Strategic Solution for Reducing Resistance to Change and Increasing Organizational Commitment of Academicians on Private University Mergers in Indonesia

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Abstract
Nowadays, most of Private Higher Educations (PHE) in Indonesia facing with the threat of bankruptcy due to lack of student number. Indonesia PHE Associations and Government Office for PHE equally recommended private university mergers to resolve the issue. The implementation of private university mergers did not run as expected because of the high resistance coming from Academicians of Universities its self. High Resistance to Change not only blocked the merger process, but also seriously affected Organizational Commitment of academicians post-merger. For the ultimate goal to get solutions for both problems of the private university mergers in Indonesia, the conclusive research has been done on the course of the private university merger in Indonesia and the results are Trust, Perceived Benefit of Change and Organizational Justice simultaneously and partially effect to Resistance to Change and Organizational Commitment. Therefore strategy and operational steps to minimize Resistance to Change and to improve Organizational Commitment focused on increasing Trust, Perceived Benefit of Change and Organizational Justice.
Keywords: University Merger, Trust, Perceived Benefit of Change, Organizational Justice, Resistance to Change and Organizational Commitment

1. Introduction
Bankruptcy becoming the threat and serious problem for PHE in Indonesia caused by shortage of student number. Indonesia PHE Associations and Government Office for PHE equally suggested for the PHE to merge in order to avoid bankruptcy. Suggestion for merger is considered appropriate because based on the review of many theories, research findings and best practices in a number of countries, show the merger is effective in improving the sustainability and capability of universities. But the reality in Indonesia, University Merger was difficult to realize because of the resistance to change from the academicians of each university. Resistance caused by (i) lack of Trust to the change managers (ii) low Perceived Benefits of Change and (iii) low appreciation on Organizational Justice. Resistance to Change affects post merger's work attitude including Organizational Commitment (Oreg, 2006).

Organizational Commitment of Academicians is very important, because it is related with loyalties, morale and sense of community (Harman & Harman, 2002). Organizational Commitment also affects organizational performance (Ko & Ko, 2012), extra role performance of the members of the organization (Kong & Zang, 2012) and has a positive impact on Organizational Citizenship Behavior (Salehi & Gholtash, 2011). For educational institution, Organizational Commitment determines the school effectiveness, student's outcome, students' academic performance and quality of education (Hamid, Nordin, Adnan & Sirun, 2013; Haftkhavani, Fagliharam and Araghieh, 2012).

Based on this phenomenon problem, for achieving effective PHE Mergers in Indonesia, it is needed strategy and operational steps to minimize Resistance to Change and to increase Organizational Commitment of Academicians after merger.

2. Research Questions
For the ultimate goal to get solutions for both problems of private university mergers in Indonesia, the conclusive research has been done on the course of the private university merger in Indonesia and the research focused on :
1. The influence of Trust, Perceived Benefit of Change and Organizational Justice on Resistance to Change either simultaneously or partially
2. The influence of Trust, Perceived Benefit of Changes, Organizational Justice and Resistance to Change on Organizational Commitment either simultaneously or partially.
3. The influence of Trust, Perceived Benefit of Changes and Organizational Justice on Organizational Commitment, either directly or through Resistance to Change.

3. Theoretical Framework

3.1. Influencing of Trust to Resistance to Change

Dirks and Ferrin (2001) states that there is a positive effect of trust on leader - follower relationship. The existence of a trust will improve the relationship between leaders and employees, otherwise the lack of trust (mistrust) will worsen the relationship between managers and employees. Resistance is an indication of a bad relationship between leaders and subordinates. According to Joshua D. Colin (2009) there are four (4) factors affecting the attitude of resistance to change one of which is the Trust. Three other factors also affect the resistance to change are Organizational Communication, Organizational Commitment and Organizational Justice. Results of research conducted by Van Dam, Oreg and Schyns (2008) concluded there are three process variables that significantly influence on resistance to change. They are information, communications, and trust in management. Confidence in the credibility of the change managers or management in carrying out the process of change negatively affect to resistance to change (Oreg & van Dam, 2008; Atkinson, S., 2004; Pate, J., 2007; Vanhala, M ., 2011; Vandale, E., 2011). Klewes Joachim and Ralf Langen (2008) who conduct in-depth study of the "A Matter of Trust" in the context of changes, concluded that trust to be the single most important factor in deciding whether change succeed or fall. In line with this thinking, Migueles Marco Zanini and Carmen (2013) stated that the cooperation level of the employee associated with the Trust. Employees who have the trust to the management will have a high level of cooperation and a high level of cooperation indicates low resistance. Low resistance is also shown by the attitude of employees to give approval or recommendation to change. Related to the recommendation Yan, Zheng, Chen and Wang (2013) argues that trust strongly affects the quality of recommendation. The existence of the trust will increase employee acceptance and recommendation of the change plan.

