

THE EFFECT OF LEADERSHIP COMMUNICATION AND EMPLOYEE WELL-BEING WITH EMPLOYEE TRUST AS A MEDIATOR ON SUPPORT OF ORGANIZATIONAL CHANGE

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Abstract

The research goal is to investigate how leadership communication, employee well-being, and employee trust impact the support for organizational change. This quantitative study involved 112 participants and looked at how variables such as leadership communication, employee well-being, employee trust, and organizational change support are connected. Data was gathered through a questionnaire using a Likert scale from 1 to 5, representing degrees of disagreement or agreement. The collected data was then analyzed using the SMART_PLS software. There is a supposed influence between leadership communication and the support of organizational change. (2) Communication from leaders has an impact on the level of trust employees have within the company. (3) There is the influence of employee well-being and support of organizational change, (4) there is a presumption between employee welfare and employer trust in an organization. (5) There are influences among employees trust in support of organizational change, (6) Employee Trust is the mediator of leadership communication and support for organizational changes, and (7) Employees trust is the intermediary of employment trusts and supports organizational change.

Keywords: Leadership Communication, Employee Well-Being, Employee Trust, Support of Organizational Change

1. INTRODUCTION

Change is a process of company stages to develop, occurs in routine activities and sometimes in the form of strong upheavals with the potential for a longer time (Christensen et al., 2007). Organizational change can be determined by looking at how well leaders communicate, the level of employee satisfaction, and the trust that employees have in the organization (Matondang et al., 2023; Men et al., 2020). Support of organizational change refers to the level of acceptance, readiness, participation, and support of employees towards the changes that occur. According to Looor-Zambrano et al. (2022) involvement in achieving organizational goals and employee concern for the company's success are examples of commitment.

Leaders who are effective in communicating the vision of change, showing personal interest, and inspiring employees during the change process will gain employee trust in their work. Employees will lose trust if they are not given chances to grow within their workplace. This lack of opportunity can lead to poor communication and less sharing of information among colleagues, ultimately affecting trust levels (Van Zoonen et al., 2024). Leaders as the main agents of transformation, and those responsible for communicating the importance of change to employees must be able to provide examples of desired

thinking and behavior by involving others openly and participating individually (Aiken & Keller, 2007).

There is empirical data that shows a connection between the well-being of employees and various important organizational results like higher performance, engagement, dedication, innovation, and efficiency (Kalliath et al., 2017). Therefore, organizations should consider the impact of perceived diversity among their members on their overall well-being in order to gain a competitive edge (Jaiswal et al., 2022). When employee well-being is at a high level, it results in improved employee performance and decreased turnover rates within the organization (Biswas, 2022), this indicates employee commitment to the organization.

The study was carried out within a government organization, showcasing a method that takes into account the emotional and social environment. Where employee support for the organization is very much needed for the success of the organization in maintaining the existence of the organization after the acquisition of the agency so that there is a change in culture and to maintain it, leader communication is a strong indication because communication is a very important exchange of information within the organization. As well as employee welfare and employee trust in the organization. Based on this phenomenon and the existing research gap, the goal of this research is to examine how leadership communication, employee well-being, and employee trust impact the support for organizational change at the XYZ agency located in Surabaya City. It is anticipated that this research will enhance our knowledge of the interplay between these three factors and their impact on endorsing organizational changes, along with suggesting tactics to boost employee dedication.

2. LITERATURE REVIEW

2.1. Leadership Communication

Leadership communication is an interactive process between managers and employees in various fields, both in terms of structure and tasks, as well as in terms of thinking processes (Barkela, 2021). According to Clutterbuck and Hirst (2002) leaders who lack effective communication skills are not truly guiding their team. Nadler and Tushman (1990) said that leadership communication involves the exchange of information and the influence of both internal and external stakeholders by organizational leaders in order to attain specific objectives. This can also present the image and reputation of the organization. Leadership also involves communication, managing resources, decision making and motivation (Bagga et al., 2023). Leadership communication referred to in this study is the process of exchanging information to influence employees as mobilization and maintaining the organization in order to achieve common goals.

2.2. Employee Well-Being

As stated by Grant et al. (2007) employee well-being refers to the holistic assessment of an employee's experience and performance in the workplace, encompassing elements like job satisfaction, stress levels, and mental exhaustion. Meanwhile, Maggiori et al. (2013) stated that an individual's well-being refers to their general sense of positivity, achieved through a balance of physical, emotional, and work-

related factors in their life. According to Jaiswal et al. (2022), workplace well-being includes all physical, psychological, and social relationships involved in an employee's work life. The well-being of employees encompasses their work environment and interactions with colleagues, supervisors, and the broader community (DiPietro et al., 2020). Employee well-being referred to in this study is a complementary reward in the form of material and non-material which is given with the aim of maintaining and improving the physical and mental condition of employees.

