The Role of Cynicism, Harmony and Growth Need Strength as Antecedents of Employee Involvement in an Organization

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Abstract
Employee involvement is widely known to maintain long term relationship within organization. This topic become hot topic examined by researcher and often discussed by manager. Although the importance of both growth need strength, employee involvement, harmony and cynicism is well acknowledged, however, interrelationship between these construct have not been addressed properly. These articles purposes are to integrate factors influencing employee involvement and roles of cynicism as moderator. Sample in this research consist of 62 respondents which is come from different background. A great deal of relationship in literature is regularly done in from managers perspective and seldom done in employers perspective. Roles cynicism as moderators is unsupported. Both harmony and growth need strength directly influence employee involvement. It is interesting scrutinize when individual with high growth need strength and high harmony develop relationship based on relational exchange. The limitation in this research is self-reported answer. Further research suggested to use a dyad answer between managers and employer.
Keywords: cynicism, harmony, growth need strength, employee involvement

Introduction
Economic conditions that continue to evolve require the organization to be able to adjust to continue to compete in its industry. One way is through organizational development. Organizational development includes planned changes and unplanned changes. Organizational change itself leads to the process of the organization moving from its present state to get the desired future in order to increase the effectiveness of the organization. The effort to succeed in the change program requires the involvement of all components within the organization, including the employee. To increase employee involvement, trust is needed between employees and the organization, in this case the management. Trust is a willingness to increase investment in resources to other parties based on positive expectations from the success of previous cooperation (Tzafrir, 2005). The scarcity of the discussion of the perspective of employee involvement from the point of view of the employee gives insight into the change literature. In other words, employee involvement will increase if the level of trust is high, especially the harmony dimension between management and employees. In contrast, there are several factors that belief to decrease the level of trust, such as cynicism.

Richers et al., (1997) define cynicism as a loss of trust in the leader of change and also as a response to the history of change with an unclear outcome. Whereas according to Armenakis et al., (1993) cynicism is pessimism and despair related to innovation efforts undertaken by the organization. Finally, Vance et al., (1996) defines cynicism as the belief that problems in the workplace cannot be resolved because they involve factors beyond the control of the individual. So, in other words, the understanding that the changes made will be in vain and cannot help the organization in solving the problem. In contrast with cynicism, growth need strength is important in predicting a person's level of involvement in decision making. Research by Shalley, Gilson, and Blum, (2009) supports the growing desire to increase creativity. Growing desire makes someone always want to grow and

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develop in their work. This desire encourages someone to always be actively involved in employee involvement. Based on the explanation above, the author argues that the topic of employee involvement as a future research issue is increasingly important and therefore worthy of research.

Employee Involvement. The involvement of employees referred in this research is involvement in mental and emotional aspects that encourage them to contribute to the achievement of company goals. Employee involvement has six dimensions, namely: authority, knowledge of the company, individual knowledge, information and communication, recognition and reward, and performance-based rewards. First, the authority allows employees to contribute to the decision making process, in this case providing advice and input, and overseeing the implementation of decisions. Second, knowledge about the company gives employees a good understanding of the organization's business and how the organization operates. Third, individual knowledge gives employees the opportunity to receive adequate training and self-development opportunities. Fourth, there is open and ongoing information and communication between management and employees. Fifth, employees are expected to receive recognition and appreciation for their contribution to the company. Finally, it is hoped that the organization can value employee performance through rewarding. In this research, the authors focus on aspects of employee involvement in the form of authority in decision making (employee participation in decision making). Research conducted by Brown and Cregan (2008) show that information sharing and employee participation in the decision making process have a significant and negative influence on cynicism about organizational change. This is caused by several factors. First, information is associated with high levels of employee understanding of management decisions to reduce cynicism. Furthermore, employee participation in the decision-making process allows employees to examine the motives of the management for a decision regarding change and ultimately can reduce cynicism. Employees with active involvement are believed to be able to respond to opportunities offered by change to reduce cynicism about organizational change.

