

The Influence of Organizational Commitment, Non-Financial Compensation and Organizational Justice on Readiness to Change

Latifah Dwifi Rahayu¹, Anik Herminingsih¹

¹Universitas Mercu Buana, Jakarta, Indonesia

*Corresponding Author: Latifah Dwifi Rahayu

E-mail: latifahdrahayu@gmail.com



Article Info

Article history:

Received 21 March 2024

Received in revised form 17

April 2024

Accepted 29 April 2024

Keywords:

Organizational Commitment

Non-Financial Compensation

Organizational Justice

Readiness to Change

Abstract

This research aims to examine and analyze Organizational Commitment, Non-Financial Compensation and Organizational Justice on Readiness to Change. The population in this research were employees of the Deputy for Human Resources for Science and Technology, the National Research and Innovation Agency. The sample used was 114 people. The sampling method uses a quota sampling model. The data collection method used a survey method, with the research instrument being a questionnaire using a Likert scale as a questionnaire assessment tool. Methods of data analysis using SPSS 26. The results of this research indicate that organizational commitment has a positive effect on readiness to change, non-financial compensation has a positive effect on readiness to change and organizational justice has a positive effect on readiness to change.

Introduction

Organizational change is an important subject because it concerns the life process of an organization. Every organization will always experience change with different goals and objectives. The changes that occur are basically related to the demand factors that must be carried out in the organization and are aimed at achieving success. Change will not occur unless the need for change is critical. When changes are to be made, problems arise, the problem that most often arises is resistance to the change itself, which is called resistance to change. Rejection of change is not always negative because with this rejection, change cannot be done haphazardly and needs to be thought through carefully. According to Martoatmodjo (2023), states that resistance to change does not always appear on the surface in a standard form. Rejection can be clearly visible (explicit) and immediate, for example filing a protest, threatening a strike, demonstration, or it can also be implied (implicit) and gradual, for example loyalty to the organization decreases, employee work motivation decreases, work errors increase, employee absenteeism increases.

Currently, major organizational changes have taken place in the world of National Science and Technology, where to avoid overlapping activities and increase the efficiency of budget use, all research institutions in Indonesia have been integrated into one single institution with the name BRIN. The integration of research institutions in Indonesia within the National Research and Innovation Agency (BRIN) is a mandate from Presidential Decree Number 78 of 2021 concerning BRIN covering all research resources, namely human resources, infrastructure and funding. BRIN is a merger of 5 (five) main research entities, namely the Indonesian Institute of Sciences, the Agency for the Assessment and Application of Technology, the National Nuclear Energy Agency, the National Institute of Aeronautics and Space and the Ministry of Research and Technology as well as the integration of R&D units covering 28 Ministries/Institutions (K/L).

There are differences in organizational culture between the five main research entities that were combined, BATAN and LAPAN can be grouped into one entity because both institutions are research entities with a specific focus area, namely nuclear energy and aerospace respectively. Meanwhile, LIPI is a research entity whose research field focuses on research with the main output being scientific papers, and BPPT focuses on engineering with the main output being technology services. This is different from the Ministry of Research and Development which can carry out research and engineering activities, but with the aim of supporting the implementation of sector policies of the relevant ministry. Thus, the business processes of these five institutions are certainly different. The implication is that the leadership patterns and organizational culture built in each of these institutions are certainly more or less different from each other. Thus, merging these five research entities into one research entity will certainly have an impact on various aspects of the organization. For example, organizational culture, organizational structure, organizational environment, management or governance and employee performance.

Currently BRIN is a government agency that is under and responsible to the President in carrying out research, development, study and implementation, as well as inventions and innovations, nuclear energy administration and integrated space management. This integration is intended to be a solution to the fundamental problems that Indonesia has been facing in the research sector. The fundamental problem of research in Indonesia so far is low critical mass, so with this integration BRIN has sufficient human resources, complete infrastructure and large funding. BRIN integration is one of the efforts to improve the research ecosystem in Indonesia so that it becomes ideal. Improving the research ecosystem not only increases the number of superior research but can also produce human resources who can be involved in research. In accordance with Presidential Regulation (Perpres) Number 78 of 2021 which was released on 24 August 2021, BRIN's organizational structure consists of the head of BRIN, deputy head of BRIN, main inspectorate with three inspectorates, main secretariat with five bureaus, and seven deputies. Then, three supporting units, namely the Data and Information Center (Pusdatin), the Technology Service Center (Pusyantek), and the Nuclear Technology Polytechnic. The seven deputies focus on external service activities and related research infrastructure. Meanwhile, the Main Secretariat focuses on administrative and internal services, as well as office infrastructure.

