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Empowering employee behavior and organizational transformation for lasting impact

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Abstract

This study delves into the intricate relationship between employee behavior and the efficacy of organizational changes within Balai Besar Bahan dan Barang Teknik, under the Indonesian Ministry of Industry. Employing a quantitative methodology, the research engaged with 32 dedicated employees at Balai Besar Bahan dan Barang Teknik, Ministry of Industry, uncovering valuable insights. These insights illuminate the critical role of employee behavior in shaping the brand's resonance and organizational transformation. The study reveals a web of correlations: a positive link between employee voice and change effectiveness, a negative association between employee exits and performance, an adverse connection between neglect and job satisfaction, and a robust bond between employee loyalty and resilience. These findings signify that within the Balai Besar Bahan dan Barang Teknik narrative, the employees who voice their concerns are more likely to perceive organizational changes as effective, bolstering brand awareness. Conversely, employees contemplating an exit demonstrate diminished performance, underscoring the pivotal role of employee engagement in upholding the brand's strength. Employee neglect points to a potential dent in job satisfaction, an aspect integral to brand loyalty. Moreover, unwavering employee loyalty is a cornerstone for resilience in the face of change, vital for brand continuity and brand awareness. In the larger context, these findings hold profound implications for policymakers and practitioners engaged in the realm of organizational change. The insights gleaned provide the foundation for strategic policies that encourage employee voice and reinforce brand loyalty, resulting in increased brand awareness. Practitioners can leverage these insights to craft change management strategies that dismantle resistance, ensuring successful change implementation and further enhancing brand recognition.

Keywords: brand awareness; voice; oganizational change

INTRODUCTION

In the rapidly evolving landscape of public service delivery, governments face significant challenges that extend beyond addressing constituent needs, requiring an organizational image characterized by coherence, flexibility, and responsiveness. Traditional hierarchical decision-making frameworks often impede organizational effectiveness, leading to inefficiencies in service delivery (Blom et al., 2021; Vogel et al., 2023). Agile governance emerges as a critical approach, offering transformative advantages that enhance efficiency and adaptability while enabling governments to implement reforms effectively in response to dynamic environments, public values, and evolving societal needs (Barasa et al., 2018; Hillmann & Guenther, 2021). These agile governance principles then serve as the foundation for the Indonesian Ministry of Industry to initiate changes in improving its public service delivery.

The Indonesian Ministry of Industry recognizes the urgent need for change, acknowledging the necessity of restructuring and reinvention to improve its public service delivery mechanisms.

This mission involves dismantling entrenched hierarchies, reducing bureaucratic red tape, and facilitating more efficient decision-making processes (Blom et al., 2021; Roach et al., 2023). By streamlining organizational structures, the ministry aligns with agile governance principles, emphasizing adaptability and enhancing its organizational image (Monarca & Bandiola, 2022). Building on these reforms, the ministry's transformation is also directed toward strengthening its public image and fostering greater recognition of its role in society.

The transformation sought by the ministry strengthens its capacity to navigate an evolving landscape while elevating public awareness of its role as a progressive, responsive, and forward-thinking entity. This enhanced organizational image proves crucial for increasing recognition and understanding of the ministry's functions and services among constituents. The concept of 'brand awareness' underscores the significance of public perception and recognition of the ministry's role and services, defined as the extent to which citizens recognize and comprehend the functions, services, and value provided by government institutions (de Geus et al., 2020). Building on this need for stronger public recognition, the government has also introduced structural reforms to ensure the ministry operates more effectively and efficiently.

The Indonesian government's comprehensive streamlining initiative, aligned with the Ministerial Decree of State Apparatus Empowerment and Bureaucratic Reform Circular No. 384-393 of 2019, aims to consolidate the traditional five-tier structure into a more efficient two-tier system. This reorganization emphasizes expertise and competence, carefully considering responsibilities, positions, ranks, and remuneration of employees (Hoekstra et al., 2023). Alongside structural reorganization, digital transformation efforts further reinforce the government's commitment to efficiency and responsiveness.

