

READINESS OR TRUST THAT MAKE PEOPLE COMMITTED TO ORGANIZATIONAL CHANGE?

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This research aimed to examine the impact of individual readiness for change and organizational trust on the affective commitment to change. The respondents of the research were 328 employees who work in various banking organizations who have facing changes in the Jabodetabek area Indonesia. Data were collected using Commitment to Change Inventory, Organizational Trust, and Readiness for Change scale, and were analyzed using regression analysis. Findings indicated that there was a positive and significant impact of individual readiness for change and organizational trust on affective commitment to change. It implies that people with high individual readiness for change and organizational trust also have a high affective commitment to change. This research also found that individual readiness for change had a stronger impact on the affective commitment to change than organizational trust, which can be concluded that developing people ready toward change is important.

Keywords: affective commitment to change, individual readiness for change, organizational trust

1. Introduction

In today's VUCA dynamic environment, every organization needs to change in order to exist, survive, and develop, as organizations under a great pressure to cope with the competitive global marketplace (Fuentes-Henríquez and Del Sol, 2012). Change has become a necessity for an organization to exist and evolve by adjusting to various demands (Mangundjaya, 2019). This suggests that organizational change is not something that could be avoided anymore. This causes organizations and all their members to require continuous change. Nevertheless, not every organizational change program is successful and a multitude studies have demonstrated that during the change implementation a high rate of failure occurs (Abdolshah and Abdolshah, 2011, Choi and Ruona, 2011, Mangundjaya, 2019). This high rate of failure indicates a continuing need to investigate and discover what factors increase the probability of successful organizational change (Rafferty, Jimmieson, & Armenakis, 2013). This need shows the necessity of conducting a research on organizational change processes.

Failure to change also often occurs due to lack of employee commitment to change (Mangundjaya, 2019). Commitment is considered an important indicator for explaining employee behavior and work outcomes as expected by the organization (Choi, 2011). This is because employees who are committed to change tend to give a large contribution to the organization; they will carry out required changes and will behave accordingly to achieve organizational goals (Al-Haddad & Kotnour, 2015). Based on this, commitment to change is considered as one of the factors that are critical to the success of a change process (Herscovitch & Meyer, 2002). Further, the previous study showed that affective commitment to change is a good predictor for individual behaviour support toward successful change implementation in organization (McKay, Kuntz and Naswall, 2013). Affective commitment to change develops when individual is involved during change, realize values and relevance of change, gain identity from changes or change initiatives (Herscovitch and Meyer, 2002).

Commitment to change is defined as the power of a mind-set that binds individuals into actions necessary for the success of organizational change (Herscovitch & Meyer, 2002). Commitment to change not only reflects a positive attitude toward change, but also the intention of the members of the organization to provide support, in line with change, and work together to achieve success from the



implementation of the changes. Further, Herscovitch and Meyer (2002) point out that the mind-set can be reflected in various individual action changes to give support, including giving support because of belief in the benefits of change (affective commitment to change), avoiding the costs that will arise (continuing commitment to change), or because of a sense of duty to provide support for change (continued commitment to change). In this study, researchers will focus on affective commitment to change, due to the large number of previous literatures indicating that affective commitment to change is the most positive commitment to organizational change is highly correlated with successful implementation of change (Herscovitch and Meyer, 2002; Mangundjaya, 2013; Mangundjaya, 2019). According to Mangundjaya (2019) the factors that can affect affective commitment to change can be internal factors (in individuals), as well as external factors (outside the individual self). Internal factors include individual readiness for change. Individual readiness for change has considered the essential factor that led to effective and successful organizational change implementation (Mangundjaya, 2019).

Individual readiness for change is one of the internal factors related to affective commitment to change. The results of previous studies show that the readiness of individuals to change positively contributes to affective commitment to change (Mangundjaya, 2013; Mahendrati & Mangundjaya, 2020). In other words, individual readiness for change, which is increasingly high, will increase affective commitment to change. Individual readiness for change is the extent to which individuals are mentally, psychologically, and physically able and ready to participate in the development activities carried out by the organization (Hanpachern, 1998). Individual readiness to change can be influenced simultaneously by what changes (the content), how the change occurs (the process), in what circumstances the changes are implemented (the context), as well as the characteristics of individuals involved in the changes made (Hanpachern, 1998).

