A Strategy to Increase Employees’ Positive Behaviour during Implementation Organizational Transformation Using Theory of Planned Behaviour (TPB)

Amalia Suzianti 1, Andy Prasetio Wibowo1*, and Adsina Fibra2

1Department of Industrial Engineering, Faculty of Engineering, Universitas Indonesia, Depok 16424, Indonesia
2Communication Program, Faculty of Computing and Media, 11480 Bina Nusantara University, Jakarta, Indonesia

Abstract. Economy growth is very dynamic, and companies use organizational transformation strategies for their resilience and sustainability in the era of globalization. The implementations of organizational transformation provide several internal changes. However, several published research showed a low success rate of less than 50% of the organizational transformation strategy. These failures are due to mismanagement actions in handling employee behavioral changes as the impact of the transformation strategy. This paper focused on behavioral changes in one of the mining companies in Indonesia during the recent organizational transformation. This research aimed to discuss and provide feedback to the company’s management. Therefore, the company can perform the best decision-making in achieving transformation strategy goals. A research model was developed based on the Theory of Planned Behaviour and validated in PLS-SEM (Partial Least Square – Structural Equation Model) to investigate change management implementation and define significant factors influencing employees' positive behavior. The research found that employees' intention factors significantly influenced the positive behavior of employees. Moreover, their attitudes and perceived control significantly influenced the employees’ intentions. However, the subjective norms did not significantly influence the employee's intention. The Importance-Urgency Mapping was also applied to define the prioritization of management factors within the company.

1 Introduction

The company’s transformation is unavoidable. One of the company’s strategies to increase industry competitiveness is by implementing transformation that follow market demand and other competitors in the same expertise area. In industrial globalization era, sustainable change and organizational transformation must be taken by the company. The organizational transformation strategies change old behaviour with new ones, including transformation in organizational structures, new technology adoptions, regulations, and new procedures.

Previous studies showed a low success rate of organizational transformation in achieving company management’s main goals. [15], major transformation process met unsuccessful results, and only 30% felt the successful result. Three main factors performed for unsuccessful transformation: lack of sense of urgency, lack of realistic vision, and lack of eliminating problem in a process [18]. [17] The influencers involvement is needed to increase the successful transformation implementation. The influencers should be presented by good employees who always be models for his/her colleagues. McKinsey’s research reported that only 30% company successful in their transformation process [16].

Failures phenomena of organizational transformation occur when organizational members provide feedback on the company changes [19]. All organization members have a different viewpoint, indicating negative and positive reactions. Negative reactions are represented by individuals tried to survive by resisting the change or doing rebels shown by their attitude and behaviour [20]. The negative reaction is one of the failure factors of the transformation strategy implemented by the company’s or organizational management [21].

Human behaviours are the main factor in the transformation process, but it is the most complex and difficult task to perform a successful transformation process. Human factor and their behaviour are the two main factors that influence the successful organization strategy, in the effective work process, adaption process, and finding solutions. Employees’ acceptance level which is demonstrated in positive behaviour becomes the major factor in supporting company transformation, and it will lead to success as defined by the company’s management.

Previous studies described various factors influencing employees’ positive behaviour during the organizational transformation, and reinforcement strategies which can be applied to manage those identified factors. Ten individual factors, ten situational factors, and seven main strategies that influence employees’ behaviour [1]. The concepts of behavioural dispositions, such as social attitudes and personality traits have played important roles in these attempts to predict and explain human behaviours. The theory of planned behaviour (TPB) is a method that use
a model in which cognitive self-regulation plays an important part [5]. Based on TPB, individuals behave based on their intentions, while attitudes, subjective norms, and perceived behaviour control influence intention. In this quantitative research, those ten individual factors, ten situational factors, and seven main strategies that influence employee’s behaviour factors and strategies are incorporated into the TPB model. The research was conducted in one of the largest mining companies in Indonesia.

This mining company runs organizational transformation within their procurement function unit. Its transformation goals are compliance policy, and effective and efficiency procurement process to support the mining operations. This strategy involves the third-party consultant to provide advice and guidance to the company management. The company management approved several transformation phases. The first phase began with an investigation, where the consultant conducted observation and recommendations in 2021. The second phase was the implementation which was started in early 2022. This phase run based on the company management’s new policies.

