

The Influence of Organizational Justice and Psychological Capital Toward Readiness for Change among Employees of PT. Perkebunan Nusantara IV Head Office Medan

Annisa¹, Zulkarnain², Ferry Novliadi³

Departement of Industrial & Organizational Psychology, Faculty of Psychology
University of Sumatera Utara
North Sumatera, Indonesia



Abstract - Change has become a primary need for the organization. One of the reasons that led to the failure of change is the lack of readiness to change. This study aims to determine the influence of organizational justice and psychological capital toward readiness for change. This study involved 321 employees of PT.Perkebunan Nusantara IV Head Office Medan. Data were collected using readiness for change scale, organizational justice and psychological capital scale. The result of multiple regression analysis showed that organizational justice and psychological capital positively influence to readiness for change. Organizational justice and psychological capital contributes to readiness for change. The implications of this study is that it does contribute to understand how to prepare the employees in the face of change with attention to the rights of employees and keep evaluating organizational change programmes.

Keywords - Organizational Justice, Psychological Capital, Readiness for Change, Plantation.

I. INTRODUCTION

To maximize the potential of state-owned enterprises, the government has taken a strategic step by synergizing all state-owned enterprises consisting of 14 companies into holding companies, which are considered as the most appropriate alternative applied to SOEs considering large assets, excellent growth potential and business development (Wibisono, 2014).

The formation of the holding company received resistance from many parties, including the Federation of Plantation Workers' Unions (FSPBUN). FSPBUN which consists of Plantation Workers Union (SPBUN) PTPN I s.d. XIV (Persero), Institutions, Subsidiaries and DAPENBUN with more than 350,000 members spread throughout the province of the Republic of Indonesia, asking the Government to immediately revoke the Government Regulation (PP) on Plantation BUMN Holding that has been signed by President of the Republic of Indonesia Soesilo Bambang Yudhoyono on September 18, 2014 (Tuhubangun, 2014).

Organizations must be careful in implementing changes because if they fail they will have a negative short-term and long-term impact on the organization (Pettersson, 2009).

Until now, several changes have been made, especially those related to HR policies such as the standardization of the HR management system. In addition, there are also changes related to costs, one of which is changes in social benefits and salaries that will have an impact on reduced employee income (HR Assistant Interpersonal Communication, January 2015).

The concept of readiness to change is based on a model of change which implies the need for active efforts by change actors to effectively lead to change when in an unfreezing stage (Stevens, 2013). Armenakis (1993) explains that efforts to create organizational members' readiness for change are proactive processes for organizations to face change. Readiness for change itself involves the individual's desire to change, the ability to implement change successfully, and the opportunity for individuals to participate in the change process

(Cunningham, Woodward, Shannon, MacIntosh, Lendrum, Rosenbloom, & Brown, 2002).

Based on previous studies, many factors influence employee readiness to change. Lizar, Mangundjaya & Rahchmawan (2015) divide individual and organizational factors as factors that influence an individual's readiness for change.

Individual factors such as organizational commitment and employee engagement are important elements that influence employee's readiness for change (Echols, 2005; Crabtree, 2005; Mangundjaya, 2012), while for organizational factors such as organizational support and organizational justice characterized by the allocation of fair results, involving employees in decision making, communication about good change, and positive treatment of superiors towards employees also become antecedents of readiness for change (Krause, 2008). In addition, research on the antecedents of readiness for change was also carried out by Fachruddin & Mangundjaya (2012), he stated that psychological capital is part of the positive aspects of individuals which also affect the readiness for change of employees.

Based on the research conducted by Krause (2008) states that organizational justice is one aspect that influences employee readiness for change. Furhman (2002) states that justice must be the root and organizational culture.

Seligman (2004) defines psychological capital as a psychological resource that can be developed by someone to get current and future rewards. Psychological capital will perfect the potential of an individual's resources (Luthans, et al 2007). Avey, Wernsing & Luthans (2008) also added that employees with a high level of psychological capital will show positive emotions which ultimately are associated with higher involvement during the organizational change process and can reduce their negative views on these changes.

II. STATEMENT OF THE PROBLEM

How does organizational justice and psychological capital influence employees's readiness for change in PT. Nusantara IV Plantation?

III. LITERATURE REVIEW

A. Readiness for change

Holt, Armenakis, Feild & Harris (2007) states that an individual's readiness to change is a comprehensive attitude that is simultaneously influenced by content (what changes),

processes (how changes are implemented), context (the environment in which change occurs), and individuals (characteristics of individuals involved in these changes).

