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THE PHENOMENON OF DISCOMFORT TOWARD ORGANIZATIONAL CHANGE MODERATED BY EMPOWERING LEADERSHIP

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Abstract: Organizational change is an inevitable demand in the era of globalization. These changes can lead to discomfort, which can reduce organizational commitment in each member of the organization. It can happen because everyone in the organization is forced to leave their comfort zone to face new situations. The study was conducted to determine the phenomenon of discomfort in educational organizations that are making changes to the organization and whether this phenomenon influences the work commitment of organizational members. The empowering leadership variable will then moderate the relationship between the two variables. Empowering leadership is a leadership method in which a leader provides opportunities for subordinates to be independent at work (autonomy) and provides development opportunities. This study uses a questionnaire method in data collection and gets 255 respondents from Ciputra school foundations in Indonesia. This study uses SPSS as software in data processing to obtain research results. Based on the results of this study, discomfort does not have a significant impact on respondents who have a high level of commitment but can increase commitment if given empowering leadership. Discomfort cannot have a negative impact on organizational commitment because the majority of respondents' profile factors have strong organizational values, so they have built a commitment to schools. The research results can certainly be implemented by relevant organizations when they want to make organizational changes. Empowering leadership, which has a positive impact on commitment, is useful for accelerating change and keeping members of their organization.

Keywords: Empowering Leadership, Discomfort, Organizational Commitment, Organizational Change

INTRODUCTION

Organizational Change is currently demand for all organizations because of globalization. If an organization does not change, it will lose its competitive ability and ability to survive external and internal influences (Thien, 2019). Today's educational organizations are the organizations that must change from work systems, structures, policies, and regulations to their culture. These changes occur because of demands on educational organizations to develop (Burke and Noumair, 2015). One example of the demands that force educational organizations to change and develop is changes to increasingly advanced educational curricula. Educational organizations must change when new quality standards emerge that must be met to demonstrate the quality of the educational organization (Nadia et al., 2020). Changes in educational organizations cannot be implemented directly at the organizational level but must first be planned and realized at the individual level first, because if changes at the individual level are not realized and fail, then changes at the organizational level will also fail (Faupel and Süß, 2019). Organizational Change needs to be carried out first at the individual level and not at the organizational level because change requires commitment from its members to be able to change (Beycioglu and Kondakci, 2021; Faupel and Süß, 2019; Thien, 2019).

Organizational Change in educational organizations must focus on the organizational commitment of each organization member as one of the main methods in carrying out organizational change. The importance of commitment has been proven by previous studies, which found that commitment has a role in preparing organizational members to accept change (Wang et al., 2020; Almaamari et al., 2020; Mansour et al., 2022). Organizational change needs to focus on organizational commitment because it is workers' psychological attachment to their organization (Mwesigwa et al., 2020). When committed, organizational members will be ready to accept change (Almaamari et al., 2020) and willing to support it—implementing the changes you want to make (Asbari et al., 2021). Organization members who have a high level of commitment to their organization will have increased the performance, productivity, and quality of work (Asbari et al., 2021; Loan, 2020), especially when organizational change occurs because they understand the goals and values of the organization that they must achieve (Arumi et al., 2019). Organizational change in educational organizations can cause a lack of resources, both human and supporting infrastructure (lack of resources), increased workload (work overload), changes in work systems and regulations (system and policy), and changes in organizational culture (organizational culture), this occurs because plans and change strategies are less than perfect (Nadia et al., 2020), the impact of which is to encourage the emergence of discomfort among members of the organization. Discomfort is a form of negative emotion a person feels (Escadas et al., 2019). Psychologically, discomfort is a feeling a person feels through feelings (Susmann and Wegener, 2022).