Digital transformation initiatives, including GovTech Indonesia and the electronic-based government system (SPBE), integrate various services into the INA Digital platform, enhancing service delivery efficiency and transparency. These reforms particularly resonate with Generation Z's expectations, addressing priorities in social equality, human rights, and educational access.

The impetus for these institutional reforms stems from widespread perceptions of bureaucratic inefficiency, with the Republic of Indonesia Ombudsman reporting that 34% of public complaints relate to complicated public service processes. Indonesia's ranking of 73rd out of 193 countries in the 2019 Government Effectiveness Index, trailing behind regional neighbors, further emphasizes the need for reform (Hoekstra et al., 2023). This national context of bureaucratic challenges provides the backdrop for understanding how institutional reforms unfold within specific agencies such as B4T.

At *Balai Besar Bahan dan Barang Teknik* (B4T), structural changes align with the Ministry of Industry's broader vision, indicating a shift beyond bureaucratic confines into brand awareness. The spectrum of employee responses; ranging from voice, exit, neglect, to loyalty; significantly influences the overall success of the change process. This exploration serves to provide insights into the efficacy of implemented structural changes while contributing to the ministry's literature on organizational change.

The impact of this transformation extends beyond national borders, potentially illuminating pathways for other developing Southeast Asian countries undertaking similar restructuring efforts. This comprehensive approach to reform addresses both structural inefficiencies and technological advancements, positioning the Indonesian government to better serve its increasingly diverse and digitally-savvy population (Haqq, 2022; Onyeneke & Abe, 2021). Ultimately, these reforms reflect Indonesia's commitment to building a more effective, modern, and citizen-centered government.

METHOD

Research Model

The research model for this study delineates the hypothesized relationships between four distinct types of employee behaviors; voice, exit, neglect, and loyalty; during organizational change and their subsequent impact on organizational outcomes within Balai Besar Bahan dan Barang Teknik (B4T), a pivotal unit of the Indonesian Ministry of Industry. The model theorizes direct relationships where employee voice behavior is posited to have a positive influence on the effectiveness of change initiatives, whereas exit behavior is anticipated to have a detrimental effect on performance outcomes. Neglected behavior is expected to undermine employee satisfaction, while loyalty behavior is hypothesized to bolster organizational resilience. These proposed relationships will be empirically tested using quantitative methods, with a particular focus on multiple regression analysis to discern the strength and significance of each relationship. The independent variables in this analysis are the aforementioned employee behaviors, and the dependent variables are the effectiveness of change initiatives, performance outcomes, employee satisfaction, and organizational resilience. This model is designed to unravel the complex interplay between employee behavior and organizational performance during periods of change, offering valuable insights into the effective management of change processes. By validating these relationships, the study aspires to enrich theoretical discourse on employee dynamics during organizational change and provide actionable strategies for enhancing brand awareness and resilience in the public sector's evolving landscape. Figure 1 presents the proposed research model.

