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CHANGE MANAGEMENT AND SELF FULFILLING MOTIVATION IN THE EAST JAVA FURNITURE INDUSTRY

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Abstract. Optimism towards the furniture industry began to rise since change management was integrated with manufacturing operating systems with technology and communication. Employee motivation will be more focused if they get self-fulfilling from the leader through communicated work targets. The purpose of this study is to examine and analyze the effect of change management and communication on self-fulfilling motivation and employee performance. Research design with Quantitative Research approach. In addition to questionnaires, data collection techniques were also carried out by observation, interviews and documentation. The research population is 7800 employees in the furniture industry in East Java, so that a multistage cluster sampling was conducted as a sampling technique, and the respondents were 300 furniture employees. The causality model in this study was analyzed using Structural Equation Modeling which was operated through the AMOS 17 program. The results showed that change management had no effect on performance. However, change management has a direct effect on self-fulfilling motivation. This study also proves that communication has a significant effect on performance and communication also has a significant effect on self-fulfilling motivation. Motivation has a significant positive effect on performance in a positive direction. This research is based on previous research, both empirical and theoretical findings from various studies on the study of organizational behavior in human resource management, with the development of new self-fulfilling motivations.

Keywords: Furniture Industry, Self-Fulfilling Motivation, Organizational Behavior.

Introduction

Optimism towards the furniture industry has begun to rise in the last 10 years, since change management has been integrated with manufacturing operating systems with technology and communication (Dalenogare, et al, 2018). These innovations and technologies are able to encourage increased productivity, reduce labor costs, materials and processing time (Facevicova & Kynclova, 2020). Furniture is one of the wood processing industries that is experiencing an optimistic trend due to an integrated manufacturing system with change management (Dalenogare, et al., 2018). The formulation strategy in change management is to adjust to changes in market demand, strengthen and increase production capacity and increase cost efficiency (Melati, et al. 2013; Castro, et al, 2019). Changes in raw materials from round wood products to processed wood such as laminating boards, wood panels and other furniture needs (Firdaus & Handriyono, 2018), as well as types of particle board, pulp have an impact on increasing demand for both export and domestic needs (Suharjito, 2014 ; Lestari & Isnina, 2017).

Modernization of the furniture industry by linking to technology is a change management effort so that the manufacturing process becomes more flexible in analyzing real time data, assisting leaders in making strategic decisions and improving company performance due to increased employee productivity (Dalenogare, et al., 2018 ; Yi, et al., 2017). The ability of furniture entrepreneurs and craftsmen in Indonesia to assemble furniture from a variety of raw materials has made this industry begin to show a gradual increase after experiencing a decline as a result of the Covid 19 pandemic. Export value in the furniture industry (both furniture made of wood, rattan, metal, plastic and other furniture) in 2020 began to show an increase of 11.55 percent, where the FOB (Free On Board) value of the furniture industry in 2020 was 2,171,949,601 US\$, while in 2019 the FOB value of the furniture industry was 1 947 049 183 US\$.

Efforts to adapt to technological changes, operational changes, company regulations, organizational modernization initiatives and changes in management decisions are part of change management in the furniture industry (Jalagat, 2015). For employees, especially the production department, change management can be a stressor that requires skill development so that the resulting performance is in line with the company's demands (Fong & Mahfar, 2013). Production employees will be more required to improve their skills to be more productive at work. Transfer of knowledge, willingness to accept change has implications for increasing employee competence and commitment and being able to increase the motivation and performance of each employee (Lorincová, et al., 2016). Thus, change management motivates employee performance improvement, namely by adjusting through increasing knowledge, re-skilling through training, career organization, and professional development (Kampikaite & Sakalas, 2011; Zainal, et al., 2014). This effort is also intended for company efficiency, increasing the competitiveness of products and services (Fong & Mahfar, 2013).

1. Theoretical Background and Hypotheses Development

The grand theory of this research is Organizational Behavior. The science of organizational behavior applied in business and industry. The study of organizational behavior is closely related to understanding, predicting and controlling employee behavior in organizations, with an emphasis on the basics of systems thinking and group dynamics (Ugoani, 2020). The key to understanding the relationship between organizational behavior and the effectiveness of employee performance is the psychological state, motivation and behavior as a result of their modification (Kurose, 2013). With the various descriptions above, this study aims to answer the problems of research gaps, so that in this study an overview of the factors that influence self-fulfilling motivation on employee performance will be obtained. This study also aims to examine and analyze the effect of change management and communication on self-fulfilling motivation and employee performance.

1.1. Change Management And Performance

Change management is a method for solving problems by changing policies and organizational structures for the sake of the company's survival (Skvarciany & Iljins, 2015). Change management has two meanings, namely first, making changes in a planned and systematic manner, and second, managing employees to accept change (Baddah, 2016). Change management will improve employee performance when employees accept change, be adaptive and proactive during change management (Stouten, et al., 2018). On the other hand, employees who are resistant or refuse to change management will be cynical, put up resistance, go on strike which leads to a decrease in employee performance (Pieterse, et al., 2012). Research by Igwe (2014), Ndahiro, et al., (2015) and Njuruga (2016) found that change management can effectively improve employee performance. The biggest challenge in change management is involving employees in the change management process (Ndahiro, et al., 2015; Njuruga, 2016). However, there is a research gap, namely the lack of identification of motivational indicators that are able to mobilize workers to make changes.

The following empirical study shows the effect of effective and efficient change management will improve employee performance (Al-Moosa & Hopkob, 2016; Wanza 2015; Zondi, 2016). According to Njuguna and Muathe (2016) the factors that influence change management on employee performance are participatory leadership, motivational commitment, communication and training. On the other hand, the following research shows that change management has no effect on performance. Change management actually reduces employee performance (Struijs, 2012; Al-Jaradat, et al, 2013; Soenen, et al., 2017; Zafar and Naveed, 2014).

Hypothesis 1: Change Management has a significant influence on Performance.

1.2. Change Management And Motivation Self Fulfilling

Employees can be motivated to implement changes if change goals are set and communicated (Stouten, et al., 2018). Change management is influenced by 3 factors, including: communication, participation, and individual attention to employees (Voet & Vermeeren, 2016). Akinbode & Shuhumi (2018), using four types of change, namely Incremental Change; Transformational Change; Strategic Change; System and Process Changes. An empirical study conducted by Voet and Vermeeren (2016) found that change management has a negative effect on employee motivation. Change management actually reduces employee performance, this is because employees perceive the changes that occur will result in salary cuts and reductions in the workforce. Change management by implementing cutbacks (reduction of employees) causes employee motivation, participation and commitment to decrease.

The urgency of the need for change management is able to create employee emotional feelings so as to encourage employee motivation to change (Stouten et al., 2018), increased performance in extra work, high employee

involvement and commitment to the company (Tefera & Mutambara, 2016). On the other hand, employees who are resistant or refuse change management will be cynical, fight back, strike which leads to a decrease in work motivation, increased work errors, increased absenteeism (Voet & Vermeeren, 2016; Robbins & Judge, 2015; Pieterse, et al., 2012). Thus it becomes a challenge for companies to be able to get employees who have high motivation, namely by understanding the factors that can motivate employees, and recognizing the effect of motivation on performance (Ackah, 2014; Salman, et al., 2015).

Research on change management that has a positive effect on employee motivation is evidenced by Barg, et al (2014); Abbah (2014) Zafar & Naveed (2014). Research on change management also proves that change management affects employee motivation in the long term (Kansala and Chandani, 2014). The following studies show that change management has a negative effect on employee motivation, including research conducted by Tefera and Mutambara (2016); Zondi and Mutambara (2016) ; Voet and Vermeeren (2016); Ndahiro (2015).

Hypothesis 2: Change Management has a significant effect on Performance.

1.3. Communication and Performance

The most important means of communicating change management, company strategy and vision is communication. Communication becomes the liaison, glue, and bond of employees (Femi, 2014; Ramona, et al., 2012; Giri & Kumar, 2010). Communication is the transfer of information and ideas for recipients and understanding of meaning (Robbins & Judge, 2015). The benchmark for effective communication is communication satisfaction which causes employee performance to exceed company expectations (Alsayed, et al., 2012). Farahbold, et al., (2013) defines communication as a technique of transferring information and thoughts and behavior of individuals to other individuals. Communication can improve employee performance which is reflected in the ability of employees to perform tasks for the better (Alsayed, et al., 2012) because in the absence of communication barriers will help leaders in sending or conveying information to employees will affect employee results and performance (Obi, 2018).

Change management that is planned systematically will use communication to influence employee perceptions, commitments and attitudes towards their responsibilities and tasks (Wachira & Anyieni, 2015). This is because during the change process, communication performs four functions to control employee work behavior, namely the function of control, motivation, emotional statements and information (Robbins and Judge, 2015). The communication carried out by leaders in change management focuses on clarity of development direction and management's strategic steps through innovation and improving employee skills (Larjovuori, et al., 2018).

The following previous research shows the relationship between communication and performance, namely in the following research: Abdurrahman (2018); Biryanto, Hubeis, Matindas, and Sarma (2018) ; Wachira and Anyieni (2017) ; Chinaemerem (2017) ; Shonubi and Akintaro (2016) ; Robbins and Judge (2015); Femi (2014); Muda, Rafiki, and Harahap (2014); Rajhans(2012) ; Pieterse, Caniëls, & Homan (2012) ; Oyetunde and Moruf (2012). Different research results were found in studies, which showed that communication had a negative effect on employee performance, including research by Zondi and Mutambara (2016); Florence (2015); Neely and Mosley (2018); Brown, et al., (2016).

Hypothesis 3: Communication has a significant effect on performance

1.4. Communication And Self Fulfilling Motivation

Information from top management that is communicated to employees becomes valuable information, and shows the open channels of communication with top management (Kuncorowati & Rokhmawati, 2018). Ineffective communication is one of the causes of employee demotivation in the industry (Obi, 2018). Effective communication will make employees motivated to work more productively (Chinaemerem, 2017). Ndahiro (2015) suggests that the lack of communication from the leader causes employees to perceive change as a burden so that work motivation becomes low. Skepticism and employee resistance to change will be avoided, if the communication that is built can motivate employees to follow changes and increase their knowledge (Hashim, 2013). Both leaders and employees who have good communication relationships will know their respective roles and duties, and employees will also know the performance expectations of their supervisors (Giri & Kumar, 2010; Arop, et al., 2018).

Self-fulfilling is a circular feedback between expectations, actions and results (Kalyanasundaram, 2017). The self-fulfilling effect will provide accurate expectations and change perceptions and behavior if it is realized in clear work targets. Previous empirical findings showing that communication has an effect on motivation include research from: Gautama So, et al., (2018); Obi, O. (2018) ; Hills (2015); Rajhans (2012). On the other hand, the following

research proves that communication has a negative effect on motivation, namely research from: Zondi and Mutambara (2016); Odine (2015); Karim (2013).

Hypothesis 4: Communication has a significant influence on Self-Fulfilling Motivation

1.5. Self Fulfilling Motivation And Performance

Employees are motivated to work hard, be more ambitious and improve their performance when given responsibility, because employees feel they are getting recognition and appreciation for their achievements (Osabiya & Joseph, 2015). The results of Kalyanasundaram's research (2017) prove that positive self-fulfilling, namely the Pygmalion effect, is able to improve employee performance. However, in this study, the performance appraisal factors, feedback, and expectations and beliefs of the leader were not measured. Chandrashekar (2016) in his research also found that self-fulfilling has a direct effect on employee motivation through trust and confidence. The motivation indicator used in this research is intrinsic motivation. The results of Tierney and Farmer's (2004) research prove that supervisor's performance expectations through self-fulfilling affect the creative performance of employees.

Mensah and Tawiah, De Oliveira, et al., (2013) in their research found that motivation affects employee performance. The limitation of Mensah's research (2016) De Oliveira, (2013) is determining the motivation of workers as part of a team. This study also develops a research gap by setting indicators of self-fulfilling motivation which is a combination of motivation and self-fulfilling so that the performance effect is not only from the point of view of employees as part of a team but also employee interactions with leaders and co-workers. Castro, et al. (2019) in his research, he made a conceptual model of motivation theory as a development of the limitations of Vroom's Expectation theory called the Motivation And Work Meaning Inventory (MWMI). Research gap research Castro, et al. (2019) was developed in this study by combining motivation indicators from expectancy theory and the Motivation And Work Meaning Inventory (MWMI) model. Thus the measurement of motivational variables is based on the idea that employee motivation is the unity of thoughts and actions of employees at work. Research results Castro, et al. (2019) proves that the MWMI model is able to improve employee performance. However, the research study of Castro, et al. (2019) has limitations, namely the measurement of motivation is only based on interviews and is carried out in one company only.

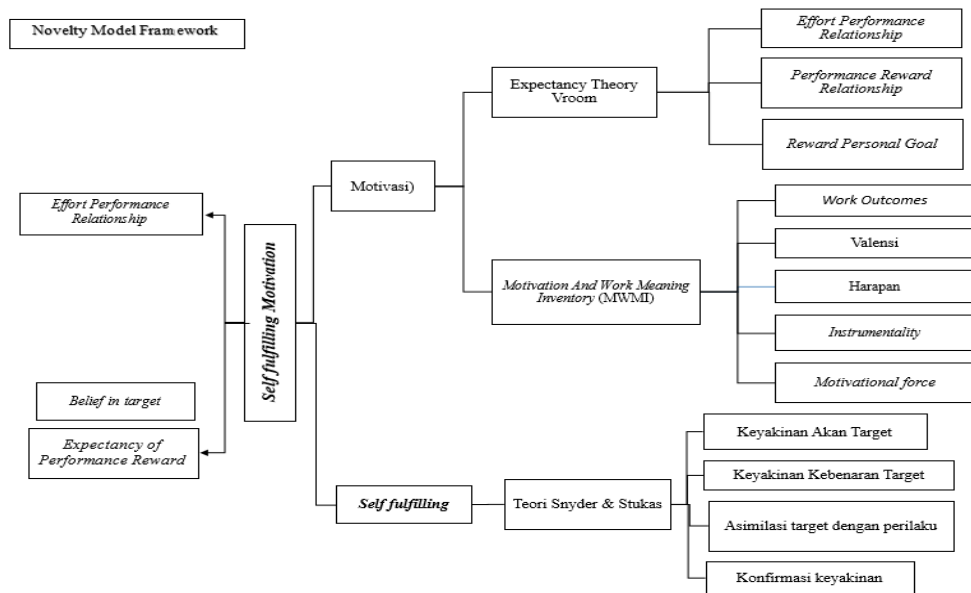
Kalyanasundaram (2017) in his research found that employee performance is influenced by the expectations and beliefs of leaders towards their subordinates. Confidence makes employees able to intuitively determine the high and low performance achievement (Ben-Hur, et al., 2018). Confidence and giving hope can be carried out by leaders or companies in the form of self-fulfilling. These expectations and beliefs are communicated by leaders to their subordinates, which results in increased employee performance (Stukas & Snyder, 2016). Self-fulfilling in the form of optimism and belief will change employee perceptions so that they are more motivated to improve their performance. The self-fulfilling effect of the leader will be seen when employees are confident in their ability to complete their tasks and are motivated to be more enthusiastic about work (Chang, 2011). Leaders can have a self-fulfilling effect on employees through targets and confidence in the assigned tasks (Stukas & Snyder, 2016).

The following studies show the relationship between work motivation and employee performance, including Dar, et al., (2014); Khan, et al. (2017); Gautama So, et al., (2018) ; Amanpene & Nartey (2018) ; Akafo & Boateng (2015); Kikoito (2014); Zameer, et al, (2014). The literature and other studies also prove that motivation can have a negative effect on performance, including Hanafi, et al. (2018); . Mensah & Tawiah, (2016); Onanda (2015). The following empirical studies are studies that show the relationship between self-fulfilling and performance. Self-fulfilling has a positive effect on employee performance, this is evidenced in research: Kalyanasundaram (2017); Chen (2017) ; Sharma and Sharma, (2015). On the other hand, the following research finds that self-fulfilling has a negative effect on employee performance, namely in studies: Leung and Thomas Sy, (2018); Chandrashekar (2016) ; Corinne, et al. (2016).

