



The Role of Psychological Capital and Job Securities Factors on Shaping Readiness to Change

Emmanuel Taru Guritna¹ , Tri Panca Titis Arbiansyah^{2*}

¹ Universitas Persada Indonesia Y.A.I, Indonesia

² Borobudur University, Indonesia

Received: September 2, 2024

Revised: December 8, 2024

Accepted: December 11, 2024

Online: December 16, 2024

Abstract

This study investigates the challenges construction sector companies face due to market disruptions and the lack of innovation, with a specific focus on PT Wijaya Karya (WIKA), a leading Indonesian construction firm. Drawing on Kodak's failure as a cautionary example of the risks of neglecting technological advancements, the research underscores the critical need for companies to remain adaptable and ready to innovate to address evolving customer demands. In response to a significant financial loss of IDR 7.13 trillion in 2023, WIKA implemented cost-saving measures, including workforce restructuring and halting recruitment. Despite these setbacks, the company showcased resilience by initiating innovative projects, such as electric motorcycles and precast concrete technologies, contributing to its recovery. The research emphasizes WIKA's initiatives to cultivate employee readiness for change through programs like Wikasatrian and technology skills development. Utilizing a descriptive quantitative approach, the study surveyed 233 managers and directors from government-owned construction firms (BUMN), employing instruments to measure readiness for change, psychological capital, and job security. Data analysis using Structural Equation Modeling (SEM) confirmed that psychological capital plays a critical mediating role between job security and readiness to change. Findings reveal that job security significantly impacts readiness to change, with psychological capital acting as a strong mediator. The study highlights the importance of investing in psychological resources to foster adaptability, particularly in sectors undergoing technological and organizational transformations. The model demonstrated strong validity, with fit indices including GFI (0.90), CFI (0.98), TLI (0.97), NFI (0.97), and RMSEA (0.09), affirming its robustness and providing valuable insights into the public construction sector, an area often underexplored in previous research.

Keywords *Role Psychological Capital, Job Securities, Readiness to Change, PT WIKA, State-Owned Enterprises*

INTRODUCTION

In recent years, several companies that once thrived and were recognized for their innovative product development have struggled and even vanished from the market. Their decline was not solely due to competition from similar industries; instead, it stemmed from emerging companies that introduced entirely new businesses and markets. Jim Continenza, CEO of Kodak, remarked, "We didn't do anything wrong, but somehow, we lost." This highlights how Kodak's competitors have become more formidable by continuously innovating in technology. Kodak's lack of focus on change within its research and development division led to missed opportunities, leaving it unable to compete with more advanced and user-friendly technologies. Ultimately, Kodak's failure to embrace product innovation resulted in its inability to thrive in the global market.

The scenario described serves as a clear example of how organizations can overlook the signs of disruption. Addressing disruption effectively requires both strategic foresight and proactive attention. According to Kasali (2019), organizations must develop management capabilities to innovate, transitioning from outdated systems to new methodologies. Innovation is not merely about updates; it involves making fundamental transformations. Haryatmoko (2020) highlights that comprehending disruption requires identifying upcoming challenges and

Copyright Holder:

© Emmanuel & Tri. (2024)

Corresponding author's email: tri_panca@borobudur.ac.id

This Article is Licensed Under:



uncovering essential business motivations while seeking improved ways to satisfy customer needs. Change must be implemented across all areas of products, services, and the organization, making it vital that companies ensure their employees are prepared and willing to embrace change.

Mangunjaya (2016) states that organizational change is a continuous and dynamic process that cannot be halted once initiated. Change is inevitable as the environment evolves. If an organization fails to prepare its employees, it may lead to cynicism, skepticism, and negative responses, stemming from a lack of commitment to the change. Kasali (2019) emphasizes that companies that fail to anticipate and address future customer needs are likely to face challenges in adapting to changing environments. This study further highlights that a company's capacity to communicate its vision and cultivate interdependence effectively fosters stakeholder trust (Kasali, 2019). Change and growth, he asserts, are central to the life cycle of any organization. Consequently, organizations must ensure that all stakeholders are adequately prepared to embrace change to secure a sustainable future.

At PT. WIKA, recent financial observations reveal a substantial net loss of IDR 7.13 trillion in 2023, a dramatic increase compared to the IDR 59.6 billion loss recorded during the same period in 2022. In response to this financial downturn, the company has adopted various efficiency measures, particularly in its human resources management. These measures include suspending new employee recruitment, refraining from extending the retirement age for employees, and terminating contracts with temporary workers. From a financial standpoint, PT. WIKA has temporarily deferred the distribution of annual bonuses and project incentives as a result of its current financial deficit. This decision has directly affected employees' sense of job security, which, in turn, has had a notable impact on their motivation and performance. The resulting financial uncertainty has fostered a sense of instability within the organization, further influencing the overall work environment.

WIKA's unique human resources strategy includes recruiting individuals with specific competencies through its recruitment program called *Wikasatrian* which is divided into three categories: *Satria Pratama*, *Satria Utama*, and *Satria Piningit*. The aim is not only to develop employees' hard and soft skills but also to cultivate leadership qualities rooted in Indonesian culture and values. In 2023, PT Wijaya Karya (WIKA) began to see positive results from its recovery efforts, including innovations such as launching electric motorcycles, producing electric vehicle batteries, and introducing a new construction method. The company has adopted precast concrete technology, assembling materials at the factory and installing them at construction sites, resulting in fewer workers, shorter project timelines, and more environmentally friendly practices. Despite entering a "standstill" phase and undergoing restructuring since Q2, WIKA's CEO, Agung Budi Waskito, stated that stakeholders' continued trust in the company is a positive sign. To facilitate organizational change, the company must prioritize public transparency, maintain customer trust, and deliver high-quality products.

Readiness to change is essential for maintaining an organization's reputation and ability to serve its customers effectively. Kasali (2019) highlights PT. Wijaya Karya Construction (WIKA) as an Indonesian national company that consistently undergoes transformation. WIKA's management emphasizes that change must be strategically planned, controlled, and directed. One key aspect of this change is the adoption of digital technology, which can be integrated with other technologies. This expertise positions government construction companies at the forefront of the digital modular landscape, streamlining the construction process. By mastering various technologies, these companies can collaborate effectively on projects and investment opportunities.