Individual readiness for change according to Lewin (1951 in Hanpachern, 1998), has an analogy with the first stage in the process of changing behaviour which is called unfreezing, that discussing issues and communicated to the individuals, so the employees understand the importance of the change and accepted the planned change initiatives. This phase requires employees to discard old attitudes and behaviours by convincing them that change needs to occur (Robbins, 2013). This is the first stage of the three process of change concept by Lewin (1951 in Hanpachern, 1998) which is important for the other two stages (moving and refreezing) to undergo with people making effective change. Refreezing is the final step in the process of changing behaviour. At this phase, the new attitudes, values and behaviours are institutionalized to ensure the new behaviours are likely to appear and stabilized (Robbins, 2013). Further, previous studies (Mangundjaya, 2013; Mahendrati & Mangundjaya 2020) had revealed that employees' affective commitment to change and individual readiness for change is very much related, as employee must be open and accept the change before showing commitment to change implementations. Based on these studies, the first hypothesis is follows:

Hypothesis 1: Individual readiness for change is positively impact the affective commitment to change. Meanwhile, there are other factors that also have an important role in the successful implementation of organizational change, and one of them is organizational trust. Organizational trust is defined as an expectation in which another individual or group will (a) conduct business based on good intentions to behave in accordance with both implicit and explicit commitments, (b) try honesty in negotiations, (c) try not to take advantage of the organization even though there is an opportunity (Cummings & Bromiley, 1995 in Darrough, 2006). Organizational trust is an effort to motivate organizational members in responding to change. Organizational trust is described as employee confidence that the organization will act as expected (Liu & Wang, 2013). Further, in developing a commitment to change, organizational trust plays an important role, as during the time of organizational changes it will cause uncertainty (Mangundjaya 2019), so that a low of individual trust in the organization will lead to a strong resistance to organizational changes. When employees succeed in trusting the organization, they will be more motivated to work better together in the organization in other words, it can be said that the existence of trust in the organization will have an

impact on the willingness of individuals to receive directions and policies provided by the organization, including implementing changes made by the organization. On the other hand, employees with a high level of trust in an organization will be more willing to depend on the organization even though there are risks that may conflict with their promises and obligations (Ng & Lucianetti, 2016). Thus, the following hypothesis as follow:

H2: Organizational trust positively impact on an affective commitment to change.

From the above discussions show that both the individual's readiness to change and the organization's trust play an important role in the success of the changes carried out by the organization. In this regard, researchers want to compare between the two variables as they are from different resources (internal and external), which is significant to know whether internal or external that plays more important in developing commitment to change. Previous research found that individual readiness for change has significant impact on affective commitment (Mangundjaya, 2013; Mahendrati & Mangundjaya 2020), likewise organizational trust has significant impact on affective commitment to change (Mangundjaya, 2019). Meanwhile, in the process of change and the process of organizational change showed that individual readiness for change has stronger relation on the affective commitment to change compare to organizational trust of affective commitment to change. This leads to the third hypothesis as follow:

H3: Individual readiness for change has stronger impact on affective commitment to change compares to organizational trust on affective commitment to change.