Citra Berkat Foundation and Citra Kasih Foundation are one of the educational institutions founded by Dr. (Hc) Ir. Ciputra. Citra Berkat and Citra Kasih schools provide kindergarten, elementary, middle, and high school education. There are 10 Citra Berkat and Citra Kasih schools spread across Indonesia, including SCK Jakarta, SCB Tangerang, SCB Surabaya, SCB Citra Indah Jonggol, SCK Menado, SCB Taman Dayu Pandaan, SCK Samarinda, SCK Ambon, SCK DB Pondok Indah, SCK Semarang (www.citraberkat.sch.id). The basis for selecting objects is to conduct education research related to maintaining organizational commitment which is the value of Ciputra schools nationally with the various changes that occur very quickly during the pandemic era. The changes that occur can cause discomfort within the organization, and we want to see whether Empowering Leadership can maintain or even increase the commitment as a moderating variable.

Organizational commitment that decreases due to discomfort can cause organizational members to become uncommitted to change, which leads to organizational change failure. Therefore, this research hopes empowering leadership can reduce the influence of discomfort on organizational commitment. Empowering leadership is a form of leadership where the leader provides autonomy and development support to subordinates (Kim and Beehr, 2020). Empowering leadership is expected to solve the problem of the influence of discomfort on organizational commitment to change. For this reason, this research wants to look at the solution to this problem using the Social Exchange Theory

(SET) perspective, where this theory argues that exchange is an interaction between individuals to get paid by spending a certain amount costs (Homans, 1958).

The new thing that we want to convey from this research is that research on discomfort in organizations is still rarely carried out, especially its influence on the commitment of the organizational members. It is hoped that the study can help related organizations make changes and provide additional information related to discomfort, organizational commitment, and empowering leadership. This research aims to analyze the relationship between the discomfort variable and Organizational commitment and analyze the moderating effect of the Empowering Leadership variable on the relationship between the discomfort variable and Organizational commitment.

LITERATURE REVIEW
Social Exchange Theory

Social exchange theory (SET) is an exchange interaction between individuals where the exchange results in rewards (desired payments) and costs (the cost of receiving rewards) (Homans, 1958). Social exchange theory (SET) arises because the individuals who make exchange interactions want something from the others. To maximize rewards and minimize costs in the interactions, one must have a position in the social structure and power that can influence the exchange (Blau, 1964; Emerson, 1976). Status in the social structure and power determines the rewards earned or costs incurred and the opportunities for social exchange (Emerson, 1976). Social status and power can be in the form of existing social networks, organizations, and institutions. In this study, we want to use SETs in the context of the organizational management, where SETs as a frame of reference (Emerson, 1976) have a negative effect on organizational commitment and as a leadership empowerment role. SETs can help study the social dynamics of an organization, which is the interactive relationship between individuals and organizations within an organization (Evans, 2003). Social dynamics are important because they are part of organizational management closely related to organizational operations and efficiency.

The Social Exchange Theory (SET) is widely used to understand the interactions and relationships between individuals in an organization. According to Sinclair and Tetrick (1995), SET can help understand organizational social dynamics, including the relationship between individuals and organizational structures. One key aspect of these dynamics is how individuals feel "discomfort" and how it affects their commitment to the organization. In the context of SET, 'discomfort' can arise due to an imbalance between what individuals receive from organization and what they give back (Ahmad et al., 2022). Suppose individuals feel they are giving more (e.g., time, effort, or expertise) than they are receiving (such as compensation, rewards, or career development). In that case, there is likely to be a feeling of discomfort. It can affect job satisfaction and, ultimately, commitment to the organization.

Organizational commitment itself is very important for operational efficiency and effectiveness. Research by Herscovitch and Meyer (2002) shows that affective commitment, or the emotional bond between the worker and the organization, is directly related to employee productivity and retention. So, through the lens of SET, we can see that the distress felt by organizational members can be an important indicator to measure their level of commitment. If organizations can identify and address the factors that cause discomfort, they have a better chance of increasing employee commitment increasing organizational efficiency and effectiveness. (Bouckenooghe et al., 2014; Muhammad-Shahnawaz, 2016)