Holt et.al (2007) suggests that readiness for change is a multidimensional construct and consists of 4 dimensions, including:

- a. Appropriateness
- b. Change specific efficacy
- c. Management support
- d. Personal benefit

Armenakis & Harris (2009) mention there are five main factors that can change employees' self-confidence to support changes in the organization, including:

- a. Discrepancy, is the belief that change is needed by the organization.
- b. Appropriateness is the belief that the specific changes made are the right way to overcome the problem at hand.
- c. Efficacy is a sense of trust that employees and organizations are able to implement these changes.
- d. Principal support is the perception that organizations provide support and are committed to the success of organizational change.
- e. Personal valance is the belief that change will provide personal benefits for employees.

B. Organizational Justice

Cropanzano, Bowen and Gilliland (2007) state that organizational justice is a person's assumption about moral feasibility and how individuals should be treated in organizations. Kreitner and Kinicki (2007) also state that organizational justice reflects the extent to which people feel that they are treated fairly in the workplace.

According to Colcuitt (2001), the dimensions of organizational justice include:

- a. Distributive Justice, which deals with outcomes such as salary, work assignments, recognition, and opportunities to advance.
- b. Procedural Justice, which is related to the performance of employees evaluated by someone, is closely related to the work performed.
- c. Interpersonal justice, which is associated with an attitude that is always open and honest in relation to subordinates.
- d. Informational justice that is related to the perceived justice of the information used in making a decision.

Perception of justice in the organization has an impact on the organization and employees. These impacts include:

- a. Aggression at work
- b. Readiness for change
- c. Job satisfaction
- d. Organizational commitment

C. Psychological Capital

According to Luthans et al. (2007), psychological capital or often known as psychological capital is a positive development condition of a person who has characteristics such as self efficacy (confidence or self-confidence to deal with challenging tasks and gives sufficient effort to succeed in carrying out these tasks); optimism (providing positive attribution of current and future success); hope (has the value of self-persisting in achieving the goals and if necessary do other alternatives to achieve goals; and resiliency (ability to survive and rise again when faced with problems and obstacles).

Luthans (2002) explains that the concept of psychological capital originates from a discussion of Positive Organizational Behavior (POB), studies and applications regarding the power of positive resources and psychological capacities that can be scaled, developed, and arranged for individual performance development in the workplace. Therefore, positive resources and individual psychological capacities can be improved through relatively short training programs, such as on-the-job activities, microinterventions (Luthans, Avey, et al., 2006). According

to Luthans, Youssef & Avolio (2007), psychological capital consists of four dimensions including hope, optimism, self efficacy and resilience.

There are many factors that influence employee readiness to change in the face of organizational change, one of which is organizational justice (Krause, 2008). Organizational justice includes organizational members' perceptions of the conditions of justice they experience in organizations, specifically about the sense of justice associated with organizational reward allocations such as salaries and promotions (Parker & Kohlmeyer, 2005). Research on readiness for change was also carried out by Avey, Wernshing & Luthans (2008) who stated that employees with a high level of psychological capital would show positive emotions which in turn would be related to higher involvement during the organizational change process and reduce their negative views on the change.

D. Research Hypothesis

Based on the theoretical description stated above, the researcher proposes the research hypothesis as follows:

H₁ : There is a positive influence on organizational justice on readiness for change.

H₂ : There is a positive influence on the psychological capital to readiness for change.

H₃ : There is a positive influence on organizational justice and psychological capital towards readiness for change.

IV. MATERIAL AND METHOD

Table. Operational Definitions of Research Variables

No.	Variable	Definition	Indicator
1.	Readiness for change	Readiness for change is the belief of employees to accept, embrace and adopt changes in the plan carried out by the organization.	Appropriatenes, Change specific efficacy, Management support, and Personal benefit. (Holt, 2003)
2.	Organizational Justice	Organizational justice is the employee's perception of the balance of work with contributions given to the organization for the benefit of the organization.	Distributive justice, procedural justice, interpersonal justice and informational justice (Colquitt et al., 2001)
3.	Psychological capital	Psychological capital is a positive psychological resource in employees who plays a role in efforts to achieve success on the task because of the hope of success and perseverance	Hope, optimism, self efficacy and resiliency

despite difficulties.