2.3. Employee Trust

According to Mayer et al. (1995) trust is when one party is willing to take action believing that the other party will fulfill a specific task. Trust, also known as is a psychological state in which a person or group believes in the intentions, integrity, and abilities of another person. Men et al. (2020). Trust has two main components, namely dependence and risk. If a company is considered untrustworthy, risks will arise and society will suffer losses. While the collective trust that an organization will fulfill its promises and behave with virtue, honesty, reliability and integrity is known as dependence (Yue et al., 2019). The study explores how employees are willing to put their faith in their organization, trusting in its integrity, competence, reliability, and ethical standards.

2.4. Support of Organizational Change

In theory, support organizational changes is a deliberate undertaking. According to the theory of reasoned action, attitudes have the potential to sway people towards particular behaviors, depending on their beliefs about the emotional outcomes of those actions. To predict the intention to behave well, perspectives on behavior, subjective norms related to behavior, and perceived control over behavior are usually used. These intentions, which are then combined with perceived control over behavior, can cause many variations in behavior (Ajzen, 1991) during organizational change. Support for change is an act of commitment. Commitment is defined as the emotional bond and involvement of employees with their company or organization (DiPietro et al., 2020). This study defines support for organizational change as the determination and sense of influence over actions during the implementation of organizational changes.

2.5. The Relationship Between Leadership Communication and Support of Organizational Change

The connection between leadership communication and promoting change is strong and positive, indicating that better communication from the leader results in more employee backing for change. According to (Ellis & Miller, 1994; Li et al., 2021; Men et al., 2020) communication by leaders plays a crucial role in gaining support for organizational change, as shown in studies that differ from the ones conducted by Groves, (2006) and Yue et al. (2023) which stated that there is a correlation between communication and resistance to change. Based on earlier studies, the hypothesis can be explained as follows.

H1: It is suspected that there is an influence between leadership communication and support for organizational change.

2.6. The Relationship Between Leadership Communication and Employee Trust

Effective communication by leaders during periods of change leads to increased levels of trust among employees within the organization. The more a leader communicates, the more trust employees tend to have. The way leaders communicate directly influences the level of trust employees have in the organization (Men et al., 2020). This is in contrast to the results of other studies which found that communication was negatively and insignificantly related to employee trust (Anwar et al., 2022). The hypothesis can be outlined based on the findings from prior studies.

H2: It is suspected that there is an influence between leadership communication and employee trust in the organization.

2.7. The Relationship Between Employee Well-Being and Support of Organizational Change

A study done by Matondang et al. (2023) stated that According to a study conducted by Akhmada and Satwika (2020), while employee welfare might have a positive impact on organizational commitment, the research findings did not show any significant association between welfare and commitment.

H3: It is suspected that there is an influence between employee well-being and support for organizational change.

2.8. The Relationship Between Employee Well-Being and Employee Trust

Employee welfare also has a positive relationship with employee trust as in the study by Jena et al. (2018) states that enhancing employee welfare can lead to an increase in employee confidence, which aligns with studies showing a strong connection between employee welfare and trust. The greater the level of support provided to employees, the more trust they will have in the company. However, in the study by Kelloway et al. (2012) states that employee welfare has a negative effect on employee trust.

H4: It is suspected that there is an influence between employee well-being and employee trust in the organization.

2.9. The Relationship Between Employee Trust and Support of Organizational Change.

It was discovered that trust among employees leads to increased support for organizational change. Employees who have higher trust levels tend to be more supportive during times of organizational change, which is indicated when they have relied on words or actions in the organization or motivation, believe in the justice enforced in the organization, the legitimacy given to leaders, the ability to respond to change, the greater the possibility that they will cultivate a favorable outlook on organizational changes and endorse the changes (Yue et al., 2019). In a study conducted by Wibisono and Wahyuni (2015), it was found that trust had a negative effect on support for change. Men et al. (2020) found that the trust employees have in the organization plays a crucial role in how leadership communication impacts their willingness to embrace change and support changes within the organization, but in other studies trust was not significant in mediating leadership and employee supportive behavior (Islam et al., 2021).