Discomfort

A psychological Discomfort is a form of discomfort that is felt through the individual feelings (Susmann and Wegener, 2022). The impact of Psychological Discomfort in the organization's context can cause organizational members to become unfocused on their work and reduce work engagement (enthusiasm, motivation, and work commitment) (Guo et al., 2022). The existing correlation shows that psychological discomfort is a cause of distress. This is also supported by Veilleux's research (2019), which explains that when someone has discomfort tolerance, he can withstand the impact of Physical Discomfort, negative emotions, and frustration. With the existing correlation, it can also be concluded that psychological discomfort can cause distress (Nadia et al., 2020). This is be-

cause Discomfort lowers the level of job satisfaction, affects emotional engagement, and damages interpersonal relationships in the workplace. It decreases the trust and commitment to organizational goals, leading to higher turnover. (Davila et al., 2019; Susmann and Wegener, 2022). Moreover, this psychological discomfort can be an obstacle to achieving maximum effectiveness and productivity, as employees who do not feel committed to their work are less likely to be motivated to give their best.

Organizational Commitment

Organizational commitment is the psychological attachment of workers to an organization (Mwesigwa et al., 2020). Organizational commitment refers to employees' willingness to remain part of an organization and their willingness to expend efforts to achieve organizational goals. Individuals who commit to the organization will show positive behavior in being part of the organization, and they will also be more responsible, show more effort, and be willing to work beyond their duties (Nguyen et al., 2020). When commitment to the organization is formed, it will increase employees' performance, productivity, and the quality of work (Loan, 2020). Organizational commitment also has another positive impact on the organization: generating the employee loyalty and work engagement (Guzeller and Celiker, 2020). The organizational commitment consists of three components, namely affective commitment (feeling a connection to the organization), normative commitment (morals to the organization), and continuance commitment

(costs incurred if you quit the organization) (Al-Jabari and Ghazzawi, 2019; Rodrigo et al., 2019).

Empowering Leadership

Empowering Leadership is a leadership style in which a leader allows subordinates to make decisions at the work and provides support that positively impacts their psychological commitment (Kim et al., 2018). Empowering leadership is important for organizations because it increases positive employee behavior (Kim and Beehr, 2021). Empowering leadership also has a significant effect on the employee engagement and motivation (Muafi et al., 2019). The empowering leadership that builds and increases motivation is called psychological empowerment (Mertens and Recker, 2020). Empowering Leadership can increase an organization's productivity and reduce the negative emotions experienced by subordinates (Jung et al., 2020).

Empowering leadership is formed by providing support, including autonomy and development (Kim and Beehr, 2020a). Autonomy is the support of subordinates by providing freedom and responsibility in making decisions and actions (Kundu et al., 2019). Autonomy has a positive effect, which increases motivation and performance (Chiang and Chen, 2021; Mutonyi et al., 2020). Development is a form of support provided to subordinates ranging from training, providing resources and work support facilities that can help improve the competence, especially in using the autonomy provided (Kim and Beehr, 2020b; Wörtler et al., 2022; Zhu et al., 2019).
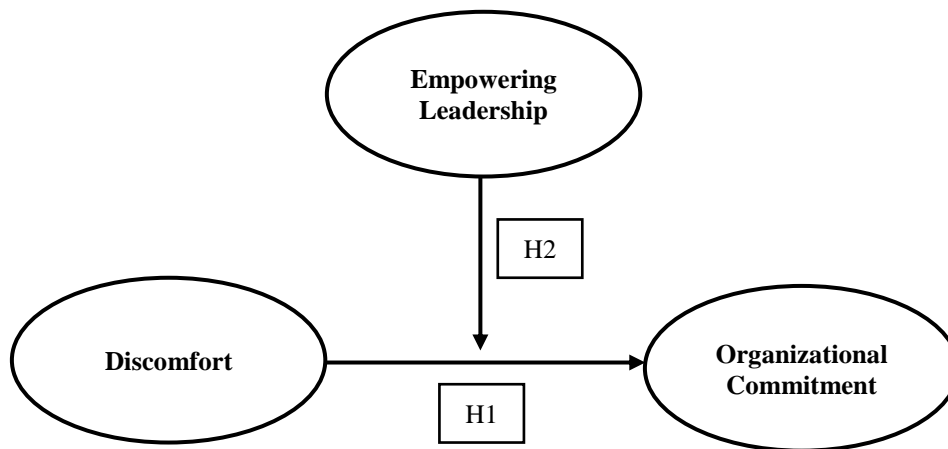
Figure 1. Research Model