(Luthans et al., 2007)

The method used in data collection in this study is a self report method that is in the form of a scale. The data

analysis method used for hypothesis testing in this study is multiple regression statistical analysis.

V. RESULT

Table 1. Overview of research subjects

Sex	Total	Percentage
Male	249	77,57%
Female	72	22,43%
Level of education		
S2	11	3,43 %
S1	220	68,53 %
D3	6	1,87 %
SMA	84	26,17 %
Position		
Associate Directors	112	34,90%
Associate Staff	209	65,10%
Working time		
0-2 tahun	-	
3-10 tahun	54	16,82 %
> 10 tahun	267	83,18%

Table 1 above provides information that the percentage of men more than women, 77.57%. The highest level of education was 68.53% and the lowest was 3.43%. This indicates that the level of education in the company is good.

The highest level of job position is 209 associate staffs or 65.10% and most of the employees have more than 10 years of workforce showing loyalty and work experience for employees.

Table 2. Normality Test

	N	Min	Max	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Readiness for change	321	43	85	67.73	7.228	-.334	.136	.637	.271
Organizational Justice	321	38	85	65.46	8.261	-.437	.136	.547	.271
Psychological Capital	321	42	80	65.58	7.194	-.191	.136	.210	.271
Valid N (listwise)	321								

Based on table 2 it can be seen that for the readiness for change variable, the skewness value is -0,334 and the kurtosis value is 0.637 (-2 to 2). Then for organizational justice variable, skewness value is -0,437 and kurtosis value

is 0,547 (-2 to 2). Furthermore for psychological capital variables, the skewness value is -0,191 and the kurtosis value is 0.210 (-2 to 2). This indicates that the data distribution is normal.

Table 3. Linearity Test

Variabel	Sig. Linearity	Description
Organizational Justice*Readiness for change	0.000	Linear
Psychological Capital *Readiness for change	0.005	Linear

The result of linearity assumption test between organizational justice variable and readiness for change is F value 141.519 with linearity significance 0,000 ($p < 0.05$). While the assumption of linearity assumption between

psychological capital variables and readiness for change is F value of 8.173 with linearity significance 0.005 ($p < 0.05$). This shows that linearity assumption between independent variables and dependent variable is fulfilled

Table 4. Multicollinearity test

Model	Collinearity Statistics	
	Tolerance	VIF
Organizational Justice	0,992	1,009
Psychological Capital	0,992	1,009

Based on multicollinearity assumption test it is known that VIF value of organizational justice and psychological capital is 1.009 with 0,122 tolerance value. Since the value of VIF < 10 and the tolerance value > 0.1 , it can be concluded

that there is no multicollinearity between independent variables. Thus, it can be assumed that there is no linear relationship between independent variables.

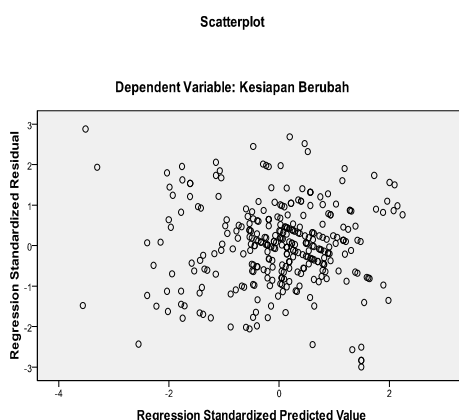


Figure 1. Heteroscedasticity Test

In Figure 1 a residual scatter plot (scatter diagram) shows that the points spread randomly and the pattern is not certain and spread both above and below the number 0 on

the Y axis. This means that there is no heteroscedasticity where the residual variance of one observation to another is permanent.

Table 5. Autocorrelation Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.530 ^a	.280	.276	6.151	1.735

Based on the results of statistical tests as in table 5, the Durbin-Watson test value (d) is 1.735. The Durbin-Watson statistical value is between -2 and +2, so the non-

autocorrelation assumption is fulfilled. In other words, there are no symptoms of autocorrelation.

