a set of energy forces, while commitment is the force that binds to action. This implies that motivation is a broader concept than commitment and commitment is one among a series of energy forces that contribute to motivated behavior.

In this study, it is not proven that the effect of job satisfaction on commitment changes directly and significantly. This study differs from the opinion of Devos, et al. (2020) which states that employee with high job satisfaction will be motivated to support organizational change, regardless of the way these changes are introduced and implemented. A positive view of organizational change is positively related to job satisfaction. Employees who find their jobs challenging and satisfying will have a positive attitude towards new changes.

It is also not proven that the influence of leader member exchange on commitment changes directly and significantly. This study is different from Liu (2015) who states that leadership plays an important role in the change process. By building relationships that awaken organizational member's commitment to a new vision and inspire new ways of thinking, it is essential for successful organizational change.

When discussing work motivation, this variable can be influenced by job satisfaction. This is consistent with what Moynihan and Pandey (2007) stated, job satisfaction is the variable that most influences work motivation compared to job involvement and organizational commitment, although all variables have a significant effect on work motivation. Job satisfaction reflects employee reactions to what they receive. In satisfaction, there is a sense of pleasure and positive emotions about work that can strengthen employee to keep working. At BPJS Kesehatan Jakarta itself, not all aspects of job satisfaction are considered satisfied by employees. However, the most that makes employees survive is financial satisfaction, with the assumption that in the future life will be more secure and now only need to survive with a variety of changing commitments respectively.

In addition, it is also proven that leader member exchange can affect work motivation. This is same with the opinion of Paglis and Green (2002) which states that if leaders can build relationships with subordinates to achieve change commitment goals and work with subordinates to overcome obstacles that occur due to change, then subordinates will be motivated to take the initiative to overcome change. Successful leaders create an atmosphere that is full of support for change for the better will make employees feel comfortable and enthusiastic about working so that in order to face change, employees will automatically activate creative thinking, dare to take risks, tolerate differences of opinion and participate in trying to solve problems with approaches recent changes. Leaders and subordinates help each other to increase motivation which is an important element in committing to change.

From the results of this study, it proves that there is a need for a mediator to link job satisfaction and leader member exchange to change commitment. In this study, motivation is chosen as a mediator because work motivation is the strongest incentive for humans to do something, so that, even though employees are satisfied with their work and leader member exchange is good, they are not necessarily able to commit to change because of a lack of work motivation in themselves.

There are differences in the relationship between superiors and subordinates, so each individual will have their own level of work motivation, which in turn will affect commitment to change. Thus, the relationship between superiors and subordinates has an indirect and positive effect on change commitment. The higher the relationship between individual superiors and subordinates, the higher the work motivation and this motivation makes the commitment to change even higher. Conversely, the lower the relationship between the individual's supervisor and subordinates, the lower the work motivation and this motivation makes the commitment change even lower.

This is reinforced by the opinion of Elias (2009) which states that several psychological variables need to be considered to determine whether employees will successfully cope with organizational change. With a lack of commitment to change, employees cannot undergo change properly. Meanwhile, change requires employees to be motivated, especially intrinsically and to see change as learning opportunities and to feel as if they have control over the change process. As for motivation, it can be positively influenced by job satisfaction and superior subordinate relationships. Thus, the higher the job satisfaction and leader member exchange, make work motivation higher, which in turn will make change commitment even higher. Vice versa, the lower job satisfaction and leader member exchange, make lower work motivation, which in turn will make the change commitment even lower.

As stated by Scholler and Higgins (2012) that when employee face reality, they must change, so high motivation will make it easier for individuals to commit to changes in themselves which must be done to adapt to the changes that occur. As for BPJS Kesehatan Jakarta, changes occur within the company due to compliance with government regulations and demands of developing field conditions. This certainly has an impact on employees who are required to remain committed to change. This means that employees must be ready and able to adapt to the latest conditions and policies.

