The Impact of Team Building Intervention on Internal Communication in Branding Consultant Organization

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Abstract

This study aims to determine the impact of team-building interventions on internal communication in Branding Consultant Organization. Based on the diagnosis results, the organization lacks internal organizational communication, which results in important information not being appropriately conveyed and makes employees unable to make decisions properly. Therefore researchers conducted team-building interventions to improve internal communication. The researcher used the action research method, with three stages, namely Pre ODI, ODI, and Post ODI. To see the changes after the intervention, researchers compared the Pre Test & Post Test results. It was found that there were insignificant changes after the intervention. This finding is due to the lack of organizational commitment to the intervention process so that the intervention has not been able to bring about changes.

Keywords: Internal Communication; Team Building; Organization Development Intervention.

1. Introduction

The world has entered the era of the 4th industrial revolution by developing the internet and business processes' digitalization. This is marked by the increasingly integrated interaction between people, technology, and resources that make business processes more efficient, fast, and better (Kemenperin, 2019). These changes in business processes not only occur in developed countries but also in developing countries. In terms of readiness to enter the 4th industrial era, Indonesia is classified as having high readiness and is ranked 36th out of 137 countries (Ira, 2018).

Through the internet, a business can get information quicker and immediately market their products and services. This makes more and more similar products and services on the market to choose products and services only based on price. Businesses need to display their products differently from other products, so they do not become commodities and be forgotten by consumers. This activity is part of branding.

According to Kotler & Keller (2016), branding is an activity of strengthening a product and brand and differentiating it from other products. By branding, products and services offered will be more easily recognized by consumers. Branding activities not only give a name and logo to the product but more than that. Branding activities begin by understanding their goals, product excellence, target markets, and product image (Marion, 2015). Branding is a long and expensive process, requiring analysis and particular expertise to get the best results.

To help organizations gain the knowledge and expertise needed relating to branding, organizations usually use a branding consultant's services. The task of a branding consultant is to work with business actors to strengthen a product. Specifically, a branding consultant's task is to analyze the product, design the product, and advertise the product and other marketing activities (Marion, 2015). The branding consultant has a great responsibility for their project. Every decision made will impact the survival of the client's organization and the reputation of the consultant. However, no matter how great the consultant is, all his work will be in vain if the client does not want to cooperate or does not comply with the consultant's advice. The consulting industry is also faced with various disadvantages: requiring large employees, taking a long time, and quickly replicating work (Schaffer, 1997).

For consultants to provide information and expertise needed by client organizations, consultants must have good communication with their clients. When communicating with clients goes well, consultants will have a better understanding of the organization's problems and available resources so that consultants can work more effectively (Appelbaum & Steed, 2005). Without open communication, the consultant will work without a clear direction, which results in inaccurate information and expertise provided and ultimately causes financial and time losses for the client organization.

This good communication must be established between the consultant and the client and must be within the consultants internal team (Kakabadse, Louchart, & Kakabadse, 2006). According to Mazzei (2014), Internal communication is the exchange of ideas between administrators and employees in an

organization or agency that causes the organization's realization complete with its distinctive structure and the horizontal and vertical exchange of ideas in an organization that causes work to take place. Internal communication includes all forms of communication within an organization and is an exchange of information between employees or members of the organization to create an understanding of business (Tkalac Verčič, Verčič, & Sriramesh, 2012).

The success of consultants is inseparable from the planning and coordination of team members. In their work, the consultant team faces many unexpected situations and adapts to environmental changes. Without good coordination, the consultant's work will be ineffective (Klaasjan, 2006). According to (Cohen & Bailey, 1997), so that teams can function effectively, a process is needed to build teams that can work together appropriately. The team-building process will help employees in cooperation, problem-solving, communication, and conflict management; through a team, building organizations will be able to develop more adaptive teams in responding to crises and work in a coordinated manner so that they can achieve their goals effectively (Bartlett, Probber, & Mohammed, 1999).

This research aims to help the branding consultant organization solve organizational problems related to internal communication through team-building intervention. With the hope that after the intervention of the organization's employees will rely more on themselves and be more disciplined in understanding information related to their work. This study intends to look at the impact of team-building interventions to solve problems related to internal communication.