Table 6. Multiple Regression Tests

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4717.109	2	2358.554	62.492	.000 ^a
	Residual	12001.851	318	37.742		
	Total	16718.960	320			
a. Predictors: (Constant), Psychological capital, Organizational justice						
b. Dependent Variable: Readiness for change						

Based on table 6 it can be seen that the $F_{\text{statistic}}$ value = 62.492 with a significance value of $p = 0.000$ ($p < 0.05$). While the value of F_{table} for $N = 321$ and significance $p = 0.05$ obtained by F_{table} at 3.024. Thus the $F_{\text{statistic}}$ value $> F_{\text{table}}$ ($62,492 > 3,024$). The results of the analysis meet the requirements of the hypothesis test where $F_{\text{statistics}} > F_{\text{table}}$ and

significance $p < 0.05$, then H_a is accepted and H_0 is rejected. So it can be concluded that organizational justice and psychological capital together have a positive and significant effect on employee readiness to change

Tabel 7. Determination R Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.531 ^a	.282	.278	6.143
a. Predictors: (Constant), Psychological capital, Organizational justice				
b. Dependent Variable: Readiness for change				

Based on table 7 above, it can be seen that the coefficient of multiple determinations of psychological capital constants and organizational justice is 0.282 (R Square). These results indicate that 28.2% of the variance of readiness for change of PT. Perkebunan Nusantara IV

Medan employees is influenced by organizational justice and psychological capital while the rest is influenced by other factors.

Table 8. Partial Correlation

Coefficients ^a									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	31.414	3.984		7.885	.000			
	Keadilan Organisasi	.446	.042	.510	10.691	.000	.520	.514	.508
	Modal Psikologis	.108	.048	.108	2.257	.025	.155	.126	.107

a. Dependent Variable: Readiness for change

Based on table 8 it can be seen that the partial correlation value of organizational justice and readiness for change is 0.514 with a significance of 0.000 ($p < 0.05$), meaning that organizational justice has a positive relationship with readiness for change. While the value of the partial correlation between psychological capital and readiness for change is equal to 0.126 with a significance of 0.025 ($p < 0.05$), meaning that psychological capital has a positive relationship with readiness for change.

Furthermore, based on table 8, the regression equation can be formulated as follows:

$$\text{Readiness for change} = 31.414 + 0.446X_1 + 0.108X_2$$

The regression equation above illustrates that an increase in one unit of organizational justice variable, then the regression model will predict an increase in readiness for change by 0.446 and if there is an increase in one unit on psychological capital variables, then the regression model will predict an increase in readiness for change by 0.108.

VI. DISCUSSION

The results of research on employees of PT. Perkebunan Nusantara IV Medan Head Office show that there is a positive relationship between organizational justice and psychological capital towards employee readiness for change. This study also shows that organizational justice and psychological capital together are predictors of employee's readiness for change with a contribution of 28.2%. That is, organizational justice and psychological capital make an effective contribution of 28.2% to increase employee's readiness for change, while the remaining 72.8% is influenced by other factors.

On the results of testing the first hypothesis, it has been proven that there is a positive influence on organizational justice on employee readiness to change. This means that the higher the level of justice of the employee organization, the higher the readiness for change. In this study, it is known that in general the fairness of the organization of employees of PT. Nusantara Nusantara IV is high, followed by readiness for change that is also high. This can be seen from the empirical mean which is greater than the hypothetical mean on organizational justice variables ($65.54 > 51$) and readiness for change variable ($67.73 > 51$). This explains that the employee is currently treated fairly, so that employees tend to respect the organization where he works. When employees respect their organization, employees will participate in the success of program programs in the organization, including organizational change. This is in accordance with the opinion of Holt (2007) which states that employees who are ready for change will approve, accept and adopt specific plans related to change.

Organizational justice is also related to the opportunity of employees in decision making in organizations. When employees are involved in making change decisions, they will be better prepared to face change and want to be involved in every process of change. Research conducted by Madsen (2005) also shows that involvement in organizations has a positive relationship with individual readiness for change. This shows that individuals who are actively involved in organizations have a higher readiness for change than passively involved individuals. Individuals who are actively involved will have a fairly high involvement in their work. This statement is also evidenced by the high level of organizational justice and readiness for change of the employees of PT Perkebunan Nusantara IV.

Furthermore, organizational justice also relates to information provided by the organization regarding how procedures and results are distributed in a certain way.

Employees who get socialization regarding policies and procedures taken in the context of organizational change will better understand the steps in the changes taken by the organization. Holt (2007) states that employees can have a high readiness for change when he understands that the changes made by the organization are in accordance with the needs of the organization and will bring benefits in the future. Armenakis, Harris & Mossholder, (1993) state that employees who are ready for change believe that change will bring progress to the organization.