The Overseas Division operates in multiple countries, including Algeria, Niger, Taiwan, China, Malaysia, Libya, Timor Leste, and Philippines many others. Recognizing the evolving business landscape and its increasing challenges, the company is developing a 2030 vision to

become a leading Engineering Procurement Construction (EPC) firm focused on sustainable investments that enhance quality of life. In 2020, WIKA received the Asia Pacific Enterprise Award (APEA) in the Corporate Excellence Category, presented by Enterprise Asia in Singapore. This award recognizes state-owned enterprises (SOE or in Indonesian called *BUMN*) and members of the Indonesian construction industry for their exceptional performance and commitment to business development while considering social responsibility. Additionally, the Ministry of State-Owned Enterprises is establishing the BUMN Leadership and Management Institute (BLMI), which will serve as a hub for research, innovation, collaboration, and the development of management and leadership skills across the sector. The institute aims to create a comprehensive roadmap for leadership development, targeting new employees, first-level managers, as well as Directors and Supervisors.

At the beginning of 2020, the pandemic postponed several projects, impacting income, work activities, incentives, and career development opportunities. [Adachi \(2011\)](#) states that employees at all levels perceive job security threats as they worry about potential job loss, income reduction, or position changes. This situation created a sense of insecurity about the future. Consequently, management had to implement strict efficiency measures, such as closing less viable business units and terminating non-permanent employees. Employees in the Overseas Division were reassigned to set up COVID hospitals, reflecting a significant shift in their roles. While WIKA has received awards for its performance, the management's ability to prepare human resources for various disruptive situations is noteworthy.

Building on the aforementioned issue and its critical implications, this study aims to analyze, in comparison to prior research, the reluctance of companies to engage in construction services in the aftermath of the pandemic. This hesitancy is primarily attributed to revenue shortfalls and a heightened focus on avoiding bankruptcy. Previous studies have highlighted that WIKA, a prominent construction company, successfully leveraged the challenges of the COVID-19 pandemic by constructing portable emergency hospitals. To address the uncertainty of this period, WIKA implemented several strategic measures, including suspending employee recruitment, opting not to renew the contracts of temporary workers, restructuring its permanent workforce, and streamlining its management team. Furthermore, the company invested in preparing its permanent employees through training and skills development programs, enabling the adoption of affordable smart home technology. Relating to this issue, a prior study by [Holt et al. \(2007a\)](#) discusses that readiness to change extends beyond the individual level; it encompasses cognitive and emotional contributions that demonstrate acceptance of organizational plans to achieve desired outcomes. Therefore, individual readiness to change is key to successful organizational transformation.

In 2023, Erick Thohir, the Minister of State-Owned Enterprises, announced plans to consolidate BUMN Karya into a super holding company akin to "TEMASEK." However, it is highly probable that this merger will not be completed within the current term of President Joko Widodo, which concludes in 2024. The process is expected to continue under the Prabowo-Gibran administration from 2024 to 2029. Thohir clarified that the merger is currently under the purview of the Ministry of Public Works and Public Housing (PUPR), but given the imminent transition of government, which is set for October 20, 2024, it is unlikely to reach completion in the near future. To facilitate the smooth operation of this newly formed entity, it is crucial that employees are adequately prepared, particularly through the development of their skills and knowledge in relevant technologies and information systems.

The uniqueness of this study in the literature on organizational change and innovation is that it provides a unique perspective on organizational transformation in the context of SOEs, which possess distinct characteristics compared to private companies. The main unique aspects of

this study include:

1. **Digital Technology Integration in the Construction Sector**
WIKA leverages digital technologies, such as precast concrete, to improve project efficiency. This focus not only reduces operational costs but also minimizes environmental impact. WIKA's innovations, including electric motorcycles and vehicle batteries, highlight how SOEs can strategically adopt technology to remain competitive.
2. **Cultural Value-Based Recruitment and Employee Development**
The *Wikasatrian* program emphasizes skill development rooted in Indonesian cultural values. This unique approach integrates cultural elements with employee training, contrasting with the predominantly technical focus of many companies.
3. **Crisis Management During the Pandemic**
WIKA turned the pandemic into an opportunity by building portable emergency hospitals. This demonstrates how companies can capitalize on external challenges to create value.
4. **Transformation into a Superholding Entity** The planned transformation of WIKA into a superholding SOE akin to TEMASEK introduces new insights into how SOEs can be restructured to enhance competitiveness and efficiency, particularly during government transitions.

The objective of the research is to understand how PT WIKA manages organizational change and innovation to address disruption while contributing to organizational theory and management practices. It also aims to explore the factors influencing organizational and individual readiness to change within state-owned enterprises. Two research questions are presented: First, how does PT. WIKA manage organizational change and innovation to address disruption challenges? Then, what are the key factors influencing organizational and individual readiness to change at PT. WIKA?

LITERATURE REVIEW

Readiness to Change

A study by [Holt et al. \(2007a\)](#) conceptualizes readiness to change as a construct that extends beyond the individual's perspective, encompassing a broader scope. It is defined as the degree to which an individual's cognitive and emotional engagement reflects acceptance and commitment to implementing organizational plans to achieve desired outcomes. Moreover, [Holt et al. \(2007b\)](#) emphasize the significant relationship between readiness to change and factors such as workplace social relationships, organizational culture, and leadership management.

Other research by [Armenakis and Harris \(2002\)](#) also defines readiness to change as a set of beliefs and attitudes held by organizational members regarding the extent of necessary changes and the organization's success in implementing them. At the individual level, change can be fostered by enhancing skills and perspectives toward the organization. Change is an intrinsic and inevitable aspect of organizational life across various contexts, requiring both organizations and their members to continuously adapt. Managing change effectively is crucial for an organization's survival, as it must meet evolving demands. Readiness for change is closely linked to the cognitive transformation of employees, which is significantly influenced by the organization's culture. To navigate change successfully, organizations must ensure that individuals are adequately prepared. Without proper preparation, the implementation of changes and improvements in performance may face considerable challenges. Failure to adapt can result in increased anxiety, negative emotions, uncertainty, and ambiguity among employees ([Bordia et al., 2004](#)).

In a more detailed form, a prior study by [Belias and Koustelios \(2014\)](#) outlines several stages of change. Initially, individuals may experience disagreement, resistance, and discomfort. In the subsequent stage, emotional responses such as depression can arise. The final stage involves

acceptance, even if it feels forced. If these situations are not properly anticipated, in line with Lazarus and Folkman, [Maryatmi \(2014\)](#) suggests they can negatively affect employees' cognitive and emotional processes when evaluating their circumstances, ultimately impacting their mental health. A critical aspect of organizational change is the readiness of individuals to adapt ([Rowden, 2001](#)).