According to Robbin & Judge (2015), organizational commitment is the level to which a worker identifies with an organization, its goals and hopes to remain a member. Organizational commitment is the attitude of an employee's desire to remain in the organization and results in employee loyalty, so that it can help achieve the goals of an organization. The quality of human resources will really depend on how strong the organizational commitment is. A strong desire to work for the organization and a strong desire to remain a member of the organization. Employees are willing to put in effort and sacrifice for the good of the organization. Organizational problems are also problems that employees need to think about, therefore employees will feel a close relationship between themselves and the organization. Employees will show loyalty to their organization, feel threatened if their organization or institution receives criticism, is hit by problems and so on. Employees are interested in building closer relationships with responsible people in the organization, maintaining good relationships at work, wanting and interested in remaining loyal to their organization even though various attractive alternatives are offered.

It is also important to pay attention to compensation. This compensation must provide satisfaction for all parties, especially for the organization and employees with the principles of humanity, justice and in accordance with applicable regulations. Compensation according to

Hanggraeni (2012) is everything received by employees as remuneration for services provided by the organization for the work they have done. It is hoped that whatever form of compensation, it can motivate increased employee performance and productivity. Compensation must be determined on the basis of fair and reasonable principles and by taking into account applicable provisions, the principles of fair and reasonable must receive the best possible attention so that the compensation to be given can provide employee benefits and job satisfaction. By providing compensation based on fair and appropriate principles, employee stability is more guaranteed in supporting the organization's Readiness to Change, which will have a relatively small impact on turnover and avoidable transfers to similar organizations. According to Kadarisman (2012) in Samsuni, (2017) a good compensation system is a system that is able to guarantee the satisfaction of its employees, which in turn allows organizations to obtain, maintain and employ high-performing employees for the common good.

Methods

Research Design and Operational Variables

The research design used in this research is a quantitative research method. According to Kuantitatif (2016) quantitative research methods can be interpreted as research methods that are based on the philosophy of positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative or statistical with The aim is to test the established hypothesis. The relationship used in this research is a casual relationship, namely a relationship that is cause and effect. So there are independent variables (variables that influence) and dependent (variables that are influenced). This research consists of three independent variables, namely organizational commitment, non-financial compensation and organizational justice. This research aims to determine the influence of organizational commitment, non-financial compensation and organizational justice on Readiness to Change in the Deputy for Human Resources for Science and Technology, National Research and Innovation Agency.

Population, Sample, and Data Collection

In quantitative research, population is defined as a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn (Kuantitatif, 2016). The total population in this study was 160 people consisting of Civil Servants, Deputy for Human Resources, Science and Technology, National Research and Innovation Agency. According to Kuantitatif, (2016) The sample is part of the number and characteristics of the population. In determining the number of samples used in this research, quota sampling techniques were used. Quota sampling is a technique for determining samples from a population that has certain characteristics up to the desired quota number (Kuantitatif, 2016). The sample for this research is Civil Servants who work at the Deputy for Human Resources for Science and Technology, National Research and Innovation Agency, totaling 114 employees.

Data Analysis Method

This research process begins with activities to identify problems in the place that will be used as a research location, formulating the identified problems, collecting the theoretical basis that strengthens the foundation in variables, preparing methods for data collection, preparing instruments, and determining the statistical testing techniques used. In this research process, the research time is from April 2022 to May 2023. Methods of data analysis using SPSS 26.