HYPOTHESIS DEVELOPMENT

Discomfort is form of negative emotion due to burnout and exhaustion (Brackett et al., 2010). Discomfort causes a decrease in employee commitment through burnout and emotional exhaustion. Other research also shows that the emotional exhaustion felt by a worker makes them feel psychological discomfort, which has a significant negative effect on organizational commitment (Chen and Hsu, 2020). Burnout as a cause of someone feeling discomfort is also present (Zanabazar and Jigjiddorj, 2022), and other results show that burnout causes a decrease in organizational commitment. This research wants to see the negative impact of discomfort on organizational commitment, which reduces employee commitment to the organization.

H1: Discomfort has a negative effect on Organizational Commitment.

In hypothesis one, the negative relationship between discomfort and organizational commitment variables has been described. In order to ensure that the discomfort variable does not have a negative effect on organizational commitment, this research wants to use empowering leadership as a moderating variable because in research (Jung et al., 2020), empowering Leadership has a role in reducing negative emotions experienced by employees. Other research also shows that empowering leadership can reduce the impact of physical discomfort through education from leaders to workers regarding the tasks they carry out (Capodaglio, 2022). This has a positive impact in preventing psychological discomfort caused by physical discomfort, which will later have a negative effect on commitment. Empowering leadership in its application, unfortunately, still has pros and cons. Those who do not support it think empowering leadership can have a negative impact because the burden borne in the empowering process is too high, causing organizational members to become stressed (Anggreyani and Satrya., 2020). This research wants to see the influence of the positive impact of empowering leadership on organizational commitment so that it can moderate the negative effect of discomfort on organizational commitment.

H2: TEmpowering Leadership can moderate the relationship between the Discomfort variable on organizational commitment.

METHOD

Data Collection

In this study, we used data from Ciputra schools throughout Indonesia, which consisted of 700 teachers and other academic support staff. The data collection results amounted to 328 respondents out of 700 completed survey questions, and 255 could be used. Based on the sample size, the response rate was 36.4% (n = 255).

Variables and Measures

The measuring instruments used in the study included the Discomfort Scale (Nadia et al., 2020), the Empowering Leadership Scale (Amundsen and Martinsen, 2014), and Organizational Commitment (Allen and Meyer, 1990). Before data collection, the researcher translated each item into Indonesian and adjusted it to the respondent's condition. In addition, the researcher also added demographic questions in the research questionnaire, such as age, length of work, position, gender, and school information to assess the respondent's profile. The explanation of the measuring instruments used in this study is as follows.

The discomfort variable is measured using the Discomfort Scale, which consists of 10 items (Nadia et al., 2020). Respondents can answer this questionnaire using a 10-point Likert scale (1 = strongly disagree, 10 = strongly agree). The items in the Discomfort Scale include "I always strive to embrace rule changes even if it requires extra effort" and "Rule changes require me to exert greater control over my discomfort." The results of reliability test conducted by the researcher showed that there were two dropped items. In addition, this measuring instrument has a good reliability of 0.868.

The empowering leadership variable is measured using the Empowering Leadership Scale, which consists of 14 items which consists of 14 items (Amundsen and Martinsen, 2014). Respondents can answer this questionnaire using a 10-point Likert scale (1 = strongly disagree, 10 = strongly agree). Empowering Leadership Scale items include "I am empowered by my superior to solve problems in my department" and "My superior always inspires me." The results of the reliability test conducted by the researcher showed that there was one item that was dropped. In addition, this measuring instrument has a good reliability of 0.973.

Table 1. Moderation Analysis Processing Results in Model 1 of the Macro-PROCESS in SPSS (Hayes)

	coeff	se	t	p	LLCI	ULCI
				Model		
constant	-1,2597	2,077	-0,6065	0,5447	-5,3502	2,8309
D	0,4731	0,2782	1,7004	0,0903	-0,0749	1,021
EL	0,9147	0,2866	3,1918	0,0016	0,3503	1,479
Int_1	-0,0385	0,0373	0,0373	0,3021	-0,112	0,0349

The organizational commitment variable is measured using the Organizational Commitment Scale, which consists of 14 items (Allen and Meyer, 1990). Respondents can answer this questionnaire using a 10-point Likert scale (1 = strongly disagree, 10 = strongly agree). The items in the Organizational Commitment Scale include "I have an emotional attachment to this department" and "This department holds significant personal meaning for me." The results of the reliability test conducted by the researcher showed that there were three dropped items. In addition, this measuring instrument has a good reliability of 0.943.