2. Methods

Data Collection

Data in this research was collected through 3 questionnaires as follows: 1) Individual Readiness for Change questionnaire adapted from Hanpachern (1998) which had been translated into Bahasa Indonesia by Mangundjaya (2013). This measuring instrument consists of 15 items from three dimensions: a) promoting change, b) participating in change, c) resisting change, with Cronbach Alpha 0.74; 2) Affective Commitment to Change questionnaire adapted from Herscovitch and Meyer (2002), which had been translated into Bahasa Indonesia by Mangundjaya (2013). This measuring instrument consists of 18 items from three dimensions: a) Affective commitment to change; b) Continuous commitment to change; and c) Normative commitment to change, and each dimension consists of 6 items. In this study, researchers only use one dimension, namely the dimension of affective commitment to change, with Cronbach alpha 0.76. 3) Organizational Trust questionnaire adapted from Cummings and Bromiley (1995b in Darrough, 2006), which was translated and modified by Mangundjaya (2015). This measuring instrument consists of 15 items from three dimensions: (a) predictability, (b) integrity, (c) benevolence, with reliability score 0.98. According to Kaplan and Sauzo (2022), these three data collection tools has met the standard reliability score to measure each variable. Validity was also measured using *corrected item-total correlation* for these three questionnaires, and has found that all the score reached above 0.2, in which according to the theory, the score >0.2 is the valid score for validity.

Sample and Sampling

In this study, respondents were employees from seven banking companies in the Jabodetabek area that were undergoing changes. With the characteristics of a) permanent staff, b) at least have been working for 2 (two) years in the company, c) at least Senior High Schools graduates, the respondents were chosen using non probability sampling and convenience sampling. Respondents are employees in the banking companies as there are growing challenges that faced by the banking industries in respond to the challenges in the era of digitalization, such as competing with the implementation of digital services (Setiawan, 2017), and digitalization is a necessity for banks today.

Table 1. Demographic profile

Characteristic Respondents		N	%
Gender	Male	173	52.7
	Female	155	47.3
Education	Senior High School	11	3.4
	Diploma	14	4.3
	Bachelor's Degree	276	84.1
	Master's Degree	27	8.2
Longevity	2–10 years	287	87.5
	>10 years	41	12.5
Age	<25 years old	21	6.4
	25–44 years old	282	86.0
	>45 years old	25	7.6
Position	Staff	280	85.4
	Section Head	21	6.4
	Department Head	23	7.0
	Division Head	4	1.2

Samples were chosen using the convenience sampling technique. Respondents consisted of 328 permanent employees, with the following characteristics: permanent employees, a minimum duration of work in the company of 2 years, minimum education is senior high school, and the age is between 21–64 years-old. The profile of the participants can be summarized as follows; male (52.7%), range of age between (25–44) years-old (86%), bachelor's degree (84.1%), staff (85.4%), length of works 2–10 years (87.5%). The complete profile of the respondents can be seen in Table 1.

3. Results And Discussion

The results will be discussed in terms of descriptive statistics, intercorrelation analysis, and hierarchical regression analysis.

Descriptive analysis

Table 2. Descriptive Analysis of Affective Commitment to Change, Individual Readiness for Change & Organizational Trust

Demographic of Respondents	N	Individual Readiness for Change			Organizational Trust			Affective Commitment to Change		
		M	SD	Sig.	M	SD	Sig.	M	SD	Sig.
Gender										
Women	155	4.76	0.41	$t = -.53$	4.51	0.65	$t = .25$	4.87	0.53	$t = .04$
Men	173	4.78	0.46	$p = .592$	4.49	0.77	$p = .799$	4.87	0.61	$p = .968$
Education										
High School	11	4.86	0.34	$F = 1.54$	4.66	0.38	$F = .51$	4.55	0.22	$F = 1.49$
Diploma	14	4.98	0.28	$p = .202$	4.59	0.71	$p = .671$	4.92	0.58	$p = .216$
Bachelor's Degree	276	4.76	0.45		4.48	0.73		4.89	0.57	
Master's Degree & PhD	27	4.68	0.45		4.6	0.67		4.80	0.69	
Age										
<25 years-old	23	4.73	0.44	$F = 3.79$	4.26	0.96	$F = 1.61$	4.90	0.62	$F = .89$