According to [Mangunjaya \(2016\)](#), readiness to change encompasses a process that moves from cognitive to behavioural responses, encompassing both resistance and support for change initiatives. Organizational management must understand the level of readiness among its members and the factors that influence it. Nonetheless, it should be noted that group readiness to change and organizational-level changes, particularly related to management support and leadership, play significant roles ([Myers et al., 2012](#)). In relation to this issue, an intriguing finding was reported by [Munawaroh and Meiyanto \(2017\)](#), who specifically examined the attitudes of government employees in the Special Region of Yogyakarta, Indonesia. Their study revealed that shifts in attitudes, whether negative to positive or vice versa, were significantly influenced by psychological capital.

Building upon the insights derived from previous studies on the topic of readiness to change, the researcher seeks to gain a deeper understanding of this concept within the context of PT. WIKA. To achieve this, the researcher has adopted the Individual Readiness for Change (IRFC) assessment tool, as proposed by [Holt et al. \(2007a\)](#), to guide the analysis of the current case study. The key aspects of readiness for change include:

1. **Clarity on Change:** For individuals to be willing to change, they need a logical rationale that demonstrates how the change will positively impact them and has promising future prospects.
2. **Confidence in Change:** Individuals must have confidence in their ability to perform their roles effectively in the new context of change. This self-assurance is crucial, as individuals play a key role in the change process.
3. **Management Support:** When individuals feel supported and accompanied by management, especially their superiors, it strengthens their commitment to the change initiatives.
4. **Personal Benefits:** Those being asked to change often want to know, "What benefits will I gain from this change?" It is essential that individuals perceive the positive benefits or advantages of implementing changes alongside their organization.

The hypothesis for this study is formulated based on the preceding explanation:

H1: Job security influences readiness to change in state-owned construction firms, with psychological capital acting as a mediator

Psychological Capital

Research by [Lizar et al. \(2015\)](#) in a Jakarta construction company found a significant impact of psychological capital on individual readiness to change. Another study by [Lucia \(2017\)](#) describes psychological capital as a fundamental mindset that enables individuals to respond to change with positive thoughts and actions. The findings indicate that psychological capital helps employees feel happy and relaxed in various situations, as they perceive themselves as integral to the company. Additionally, [Sasmita \(2019\)](#) found that the strong readiness to change among tourism SOE employees in Bali is also influenced by psychological capital.

This study conceptualises psychological capital as encompassing several key components, as defined by [Luthans et al. \(2007\)](#). These components include self-efficacy, which refers to an individual's belief in their capacity to motivate themselves and take the necessary actions to achieve success. Additionally, psychological capital includes optimism, hope, and resilience. [Kirrane et al.](#)

(2016) further explored the concept and found that psychological capital can partially mediate the relationship between management support and readiness to change. Their research suggests that employees who perceive management support during organizational change are more likely to adopt positive behaviors and feel greater confidence in their ability to manage change.

According to [Youssef-Morgan and Luthans \(2015\)](#), psychological capital is framed within positive psychology, emphasizing human strengths and potential. It comprises psychological states strongly associated with behaviors typically observed in organizational settings. [Luthans et al. \(2007\)](#) further describe psychological capital as a positive individual trait characterized by self-assurance in facing challenges, as well as a commitment to exerting effort to successfully complete tasks. Based on theories related to psychological capital, the researcher has chosen to adopt the framework proposed by [Luthans et al. \(2007\)](#), which refers to the Psychological Capacity Questionnaire (PCQ). The components of this framework include:

1. **Self-Efficacy:** This refers to an individual's sense of self-confidence, which influences how they perceive and interpret events. Those with low self-efficacy are to feel that efforts to overcome challenges are futile, leading to stress and negative emotions. Such individuals may be indecisive, struggle to accept feedback, and tend to blame others for their shortcomings.
2. **Optimism:** This is the ability to make positive attributions and maintain a belief in one's success both now and in the future. Optimism involves expecting outcomes to align with one's desires and is associated with a strong sense of self and internal control. Optimists view negative situations more as temporary and specific rather than permanent.
3. **Hope:** Maintaining hope is a positive state rooted in the belief that various resources will support perseverance in achieving goals. It embodies the notion of not giving up easily and encompasses the ability to explore alternative paths toward success.
4. **Resilience:** This refers to an individual's capacity to adapt and recover after encountering adverse situations or significant stressors, such as natural disasters, parental divorce, trauma, or the loss of loved ones. Individuals or groups with resilience can confront, mitigate, and even overcome the negative impacts of difficult circumstances, often leading to a stronger and more fulfilling life.

The hypothesis for this study is developed in accordance with the preceding discussion.

H2: Psychological Capital has an impact on Readiness to Change

Job Security

According to [Maryatmi \(2014\)](#), job security motivates employees to perform well consistently and is essential for individuals to be engaged in their work ([Murdi, 2008](#)). Job security fosters a desire to contribute positively, develop a sense of purpose, and cultivate respect for others while alleviating excessive worry.

In general, [Probst \(2003\)](#) identifies two aspects of job security: job continuity and stability of job content. Positive perceptions of these elements lead employees to develop a favorable psychological capital regarding their career sustainability and current and future positions within the organization. While psychological capital and readiness to change have been shown to correlate, the relationship is often not very strong. [Probst \(2003\)](#) further characterizes job security as the perception of job stability and continuity, suggesting that employees' perceptions are shaped by both job sustainability and the stability of their job roles. A job is considered secure when both its content and scope remain stable. This notion is supported by the research conducted by [Kirrane et al. \(2016\)](#), which examines public service employees in Dublin, Ireland, and highlights the importance of stability in job characteristics for ensuring job security.

Research by [Soeharso and Dewayani \(2020\)](#), conducted in companies located in Jakarta and its surrounding areas, identified a correlation coefficient of 0.142, with a significance level of $p = 0.001 < 0.05$, indicating a statistically significant relationship. This study underscores the substantial influence of job security on employees' affective commitment in the workplace. [Schumacher et al. \(2015\)](#) further suggest that employees who perceive insecurity during organizational transformations may experience discomfort due to perceived unfair treatment and emotional exhaustion. Individuals who feel insecure are less likely to demonstrate strong affective commitment, which can lead to psychosomatic issues and a diminished willingness to fully engage in their roles. Researchers have proposed several theories to explain the underlying factors contributing to employees' perceptions of job security. For this study, the researcher has adopted [Probst's \(2003\)](#) theory, which refers to the Job Security Index (JSI) as the test tool. The JSI outlines the following aspects of job security:

1. Job Sustainability: This refers to the assurance of both the existence and continuity of employment in the present and future.
2. Stability of Job Content: This aspect involves the perception of how secure the nature or content of one's work will remain in the future compared to the current circumstances.

