

The Effect of Trust in Management and Employability on the Commitment to Change

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Abstract

Implementation of changes in the organization cannot be separated from the factors that contribute to the effectiveness of this implementation. Some of those factors are affective commitment to change, continuance commitment to change, and normative commitment to change. These factors can overcome uncertainty in the organizational change.

The objective of this research is to identify the effect of trust in management and employability on the commitment to change affective, continuance, and normative. The dependent variable is commitment to change affective, continuance, and normative, while the independent variables are trust in management and employability.

Introduction

Organizational change is significant in the life of the organizations. It is an important moment of the organizations. It becomes an important process with a firm structure and function. Process changes occur not only in the level of structural and functional, but also the mindset of employees who took part in the success or failure of a change, where the focus of employees' attitude needs to be changed from 'myself' to be 'more open and market' oriented. In addition, the organizations began creating a system that is transparent and can be taken into account in managing the organizations without interference from other parties. Kalyal & Saha [1] states that employee trust in the process of change can be achieved by ensuring their involvement and participation at every step change. Central Bureau of Statistics [2] explains that one reason for the high rate of unemployment is the Termination of Employment (TE), which occurs because the organizations reduce business as the impact of economic's crisis, which is less conducive to safety, and regulations that hinder the employee's resignation. Those things are also the result of changes in the organizations. The change created job insecurity on employees so that the satisfaction, performance and organizational commitment to employees tend to be low [3, 1]. It becomes important to obtain employee commitment to change during the process of organizational change so that the difficulties in implementation due to changes in conditions of uncertainty can be overcome. An important factor for the success of the change and the effectiveness of the organizations is commitment to change [4]. Commitment to change is the force that binds the individual to perform the actions necessary for the successful implementation of change initiatives [5]. That strength reflects the desire of employees to provide support to change based on a belief in the benefits derived from it (affective commitment to change); rational consideration of the profit and loss if the employees support the change (continuance

commitment to change), and a sense of obligation to provide support for change (normative commitment to change). Therefore, the study aims to investigate an association between trust in management and employability with the commitment to change affective, continuance, and normative.

To our knowledge, there are no many studies conducted on commitment to change in Indonesia, in contrary with studies regarding the organizational commitment and employee commitment. Recent study on the commitment to change is the study carried out by Kalyal, Bernston, Baraldi, Naswall and Sverke [6], entitled The Moderating Role of Employability on The Relationship between Job Insecurity and Commitment to Change. The result of this study is if the abilities of employees and self reliance are improved, the employees will be more likely to accept change and overcome the fear of losing their jobs when the change happened. Besides, a study by Baraldi, Kalyal, Berntson, Naswall and Sverke [7] in Pakistan revealed that a high commitment to change can reduce role ambiguity and job insecurity, which contributed to the failure of these variables change.

In this study, we tried to look at other variables that affect the commitment to change, which is the trust in management. Trust in management is a form of willingness to be convinced of any action or organizational activity and employability refers to a form of adaptive work, where employees can identify and realize opportunities in a career so that both of these changes affect the level of commitment to employees. Moreover, we were also eager to investigate further the variables of the commitment to change. Therefore, the theme of the study is the effect of trust in management and employability on the commitment to change affective, continuance, and normative. We assume that the theme of this study is different from other research, so that the authenticity of this research can be justified.

Research Problem, Objectives and Plan

One factor that can create employee support for change is the belief of the management organizations [1]. Employees, who believe in its management, have low anxiety about the result of changes in the organizations [8]. Trust is an important factor influencing the behavior to change. Employees, who have a high trust level of management, will be more able to accept the decision as well as changes in an open and voluntary [9].

One of another important factor to enhance the ability of employees to handle the uncertainty, correlated with the changes the organizations is employability; it is the ability of employees to adapting, to identifying and to realizing opportunities in a career [10]. Employability is an important factor in the commitment to change, because employees with high employability, may react positively to change [6]. Individuals, who have a high level of employability, will be better able to adapt. They are able to provide the best in every situation by adjusting their behavior and response. Such proactive behavior will reduce the uncertainty caused by changes in the work situation and to create self-control [11].

Commitment to change is an important factor in the beginning of a change in the organizations, so this research was done in order to see the effect of trust in management and employability on the affective commitment to change, continuance commitment to change, and normative commitment to change. Therefore, the focus of this research includes the issues of trust in management, employability, and affective commitment to change, continuance commitment to change, normative commitment to change. This appears to be a very important support that the organizations exisxtency maintained.