Demographic of Respondents	N	Individual Readiness for Change			Organizational Trust			Affective Commitment to Change		
25–44 years-old	281	4.75	0.45	$p = .024^*$	4.51	0.71	$p = .200$	4.86	0.58	$p = .410$
>45 years-old	24	5.01	0.28		4.62	0.40		5.02	0.46	
Length of work										
2–10 years	287	4.75	0.45	$t = -2.716$	4.46	0.72	$t = -2.456$	4.84	0.58	$t = -3.167$
>10 years	41	4.94	0.33	$p = .007^{**}$	4.75	0.66	$p = .015^*$	5.14	0.50	$p = .002^*$
Position										
Staff	280	4.76	0.42	$F = .74$	4.47	0.72	$F = 1.39$	4.85	0.53	$F = .115$
Section Head	21	4.88	0.61	$p = .524$	4.71	0.70	$p = .243$	5.06	0.97	$p = .327$
Department Head	22	4.81	0.46		4.67	0.73		4.98	0.60	
Division Head	5	4.91	0.60		4.21	0.41		5	0.72	

**Significant at $p < 0.01$, *Significant at $p < 0.05$

The results in Table 2 showed that only length of work that have significant differences in terms of individual readiness for change, organizational trust and affective commitment to change, in which people who stayed shorter had the score of individual readiness for change, organizational trust and affective commitment to change, or people who stayed more than 10 years in the company had a lower score in those three variables compares with people who stayed and worked in the company shorter, less than 10 years.

Intercorrelation Analysis

To know the correlation between variables, the intercorrelation analysis were conducted in terms of individual readiness for change, organizational trust and affective commitment to change.

Table 3. Intercorrelation Analysis

Variables	M	SD	1	2	3	4	5	6	7
1. Gender	1.53	.50							
2. Age	2	.38	.02	-					
3. Education	2.97	.51	.06	-.01	-				
4. Position	1.24	.64	-.06	-.33**	.14**	-			
5. Length of work	1.13	.33	-.06	-.12*	-.05	.47**	-		
6. Organizational Trust	4.50	.72	-.01	.09	-.01	.05	.13*	-	
7. Individual readiness For Change (IRFC)	4.77	.44	.03	.11*	-.09	.06	.14**	.33**	-
8. Affective Commitment to Change	4.88	.58	-.00	.03	.04	.08	.17**	.30**	.64**

**Significant at $p < 0.01$, *Significant at $p < 0.05$

The Table 2 and Table 3 show that longevity had positively correlated with all the three variables (organizational trust, individual Readiness for change, and affective commitment to change, which means that the longer people stay in the organization, they will have a higher trust to the



organization, more ready to the organizational change and have higher affective commitment to change. The Table 3 shows that all the three variables (organizational trust, individual readiness for change and commitment to change) were positively intercorrelated. Meanwhile, there was no significant correlation between demographic variables to the organizational trust, individual readiness for change and commitment to change. From the results using *Pearson product-moment*, it showed that from the five categories of demographic, only longevity that have positive correlation with organizational trust ($r = .13, p < .05$) *two tails* ($r = .17, p < .01$) and affective commitment to change *two tails*. The rest of the demographic data did not show any significant correlation. In sum, it can be concluded that the longer people work in the organization, then the higher their trust to the organization.

Further, the results showed that there is positive correlation between ages and individual readiness for change ($r = .11, p < .05$) and longevity ($r = .14, p < .01$) *two tails*. Which means that the older and more senior of a person, then he or she will be more ready to face and accept the organizational changes. The results of the study also reveal as follows: 1) In terms of affective commitment to change, the results show that there is significant mean difference between individuals with different durations of work. The result also showed that the longer the people stay and work in an organization, then the higher their affective commitment to change. 2) In terms of organizational trust, the results show that there is significant mean difference between individuals with different durations of work. The result also showed that the longer the people stay and work in an organization, then the higher the level of organizational trust. 3) In terms of individual readiness for change, the results show that there is a significant mean difference between individuals with different durations of work and age. The result also showed that the older and the longer serving the employees are, the higher the level of individual readiness for change.