Hypothesis 5: Performance has a significant effect on Self-Fulfilling Motivation

2. The Conceptual Framework

This study builds a basic theoretical model that combines the theory of motivation and self-fulfilling prophecy with the basis of an in-depth theoretical study. This research was conducted by proposing a new concept or novelty, namely self-fulfilling motivation, namely expectations that provide a boost of confidence to meet work expectations or targets. Motivation theory using expectancy theory Vroom is widely used to relate the influence of motivation to performance. Both Goal Setting Theory and expectancy theory put hope and confidence in the indicators of motivation theory. The description of the novelty model framework of this research which combines the theory of motivation and self-fulfilling is shown in the picture of the novelty model that is synthesized into 6 indicators of self-fulfilling motivation.



Gambar 1. Novelty Model Framework

(Sources Castro, et al, 2019; Snyder & Stukas, 2016)

The conceptual framework of research is based on phenomena, research gaps and research synthesis so that a new model is built in this research, namely self-fulfilling motivation as a mediator variable to improve employee performance in the East Java furniture industry. The following is the conceptual framework for this research:

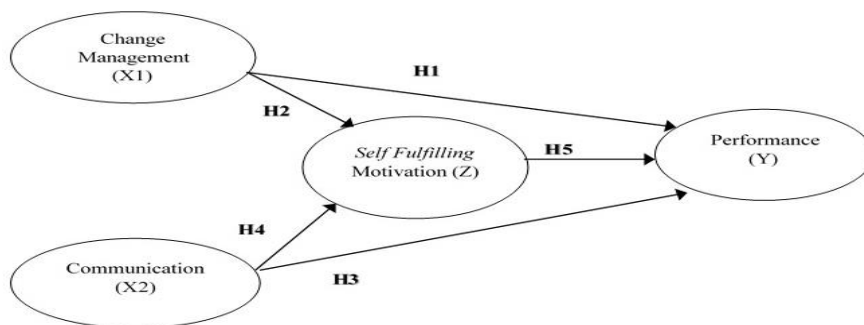


Figure 2. The Conceptual Framework

2.1. Method, Population And Sample

The population in this study are furniture employees in the Furniture Industry in East Java, namely companies in the large category. Given the large number of populations, the sampling of this study used a multistage cluster, namely the sampling process was carried out in a cluster by estimating the total population and considering estimates arising from two or more stages in a row (Bapat, 2017; Nafiu, et al., 2013; Chauvet, 2015). The multi-stage cluster sampling method is carried out in two stages, namely: First, the Primary sampling unit (PSU) by selecting a geographic location (area sampling design). There are 20 regencies in East Java that have furniture industries, and 3 regencies were selected. Second, the secondary sampling stage, by selecting large companies. The three companies are: PT Romi Violetta (Sidoarjo), PT Karya Jati (Jombang) and PT Asia Raya (Pasuruan). From the multi-stage cluster sampling, 300 respondents were obtained.

The data collection of this research was done by questionnaire, interview, observation and documentation. The research instrument used a questionnaire distributed to respondents. Questionnaire statement items are made based on indicators of research variables, which adopt previous research and theoretical studies. Based on the objectives to be achieved in this study, the research approach is quantitative. This research is explanatory research. To test the hypothesis

proposed in this study (Koizumi, 2013), the analytical technique (Latumeten, et al., 2018) used is SEM or Structural Equation Modeling which is operated through the Amos 17 program. *AMOS 17*.

There were 4 measurements in this research which are variables : Change management; Communication; Self-fulfilling Motivation; Performance. Operational change management variables are measured using four indicators that refer to the theory proposed by Akinbode & Shuhumi (2018), including: (1) Incremental Change; (2) Transformational Change (3) Strategic Change; (4) System and Process Changes. Operational communication variables are measured using three indicators that refer to the theory proposed by Ramona, Emanoll and Lucia (2012), among others: (1) the need to know; (2) the need to understand (3) the need to express oneself. Operational performance variables were measured using three indicators proposed by Tabiu, et al. (2016), among others: (1) task performance; (2) contextual performance (3) adaptive performance. While the self-fulfilling motivation variable is operationally measured using six indicators that combine the motivation and work meaning inventory theory by Castro, et al (2019) and the self-fulfilling theory and theory proposed by Snyder & Stukas (2016). These indicators include: (1) work outcomes; (2) expectancy of performance reward (3) motivational force; (4) effort performance relationship; (5) reward personal goals; (6) belief in target.

2.2. Research Instrument Test

Descriptive analysis was used in this study to obtain data on the demographic characteristics of the research respondents, which included education, years of service and age. The description of the respondents in this research is described by means of the characteristics of the respondents. The largest percentage is employees with an age range of 25-34 years, namely in the establishment phase as many as 110 employees. This indicates that the average employee working in the furniture industry is in the productive age and career stabilization phase. Term of service is the amount of time employees work in the company (Kereh, et al., 2018; Martin 2020). Descriptions of the characteristics of respondents based on years of service are dominated by employees with 1-5 years as much as 44 percent. While the smallest percentage is seen in the service period of more than 20 years, namely as many as 17 employees (6 percent). This shows that most of the respondents are familiar with their work and the relationship between their work and other work units. The composition of respondents based on the latest education aspect shows that most of the respondents, namely 192 (64 percent) employees, have high school education. This shows that most of the respondents understand the intent of the question, have sufficient insight to do their job.

The results of the confirmatory factor analysis showed that 38 statements were declared valid as indicated by the loading factor value of more than 0.5. While the two statements, namely Z.9 has a loading factor number of 0.493 and Z.11 a loading factor number of 0.472 or less than 0.5 which means it is not valid. Improvements to the confirmatory factor analysis were carried out by removing 2 invalid statements. This needs to be done so that the model drawing is good and is supported by the structural model (Ghozali, 2017). While the construct reliability (CR) value of 0.60-0.70 indicates an acceptable reliability value, while a CR value of 0.70 or more is a good reliability value (Ghozali, 2017).

2.3. Structural Equation Model (SEM)

The Multivariate Normality Table shows the value of Critical Ratio skewness and kurtosis on the fourteen indicators on 5 variables at the interval level of $-2.58 < CR < 2.58$, it can be interpreted that the data distribution of the four indicators is normally distributed. The results of the outliers test in this study showed the Mahalanobis d-squared value. amounted to 29,111. The value of the determinant of the sample covariance matrix. of 17,079. The value of mahalanobis as a result of the overall calculation is smaller than the value of chi square at $df = 14$ and alpha 1% which is 14,141. Then it can be stated that the outlier assumption is fulfilled. The test results show that the determinant of the sample covariance matrix is 17.079 or above zero, so it can be concluded that there are no multicollinearity and singularity problems in the analyzed data.

In order for the structural equation model to meet the feasibility, improvements are made through a modification index (Ghozali, 2017), so that the assumptions of the structural equation model are met. The Goodness of Fit test shows that the chi square value which was originally 1774,243 decreased to 83,541, with a Degrees of freedom value of 67, while the probability level value increased where before the improvement was 0.000 it increased to 0.083.

Table 1 Multivariate Normality

Variabel	Min	Max	Skew	C.R.	Kurtosis	C.R.
Reward Personal Goal (Z.10)	1.000	5.000	-.797	-1.632	.448	1.584
Motivational Force (Z.5)	1.000	5.000	-1.208	-1.544	2.361	2.349
Expectancy Of Performance Reward (Z.4)	2.000	5.000	-.618	-2.373	.378	1.337
Contextual Performance (Y.4)	1.000	5.000	-.711	-2.024	1.464	2.175
Task Performance (Y.2)	3.000	5.000	-.078	-.550	-.598	-2.113
Task Performance (Y.1)	2.000	5.000	-.404	-1.854	-.166	-.586
The Need To Understand (X3.4)	3.000	5.000	-.114	-.808	-1.081	-1.821
The Need To Express oneself (X3.5)	1.000	5.000	-.958	-1.773	1.869	1.606
Strategic Change (X1.5)	2.000	5.000	-.773	-1.463	.863	1.050
Transformational Change (X1.3)	1.000	5.000	-.995	-2.039	2.044	2.226
Multivariate					49.387	2.207

Table 2 The Correlation Between the Study Variables

	Z10	Z5	Z4	Y4	Y2	Y1	X24	X25	X15	X13
Z10	.701									
Z5	.275	.590								
Z4	.150	.214	.419							
Y4	.170	.107	.092	.439						
Y2	.177	.168	.117	.163	.318					
Y1	.172	.176	.129	.163	.193	.368				
X24	.099	.117	.092	.083	.107	.119	.290			
X25	.233	.235	.112	.143	.156	.200	.199	.491		
X15	.118	.136	.084	.077	.073	.076	.066	.096	.317	
X13	.135	.164	.071	.100	.099	.123	.070	.133	.149	.445

Determinant of sample covariance matrix 17.079

Note : Z10= Reward Personal Goal; Z5= Motivational Force; Z4= Expectancy Of Performance Reward; Y4= Contextual Performance; Y2= Task Performance; Y1= Task Performance; X3.5= The Need To Express oneself; X3.4= The Need To Understand; X1.5= Strategic Change X1.3= *Transformational Change*. * $p < .05$

Table 3 The Correlation Between the Study Variables

Causality Test Results : Effect of Change Management and Communication on Self-Fulfilling Motivation and Performance

Variable relationship	Estimate	S.E.	C.R.	Probability	Result
1. Y (Performance) <--- X1 (Change Management)	0,072	0,129	0.557	0.577	Not Significant
2. Z (<i>Self Fulfilling</i> Motivation) <--- X1 (Change Management)	0,280	0,100	2,807	0,005	Significant
3. Y (Performance) <--- X3 (Communication)	0.284	0.097	2.934	0.003	Significant
4. Z (<i>Self Fulfilling</i> Motivation) <--- X3 (Communication)	0.233	.066	3.557	0,000	Significant
5. Z (<i>Self Fulfilling</i> Motivation) <--- Y (Performance)	0.445	0.208	2.137	0.033	Significant

Note. DE = Direct effect, IE = Indirect effect, TE = Total direct effect)

* $p < .05$

Table 3 shows the results of the analysis related to the causal relationship as proof of the hypothesis. Statistically, the first hypothesis shows that Change Management has no significant effect on performance as indicated by a probability value (P) of 0.577 or greater than 0.005 which means Not Significant. While the estimated path coefficient value is 0.072 with a C.R of 0.129 (smaller than 1.96), which means that the positive causality relationship is not significant. In the second hypothesis, it is marked by a probability value (P) of 0.005, the estimated path coefficient value of 0.280 with a C.R of 2.807, this indicates that there is a significant positive effect of Change Management to Self Fulfilling Motivation. While in the third hypothesis, it appears that the probability value (P) is 0.003, the estimated path coefficient value is 0.284 with a C.R of 2.934. This shows that communication (X3) has a significant positive effect on performance (Y). The next hypothesis also shows that communication (X3) has a significant positive effect on self-fulfilling motivation (Z), which is indicated by a probability value (P) of 0.000, the estimated path coefficient value is 0.233 with a C.R of 2.557. The last hypothesis (fifth) proves that Self Fulfilling Motivation has a significant positive effect on Performance (Y). This is evidenced by the probability value (P) of 0.033, the estimated path coefficient value of 0.445 with a C.R of 2.137.

Table 4 The Summary of Standardized Direct Effects, Indirect Effects, Total Effects

Variabel	Direct Effects (a)	Indirect Effects (b)	Total Effects (a) + (b)
Change Management (X1) to Performance (Y)	0,065	0,112	0.177
Change Management (X1) to <i>Self Fulfilling</i> Motivation (Z)	0,329	0,000	0,329
Communication (X3) to Performance (Y)	0,356	0,130	0.486
Communication (X3) to <i>Self Fulfilling</i> Motivation (Z)	0,381	0,000	0,381
<i>Self Fulfilling</i> Motivation (Z) to Performance (Y)	0,341	0,000	0,341

Note. DE = Direct effect, IE = Indirect effect, TE = Total direct effect)

* $p < .05$

It is known from table 4 that the highest total effect is communication (X3) on performance (Y) which is 0.486. The high total communication variable (X3) on performance (Y) is caused by the high value of the direct influence both on the direct effect of communication (X3) on performance (Y) and the direct effect of communication (X3) on self-fulfilling motivation (Z). This is what makes the value of total communication influence (X3) on self-fulfilling motivation (Z) has the second largest influence. On the other hand, the smallest total effect is the change management variable (X1) on performance (Y). This is due to the small value of the direct or indirect influence of change management (X1) on performance (Y). While the total effect of change management (X1) on self-fulfilling motivation (Z) is 0.329.

3. Discussion and Conclusion

This study found that Change Management has no significant positive effect on employee performance in the East Java furniture industry. This finding supports the research of Soenen, et al. (2017); Zafar, F., Butt, A., Afzal, B. (2014); Al-Jaradat, et al. (2013); Struijs (2012); Pieterse, et al., (2012); Dauda & Akingbade (2011). Change management does not affect the speed of work or employee performance, because the changes set by the company do not increase work knowledge, are not supported by adequate training (Al-Jaradat, et al., 2013). On the other hand, Change Management has a significant positive effect on Self-Fulfilling Motivation. The results of this second hypothesis analysis support research from arg, et al (2014); Abbah (2014) Zafar, et al (2014); Kansala and Chandani, (2014); Stouten, et al. (2018); Mendis, and Hewage (2014). The results of the descriptive analysis of respondents' answers show that employees support change management by being willing to work extra and work hard for the company's productivity which will also provide benefits for employees in the form of wages and bonuses. Self-fulfilling motivation from employees is an employee's expectation that they can continue to work in the company and the belief given by superiors that the sustainability of the company is also influenced by the work of employees. So that change management efforts are responded positively by employees. This is possible considering that the management of strategic changes and transformational changes takes time to be utilized by employees. This data is also supported by an analysis of the characteristics of respondents, most of whom have a working period of 1-5 years with working status as contract employees. So that it can be seen that change management has an effect on performance because employees have not felt an increase in skills and knowledge. Change management will benefit employees more quickly when there is an effort to transfer knowledge to employees.

The results of the analysis prove that communication has a significant positive effect on employee performance in the East Java furniture industry. The results of this study support previous research, namely research from: Abdurrahman (2018); Biryanto, et al. (2018); Wachira and Anyieni (2017); Chinaemerem (2017); Shonubi and Akintaro (2016); Robbins and Judge (2015); Femi (2014); Young, et al., (2014); Rajhans (2012); Pieterse, et al., (2012); Oyetunde and Moruf (2012). Employees are able to build communication in the workplace both with superiors and coworkers. Employees get explanations and are given suggestions in order to improve their performance. An effective communication system is a synergistic system between employees and superiors as well as with other employees, so that feedback occurs that will help employee performance (Wachira & Anyieni 2015; Shonubi & Akintaro, 2016; Oyetunde & Moruf, 2012). In manufacturing operations, communication will help employee performance because both employees and superiors have space to transfer information, messages and help understand other work units (Dalenogare, et al, 2018; Farahbold, et al. 2013).

Communication has also been shown to have a significant positive effect on self-fulfilling motivation. This is in line with or supports the findings of: Gautama So, et al., (2018); Obi, O. (2018) ; Hills (2015); Rajhans (2012). The results of the analysis of respondents' answers and a description of the characteristics of respondents concluded that age maturity and supported by good communication between leaders and employees, and employees and co-workers can affect the strength of motivation in employees. This is because good interactions will provide psychological support for employees (Njuguna & Muathe, 2016), good communication between employees and superiors, as well as employees with co-workers, able to establish good interactions and comfort at work, so that employees have strength and confidence to be able to meet work expectations and targets. Employees have the will to strengthen their work and are in the adult phase so they tend to be able to think logically in understanding their work. This makes employee communication built through explanations and suggestions from other employees and superiors as an effort to motivate employees to have better work behavior, be more confident in their abilities and an effort to direct employees' work behavior in accordance with company norms and policies.