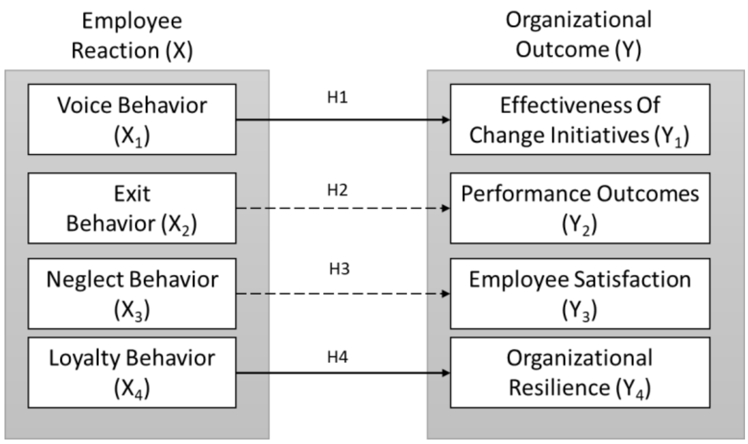

Figure 1. Research Model

Hypothesis Development: Forging the Path to Brand Resilience

The primary aim of this study is to delve into the interplay between employee behavior and organizational change within the Indonesian Ministry of Industry. Building upon the extensive literature, it has crafted the following hypotheses that not only seek to unravel this intricate connection but also to illuminate the path to enhancing brand awareness and resilience:

H1: Empowering Brand Resilience
H1: There is a positive relationship between employee voice behavior during organizational changes and the effectiveness of change initiatives in B4T.

It hypothesizes a positive relationship between employee voice behavior during organizational changes and the effectiveness of change initiatives within B4T. Drawing inspiration from the work of Nwiyii et al. (2022), which underscores the positive link between employee loyalty and organizational resilience, it contends that employees demonstrating loyalty during times of transformation are more likely to actively engage in the change process, becoming brand ambassadors and fostering more effective change initiatives.

H2: Navigating the Threshold
H2: Exit behavior exhibited by employees during organizational change is negatively related to performance outcomes of change initiatives in B4T.

The second hypothesis explores the intriguing dynamics of exit behavior exhibited by employees during organizational change and its impact on the performance outcomes of change initiatives within B4T. Borrowing insights from Bhawe et al. (2017), which suggests an inverted-U shaped relationship between founder exits and firm performance, it postulates that a certain degree of exit behavior can be beneficial for organizational change. It acts as a cleansing process, removing resistance and paving the way for a revitalized brand. However, an excess of exit behavior can be detrimental, leading to the loss of valuable knowledge and experience.

H3: A Delicate Balance
H3: The neglectful behavior displayed by employees during organizational changes is negatively related to employee satisfaction in B4T.

The third hypothesis centers on the intricate balance between neglectful behavior displayed by employees during organizational changes and employee satisfaction within B4T. It proposes that employees who exhibit neglectful behavior during change are likely to experience lower job satisfaction (Dwiyanti & Hidayah, 2022). This negative correlation suggests that such behavior impacts their satisfaction with the change initiatives, thereby influencing brand image and organizational adaptability.

H4: The Resilient Symphony
H4: Loyalty behavior shown by employees during organizational change has a positive effect on the organizational resilience of B4T.

The final hypothesis is based on the idea that employee voice behavior is crucial for organizational effectiveness. It suggests that employees who express their concerns about the change process are more likely to be satisfied with the change initiatives (Naqvi, 2020). This promotes a culture of brand resilience, enhancing the organization's adaptability and responsiveness to evolving public needs and challenges.

These hypotheses will undergo rigorous testing through a comprehensive survey administered to employees within Balai Besar Bahan dan Barang Teknik, a constituent of the Indonesian Ministry of Industry. The survey will not only capture data on employee behavior during recent organizational changes but also delve into their satisfaction levels with the change initiatives. The insights derived from this study will not only validate these hypotheses but also shed light on the intricate relationship between employee behavior, organizational change, and brand resilience in the ever-evolving landscape of the Ministry of Industry. This aligns with prior findings which emphasize that effective manpower planning and employee development are critical drivers of organizational performance and transformation (Anaekwe et al., 2025; Okeke & Anaekwe, 2025). Therefore, this study is expected to provide valuable insights for strengthening organizational strategies in the future.