2. Literature Review

2.1 Organization Development

OD is a process that implements knowledge of human behavior to help organizations build capacity to make changes and achieve greater effectiveness, including increased financial performance, customer satisfaction, and organizational members' involvement. OD is different from other planned change efforts, such as project management or innovation, because the focus is on building an organization's ability to assess its current function and achieve its objectives. Besides, OD is oriented to improve the overall organizational system and its parts in the broader environment. The changes made by OD are referred to as interventions, which are a series of activities, actions, and events aimed at improving the performance and effectiveness of the organization (Cummings & Worley, 2014).

2.2 Intervention

An intervention is a series of sequential and planned actions and events intended to increase its effectiveness. Intervention intentionally removes the organization from the comfort zone, things like principles, objectives, and operational activities will define the interventions needed (Fraser & Galinsky, 2010). This research uses human process intervention, including communication, problem-solving, group decision making, and leadership. These interventions are usually related to interpersonal relationships and group dynamics, including coaching, training and development, process consultation, and third-party intervention. And team-building intervention.

The success of the intervention itself is not only determined by the ability of consultants; organizational commitment factors also have an impact on changes that will occur through interventions (Ben-Gal & Tzafrir, 2011). Herscovitch & Meyer (2002) stated that there are three types of client commitment to the process of change. Firstly, affective commitment, the commitment from the desire of the organization to be better. Secondly, normative commitment, i.e., the commitment to support the process of change. Third, the continuance commitment, i.e., the commitment based on cost calculation, supports the intervention to avoid losses due to its failure. Consultants need to interact with clients regularly to build client trust, and commitment will help consultants coordinate and determine the most appropriate interventions and provide input to the organization about the importance of change.

Changes that occur are also determined by human factors as recipients of change, the organization and change agent, the facilitators. To work well requires a facilitator who has a good personality, skills, and extensive knowledge (Cawsey, Deszca, & Ingols, 2015). The facilitator must understand the party he is about to change, make plans, and then direct the changes, but the facilitator must not assume he has all the necessary abilities. The facilitator must understand himself before trying to change others (Gerwing, 2016). The success or failure of an intervention is primarily determined by the commitment factor and the ability of the facilitator to be able to make changes in improving the organizational organization.

2.3 Team Building

Thamhain & Wilemon (1987) defines team building as an activity of gathering individuals with different needs, backgrounds, and expertise and transforming them into integrated and effective work

units. At the same time, Kreitner & Kinicki (2008) concluded that Team building is a learning process with an experimental approach to improve internal group processes such as communication between individuals, collaboration, and reducing dysfunctional conflict. Aga et al. (2016) add that team building can be seen as a planned and deliberate process, which is intended to encourage the application of effective work practices in a team. So it can be concluded that team building is an effort to build effective working groups through improving internal team processes such as communication and conflict resolution.The purpose of team building is to improve the quality of communication, increase productivity and creativity, in addition team building helps organizations motivate employees to run operational rules and procedures correctly, other benefits are to increase trust and mutual support in the workplace which ultimately increases job satisfaction and commitment to the organization (Fapohunda, 2013).

Team building interventions are specific interventions to solve problems related to team development such as improving interpersonal relationships, increasing productivity and aligning team goals with organizational goals so that organizational work becomes more effective (Saraswat & Shlipi, 2015). Specifically, team-building interventions motivate teams to reflect on how team members communicate, find problems and weaknesses in collaboration, provide an ideal picture of cooperation, and help build effective organizations (Newstorm & Scannell, 1998).

2.4 Internal Communication

Internal communication is an interaction that occurs in an office or organizational environment. This interaction can occur between employees and employees, employees with superiors, and superiors with superiors. The process of internal communication within an organization is to share information, build commitment, and control change as the main factors of employee motivation and performance (Krishan, 2011; Philip Lesley, 1991). It can be concluded that any communication within the organization, both formal and informal, is part of internal communication. Organizational internal communication has the function of increasing organizational value. Effective communication with employees is the key to instilling a sense of belonging to employees in the organization, and a sense of belonging, motivating employees to work with maximum capacity (Verghese, 2017). Effective internal communication can reduce uncertainty and function as a catalyst for organizational change. Communicating effectively with employees can also

build organizational commitment, achieve superior business results, influence company reputation, share knowledge, and create awareness so that employees are able to adapt to environmental changes (Krishan, 2011).