Communication from leaders has directed and convinced employees to succeed in achieving work targets. This leader's efforts become persuasive communication so that beliefs and hopes become circular feedbacks. Clear work targets which are then communicated to employees have a self-fulfilling motivational effect, namely the power and confidence in employees in their ability to meet work expectations and targets. This is because employees are considered competent by leaders. Changes in employee perceptions and behavior that are increasingly focused on their work targets as a result of employee expectations for their work and from the clarity of their work targets.

The analysis on the fifth hypothesis proves that self-fulfilling motivation has a significant positive effect on employee performance in the East Java furniture industry. This hypothesis is in accordance with previous research, including research from Castro, et al. (2019); Amanpene & Nartey (2018); Kelimeda, et al., (2018); Ekundayo (2018) ; Mohamud, et al., (2017) ; Kikoito (2014); La Amela, et al., (2018) ; Manzoor (2012) ; Danish, et al., (2015). The results of the descriptive analysis of the respondents' answers show that the majority of employees also know that to carry out work requires knowledge, work experience, and understanding of workflows between units. Employee motivation can also be influenced by the desire to get rewards as a form of self-fulfillment (self-confidence) that the company's performance is rewarded by providing work targets and bonuses. Belief in the form of work targets is a persuasive effort from leaders who are able to encourage employees to show their abilities or performance (Chandrashekar, 2016; Chen, 2017; Raza, 2013). Expectations of getting awards in the form of bonuses, praise, salary

increases are factors that encourage employees to improve their performance (Ihedinmah & Chijioke, 2015; Amanpene & Nartey, 2018).

4. Implication & Conclusion

The results of this study provide an overview of the importance of self-fulfilling motivation to improve employee performance. As an industrial sector that absorbs a lot of workers, the manufacturing industry needs to pay attention to its human resources in order to achieve optimal company performance. This study focuses on efforts to optimize self-fulfilling motivation and performance, by relating the variables of change management and communication. This study supports the theory of organizational behavior in its application in the furniture industry, namely an effort to investigate the impact of individuals, groups and organizations on the dynamics of interaction in organizations so that individuals and organizations can work more effectively (Robbins & Judge, 2015). Variables related to change management, leadership, communication, performance and self-fulfilling motivation are part of the study of organizational behavior that aims to improve employee work behavior to be more effective..

4.1. Implication

The theoretical implications of change management are built by the theory put forward by Akinbode & Shuhumi (2018) about four types of change, namely incremental change, transformational change, strategic change, system and process change. This finding supports the theory put forward by Ramona, et al. (2012) about communication indicators according to Ramona, et al. (2012), including The Need To Know, The Need To Understand, The Need To Express oneself. Theoretical implications of performance show that performance is built by the dimensions of task performance, adaptive performance, contextual performance as proposed by Tabiu, et al. (2016). The novelty of this study shows the theoretical implications of the importance of combining motivational and self-fulfilling theories. The results of this study support the motivation theory which refers to the expectancy theory from Vroom (Danish, et al., 2015) and the Motivation And Work Meaning Inventory (MWMI) from Castro, et al. (2019). Meanwhile, self-fulfilling refers to the theory (Stukas & Snyder, 2016). These theories are then synthesized to produce six self-fulfilling motivation indicators, including: Effort Performance Relationship, Personal Goal Reward, Work Outcomes, Motivational Force, Belief in target, Expectancy of Performance Reward.

4.2. Conclusions

The furniture industry is one of the traditional industries that leads to modernization in line with the demands of technological developments and consumer demand. The results of this study prove that employee performance can be further improved when employees have self-fulfilling motivation, namely the strength and beliefs of individuals as influences from individuals or groups by directing their behavior to meet expectations and targets. Motivated employees will show a unity between thought and action and believe that the efforts made will be in accordance with their expectations (Castro, et al., 2019). Chandrashekar (2016) in his research also found that self-fulfilling has a direct effect on employee motivation through trust and confidence. Njuguna and Muathe (2016) in their research identify factors that influence change management on employee performance, including participatory leadership, motivational commitment, communication and training. The results of this study also prove that change management and leadership have no effect on employee performance due to lack of training so that employees understand their work. This is the limitation in this study where the training and employee involvement variables should be the independent variables in the study. Change management still needs to be adapted or socialized to employees through training..

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[QAS] Submission Acknowledgement

1 pesan

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Vera Firdaus:

Thank you for submitting the manuscript, "CHANGE MANAGEMENT AND SELF FULFILLING MOTIVATION IN THE EAST JAVA FURNITURE INDUSTRY: -" to Quality - Access to Success. With the online journal management system that we are using, you will be able to track its progress through the editorial process by logging in to the journal web site:

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Notifications



[QAS] Editor Decision

2022-03-23 02:28 PM

Vera Firdaus:

We have reached a decision regarding your submission to Quality - Access to Success, "CHANGE MANAGEMENT AND SELF FULFILLING MOTIVATION IN THE EAST JAVA FURNITURE INDUSTRY: -".

Our decision is: Revisions Required

Reviewer A:

Accept submission, however, need to revise according to comments.

Paper length : sufficient

Originality : acceptable, however, need to explore the highlight of the gap in the present study.

Scope of paper: still relevant with the journal scope.

Language : need to work on language. Authors can use the grammarly application or other application or use the QAS services to help check the language. The methodological section must write in the past tense.

Content :

Please detail how to select the sample 300 respondents.

Please check again, data collection in section 2.1 mention 4 methods, but in abstracts only mentioned 3 methods.

What is "Gambar 1?", is it "Figure?". Please revise it.

Please use english language. However, in figure 1, I can see the other language, such as "keyakinan akan target", etc.

This paper method is quantitative? What is the purpose to do interview, observation, and documentation? Where are the result of the interview and observation?

Please add the practical implication in implication section

Bukti Konfirmasi Artikel Setelah direview

(5 April 2022)

Manuscript Revision Letter

No	Comment	Responses
	Reviewer A	
1.	Paper length : sufficient	Thank you
2.	Originality : acceptable, however, need to explore the highlight of the gap in the present study.	Highlights of the gap are found in the Theoretical Background and descriptions in each Hypotheses development 1.1. Change Management And Performance. Page 2 paragraph 3 1.2. Change Management And Motivation Self Fulfilling. Page 3 paragraph 4 1.3. Communication and Performance. Page 4 paragraph 4. 1.4. Communication And Self Fulfilling Motivation. Page 4 paragraph 3. 1.5. Self Fulfilling Motivation And Performance. Page 5-6, paragraph 3-6
3.	Scope of paper: still relevant with the journal scope.	Thank you
4.	Language : need to work on language. Authors can use the grammarly application or other application or use the QAS services to help check the language. The methodological section must write in the past tense	We've fixed the grammar and improved the writing in the past tense
5.	Content : Please detail how to select the sample 300 respondents.	Details of sample selection have been completed, see page 6-7
6.	Please check again, data collection in section 2.1 mention 4 methods, but in abstracts only mentioned 3 methods	There were 4 measurements in this research which are variables : Change management; Communication; Self-fulfilling Motivation; Performance
7.	What is "Gambar 1?", is it "Figure?". Please revise it	I have fixed it to "Figure"
8.	Please use english language. However, in figure 1, I can see the other language, such as "keyakinan akan target", etc	Manuscript has been fixed. In figure 1 the Novelty Model Framework has been revised.
9.	This paper method is quantitative? What is the purpose to do interview, observation, and documentation? Where are the result of the interview and observation?	Interviews and observations become additional data for preliminary studies and deepening of research problems. Considering the paper length limitation, only the primary data of the questionnaire was written.
10.	Please add the practical implication in implication section	Practical implications added on page 11
11.	Please revise the word "conclutions" to "conclusions"	I have fixed it to "conclusions" (page 11)
12.	References style : please use the Harvard style for this journal.	Reference style has used Harvard style
13.	Recommendation: Revisions Required	

CHANGE MANAGEMENT AND SELF FULFILLING MOTIVATION IN THE EAST JAVA FURNITURE INDUSTRY

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Abstract. Optimism towards the furniture industry began to rise since change management was integrated with manufacturing operating systems with technology and communication. Employee motivation will be more focused if they get self-fulfilling from the leader through communicated work targets. The purpose of this study is to examine and analyze the effect of change management and communication on self-fulfilling motivation and employee performance. Research design with Quantitative Research design with quantitative research approach, data collection techniques with questionnaires. The research population is 469 employees in the furniture industry in East Java, so that a multistage cluster sampling was conducted as a sampling technique, and the respondents were 300 furniture employees. The causality model in this study was analyzed using Structural Equation Modeling which was operated through the AMOS 17 program. The results showed that change management had no effect on performance. However, change management has a direct effect on self-fulfilling motivation. This study also proves that communication has a significant effect on performance and communication also has a significant effect on self-fulfilling motivation. Motivation has a significant positive effect on performance in a positive direction. This research is based on previous research, both empirical and theoretical findings from various studies on the study of organizational behavior in human resource management, with the development of new self-fulfilling motivations.

Keywords: Furniture Industry, Self-Fulfilling Motivation, Organizational Behavior.

Introduction

Optimism towards the furniture industry has begun to rise in the last 10 years, since change management has been integrated with manufacturing operating systems with technology and communication (Dalenogare, et al, 2018). These innovations and technologies are able to encourage increased productivity, reduce labor costs, materials and processing time (Facevicova & Kynclova, 2020). Furniture is one of the wood processing industries that is experiencing an optimistic trend due to an integrated manufacturing system with change management (Dalenogare, et al., 2018). The formulation strategy in change management is to adjust to changes in market demand, strengthen and increase production capacity and increase cost efficiency (Melati, et al. 2013; Castro, et al, 2019). Changes in raw materials from round wood products to processed wood such as laminating boards, wood panels and other furniture needs (Firdaus & Handriyono, 2018), as well as types of particle board, pulp have an impact on increasing demand for both export and domestic needs (Suharjito, 2014 ; Lestari & Isnina, 2017).

Modernization of the furniture industry by linking to technology is a change management effort so that the manufacturing process becomes more flexible in analyzing real time data, assisting leaders in making strategic decisions and improving company performance due to increased employee productivity (Dalenogare, et al., 2018 ; Yi, et al., 2017). The ability of furniture entrepreneurs and craftsmen in Indonesia to assemble furniture from a variety of raw materials has made this industry begin to show a gradual increase after experiencing a decline as a result of the Covid 19 pandemic. Export value in the furniture industry (both furniture made of wood, rattan, metal, plastic and other furniture) in 2020 began to show an increase of 11.55 percent, where the FOB (Free On Board) value of the furniture industry in 2020 was 2,171,949,601 US\$, while in 2019 the FOB value of the furniture industry was 1 947 049 183 US\$.

Efforts to adapt to technological changes, operational changes, company regulations, organizational modernization initiatives and changes in management decisions are part of change management in the furniture industry (Jalagat, 2015). For employees, especially the production department, change management can be a stressor that requires skill development so that the resulting performance is in line with the company's demands (Fong & Mahfar, 2013). Production employees will be more required to improve their skills to be more productive at work. Transfer of knowledge, willingness to accept change has implications for increasing employee competence and commitment and being able to increase the motivation and performance of each employee (Lorincová, et al., 2016). Thus, change management motivates employee performance improvement, namely by adjusting through increasing knowledge, re-skilling through training, career organization, and professional development (Kampikaite & Sakalas, 2011; Zainal, et al., 2014). This effort is also intended for company efficiency, increasing the competitiveness of products and services (Fong & Mahfar, 2013).

1. Theoretical Background and Hypotheses Development

The grand theory of this research is Organizational Behavior. The science of organizational behavior applied in business and industry. The study of organizational behavior is closely related to understanding, predicting and controlling employee behavior in organizations, with an emphasis on the basics of systems thinking and group dynamics (Ugoani, 2020). The key to understanding the relationship between organizational behavior and the effectiveness of employee performance is the psychological state, motivation and behavior as a result of their modification (Kurose, 2013). With the various descriptions above, this study aims to answer the problems of research gaps, so that in this study an overview of the factors that influence self-fulfilling motivation on employee performance will be obtained. This study also aims to examine and analyze the effect of change management and communication on self-fulfilling motivation and employee performance.

1.1. Change Management And Performance

Change management is a method for solving problems by changing policies and organizational structures for the sake of the company's survival (Skvarciany & Iljins, 2015). Change management has two meanings, namely first, making changes in a planned and systematic manner, and second, managing employees to accept change (Baddah, 2016). Change management will improve employee performance when employees accept change, be adaptive and proactive during change management (Stouten, et.al., 2018). On the other hand, employees who are resistant or refuse to change management will be cynical, put up resistance, go on strike which leads to a decrease in employee performance (Pieterse, et.al., 2012). Management of technological change affects employee performance because adjustments to technology lighten the workload and are able to increase work efficiency (Wanza & Nkuraru, 2016; Khosa, et al., 2015). The biggest challenge in change management is involving employees in the change management process.

The following empirical study shows the effect of effective and efficient change management will improve employee performance (Al-Moosa & Hopkob, 2016; Wanza 2015; Zondi, 2016). According to Njuguna and Muathe (2016) the factors that influence change management on employee performance are participatory leadership, motivational commitment, communication and training. On the other hand, the following research shows that change management has no effect on performance. Change management actually reduces employee performance (Struijs, 2012; Al-Jaradat, et.al, 2013; Soenen, et al., 2017; Zafar and Naveed, 2014). From various empirical studies that show the influence of change management on performance, this study develops gap research from the research of Wanza & Nkuraru (2016), and Njuguna (2016).

Change management can effectively improve employee performance (Wanza & Nkuraru, 2016; Njuguna, 2016) and Igwe (2014). However, there is a gap in Wanza & Nkuraru's (2016) research which focuses on change management on technological change to ease workloads. Igwe's research (2014) has similarities with this research conducted in the manufacturing industry, but Igwe's research has limitations because change management is only part of the authority's decision and does not consider employee involvement in the change process. The gaps from some of these studies were developed in this study by developing change management indicators not only focusing on technological change, but also four types of change management (Incremental Change; Transformational Change; Strategic Change; System and Process Changes). Various situations experienced by the furniture industry have caused this industry to experience stages of change, both gradual changes to overcome crisis situations, Transformational Changes to system changes that encourage the company's efforts to change the technology system and product marketing system. Employee involvement is investigated by placing employees as respondents to analyze their perceptions of change and performance. The gap is also found in the research conducted by Njuguna (2016) which has not explained the magnitude of the implications of change management on performance. The critical review delivered by Njuguna (2016) provides a conceptual overview of change management. Njuguna's descriptive research design has not shown how much influence change management has on performance. This research gap was developed by

examining the effect of change management on performance, in order to obtain an overview of how effectively the stages of change are able to affect employee performance

Hypothesis 1: Change Management has a significant influence on Performance.

1.2. Change Management And Motivation Self Fulfilling

Employees can be motivated to implement changes if change goals are set and communicated (Stouten, et al., 2018). Change management is influenced by 3 factors, including: communication, participation, and individual attention to employees (Voet & Vermeeren, 2016). Akinbode & Shuhumi (2018), using four types of change, namely Incremental Change; Transformational Change; Strategic Change; System and Process Changes. An empirical study conducted by Voet and Vermeeren (2016) found that change management has a negative effect on employee motivation. Change management actually reduces employee performance, this is because employees perceive the changes that occur will result in salary cuts and reductions in the workforce. Change management by implementing cutbacks (reduction of employees) causes employee motivation, participation and commitment to decrease.

The urgency of the need for change management is able to create employee emotional feelings so as to encourage employee motivation to change (Stouten et.al., 2018), increased performance in extra work, high employee involvement and commitment to the company (Tefera & Mutambara, 2016). On the other hand, employees who are resistant or refuse change management will be cynical, fight back, strike which leads to a decrease in work motivation, increased work errors, increased absenteeism (Voet & Vermeeren, 2016; Robbins & Judge, 2015; Pieterse, et.al. , 2012). The challenge for companies is to be able to get employees who have high motivation, namely by understanding the factors that can motivate employees, and recognizing the effect of motivation on performance (Ackah, 2014; Salman, et al., 2015). This is possible if there is a shift in employee perceptions to be more positive about change management (Soenen, Melkonian, & Ambrose, 2017).