Harmony. Previously researchers from various disciplines agreed that trust had important benefits for the organization, even though they did not have clear details about these benefits (Dirks and Ferrin, 2001). In the research it was stated that trust has a direct and indirect influence on the organization. Direct influence of trust can be seen in attitudes, cooperation, behavior and performance in the workplace. Trust is a willingness to increase investment in resources to other parties based on positive expectations of successful collaboration in the past (Tzafrir, 2005). Previously, Boss (1978) had defined trust as positively related to communication. Kanter and Mirvis (1989) suggest that there are two types of trust, namely: (1) trust in colleagues, and (2) trust in the organization. What will be discussed in this research is trust in the organization, because to increase employee involvement in the organization requires high organizational trust. According to Tzafrir (2005) there are three dimensions of trust, namely reliability, concern and harmony. Reliability suggests that those who give trust have positive expectations about the party that is given trust. In this dimension, there is consistency between the two parties. Furthermore, concern refers to the idea of balanced trust. The last dimension, harmony refers to the idea of having an identity and sharing shared values. Tzafrir's research in 2005 suggested that of the three dimensions of trust, only concern and harmony affect employee involvement. However, harmony has a stronger influence because of the concept which states that the tendency of employees who are more interested in having a shared identity and sharing the same values. Therefore, if the harmony is high in employees, then they will feel part of the organization and feel bound and responsible for the organization. This causes them to want to be actively involved in the organization. Spreitzer and Mishra's (1999) research also suggests that harmony has positive influence on employee involvement in the organization.

H1: Harmony has positive and significant effect on employee involvement

Growth Need Strength. One of the keys to an individual's success at work is the desire to growth at work. Growing desire was first introduced by Hackman and Oldman in a research of job enrichment. Shalley, Gilson, and Blum (2009) first tested the effect of growth need strength on creative performance. Growth need strength makes employee always want to learn new things and fight hard in their workplace. Individuals with a desire to grow have curiosity in various fields in the context of work. . Growth need strength is part of the characteristics of work related to the redesign of the work (Fok, Hartman, Patti, Razek, 1999). Components of job characteristics that increase motivation consist of: (1) autonomy — the level of freedom, independence, and flexibility of individuals in scheduling and determining work procedures; (2) task identity — a different feeling in doing work at the beginning and at the end, such as clarity of the transformation process, the manifestation of the final product transformation process, and the strength of the transformation process; (3) diversity of skills — this component is the most challenging component in task attributes; (4) feedback — information directly and clearly about the performance of individuals carrying out work. The four components above were developed at the beginning of Hackman and Oldman's research. The development of theory continued in 1976. Hackman and Oldman formulated a new concept, namely task significance. The definition of task significance has a substantial impact on the work of others (the organization and the external environment) (Miner, 1980). Intrinsic motivation theory becomes the foundation for growth need strength to influence employee involvement. Intrinsic motivation as Shalley, Gilson, and Blum (2009) argues that individuals who are motivated from within themselves and feel personal satisfaction to do a good job. Someone takes the initiative to be actively involved in his work, including in organizational decision making. This individual's motivation in being actively involved in decision making is motivated by the desire to do a good job. Individuals who desire to grow value respect for internal rewards obtained from good performance on challenging tasks (Oldman, Hackman, and Pearce, 1976). They don't like things that smell like routine like creativity. They don't like traditional solutions that already exist. The conditions for acquiring new ideas are organic organizational structures (Pierce, Dunham, and Blacburn, 1979). With organic organizational structures, they can be involved in decision making. These individuals do not conform to structures that are too formal with a top-down system, they enjoy and appreciate their involvement in making decisions in order to gain satisfaction in growth at work.