This policy influences a major change in the procurement function unit, which fall under four changes. First change is the new organizational structure, where the procurement is more independent and separate from the Logistics Function Unit. Second, the adoption of new technology and system. Third, involvement of labour supply or outsourcing employees in three departments under procurement function. Lastly, changes related to new policies and procedures. After a year of organizational transformation, there has been an adaptation process and declining working performance which was felt by other units that interacted with the procurement unit, demotivated employees, which resulted in a high employee turnover, miscommunication among the employee, and deviate business processes to pursue operational targets.

2 Methodology

This study integrates the infamous behaviour theories, namely, theory of planned behaviour (TPB) [5], and previous literature research [1].

Organization change is dynamic, and success in change is influenced by employee responses whose have different perspective in responding to a change. Positive behaviour of employees will support the success of organization change. (TPB) is a predictive method using a model that involves things in managing individual cognition in undergoing or dealing with a condition. Based on the TPB theory, employees show their positive behaviour based on the individual's intention, and this intention is influenced by several things which include attitudes, subjective norms, and perceived control behaviour.

This research investigated the significant factors in TPB model influence employee’s positive behaviour and integrated it with several factors influenced employee resistance shown in previous research.

Further, Importance-Urgency Mapping also used to provide prioritization based on result significant factors to have more contribution to company in accordance with organization strategy and additional policy needed in internal organization.

2.1 Research Model

This research is categorized as a descriptive quantitative study. Using Theory of Planned Behaviour (TPB) approach, a researcher aims to describe employee’s feedback to the company's management during organizational transformation. Therefore, the company can use the research results to perform the best decision-making in achieving transformation strategy goals. A research model was developed based on the Theory of Planned Behaviour and validated in PLS-SEM to investigate change management implementation and define significant factors influencing employees' positive behaviour.

Fig. 1. Research Model

Figure 1, the research model was developed to identify the significant influence of identified factors in accordance with the employees’ positive behaviour to support the transformation of organizational policy direction from company management. In order to support management decision, Importance-Urgency Mapping was implemented. This mapping aimed to provide priority indicators, which was the result of interview sessions with several leaders in the organization.

2.2 Research Purpose

Firstly, it is to define the significant factor influencing employees’ positive behaviour during implementation of transformation organizational policy in company. After that, It is to provide a strategic recommendation for managing the transformation process and ensure management-level support on employee performance by enforcement policy, tools, or other necessary actions after the factor influencing positive behaviour is identified, validated, and based on prioritization level.

3 Literature Review
According to TPB model [5] in Figure 2, there are several indicators influencing individual behaviour; attitudes, subjective norms, and perceived behaviour controls influence intentional for everyone to the result of behaviour performance from each member of organization.

Attitudes consist of an accumulation of feeling experienced by individuals which later they are used to accept or reject an object or behaviour, and they are measured by how individuals place themselves in the two opposite positions for example good and bad, agree or disagree [9]. It is also used for a certain personal reason such as to give guidance and lead to individual performing behaviour [5]. In other words, the attitude has an individuality aspect, which is based on an individual’s belief in a circumstance. This circumstance influences individuals’ attitudes, where s/he delivers a positive attitude only when s/he believes in positive attitudes. There are ten individual factors identified that influence positive individual behaviour [1]; confidence level, self-stability, stress level, uncertain feeling, lack of need for achievement, a weak disposition towards change, motivation level, feel of failure, level of self-efficacy and autonomy job, and latest is for commitment level.

Subjective norm is individual perceived values as a reference to choose by considering social relations or circumstances that influence individual behaviour. For example, other individuals may understand that the particular individual suggests her/him does a specific behaviour. Therefore s/he experiences heavy social pressure towards other individuals who behave similarly [5]. Individuals’ social relations influence how those individuals behave in order to comply with social pressure or vice versa it can motivate them to do a particular behaviour. In everyday events, social relations are situational depending on the situation and conditions of an incident. Ten situational factors have been identified in several previous researches [1]; information ambiguity, participation in change, work comfort, cynicism and organizational silence, employee support, organizational culture, job insecurity, information adequacy, communication adequacy, organizational support, and justice.