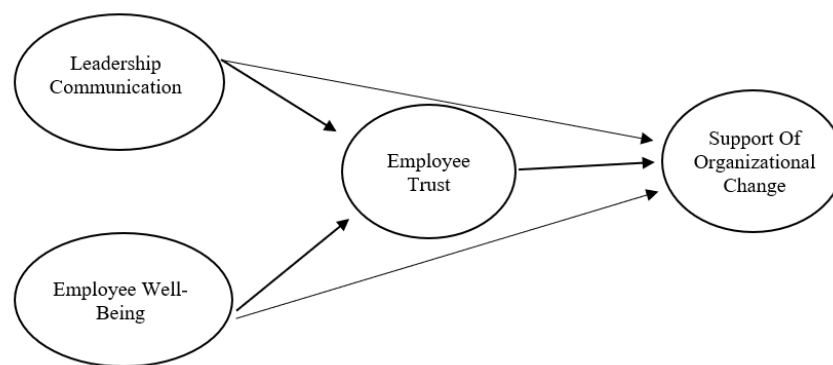
H5: It is suspected that there is an influence between employee trust and support for organizational change.

H6: It is suspected that Employee Trust mediates leadership communication towards support of organizational change.

H7: It is suspected that Employee Trust mediates employee trust on support of organizational change.

3. RESEARCH METHODS

The research employs a quantitative approach, involving the analysis of numerical data to test the theory. Statistical analysis is used to process the data, leading to the interpretation of results and drawing conclusions. This method was chosen because this study requires a measurement scale of indicators asked to respondents.



Source: Processed data, 2024

Figure 1. Research of Design

This research aims to examine how leadership communication and employee well-being influence employee trust, which then impacts organizational change support, using 11 different measurements. In this research, there were a total of 114 participants. The complete sampling technique was employed, which involves selecting a sample size equal to the population size (Sugiyono, 2018) but 2 respondents had errors so the total sample was 112 respondents.

In research this, is used method known analysis as Structural Equation Modeling (SEM), an approach complex statistic for analyze connection between variables. This SEM method equipped with use of the Partial Least Square (PLS) program which allows researcher for evaluate and model latent variables in study with more effective and accurate. As for the software used in the data analysis process, namely SmartPLS version 4. Data were collected using a questionnaire consisting of four main parts, namely Leadership Communication, Employee Well-Being, Employee Trust and Support of Organizational Change. Each part of the questionnaire uses a Likert scale of 1 to 5, where 1 indicates "strongly disagree" and 5 indicates "strongly agree".

4. RESULTS AND DISCUSSION

4.1. Research Results

4.1.1. Convergent Validity

The parameter for assessing convergent validity pertains to the loading factor value of the outer loading. An instrument is deemed valid when the loading factor value exceeds 0.6, signifying the item's substantial contribution to measuring the intended concept (Ghozali & Latan, 2015).

Table 1. Test Results of Outer Loading

Variable	Item of Statements	Outer loading	Description
Employee Trust	ET1	0.674	Valid
	ET2	0.659	Valid
	ET3	0.727	Valid
	ET4	0.782	Valid
	ET5	0.764	Valid
	ET6	0.734	Valid
	ET7	0.639	Valid
Employee Well-Being	EW1	0.803	Valid
	EW 2	0.716	Valid
	EW 3	0.644	Valid
	EW 4	0.681	Valid
	EW 5	0.739	Valid
	EW 6	0.747	Valid
	EW 7	0.763	Valid
Leadership Communication	LC1	0.796	Valid
	LC2	0.733	Valid
	LC3	0.637	Valid
	LC4	0.670	Valid
	LC5	0.706	Valid
	LC6	0.848	Valid
	LC7	0.636	Valid
Support of Organizational Change	SOC1	0.737	Valid
	SOC2	0.785	Valid
	SOC3	0.706	Valid
	SOC4	0.796	Valid
	SOC5	0.740	Valid
	SOC6	0.613	Valid

Based on the table above, all research indicators own loading factor value >0.6 . This means statement every indicator on all variable in study this is valid.

4.1.2. Discriminant Validity

According to Henseler et al. (2015), if the HTMT (Heterotrait-Monotrait) value for every pair of variables is below 0.9, it can be said that discriminant validity has been established using the HTMT method. This threshold indicates that the constructs are sufficiently distinct from one another, which is an important aspect of evaluating the validity of a model.