Data Analysis

Data processing was carried out using SPSS software. In processing this data, researchers used a factor loading value of 0.35 (Hair et al., 2019). In moderation testing, we analyze using Model 1 of macro-PROCESS in SPSS.

RESULTS
Respondent Profile

Respondents involved in this study were 255 (36.43%) respondents. The majority consisted of 188 women and the remaining 67 men. Based on the length of work in the foundation, the majority of organizational members have worked for more than five years (> 5 years), with a total of 126 respondents, for the response den who worked for 3 to 5 years amounted to 55 people and the last who worked under three years (< 3 years) amounted to 74 people. Based on age, the majority of organization members are in the age range of 31 to 40 years, with a total of 101 people, for those under 30 years of age 94 people and those above 40 years of age 60 people.

Hypothesis Testing

In the results of Table 1 above, it is shown that there is no significant relationship between discomfort and organizational commitment. It is indicated by a p-value of 0.0903 greater than 0.05 so that we can conclude that the H1 hypothesis is rejected because there is no significant relationship between variables X and Y; using the standard P value <0.05, it can be concluded that the type of moderating variable that occurs in this research model is predictor moderation where the moderating variable is only a predicator or independent variable in this study. The type of moderation above occurs because the significant relationship between empowering leadership and organizational commitment is indicated by a p-value of 0.0016, smaller than 0.05, and the relationship between empowering leadership in the relationship of discomfort to organizational commitment is not significant because the value of p which is 0.3020 greater than 0.05. From these results, it can be concluded that there is no moderating effect of the empowering leadership variable on the relationship between discomfort and organizational commitment, so it can be concluded that H2 is not fulfilled. Still, a moderating predictor occurs where empowering leadership appears as an independent variable.

This study does not have a significant p-value of 0.05 but significance at a p-value of 0.1 (10%), where the significant relationship between discomfort and organizational commitment is indicated by a p-value of 0.0903 smaller than 0.1 so that we can conclude that hypothesis H1 is accepted there is a significant relationship between variables X and Y. The significant discomfort variable at a p-value of 0.1 (10%) indicates that this research can still be developed in further study.

Table 2. Descriptives Data

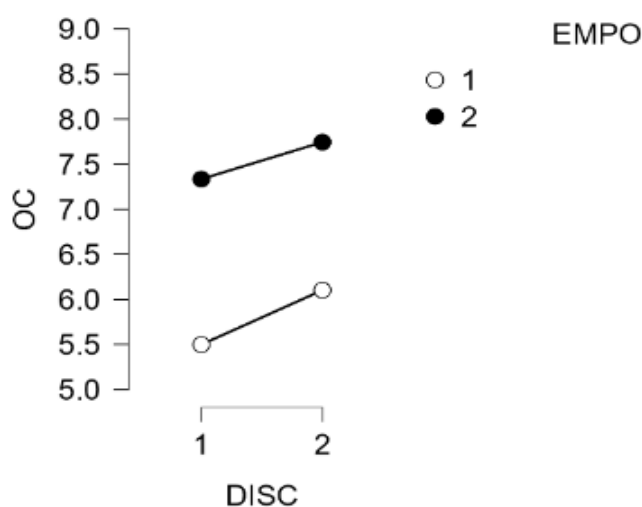| DISC	EMPO	N	Mean	SD	SE	Coefficient of Variation
1	1	68	5.499	1.665	0.201	0.301
	2	47	7.335	1.171	0.171	0.160
2	1	39	6.103	1.893	0.303	0.310
	2	102	7.744	1.377	0.136	0.178

Figure 2. Descriptive Plot

The table above consists of three variables: OC (organizational commitment), DISC (discomfort), and EMPO (empowering leadership). The table illustrates a unique relationship where we can see that when the discomfort experienced by members of the Ciputra Foundation organization increases and is given empowering leadership, it positively impacts organizational commitment, where organizational commitment also increases. From the researcher's analysis, this influence arises because from the beginning, the profile of respondents, the majority of whom have worked for more than five years, has a strong commitment to the organization, so it is not easy to be influenced by the discomfort variable. The discomfort variable that arises and increases due to changes in organizational members has a positive impact when given empowering leadership. Organizational members feel more cared for by the organization increase their commitment to accepting and carrying out existing changes.