Results and Discussion

Respondents in this study totaled 114 respondents. Based on the results of filling out the questionnaire, the following is a description of the characteristics of respondents according to gender, age, education and length of work of respondents:

Table 1. Characteristics of Respondents

Descriptive Respondents by Gender			
No.	Gender	Number of People	Presentage (%)
1.	Man	45	39,5
2.	Woman	69	60,5
	Total	114	100
Descriptive Respondents by Age			
1.	≤ 25 years	1	0,9
2.	25-30 years old	44	38,6
3.	31-40 years old	43	37,7
4.	> 40 years	26	22,8
	Total	114	100
Descriptive Respondents Based on Recent Education			
1.	Diploma (D1-D3)	10	8,8
2.	Bachelor (S1)	71	62,3
3.	Magister (S2)	32	28,1
4.	PhD (S3)	1	0,8
	Total	114	100
Descriptive Respondents Based on Length of Work			
1.	≤ 2 years	2	1,7
2.	2 – 8 years old	62	54,4
3.	9 -15 years old	31	27,2
4.	> 15 years	19	16,7
	Total	114	100

Source: Processed Research Data, 2023

Based on the results of the analysis in the table above, it is clear that of the 114 respondents who filled out the questionnaire, the majority of respondents were female, 60.5%, while the remaining 39.5% of respondents were male.

Apart from that, based on the results of the analysis in the table above, it is also clear that of the 114 respondents who filled out the questionnaire, the majority of respondents were aged 25 - 30 years, 38.6%, while the remaining 37.7% were aged 31 - 40 years, 22.8% aged > 40 years and as many as 0.9% aged < 25 years.

Furthermore, based on the results of the analysis in the table above, it can also be seen that of the 114 respondents who filled out the questionnaire, 8.8% had a Diploma degree, 62.3% had a Bachelor's degree, while the remaining 28.1% had a Master's degree and 0.8% had a Bachelor's degree. S3.

Finally, based on the results of the analysis in the image above, it is clear that of the 114 respondents who filled out the questionnaire, the majority worked for 2 - 8 years, 54.4%, while the remaining 27.2% worked for 9 - 15 years, 16.7% worked for > 15 years and 1.7% worked for < 2 years.

Table 2. Validity Test Results

Variable	Item	R Count	R Table (df=n-2)	Validity
Readiness to Change	Y1	0.945	0,184	Valid
	Y2	0.952	0,184	Valid
	Y3	0.967	0,184	Valid
	Y4	0.960	0,184	Valid
	Y5	0.944	0,184	Valid
	Y6	0.915	0,184	Valid
	Y7	0.946	0,184	Valid
	Y8	0.945	0,184	Valid
	Y9	0.946	0,184	Valid
	Y10	0.915	0,184	Valid
	Y11	0.931	0,184	Valid
	Y12	0.978	0,184	Valid
	Y13	0.919	0,184	Valid
	Y14	0.971	0,184	Valid
	Y15	0.948	0,184	Valid
	X1.1	0.929	0,184	Valid
Organizational Commitment	X1.2	0.915	0,184	Valid
	X1.3	0.964	0,184	Valid
	X1.4	0.971	0,184	Valid
	X1.5	0.950	0,184	Valid
	X1.6	0.958	0,184	Valid
	X1.7	0.911	0,184	Valid
	X1.8	0.958	0,184	Valid
	X1.9	0.915	0,184	Valid
	X1.1 0	0.958	0,184	Valid
	X1.1 1	0,911	0,184	Valid
	X2.1	0.979	0,184	Valid
Non-Financial Compensation	X2.2	0.907	0,184	Valid
	X2.3	0.970	0,184	Valid
	X2.4	0.948	0,184	Valid
	X2.5	0.978	0,184	Valid
	X2.6	0.900	0,184	Valid
	X2.7	0.939	0,184	Valid
	X2.8	0.952	0,184	Valid
	X2.9	0.972	0,184	Valid
	X2.1 0	0.956	0,184	Valid

	X2.1 1	0.942	0,184	Valid
	X3.1	0.939	0,184	Valid
Organizational Justice	X3.2	0.950	0,184	Valid
	X3.3	0.939	0,184	Valid
	X3.4	0.892	0,184	Valid
	X3.5	0.944	0,184	Valid
	X3.6	0.970	0,184	Valid
	X3.7	0.931	0,184	Valid
	X3.8	0.960	0,184	Valid
	X3.9	0,944	0,184	Valid

Source: Processed Research Data, 2023

Validity test is carried out by comparing the Corrected Item-Total Correlation value with the r table value. If the Corrected Item-Total Correlation value is greater than the table's r value then the data is valid, but if the Corrected Item-Total Correlation value is smaller than the table's r value then the data is invalid.