However, poor internal communication will impact declining productivity, disruption of information flow, reduced competitiveness, lack of commitment, and lack of knowledge of market objectives (Castellani, Montresor, Schubert, & Vezzani, 2017). Ignoring these problems will result in decreased motivation, ineffective feedback, neglect of employee achievements and opinions, difficulty in implementing organizational strategies, and lack of knowledge of organizational plans so that organizational goals are not achieved (Martinez & Hurtado, 2018; Nakamura, Umeki, & Kato, 2017).

Internal communication is a multidimensional variable. The two main dimensions are the dimension of relations and information, where the team can feel satisfied with one dimension but not satisfied with the other dimension (Nantes, 2017). In his research (Dennis 1974) has divided internal communication into five dimensions, namely as follows:

- Superior-Subordinate communication: The process of vertical interaction between superiors and subordinates regarding the organization's information and objectives has been conveyed clearly to employees.
- Quality of information: Regarding the ability of employees to interact with a clear understanding of the objectives of a project with the roles and responsibilities of each individual
- Information Openness: Transparency of information related to the project both from clients, superiors and fellow colleagues.
- Opportunity for communication: Opportunities for each team member to have their input heard and integrated into project work
- Reliability of information: How appropriate the information from colleagues and superiors to be trusted, related to interpersonal relationships and interpersonal skills.

2.5 Team Building & Internal Communication

According to Noe (2010), team building is a training method designed to increase a team or group's effectiveness. He further explained that training with the team-building method was directed to improve participants' skills to support team effectiveness. In team building, participants share ideas and experiences, build team identity, understand the dynamics of interpersonal relationships, and know each other's

strengths and weaknesses. This technique focuses on helping teams to improve the effectiveness of team-work. (Tannenbaum, Beard, & Salas, 1992) stated that team building can improve team members' characteristics and interpersonal relationships within the team to help the organization's internal communication process. Based on the model developed by Homans (1995), team building has a relationship with internal communication. This model focuses on interpersonal relationships between team members consisting of tasks, interactions, and attitudes where changes from any of these things will affect the team's performance. Team building acts as a catalyst to harmonize these three things.

H1: There are significant differences regarding Internal Communication after Team Building intervention

Figure 1. Conceptual Model

3. Methods

In this study, the sampling method used was total sampling; all ten permanent organization employees. This method was chosen because of the small population. The sample in this study is also an object of team-building intervention, hoping that there will be a change in employee behavior after the intervention.

This research is an action research study through three stages: Pre ODI, ODI, and Post ODI. In the Pre ODI stage, the researchers conducted observations and interviews with the organization. Then analyze what the organization was facing problems and found that employees often did not understand information related to the project but did not immediately ask when they did not understand and only asked when they found a problem, this complicates the work of supervisors and slowing down project completion. So that researchers conclude that the problems faced by organizations are related to internal communication. The results of this analysis are then submitted and approved by the leader. The researcher also distributed a pre-test questionnaire that would be used to compare organizational conditions after the intervention.

At the ODI stage, researchers design interventions to help the organization solve its problems. It was found that team building interventions are suitable for organizations because they help create effective and independent teams that can solve problems when environmental changes occur. At this stage, the researcher also conducted a team-building intervention process through four games divided into two meetings.

The next stage is Post ODI; at this stage, the researcher again distributes the same questionnaire as the pre-test to see how the intervention's impact by comparing the mean of pre and post-test. The test is carried out with a paired T-test to test if there are significant changes after the intervention. Besides, the researcher also conducts discussions with the leader to monitor employees' progress after the intervention.

To measure internal communication variables, researchers used five dimensions of internal communication by Dennis (1974) by a total of nine questions. This questionnaire is used to measure whether there are internal communication changes after the intervention. The test is done through the paired t-test method to measure significant changes. At the same time, the measurement of team building variables is done qualitatively.

4. Results

4.1 Pre ODI Stage

At this stage, the researcher made observations related to problems that occur within the organization. Determination of the problems that occur within the organization is vital to determine the type of intervention that is most appropriate to help the organization develop itself.

4.1.1 Observation

The researcher made direct observations at the branding organization; researchers observed the employee's work process for five hours a day starting in January-February 2019 every weekend. From the results of these observations, the researcher will determine the organization's potential and weaknesses. During the observation process, researchers observe employee behavior from arrival to how employees interact with each other. Researchers found that the interaction that occurs is very little because it is only occasionally done.