Research on change management that has a positive effect on employee motivation is evidenced by Barg, et.al (2014); Njuguna (2016); Soenen et al (2017); Zafar & Naveed (2014). Research on change management also proves that change management affects employee motivation in the long term (Kansala and Chandani, 2014). The following studies show that change management has a negative effect on employee motivation, including research conducted by Tefera and Mutambara (2016); Zondi and Mutambara (2016) ; Voet and Vermeeren (2016); Ndahiro (2015). Njuguna (2016) in his research found that change management affects employee motivation, but there is a research gap, namely the lack of identification of motivation indicators that are able to mobilize workers to make changes.

Barg (2014) found that the practice of change management will be able to increase motivation when there is an improvement in communication with workers so that workers can be controlled, directed, or delivered by management. The gap in the research of Barg (2014) and Njuguna (2016) is that there are less identified indicators of motivation that are able to mobilize workers to make changes, due to article reviews that use literature reviews. To answer this research gap, the research method applied in this study is a quantitative method in order to obtain evidence through statistical data about the magnitude of the influence of change management on self-fulfilling motivation. This research is also based on the research of Soenen, Melkonian, & Ambrose (2017) and Zafar & Naveed (2014) which examines management change by paying attention to the stages of each change that occurs. However, there is a gap in Soenen, Melkonian, & Ambrose (2017) research, namely the bias in the results caused by one research source. Meanwhile, the gap in Zafar & Naveed's (2014) research is the focus of research on employees who are resistant to change, and the effectiveness of the change management model offered through statistical studies has not been seen. The research gap research by Soenen et al (2017) and Zafar & Naveed (2014) was developed in this study by using statistical methods with 3 research locations in different cities. Research respondents are not determined based on their acceptance of change

Hypothesis 2: Change Management has a significant effect on Performance.

1.3. Communication and Performance

The most important means of communicating change management, company strategy and vision is communication. Communication becomes the liaison, glue, and bond of employees (Femi, 2014; Ramona, et al., 2012; Giri & Kumar, 2010). Communication is the transfer of information and ideas for recipients and understanding of meaning (Robbins & Judge, 2015). The benchmark for effective communication is communication satisfaction which causes employee performance to exceed company expectations (Alsayed, et al., 2012). Farahbold, et al., (2013) defines communication as a technique of transferring information and thoughts and behavior of individuals to other individuals. Communication can improve employee performance which is reflected in the ability of employees to perform tasks for the better (Alsayed, et al., 2012) because in the absence of communication barriers will help leaders in sending or conveying information to employees will affect employee results and performance (Obi, 2018).

Change management that is planned systematically will use communication to influence employee perceptions, commitments and attitudes towards their responsibilities and tasks (Wachira & Anyieni, 2015). This is because during the change process, communication performs four functions to control employee work behavior, namely the function of control, motivation, emotional statements and information (Robbins and Judge, 2015). The communication carried out by leaders in change management focuses on clarity of development direction and management's strategic steps through innovation and improving employee skills (Larjovuori, et al., 2018).

The following previous research shows the relationship between communication and performance, namely in the following research: Biryanto, Hubeis, Matindas, dan Sarma (2018) ; Abdurrahman (2018) ; Chinaemerem (2017) ; Wachira dan Anyieni (2017) ; Shonubi dan Akintaro (2016) ; Robbins dan Judge (2015) ; Femi (2014) ; Muda, Rafiki, dan Harahap (2014) ; Rajhans(2012) ; Pieterse, Caniëls, & Homan (2012) ; Oyetunde dan Moruf (2012). Different research results were found in studies, which showed that communication had a negative effect on employee performance, including research by Zondi and Mutambara (2016); Florence (2015); Neely and Mosley (2018); Brown, et al., (2016).

The following research is an empirical study that underlies this research. There are gaps in the research of Biryanto (2018), Abdurrahman (2018); Ramona et al (2012); Chinaemerem (2017) which was later developed in this study. The research gap of Biryanto (2018) is a study on communication variables that is focused on the use of communication media. Abdurrahman's research (2018) focuses on interpersonal communication. This gap was then developed in this study by using communication indicators that refer to the theory of Ramona, et al. (2012) on managerial communication, in order to focus research on the function of communication. While the gap in the research of Ramona, et al. (2012) and Chinaemerem (2017) are studies of the influence of motivation on performance presented conceptually, and there has been no statistical study to prove the model offered. Rown (2015) focuses his research on how negative feedback can affect employee performance. The gap in this research is in the assessment of communication through negative feedback, without statistical data support about employee responses to feedback communication. From the three previous research gaps, the theoretical proof of the effect of communication on employee performance can be statistical evidence that is the continuation of the three studies

Hypothesis 3: Communication has a significant effect on performance

1.4. Communication And Self Fulfilling Motivation

Information from top management that is communicated to employees becomes valuable information, and shows the open channels of communication with top management (Kuncorowati & Rokhmawati, 2018). Ineffective communication is one of the causes of employee demotivation in the industry (Obi, 2018). Effective communication will make employees motivated to work more productively (Chinaemerem, 2017). Ndahiro (2015) suggests that the lack of communication from the leader causes employees to perceive change as a burden so that work motivation becomes low. Skepticism and employee resistance to change will be avoided, if the communication that is built can motivate employees to follow changes and increase their knowledge (Hashim, 2013). Both leaders and employees who have good communication relationships will know their respective roles and duties, and employees will also know the performance expectations of their supervisors (Giri & Kumar, 2010; Arop, et al., 2018).

Previous empirical findings showing that communication has an effect on motivation include research from: Gautama So, et al., (2018); Obi, O. (2018) ; Hills (2015); Rajhans (2012). On the other hand, the following research proves that communication has a negative effect on motivation, namely research from: Zondi and Mutambara (2016); Odine (2015); Karim (2013). Self-fulfilling is a circular feedback between expectations, actions and results (Kalyanasundaram, 2017). Self-fulfilling effect Accurate expectations and clear work targets will change perceptions and behavior (Buller, 2007; Day, 2010).

The following research forms the basis for empirical studies and the research gaps found to be the basis for the development of this research. Negative communication will affect employee motivation because employee drives no longer meet performance targets. The gap in Karimi's (2013) research is to measure motivation internally, so that the external motivation of employees is not revealed. This is the basis for developing this research by paying attention to external motivational factors with the grand theory of motivation from Vroom and internally from self-fulfilling employees. This research has similarities with the research of Rajhans (2012) which pays attention to persuasive efforts as part of the research. However, the research gap of Rajhans (2012) places persuasion efforts in communication. The development of Rajhans' Gap research is to place persuasion as part of self-fulfilling which is then combined in motivational variables so that novelty is obtained, namely self-fulfilling motivation. Gautama research Gautama, et al. (2018) and Obi (2018) is to exclude individual employee communication. Research by Gautama, et al. (2018) is a form of organizational communication, while Obi (2018) examines leader communication. This study answers the gap by paying attention to individual employee communication. Individually, the communication function appears in the indicators The need to express oneself, while the communication function in the organizational perspective is stated in the indicators The need to understand and The need to express oneself. Kalyanasundaram's research (2017) has limitations, namely the use of verbal and non-verbal message indicators in the self-fulfilling variable. Verbal and non-verbal message indicators are part of communication so that Kalyanasundaram (2017) research can be developed in this study by placing communication as a variable.

Hypothesis 4: Communication has a significant influence on Self-Fulfilling Motivation

1.5. Self Fulfilling Motivation And Performance

Employees are motivated to work hard, be more ambitious and improve their performance when given responsibility, because employees feel they are getting recognition and appreciation for their achievements (Osabiya

& Joseph, 2015). The results of Kalyanasundaram's research (2017) prove that positive self-fulfilling, namely the Pygmalion effect, is able to improve employee performance. However, in this study, the performance appraisal factors, feedback, and expectations and beliefs of the leader were not measured. Chandrashekar (2016) in his research also found that self-fulfilling has a direct effect on employee motivation through trust and confidence. The motivation indicator used in this research is intrinsic motivation. The results of Tierney and Farmer's (2004) research prove that supervisor's performance expectations through self-fulfilling affect the creative performance of employees.

The following studies show the relationship between work motivation and employee performance, including Dar, *et al.*, (2014); Khan, *et.al.* (2017); Gautama So, *et al.*, (2018) ; Amanpene & Nartey (2018) ; Akafo & Boateng (2015) ; Kikoito (2014) ; Zameer, *et.al.*, (2014). The literature and other studies also prove that motivation can have a negative effect on performance, including Hanafi, *et al.* (2018); Mensah & Tawiah, (2016); Onanda (2015). The following empirical studies are studies that show the relationship between self-fulfilling and performance. Self-fulfilling has a positive effect on employee performance, this is evidenced in research: Kalyanasundaram (2017); Chen (2017) ; Sharma and Sharma, (2015). On the other hand, the following research finds that self-fulfilling has a negative effect on employee performance, namely in studies: Leung and Thomas Sy, (2018); Chandrashekar (2016) ; Corinne, *et al.* (2016).

Mensah and Tawiah, De Oliveira, *et.al.*, (2013) in their research found that motivation affects employee performance. The limitation of Mensah's research (2016) De Oliveira, (2013) is determining the motivation of workers as part of a team. This study also develops a research gap by setting self-fulfilling motivation indicators which are a combination of motivation and self-fulfilling so that the performance effect is not only from the point of view of employees as part of a team but also employee interactions with leaders and co-workers. Castro, *et al.* (2019) in his research, he made a concept model of motivation theory as a development of the limitations of Vroom's Expectation theory called the Motivation And Work Meaning Inventory (MWMI). Research gap research Castro, *et.al.* (2019) was developed in this study by combining motivation indicators from Expectancy Theory and the Motivation And Work Meaning Inventory (MWMI) model. Thus the measurement of motivational variables is based on the idea that employee motivation is the unity of thoughts and actions of employees at work. Research results Castro, *et.al.* (2019) proves that the MWMI model is able to improve employee performance. However, the research study of Castro, *et.al.* (2019) has limitations, namely the measurement of motivation is only based on interviews and is carried out in one company only.

Kalyanasundaram (2017) in his research found that employee performance is influenced by the expectations and beliefs of leaders towards their subordinates. Confidence makes employees able to intuitively determine the high and low performance achievement (Ben-Hur, *et al.*, 2018). Confidence and giving hope can be carried out by leaders or companies in the form of self-fulfilling. These expectations and beliefs are communicated by leaders to their subordinates, which results in increased employee performance (Stukas & Snyder, 2016). Self-fulfilling in the form of optimism and belief will change employee perceptions so that they are more motivated to improve their performance. The self-fulfilling effect of the leader will be seen when employees are confident in their ability to complete their tasks and are motivated to be more enthusiastic about work (Chang, 2011). Leaders can have a self-fulfilling effect on employees through targets and confidence in the assigned tasks (Stukas & Snyder, 2016).

The following studies have research gaps which were later developed in this study. Mensah and Tawiah (2016) in their research found that intrinsic motivation affects performance while extrinsic motivation does not have a significant relationship with employee performance. The gap in Mensah and Tawiah's (2016) research is that extrinsic motivation is only limited to incentives. Whereas reinforcement (reinforcement) motivation in the form of rewards and belief in work will make employee motivation more consistent. Meanwhile, De Oliveira, *et.al.*, (2013) in his research found that motivation with indicators that refer to the theory of expectations, is able to affect performance. The limitation of De Oliveira, *et.al.*, (2013) research is the use of indicators of the value of benefits and ignoring financial rewards in his research. Mensah's research gap (2016) De Oliveira, (2013) and this is the basis for setting motivation indicators based on Vroom's expectancy theory. However, the Vroom expectation theory proposed by Mensah and Tawiah (2016) has a weakness, where the motivation of workers who are part of the team is not able to measure the level of participation. Likewise with Castro, *et.al.* (2019) proves that the Motivation And Work Meaning Inventory (MWMI) model is able to improve employee performance, but the limitations of the research by Castro, *et.al.* is a measurement of motivation based only on interviews and carried out in one company only. Research gap research Castro, *et.al.* (2019) was developed in this study by combining motivation indicators from expectancy theory and the Motivation And Work Meaning Inventory (MWMI) model. Thus the measurement of motivational variables is based on the idea that employee motivation is a unity of thoughts and actions of employees at work.

The gap in Chen's research (2017) is about the self-fulfilling effect which is difficult to form personal awareness. The self-fulfilling effect can only occur through social awareness. This means that employee performance cannot be influenced by the self-fulfillment of leaders and co-workers. The theoretical study of Stukas and Snyder's (2016) research has research limitations, namely that negative expectations are included as factors that affect performance. The research gap makes it possible to focus the self-fulfilling effect on positive expectations. Because positive energy and expectations will generate confidence and self-fulfillment to fulfill performance (Emad, 2017). self-fulfilling in some studies is associated with predictions or predictions that are able to influence others (Choiriyati,

2014). Self-fulfilling is also associated with subjective perceptions of cognitive processes (Stukas & Snyder, 2016). The model of combining motivational and self-fulfilling variables is expected to be a variable that can improve employee performance. This is because in the self-fulfilling motivation variable there is a combination of expectations, efforts and beliefs about the resulting performance. With the self-fulfilling motivation variable, there is a contribution of efforts from the employees themselves and from their leaders

Hypothesis 5: Performance has a significant effect on Self-Fulfilling Motivation.

2. The Conceptual Framework

This study builds a basic theoretical model that combines the theory of motivation and self-fulfilling prophecy with the basis of an in-depth theoretical study. This research was conducted by proposing a new concept or novelty, namely self-fulfilling motivation, namely expectations that provide a boost of confidence to meet work expectations or targets. Motivation theory using expectancy theory Vroom is widely used to relate the influence of motivation to performance. Both Goal Setting Theory and expectancy theory put hope and confidence in the indicators of motivation theory. The description of the novelty model framework of this research which combines the theory of motivation and self-fulfilling is shown in the picture of the novelty model that is synthesized into 6 indicators of self-fulfilling motivation.