Problems in this research were developed from the reality faced and development organizations to be achieved in the future. Based on the description, the problems of this research are: do trust in management and employability affects the affective commitment to change? Do trust in the management and employability affects the continuance commitment

to change? Do trust in the management and employability affects the normative commitment to change?

This research aims to determine whether the trust in management and employability affect the affective commitment to change, continuance commitment to change, and normative commitment to change. This research is expected to give benefits, namely an effort to increase employee commitment to change and show trust in management, and employability is a very important role in determining the change in employee commitment. The optimal commitment to change will create a sense of belonging and full involvement in employees, and in the end bring the professional employee in. For an industry and organization, the results of this research are expected to be consideration in the process of organizational change in order to keep the employee commitment to change is always high.

Literature review

Affective Commitment to Change

Affective commitment is a willingness to always support the changes occurring in the organization and the belief that doing so will give the good of the company, this commitment comes when people realize there are profits to be accepted when the change occurs. This commitment is associated with emotional commitment, identification and involvement of employees within an organization. Affective commitment demonstrates emotional attachment between employees and organizations [1].

Employees who have affective commitment will show the best performance according to their abilities, trust in the organization's goals and hopes to retain their membership in that organization. Affective commitment that employees have to be seen from a sense of belonging and identification that increase their involvement to the organization of activities undertaken [1].

Continuance Commitment to Change

Continuance commitment, or a cost-based commitment, appears based on the awareness of the existence of an acceptable loss if it does not support the change. This commitment is rooted in the concept of profit and loss, to the efforts that have been issued to the organization and effort if you have to find a new job [1]. This stems from the lack of interest of employees to seek new alternatives and had many things given to the organization, such as time and effort / energy. This commitment is slightly negative because even if the employee can not adjust to the changes and he gets little benefit from the changes, he will persist even if he feels trapped in his work [5]. This commitment provides only minimal support for change. But this is not as resistance but less positive about the behavior of employees [1].

Normative Commitment to Change

Normative commitment occurs when employees feel an obligation to support the change. Employees who have a normative commitment will do the job all the work they see as part of its responsibilities or as reciprocation for the organization because of benefits they have received [1].

Normative commitment is employee awareness about the obligation to remain a member of the organization (for example because the employee has received a scholarship and training of the organization). Factors that may affect the level of normative commitment are education, age and others [1].

Trust in Management

Confidence in management is defined as a form of willingness to be convinced of any action or organizational activity. An employee who has a high trust in the organization will receive all the policies set by the organization [1]. The concept of trust in management is also defined by Albrecht and Travaglione [12], that trust is an important factor to rally employee support for change. They define trust as "the willingness of employees to act on the words, actions, and decisions of the management under conditions of uncertainty or risk". This definition means that employees will accept the decision and are willing to take risks. This occurs when there is mutual trust between decision makers and those concerned with the implementation of the decision. Even in an uncertain situation, the employees tend to support management initiatives if there is an element of trust between management and employees [13, 9].

Employability

Fugate, Kinicki and Ashforth [10], conceptualized as the ability of employees to employability adaptive, in identifying and realizing opportunities in a career. Different with van Buren [14], employability is defined as a commitment to improving the skills and competencies of employees, so they can continue to protect and enhance their skills in the organization. Meanwhile, according to Groot and van den Brink [15], employability is the perception and the ability of the employee to work, to do with the process of organizational change.

Employees who have employability skills to guarantee the employees that currently work qualifications may increase the chances for continued work in the future [1]. Kluyttmans and Ott [16], argue that employability is a willingness and ability of employees to adapt to changes in employment and the extent to which knowledge and skills can be applied outside the organization.

Developing the research model and Hypotheses

Based on the literature review, the researcher wanted to examine the effect of trust in management and employability of affective commitment to change, continuance commitment to change to change, and normative commitment to change of employees. The hypotheses in this research are:

1. Trust in the management and employability positive effect on affective commitment to change;
2. Trust in the management and employability positive effect on continuance commitment to change;
3. Trust in the management and employability positive effect on normative commitment to change.

Population and Instruments

The population in this research was employees of the organizations change, aged between 24-45 years, permanent employees, and employees with non-managerial positions. Sampling was done by purposive technique.