DISCUSSION

Previous research on organizational commitment shows that factors that arise from organizations, such as culture, work ethics, work practices, and work environment, have an impact on organizational commitment to its members (Kerns et al., 2019). The value and culture that exists in Ciputra schools and is implemented in all Ciputra business lines is IPE (Integrity, Professionalism, and Entrepreneurship). The culture run by the Ciputra School, if dissected based on each item, greatly influences organizational commitment, so it is not impossible to greatly influence outside the respondent's profile.

Integrity, as the first item, has a positive impact on commitment especially when it appears in a leader can reduce the cynicism faced by the organization (Fritz et al., 2013). Ciputra School applies integrity well because it uses members of the organization who have long joined as supervisors and examples for those who have just joined, especial-

ly in developing new school branches throughout Indonesia. The Ciputra School management always sends members who have joined for a long time and understand the Ciputra culture as the vanguard in building each new branch. When new organizational members appear, the culture and work system is well established, so they will more easily follow.

Professionalism is the second item in the cultural values of the Ciputra School. An article stated that a teacher is said to be professional when a teacher when they have a high commitment to their work (Imron et al., 2020). Based on article, it can be concluded that to be professional in work, a teacher must first be committed to his work; therefore, the teachers in Ciputra School have a high commitment.

Entrepreneurship is the third cultural value. In a review of previous research, researchers found that entrepreneurship has a significant influence on commitment (Soomro and Shah, 2019). Ciputra School, which has been famous for the value of entrepreneurship, always emphasizes, trains, and teaches that every member of the organization can become an entrepreneur and teach the path of entrepreneurship to their students, so we can conclude that strong entrepreneurship at Ciputra School also helps build high commitment in organizational members. The results of the deepening of factors originating from the organization in this research conclude members at Ciputra School have high commitment due to factors originating from the organization itself in the form of culture and values that strongly require and build commitment in organizational members. The results of the research on the relationship between discomfort and organizational commitment, although not significant at a p-value of 0.05, have a significant level of 0.1 or 10%, meaning that this research is still developing further. The results showed a significant positive influence between empowering leadership and commitment when discomfort variables existed in organizational members.

Even though each existing member already has a high commitment and is not easily influenced by discomfort, they still feel discomfort. Empowering leadership provided in the form of autonomy and development amid feelings of discomfort felt by organizational members is proven to increase their commitment to the organization. The influence that arises from the above exchange based on analysis using Social Exchange Theory (SET) (Davidson, 2020; Homans, 1958; Mansour et al., 2022) can occur because when the organization wants to change there is an exchange between the purpose of change as a reward and the comfort zone of organizational members as a cost so that discomfort arises and exchange in the form of empowering leadership by a leader at a cost in the form of time and cost, as a reward subordinates feel they are cared for and valued by the organization so that they become more committed to accepting change. Research that shows a positive effect of empowering leadership on organizational commitment amid feelings of discomfort is interesting and by the principles of Social Exchange Theory (SET). According to SET, the social exchange between leaders and subordinates can create a climate where employees feel more valued and cared for. A study by Zhang and Bartol (2010) found that an empowering leadership style, including autonomy and opportunities for personal development, effectively increases employee commitment and creativity. This phenomenon can be seen in the real world when an organization undergoes major changes that initially cause discomfort among its members. Empowering leaders can mitigate this negative effect by showing empathy, providing freedom of decision-making, and offering opportunities for skill development. In this context, SET serves as a framework that explains how the "cost" of time and resources leaders invest can be exchanged for the "reward" of higher employee commitment. To add strength to these findings, research by Srivastava et al. (2006) also supports that empowering leadership also supports that empowering leadership positively affects employee commitment and even productivity. Thus, based on the SET analysis and various research findings, there is a strong basis to argue that empowering leadership serves as a beneficial exchange mechanism in increasing organizational commitment, especially when organizational members feel discomfort.