H2: Desire to grow has positive and significant effect on employee involvement

Cynicism towards Organizational Change. According to Brown and Cregan (2008), this cynicism is associated with negative consequences for the performance of employees and organizations. Cynicism towards change can have an impact on other aspects of work life. Cynical employees will lose commitment and motivation to work. For example, increasing absenteeism and decreasing productivity. This has an important impact on planning and managing the change process in the organization. Some changes may be implemented without support from employees. However, in many cases, employees are an important aspect involved in change. Therefore, the organization is expected to be able to overcome the problem of cynicism towards changes in this organization so that it can make changes successfully and be supported by all members in the organization. Based on empirical studies conducted by Reichers et al., (1997), cynicism is more dominant in lower-level employees, and the lowest is in managers. This is generally because managers feel they get more information about future activities and are told the reasons for the decisions taken by the organization. From these results, researchers suggest that cynicism can be minimized by increasing employee involvement in the change process itself. Sharing information and employee participation

in the decision-making process are mentioned as examples of employee involvement that has the most powerful influence that can reduce cynicism about organizational change.

This research focuses on cynicism about organizational change. Richers et al., (1997) suggested several causes of cynicism about organizational change: (1) feelings of lack of information, (2) lack of communication and responses from supervisors, (3) lack of communication and responses from unions, (4) negative character of the employee itself, and (5) lack of opportunity to participate in the decision making process. The research offers several recommendations to overcome cynicism about organizational change, including involving employees in decision-making processes that affect them. Employee involvement minimizes errors that may be made during the decision making process. Conversely, managerial trust makes management to involve its employees in organizational activities, such as providing more information about the change process and considering the opinions and input of employees in the decision making process (Tzafrir, 2005). Previous research shows that in conditions involved in decisions, employees become more bound to a decision and a decision will be better by involving employees. If the organization, in this case the management provides all the information needed by employees to understand the plan and the process of change, then it can reduce cynicism about the plan for change.

H3: The effect of harmony on employee involvement will weaken if employee cynicism towards organizational change is high and influence will be stronger if employee cynicism towards organizational change is low

If individuals have growth need strength, they need support from the organization. Pierce, Dunham, and Blacburn, (1979) argue that employees who have high growth need strength will feel their contribution to work is increasingly needed. They will be active in their work. They diligently research many things at work and have great curiosity. They like their involvement in decision making because in that area they have satisfaction with their work. Reichers, Wanus, and Austin revealed the reasons for someone's cynical feelings for organizational change, one of which was due to organizational failure in realizing the previous program (1997). Employees generally evaluate their past experiences before finally producing their perspective on a problem. When the change program has failed before, cynical feelings will arise. Someone with a desire to grow tall likes to learn things that have happened and analyze them. If individuals with high-growth goals have experienced a period of failure in a change program, then they will be different in assessing the failure. In this case, individuals will act to voice their aspirations. Individuals with high growth need strength are not afraid to argue. If a cynical perspective is formed, they do something as a form of disapproval. They will reduce their effort and contribution in the organization if their aspirations are not heard, one of them is by reducing employee involvement from decision making.

H4: The effect of growing desire will weaken in the involvement of employees with high cynicism and influence will get stronger if cynicism is low

Methods

Data collection in the research were using questionnaires. The questionnaire in this research will be given personally (self-administrated survey). The research design in this research includes the objectives, unit of analysis, and type of data. The purpose of the research in this research was to test hypotheses. The research analysis unit is individual. The type of data used is cross-sectional data (cross section data). A research by collecting data at one time to answer questions. Such studies are called one shot research or cross-sectional research (Sekaran, 2000). The research will use a minimum

sample size limit of 10 times the independent variable, which is 40 samples. In total, this research used 62 respondents. The sample in this research is employees in public and private organizations. The sampling technique in this research uses convenience samples.

Results and Discussion

The test was first tested for moderating and independent variables, namely growth need strength, cynicism, and harmony. Then proceed with testing on the dependent variable, namely employee involvement. KMO and Bartlet test values are above 0.5 and significant. In this test, the validity of the independent and dependent variables was tested. If the dependent and independent variables are tested simultaneously the results will be incorrect, because items in the dependent and independent variables are intended to correlate, so that they will group on one factor. The KMO results of the three independent variables and moderation are 0.776; while KMO for the dependent variable is 0.661.