4.1.2 Interview

To strengthen the findings in Observation, researchers conducted interviews with permanent employees and leaders. The interviews found that employees are less active in communication, less concerned with other team members, and do not convey information correctly.

In the next interview with the leader, the researcher wanted to explore the leader's perspective about what kept the employee from internal communication properly. The leader said that employees were less

independent and relied heavily on supervision. When a crisis occurred, the team panicked and could not make decisions, did not ask when they did not understand, disturbed the leader, slowed down the project work, and was not open about work progress, so that it disappointed the client.

From the results of this interview, the leader concluded that the organization's communication process was still ineffective, starting from the team that was not open about its work, was not active in communication, was not independent, and the relationships within the team were close. All these problems indicate interference with internal communication both vertically and horizontally.

4.1.3 Internal Communication Survey

In this study, researchers distributed two types of surveys, namely pre-survey, to find internal communication problems and Pre-Test to measure internal communication conditions before the intervention.

The researcher distributes pre-surveys to find out the issues in the organization's internal communication to employees. The pre-survey was adopted from the IC Toolkit Hume (2001), which had been made in conjunction with organizational leaders. The problem found in the survey is that employees have difficulty making decisions when a crisis occurs and do not understand the background of decision making. The lack of team-building causes these things, so employees rely heavily on the leadership decisions and do not voice their opinions.

In addition to conducting qualitative analysis by observing and discussing, researchers also use questionnaires to measure internal communication before an intervention. Researchers use the dimensions of internal communication coined by Dennis (1974) to measure internal communication. This initial questionnaire will be compared with the same questionnaire distributed after the intervention is carried out.

4.1.4 Pre Test Result

Pre Test results show the average value of internal communication is 4.09, where the highest value is in the dimensions of superior-subordinate communication with a mean of 4.25, followed by the opportunity for communication dimension with a mean of 4.10. The dimensions of quality of information and information reliability are 4.05, and the lowest dimension is superior openness with a mean of 4.00.

The data above shows that employees see internal communication within the organization is good (on average above four on a scale of 5), where communication with superiors has the highest value, but the openness of superiors gets the lowest value. Researchers suspect good communication skills cause this, but the team is not actively involved in gathering information from the leader so as if the information provided is little and not open.

Table 1. Descriptive Analysis of Internal Communication

	\multicolumn{10}{c}{Score}									M	SD
	\multicolumn{2}{c}{1}	\multicolumn{2}{c}{2}	\multicolumn{2}{c}{3}	\multicolumn{2}{c}{4}	\multicolumn{2}{c}{5}		
	F	%	F	%	F	%	F	%	F	%		
IC1	0	0	0	0	2	20	7	70	1	10	3,90	0,568
IC2	0	0	0	0	0	0	4	40	6	60	4,60	0,516
Mean *superior-subordinate communication*											4,25	
IC3	0	0	0	0	3	30	4	40	3	30	4,00	0,816
IC4	0	0	0	0	3	30	3	30	4	40	4,10	0,876
Mean quality of information											4,05	
IC5	0	0	0	0	2	20	6	60	2	20	4,00	0,667
Mean superior openness											4,00	
IC6	0	0	0	0	2	20	5	50	3	30	4,10	0,738
IC7	0	0	0	0	2	20	5	50	3	30	4,10	0,738
Mean opportunity for communication											4,10	
IC8	0	0	0	0	1	10	7	70	2	20	4,10	0,568
IC9	0	0	0	0	2	20	6	60	2	20	4,00	0,667
Mean reliability of the information											4,05	
Mean Internal Communication											4,09	

4.2 ODI Stage

At this stage, the researcher will intervene in lectures and team building games for employees and conduct a follow-up session one month after the intervention. Before conducting the intervention, the researcher first discusses with the leader the design of the intervention that will be carried out. The leader provides advice on the appropriate intervention time and the time available by the team.

The intervention was carried out as many as four sessions divided into two meetings, the first meeting discussing vertical communication, namely the relationship with the leader and the provision of feedback. The second meeting focused on horizontal communication, namely the quality of information and information reliability (communication skills). Team building intervention is done through the problem-solving method, where employees will be presented with a problem through team building games, then employees are asked to discuss and reflect on the resolution of these problems.