Perceived behaviour control is the feeling of the individual towards ease and difficulty in a situation. This perceived behaviour control relates to the availability of additional support/barriers that will provide a feeling of control to behave in a situation [5]. The simplicity or complexity of knowledge of ‘how to behave’ is based on previous experience/individual feelings and the obstacles in carrying out a behaviour that can be solved. The fewer supporting factors felt by an individual lead to difficult in understanding which behaviour should be carried out. During office management transformation, an individual will tend to perform positive behaviour and adaptation when their feeling is accommodated through sufficient support from the organization/others. Therefore, a strategy should be developed to provide supporting tools or facilities to help employees understand the situation and how to behave. Seven strategies are identified [1]; introduce the changes slowly, participation, psychological ownership, facilitation and education, development of trust, additional support, and agents for change.

Many problems (new and existing matters) occurred during the transformation process, including in the organizational environment. It can be defined into two types of problems, the urgent and important problems. People will be in a dilemma for these two kinds of problems, the urgent are unimportant, and the important is sometimes not urgent [22]. Figure 3, Importance-Urgency Mapping was developed by Eisenhower methodologies. This method uses to manage the prioritization for a better understanding of the different between urgent and important [22] [23]. The Importance-Urgency Mapping consists of four quadrants: important-urgent, important-not urgent, not important-urgent, and not important-not urgent. The priority will be defined by scoring each indicator in each quadrant, and the total score; important x urgency can be put as the priority based [23].

Fig. 2. Theory of Planned Behaviour [5,6]

Fig. 3. Importance-Urgency Mapping “Eisenhower methodologies” [22-24]

4 Finding And Discussion

Before starting the survey, this research proposal had been informed and agreed upon by the company
management, they reviewed the structure and content of questionnaires which were developed based on several literatures [1,4,6,13] and customized for organizational transformation. The questionnaires were distributed to all employees in the procurement function unit located at the main office and the project sites. Total of 130 employees received the questionnaire and 97 responses were received (75%). In addition, there was an interview session to several employees during the research. The summary of demography and result of survey shown on Table 1.

Table 1. The survey demography result respondent

<table>
<thead>
<tr>
<th>No.</th>
<th>Factors</th>
<th>Category</th>
<th>(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Age (years)</td>
<td>20 &gt; Age ≤ 25</td>
<td>31%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>25 &gt; Age ≤ 30</td>
<td>32%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>30 &gt; Age ≤ 35</td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>35 &gt; Age ≤ 40</td>
<td>9%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Age above than 40</td>
<td>8%</td>
</tr>
<tr>
<td>2</td>
<td>Gender</td>
<td>Male</td>
<td>56%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Female</td>
<td>44%</td>
</tr>
<tr>
<td>3</td>
<td>Marital Status</td>
<td>Single</td>
<td>46%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Married</td>
<td>54%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Senior High School or Equal</td>
<td>19%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>D-3</td>
<td>19%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>D-4/S-1</td>
<td>55%</td>
</tr>
<tr>
<td>4</td>
<td>Latest Education</td>
<td>S-2</td>
<td>7%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>S-3</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Contract Based</td>
<td>12%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Permanent</td>
<td>61%</td>
</tr>
<tr>
<td>5</td>
<td>Employee Status</td>
<td>Outsource/Labour Supply</td>
<td>27%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0 – 2</td>
<td>25%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3 – 5</td>
<td>25%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>6 – 10</td>
<td>23%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>10 – 15</td>
<td>17%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>15 – 20</td>
<td>8%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>More than 20</td>
<td>2%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Admin</td>
<td>43%</td>
</tr>
<tr>
<td>6</td>
<td>Working Experience (years)</td>
<td>Officer</td>
<td>22%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Senior Officer</td>
<td>14%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Leader / Supervisor / Unit Head</td>
<td>11%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Senior Leader / Superintendent / Section Head</td>
<td>7%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Manager / Senior Manager</td>
<td>3%</td>
</tr>
<tr>
<td>7</td>
<td>Current Job Position</td>
<td>Jakarta – HO (Home Office)</td>
<td>60%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project SITE</td>
<td>40%</td>
</tr>
</tbody>
</table>

This research used premier data taken from mining company in procurement unit function. Questionnaires developed based on several literatures and distributed to all employees in procurement organization at company. “10-times rule” [5], the minimum sample for PLS-SEM is ten times of number of direct connection or connecting path inner model. There were 7 paths in the research model, thus 70 samples were the minimum sample on this research. The significance level (α) used α = 0.05 because it is more common usage in research purposes.