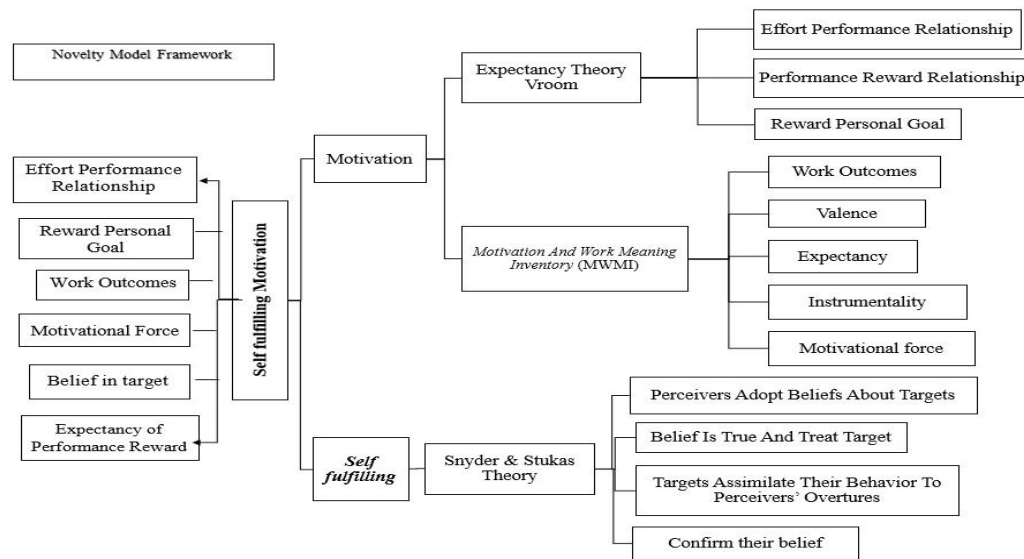


Figure 1. Novelty Model Framework

(Sources Castro, et al, 2019; Snyder & Stukas, 2016)

The conceptual framework of research is based on phenomena, research gaps and research synthesis so that a new model is built in this research, namely self-fulfilling motivation as a mediator variable to improve employee performance in the East Java furniture industry. The following is the conceptual framework for this research:

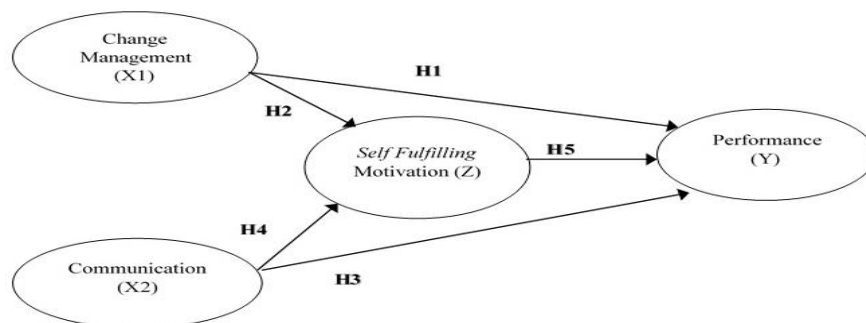


Figure 2. The Conceptual Framework

2.1. Method, Population And Sample

The population in this study are furniture employees in the Furniture Industry in East Java, namely companies in the large category. Given the large population, the sampling of this study used a multistage cluster, i.e. the sampling

process was carried out in a cluster by estimating the total population and taking into account the estimates arising from two or more stages in a row (Bapat, 2017; Nafiu, et al., 2013). ; Chauvet, 2015). The multi-stage cluster sampling method is carried out in two stages, namely: First, the Primary sampling unit (PSU) by selecting a geographic location (area sampling design) (Sekaran, 2016). There are 13 districts in East Java that have furniture companies (East Java Industry Office, 2021). Second, the secondary sampling unit (PSS) stage, by selecting 3 regencies that are superior in the East Java furniture industry, namely Sidoarjo, Jombang and Pasuruan with a total population of 469. With the proportional sampling method, 188 respondents were obtained from Sidoarjo, 163 respondents from Jombang Regency, and 118 respondents from Pasuruan. Thus obtained 300 respondents.

The research data was collected using a questionnaire distributed to respondents, to obtain primary data which was statistically tested. Questionnaire statement items are made based on research variable indicators, which adopt previous research and theoretical studies. Based on the objectives to be achieved in this study, the research approach is quantitative. This research is explanatory research. To test the hypothesis proposed in this study (Koizumi, 2013), the analytical technique (Latumeten, et al., 2018) used is SEM or Stuctural Equation Modeling which is operated through the AMOS 17 program.

There were 4 measurements in this research, namely the variables: Change Management; Communication; Self-fulfilling Motivation; Performance. Operational change management variables are measured using four indicators that refer to the theory proposed by Akinbode & Shuhumi (2018), including: (1) Incremental Change; (2) Transformational Change (3) Strategic Change; (4) System and Process Changes. Operational communication variables are measured using three indicators that refer to the theory proposed by Ramona, Emanoll and Lucia (2012), among others: (1) The Need To Know; (2) The Need To Understand (3) The Need To Express oneself. Operational performance variables are operationally measured using three indicators proposed by Tabiu, et.al. (2016), among others: (1) task performance; (2) contextual performance (3) adaptive performance. While the self-fulfilling motivation variable is operationally measured using six indicators that combine the motivation and work meaning inventory theory by Castro, et.al (2019) and the self-fulfilling theory and theory proposed by Snyder & Stukas (2016). These indicators include: (1) Work Outcomes; (2) Expectancy of performance reward (3) Motivational force; (4) Effort Performance Relationship; (5) Reward Personal Goals; (6) Belief in target.

2.2. Research Instrument Test

Descriptive analysis was used in this study to obtain data on the demographic characteristics of the research respondents, which included education, years of service and age. The description of the respondents in this research is described by means of the characteristics of the respondents. The largest percentage is employees with an age range of 25-34 years, namely in the establishment phase as many as 110 employees. This indicates that the average employee working in the furniture industry is in the productive age and career stabilization phase. Term of service is the amount of time employees work in the company (Kereh, et al., 2018; Martin 2020). Descriptions of the characteristics of respondents based on years of service are dominated by employees with 1-5 years as much as 44 percent. While the smallest percentage is seen in the service period of more than 20 years, namely as many as 17 employees (6 percent). This shows that most of the respondents are familiar with their work and the relationship between their work and other work units. The composition of respondents based on the latest education aspect shows that most of the respondents, namely 192 (64 percent) employees, have high school education. This shows that most of the respondents understand the intent of the question, have sufficient insight to do their job.

The results of the confirmatory factor analysis showed that 38 statements were declared valid as indicated by the loading factor value of more than 0.5. While the two statements, namely Z.9 has a loading factor number of 0.493 and Z.11 a loading factor number of 0.472 or less than 0.5 which means it is not valid. Improvements to the confirmatory factor analysis were carried out by removing 2 invalid statements. This needs to be done so that the model drawing is good and is supported by the structural model (Ghozali, 2017). While the construct reliability (CR) value of 0.60-0.70 indicates an acceptable reliability value, while a CR value of 0.70 or more is a good reliability value (Ghozali, 2017).

2.3. Structural Equation Model (SEM)

The Multivariate Normality Table shows the value of Critical Ratio skewness and kurtosis on the fourteen indicators on 5 variables at the interval level of $-2.58 < CR < 2.58$, it can be interpreted that the data distribution of the four indicators is normally distributed. The results of the outliers test in this study showed the Mahalanobis d-squared value. amounted to 29,111. The value of the determinant of the sample covariance matrix. of 17,079. The value of mahalanobis as a result of the overall calculation is smaller than the value of chi square at $df = 14$ and $\alpha 1\%$ which is 14,141. Then it can be stated that the outlier assumption is fulfilled. The test results show that the determinant of the sample covariance matrix is 17.079 or above zero, so it can be concluded that there are no multicollinearity and singularity problems in the analyzed data..

In order for the structural equation model to meet the feasibility, improvements are made through a modification index (Ghozali, 2017), so that the assumptions of the structural equation model are met. The Goodness of Fit test

shows that the chi square value which was originally 1774,243 decreased to 83,541, with a Degrees of freedom value of 67, while the probability level value increased where before the improvement was 0.000 it increased to 0.083..

Table 1 Multivariate Normality

Variabel	Min	Max	Skew	C.R.	Kurtosis	C.R.
Reward Personal Goal (Z.10)	1.000	5.000	-.797	-1.632	.448	1.584
Motivational Force (Z.5)	1.000	5.000	-1.208	-1.544	2.361	2.349
Expectancy Of Performance Reward (Z.4)	2.000	5.000	-.618	-2.373	.378	1.337
Contextual Performance (Y.4)	1.000	5.000	-.711	-2.024	1.464	2.175
Task Performance (Y.2)	3.000	5.000	-.078	-.550	-.598	-2.113
Task Performance (Y.1)	2.000	5.000	-.404	-1.854	-.166	-.586
The Need To Understand (X3.4)	3.000	5.000	-.114	-.808	-1.081	-1.821
The Need To Express oneself (X3.5)	1.000	5.000	-.958	-1.773	1.869	1.606
Strategic Change (X1.5)	2.000	5.000	-.773	-1.463	.863	1.050
Transformational Change (X1.3)	1.000	5.000	-.995	-2.039	2.044	2.226
Multivariate					49.387	2.207

Table 2 The Correlation Between the Study Variables

	Z10	Z5	Z4	Y4	Y2	Y1	X24	X25	X15	X13
Z10	.701									
Z5	.275	.590								
Z4	.150	.214	.419							
Y4	.170	.107	.092	.439						
Y2	.177	.168	.117	.163	.318					
Y1	.172	.176	.129	.163	.193	.368				
X24	.099	.117	.092	.083	.107	.119	.290			
X25	.233	.235	.112	.143	.156	.200	.199	.491		
X15	.118	.136	.084	.077	.073	.076	.066	.096	.317	
X13	.135	.164	.071	.100	.099	.123	.070	.133	.149	.445

Determinant of sample covariance matrix 17.079

Note : Z10= Reward Personal Goal; Z5= Motivational Force; Z4= Expectancy Of Performance Reward; Y4= Contextual Performance; Y2= Task Performance; Y1= Task Performance; X3.5= The Need To Express oneself; X3.4= The Need To Understand; X1.5= Strategic Change X1.3= Transformational Change. *p < .05

Table 3 The Correlation Between the Study Variables

Causality Test Results : Effect of Change Management and Communication on Self-Fulfilling Motivation and Performance

Variable relationship	Estimate	S.E.	C.R.	Probability	Result
1. Y (Performance) <--- X1 (Change Management)	0,072	0,129	0.557	0.577	Not significant
2. Z (Self Fulfilling Motivation) <--- X1 (Change Management)	0,280	0,100	2,807	0,005	Significant
3. Y (Performance) <--- X3 (Communication)	0.284	0.097	2.934	0.003	Significant
4. Z (Self Fulfilling Motivation) <--- X3 (Communication)	0.233	.066	3.557	0,000	Significant

5. Z (<i>Self Fulfilling</i> Motivation) <--- Y (Performance)	0.445	0.208	2.137	0.033	Significant
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Note. DE = Direct effect, IE = Indirect effect, TE = Total direct effect)

* $p < .05$

Table 3 shows the results of the analysis related to the causal relationship as proof of the hypothesis. Statistically, the first hypothesis shows that Change Management has no significant effect on performance as indicated by a probability value (P) of 0.577 or greater than 0.005 which means Not Significant. While the estimated path coefficient value is 0.072 with a C.R of 0.129 (smaller than 1.96), which means that the positive causality relationship is not significant. In the second hypothesis, it is marked by a probability value (P) of 0.005, the estimated path coefficient value of 0.280 with a C.R of 2.807, this indicates that there is a significant positive effect of Change Management to Self Fulfilling Motivation. While in the third hypothesis, it appears that the probability value (P) is 0.003, the estimated path coefficient value is 0.284 with a C.R of 2.934. This shows that communication (X3) has a significant positive effect on performance (Y). The next hypothesis also shows that communication (X3) has a significant positive effect on self-fulfilling motivation (Z), which is indicated by a probability value (P) of 0.000, the estimated path coefficient value is 0.233 with a C.R of 2.557. The last hypothesis (fifth) proves that Self Fulfilling Motivation has a significant positive effect on Performance (Y). This is evidenced by the probability value (P) of 0.033, the estimated path coefficient value of 0.445 with a C.R of 2.137.

Table 4 The Summary of Standardized Direct Effects, Indirect Effects, Total Effects

Variabel	Direct Effects (a)	Indirect Effects (b)	Total Effects (a) + (b)
Change Management (X1) to Performance (Y)	0,065	0,112	0.177
Change Management (X1) to <i>Self Fulfilling</i> Motivation (Z)	0,329	0,000	0,329
Communication (X3) to Performance (Y)	0,356	0,130	0.486
Communication (X3) to <i>Self Fulfilling</i> Motivation (Z)	0,381	0,000	0,381
Self Fulfilling Motivation (Z) to Performance (Y)	0,341	0,000	0,341

Note. DE = Direct effect, IE = Indirect effect, TE = Total direct effect)

* $p < .05$

It is known from table 4 that the highest total effect is communication (X3) on performance (Y) which is 0.486. The high total communication variable (X3) on performance (Y) is caused by the high value of the direct influence both on the direct effect of communication (X3) on performance (Y) and the direct effect of communication (X3) on self-fulfilling motivation (Z). This is what makes the value of total communication influence (X3) on self-fulfilling motivation (Z) has the second largest influence. On the other hand, the smallest total effect is the change management variable (X1) on performance (Y). This is due to the small value of the direct or indirect influence of change management (X1) on performance (Y). While the total effect of change management (X1) on self-fulfilling motivation (Z) is 0.329.

3. Discussion and Conclutions

This study found that Change Management has no significant positive effect on employee performance in the East Java furniture industry. This finding supports the research of Soenen, et al. (2017); Zafar, F., Butt, A., Afzal, B. (2014); Al-Jaradat, et al. (2013); Struijs (2012); Pieterse, et al., (2012); Dauda & Akingbade (2011). Change management does not affect the speed of work or employee performance, because the changes set by the company do not increase work knowledge, are not supported by adequate training (Al-Jaradat, et al., 2013). On the other hand, Change Management has a significant positive effect on Self-Fulfilling Motivation. The results of this second hypothesis analysis support research from arg, et al (2014); Abbah (2014) Zafar, et al (2014); Kansala and Chandani, (2014); Stouten, et al. (2018); Mendis, and Hewage (2014). The results of the descriptive analysis of respondents' answers show that employees support change management by being willing to work extra and work hard for the company's productivity which will also provide benefits for employees in the form of wages and bonuses. Self-fulfilling motivation from employees is an employee's expectation that they can continue to work in the company and the belief given by superiors that the sustainability of the company is also influenced by the work of employees. So that change management efforts are responded positively by employees. This is possible considering that the management of strategic changes and transformational changes takes time to be utilized by employees. This data is also supported by an analysis of the characteristics of respondents, most of whom have a working period of 1-5 years with working status as contract employees. So that it can be seen that change management has an effect on performance

because employees have not felt an increase in skills and knowledge. Change management will benefit employees more quickly when there is an effort to transfer knowledge to employees.

The results of the analysis prove that communication has a significant positive effect on employee performance in the East Java furniture industry. The results of this study support previous research, namely research from: Abdurrahman (2018); Biryanto, et al. (2018); Wachira and Anyieni (2017); Chinaemerem (2017); Shonubi and Akintaro (2016); Robbins and Judge (2015); Femi (2014); Young, et al., (2014); Rajhans (2012); Pieterse, et al., (2012); Oyetunde and Moruf (2012). Employees are able to build communication in the workplace both with superiors and coworkers. Employees get explanations and are given suggestions in order to improve their performance. An effective communication system is a synergistic system between employees and superiors as well as with other employees, so that feedback occurs that will help employee performance (Wachira & Anyieni 2015; Shonubi & Akintaro, 2016; Oyetunde & Moruf, 2012). In manufacturing operations, communication will help employee performance because both employees and superiors have space to transfer information, messages and help understand other work units (Dalenogare, et al, 2018; Farahbold, et al. 2013).

Communication has also been shown to have a significant positive effect on self-fulfilling motivation. This is in line with or supports the findings of: Gautama So, et al., (2018); Obi, O. (2018) ; Hills (2015); Rajhans (2012). The results of the analysis of respondents' answers and a description of the characteristics of respondents concluded that age maturity and supported by good communication between leaders and employees, and employees and co-workers can affect the strength of motivation in employees. This is because good interactions will provide psychological support for employees (Njuguna & Muathe, 2016), good communication between employees and superiors, as well as employees with co-workers, able to establish good interactions and comfort at work, so that employees have strength and confidence to be able to meet work expectations and targets. Employees have the will to strengthen their work and are in the adult phase so they tend to be able to think logically in understanding their work. This makes employee communication built through explanations and suggestions from other employees and superiors as an effort to motivate employees to have better work behavior, be more confident in their abilities and an effort to direct employees' work behavior in accordance with company norms and policies.

Communication from leaders has directed and convinced employees to succeed in achieving work targets. This leader's efforts become persuasive communication so that beliefs and hopes become circular feedbacks. Clear work targets which are then communicated to employees have a self-fulfilling motivational effect, namely the power and confidence in employees in their ability to meet work expectations and targets. This is because employees are considered competent by leaders. Changes in employee perceptions and behavior that are increasingly focused on their work targets as a result of employee expectations for their work and from the clarity of their work targets.