4.3 Post ODI Stage

At this stage, the researcher evaluates the results of the team-building intervention that has been carried out. In this evaluation, the researchers measured whether significant internal communication changes

before and after the intervention. Researchers took measurements using the same questionnaire as the pre-test questionnaire.

Table 2. Descriptive analysis after the intervention

	1		2		3		4		5		M	SD
	F	%	F	%	F	%	F	%	F	%		
IC1	0	0	0	0	3	0,30	7	0,70	0	0,00	3,70	0,483
IC2	0	0	0	0	1	0,10	3	0,30	6	0,60	4,50	0,707
Mean superior-subordinate communication											4,25	
IC3	0	0	0	0	4	0,40	6	0,60	0	0,00	3,60	0,516
IC4	0	0	0	0	2	0,20	7	0,70	1	0,10	3,90	0,568
Mean quality of information											4,05	
IC5	0	0	0	0	2	0,20	6	0,60	2	0,20	4,00	0,667
Mean superior openness											4,00	
IC6	0	0	0	0	1	0,10	7	0,70	2	0,20	4,10	0,568
IC7	0	0	0	0	1	0,10	8	0,80	1	0,10	4,00	0,471
Mean opportunity for communication											4,10	
IC8	0	0	0	0	0	0,00	7	0,70	3	0,30	4,30	0,483
IC9	0	0	0	0	0	0,00	9	0,90	1	0,10	4,10	0,316
Mean reliability of the information											4,20	
Mean Internal Communication											4,02	

Post Test results show an average value of internal communication is 4.02, where the highest value is in the dimension of reliability of information with a mean of 4.20, followed by a dimension of superior-subordinate communication with a mean of 4.10, then the opportunity for communication dimension of 4.05, then a superior option of 4.00, and the lowest dimension of quality of information with a mean of 3.75.

The data above shows changes in each indicator after the intervention except the superior openness indicator. The dimension that experienced the most significant change was the dimension of quality of information. The pre-test had a mean value of 4.05, and in the post-test, it had a mean value of 3.75. This change shows the change in employee views of quality information in the organization's internal communication process. Besides, the dimension of reliability of information has changed from 4.05 to 4.20. This shows that now the team can rely more on information obtained from fellow team members.

4.3.1 Pre & Post ODI Comparsion

In this section, researchers compare pre-test measurements with post-tests to get a clearer picture of the magnitude of changes that occur after the intervention process.

Data from the pre-test results were again tested to measure whether there were significant changes after the intervention process was carried out. Based on the table above, it appears that there has not been a

significant change in the organization. So the H1 hypothesis: There were significant differences regarding internal communication after the Team Building intervention, was rejected. It shows that the intervention has not succeeded in improving internal communication in the organization.

Table 3. Comparison of mean and St.Dev Pre ODI & Post ODI of Internal Communication

	Pre		Post		Df
	M	SD	M	SD	
IC1	3,90	0,568	3,70	0,483	-0,20
IC2	4,60	0,516	4,50	0,707	-0,10
IC3	4,00	0,816	3,60	0,516	-0,40
IC4	4,10	0,876	3,90	0,568	-0,20
IC5	4,00	0,667	4,00	0,667	0,00
IC6	4,10	0,738	4,10	0,568	0,00
IC7	4,10	0,738	4,00	0,471	-0,10
IC8	4,10	0,568	4,30	0,483	0,20
IC9	4,00	0,667	4,10	0,316	0,10
SD		0,120		0,115	

4.3.2 Paired t-Test

Table 4. Paired t-Test

	N	Correlation	Sig.
Pre & Post	9	.766	.016

5.   Discussion

In this study, it has been found that the problems faced by the organization are related to internal communication. Facing these problems, researchers conducted team-building interventions because these interventions can help team processes such as communication and assist teams coordination in crisis (Cheum, 2017; Rajala, 2011; Wan Sulaiman, Mahbob, & Hassan, 2012). Through seminars (lectures) and team-building games, researchers try to improve communication between team members and also with leaders in the organization

However, the study results showed that there were no significant changes in internal communication after a team building intervention, so it can be concluded in this study that the interventions carried out had no impact on the organization's problems. Comparing the average value at the pre and post-test and t-test did not appear to have significant changes.