H3: Job Security has an impact on Psychological Capital

H4: Job Security has an impact on Readiness to Change

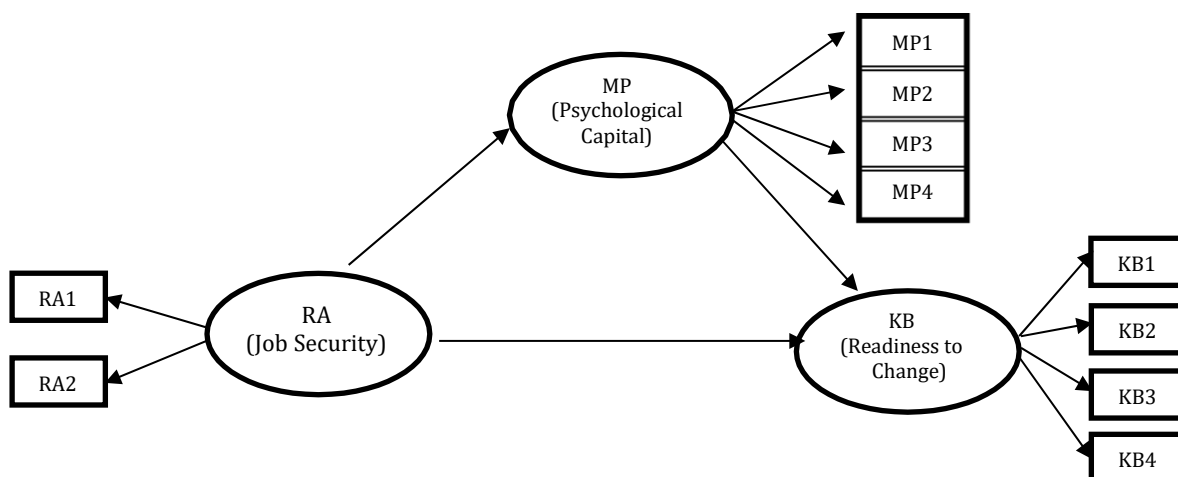


Figure 1. Framework Mediator

RESEARCH METHOD

The study utilized a descriptive quantitative approach with a cross-sectional design, examining job security as the exogenous variable, readiness for change as the endogenous variable, and psychological capital as the mediating factor. A simple random sampling method was applied, yielding a sample size of 176 respondents from a total population of 300, with a significance level of 0.05. Data was gathered from 233 respondents using a Likert scale, with response options ranging from strongly agree (5), agree (4), neutral (3), disagree (2), to strongly disagree (1), collected through Google Forms and completed by participants.

The measurement scale in this research can be applied generally; however, to ensure its accuracy, highly specific and unique respondents are needed, particularly at the managerial and supervisory levels up to the executive level. This allows for a clearer assessment of whether the test

tool accurately measures the readiness to change among managers, supervisors, and executives in adapting their work patterns and techniques. This is crucial to ensuring the development and adoption of the latest technologies, which typically begins with middle to senior-level employees. The questionnaire used in this study is adapted from previous research, effectively capturing the variables and issues to be discussed in the current investigation. The questions designed to depict the variable of Readiness to Change are grounded in the Individual Readiness to Change (IRFC) framework by Holt et al. (2007a, 2007b). This framework encompasses key aspects such as the accuracy in making changes, self-confidence, management support, and the perceived benefits of change. This measuring tool was validated on 228 employees, with a coefficient alpha of 0.94.

The Psychological Capacity Questionnaire (PCQ) from Luthans et al. (2007), including self-efficacy, optimism, hope, and resilience, with a Cronbach's alpha of 0.90 from Kirrane et al. (2016) in Dublin. Job security is assessed using the Job Security Index (JSI) scale from Probst (2003). This scale was previously utilized in research by Probst et al. (2007) and reported a Cronbach's alpha of 0.92. Workplace safety includes continuity and stability of employment. The interpretation of data analysis involves using Structural Equation Modeling (SEM) to test the hypotheses concerning the relationships between the variables. In line with Jöreskog and Sörbom's (1982) approach, the process follows two key stages. First, the model's fit is evaluated by checking for significant differences between the model's predictions and the actual data. If the model shows a good fit, meaning that the discrepancies are minimal and acceptable, the second stage proceeds by testing the hypotheses regarding the structural relationships among the variables. This approach ensures that the model is both valid and capable of explaining the relationships before drawing conclusions from the hypotheses.

FINDINGS AND DISCUSSION

Findings

Table 1. Data Characteristic

Characteristic	Frequency (F)	Percentage (%)
Gender		
Male	204	87.6
Female	29	12.4
Age		
20-30 year	19	8.4
31-40 year	86	36.9
41-50 year	79	33.9
≥51 year	49	21.0
Work Period		
< 3 year	9	3.9
3-6 year	21	9.0
7-10 year	52	22.3
11-15 year	64	27.5
≥16 year	87	37.5
Education		
Secondary education	10	4.3
Bachelor degree	149	63.8
Master degree	74	31.9

Table 1 shows that 204 (87.6%) of the respondents are male, while there is a significant

underrepresentation of female respondents. This disparity reflects the nature of work in the construction sector, which often requires high levels of physical mobility, travel, and hands-on labour—roles traditionally dominated by men. This male-dominated trend aligns with the typical workforce composition in the construction industry, where male employees more commonly fill such roles due to the physical demands and the historical gender dynamics in this field.

The majority of respondents (70.8%) are in the 31 to 50 age range, indicating they are in a productive stage of life, which is typically conducive to generating ideas, insights, and innovations. This demographic suggests that the company is well-positioned to implement changes, drive innovations, and adopt advancements that can contribute to both business growth and employee career development. Being experienced yet still adaptable, this age group provides a strong foundation for embracing organizational transformation and technological progress. Regarding period work, most respondents (37.5%) have been with the company for over 16 years, reflecting a stable and secure work environment. This long-term tenure suggests that the company has effectively fostered a sense of job security and continuity, encouraging employees to build and sustain long-term careers within the organization. Such stability indicates a strong organizational commitment to employee retention and a supportive workplace culture that promotes loyalty and professional growth.

When reviewing the respondents' educational background, 149 (63.8%) hold bachelor degrees. This is largely a result of the company's recruitment standards, which typically require candidates to have completed undergraduate education. The construction industry requires employees with essential skills in areas like architecture, graphic design, civil engineering, accounting, psychology, and other fields that usually necessitate a bachelor's degree. However, some specialized technical positions within certain departments may accept diploma holders or individuals with relevant experience and skills.