Sampling

The study targeted all employees at Balai Besar Bahan dan Barang Teknik (B4T), within the Indonesian Ministry of Industry, totaling 179 individuals across three main groups: 112 Civil Servants (PNS), 49 Non-Civil Servants, and 18 Government Employees with Employment Agreements. A stratified random sampling method was utilized to reflect the proportional representation of these groups within B4T, resulting in a sample of 32 participants (17.9% of the employee population). The sample included 20 Civil Servants, 9 Non-Civil Servants, and 3 Government Employees with Employment Agreements, aligning with the organization's internal demographics. An 80% response rate was achieved, indicating strong employee engagement. To enhance the study's robustness, post-hoc power analysis was conducted, aiming for an 80% power level to detect significant effects, and confidence intervals were calculated for key findings to aid in result interpretation.

Procedures

Questionnaires were disseminated to gauge employee responses to organizational change, specifically their voice, exit, neglect, and loyalty behaviors. A five-point Likert scale was employed for response measurement, ranging from "strongly disagree" (1) to "strongly agree" (5).

Measure

A 24-item questionnaire was developed to assess the impact of behavior change on organizational effectiveness, performance, satisfaction, and resilience. The questionnaire's construction was informed by both existing literature and novel insights, with a focus on content validity. Its validity and reliability were preliminarily tested through a pilot study at *Balai Besar Logam dan Mesin*, using statistical measures such as Cronbach's alpha to ensure internal consistency.

Data Analysis

Descriptive statistics provided an overview of the sample and variable distribution, while multiple regression analysis tested the proposed hypotheses. Prior to hypothesis testing, diagnostic checks were performed to ensure that the data met the necessary assumptions for regression analysis.

Limitations

The study's scope was confined to a single organization, B4T, which may limit the generalizability of the findings. The cross-sectional design also precludes causal inferences. Future research could expand on this study by incorporating longitudinal data and multiple organizations to overcome these limitations.

RESULT AND DISCUSSIONS

Demographic profiles of the respondents

The study collected data from a total of 32 workers at Balai Besar Bahan dan Barang Teknik to examine the relationship between employee behavior and organizational change outcomes. The demographic profiles of the respondents provide valuable insights into the characteristics of the sample.

In terms of gender distribution, the majority of the respondents were male (75%), while female workers accounted for 25% of the sample. This gender imbalance should be taken into account when interpreting the findings, as it may influence the generalizability of the results and the experiences of different gender groups during organizational change.

Regarding job positions, the respondents predominantly held functional positions within the organization. This suggests that the study encompassed perspectives from employees across various functional areas, allowing for a comprehensive understanding of how organizational change affects different job functions.

Analyzing the age distribution, it was found that 34.38% of the respondents were between 23 and 32 years old, 50% were between 33 and 45 years old, and 15.63% were between 46 and 65 years old. This age diversity reflects a mix of employees at different stages of their careers, offering insights into how individuals with varying levels of experience respond to organizational change.

In terms of length of work, the data revealed that 28.13% of the respondents had worked for 0-2 years, 15.63% had worked for 3-9 years, 40.63% had worked for 10-19 years, and 15.63% had worked for more than 20 years. This distribution highlights the presence of employees with differing levels of tenure, which may impact their perceptions and reactions to organizational change.

Table 1 shows the results of the regression analysis for the four hypotheses. The dependent variable in each hypothesis is shown in the first column. The regression weights, also known as beta coefficients, are shown in the second column. The R2 value, which is a measure of the amount of variance in the dependent variable that is explained by the independent variables, is shown in the third column. The F statistic, which is a measure of the overall significance of the regression model, is shown in the fourth column. The p-value, which is a measure of the probability of obtaining the results by chance, is shown in the fifth column. The last column shows whether or not the hypothesis was supported.

Table 1. Regression Linear Result Recap with SPSS among the Variables

Hypothesis	Regression Weights	Beta Coefficient	R^2	F	p-value	Hypothesis
H1	Voice → Effectiveness	.393	.155	5.491	.026	Yes
H2	Exit → Performance	-.468	.219	8.405	.000	Yes
H3	Neglect → Satisfaction	-.436	.191	7.061	0.13	Yes
H4	Loyalty → Resilience	.529	.280	11.678	.002	Yes

Hypothesis 1: There is a positive relationship between employee voice behavior during organizational changes and the effectiveness of change initiatives in B4T.