According to TPB and the research model, there were several hypotheses to be investigated further for the correlation of employees' positive behaviour performances:

• H0: The employee intention (INT) has a positive impact and significant influence on the employees' positive behaviour (PBR)
• H1: The perceived behaviour control (PBC) has a positive impact and significant influence on the employees' intention (INT)
• H2: The subjective norm (SNO) has a positive impact and significant influence on the employee intention (INT)
• H3: The attitude (ATT) has a positive impact and significant influence on the employee intention (INT)
• H4: The organization strategy (STR) has a positive impact and significant influence on the perceived control (PBC)
• H5: The situational factor (SIT) has a positive impact and significant influence on the subjective norm (SNO)
• H6: The individual factor (IND) has a positive impact and significant influence on the attitude (ATT)

SmartPLSM 3.29 was used to analyse survey data into the research model shown in figure 4.

4.1 Outer Model Testing

Refer to Hair, 2014, the research model validated with outer model testing by specifying the relationship between latent variables and their indicators, or it can be said that the outer model defines how each indicator relates to its latent variables. Reliability and validity testing performed to eliminate the indicator with value less than 0.7, the AVE (average variance extracted) value less than 0.5, and the discriminat validity testing also performed based on Fornel-Larcker. Figure 5 showed for the result of outer loading for the result of valid research model in figure 4.

The testing result for R-Square, Q-Square, and f-Square were also shown in figure 5 that model was predictive and applicable for the research with R-Square value in fair to strong result (0.5 and above), the predictive level result with Q-Square above 0.2, and f-Square value result for the effect.
Research Model – Initial

Research Model – Validated

Fig. 4. SmartPLSM Research Model

Corresponding Author: andy.prasetio@ui.ac.id
Outer Loading Eliminated indicator (value < 0.7)

Construct Reliability and Validity

AVE (value > 0.5)

Discriminant Validity

Fornell-Larcker result

R Square, Q-Square, and f-Square testing result

Fig. 5. SmartPLSM Testing Result for Research Model (Outer Loading, AVE, Discriminant Validity, R Square, Q Square, and f-Square)
Hypotheses and significant test result including mediation test result.

4.2 Inner Model Testing

Significant test (figure 6), P-value showed the result for rejected or accepted the hypotheses. By using α=0.05, then P-value must be more than 0.05 to reject the hypotheses. According to P-value, H0 (INT to PBR), H1 (PBC to INT), H3 (ATT to INT), H4 (STR to PBC), H5 (SIT to SNO), H6 (IND to ATT) were accepted that gave positive impact and significant influence. Otherwise, hypotheses H2 was rejected based on P-value, the subjective norm (SNO) did not have a significant influence on the employees' intention (INT).

According to an indirect effect, the significant test also showed the mediation test result. Ten individual factors, ten situational factors, and seven main strategies influence employee behaviour [1]. Figure 6, it showed that IND, SIT and STR had a positive impact and significant influence on the TPB model. However, only IND and STR had a positive and significant impact on positive behaviour (PBR) indirectly by mediation ATT and INT for IND, and PBC and INT for STR. For SIT, a positive impact has been shown as an indirect effect on PBR (positive value of path coefficient), but it had not significant impact by mediating SNO and INT based on P-values (more than 0.05).

4.4 Prioritization Influences Factors

A prioritization matrix was applied to this research. Individual factors, situational factors, and strategy factors have been added into TPB research model and showed for the significance factors and hypotheses result. The Eisenhower Principle setting priorities based on four quadrants, where each quadrant is important-urgent (quadrant 1), important-not urgent (quadrant 2), not important-urgent (quadrant 3), and not important-not urgent (quadrant 4).

The interview session has been developed with several leaders in organization to justify significant factors put in each quadrant. In accordance with a valid research model, an interview session with representative leaders in unit function organization (involved in implementation transformation organizational) aimed to describe priority factors that influence employees’ positive behaviour. Strategy and individual factors were proven to influence the positive behaviour of employees positively and significantly, and both factors are considered important. On the other hand, the situational factors were only positively influenced but it did not significantly influence employees' positive behaviour, and into quadrant not important. The other indicators might be possible in the company or professional worker level that employee performance is monitored by management and organization as an individual performance indicator, not influenced by another employee(s).