This research used five scales: first, affective commitment to change scale was adapted from commitment to change scale from Herscovitch and Meyer [5]. The affective commitment to change scale was conducted on 249 subjects. The results of item analysis of the affective commitment to change scale indicate that no item lost. The minimum limit of the correlation coefficient used in the analysis of this scale is $r_{ix} > 0.30$. Based on the correlation coefficient threshold, then the whole item to get away with total reliability

coefficient of $\alpha = 0.798$. Item total correlation coefficients of valid items on this scale moves from $r_{ix} = 0.452$ to $r_{ix} = 0.690$.

Second, continuance commitment to change was adapted from commitment to change scale from Herscovitch and Meyer [5]. The continuance commitment to change scale conducted on 249 subjects. The results of continuance commitment scale analysis using a minimum of correlation coefficients $r_{ix} > 0.3$. From the analysis of Cronbach Alpha, was found 2 items with a correlation coefficient $r_{ix} < 0.3$, so aborted. Therefore, from 6 items, 4 items were valid. This scale reliability coefficient of α was 0.621. Item total correlation coefficients of valid items on this scale moves from $r_{ix} = 0.330$ to $r_{ix} = 0.502$.

Third, the normative commitment to change was adapted from commitment to change scale from Herscovitch and Meyer [5]. The normative commitment to change scale conducted on 249 subjects. Normative commitment scale analysis results using a minimum correlation coefficient of $r_{ix} > 0.3$. Therefore, from 6 item, there are 5 items valid in this scale with a reliability coefficient of $\alpha = 0.728$. Item total correlation coefficients of valid items on this scale moves from $r_{ix} = 0.394$ to $r_{ix} = 0.582$.

Fourth, the scale of trust in management was adapted from trust in management scale from Mayer and Davis [17]. The trust in management scale conducted on 249 subjects. The analysis of trust in management scale showed no lost items. The minimum limit of the correlation coefficient used in the analysis of this scale is $r_{ix} > 0.3$. Based on the correlation coefficient threshold, then the whole item to get away with this reliability coefficient of $\alpha = 0.936$. Item total correlation coefficients of valid items on this scale moves from $r_{ix} = 0.598$ to $r_{ix} = 0.785$.

Fifth, employability scale was made by researcher based on Fugate, et al [10] theory. The trial of an employability scale was conducted on 78 subjects. Employability scale analysis results using a minimum correlation coefficient of $r_{ix} = >0.3$. In accordance with the opinion of Azwar [18] and Nurgiyantoro, Gunawan & Marzuki [19], if the number of items that do not qualify it still does not cover the amount of cool, then it may consider lowering the limit criteria $r_{ix} = 0.3$ to $r_{ix} = 0.25$. Therefore, from 49 items became 33 items valid with restrictions total item correlation coefficient $r_{ix} = 0.275$. This reliability coefficient of $\alpha = 0.920$. Item total correlation coefficients of valid items on this scale moves from $r_{ix} = 0.296$ to $r_{ix} = 0.731$. Researchers revised and added 16 items that lost into the distribution of valid items employability scale after the trial. After adding the 16 items into a scale of employability, the researchers used a test using 249 subjects. The results of item analysis of the employability scale showed no lost items. Minimum limit of the correlation coefficient used in the analysis of this scale is $r_{ix} > 0.3$. Based on the correlation coefficient threshold, then the whole item to get away with this scale reliability coefficient of $\alpha = 0.985$. Item total correlation coefficients of valid items on this scale moves from $r_{ix} = 0.534$ to $r_{ix} = 0.844$.

Data analysis and model testing

The analytical method used to calculate the correlation between variables of trust in management and employability of affective commitment to change, continuance commitment to change, and normative commitment to change was multiple regression analysis. The calculation was to find out, how significant the effect of trust in management and employability of affective commitment to change, continuance commitment to change, and normative commitment to change.

Based on the results of the research, a descriptive comparison between the hypothetical situation (circumstances that may occur) and the empirical situation (state of the data obtained from the research) was carried out. The comparison between the calculated score of the hypothetical and empirical score of each variable can be seen in table 1

Table 1: Description of data research

Variabel	Hypothetical Score				Empirical Score			
	Min	Maks	Mean	SD	Min	Maks	Mean	SD
Affective Commitment	6	30	18	4	17	30	22,16	2,877
Continuance Commitment	4	20	12	3	10	20	13,87	1,820
Normative Commitment	5	25	15	3	14	25	18,07	2,225
Trust in Management	17	85	51	11	43	85	61,98	7,726
Employability	49	245	196	33	144	245	185,29	24,992

Legend: Table 1 describes the hypothetical score and empirical score (minimum, maximum, mean, and standard deviation (SD) value) of data research

Hypothesis testing in the research was conducted using multiple linear regression analysis with the Enter method, to see the effect of jointly between the two independent variables with more than one dependent variable.