3.2. Influencing of Perceived Benefit of Change to Resistance to Change

Peccei, Giangreco and Sebastiano (2011) says that perception will determine the attitudes and behavior of people, including support or reject. Related changes, Peccei, et. al (2011) explains that the attitude for and against highly dependent on the Perceived Benefit of Change. Perception of Benefits shows the change benefits for individuals of the changes made. During organizational change each individual will tend to do a cost-benefit assessment of changes. Cost benefit considerations include levels of responsibility, authority, status, career prospects, salary, job security and quality of relationships (Lawrence, 1954; Stanislao and Stanislao, 1983; Caruth et al, 1985; Iverson, 1996; Greasly et.al ., 2009). An individual who perceives a change poses a threat to power, reward or security of work will refuse to change (Wealty Peachy, 2009). Perceived usefulness positively effect on acceptance of changes (Siegel, Daniel, Sivo, Stephen (2008). In other words the Perceived Benefit of Change will negatively affect the Resistance to Changes. The same statement is stated by Joel M Goncalves and Rejane P Goncalves (2012) which states that the level of individual resistance to change is determined by how he perceived the change, whether the change is a good thing or a bad thing and the expectations of how severe will be the impact of change on it. Resistance is any form of objection to the changes that may have a cognitive dimension, affective and behavior (Oreg, 2006, Erwin and Garman, 2010). Form of cognitive resistance is negative thinking, finding fault about the change, a form of affective resistance is angry, afraid, do not like etc.. While the behavior may be rejection of a complaint, cynical, sabotage, etc. Research on Perceived Benefit of Change has been done by several researchers. According to Antoni (2004), Lines (2005) and Elias (2009) Perceived Benefit of Change will determine individual attitudes toward change. If the perception of the benefits of the changes is greater than the cost, then it would be more positive attitude towards change. According to Andrea Grimaud (1994) Resistance to Change is influenced by job security, vested interest, current position, social relations have been established and the absence of personal gain. The study of relationship between Perceived Benefit of Change and Resistance to Change for the first time conducted by Giangreco and Peccei (2006) were then conducted further research by Peccei, Giangreco and Sebastiano (2011). Their research concluded that the Perceived Benefits of Change negatively affect Resistance to Change and it is mediated by attitude to change.

3.3. Influencing of Organizational Justice to Resistance to Change

Resistance is a form of unpreparedness employees in facing change. Naimatullah Shah (2011) said Organizational Justice has significant effect on employee readiness for change. Employees who perceive justice in the changes will be ready for change and not Resistance to Change. The concept of fairness was studied by Naimatullah Shah (2011) include distributive justice and procedural justice. Distributive Justice with regard to the distribution of justice and procedural justice-related changes associated with the process to be taken in making changes. Other researchers are uncovering the relationship between Organizational Justice and Resistance to Change is Joshua D. Colin (2009). According to Colin (2009) there are four attitude factors determined Resistance to Change. The factors are communication, commitment, organizational justice and trustworthiness. Sebastian Fuchs (2011), based on his research concluded that perceptions of Organizational Justice influenced the behavior of resistance. There are two types of Organizational Justice influencing the attitude of resistance according to research by Fuchs (2011), namely distributive justice and procedural justice.

Achmad L. Glover (2009) also suggested that Organizational Justice affects resistance. Organizational Justice causes a pleasant atmosphere and ultimately influence positive behavior change attitudes (Chun Guo, 2012). Kenneth (2008), Colin (2009) and Filstad, et.al (2011) concluded that Organizational Justice negatively affect the Resistance to Change. Relationship between the Organizational Justice and Resistance to Change is underscored by Ezat Deyreh (2012) which states that perceived in justice in work place creates the uncomfortable situation and increase of negative emotional reactions such as exhaustion, stress and anger.