Several limitations faced by researchers cause the failure of this intervention. The organization has been willing to become a focal system in research and has helped a lot in research. However, researchers' reality and challenges while conducting this research are problems of commitment from the organization. The difficulty of contacting the organization in collecting

data, given the busyness of the leaders and teams in the organization so that during collecting data, the organization often directs researchers to ask questions via email or Whatsapp messages which sometimes will only answer a few days later. Some researchers' questions via email and WhatsApp messages were not answered or answered briefly, so the data collection process could not be maximized.

In the intervention design phase, the researcher has addressed the researcher's problems, and the leader agreed with the researcher's findings and helped in the pre-survey questionnaire. Then the researcher sends a proposal for the intervention design at the beginning of four meetings to be known by the leadership, there is some input related to the material submitted, and the researcher has adjusted according to the leadership's request. However, when the researcher confirms the intervention time, the organization objects to the intervention's length and asks only to be done in two meetings. Therefore the researcher condenses the material into four meetings in only two meetings, reducing the team's time to reflect and proceed.

The organization has also helped implement many interventions by preparing rooms, projectors, and making time for interventions. On the schedule determined by the organization for the implementation of the first intervention meeting, it turned out that some participants were still actively working, and some were participating in intervention activities. During the first meeting, some employees were less able to focus because they were asked to leave the intervention activities for urgent work matters. Researchers can understand this because, during the intervention period, the organization has an important project and needs more attention, but all team members cannot entirely receive the intervention material.

At the end of the first meeting, the researcher filled out the commitment card as a monitoring tool. According to the organization's request, this commitment card is an online questionnaire because the physical paper is easily lost. Some employees filled out this questionnaire diligently for a few days initially and then never filled in again, and other employees did not even fill in at all. So the commitment card does not work correctly.

The second meeting was held during the team dinner session (07.00 p.m) after the intervention and was followed by all team members and leaders. The material presented is related to horizontal communication and provides practical advice in oral communication, to pay more attention to body language than words because language only addresses a little information; when giving this material, the leader interrupts

by saying that this suggestion is only for oral communication that is which team rarely does, so maybe the team ignores this material. Internal communication requires a balance between communication with machines and humans to run effectively and build effective teams (Chmielecki, 2015).

At the end of the meeting, the researcher told the leader that there would be a follow-up session where the researcher needed to discuss the intervention's impact, and the leader agreed. However, when approaching that day, the leader refused to meet and asked researchers to ask questions via email or Whatsapp messages, so that through this media, researchers only get a few short answers. Sometime later, the researcher can meet with the leaders to discuss. Nevertheless, this delay makes it difficult for researchers to make conclusions and monitor changes in the organization.

In this discussion, the leader said a change in employees' attitude whom initiative provides input on the leaders' decisions and finds out the background of decisions made. Employees are also increasingly aware of their lack of experience and competence, this is evident from the change in the attitude of employees who previously always avoided when they were invited to attend competency seminars because they said they were busy, but after the intervention, they asked leaders to be certified in order to improve their competence. Although the leader's input mentioned some positive things about the change, the pre and post-T-tests results revealed that there were no significant changes statistically.

Another factor contributing to this study's failure is the appropriateness of internal communication measurement tools used in research, the measurement tools used in this study have not been able to show the changes that occur in the team. Also, researchers as facilitators have limited ability to provide intervention material, so there is a possibility that the team does not fully absorb the material.

6. Conclusions

Although this research shows that team building intervention has failed to bring organizational internal communication changes, some research has succeeded in bringing changes to organization internal communication. Amos, Hu, & Herrick's (2005) research shows that team building intervention has significantly improved team communication and feedback that contribute to internal communication improvement.

Shuffler, DiazGranados, & Salas (2011) state that team building is not all solution to organization problems. The result in team-building intervention is

varied; some succeed while others do not succeed. It all depends on how well the consultant understands the problem, planning the intervention, and how ready the organization to accept changes.

The success of the intervention process also depends on the facilitator's commitment and ability to convince the organization to change (Ben-Gal & Tzafrir, 2011). This organizational commitment contributes significantly to the organization's readiness to change; without organizational commitment, it will reject changes so that the intervention process will take longer or even fail or changes occur only temporarily. The facilitator's role in every organizational change is to build relationships with the organization and show the organization's changes to achieve its goals (Gerwing, 2016; Herscovitch & Meyer, 2002). The researcher acknowledges the limitations encountered in building trust with the organization and has not been able to get full commitment from the organization which results in insignificant intervention results in bringing about a better change for the organization.

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