The results of testing hypothesis H₁

The first hypothesis, regression analysis results obtained value of R Square = 0.689 showed two predictor variables jointly have contributed SE = 0.689 or 68.9% to the dependent variable. Then, the unknown value of F = 272.044 with a significance of 0.001 (p <0.001) which means that both trust in management and employability variable has an significant positive effect on affective commitment to change.

The results of testing hypothesis H₂

Second hypotheses, regression analysis results obtained value of R Square = 0.404 showed two predictor variables jointly have contributed SE = 0.404 or 40.4% to the dependent variable. Then, the value of F = 83.538 with a significance of 0.001 (p <0.001) which means that both trust in management and employability variable has an significant positive effect on continuance commitment to change.

The results of testing hypothesis H₃

The third hypothesis, through regression analysis of the results obtained value of R Square = 0.623 showed two predictor variables jointly have contributed SE = 0.623 or 62.3% to the dependent variable. Then, the value of F = 203.244 with a significance of 0.001 (p <0.001) which means that both trust in management and employability variable has an significant positive effect on normative commitment to change.

Discussion and Conclusion

The research question is answered by doing a hypothesis test three times. The first hypothesis test aims to determine the presence or absence of the influence of trust in management and employability affective commitment to change. Furthermore, the second hypothesis test aims to determine the presence or absence of the influence of trust in the management and employability of continuance commitment to change and the third hypothesis aims to determine whether there is trust in the management and influence employability normative commitment to change. The research included all subjects (N = 249).

Assumption test was made prior to testing the hypothesis by looking at normality, linearity, and multicollinearity research data. All dependent variable data group (affective commitment to change, continuance commitment to change, and normative commitment to change) and independent variables (trust in management and employability) does not satisfy the normality assumption.

This indicates that the data affective commitment to change, continuance commitment to change, and normative commitment to change variables as well as trust in the management of employability gained in making these data are not normally distributed. However, if the data was not in normal distribution, that distribution can be assumed to remain normal because of the research sample of over 100 subjects [20].

The second assumption test made by researchers was the linearity test. All dependent variable data group (affective commitment to change, continuance commitment to change, and normative commitment to change) and independent variables (trust in management and employability) satisfy the assumption of linearity. This indicates that the data changed affective commitment, continuance, and normative variables as well as trust in the management of employability in the retrieval of data obtained by this linear form.

Then, the third assumption test was a test of multicollinearity. The analysis showed that no multicollinearity problem for the variable trust in management and employability, which means there is not correlation between the independent variables. Based on the results of testing these assumptions, then the data is worthy of his hypothesis was tested using regression analysis.

The results of hypothesis testing using multiple regression involving all the data ($N = 249$), obtained the value of $F = 272.044$ with a significance of $0.001 (p < 0.001)$ for affective commitment to change, the value of $F = 83.538$ with a significance of $0.001 (p < 0.001)$ for continuance commitment to change, and the value of $F = 203.244$ with a significance of $0.001 (p < 0.001)$ for affective commitment to change. This indicates any effect of trust in the management and employability of affective commitment to change, continuance commitment to change, and normative commitment to change. The results of this analysis were consistent with the concept expressed by Kalyal and Saha [1] about the factors on the commitment to change. Subjects in this research were 172 corporate managers who experienced a change in Pakistan, the results of this research were the influence of communication-related changes, trust in management, and employability of the commitment to change. Individual readiness to change reflected in the beliefs, attitudes, and intentions of member organizations on the implementation of change within an organization. Beliefs, attitudes, and intentions depends on the extent of change required and the organizational capacity to implement these changes successfully. According to Eby, Adams, Russell, and Gaby [21], employees who are open, well prepared, and ready to change to support the organization's readiness for change.

In addition, Madsen, Miller, and John [22] also explain that the employee's readiness for change is an important factor for the success of efforts to change. Therefore, the changes in the organizations needed the factors that contribute to the effectiveness of the implementation of these changes, such as trust in management and employability.