Readiness for change of employees is also influenced by good or positive social relations in the workplace (Madsen, Miller and John, 2005). This is related to interpersonal justice, when employees are treated with respect and dignity by their superiors, interpersonal justice becomes high (Colquitt, 2001). Fair treatment for every employee is considered to be able to create a good working atmosphere. Yazicioglu and Topaloglu (2009) said that employees will feel comfortable working in the company and working happily by having organizational justice. Low interpersonal justice can also be a cause of discomfort in work that affects the low readiness of employees in facing organizational change (Colquitt, 2001).

The second hypothesis in this study shows that psychological capital has a positive influence on employee readiness for change. This means that the higher the level of psychological capital of employees, then higher readiness for change employees. In this study it is known that in general psychological capital and readiness for change employees of PT. Perkebunan Nusantara IV are high. This can be seen from the empirical mean which is greater than the hypothetical mean on the psychological capital variable ($65.58 > 48$) and readiness for change variable ($67.73 > 51$). This shows that so far employees have confidence that changes made by organizations are the right thing to do and will bring benefits to themselves and the organization. This is in accordance with the opinion of Holt (2007) which states that change for readiness of employees will increase when employees themselves realize the benefits that they will personally gain when organizational changes are implemented. Furthermore Pettigrew (2002) also states that the readiness of employees for change begins with the perception of the benefits of changes made by the organization.

Employees with a high level of psychological capital will show positive emotions which in turn will be related to higher involvement during the organizational change process and can reduce their negative views on these

changes (Avey, Wernshing, Luthans, 2008). This is in accordance with the opinion of Armenakis (1993) which states that employees who are ready to change believe that change will bring progress to the organization. They also have a positive attitude towards organizational change and are willing to be involved in implementing organizational change.

Psychological capital is also related to self-confidence and adaptability during the process of change. Employees with high psychological capital will be more open to change, more persistent in learning new tasks, taking initiative and in self-development activities (Hornoung & Rousseau, 2007; Schyns, 2004). This is in line with the results of research by Cunningham et al (2002) which states that employees who are more active in approaching problems in work and who are more confident in their ability to adapt to work changes and participate more in the activities of the changes being carried out. In addition, Cunningham et al (2002) also mentioned that one factor that influences the employee's low change for readiness is an employee's confidence in his ability to successfully implement change. Individuals who identify themselves superior and feel capable of completing tasks, and have a positive outlook on their career continuity have a significant relationship to readiness for change (Bouckennooghe et al., 2009).

This research shows that organizational justice and psychological capital together are predictors of employee readiness for change with a contribution of 28.2%. Organizational justice and psychological capital make an effective contribution of 28.2% to improve employee readiness to change. From these results it can be said that if organizational justice and psychological capital are higher, it will increase employee readiness to change.

Furthermore, in this study the results were that readiness for change employees of PT. Perkebunan Nusantara IV Medan Head Office was in the high category of 257 employees (80.06%) of the 321 employees who were the subjects of the study. This shows that PT. Perkebunan Nusantara IV Medan Head Office is in a condition ready to face change. This condition shows that most employees have realized that the steps taken by the company to change is the right decision and is in accordance with the needs of the company. They assume that the changes made are not only benefit the company but also for employees. But on the other hand, the results of data analysis also show that there are still employees with readiness for change levels in the medium category. Medium change readiness levels certainly

have the potential to be up and down. In unfavorable conditions, employees with readiness for change in the medium category also have the potential to turn low and become resistant to change. In accordance with the opinion of Weber & Weber (2001) that when changes are made, employees will be faced with a new situation that is not clear, causing uncertainty, tension and anxiety among employees. Therefore companies must continue to pay attention to how their employees are prepared to deal with change.

VII. CONCLUSION

1. There is a positive influence of organizational justice on the readiness for change employees of PT. Perkebunan Nusantara IV Medan Head Office. This means that the higher organizational justice, the higher employees readiness for change. And vice versa, the lower organizational justice, the lower employees readiness for change.
2. There is a positive influence of psychological capital on employees readiness for change of PT. Perkebunan Nusantara IV Medan Head Office. This means that the higher the psychological capital employees have, the higher employees readiness for change. Likewise the opposite, the lower the psychological capital employees have, the lower employees readiness for change.
3. There is a positive influence of organizational justice and psychological capital on employees readiness for change of PT. Perkebunan Nusantara IV Medan Head Office.
4. The contribution of organizational justice variables and psychological capital to readiness for change is 26.2%.

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