Based on the table above, it can be seen that the free/independent variables (organizational commitment, non-financial compensation, organizational justice) and the dependent/dependent variable (readiness to change) have a positive r count (seen from the Corrected Item-Total Correlation) and $r_{count} > r_{table}$. So it can be concluded that all variables in the research are valid, meaning that the instruments of the independent variables and dependent variables can be used to measure the research object.

Table 3. Reliability Test Results

Variable	Alpha	Cronbachs Alpha	Reliability
Readiness to Change	0.992	0,7	Reliable
Organizational Commitment	0.988	0,7	Reliable
Non Financial Compensation	0.989	0,7	Reliable
Organizational Justice	0.986	0,7	Reliable

Source: Processed Research Data, 2023

Reliability Test is used to find out whether someone's answer to a question is consistent or stable over time. After all statement items are valid, testing continues with the reliability test. The reliability test used is the Cronbach's Alpha reliability test where the instrument is declared reliable if the Cronbach's alpha value is > 0.7 (Ghozali, 2016). Based on the results of the analysis in the table above, the Cronbach's alpha value for all instruments is > 0.7 , meaning that all instruments are reliable.

Table 4. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		114
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.28538104
Most Extreme Differences	Absolute	.073
	Positive	.073

	Negative	-.039
Test Statistic		.073
Asymp. Sig. (2-tailed)		.188 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Processed Research Data, 2023

The normality test results in the table above show that the significant value of the Kolmogorv Smirnov normality test results is 0.188. Because the significance value obtained is > 0.05 , it is concluded that the regression residuals have a normal distribution of data.

Table 5. Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	X1	.382	2.618
	X2	.326	3.066
	X3	.338	2.960
a. Dependent Variable: Y			

Source: Processed Research Data, 2023

The multicollinearity test results in the table above show that the VIF value of all independent variables is < 10 and the tolerance value of all independent variables has exceeded 0.1. This shows that the regression model has met the multicollinearity assumption.

Table 6. Glesjer Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.773	1.438		2.624	.010
	X1	-.058	.047	-.185	-1.221	.225
	X2	-.052	.063	-.136	-.827	.410
	X3	.123	.072	.274	1.700	.092
a. Dependent Variable: ABS						

Source: Processed Research Data, 2023

The glacier test to test the consistency of the statement that there is no heteroscedasticity in this study, can also be carried out using the glesjer test, which aims to regress the absolute value of the residual on the independent variable. The analysis is that the probability is significant above the 5% confidence level, so the regression model does not contain heteroscedasticity.