Validity and Reliability

Table 2. Test Validity and Reliability Readiness to Change

Representations	Validity	Reliability
I can recognize the valid and compelling reasons for the company to implement the necessary changes.	0.536	
These changes will enhance the overall efficiency of the company.	0.591	
I believe there is always a solid and logical rationale behind every change a company implements.	0.633	0.772
If the company makes changes, I will benefit from them in the future.	0.544	
Senior leaders have encouraged me to embrace this change.	0.718	
I feel empowered by the full support of management in facing the changes within the company.	0.795	
Seniors have emphasized the importance of the changes occurring in the company.	0.642	0.846
Management has communicated a clear message that this organization will readiness to changes.	0.598	
I believe that when changes are made, I am capable of adapting to the job demands.	0.709	0.847

Representations	Validity	Reliability
When this change is implemented, I am confident I can handle it easily.	0.673	
I possess the necessary skills to make this change successful.	0.779	
Once I set my mind to it, I feel capable of learning all the requirements of the organizational change.	0.653	
I worry about losing my current position if changes are made in the company.	0.002	
The changes being made in the company will benefit me.	0.604	
With the company undergoing changes, I feel I have many opportunities for growth.	0.690	0.800
Changes within the company allow me to learn more about things I do not yet know.	0.649	

Table 3. Test Validity and Reliability Psychological Capital

Representations	Validity	Reliability
I feel confident in analyzing long-term issues to find solutions.	0.496	
I am able to present my areas and fields of work in meetings with management.	0.843	
I am confident that I can contribute to discussions about the company's strategy.	0.725	
I believe I can assist in setting targets and objectives in my work	0.798	0.894
I know how to reach out to external parties who can help when there are issues that require assistance.	0.560	
I am confident in presenting information in front of a group or colleagues.	0.710	
When I encounter problems at work, I can find a way to resolve them.	0.681	
I am currently enthusiastic about achieving my targets and work objectives.	0.755	
I believe there are many ways and alternatives to solve a problem.	0.687	
At present, I feel successful in my work/life.	0.417	0.890
I am always eager to think of various ways to achieve my work targets and objectives.	0.797	
I am currently working towards the targets and objectives that have been set.	0.749	
If I fall behind in my work, I find it difficult to catch up.	0.071	
I can overcome the challenges at work.	0.716	
I can work independently and autonomously.	0.191	
I can always face stress at work calmly	0.578	0.861
With my experience and competence, I can manage work difficulties.	0.753	

Representations	Validity	Reliability
I feel capable of overcoming various problems I encounter.	0.746	
When there is uncertainty at work, I still hope for the best.	0.723	
If a mistake occurs at work, it will affect my performance.	0.215	
I always view my work positively.	0.735	
I remain optimistic about what will happen to my work in the future.	0.829	0.870
In my work, I feel that many things do not go as expected.	0.222	
When observing events/problems at work, I always believe there is wisdom	0.526	

Table 4. Test Validity and Reliability Job Security

Representations	Validity	Reliability
Considering the progress the company has made, I believe that my career will continue to develop alongside the company's growth.	0.455	
There are not many career opportunities available in this company.	0.271	0.545
I am confident that the company will not go bankrupt along the way.	0.329	
I believe I can meet the demands of my job.	0.308	
I am confident that the company will continue to advance.	0.585	
With my skills, I feel certain that I can continue my career in this company.	0.790	0.883
The demands of globalization may threaten my job and the company's development opportunities.	0.204	
Even though job demands are increasing, I believe that with my potential, I will still be employed by the company.	0.790	

Confirmatory Factor Analysis (CFA)

1. Readiness to Change

All loading factor values are above 0.50, indicating that the measurement instruments demonstrate good loading factors. The construct reliability (CR) was found to be 0.93, and the variance extracted (VE) was 0.56. According to [Hair et al. \(2006\)](#), the obtained CR is considered relatively high, as it exceeds the 0.7 threshold. Additionally, the VE is satisfactory because it is above 0.5.

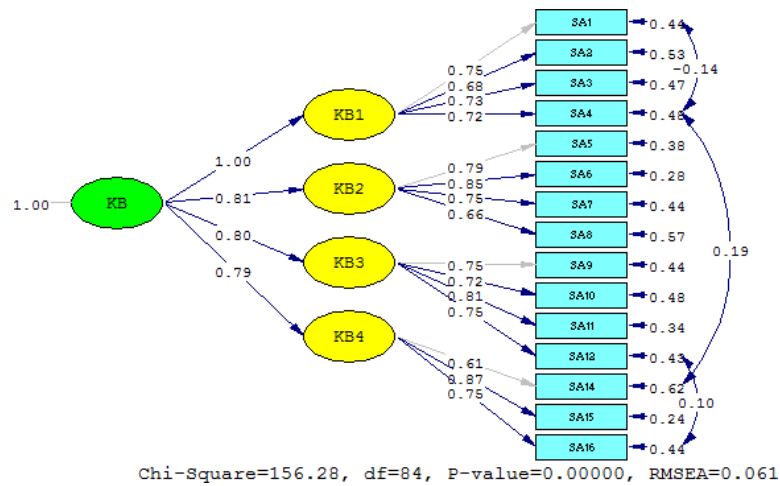


Figure 2. CFA Readiness to Change

Description: KB: Readiness to Change, KB1: Clarity on Change, KB2: Confidence in Change, KB3: Management Support, KB4: Personal Benefits

Table 5. Index Fit Readiness to Change

Index Fit	Criteria Fit	Result	Description
GFI	≥ 0.90	0.92	Fit
CFI	≥ 0.90	0.99	Fit
TLI/NNFI	≥ 0.90	0.98	Fit
NFI	≥ 0.90	0.97	Fit
RMSEA	≤ 0.08	0.061	Fit

Based on five indices—GFI, CFI, NFI, NNFI/TLI, and RMSEA—it is concluded that the measurement model fit the data well. According to [Jöreskog and Sörbom \(1982\)](#) and [Hair et. al. \(2006\)](#), if the initial model aligns well with the empirical data, it can be further developed and tested again using the same dataset.