- Ho: Accepted
- H1: Accepted
- H2: Rejected
- H3: Accepted
- H4: Accepted
- H5: Accepted
- H6: Accepted
were deleted during the process of validation research model and were also put into quadrant not important as the latest quadrant (not important–not urgent). Then, a prioritization matrix was developed in figure 8.

**Fig. 7. Importance-Urgency Mapping for several influence factors in organizational transformation**

Validation was carried out by direct discussion and filling out a questionnaire to all leaders in the procurement organization. All leaders provide numerical measurements of each of the influential factors contained in the validated research model. The number of leaders who responded was 12 people (including 3 leaders outside the procurement organization) out of a total of 13 leaders who were active in the procurement organization. The scoring was developed on this second questionnaires in figure 8.

Based on the response, all important scores are summed, and all the urgency scores are summed too.

**Fig. 8. Questionnaires score for Importance-Urgency Matrix**

The prioritization measurement provided in a numerical system, were determined by performing the multiplication function between important (important) and urgent (urgent). The number of important values multiplied by the number of urgent values. Priority can be determined by assessing the results of the multiplication, where the highest value is the value for the most priority activity [23]. Figure 9 showed the results of determining priorities from each quadrant to be considered in making strategy. This priority sequences could be used for management consideration regarding reinforcement and maintain the sustainability of organizational transformation policy that has been implemented more than a year.

The TPB model has shown the result of several individual factors, situational factors, and strategies for positive impact on employees' positive behaviour. However, the research model validated all identified factors by erased several of its. Therefore, the second questionary was not consisted of the deleted factors in research valid models. This may be used for future research to investigate more valid factors in different business sectors, including the variation and adjustment of questions in the survey questionnaires.

**Fig. 9. Priority based Importance-Urgency**

5 Conclusions

This study showed the suitability of the Theory of Planned Behaviour (TPB) model that employee behaviours was influenced by the intention of employees, and employee intentions are influenced by individual employee attitudes, social conditions or subjective norms, and perceived control behaviour in an organization in the company. Several identified factors were added into TPB model and performed significant influence to employee behaviour. The Eisenhower Principle provided a quick and simple method to justify priority on the result of several significant factors in setting priorities based on the level of urgency (urgent) and importance (important) by implementing four quadrants. By using numerical scores, priority sequences were performed for further consideration and justification on future planning and actions.

The research found that employees' intention factors significantly influenced employees' positive behaviour. Moreover, their attitudes and perceived control significantly influenced the employees' intentions. However, the subjective norms did not significantly influence the employee's intention. Therefore, the organizational transformation strategy will succeed when the company also succeeds in developing positive intentions for each organizational member (employees). Each employee's attitudes, subjective norms, and perceived behaviour control positively influence the intention. Otherwise, only attitudes and perceived behaviour control significantly influence positive behaviour in the company.

The priority matrix shows organization's strategy is important to be managed by the company to ensure the employee's positive behaviour. The management focuses on several strategies: developing trust, providing additional support, and constantly reminding...
the objectives of transformation (doing socialization) to introduce the changes slowly.

In organizational transformation, the company shall develop continuous programs supporting employees. The program shall be optimized to increase employees' positive attitudes and manage proper employees' characteristics. This program will create a positive and significant impact to increase employee's positive intentions and then later create positive behaviour in the company. Optimizing the Human Resources unit function is required to provide a development program for each employee, which could directly affect the employees. Although the subjective norms did not significantly influence the employees' intention, they showed the positive value of employees' positive intention for positive behaviour. Therefore, the program also should be developed based on updated situational factors in the internal organization. Relationships among employees should be carefully managed to show a positive environment within the internal organization, such as organizational justice and support, information, and communication adequacy.

Last but not least, the company needs to have regular socialization sessions for an excellent reminder to employees about the objectives of the organizational transformation and achievement during the implementation period. The session can be done quarterly or at least once a year. This strategy should keep the transformation process continuously running, including building trust in each member and communication adequacy.

The program shall be optimized to increase employees' intentions and then later create positive behaviour in the organization. The program can be done in a workshop or a training program that provides additional human resource unit function and communication adequacy.

References

18. Shift Indonesia, 3 Penyebab transformasi gagal, Shift Indonesia Press, June (2020)