Moreover, the results revealed that individual readiness for change ($M = 4.77, SD = .44$) and affective commitment to change ($M = 4.88, SD = .58$) has positively correlated with $r(328) = .63, p = .00$ *two tails*. Further, the effect size from the two variables is $r^2 = .4$, which means that the effect size between these two variables is quite small ($.01 < r^2 < .09$) if we use the standard of Gravetter and Wallnau (2007). In other words, it can be said that there is positive correlation between individual readiness for change and affective commitment to change, in which the higher score of individual readiness for change, will make the higher the commitment to change, or hypothesis (H1) is supported.

Regression Analysis

Based on Table 4 above, it can be seen that the first model is the coverage of all demographic variables (control variables) which have an influence on affective commitment to change ($R^2 = .03, F = 10.0, p < .01$) at 3.0%. Individual Readiness for Change has a positive and significant effect on affective commitment to change ($\beta = .63, p = .00$). This value shows that with increasing individual readiness for change by as much as one standard deviation (.43), the affective commitment to change increases by as much as .63 standard deviations. This proves that Hypothesis 1, which says that there is a positive and significant influence of readiness of individuals to change on affective commitment to change; or the hypothesis is accepted. Individual readiness for change also gives the greatest variance contribution of 38.8% based on the total variance of affective commitment to change ($F = 216.77, p = .00$) after controlling the duration of work in a company.

Table 4. Hierarchical Multiple Regression at Affective Commitment to Change

	Step 1	Step 2	Step 3
Demographic variables			
Gender	.00	-.02	-.023
Age	.06	-.03	-.042
Education	.05	.12	.12

Position	.01	-.03	-.035
Longevity	.17	.09	.084
Independent Variables			
a. Individual Readiness for Change		.64	.63
b. Organizational Trust			.09
F	2.47*	40.85*	36.02**
ΔF	2.47*	224.15*	4.43**
R ²	.04	.43	.44
ΔR^2	.04	.40	.01

**Significant at $p < 0.01$, *Significant at $p < 0.05$

Meanwhile, organizational trust has a positive and significant effect on affective commitment to change after controlling the duration of work in a company and individual readiness to change ($\beta = .09$, $p < .05$). This value shows that with increasing readiness of individuals to change by as much as one standard deviation (.71), the affective commitment to change increases by as much as .09 standard deviations. This proves what Hypothesis 2 says, which is that there is a positive and significant influence of organizational trust on the affective commitment to change; the hypothesis is supported. Organizational trust contributes a variance of 0.08% based on the total variance of affective commitment to change ($F = 4.429$, $p < .05$).

Results also show that the impact of individual readiness for change to affective commitment to change ($\beta = .63$, $p = .00$) is higher in comparison with the impact of organizational trust on affective commitment ($\beta = .09$, $p < .05$). Thus, the Hypothesis 3 which stated that individual readiness for change had stronger impact on affective commitment compare to organizational trust on affective commitment is supported. The following figure 1, shows the results.

Discussion

The results of the study showed that the readiness of individuals to change has a positive and significant influence on affective commitment to change. The results obtained support the previous researches conducted by Mangundjaya (2013); Mahendrati and Mangundjaya (2020); which showed that individual readiness for change has positively impact on affective commitment to change. Thus, the results of these studies can reinforce the findings obtained by researchers, which shows that increasing the readiness of individuals for change will be accompanied by an increase in the affective commitment to change.