Table 2. Test Results of HTMT (Heterotrait Monotrait Ratio)

Variable	Employee Trust	Employee Well-Being	Leadership Communication	Support of Organizational Change
Employee Trust				
Employee Well-Being	0.519			
Leadership Communication	0.421	0.361		
Support Of Organizational Change	0.389	0.342	0.365	

Source: SmartPLS

Table 2. All variable show more HTML value from 0.9 to can it is said that variables in research This has meets discriminant validity.

4.1.3. Reliability Construct

Construct reliability is used for test composite reliability value. Reliability shows how much consistent and stable indicator in measure variable research. If the value reliability composite variable bigger from 0.7 and the expected AVE value bigger from 0.5, variable the considered fulfil reliability structure.

Table 3. Test Results of Cronbach Alpha and Composite Reliability

Variable	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)	Description
Employee Trust	0.839	0.878	0.508	Reliable
Employee Well-Being	0.853	0.888	0.532	Reliable
Leadership Communication	0.848	0.883	0.521	Reliable
Support of Organizational Change	0.829	0.873	0.536	Reliable

Source: SmartPLS

Based on existing data in table 2, variables leadership communication show mark composite reliability of 0.883 and the AVE value of 0.521. Meanwhile that, variable employee well-being own mark composite reliability of 0.888 and the AVE value of 0.532. The variable employee trust shows mark composite reliability of 0.878 and AVE value of 0.508, while variable support of organizational change own mark composite reliability of 0.873 and the AVE value of 0.536. With all variable own mark composite reliability that exceeds 0.7 and a higher AVE value from 0.5, can concluded that each variable in study This has fulfil criteria reliability construct.

4.1.4. Coefficient R-Square Determinant

The R-squared value indicates the extent to which the exogenous variable can account for the variability in the endogenous variables. According to (Sarstedt et. al., 2017) (0.75 strong; 0.50 moderate; 0.25 weak). Following is the resulting R² value:

Table 4. Test Results of R Square

Variable	R-square	R-square adjusted
Employee Trust	0.284	0.271
Support of Organizational Change	0.179	0.156

Source: SmartPLS

Conclusion from testing R² value on employee trust is 0.271 meaning ability leadership communication and employee well-being variables (interaction leadership communication and employee well-being) in explains employee trust is 27% while 73% is explained by the variable other.

Conclusion from testing R² value on support of organizational change is 0.156 meaning ability variable leadership communication, employee well-being and employee trust (interaction leadership communication, employee well-being and employee trust) in explain support of organizational change is 15% while 85% is explained by other variables.

4.1.5. Bootstrapping

If the p-value is less from 0.05, this show existence significant influence, while the p-value is more from 0.05 shows that No There is significant influence. Based on opinion by Ghazali (2016), the higher t-statistic value big from 0.96 is considered significant.

Table 5. Test Results of Bootstrapping

Relationship Between Variable	Path Coefficient	T statistic	P values	Description
Leadership Communication on Support of Organizational Change	0.220	1,031	0.303	H1 Rejected
Leadership Communication on Employee Trust	0.268	1,767	0.077	H2 Rejected
Employee Well-Being on Support of Organizational Change	0.120	0.825	0.409	H3 Rejected
Employee Well-Being on Employee Trust	0.386	2.888	0.004	H4 Accepted

Relationship Between Variable	Path Coefficient	T statistic	P values	Description
Employee Trust on Organizational Support	0.206	1.262	0.207	H5 Rejected
Employee trust mediation towards leadership communication support of organizational change	0.055	0.809	0.418	H6 Rejected
Employee trust mediation towards employee well-being support of organizational change	0.079	1,054	0.292	H7 Rejected

Source: SmartPLS

It is evident from Table 5 that effects are considered significant when the p-values are less than or equal to 0.05 and T-statistics are greater than or equal to 1.96. Conversely, when the p-values are greater than or equal to 0.05 and T-statistics are less than or equal to 1.96, the effects are regarded as not significant. Furthermore, path coefficients are utilized to show whether the effects are positive or negative.

4.2. Discussion

4.2.1. The Influence of Leadership Communication on Support of Organizational Change

The analysis reveals a path coefficient of 0.220, accompanied by a T-statistic of 1.031 and a p-value of 0.303. This suggests that while leadership communication displays a favorable coefficient, its impact on endorsing organizational change does not reach statistical significance. In other words, leadership communication shows a positive but insignificant effect in supporting organizational change. These results suggest that the level of leadership communication by the Head of the XYZ agency does not significantly impact employee support for organizational change.