The analysis on the fifth hypothesis proves that self-fulfilling motivation has a significant positive effect on employee performance in the East Java furniture industry. This hypothesis is in accordance with previous research, including research from Castro, et al. (2019); Amanpene & Nartey (2018); Kelimeda, et al., (2018); Ekundayo (2018) ; Mohamud, et al., (2017) ; Kikoito (2014); La Amela, et al., (2018) ; Manzoor (2012) ; Danish, et al., (2015). The results of the descriptive analysis of the respondents' answers show that the majority of employees also know that to carry out work requires knowledge, work experience, and understanding of workflows between units. Employee motivation can also be influenced by the desire to get rewards as a form of self-fulfillment (self-confidence) that the company's performance is rewarded by providing work targets and bonuses. Belief in the form of work targets is a persuasive effort from leaders who are able to encourage employees to show their abilities or performance (Chandrashekar, 2016; Chen, 2017; Raza, 2013). Expectations of getting awards in the form of bonuses, praise, salary increases are factors that encourage employees to improve their performance (Ihedinmah & Chijioke, 2015; Amanpene & Nartey, 2018).

4. Implication & Conclusion

The results of this study provide an overview of the importance of self-fulfilling motivation to improve employee performance. As an industrial sector that absorbs a lot of workers, the manufacturing industry needs to pay attention to its human resources in order to achieve optimal company performance. This study focuses on efforts to optimize self-fulfilling motivation and performance, by relating the variables of change management and communication. This study supports the theory of organizational behavior in its application in the furniture industry, namely an effort to investigate the impact of individuals, groups and organizations on the dynamics of interaction in organizations so that individuals and organizations can work more effectively (Robbins & Judge, 2015). Variables related to change management, leadership, communication, performance and self-fulfilling motivation are part of the study of organizational behavior that aims to improve employee work behavior to be more effective.

4.1. Implication

The theoretical implications of change management are built by the theory put forward by Akinbode & Shuhumi (2018) about four types of change, namely incremental change, transformational change, strategic change, system and process change. This finding supports the theory put forward by Ramona, et al. (2012) about communication indicators according to Ramona, et al. (2012), including The Need To Know, The Need To Understand, The Need To Express

oneself. Theoretical implications of performance show that performance is built by the dimensions of task performance, adaptive performance, contextual performance as proposed by Tabiu, et al. (2016). The novelty of this study shows the theoretical implications of the importance of combining motivational and self-fulfilling theories. The results of this study support the motivation theory which refers to the expectancy theory from Vroom (Danish, et al., 2015) and the Motivation And Work Meaning Inventory (MWMI) from Castro, et al. (2019). Meanwhile, self-fulfilling refers to the theory (Stukas & Snyder, 2016). These theories are then synthesized to produce six self-fulfilling motivation indicators, including: Effort Performance Relationship, Personal Goal Reward, Work Outcomes, Motivational Force, Belief in target, Expectancy of Performance Reward.

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4.2. Conclusions

The furniture industry is one of the traditional industries that leads to modernization in line with the demands of technological developments and consumer demand. The results of this study prove that employee performance can be further improved when employees have self-fulfilling motivation, namely the strength and beliefs of individuals as influences from individuals or groups by directing their behavior to meet expectations and targets. Motivated employees will show a unity between thought and action and believe that the efforts made will be in accordance with their expectations (Castro, et al., 2019). Chandrashekar (2016) in his research also found that self-fulfilling has a direct effect on employee motivation through trust and confidence. Njuguna and Muathe (2016) in their research identify factors that influence change management on employee performance, including participatory leadership, motivational commitment, communication and training. The results of this study also prove that change management and leadership have no effect on employee performance due to lack of training so that employees understand their work. This is the limitation in this study where the training and employee involvement variables should be the independent variables in the study. Change management still needs to be adapted or socialized to employees through training..

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Change Management and Self Fulfilling Motivation In The East Java Furniture Industry

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Abstract

Optimism towards the furniture industry began to rise since change management was integrated with manufacturing operating systems with technology and communication. Employee motivation will be more focused if they get self-fulfilling from the leader through communicated work targets. The purpose of this study is to examine and analyze the effect of change management and communication on self-fulfilling motivation and employee performance. Research design with Quantitative Research design with quantitative research approach, data collection techniques with questionnaires. The research population is 469 employees in the furniture industry in East Java, so that a multistage cluster sampling was conducted as a sampling technique, and the respondents were 300 furniture employees. The causality model in this study was analyzed using Structural Equation Modeling which was operated through the AMOS 17 program. The results showed that change management had no effect on performance. However, change management has a direct effect on self-fulfilling motivation. This study also proves that communication has a significant effect on performance and communication also has a significant effect on self-fulfilling motivation. Motivation has a significant positive effect on performance in a positive direction. This research is based on previous research, both empirical and theoretical findings from various studies on the study of organizational behavior in human resource management, with the development of new self-fulfilling motivations.

Keywords: Furniture Industry, Self-Fulfilling Motivation, Organizational Behavior.

1. Introduction

Optimism towards the furniture industry has begun to rise in the last 10 years, since change management has been integrated with manufacturing operating systems with technology and communication (Dalenogare, et al, 2018). These innovations and technologies are able to encourage increased productivity, reduce labor costs, materials and processing time (Facevicova & Kynclova, 2020). Furniture is one of the wood processing industries that is experiencing an optimistic trend due to an integrated manufacturing system with change management (Dalenogare, et al., 2018). The formulation strategy in change management is to adjust to changes in market demand, strengthen and increase production capacity and increase cost efficiency (Melati, et al. 2013; Castro, et al, 2019). Changes in raw materials from round wood products to processed wood such as laminating boards, wood panels and other furniture needs (Firdaus & Handriyono, 2018), as well as types of particle board, pulp have an impact on increasing demand for both export and domestic needs (Suharjito, 2014 ; Lestari & Isnina, 2017).

Modernization of the furniture industry by linking to technology is a change management effort so that the manufacturing process becomes more flexible in analyzing real time data, assisting leaders in making strategic decisions and improving company performance due to increased employee productivity (Dalenogare, et al., 2018 ; Yi, et al., 2017). The

ability of furniture entrepreneurs and craftsmen in Indonesia to assemble furniture from a variety of raw materials has made this industry begin to show a gradual increase after experiencing a decline as a result of the Covid 19 pandemic. Export value in the furniture industry (both furniture made of wood, rattan, metal, plastic and other furniture) in 2020 began to show an increase of 11.55 percent, where the FOB (Free On Board) value of the furniture industry in 2020 was 2,171,949,601 US\$, while in 2019 the FOB value of the furniture industry was 1 947 049 183 US\$.

Efforts to adapt to technological changes, operational changes, company regulations, organizational modernization initiatives and changes in management decisions are part of change management in the furniture industry (Jalagat, 2015). For employees, especially the production department, change management can be a stressor that requires skill development so that the resulting performance is in line with the company's demands (Fong & Mahfar, 2013). Production employees will be more required to improve their skills to be more productive at work. Transfer of knowledge, willingness to accept change has implications for increasing employee competence and commitment and being able to increase the motivation and performance of each employee (Lorincová, et al., 2016). Thus, change management motivates employee performance improvement, namely by adjusting through increasing knowledge, re-skilling through training, career organization, and professional development (Kampikaite & Sakalas, 2011; Zainal, et al., 2014). This effort is also intended for company efficiency,

increasing the competitiveness of products and services (Fong & Mahfar, 2013).

2. Theoretical Background and Hypotheses Development

The grand theory of this research is Organizational Behavior. The science of organizational behavior applied in business and industry. The study of organizational behavior is closely related to understanding, predicting and controlling employee behavior in organizations, with an emphasis on the basics of systems thinking and group dynamics (Ugoani, 2020). The key to understanding the relationship between organizational behavior and the effectiveness of employee performance is the psychological state, motivation and behavior as a result of their modification (Kurose, 2013). With the various descriptions above, this study aims to answer the problems of research gaps, so that in this study an overview of the factors that influence self-fulfilling motivation on employee performance will be obtained. This study also aims to examine and analyze the effect of change management and communication on self-fulfilling motivation and employee performance.

2.1. Change Management And Performance

Change management is a method for solving problems by changing policies and organizational structures for the sake of the company's survival (Skvarciany & Iljins, 2015). Change management has two meanings, namely first, making changes in a planned and systematic manner, and second, managing employees to accept change (Baddah, 2016). Change management will improve employee performance when employees accept change, be adaptive and proactive during change management (Stouten, et.al., 2018). On the other hand, employees who are resistant or refuse to change management will be cynical, put up resistance, go on strike which leads to a decrease in employee performance (Pieterse, et.al., 2012). Management of technological change affects employee performance because adjustments to technology lighten the workload and are able to increase work efficiency (Wanza & Nkuraru, 2016; Khosa, et al., 2015). The biggest challenge in change management is involving employees in the change management process.

The following empirical study shows the effect of effective and efficient change management will improve employee performance (Al-Moosa & Hopkob, 2016; Wanza 2015; Zondi, 2016). According to Njuguna and Muathe (2016) the factors that influence change management on employee performance are participatory leadership, motivational commitment, communication and training. On the other hand, the following research shows that change management has no effect on performance. Change management actually reduces employee performance (Struijs, 2012; Al-Jaradat, et.al, 2013; Soenen, et al., 2017; Zafar and Naveed, 2014). From various empirical studies that show the influence of change management on performance, this study develops gap research from the research of Wanza & Nkuraru (2016), and Njuguna (2016).

Change management can effectively improve employee performance (Wanza & Nkuraru, 2016; Njuguna, 2016) and Igwe (2014). However, there is a gap in Wanza & Nkuraru's (2016) research which focuses on change management on technological change to ease workloads. Igwe's research (2014) has similarities with this research conducted in the manufacturing industry, but Igwe's research has limitations

because change management is only part of the authority's decision and does not consider employee involvement in the change process. The gaps from some of these studies were developed in this study by developing change management indicators not only focusing on technological change, but also four types of change management (Incremental Change; Transformational Change; Strategic Change; System and Process Changes). Various situations experienced by the furniture industry have caused this industry to experience stages of change, both gradual changes to overcome crisis situations, Transformational Changes to system changes that encourage the company's efforts to change the technology system and product marketing system. Employee involvement is investigated by placing employees as respondents to analyze their perceptions of change and performance. The gap is also found in the research conducted by Njuguna (2016) which has not explained the magnitude of the implications of change management on performance. The critical review delivered by Njuguna (2016) provides a conceptual overview of change management. Njuguna's descriptive research design has not shown how much influence change management has on performance. This research gap was developed by examining the effect of change management on performance, in order to obtain an overview of how effectively the stages of change are able to affect employee performance

Hypothesis 1: Change Management has a significant influence on Performance.

2.2. Change Management And Motivation Self Fulfilling

Employees can be motivated to implement changes if change goals are set and communicated (Stouten, et al., 2018). Change management is influenced by 3 factors, including: communication, participation, and individual attention to employees (Voet & Vermeeren, 2016). Akinbode & Shuhumi (2018), using four types of change, namely Incremental Change; Transformational Change; Strategic Change; System and Process Changes. An empirical study conducted by Voet and Vermeeren (2016) found that change management has a negative effect on employee motivation. Change management actually reduces employee performance, this is because employees perceive the changes that occur will result in salary cuts and reductions in the workforce. Change management by implementing cutbacks (reduction of employees) causes employee motivation, participation and commitment to decrease.

The urgency of the need for change management is able to create employee emotional feelings so as to encourage employee motivation to change (Stouten et.al., 2018), increased performance in extra work, high employee involvement and commitment to the company (Tefera & Mutambara, 2016). On the other hand, employees who are resistant or refuse change management will be cynical, fight back, strike which leads to a decrease in work motivation, increased work errors, increased absenteeism (Voet & Vermeeren, 2016; Robbins & Judge, 2015; Pieterse, et.al. , 2012). The challenge for companies is to be able to get employees who have high motivation, namely by understanding the factors that can motivate employees, and recognizing the effect of motivation on performance (Ackah, 2014; Salman, et al., 2015). This is possible if there is a shift in employee perceptions to be more positive about change management (Soenen, Melkonian, & Ambrose, 2017).

Research on change management that has a positive effect on employee motivation is evidenced by Barg, et.al (2014);

Njuguna (2016); Soenen et al (2017); Zafar & Naveed (2014). Research on change management also proves that change management affects employee motivation in the long term (Kansala and Chandani, 2014). The following studies show that change management has a negative effect on employee motivation, including research conducted by Tefera and Mutambara (2016); Zondi and Mutambara (2016); Voet and Vermeeren (2016); Ndaïro (2015). Njuguna (2016) in his research found that change management affects employee motivation, but there is a research gap, namely the lack of identification of motivation indicators that are able to mobilize workers to make changes.

Barg (2014) found that the practice of change management will be able to increase motivation when there is an improvement in communication with workers so that workers can be controlled, directed, or delivered by management. The gap in the research of Barg (2014) and Njuruga (2016) is that there are less identified indicators of motivation that are able to mobilize workers to make changes, due to article reviews that use literature reviews. To answer this research gap, the research method applied in this study is a quantitative method in order to obtain evidence through statistical data about the magnitude of the influence of change management on self-fulfilling motivation. This research is also based on the research of Soenen, Melkonian, & Ambrose (2017) and Zafar & Naveed (2014) which examines management change by paying attention to the stages of each change that occurs. However, there is a gap in Soenen, Melkonian, & Ambrose (2017) research, namely the bias in the results caused by one research source. Meanwhile, the gap in Zafar & Naveed's (2014) research is the focus of research on employees who are resistant to change, and the effectiveness of the change management model offered through statistical studies has not been seen. The research gap research by Soenen et al (2017) and Zafar & Naveed (2014) was developed in this study by using statistical methods with 3 research locations in different cities. Research respondents are not determined based on their acceptance of change

Hypothesis 2: Change Management has a significant effect on Performance.

2.3. Communication and Performance

The most important means of communicating change management, company strategy and vision is communication. Communication becomes the liaison, glue, and bond of employees (Femi, 2014; Ramona, et al., 2012; Giri & Kumar, 2010). Communication is the transfer of information and ideas for recipients and understanding of meaning (Robbins & Judge, 2015). The benchmark for effective communication is communication satisfaction which causes employee performance to exceed company expectations (Alsayed, et al., 2012). Farahbold, et al., (2013) defines communication as a technique of transferring information and thoughts and behavior of individuals to other individuals. Communication can improve employee performance which is reflected in the ability of employees to perform tasks for the better (Alsayed, et al., 2012) because in the absence of communication barriers will help leaders in sending or conveying information to employees will affect employee results and performance (Obi, 2018).

Change management that is planned systematically will use communication to influence employee perceptions, commitments and attitudes towards their responsibilities and tasks (Wachira & Anyieni, 2015). This is because during the change process, communication performs four functions to control employee work behavior, namely the function of control,

motivation, emotional statements and information (Robbins and Judge, 2015). The communication carried out by leaders in change management focuses on clarity of development direction and management's strategic steps through innovation and improving employee skills (Larjovuori, et al., 2018).

The following previous research shows the relationship between communication and performance, namely in the following research: Biryanto, Hubeis, Matindas, dan Sarma (2018); Abdurrahman (2018); Chinaemerem (2017); Wachira dan Anyieni (2017); Shonubi dan Akintaro (2016); Robbins dan Judge (2015); Femi (2014); Muda, Rafiki, dan Harahap (2014); Rajhans (2012); Pieterse, Caniëls, & Homan (2012); Oyetunde dan Moruf (2012). Different research results were found in studies, which showed that communication had a negative effect on employee performance, including research by Zondi and Mutambara (2016); Florence (2015); Neely and Mosley (2018); Brown, et al., (2016).