This hypothesis examines whether voice behavior significantly influences effectiveness. The dependent variable, voice, was analyzed against the independent variable, effectiveness, to evaluate Hypothesis H1. The analysis revealed that voice is a significant predictor of effectiveness, with results showing $F(1, 30) = 5.491$, $p < 0.050$. This indicates that voice behavior can substantially influence effectiveness ($b = .393$, $p < 0.050$). The findings clearly demonstrate a positive effect on effectiveness. Additionally, the R^2 value of .155 indicates that the model accounts for 15.5% of the variance in effectiveness.

In summary, the regression analysis indicates that voice behavior positively and significantly affects effectiveness. This implies that employees who are more inclined to express their concerns tend to be more effective in their roles. The R^2 value of .155 suggests that while other factors also contribute to effectiveness, voice behavior is among the key determinants.

Hypothesis 2: Exit behavior exhibited by employees during organizational change is negatively related to performance outcomes of change initiatives in B4T.

This hypothesis investigates whether exit behavior significantly affects performance. The dependent variable, exit, was analyzed against the independent variable, performance, to evaluate Hypothesis H2. The analysis showed that exit behavior is a significant predictor of performance, with results indicating $F(1, 30) = 8.405$, $p < 0.000$. This suggests that exit behavior can significantly influence performance ($b = -.468$, $p < 0.000$). The findings clearly indicate a negative impact on performance. Additionally, the R^2 value of .219 reveals that the model accounts for 21.9% of the variance in performance.

In summary, the regression analysis indicates that exit behavior has a negative and significant effect on performance. This implies that employees who are more inclined to leave the organization tend to exhibit lower performance levels. The R^2 value of .219 suggests that while other factors also influence performance, exit behavior is one of the key contributors.

Hypothesis 3: The neglectful behavior displayed by employees during organizational changes is negatively related to employee satisfaction in B4T.

This hypothesis examines whether neglect behavior significantly influences satisfaction. The dependent variable, neglect, was analyzed against the independent variable, satisfaction, to assess Hypothesis H3. The analysis revealed that neglect is a significant predictor of satisfaction, with results showing $F(1, 30) = 7.061$, $p = 0.13$. This indicates that neglect behavior can significantly affect satisfaction ($b = -.436$, $p = 0.13$). The findings clearly demonstrate a negative impact on satisfaction. Furthermore, the R^2 value of .191 indicates that the model accounts for 19.1% of the variance in satisfaction.

In summary, the regression analysis suggests that neglectful behavior has a negative and significant effect on employee satisfaction. This means that employees who are more likely to neglect their responsibilities tend to report lower job satisfaction. The R^2 value of .191 implies that while other factors also play a role in determining satisfaction, neglect behavior is one of the key influences.

Hypothesis 4: Loyalty behavior shown by employees during organizational change has a positive effect on the organizational resilience of B4T.

This hypothesis investigates whether loyalty behavior significantly impacts resilience. The dependent variable, loyalty, was analyzed against the independent variable, resilience, to evaluate Hypothesis H4. The analysis showed that loyalty is a significant predictor of resilience, with results indicating $F(1, 30) = 11.678$, $p < 0.002$. This suggests that loyalty behavior can significantly contribute to enhancing resilience ($b = .529$, $p < 0.002$). The findings clearly indicate a positive effect on resilience. Additionally, the R^2 value of .280 reveals that the model accounts for 28.0% of the variance in resilience.

In summary, the results indicate that employee loyalty behavior significantly contributes to organizational resilience during periods of change in B4T. The analysis shows that employees who exhibit loyalty are likely to enhance the organization's ability to withstand challenges and adapt to changes. The R^2 value of .280 suggests that while other factors also influence resilience, loyalty behavior is a significant contributor.