4.2.2. The Influence Leadership Communication to Employee Trust

Based on the calculation results, the path coefficient is 0.268, with a T-statistic of 1.767 and a p-value of 0.077. This indicates that while leadership communication has a positive coefficient, its influence on employee trust is not statistically significant. In other words, leadership communication shows a positive but insignificant effect on employee trust. The findings indicate that the Head of the XYZ agency's communication style does not greatly influence the level of trust employees have. Formal communication may make it difficult for employees to build trust, as they require more personal communication, such as direct interaction, open dialogue, or opportunities for feedback.

4.2.3. The Influence Employee Well-Being to Support of Organizational Change

Based on the calculation results, the path coefficient is 0.076, with a T-statistic of 0.492 and a p-value of 0.623. Employee well-being has a positive coefficient, but it does not have a statistically significant impact on supporting organizational change. In simpler terms, while employee well-being does show a positive effect, it is not strong enough to

significantly support organizational change. These results suggest that the level of employee well-being at XYZ does not significantly impact employee support for organizational change.

4.2.4. The Influence Employee Well-Being to Employee Trust

Based on results calculation show that coefficient track of 0.386 with t-statistics of 2,888 and the value (p-values = 0.004). This is show that Employee well-being towards employee trust there is coefficient with mark positive and employee well-being own influence significant to employee trust in a way statistics. Employee well-being influential positive significant to employee trust. This result can interpret tall or low employee well-being carried out by XYZ employees proven give impact to employee trust.

4.2.5. The Influence Employee Trust to Support of Organizational Change

The results of the calculation show a path coefficient of 0.206, a T-statistic of 1.262, and a p-value of 0.207. This suggests that although employee trust has a favorable coefficient, its impact on backing organizational change lacks statistical significance. In other words, employee trust shows a positive but insignificant effect on supporting organizational change. These results suggest that the level of employee trust at XYZ does not significantly impact the employees' support for organizational change.

4.2.6. Mediation Variables Employee Trust to Leadership Communication to Support Organizational Change

The results of the analysis demonstrate that the path coefficient is 0.055, with a T-statistic of 0.809 and a p-value of 0.418. This suggests that there is a favorable coefficient for the mediating factor, employee trust, within the connection between leadership communication and backing for organizational transformation. However, employee trust does not serve as a significant mediator in the impact that leadership communication has on facilitating organizational change. Basically, the level of employee trust does not play a mediating role in the connection between leadership communication and support for organizational change. These results suggest that the level of employee trust among XYZ employees does not impact the influence of leadership communication on their support for organizational change.

4.2.7. Mediation Employee Trust to Employee Well-Being to Support of Organizational Change

The results of the analysis reveal that the path coefficient is 0.079, with a T-statistic of 1.054 and a p-value of 0.292. This suggests that the variable of employee trust plays a beneficial role in linking employee well-being and backing for organizational transformation. However, employee trust does not significantly mediate the influence of employee well-being on support for organizational change. Employee trust does not act as a mediator in the connection between employee well-being and backing for organizational change. These results suggest that the level of employee trust among XYZ

employees does not impact the influence of employee well-being on their support for organizational change.

5. CONCLUSION

The impact of leadership communication on the endorsement of organizational change at XYZ agency is limited, despite being mostly positive. This result means that the increase or decrease in leadership communication carried out by the head of XYZ agency does not have an impact on support of organizational change of XYZ employees. Communication from leadership at XYZ agency has a small, yet favorable impact on the level of trust among employees. This result means that the increase or decrease in leadership communication carried out by the head of XYZ agency does not have an impact on employee trust of XYZ employees. The well-being of employees at XYZ agency has a slight impact on their attitude towards organizational change, although it is not considered significant. This result means that the increase or decrease in employee well-being carried out by employees does not have an impact on support of organizational change of XYZ employees. Employee well-being has a positive and significant effect on employee trust at XYZ agency. This result means that if employee well-being is higher, it will increase employee trust of XYZ employees.

Employee trust has a positive but insignificant effect on support of organizational change at XYZ agency. This result means that the increase or decrease in employee trust that is carried out does not have an impact on support of organizational change for XYZ employees. Employee trust mediates positively but not significantly on leadership communication to support of organizational change at XYZ agency. This result means that the higher the employee trust, the less influence there is between leadership communication and support of organizational change for XYZ employees. Employee trust mediates positively but not significantly on employee well-being to support of organizational change at XYZ agency. This result means that if the employee trust that is carried out is higher, it does not have an impact between the influence of employee well-being on support of organizational change for employees.

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