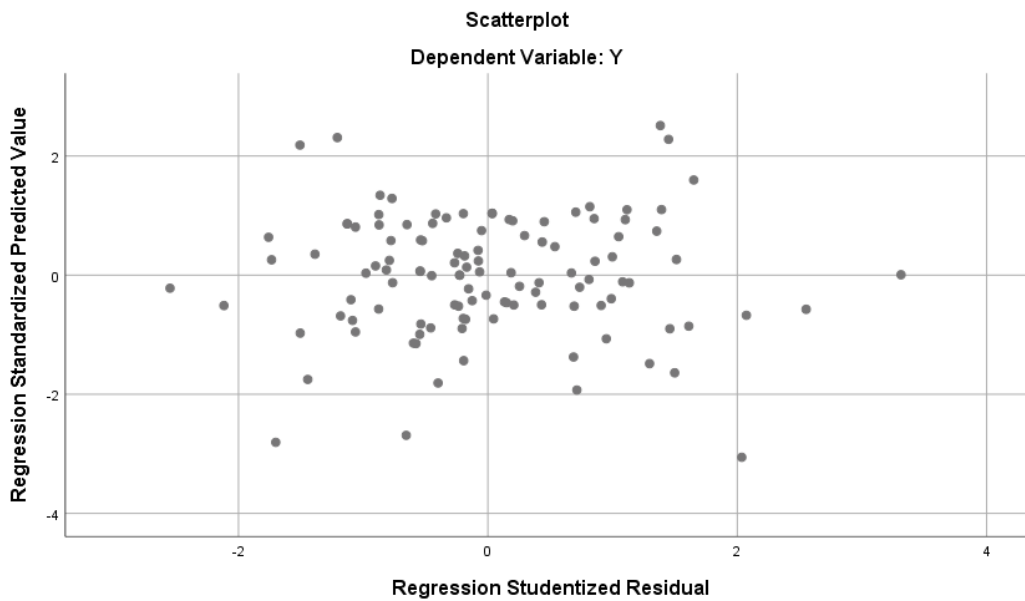


Figure 1. Scatterplot

Source: Research data (2023)

Based on figure above, it can be seen that the plot is spread randomly, does not form a clear pattern and is spread above and below the number 0 on the Y axis. This means that heteroscedasticity does not occur in the regression model, so the regression model is suitable for use to predict performance based on the independent variables.

Table 7. Partial Test Results (t test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21.559	2.424		8.894	.000
	X1	.354	.079	.414	4.452	.000
	X2	.237	.106	.224	2.229	.028
	X3	.286	.122	.232	2.344	.021

a. Dependent Variable: Y

Source: Processed Research Data, 2023

Based on the results of the regression analysis in the table above, the following results were obtained: (1) The significance value of the influence of organizational commitment on readiness to change is 0.000, because the sig. < 0.05 and a positive regression coefficient of 0.354, it is concluded that organizational commitment has a positive and significant effect on readiness to change, meaning that the better the organizational commitment, the higher the readiness to change; (2) The significance value of the influence of non-financial compensation on readiness to change is 0.028, because the sig. < 0.05 and a positive regression coefficient of 0.237, it is concluded that non-financial compensation has a positive and significant effect on readiness to change, meaning that the better the non-financial compensation, the higher the readiness to change; (3) The significance value of the influence of organizational justice on readiness to change is 0.021, because the sig. < 0.05 and a positive regression coefficient of 0.286, it is concluded that organizational justice has a positive and significant effect on

readiness to change, meaning that the better organizational justice, the higher the readiness to change.

The results of the regression analysis in the partial test table show a regression constant value of 21,559 with an organizational commitment regression coefficient of 0.354, a non-financial compensation regression coefficient of 0.237 and an organizational justice regression coefficient of 0.286. Based on these values, the regression equation that can be used to predict readiness to change based on the three independent variables is as follows:

$$Y = 21,559 + 0.354 (X1) + 0.237 (X2) + 0.286 (X3)$$

Y = readiness to change

X1 = organizational commitment

X2 = non-financial compensation

X3 = organizational justice

Table 8. Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.798 ^a	.637	.627	4.34342
a. Predictors: (Constant), X3, X1, X2				
b. Dependent Variable: Y				

Source: Processed Research Data, 2023

The results of the regression analysis in the table above show that the adjusted R Square value of the regression model is 0.627. This shows that the simultaneous influence of organizational commitment, non-financial compensation and organizational justice on readiness to change is 62.7%, while the remaining 37.3% is influenced by other factors outside these three factors.

Table 9. Hypothesis Testing Results

No	Hypothesis	Regression Coefficients	t	Sig.	Conclusion
1	Organizational commitment has a positive effect on readiness to change	0,354	4,452	0,000	accepted
2	Non-financial compensation has a positive effect on readiness to change	0,237	2,229	0,028	accepted
3	Organizational justice has a positive effect on readiness to change	0,286	2,344	0,021	accepted

Source: Processed Research Data, 2023

The explanation of the results of the hypothesis test is as follows:

Hypothesis 1 in this study states that organizational commitment has a positive effect on readiness to change, the results of the analysis in this study show that the p value of the influence of organizational commitment on readiness to change is 0.000, the T statistic is 4.452 and the path coefficient is positive is 0.354, because value < 0.05, T > 1.65 and the path coefficient is positive, it is concluded that organizational commitment has a positive effect on readiness to change, this supports hypothesis 1 in the research so that hypothesis 1 is accepted.