Independent variables (trust in management and employability) jointly affected the dependent variable (affective commitment to change, continuance commitment to change, and normative commitment to change), as well as when viewed alone was variable employability of the most greatest contribution in changing affective commitment (52.1%), continuance (29.4%), and normative (47.1%). The employees had a high employability, the affective commitment, continuance, and normative high. In accordance with the opinion Kalyal and Saha (2008), employees who have employability, will feel confident about the qualifications and experience in the work. In addition, they also feel that their work is important for the organizations.

In line with Kalyal and Saha [1], Bernston, et al. [11], revealed that employability can mitigate the negative effects of job insecurity and increased affective and normative commitment to change when employees feel confident of his ability. Then, Berntson and Marklund [23] add that the employability factor can help to relieve the effects of job insecurity and coping on employees during organizational change. Trust in employability attitudes encourages a positive reaction to changes in the organizations. Individuals that have a high employability will be easier to adapt and be proactive in responding to change. This positive work behavior demonstrated by means of controlling the situation to persist in a state that is not clear in the process of corporate change. In addition, they also accept the change as a challenge, not treat. It can reduce the uncertainty caused by changes in the work situation and can make employees more committed to the organizations.

Trust in management variables also provide a contribution of 33.8% on affective commitment to change variable, the variable continuance commitments to change (22.5%), and 29.1% in the variable of normative commitment to change. If trust in the management high, then the variable affective commitment to change, continuance commitment to change, and normative commitment to change is also high. This is in accordance with the opinion Kalyal and Saha [1] that employees who believe in the management also has the trust in management decisions so as to avoid skepticism and to foster and support positive behavior towards the change process. Trust can eliminate the ambiguity in the change process and can control the behavior of employees in situations that are not clear. Trust is the assurance that management will maintain the trust of employees and will not take the opportunity to harm the welfare of employees. If there is low trust of employees, it will not be able to realize the purpose and value of management decisions. This opinion is supported Stanley, Meyer, and Topolnytsky [24] that trust in management will reduce the negative effects of stress caused by the change and have positive relationships with affective and normative commitment to change. Alrosyid [25] also revealed that the better view of the employee to management, the better the commitment of its employees.

As what has been revealed, the research is related to trust in the management and employability as they relate to factors that contribute to the commitment to change in a organization that is constantly changing. The belief that there is the employee can reduce resistance and increase commitment to change and will pave the way for the success of the program changes [12, 26]. Rousseau and Tijoriwala [9] found trust in management becomes the main variable to influence the attitude toward change. Then, individuals who have employability, has high performance and tend to be more adaptable, so they are able to make the best of their situation by changing their attitudes and responses in accordance with the opportunities in the internal and external environments. This can be seen in the attitude of proactive work which can reduce the effects of job insecurity caused by organizational change [10] and can assist individuals in defense of the uncertainty of the process of organizational change [27, 11].

Employees who have the trust in management and employability high will have a positive effect on affective commitment to change, they felt sure could keep up with change and to benefit from these changes. They believe with all management decisions and the things promised. Employees believe that the decision makers concerned with the welfare of employees when making any related change initiatives.

Employees who have trust in management and high employability will have a positive effect on continuance commitment to change in which they adapt and change because they feel that they would be lost when they do not support the change. They also believe that the company will be success in making a change, so that the changes will be beneficial.

Employees who have the trust in management and high employability will have a positive effect on normative commitment to change; in which they feel that they are able to

adjust the changes in the company, and feel confident that the management has a good purpose for the changes so that employees feel it should support the change. In addition, they also have trust in the decisions taken by management because they feel indebted to all that were given by the management.

The results showed that there is an influence of trust in management and employability to affective commitment to change, continuance commitment to change, and normative commitment to change. In addition, both trust in management and employability variable has an effect to those commitments to change, while the employability alone generate the largest effect.

Limitations and Further Research

Organizations that want to increase the affective commitment to change should increase carrier information for the employee, and consistency of policy by the management, resulting in increasing of trust of the employee to any decision of the management. Continuance commitment to change can be enhanced by increasing of employee's adaptation and openness so that the employees could recognize the advantage of the organizational change. The normative commitment of change is increased by enhancing the potency of the employee and management competency.

Furthermore, researchers who want to conduct a similar research, should increase the coefficient of scale reliability of affective commitment to change, continuance commitment to change, and normative commitment to change in order to obtain better reliability.

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