The findings of this study offer invaluable insights into the intricate relationship between employee behavior and organizational outcomes during periods of organizational change, shedding light on their profound implications for brand awareness and resilience. These results firmly support the hypotheses formulated, enriching the comprehension of how employee voice, exit, neglect, and loyalty affect the effectiveness, performance, satisfaction, and resilience of organizations in times of transformation.

Employee Voice and Organizational Effectiveness

First and foremost, the study underscores the pivotal role of employee voice behavior in shaping the effectiveness of organizational change initiatives. The positive correlation between voice and effectiveness underscores the notion that when employees openly articulate their opinions, suggestions, and concerns during periods of change, it contributes significantly to more successful outcomes. This emphasizes the imperative of cultivating a corporate culture that not only encourages but also places value on employee voice. Such a culture serves as the bedrock for fostering brand awareness, as it actively engages employees in the change management process, ultimately leading to the success of organizational changes.

Employee Exit and Organizational Performance

The study's results reveal another facet of the employee-brand relationship: the adverse impact of exit behavior during organizational change on performance outcomes. The negative relationship between employee exits and change success suggests that departures during change initiatives can impede their triumph. Organizations must focus on crafting strategies to mitigate employee turnover, promoting a sense of commitment and retention, particularly during substantial organizational transformations, thereby safeguarding brand continuity and brand awareness.

Employee Neglect and Employee Satisfaction

Additionally, the study highlights the detrimental effect of neglectful employee behavior during organizational change on employee satisfaction. When employees exhibit a decrease in effort and engagement during periods of change, it translates to reduced satisfaction levels. This emphasizes the importance of proactively addressing factors contributing to employee neglect to ensure their continued engagement and satisfaction throughout the change process.

Employee Loyalty and Organizational Resilience

Finally, the results illuminate a positive association between employee loyalty behavior and organizational resilience amid change (Wu et al., 2022). This suggests that employees who demonstrate loyalty and unwavering commitment to the organization play a significant role in enhancing the organization's ability to adapt and thrive amidst change. Organizations should take deliberate actions to nurture a sense of loyalty among employees, as it not only fosters a positive work environment but also provides opportunities for growth and development, and recognizes and rewards employee contributions. This sense of loyalty is pivotal for brand resilience, ensuring that the organization continues to evolve, innovate, and navigate change effectively.

In summary, the findings underscore the significance of comprehending and managing employee behavior during organizational change. By acknowledging the far-reaching impact of employee voice, exit, neglect, and loyalty, organizations can sculpt effective change management strategies that not only enhance employee engagement but also reduce resistance, ultimately leading to the successful implementation of organizational changes and heightened

CONCLUSION

This study highlights the transition from classical organizational approaches to a more dynamic, communication-centered system that fosters brand awareness and resilience, emphasizing the pivotal role of employee behaviors in shaping organizational outcomes during change. The findings demonstrate that encouraging employee voice enhances change effectiveness and cultivates a communicative culture aligned with the Communicative Constitution of Organizations (CCO) perspective, while employee loyalty strengthens resilience and brand identity. Conversely, exit and neglectful behaviors negatively affect performance and satisfaction, underscoring the importance of proactive strategies to manage turnover and sustain engagement. By promoting employee voice, addressing neglect, managing turnover, and nurturing loyalty, organizations can develop effective change management strategies that reduce resistance and enhance brand awareness, ultimately ensuring successful change implementation. These insights not only validate the proposed hypotheses but also contribute to the literature on organizational change by offering empirical evidence of the relationship between employee behavior and outcomes, particularly in the context of brand awareness and resilience. Moreover, the research provides practical implications for public sector reform in Indonesia and serves as a framework for other developing countries in Southeast Asia facing similar challenges, introducing a novel perspective on the role of brand awareness in strengthening public trust and engagement with government institutions.

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