2. Psychology Capital

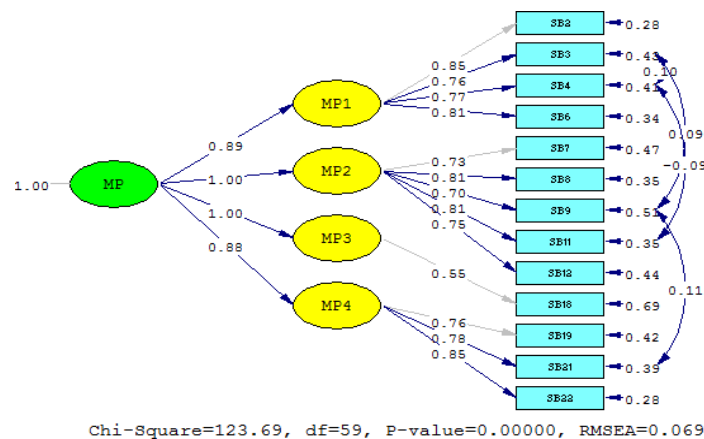


Figure 3. CFA Psychology Capital

Description: MP: Psychology Capital, MP1: Self Efficacy, MP2: Optimism, MP3: Hope, MP4: Resilience

All loading factors exceed 0.5, indicating that the measurement instruments have strong loading factors. The construct reliability (CR) was found to be 0.92, while the variance extracted (VE) was 0.58. The CR is considered good because it is above 0.7, and the VE is also considered good because it is above 0.5.

Table 6. Index Fit Psychology Capital

Index Fit	Criteria Fit	Result	Description
GFI	≥ 0.90	0.92	Fit
CFI	≥ 0.90	0.99	Fit
TLI/NNFI	≥ 0.90	0.98	Fit
NFI	≥ 0.90	0.98	Fit
RMSEA	≤ 0.08	0.069	Fit

Based on five indices—GFI, CFI, NFI, NNFI/TLI, and RMSEA—it can be concluded that the measurement model aligns well with the data. According to [Jöreskog and Sörbom \(1982\)](#), if the initial model corresponds with the empirical data, it can be further developed and retested using the same dataset.

3. Job Security

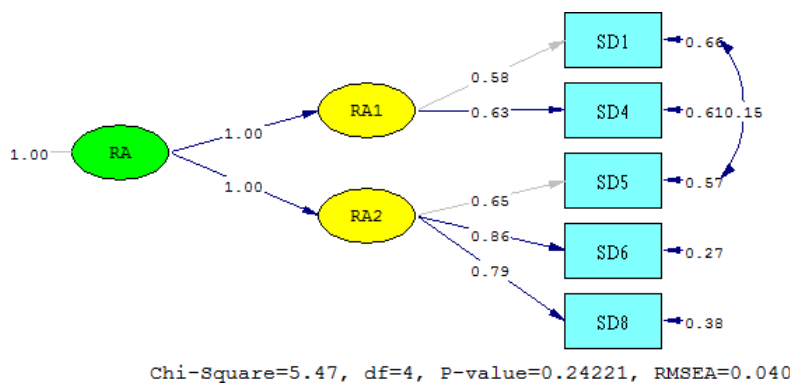


Figure 4. CFA Job Security

Description: RA: Job Security, RA1: Job Sustainability, RA2: Stability of Job Content

Loading factors above 0.5 show that all measuring instruments have good loading factors. Meanwhile, the construct reliability (CR) results obtained 0.83 and variance extracted (VE) 0.50. CR obtained is relatively high, above 0.7, VE obtained is moderate because it is above 0.5.

Table 7. Index Fit Job Security

Index Fit	Criteria Fit	Result	Description
GFI	≥ 0.90	0.99	Fit
CFI	≥ 0.90	1.00	Fit
TLI/NNFI	≥ 0.90	0.99	Fit
NFI	≥ 0.90	0.99	Fit
RMSEA	≤ 0.08	0.040	Fit

Based on five indices—GFI, CFI, NFI, NNFI/TLI, and RMSEA—it can be concluded that the measurement model aligns well with the data. According to [Jöreskog and Sörbom \(1982\)](#), if the initial model corresponds with the empirical data, it can be further developed and retested using the same dataset.

Structural Equation Model (SEM)

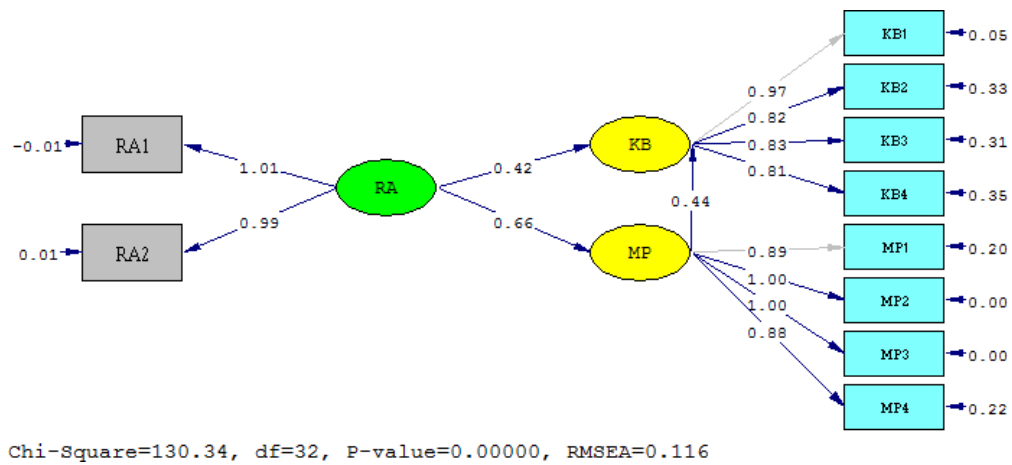


Figure 5. SEM Standard Solution

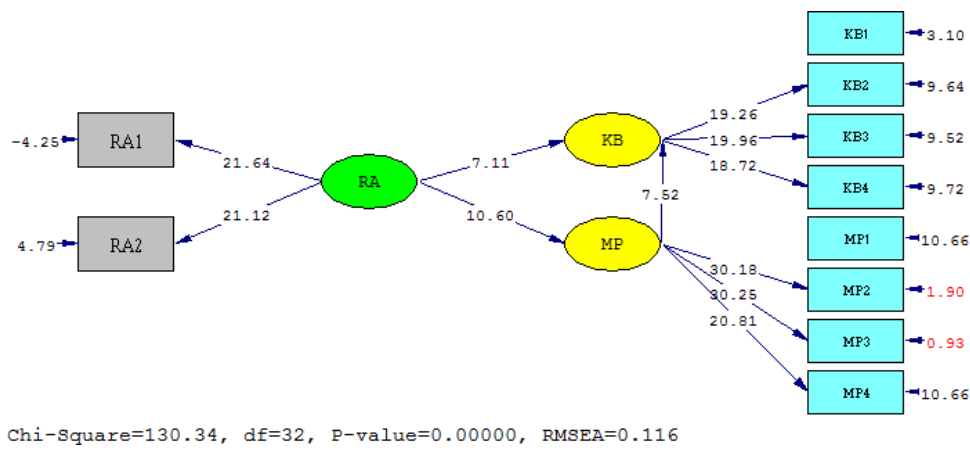


Figure 6. SEM T-Value

Table 8. Index Fit Job Security

Index Fit	Criteria Fit	Result	Description
GFI	≥ 0.90	0.90	Fit
CFI	≥ 0.90	0.98	Fit
TLI/NNFI	≥ 0.90	0.97	Fit
NFI	≥ 0.90	0.97	Fit
RMSEA	≤ 0.08	0.09	Marginal Fit