Table 1 The Effect of Harmony on Employee Involvement

Model		Unstandardized Coefficients		T	Sig.
		B	Std. Error		
1	(Constant)	6,820	1,394	4,892	0,000
	Harmony	0,599	0,094	6,346	0,000

Source: Data Processes, 2018

The Effect of Harmony on Employee Involvement.

With a value of t <5% indicating a significant hypothesis. Hypothesis 1 is supported, that harmony has a positive influence on employee involvement. The higher the harmony of employees, the more willingness of employees to be involved in decision making. The results of this analysis are in accordance with the research of Tzafrir (2005) which states that the level of trust has a significant influence on employee involvement. Tzafrir's research in 2005 suggested that of the three dimensions of trust, only concern and harmony affect employee involvement. However, harmony has a stronger influence because of the concept which states that the tendency of employees who are more interested in having a shared identity and sharing the same values. Therefore, if the harmony is high in employees, then they will feel part of the organization and feel bound and responsible for the organization. This causes them to want to be actively involved in the organization.

The harmony dimension refers to the idea of having an identity and sharing shared values. The facts in a literature reveal that shared values are variables that are quite beneficial in research (Anderson, et al., 1994; Meyer and Allan, 1984; Chatman, 1991, Dweyer et al., 1987 in Zineldin and Jonsson, 2000). Shared values affect trust in a relationship. In addition, value sharing contributes to the development of commitment and trust. Therefore it can be said that when "shared value" in a collaboration, they will be more committed to maintaining a relationship.

Shared values are shared beliefs between organizations and employees regarding important or inappropriate, right and wrong behavior, goals, and policies, and right and wrong (Morgan and Hunt, 1994). Another type of shared value is product quality, promotional tactics and customer service. Shared value will be a strength in employee-organizational relations if problems occur. Shared values that are held firmly by both parties, will reduce the risk in the transaction. The higher the employee's firm belief that the organization of the organization is committed to upholding shared

values, the higher the employee's trust in the company's organization. Shared values ensure that employee-organizational relationships are maintained when conflicts arise between the two. Shared value becomes part of relational exchange. The interaction between employees and suppliers that are built based on shared values will give positive feedback in the form of trust between employees and the organization. Employees who believe in the behavior, goals, and policies of the organization will not harm and consider their interests, the organization will be rewarded with the same thing with the aim of building long-term relationships. The advantage of a long-term relationship is to reduce transaction costs by increasing trust.

The Effect of Growing Need Strength on Employee Involvement.

Desire to grow affects employee involvement with a significance of 0.1%. The strength of this positive influence has been estimated because individuals with a desire to grow high are very fond. These individuals take initiatives so that their actions can benefit employees by being involved in decision making. Involvement in employee decision making generally experiences a dilemma, because not all managers agree with employee involvement. Managers fear losing control of employees if employees are given the authority to be involved in decision making (Soeitzer and Mishra, 1999). But individuals with a desire to grow high do not act opportunistically with self-interest in order to be involved in decision making or recognition from others, they move because of the urge of satisfaction if they successfully carry out the task.

Table 2 The Effect of Growing Need Strength on Employee Involvement

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,767	2,024		4,332	0,000
	Growth Need Strength	0,151	0,045	0,399	3,373	0,001

Source: Data Processes, 2018

Employees have no conflict of interest in decision making involvement. Their encouragement is pure because they want to grow in work. To grow in work, it is not enough just to do routine work. They need to develop the situation at work. Development can occur if their aspirations are considered by the managerial ranks. Their involvement in decision making is absolutely necessary. They are not only satisfied with the policy without their involvement. They carry out the involvement purely because of the desire to achieve job satisfaction.

Moderating Role of Cynicism towards Organizational Change on Harmony Influence on Employee Involvement.

The results of the MRA show that the role of cynicism as moderation is insignificant. Hypothesis 3 is not supported.