3.4. Influencing of Trust to Organizational Commitment

According to Nikolaou, et al. (2011) organizational trust positively influence post-merger attitudes. In his research Nikolaou (2011) used the concept of job satisfaction and organizational commitment as a research variable construct as post-merger attitudes. Meanwhile, for the concept of Trust, Nikolaou (2011) used the concept of Galford and Drapeau (2003) which divided the trust into three types, namely trust in organization, trust in leadership and trust in supervision. Farndale, et al. (2011) also present the results of research that Trust positively affects employee commitment. Trust in this regard include trust in employer or senior management. In line with the above two researchers, Nam Yong Jo and Kun Chang Lee (2012) who also studied the effect of trust on work behavior, concluded that intrinsic motivation, task complexity and trust in organizations positively influence employee creativity. Employee creativity is a form of Organizational Commitment, employees who are committed to the organization will behave creatively for the betterment of the organization. Chieh-Peng Lin (2010), based on research results reveal that organizational trust affects positively to work engagement. Work engagement in research of Lin (2010) has the same meaning as the Organizational commitment, represents psychological attachment an employee of the organization. Dirks and Ferrin (2001) stated influence of trusts in many aspects. He said that Trust has positive effect on attitudes, perceptions, behavior and performance outcomes. Organizational Commitment is a form of behavior and attitude, because attitudes present affective commitment and normative commitment, while the behavior as continuance commitment (Allen & Meyer, 1990, 1997, 2002). According to Lankton, et.al (2013) keeping commitment is a manifestation of the behavior of someone who can be trusted. In other words, Trust affects Organizational Commitment. Cabanilas, et.al (2013) stated that the trust has three important influences in business management, which reduces the perception of risk, increase confidence and reduce transactional relationship. Transactional relationship is a manifestation of the poor Organizational Commitment. Cevat Celep and Ozge Yilmazturk (2012) who did research on Organizational Commitment of teacher concluded that teachers' trust in each other as well as in management could be considered to increase of their organizational commitment. Celep and Yilmazturk (2012) also concluded that organizational trust is a significant predictors of organizational commitment. Marco Zanini and Carmen Migueles (2013) argues that Trust is essential for the alignment of individual and organizational goals. Alignment between the individual and organizational goals shows Organizational Commitment.

3.5. Influencing of Perceived Benefit of Change to Organizational Commitment

The study revealed the directly relationship between Perceived Benefits of Change and Organizational Commitment is very rare and most likely has never done. Although when viewed in content of these two concepts have a relationship. Continuance commitment as described in the concept of Allen and Meyer (1990, 1997, 2002) above, shows the employee's decision to remain in the organization over the consideration of economic and social benefits derived by an employee when it was still working in the organization. The economic and social benefits can be salary, allowances and office facilities, authority, networking and other social and economic benefits. A beneficial change perceived by Peccei, Giangreco and Sebastiano (2011) is a change that does not pose a risk, but instead provide economic and social benefits for employees in the form of job security, salary, career, the authority and work relationship. In line with the above reasoning, Zehir, Sehitoglu and Erdogan (2012) based on results of the research revealed that employees who perceived that leaders pay attention to their interest will increase Organizational Commitment. Similar sentiment was expressed by Nasrin Arshadi (2011) that the employee who believes that the organization concerned with their well-being will increase a sense of obligation to help the organization achieve its objectives. Nasrin Arshadi (2011) also said that the perception of organizational support has a positive influence on Organizational Commitment in the role and performance as well as negatively affecting the desire to get out.

3.6. Influencing of Organizational Justice to Organizational Commitment

Perceptions of fairness affect the behavior of individuals within the organization (Colquit, 2001). So that justice in the organization affect employee well associated with satisfaction, performance and absenteeism (Lam, Schabroeck & Aryee, 2002). According to Guo and Miller (2012) Organizational Justice in this case includes procedural justice, informational justice and interpersonal justice positively affects the Organizational Commitment. In line with Guo and Miller (2012), Farndale, et al. (2011) also states based on the results of research that justice affect employee commitment. Justice in research Farndale, et.al (2011) include distributive justice, procedural justice and interactional justice. According to Rex Daniel Foster (2008) Organizational Justice is closely related to Organizational Commitment, in particular the relationship between procedural justice with affective commitment. According to Hossam Abu Elanain M. (2010) Organizational Justice proven to