Hypothesis 2 in this study states that non-financial compensation has a positive effect on readiness to change. The results of the analysis in this study show that the p value of the

influence of non-financial compensation on readiness to change is 0.028, the T statistic is 2.229 and the path coefficient is positive is 0.237, Because the value < 0.05 , $T > 1.65$ and the path coefficient is positive, it can be concluded that non-financial compensation has a positive effect on readiness to change, this supports hypothesis 2 in the research so that hypothesis 2 is accepted.

Hypothesis 3 in this study states that organizational justice has a positive effect on readiness to change. The results of the analysis in this study show that the p value of the influence of organizational justice on readiness to change is 0.021, the T statistic is 2.344 and the path coefficient is positive is 0.286, because value < 0.05 , $T > 1.65$ and the path coefficient is positive, it is concluded that organizational justice has a positive effect on readiness to change, this supports hypothesis 3 in the research so that hypothesis 3 is accepted.

The Relationship Between Organizational Commitment Variables And Readiness To Change

Organizational commitment is closely related to employee identification and involvement in the organization as well as the level of employee loyalty to the organization. Regarding readiness to change and organizational commitment, it can be seen that readiness to change in employees is positively related to organizational commitment. Here it can be seen that the growing organizational commitment to readiness for change is reflected in the extent to which employees want to be dedicated and proud of their career in the organization. This is in line with previous research which provides positive results between organizational commitment and readiness to change (Qureshi et al., 2018; Putra et al., 2021). This is in line with current research, where based on Table 8 it is known that the results of statistical tests that have been carried out on the hypothesis state that the variable measuring organizational commitment has a significant influence on readiness to change. This shows that the strong desire of organizational commitment to support the level of readiness to change and reduce resistance to change due to integration of the organization.

The Relationship Between Non-Financial Compensation Variables And Readiness To Change

Compensation is part of the Human Resources Management cycle, so this cannot be ignored because it concerns the continuation of the lives of employees. Furthermore, the term compensation is not strange in everyday life, especially when it is associated with readiness to change. This can be understood because compensation here itself is one of the goals of a person's work. Furthermore, compensation itself has terms that are widely used by experts such as payment, remuneration, pay for performance, even compensation is part of an award or reward. Daly (2012) explained that compensation does not only talk about the salary received by employees in one year due to the contribution of their knowledge and skills as well as the efforts made to the organization (Daly, 2012). Likewise, according to Maulidiyah et al. (2021), non-financial compensation is the satisfaction a person receives from the work itself or from the psychological and/or physical environment in which the person works. These non-financial compensation aspects include psychological and physical factors in the company's work environment (Maulidiyah et al., 2021). Based on several explanations regarding compensation above, it can be concluded that compensation is remuneration for the efforts, knowledge and skills possessed by employees to contribute to the organization or company. When providing employee compensation, it is necessary to pay attention to several principles such as fair and reasonable, oriented towards work results and employee contributions. If it does not refer to these principles it will cause problems for the organization, especially for organizational change. Organizational change is a continuous process so rewards need to be selective and

transparent (Komariah et al., 2024). With this system in place, employees will get positive outcomes for organizational change. This is in line with current research, where based on Table 8 it is known that the results of statistical tests that have been carried out on the hypothesis state that non-financial compensation variables have a significant influence on readiness to change. This shows that the existence of non-financial compensation such as rewards builds a sense of urgency and forms a strong coalition of influence.

The Relationship Between Organizational Justice Variables And Readiness To Change

Organizational justice is needed with the aim of creating employee commitment in facing organizational change. The fulfillment of organizational justice that is created will indirectly influence employee readiness for the changes that will be carried out. This readiness for change is reflected in the positive attitude that employees give towards performance by carrying out their responsibilities well. Fair organizational justice, on the other hand, is associated with higher levels of acceptance, readiness, and commitment to organizational change (Korsgaard et al., 2002). When employees believe they are treated fairly, they are more likely to develop attitudes and behaviors that support successful change implementation. Additionally, higher levels of fairness are associated with greater adaptability (Dent & Goldberg, 1999). According to Arnéguy et al. (2021), having fair overall organizational justice will make employees have a positive perception of change, which will increase their readiness to change. Fair organizational management in an agency will create employee trust and readiness for change. Therefore, organizational justice actually has a positive influence on employee readiness in facing change. This is also proven based on statistical tests in Table 8 above, where the p value of the influence of organizational justice on readiness to change is 0.021, the T statistic is 2.344 and the positive path coefficient is 0.286, because the value < 0.05 , $T > 1,65$ and the path coefficient is positive, it is concluded that organizational justice has a positive effect on readiness to change.