The following research is an empirical study that underlies this research. There are gaps in the research of Biryanto (2018), Abdurrahman (2018); Ramona et al (2012); Chinaemerem (2017) which was later developed in this study. The research gap of Biryanto (2018) is a study on communication variables that is focused on the use of communication media. Abdurrahman's research (2018) focuses on interpersonal communication. This gap was then developed in this study by using communication indicators that refer to the theory of Ramona, et al. (2012) on managerial communication, in order to focus research on the function of communication. While the gap in the research of Ramona, et al. (2012) and Chinaemerem (2017) are studies of the influence of motivation on performance presented conceptually, and there has been no statistical study to prove the model offered. Rown (2015) focuses his research on how negative feedback can affect employee performance. The gap in this research is in the assessment of communication through negative feedback, without statistical data support about employee responses to feedback communication. From the three previous research gaps, the theoretical proof of the effect of communication on employee performance can be statistical evidence that is the continuation of the three studies

Hypothesis 3: Communication has a significant effect on performance

2.4. Communication And Self Fulfilling Motivation

Information from top management that is communicated to employees becomes valuable information, and shows the open channels of communication with top management (Kuncorowati & Rokhmawati, 2018). Ineffective communication is one of the causes of employee demotivation in the industry (Obi, 2018). Effective communication will make employees motivated to work more productively (Chinaemerem, 2017). Ndaïro (2015) suggests that the lack of communication from the leader causes employees to perceive change as a burden so that work motivation becomes low. Skepticism and employee resistance to change will be avoided, if the communication that is built can motivate employees to follow changes and increase their knowledge (Hashim, 2013). Both leaders and employees who have good communication relationships will know their respective roles and duties, and employees will also know the performance expectations of their supervisors (Giri & Kumar, 2010; Arop, et al., 2018).

Previous empirical findings showing that communication has an effect on motivation include research from: Gautama So, et

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al., (2018); Obi, O. (2018) ; Hills (2015); Rajhans (2012). On the other hand, the following research proves that communication has a negative effect on motivation, namely research from: Zondi and Mutambara (2016); Odine (2015); Karim (2013). Self-fulfilling is a circular feedback between expectations, actions and results (Kalyanasundaram, 2017). Self-fulfilling effect Accurate expectations and clear work targets will change perceptions and behavior (Buller, 2007; Day, 2010).

The following research forms the basis for empirical studies and the research gaps found to be the basis for the development of this research. Negative communication will affect employee motivation because employee drives no longer meet performance targets. The gap in Karimi's (2013) research is to measure motivation internally, so that the external motivation of employees is not revealed. This is the basis for developing this research by paying attention to external motivational factors with the grand theory of motivation from Vroom and internally from self-fulfilling employees. This research has similarities with the research of Rajhans (2012) which pays attention to persuasive efforts as part of the research. However, the research gap of Rajhans (2012) places persuasion efforts in communication. The development of Rajhans' Gap research is to place persuasion as part of self-fulfilling which is then combined in motivational variables so that novelty is obtained, namely self-fulfilling motivation. Gautama research Gautama, et al. (2018) and Obi (2018) is to exclude individual employee communication. Research by Gautama, et al. (2018) is a form of organizational communication, while Obi (2018) examines leader communication. This study answers the gap by paying attention to individual employee communication. Individually, the communication function appears in the indicators The need to express oneself, while the communication function in the organizational perspective is stated in the indicators The need to understand and The need to express oneself. Kalyanasundaram's research (2017) has limitations, namely the use of verbal and non-verbal message indicators in the self-fulfilling variable. Verbal and non-verbal message indicators are part of communication so that Kalyanasundaram (2017) research can be developed in this study by placing communication as a variable.

Hypothesis 4: Communication has a significant influence on Self-Fulfilling Motivation

2.5. Self Fulfilling Motivation And Performance

Employees are motivated to work hard, be more ambitious and improve their performance when given responsibility, because employees feel they are getting recognition and appreciation for their achievements (Osabiya & Joseph, 2015). The results of Kalyanasundaram's research (2017) prove that positive self-fulfilling, namely the Pygmalion effect, is able to improve employee performance. However, in this study, the performance appraisal factors, feedback, and expectations and beliefs of the leader were not measured. Chandrashekar (2016) in his research also found that self-fulfilling has a direct effect on employee motivation through trust and confidence. The motivation indicator used in this research is intrinsic motivation. The results of Tierney and Farmer's (2004) research prove that supervisor's performance expectations through self-fulfilling affect the creative performance of employees.

The following studies show the relationship between work motivation and employee performance, including Dar, et al., (2014); Khan, et.al. (2017); Gautama So, et al., (2018) ; Amanpene & Nartey (2018) ; Akafo & Boateng (2015) ; Kikoito (2014) ; Zameer, et.al, (2014). The literature and other studies

also prove that motivation can have a negative effect on performance, including Hanafi, et al. (2018); Mensah & Tawiah, (2016); Onanda (2015). The following empirical studies are studies that show the relationship between self-fulfilling and performance. Self-fulfilling has a positive effect on employee performance, this is evidenced in research: Kalyanasundaram (2017); Chen (2017) ; Sharma and Sharma, (2015). On the other hand, the following research finds that self-fulfilling has a negative effect on employee performance, namely in studies: Leung and Thomas Sy, (2018); Chandrashekar (2016) ; Corinne, et al. (2016).

Mensah and Tawiah, De Oliveira, et.al., (2013) in their research found that motivation affects employee performance. The limitation of Mensah's research (2016) De Oliveira, (2013) is determining the motivation of workers as part of a team. This study also develops a research gap by setting self-fulfilling motivation indicators which are a combination of motivation and self-fulfilling so that the performance effect is not only from the point of view of employees as part of a team but also employee interactions with leaders and co-workers. Castro, et al. (2019) in his research, he made a concept model of motivation theory as a development of the limitations of Vroom's Expectation theory called the Motivation And Work Meaning Inventory (MWMI). Research gap research Castro, et.al. (2019) was developed in this study by combining motivation indicators from Expectancy Theory and the Motivation And Work Meaning Inventory (MWMI) model. Thus the measurement of motivational variables is based on the idea that employee motivation is the unity of thoughts and actions of employees at work. Research results Castro, et.al. (2019) proves that the MWMI model is able to improve employee performance. However, the research study of Castro, et.al. (2019) has limitations, namely the measurement of motivation is only based on interviews and is carried out in one company only.

Kalyanasundaram (2017) in his research found that employee performance is influenced by the expectations and beliefs of leaders towards their subordinates. Confidence makes employees able to intuitively determine the high and low performance achievement (Ben-Hur, et al., 2018). Confidence and giving hope can be carried out by leaders or companies in the form of self-fulfilling. These expectations and beliefs are communicated by leaders to their subordinates, which results in increased employee performance (Stukas & Snyder, 2016). Self-fulfilling in the form of optimism and belief will change employee perceptions so that they are more motivated to improve their performance. The self-fulfilling effect of the leader will be seen when employees are confident in their ability to complete their tasks and are motivated to be more enthusiastic about work (Chang, 2011). Leaders can have a self-fulfilling effect on employees through targets and confidence in the assigned tasks (Stukas & Snyder, 2016).

The following studies have research gaps which were later developed in this study. Mensah and Tawiah (2016) in their research found that intrinsic motivation affects performance while extrinsic motivation does not have a significant relationship with employee performance. The gap in Mensah and Tawiah's (2016) research is that extrinsic motivation is only limited to incentives. Whereas reinforcement (reinforcement) motivation in the form of rewards and belief in work will make employee motivation more consistent. Meanwhile, De Oliveira, et.al., (2013) in his research found that motivation with indicators that refer to the theory of expectations, is able to affect performance. The limitation of De Oliveira, et.al., (2013) research is the use of indicators of the value of benefits and ignoring financial rewards in his research. Mensah's research gap (2016) De Oliveira, (2013) and this is the basis for setting motivation indicators based on Vroom's expectancy theory. However, the Vroom expectation theory proposed by Mensah and Tawiah (2016) has

a weakness, where the motivation of workers who are part of the team is not able to measure the level of participation. Likewise with Castro, et.al. (2019) proves that the Motivation And Work Meaning Inventory (MWMI) model is able to improve employee performance, but the limitations of the research by Castro, et.al. is a measurement of motivation based only on interviews and carried out in one company only. Research gap research Castro, et.al. (2019) was developed in this study by combining motivation indicators from expectancy theory and the Motivation And Work Meaning Inventory (MWMI) model. Thus the measurement of motivational variables is based on the idea that employee motivation is a unity of thoughts and actions of employees at work.

The gap in Chen's research (2017) is about the self-fulfilling effect which is difficult to form personal awareness. The self-fulfilling effect can only occur through social awareness. This means that employee performance cannot be influenced by the self-fulfillment of leaders and co-workers. The theoretical study of Stukas and Snyder's (2016) research has research limitations, namely that negative expectations are included as factors that affect performance. The research gap makes it possible to focus the self-fulfilling effect on positive expectations. Because positive energy and expectations will generate confidence and self-fulfillment to fulfill performance (Emad, 2017). self-fulfilling in some studies is associated with predictions or predictions that are able to influence others (Choiriyati, 2014). Self-fulfilling is also associated with subjective perceptions of cognitive processes (Stukas & Snyder,

2016). The model of combining motivational and self-fulfilling variables is expected to be a variable that can improve employee performance. This is because in the self-fulfilling motivation variable there is a combination of expectations, efforts and beliefs about the resulting performance. With the self-fulfilling motivation variable, there is a contribution of efforts from the employees themselves and from their leaders

Hypothesis 5: Performance has a significant effect on Self-Fulfilling Motivation.

3. The Conceptual Framework

This study builds a basic theoretical model that combines the theory of motivation and self-fulfilling prophecy with the basis of an in-depth theoretical study. This research was conducted by proposing a new concept or novelty, namely self-fulfilling motivation, namely expectations that provide a boost of confidence to meet work expectations or targets. Motivation theory using expectancy theory Vroom is widely used to relate the influence of motivation to performance. Both Goal Setting Theory and expectancy theory put hope and confidence in the indicators of motivation theory. The description of the novelty model framework of this research which combines the theory of motivation and self-fulfilling is shown in the picture of the novelty model that is synthesized into 6 indicators of self-fulfilling motivation.

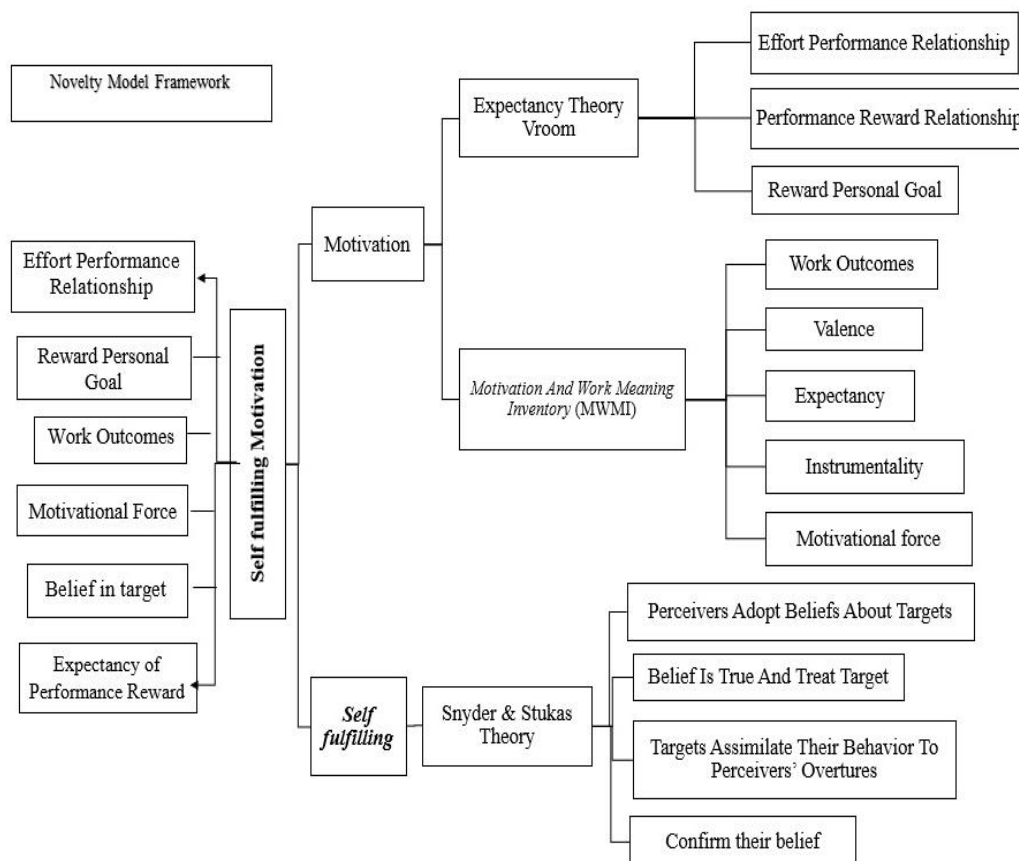


Figure 1. Novelty Model Framework
(Sources Castro, et al, 2019; Snyder & Stukas, 2016)

The conceptual framework of research is based on phenomena, research gaps and research synthesis so that a new model is built in this research, namely self-fulfilling

motivation as a mediator variable to improve employee performance in the East Java furniture industry. The following is the conceptual framework for this research:

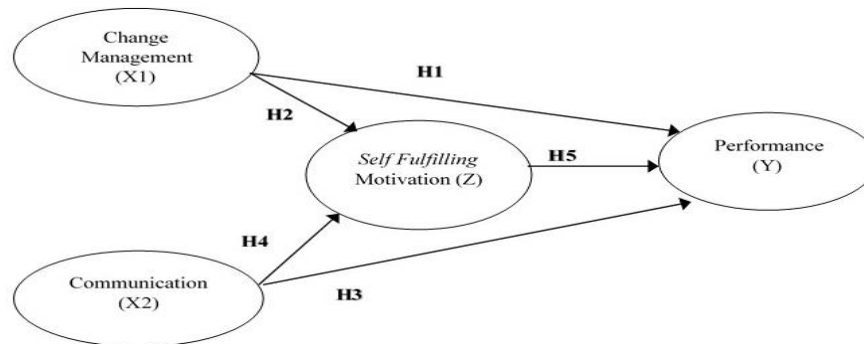


Figure 2. The Conceptual Framework

3.1. Method, Population And Sample

The population in this study are furniture employees in the Furniture Industry in East Java, namely companies in the large category. Given the large population, the sampling of this study used a multistage cluster, i.e. the sampling process was carried out in a cluster by estimating the total population and taking into account the estimates arising from two or more stages in a row (Bapat, 2017; Nafiu, et al., 2013). ; Chauvet, 2015). The multistage cluster sampling method is carried out in two stages, namely: First, the Primary sampling unit (PSU) by selecting a geographic location (area sampling design) (Sekaran, 2016). There are 13 districts in East Java that have furniture companies (East Java Industry Office, 2021). Second, the secondary sampling unit (PSS) stage, by selecting 3 regencies that are superior in the East Java furniture industry, namely Sidoarjo, Jombang and Pasuruan with a total population of 469. With the proportional sampling method, 188 respondents were obtained from Sidoarjo, 163 respondents from Jombang Regency, and 118 respondents from Pasuruan. Thus obtained 300 respondents.

The research data was collected using a questionnaire distributed to respondents, to obtain primary data which was statistically tested. Questionnaire statement items are made based on research variable indicators, which adopt previous research and theoretical studies. Based on the objectives to be achieved in this study, the research approach is quantitative. This research is explanatory research. To test the hypothesis proposed in this study (Koizumi, 2013), the analytical technique (Latumeten, et al., 2018) used is SEM or Structural Equation Modeling which is operated through the AMOS 17 program.

There were 4 measurements in this research, namely the variables: Change Management; Communication; Self-fulfilling Motivation; Performance. Operational change management variables are measured using four indicators that refer to the theory proposed by Akinbode & Shuhumi (2018), including: (1) Incremental Change; (2) Transformational Change (3) Strategic Change; (4) System and Process Changes. Operational communication variables are measured using three indicators that refer to the theory proposed by Ramona, Emanoll and Lucia (2012), among others: (1) The Need To Know; (2) The Need To Understand (3) The Need To Express oneself. Operational performance variables are operationally measured using three indicators proposed by Tabiu, et.al. (2016), among others: (1) task performance; (2) contextual performance (3) adaptive performance. While the self-fulfilling motivation variable is operationally measured using six indicators that combine the motivation and work meaning inventory theory by Castro, et.al (2019) and the self-fulfilling theory and theory proposed by Snyder & Stukas (2016). These indicators include: (1) Work Outcomes; (2) Expectancy of performance reward (3)

Motivational force; (4) Effort Performance Relationship; (5) Reward Personal Goals; (6) Belief in target.