positively influence on Organizational Commitment and turnover intention. Klendouer and Deller (2009) stated that Organizational Justice in this case distributive justice, interactional justice and procedural justice affect on Organizational Commitment, particularly affective commitment. The same statement is stated by Wang, Liao, Xia and Chang (2010) that Organizational Justice (distributive, procedural and interactional) affect affective commitment and leader member exchange (LMX). Relationship between the Organizational Justice and Organizational Commitment is confirmed by Ezat Deyreh (2012) who stated that perceived justice is related to many factors such as decision making, commitment and ways of interactions in the work place. Ezat Deyreh (2012) also stated that the perceived unfairness decrease organizational commitment, job engagement and job satisfaction.

3.7. Influencing of Resistance to Change to Organizational Commitment

According to Robert B. Morris II (2011), the situation changes will affect the power to realize the goal of change. Oreg (2006) stated that Resistance to Change will affect the post-change attitude, which is related to job satisfaction, intention to quit and continuance commitment. Employees who are resistant to change will lead to decreased work satisfaction, the desire for high discharge and low of organizational commitment. Kenneth study (2010) revealed the direct relationship between Resistance to Changes and Organizational Commitment. Based on his research, Kenneth (2010) stated that the Resistance to Change negatively affect to Organizational Commitment. Based on literature reviews as described above, can be formulated the relationship model between Trust, Perceived Benefit of Change, Organizational Justice, Resistance to Change and Organizational Commitment.

4. Results

4.1.Goodness of Fit

Based on the results of data analysis using Structural Equation Model (SEM) obtained the estimated parameters and path diagram representing the influence of Trust (KCN), Perceived Benefit of Change (PMP) and Organizational Justice (KAO) on Resistance to Change (RTP) and Organizational Commitment (KOL) shown in Figure 1.
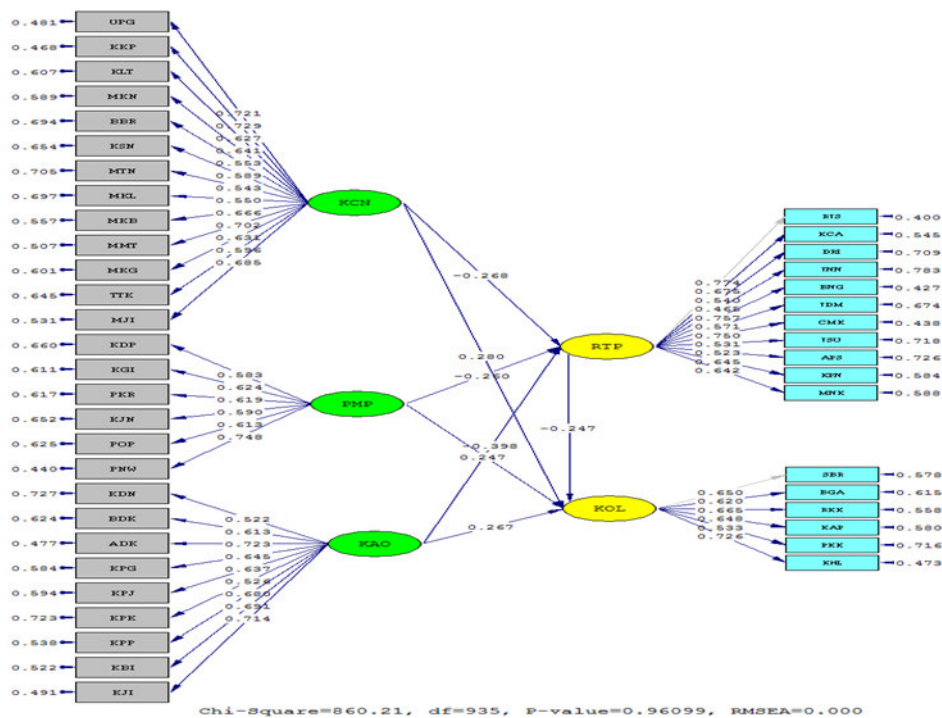