IMPLICATIONS

The research results can certainly be implemented by relevant organizations when they want to make organizational changes. Empowering leadership, which has a positive impact on commitment, is useful as a means of accelerating change

and can also help organizations keep members of their organization from leaving or moving from organization to organization. The implementation of empowering leadership consists of two methods: autonomy and development.

The implementation of the autonomy method can be carried out by an organizational leader in several ways, for example, by allowing his subordinates to learn to solve problems in the department where he works and solve these problems themselves without the help of the leader. Implementation of development is carried out by providing training to members of the organization, especially those related to changes that will be made. The benefits of carrying out the development itself help members of the organization to more easily understand the changes being made, understand the purpose or goals of the changes, and adapt more easily and quickly.

RECOMMENDATIONS

Based on existing research results, researchers suggest that when making organizational changes in the educational organizations, the results of this research can be used as a reference and consideration in preparing the organization before making changes. Empowering leadership can increase the chances of successful change when there is discomfort in the change process. Empowering leadership can increase organizational commitment. Suggestions for further research are to try more closely to see the relationship between variables such as cynicism, distress, and discomfort, which, based on a comparison of the results of this research and research into the factors of cynicism and distress, seem to have a large role in influencing the significance level of discomfort.

CONCLUSIONS

Based on the test results in this study, it can be concluded that discomfort will not have a significant negative effect on organizational commitment at a significance value of p-value 0.05 but is significant at a p-value of 0.1. Based on the above results, it can be concluded that this research can still be developed further. This research responds to previous research (Nadia et al., 2020) by looking at the effect of discomfort on a commitment to change. However, the results in this study are less than optimal because the 700 respondents' data ex-

pected the data returned to the researcher was only 326, and those that could be used in this study were 255. This study found that in changes to educational organizations, the discomfort variable is not only felt by those in the academic section but also non-academic, even though discomfort does not easily affect the organizational members who have high commitment. The discomfort felt by organizational members can ultimately help increase organizational commitment through exchanges with the leaders in the form of empowering leadership, which has a positive impact on commitment.

This research academically provides additional information for research related to discomfort and answers the call of previous research (Nadia et al., 2020). However, the results of this study are less than optimal. Based on this research, we believe we have provided useful information for future research where the psychological discomfort variable still has many gaps to develop. Secondly, concerning the existing results and previous research, we believe it will be very important to involve distress variables in future research. Third, we offer information on the role of organizational culture in shaping commitment in organizational members who can survive the distress of discomfort during organizational change.

The contribution of this research for related institutions is that by increasing the company's understanding of the discomfort variable in the organizational change, related institutions can prevent unwanted things, such as the failure of organizational changes. On the other hand, this research also shows the importance of commitment to change and the value and cultural factors the company has in shaping the work commitment of its organizational members. This research also provides additional information on the use of empowering leadership, which can help increase the commitment of organizational members to change following organizational changes that occur.

Based on the results of existing research, the researchers suggest that in making organizational changes in educational organizations, especially the Ciputra Foundation, the results of this study can be used as a reference and consideration in preparing the organization before making changes where empowering leadership can be a means of increasing the chances of successful change when there is discomfort in the change process. Empow-

ering leadership can increase organizational commitment which is important for companies in making changes. In addition to being useful for related organizations, this research is also useful for other researchers who want to discuss discomfort variables in the psychology of organizational members where it does not only have a negative impact but, in certain cases, can be used to have a positive impact.

Based on the research results, the researcher also suggests using more data than in this study because it is psychological research if it uses quantitative data to describe the phenomenon of discomfort better. Quantitative to better describe the phenomenon of discomfort. The second suggestion for future research is to be able to try further to see the relationship of variables such as cynicism and distress to discomfort where, based on the comparison of the results of this research and research, the cynicism and distress factors seem to have a big role in influencing the level of significance of discomfort.

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