3.2. Research Instrument Test

Descriptive analysis was used in this study to obtain data on the demographic characteristics of the research respondents, which included education, years of service and age. The description of the respondents in this research is described by means of the characteristics of the respondents. The largest percentage is employees with an age range of 25-34 years, namely in the establishment phase as many as 110 employees. This indicates that the average employee working in the furniture industry is in the productive age and career stabilization phase. Term of service is the amount of time employees work in the company (Kereh, et al., 2018; Martin 2020). Descriptions of the characteristics of respondents based on years of service are dominated by employees with 1-5 years as much as 44 percent. While the smallest percentage is seen in the service period of more than 20 years, namely as many as 17 employees (6 percent). This shows that most of the respondents are familiar with their work and the relationship between their work and other work units. The composition of respondents based on the latest education aspect shows that most of the respondents, namely 192 (64 percent) employees, have high school education. This shows that most of the respondents understand the intent of the question, have sufficient insight to do their job.

The results of the confirmatory factor analysis showed that 38 statements were declared valid as indicated by the loading factor value of more than 0.5. While the two statements, namely Z.9 has a loading factor number of 0.493 and Z.11 a loading factor number of 0.472 or less than 0.5 which means it is not valid. Improvements to the confirmatory factor analysis were carried out by removing 2 invalid statements. This needs to be done so that the model drawing is good and is supported by the structural model (Ghozali, 2017). While the construct reliability (CR) value of 0.60-0.70 indicates an acceptable reliability value, while a CR value of 0.70 or more is a good reliability value (Ghozali, 2017).

3.3. Structural Equation Model (SEM)

The Multivariate Normality Table shows the value of Critical Ratio skewness and kurtosis on the fourteen indicators on 5 variables at the interval level of $-2.58 < CR < 2.58$, it can be interpreted that the data distribution of the four indicators is normally distributed. The results of the outliers test in this study showed the Mahalanobis d-squared value. amounted to 29,111. The value of the determinant of the sample covariance matrix. of 17,079. The value of mahalanobis as a result of the overall

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calculation is smaller than the value of chi square at $df = 14$ and alpha 1% which is 14,141. Then it can be stated that the outlier assumption is fulfilled. The test results show that the determinant of the sample covariance matrix is 17.079 or above zero, so it can be concluded that there are no multicollinearity and singularity problems in the analyzed data..

In order for the structural equation model to meet the

feasibility, improvements are made through a modification index (Ghozali, 2017), so that the assumptions of the structural equation model are met. The Goodness of Fit test shows that the chi square value which was originally 1774,243 decreased to 83,541, with a Degrees of freedom value of 67, while the probability level value increased where before the improvement was 0.000 it increased to 0.083..

Variable	Min	Max	Skew	C.R.	Kurtosis	C.R.
Reward Personal Goal (Z.10)	1.000	5.000	-.797	-1.632	.448	1.584
Motivational Force (Z.5)	1.000	5.000	-1.208	-1.544	2.361	2.349
Expectancy Of Performance Reward (Z.4)	2.000	5.000	-.618	-2.373	.378	1.337
Contextual Performance (Y.4)	1.000	5.000	-.711	-2.024	1.464	2.175
Task Performance (Y.2)	3.000	5.000	-.078	-.550	-.598	-2.113
Task Performance (Y.1)	2.000	5.000	-.404	-1.854	-.166	-.586
The Need To Understand (X3.4)	3.000	5.000	-.114	-.808	-1.081	-1.821
The Need To Express oneself (X3.5)	1.000	5.000	-.958	-1.773	1.869	1.606
Strategic Change (X1.5)	2.000	5.000	-.773	-1.463	.863	1.050
Transformational Change (X1.3)	1.000	5.000	-.995	-2.039	2.044	2.226
Multivariate					49.387	2.207

Table 1: Multivariate Normality

	Z10	Z5	Z4	Y4	Y2	Y1	X24	X25	X15	X13
Z10	.701									
Z5	.275	.590								
Z4	.150	.214	.419							
Y4	.170	.107	.092	.439						
Y2	.177	.168	.117	.163	.318					
Y1	.172	.176	.129	.163	.193	.368				
X24	.099	.117	.092	.083	.107	.119	.290			
X25	.233	.235	.112	.143	.156	.200	.199	.491		
X15	.118	.136	.084	.077	.073	.076	.066	.096	.317	
X13	.135	.164	.071	.100	.099	.123	.070	.133	.149	.445

Table 2 The Correlation Between the Study Variables

Determinant of sample covariance matrix 17.079

Note : Z10= Reward Personal Goal; Z5= Motivational Force; Z4= Expectancy Of Performance Reward; Y4= Contextual Performance; Y2= Task Performance; Y1= Task Performance;

X3.5= The Need To Express oneself; X3.4= The Need To Understand; X1.5= Strategic Change X1.3= Transformational Change. * $p < .05$

Causality Test Results : Effect of Change Management and Communication on Self-Fulfilling Motivation and Performance

Variable relationship	Estimate	S.E.	C.R.	Probability	Result
1. Y (Performance) <--- X1 (Change Management)	0,072	0,129	0.557	0.577	Not significant
2. Z (Self Fulfilling Motivation) <--- X1 (Change Management)	0,280	0,100	2,807	0,005	Significant
3. Y (Performance) <--- X3 (Communication)	0.284	0.097	2.934	0.003	Significant
4. Z (Self Fulfilling Motivation) <--- X3 (Communication)	0.233	.066	3.557	0,000	Significant
5. Z (Self Fulfilling Motivation) <--- Y (Performance)	0.445	0.208	2.137	0.033	Significant

Table 3 The Correlation Between the Study Variables

Note. DE = Direct effect, IE = Indirect effect, TE = Total direct effect)

* p < .05

Table 3 shows the results of the analysis related to the causal relationship as proof of the hypothesis. Statistically, the first hypothesis shows that Change Management has no significant effect on performance as indicated by a probability value (P) of 0.577 or greater than 0.005 which means Not Significant. While the estimated path coefficient value is 0.072 with a C.R of 0.129 (smaller than 1.96), which means that the positive causality relationship is not significant. In the second hypothesis, it is marked by a probability value (P) of 0.005, the estimated path coefficient value of 0.280 with a C.R of 2.807, this indicates that there is a significant positive effect of Change Management to Self Fulfilling Motivation. While in the third

hypothesis, it appears that the probability value (P) is 0.003, the estimated path coefficient value is 0.284 with a C.R of 2.934. This shows that communication (X3) has a significant positive effect on performance (Y). The next hypothesis also shows that communication (X3) has a significant positive effect on self-fulfilling motivation (Z), which is indicated by a probability value (P) of 0.000, the estimated path coefficient value is 0.233 with a C.R of 2.557. The last hypothesis (fifth) proves that Self Fulfilling Motivation has a significant positive effect on Performance (Y). This is evidenced by the probability value (P) of 0.033, the estimated path coefficient value of 0.445 with a C.R of 2.137.

Variable	Direct Effects (a)	Indirect Effects (b)	Total Effects (a) + (b)
Change Management (X1) to Performance (Y)	0,065	0,112	0.177
Change Management (X1) to Self Fulfilling Motivation (Z)	0,329	0,000	0,329
Communication (X3) to Performance (Y)	0,356	0,130	0.486
Communication (X3) to Self Fulfilling Motivation (Z)	0,381	0,000	0,381
Self Fulfilling Motivation (Z) to Performance (Y)	0,341	0,000	0,341

Table 4 The Summary of Standardized Direct Effects, Indirect Effects, Total Effects

Note. DE = Direct effect, IE = Indirect effect, TE = Total direct effect)

* p < .05

It is known from table 4 that the highest total effect is communication (X3) on performance (Y) which is 0.486. The high total communication variable (X3) on performance (Y) is caused by the high value of the direct influence both on the direct effect of communication (X3) on performance (Y) and the direct effect of communication (X3) on self-fulfilling motivation (Z). This is what makes the value of total communication influence (X3) on self-fulfilling motivation (Z) has the second largest influence. On the other hand, the smallest total effect is the change management variable (X1) on performance (Y). This is due to the small value of the direct or indirect influence of change management (X1) on performance (Y). While the total effect of change management (X1) on self-fulfilling motivation (Z) is 0.329.

4. Discussion and Conclusions

This study found that Change Management has no significant positive effect on employee performance in the East Java furniture industry. This finding supports the research of Soenen, et al. (2017); Zafar, F., Butt, A., Afzal, B. (2014); Al-Jaradat, et al. (2013); Struijs (2012); Pieterse, et al., (2012); Dauda & Akingbade (2011). Change management does not affect the speed of work or employee performance, because the changes set by the company do not increase work knowledge, are not supported by adequate training (Al-Jaradat, et al., 2013). On the other hand, Change Management has a significant positive effect on Self-Fulfilling Motivation. The results of this second hypothesis analysis support research from arg, et al (2014); Abbah (2014) Zafar, et al (2014); Kansala and Chandani, (2014); Stouten, et al. (2018); Mendis, and Hewage (2014). The results of the descriptive analysis of respondents' answers show that employees support change management by being willing to work extra and work hard for the company's productivity which will also provide benefits for employees in the form of wages and bonuses. Self-fulfilling motivation from employees is an employee's expectation that they can continue to work in the company and the belief given by superiors that the sustainability of the company is also influenced by the work of employees. So that change management efforts are responded positively by employees. This is possible considering that the

management of strategic changes and transformational changes takes time to be utilized by employees. This data is also supported by an analysis of the characteristics of respondents, most of whom have a working period of 1-5 years with working status as contract employees. So that it can be seen that change management has an effect on performance because employees have not felt an increase in skills and knowledge. Change management will benefit employees more quickly when there is an effort to transfer knowledge to employees.

The results of the analysis prove that communication has a significant positive effect on employee performance in the East Java furniture industry. The results of this study support previous research, namely research from: Abdurrahman (2018); Biryanto, et al. (2018); Wachira and Anyieni (2017); Chinaemerem (2017); Shonubi and Akintaro (2016); Robbins and Judge (2015); Femi (2014); Young, et al., 2014); Rajhans (2012); Pieterse, et al., (2012); Oyetunde and Moruf (2012). Employees are able to build communication in the workplace both with superiors and coworkers. Employees get explanations and are given suggestions in order to improve their performance. An effective communication system is a synergistic system between employees and superiors as well as with other employees, so that feedback occurs that will help employee performance (Wachira & Anyieni 2015; honubi & Akintaro, 2016; Oyetunde & Moruf, 2012). In manufacturing operations, communication will help employee performance because both employees and superiors have space to transfer information, messages and help understand other work units (Dalenogare, et al, 2018; Farahbold, et al. 2013).

Communication has also been shown to have a significant positive effect on self-fulfilling motivation. This is in line with or supports the findings of: Gautama So, et al., (2018); Obi, O. (2018) ; Hills (2015); Rajhans (2012). The results of the analysis of respondents' answers and a description of the characteristics of respondents concluded that age maturity and supported by good communication between leaders and employees, and employees and co-workers can affect the strength of motivation in employees. This is because good interactions will provide psychological support for employees (Njuguna & Muathe, 2016), good communication between employees and superiors, as well

as employees with co-workers, able to establish good interactions and comfort at work, so that employees have strength and confidence to be able to meet work expectations and targets. Employees have the will to strengthen their work and are in the adult phase so they tend to be able to think logically in understanding their work. This makes employee communication built through explanations and suggestions from other employees and superiors as an effort to motivate employees to have better work behavior, be more confident in their abilities and an effort to direct employees' work behavior in accordance with company norms and policies.

Communication from leaders has directed and convinced employees to succeed in achieving work targets. This leader's efforts become persuasive communication so that beliefs and hopes become circular feedbacks. Clear work targets which are then communicated to employees have a self-fulfilling motivational effect, namely the power and confidence in employees in their ability to meet work expectations and targets. This is because employees are considered competent by leaders. Changes in employee perceptions and behavior that are increasingly focused on their work targets as a result of employee expectations for their work and from the clarity of their work targets.

The analysis on the fifth hypothesis proves that self-fulfilling motivation has a significant positive effect on employee performance in the East Java furniture industry. This hypothesis is in accordance with previous research, including research from Castro, et al. (2019); Amanpene & Nartey (2018); Kelimeda, et al., (2018); Ekundayo (2018); Mohamud, et al., (2017); Kikoito (2014); La Amela, et al., (2018); Manzoor (2012); Danish, et al., (2015). The results of the descriptive analysis of the respondents' answers show that the majority of employees also know that to carry out work requires knowledge, work experience, and understanding of workflows between units. Employee motivation can also be influenced by the desire to get rewards as a form of self-fulfillment (self-confidence) that the company's performance is rewarded by providing work targets and bonuses. Belief in the form of work targets is a persuasive effort from leaders who are able to encourage employees to show their abilities or performance (Chandrashekar, 2016; Chen, 2017; Raza, 2013). Expectations of getting awards in the form of bonuses, praise, salary increases are factors that encourage employees to improve their performance (Ihedinmah & Chijioke, 2015; Amanpene & Nartey, 2018).

5. Implication & Conclusion

The results of this study provide an overview of the importance of self-fulfilling motivation to improve employee performance. As an industrial sector that absorbs a lot of workers, the manufacturing industry needs to pay attention to its human resources in order to achieve optimal company performance. This study focuses on efforts to optimize self-fulfilling motivation and performance, by relating the variables of change management and communication. This study supports the theory of organizational behavior in its application in the furniture industry, namely an effort to investigate the impact of individuals, groups and organizations on the dynamics of interaction in organizations so that individuals and organizations can work more effectively (Robbins & Judge, 2015). Variables related to change management, leadership, communication, performance and self-fulfilling motivation are part of the study of organizational behavior that aims to improve employee work behavior to be more effective.

5.1. Implication

The theoretical implications of change management are built by the theory put forward by Akinbode & Shuhumi (2018) about four types of change, namely incremental change, transformational change, strategic change, system and process change. This finding supports the theory put forward by Ramona, et al. (2012) about communication indicators according to Ramona, et al. (2012), including The Need To Know, The Need To Understand, The Need To Express oneself. Theoretical implications of performance show that performance is built by the dimensions of task performance, adaptive performance, contextual performance as proposed by Tabiu, et al. (2016). The novelty of this study shows the theoretical implications of the importance of combining motivational and self-fulfilling theories. The results of this study support the motivation theory which refers to the expectancy theory from Vroom (Danish, et al., 2015) and the Motivation And Work Meaning Inventory (MWMI) from Castro, et al. (2019). Meanwhile, self-fulfilling refers to the theory (Stukas & Snyder, 2016). These theories are then synthesized to produce six self-fulfilling motivation indicators, including: Effort Performance Relationship, Personal Goal Reward, Work Outcomes, Motivational Force, Belief in target, Expectancy of Performance Reward.

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implied in management practice, self-fulfilling motivation provides an illustration for the company that employees need to be given motivation, confidence and work targets to be more enthusiastic about their performance.

5.2. Conclusions

The furniture industry is one of the traditional industries that leads to modernization in line with the demands of technological developments and consumer demand. The results of this study prove that employee performance can be further improved when employees have self-fulfilling motivation, namely the strength and beliefs of individuals as influences from individuals or groups by directing their behavior to meet expectations and targets. Motivated employees will show a unity between thought and action and believe that the efforts made will be in accordance with their expectations (Castro, et al., 2019). Chandrashekar (2016) in his research also found that self-fulfilling has a direct effect on employee motivation through trust and confidence. Njuguna and Muathe (2016) in their research identify factors that influence change management on employee performance, including participatory leadership, motivational commitment, communication and training. The results of this study also prove that change management and leadership have no effect on employee performance due to lack of training so that employees understand their work. This is the limitation in this study where the training and employee involvement variables should be the independent variables in the study. Change management still needs to be adapted or socialized to employees through training..

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