Figure 1. Path Diagram of Structural Equation Model

Compliance test models seen by the size of the overall goodness of fit measures. The results obtained for χ 2 value of 860.214 with a p-value = 0.961. Significance value (p-value) is above the limit of significance 0.05. Results indicate acceptance of the null hypothesis test, model fit with the data, no difference between the sample covariance matrix and the covariance matrix of the estimated population and therefore the model is acceptable. Value of RMSEA (Root Mean Square Error of Approximation) shows the goodness of fit that can be expected when the model estimated in the population. RMSEA values for the studied models of 0.000. RMSEA values

less than 0.08 indicate model fit to the data or the model can be accepted. Other fit indices for the model used is GFI (0.764), RMR (0.059) and AGFI (0.7396), which confirmed the model be accepted. This means that the model has strong prediction and to be good models to explain the relationship and influence of Trust, Perceived Benefit of Changes and Organizational Justice to Resistance to Change and Organizational Commitment.

a. Structural Equation Models

Total Coefficient of Determination (R^2) for the equation of Resistance to Change (RTP) is equal to 0.560 or 56%. This figure is greater than the recommended value of 0.50 or 50%, so it can be concluded Trust (KCN), Perceived Benefit of Change (PMP) and Organizational Justice (KAO) have the simultaneous affect to Resistance to Change (RTP). Those variables also partially affect to Resistance to Change. They are represented by t values absolute more than 1.96.

$$RTP = - 0.268*KCN - 0.260*PMP - 0.398*KAO, \text{Errorvar.}= 0.440 , R^2 = 0.560$$
$$(0.0823) \quad (0.0801) \quad (0.0820) \quad\quad (0.0963)$$
$$-3.256 \quad\quad -3.254 \quad\quad -4.856 \quad\quad\quad 4.570$$

Total Coefficient of Determination (R^2) for the equation of Organizational Commitment (KOL) is equal to 0.701 or 70.1%. This figure is greater than the recommended value of 0.50 or 50%, so it can be concluded Trust (KCN), Perceived Benefit of Change (PMP), Organizational Justice (KAO) and Resistance to Change (RTP) have the simultaneous affect to Organizational Commitment (KOL). Those variables also partially affect to Organizational Commitment (KOL). They are represented by t values absolute more than 1.96.

$$KOL = -0.247*RTP + 0.280*KCN + 0.247*PMP + 0.267*KAO, \text{Errorvar.}= 0.299, R^2 = 0.701$$
$$(0.119) \quad (0.0960) \quad (0.0931) \quad (0.103) \quad\quad (0.0825)$$
$$-2.073 \quad 2.914 \quad 2.649 \quad 2.583 \quad\quad 3.622$$

4. Conclusion

Research concludes that:

1. Trust, Perceived Benefit of Change and Organizational Justice affect to Resistance to Change either simultaneous or partial. Partially Trust, Perceived Benefit of Change and Organizational Justice negatively affect to Resistance to Change. It mean that low Trust to change managers, low perception of Change Benefit and low perception of Organizational Justice have caused high Resistance of Academicians on university merger process.

2. Trust, Perceived Benefit of Change, Organizational Justice and Resistance to Change affect to Organizational Commitment either simultaneous or partial. Partially Trust, Perceived Benefit of Change and Organizational Justice positively affect to Organizational Commitment and Resistance to Change negatively affect to Organizational Commitment. It mean that low Trust to change managers, low perception of Change Benefits, low perception of Organizational Justice and high Resistance to Changes have caused low Organizational Commitment of Academicians to their new university.

3. Trust, Perceived Benefit of Change and Organizational Justice affect to Organizational Commitment directly and indirectly through Resistance to Change. It mean that low Trust to change managers, low perception of Change Benefits and low Organizational Justice have directly caused high Resistance to Change of Academicians in university merger process and indirectly caused low Organizational Commitment of Academicians to their new university.

5. Managerial Implication

Based on research conclusion mentioned above, for reducing Resistance to Change of Academicians on Private University Mergers in Indonesia and to increase Organizational Commitment of Academicians post-merger, solution strategy should be focused on increasing Trust, Perceived Benefit of Change and Organizational Justice. The strategic objectives are (i) creating merger process that meets of procedural justice, distributive justice, informational justice and interpersonal justice, (ii) appointing the change leaders who has competence, benevolence and high integrity and (ii) realizing benefits of merger which perceived directly by academicians.

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