The conditions of change create problems for employees, for example, with the addition of jobs, different work systems and others. Employees with high internal or external work motivation will continue to survive and are committed to change, even though the changing conditions are stressful. Meanwhile, employees with low work motivation tend to complain more, are less committed, even want to stop working.

Suggestion

Based on the results of the research and discussion previously described, the researcher proposes several theoretical and practical suggestions as follows:

a. **Theoretical Suggestions**

Based on theoretical reviews and field observations, for further research it is necessary to consider involving other mediating variables, such as readiness to change, in order to obtain several more comprehensive theoretical models to explain change commitment. Other researchers who are interested in conducting research on change commitment are advised to review demographic factors including gender, age, education, length of work, and position.

b. **Practical Suggestions**

Based on the results of research that shows work motivation, job satisfaction and leader member exchange affect change commitment, it is advisable for companies to pay attention to the variables that play a role in dealing with the problem of changing commitment. And based on the high and low value of the aspects in each variable and the value of the influence of exogenous and mediator variables on endogenous, practical suggestions can be given as follows:

- 1) In change commitment, the highest value is affective commitment, so that with the feeling of being happy and comfortable working, employees try to keep up with changes and feel the company is a part of themselves. While the lowest aspect is continuous commitment because of the fear of losing their job and awareness of the need to provide support for change, especially because of the assumption that working at company has good prospects for the future and guarantees a better life, so that inevitably employees try to be forced to stay. . With this, company needs to create comfort in the office and employees like to work in the office, starting from facilities, work relations and other things related to work operations, so that employees are increasingly motivated to change. In addition, there is also a need for a stricter selection process to accept new employees by prioritizing personalities who are more committed to dealing with changes that usually occur in the future.
- 2) In work motivation, intrinsic motivation is the highest value, because with the encouragement from within, it is stronger because it comes from oneself. While extrinsic motivation is the lowest value because extrinsic is motivation that comes from outside the self, so that in some cases, employees may do something because of compulsion. With this, company needs to stimulate employees to increase intrinsic motivation in order to increase commitment to change. And in the future, company needs to select prospective employees who truly have high intrinsic motivation.

In a theoretical model, motivation acts as a mediator, so it is known that work motivation is important for change commitment. Meanwhile, the direct effect of job satisfaction on commitment changes and leader member exchange on commitment changes unfit. It became clear that a mediator was needed

to strengthen his influence. Therefore, it is necessary to have a program that stimulates employee motivation extrinsically and intrinsically, such as more rewards for exemplary employees, special treatment for employees who have demotivation in working, such as routine and thorough counselling. There are programs that can reduce work stress, which it's one condition can decrease employee motivation, such as a yoga program to relax the mind and body.

- 3) In job satisfaction, the highest job satisfaction aspect is working conditions. Meanwhile, the lowest score is the aspect of work, because in BPJS jobs are increasing and jobs that are not expertise must be done, so that it makes employees less satisfied with their work. Therefore it is necessary to have additional human resources experts to cope with changes related to the times and adjustments to field conditions. If the addition of human resources cannot be done, then there is a need for programs that can improve the skills of employees to cope with change, such as HR training related to the renewal of technology used by the office. In addition, there is a need for programs that can motivate employees to be more able to adapt for changes and strengthen themselves with difficult changing conditions, for example by giving awards, promotions, higher than usual salary increases.
- 4) In leader member exchange variable, the highest value is the aspect of affection because a leader can personally make a good and comfortable relationship. On the other hand, the lowest score is loyalty because the leader is considered less defending the decisions that have been taken by employees, not being on the employee's side when needed, even not defending employees when they make unintentional mistakes. Therefore, there is a need for a program that make the relationship between superiors and subordinates closely and each of them gets to know and understand each other, for example with family gatherings, tours, outbond and so on.

Research Limitations

The limitations of this study is this study aims to test theoretical models, not to seek new theories. Therefore, what is being tested is the influence of the constructs of the research variable theory with field data. Thus, the results are not generalized to population, but to theory development. If the theoretical model is fit, it needs to be continued in a different field or place. And this study did not specify the classification of the subject on the demographics of the subject.

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