Based on five indices—GFI, CFI, NFI, NNFI/TLI, and RMSEA— it can be concluded that the measurement model is in accordance with the data. Jöreskog and Sörbom (1982), if the initial model fits the empirical data.

Table 9. Matrix Correlation

Hypothesis	Path	T-value	μ/β	Sig
Indirect				
H1	Job security with readiness to change mediator psychological capital	6.44	0.29	0.00
H2	Psychological capital with readiness to change	7.52	0.44	0.06

Hypothesis	Path	T-value	μ/β	Sig
H3	Job security with psychological capital	10.60	0.66	0.06
H4	Job security with readiness to change	7.11	0.42	0.05
Mediator				
	Job security with readiness to change	12.08	0.71	0.06

Discussion

Job security influences readiness to change with psychological capital acting as a mediator

The major hypothesis influences job security with readiness to change, psychological capital serving as an effective mediator, fit by empirical data. The testing results indicate a Goodness of Fit Index (GFI) score of 0.90 (≥ 0.90 , indicating a good fit), a Comparative Fit Index (CFI) score of 0.98 (≥ 0.90 , good fit), a Tucker-Lewis Index (TLI/NNFI) score of 0.97 (≥ 0.90 , good fit), a Normed Fit Index (NFI) score of 0.97 (≥ 0.90 , good fit), and a Root Mean Square Error of Approximation (RMSEA) of 0.09 (≤ 0.08 , marginal fit). Table 9 shows the major hypothesis. The μ/β matrix is 0.29, and the T-value = 6.44 $>$ 1.96, which interpreted as H_0 is rejected. This statistical analysis concludes that job security significantly impacts readiness for change, with psychological capital serving as a mediating factor.

Facilitating organizational transformation through job security, mediated by psychological capital, can enhance employees' readiness to change. This finding aligns with a previous study by Yusuf and Olusola (2015), which found that job security correlates with commitment to change. Employees' job security in their roles significantly contributes to their commitment to change.

According to Holt et al. (2007a), job security plays a significant role in influencing individuals' readiness to change. Employees are more inclined to embrace change when they perceive its potential positive outcomes. On the other hand, individuals who experience job insecurity may be reluctant to contribute ideas or suggestions, particularly if they fear their positions could be at risk. A tangible sense of job security, however, can foster an environment where employees feel empowered to share ideas and serve as catalysts for organizational change. The aftermath of the pandemic has further exacerbated this situation, creating a business environment marked by disruption and instability, which has heightened employees' sense of unease.

Even into 2024, many companies are expected to bankrupt due to government policies that fail to foster job security in the workplace. This has resulted in workforce reductions, fewer completed projects, delays in client payments, and significant cuts to employee incomes, all of which have contributed to a decline in consumer purchasing power. Research by Schumacher et al. (2015) indicates that a job security significantly impacts employees' readiness to change within certain organizations. Factors contributing to employees' feelings of insecurity at work include high levels of job pressure, fears of job loss, and stress, ultimately hindering optimal performance. This anxiety over potential termination can lead to psychosomatic disorders, further impairing employees' readiness to embrace change.

Psychological Capital Impact on Readiness to Change

According to the data analysis presented in Table 9, the μ/β matrix is 0.44, with a T-value of 7.52, exceeding the significant threshold of 1.96. This T-value exceeds the critical threshold of 1.96, indicating statistical significance. Consequently, the null hypothesis (H_0) is rejected, leading to the conclusion that psychological capital has an impact on readiness to change. This finding is consistent with prior research, including Luthans et al. (2007), who conceptualized psychological capital as a positive psychological state among employees. It is characterized by confidence in

addressing challenging situations and a commitment to investing the effort required to achieve success in their tasks. Similarly, Lucia (2017) emphasized the influence of psychological capital on employee attachment and job satisfaction, further underscoring its significance in organizational contexts.

Organizations that effectively meet both material and non-material needs contribute positively to employees' psychological capital, such as, self-efficacy, hope, resilience, and optimism (Wayne et al., 1997). McBain (2007) and Colquitt et al. (2001), assert that a safe and fair work environment is crucial for cultivating strong emotional connections between individuals and the organization. This foundation encourages employee behavior that is engaged and supportive of organizational decisions, enabling adaptation to the dynamics of the business environment.

Psychological capital includes self-efficacy, reflecting self-regulation capabilities, optimism, associated with vitality and creativity, hope, linked to perseverance and spirituality, and resilience, evident in persistence and adaptability. From this research, we define psychological capital as a state of positive psychological development characterized by self-confidence, constructive self-perception, persistence, and resilience in the pursuit of success.

Job Security Impact on Psychological Capital

Based on the analysis presented in Table 9 shows μ/β value of 0.66 and T-value = 10.60, surpassing the significance threshold of 1.96 (T-value = 10.60 > 1.96). Based on this result, the null hypothesis (H_0) is rejected, indicating that a job security significantly influences psychological capital. Research by Probst (2011) and Nahavandi (2009) underscores the significant influence of job stability and continuity on the development of psychological capital. A positive life perspective fosters employees' ability to prioritize both productivity and workplace safety. When employees experience a sense of security, they are better positioned to channel their efforts toward productive activities. Moreover, individuals who maintain a focus on productivity often demonstrate greater attentiveness to job safety.

Probst and Brubaker (2001) suggest that management should actively monitor safety factors in the workplace. Conversely, feelings of insecurity can undermine motivation and distract employees from prioritizing safety and adhering to regulations, potentially leading to a higher incidence of injuries and workplace accidents. A meta-analysis by Sverke and Hellgren (2002) highlights that job insecurity is linked to negative attitudes toward the organization, underscoring the importance of fostering a supportive environment to help employees perceive positive organizational backing for any upcoming changes. Organizations should implement career development policies and cultivate a job security for their employees. Such measures can promote positive behavior changes, as employees who feel secure are more likely to experience well-being at work and trust their experiences.