These results indicate that cynicism does not have a significant influence in moderating the relationship between trust in employee involvement. This is caused by the concept of mutual trust and cynicism. Cynicism is present as an attitude of frustration due to failure in the past. These failures can be caused by unrealistic targets. Whereas trust is present due to the results of successful cooperation in the past. So, those who give trust are satisfied with the work of the trusted parties, so

they want to repeat the trust member again. In addition, the concept of harmony dimensions of trust that causes members in organizations to be more likely to be happy in having identity and sharing shared values. This indicates the strength of trust between elements in the organization. high trust makes employees have a sense of ownership and high responsibility for the organization. They tend to want to be more actively involved in every organizational decision. This causes cynicism does not have a significant effect if high organizational trust in employee involvement.

Table 3 Moderating Role of Cynicism towards Organizational Change on Harmony Influence on Employee Involvement

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,754	1,409		4,794	0,000
	Harmony	0,605	0,096	0,635	6,322	0,000
2	(Constant)	7,190	4,086		1,760	0,084
	Harmony	0,555	0,263	0,583	2,109	0,039
	Cynicism	-0,021	0,160	-0,069	-0,129	0,898
	interaction	0,002	0,010	0,124	0,216	0,830

Source: Data Processes, 2018

Moderating Role of Cynicism towards Organizational Change on Growth Need Strength on Employee Involvement.

The results of the MRA show that the role of cynicism as moderation is insignificant. Hypothesis 3 is not supported. The interaction between cynicism and desire to grow is not significant. Some of the causes of unsignificance are the desire to grow is a construct that is intended so that a person can grow and develop at work. In an effort to gain growth and development, this individual does not give the slightest room to be cynical about change. They analyze the causes of failure, research the causes of past failures, provide an assessment of new programs, and for the improvement of new programs, individuals are actively involved in decision making. The amount of desire to grow does not give room for cynicism. Failure is a lesson for future improvement. London and Diamante (2002) analyze individuals with a desire to grow high are individuals who like to do continuous learning. This point is different from cynicism which concludes that failure in the past made pessimism. Individuals with a desire to grow high have optimism not stalled. To grow and develop in their work they only have a goal for job satisfaction. They do not have specific and deep goals in work. Individuals with a desire to grow tall prefer a holistic approach to the overall work they are engaged in.

Growing and developing in work includes high involvement in decision making. The main focus on wanting to grow and develop in decision making encourages individuals to ignore cynicism in the process of change. The more they have experienced failure, the more challenged this individual is to wallow in problems and explore the problems and make joint decisions so that the program works better. The nature of this individual does not tolerate cynicism if he feels failed. They become more motivated by problems to solve by becoming more involved in decision making.

Table 4 Moderating Role of Cynicism towards Organizational Change on Growth Need Strength on Employee Involvement

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,728	2,050		4,257	0,000
	Growth Need Strength	0,152	0,045	0,399	3,345	0,001
2	(Constant)	-2,471	8,016		-0,308	0,759
	Growth Need Strength	0,373	0,164	0,980	2,267	0,027
	Cynicism	0,495	0,348	1,637	1,423	0,160
	Interaction	-0,010	0,007	-1,582	-1,371	0,176

Source: Data Processes, 2018

Conclusions

The results show direct influence between harmony and employee involvement and a growing desire for employee involvement are confirmed. However, the moderating role of cynicism is not confirmed. It is estimated, cynicism does not affect because in the dimension of harmony and desire to grow, cynicism has disappeared. This means that the relationship is harmony, the growing desire for cynicism is negating each other. If there is a feeling of harmony, then cynicism will disappear. A person's desire to grow and develop in his work has eliminated feelings of syncime automatically. This research provides a classic point of view, that respondents want relational exchange. Trust through a harmony dimension influences the quality of relationships by increasing employee involvement in the company. Growing harmony and desire is still a factor that can make a relationship better.

Some suggestions for further research are needed. Suggestions in this research are: (1) This research uses self-reported data. The organization-buyer relationship will be better to use dyad samples, therefore further research uses dyad samples. (2) The sample in this research are various backgrounds, further research should use respondents from the same background. (3) Consider the trust variable in the relationship of trust commitment. (4) The next test uses the SEM method to detect true beta. The more true beta is obtained, the more accurate the research is. True beta can only be obtained with structural models such as SEM, EQS, Lisrel, or PLS.

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