Conclusion

Organizational commitment has a positive effect on readiness to change, the higher the organizational commitment, the higher the readiness to change, conversely, the lower the organizational commitment, the lower the readiness to change. Organizational commitment has been proven to significantly influence readiness to change. Non-financial compensation has a positive effect on readiness to change, the higher the non-financial compensation, the higher the readiness to change, conversely, the lower the non-financial compensation, the lower the readiness to change. Non-financial compensation has been proven to significantly influence readiness to change. Organizational justice has a positive effect on readiness to change, the higher organizational justice, the higher the readiness to change, conversely, the lower organizational justice, the lower the readiness to change. Organizational justice is proven to significantly influence readiness to change.

References

- Arnéguy, E., Ohana, M., & Stinglhamber, F. (2022). Readiness for change: which source of justice and support really matters?. *Employee Relations: The International Journal*, 44(1), 210-228. <https://doi.org/10.1108/ER-05-2020-0225>
- Daly, J. (2015). *Human resource management in the public sector: Policies and practices*. Routledge.
- Dent, E. B., & Goldberg, S. G. (1999). Challenging “resistance to change”. *The Journal of applied behavioral science*, 35(1), 25-41. <https://doi.org/10.1177/0021886399351003>

- Ghozali, I. (2016). Aplikasi analisis multivariete dengan program IBM SPSS 23.
- Hanggraeni, D. (2012). *Manajemen sumber daya manusia*. Universitas Indonesia Publishing.
- Kadarisman, M. (2017) *Manajemen Pengembangan Sumber Daya Manusia*. Jakarta: Rajawali Pers
- Komariah, N., Pd, M., Sentryo, I., Holid, A., S Pd I, S. M., Sam, R. N. F. A. R., ... & MKM, C. (2024). *Manajemen Sumber Daya Manusia*. CV Rey Media Grafika.
- Korsgaard, M. A., Sapienza, H. J., & Schweiger, D. M. (2002). Beaten before begun: The role of procedural justice in planning change. *Journal of management*, 28(4), 497-516. <https://doi.org/10.1177/014920630202800402>
- Kuantitatif, P. P. (2016). Metode Penelitian Kuantitatif Kualitatif dan R&D. *Alfabeta, Bandung*.
- Martoatmodjo, G. W. (2023). Manajemen Perubahan Dalam Organisasi Pendidikan. *PRIMER: Jurnal Ilmiah Multidisiplin*, 1(2), 113-118. <https://doi.org/10.55681/primer.v1i2.58>
- Maulidiyah, N. N., Rofish, T. N., & Armanto, N. (2021). Kompensasi dan Kepuasan Kerja sebagai Alternatif Peningkatan Kinerja Karyawan. *Al-Idarah: Jurnal Manajemen dan Bisnis Islam*, 2(1), 41-48. <https://doi.org/10.35316/idarah.2021.v2i1.41-48>
- Putra, M. A., Asmony, T., & Nurmayanti, S. (2021). Pengaruh perceived organizational support terhadap individual readiness for change yang dimediasi oleh psychological capital. *Jurnal Manajemen dan Keuangan*, 10(1), 28-42.
- Qureshi, M. A., Waseem, N., Qureshi, J. A., & Afshan, S. (2018). Impact of organizational commitment on readiness for change: A case of higher learning institutions of Karachi. *JISR management and social sciences & economics*, 16(1), 1-14. <https://doi.org/10.31384/jirmsse/2018.16.1.1>
- Robbins, P. S., & Judge, T. A. (2017). *Organizational Behaviour*, Edisi 13, Jilid 1, Salemba Empat.
- Samsuni, S. (2017). Manajemen sumber daya manusia. *Al-Falah: Jurnal Ilmiah Keislaman dan Kemasyarakatan*, 17(1), 113-124. <https://doi.org/10.47732/alfalahjikk.v17i1.19>