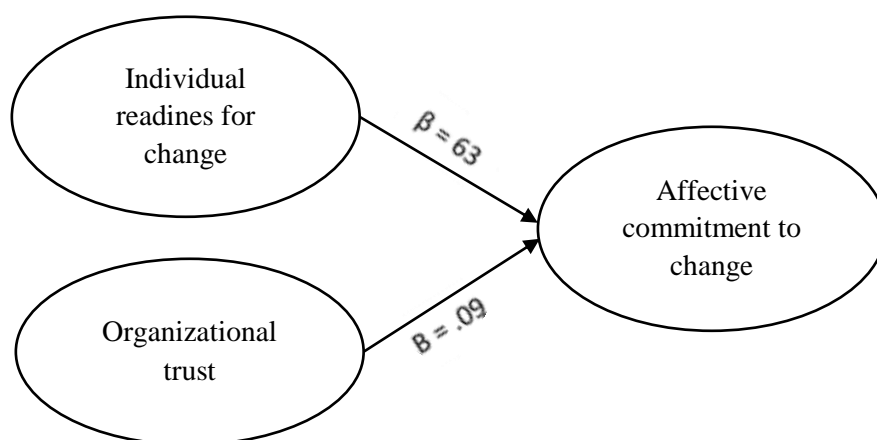


Figure 1: Results of the research

Further, the findings in this study indicate that organizational trust has a positive and significant influence on affective commitment to change. This is in line with the findings of Darrough (2006) research, which shows that there is a positive and significant relationship between organizational trust and the affective and normative commitment to change. This study supported the previous studies on organizational trust and in line with Mangundjaya (2019) that showed organizational trust had a significant impact on affective commitment to change. Thus, the results of the research obtained additional support to the findings of Mangundjaya (2019) regarding the existence of a positive and significant influence of organizational trust on affective commitment to change.

Other result obtained in this study is in relation with the amount of influence between the individual readiness to change compare to organizational trust on the affective commitment to change. The study showed that individual readiness for change had a greater influence on affective commitment to change compared to organizational trust. This findings is in line with the findings of Mangundjaya (2013 and Mahendrati & Mangundjaya, 2020). This can be assumed due to the closely linkage between individual readiness for change and affective commitment to change. This also assumed that although trust to the organization is needed for the success of organizational change, however without the supports of employee readiness then the success of organizational changes will not be achieved optimally. Moreover, research done by Mangundjaya (2019) also found that psychological empowerment had a higher impact compare with organizational trust in terms of its impact on affective commitment to change. Which can be said, although organizational trust is important in developing commitment to change, but people's attitude and characteristics are more important, in this regard psychological empowerment and individual readiness for change. This is also in line with Lewin (1951 in Hanpachern 1998) which said that individual readiness for change is the first stage in the process of change and affective commitment to change is the last stage of the process, which means that affective commitment to change cannot be achieve without the presence of individual support.

There are some limitations embedded in this study, First this study was conducted in seven bank insitutions in Jabodetabek area, which then different types of organizational culture might have an impact on this study. Further study focus in one or two organizations to be compared of is recommended. Second, this study were conducted in a survey using questioner as a self report, that might crate common method biases. Research using diferent types of methods such as mixing the order of the questioner is recommended.

4. Conclusion

Based on the results of statistical calculations, it can be concluded that both the individual readiness for change and the organizational trust have a positive and significant influence on the affective commitment to change. Further, the analysis also shows that individual readiness for change have a higher influence on affective commitment to change. This shows that the individuals readiness to change can explain affective commitment to change better than organizational trust. Additional analysis results also indicate that there is a significant mean difference between age and duration of work for an individual readiness for change. This can be concluded that the more mature the individual's age and the longer the individual has worked in the company, the higher the level of readiness of the individual to change. Subsequent results indicate that there is a significant mean difference between the duration a person works and the organization's trust and affective commitment to change. This means that the longer the individuals work in the company, the higher their level of trust in the organization and the stronger their affective commitment to change. The results of this study can therefore be used tby the management in implementing a change program, such as using the older and more senior employees to act as change agents. Moreover, the results also show that individual readiness for change is the bigger contributor to affective commitment to change, compare to organizational trust. As a result, organizations is recommend to pay more attention to individual/employees in order to develop their readiness for change. In this regard, various training, workshop, coaching and mentoring program about the issues of organizational change, and the people

readiness to face the changes is also needed from the employees. Meanwhile, as organizational trust has also a positive impact on commitment to change, establishing and developing a conducive climate in the organization is needed. Openness, and communication program is significant to enhance the development of the organizational trust. The role of change leader is important to build both individual readiness to change and organizational trust.

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