Job Security Impact on Readiness to Change

The results of the matrix presented in Table 9 indicate that the ratio $\mu/\beta = 0.42$ with a T-value of 7.11, which exceeds the critical threshold of 1.96. This finding leads to the rejection of the null hypothesis (H_0). Upon further analysis, it can be inferred that job security significantly influences psychological capital. These findings align with prior research, such as Maryatmi (2014), who emphasized the pivotal role of job security as a key component of management support in facilitating individual career development. This underscores the necessity for management to prioritize creating a secure environment that enables individuals to develop self-awareness and foster positive attitudes.

Job security also directly influences readiness to change. This is supported research

Widyonegoro (2017), employees' feelings of security and fair treatment foster trust in their leaders, providing positive motivation for change. Trust in leadership is essential as it promotes a constructive workplace attitude. Holt et al. (2007b) state that readiness to change occurs when employees embrace and adapt to desired behaviors. This process involves a job security, which helps prepare employees for potential risks, reducing fears of job loss. According to Smith (2005), failing to assess an individual's readiness to change can lead to wasted resources and hinder progress. Organizations must create conditions that promote readiness for change by focusing on developing individuals' positive potential and ensuring job security. A lack of preparedness can lead to cynicism, negative responses, rejection, and a lack of commitment to organizational changes.

Armenakis and Bedeian (1999) proposed a model for implementing change readiness initiatives, emphasizing the need for management to prepare comprehensive programs and strategies to support members in adopting change, ensuring that all factors influencing the transition are adequately addressed.

CONCLUSIONS

The statement indicates that four hypotheses collectively support the primary proposition, demonstrating that job security significantly influences employees' readiness for change, with psychological capital serving as a mediating factor that aligns with the empirical data. Specifically, the findings reveal a direct impact of job security on readiness for change, a direct influence of job security on psychological capital, and a subsequent effect of psychological capital on employees' readiness for change. These relationships were observed among employees working in government-owned construction companies.

Following the research and data analysis, the authors affirm that the findings of this study align with prior research, which has established a connection between job security, psychological capital, and readiness for change. Prior studies have shown that job security positively impacts employees' psychological well-being and their willingness to adapt to organizational changes. Similarly, psychological capital comprising optimism, resilience, hope, and self-efficacy has been recognized as a critical mediator that enhances employees' capacity to embrace change.

This research focuses on employees in government owned construction companies, a sector not extensively explored in previous studies. The unique work environment and challenges of this sector provide new data points on how job security and psychological capital interact within a public sector, construction-specific context.

Furthermore, while earlier research has acknowledged the individual roles of job security and psychological capital, this study provides empirical evidence that psychological capital significantly mediates the relationship between job security and readiness to change. This highlights the importance of investing in employees' psychological resources to facilitate change readiness, particularly in sectors undergoing technological and organizational transformation.

Theoretical Contribution

Although this study focuses on a specific case, it makes significant contributions to theoretical development. First, in the context of organizational theory, it provides new insights into how SOEs adapt to significant changes, particularly through the integration of digital technologies and culturally grounded approaches. This enriches the literature on change management, particularly within public sector organizations and the construction industry. Second, in the discourse on disruption and innovation, the research demonstrates how traditional companies, such as WIKA, can turn disruption into an opportunity for innovation. WIKA offers a model for mitigating the negative impacts of disruption through strategic restructuring and the development of employee competencies.

Practical Contribution

In alignment with the objectives outlined at the outset, this study offers several practical contributions. First, with regard to organizational readiness, it provides a framework for other companies to effectively prepare employees for change by incorporating both technology-driven training and culturally sensitive approaches.

Additionally, in the domain of crisis management and innovation, the study highlights WIKA's experience in leveraging the pandemic as a business opportunity, offering a valuable case for other organizations navigating similar crises. Moreover, concerning the restructuring of state-owned enterprises (SOEs), WIKA's transformation presents a relevant case study that can inform the implementation of SOE superholdings, offering practical insights for governments striving to develop more competitive structures.

Finally, in the context of improving the construction sector's performance, WIKA's innovations in modular and digital construction technologies serve as an inspiration for other construction companies to enhance both project efficiency and environmental sustainability.

LIMITATION & FURTHER RESEARCH

The existing research on readiness to change in state-owned construction companies, such as WIKA, and the mediating role of psychological capital in relation to job security, presents several limitations. These limitations highlight key areas that warrant further investigation and are critical for future research. Addressing these areas could provide valuable insights into organizational dynamics, employee behavior, and change management within SOEs.

SOEs are shaped by distinct cultural, political, and operational influences that can significantly affect employees' preparedness for change. More research is needed on how national cultural factors, governmental expectations, and accountability to the public influence SOEs' capacity to enact change effectively. Future studies could examine the interplay between these elements and variables like psychological capital, job security, and change readiness, especially in sectors like construction where meeting deadlines and public service commitments is critical.

The construction industry is currently facing rapid technological changes, driven by innovations such as Building Information Modeling (BIM), robotics, and AI. Expanding research in this area could provide a better understanding of how readiness for technological change within state-owned construction firms influences employees' job security perceptions and psychological capital. Exploring how workers adjust to digital transformations could uncover new mediating and moderating factors in change readiness.

Although job security is addressed in the current study, the broader impact of job insecurity on employee well-being, especially within SOEs, is still underexplored. Job insecurity can lead to stress, anxiety, and burnout, so future research should investigate how employees' psychological health—beyond their psychological capital—affects their readiness to change. The interrelationship between well-being, job security, and organizational change is crucial for managing workforce stability over the long term.

While psychological capital is identified as a mediating factor in readiness to change, future research could focus on how interventions aimed at enhancing psychological capital (e.g., resilience and optimism training) impact employees' adaptability during periods of ongoing change. Longitudinal studies examining the sustained development of psychological capital, especially in large infrastructure projects, would be especially valuable.

Future research could examine the long-term effects of organizational change on job security. As construction firms continue to modernize and adapt, understanding how job security evolves post-change and its impact on employee performance and retention could be critical to ensuring the sustainability of change.

REFERENCES

- Adachi, C. (2011). *A Sociolinguistic Investigation of Compliments and Compliment Responses among Young Japanese* [Dissertation, The University of Edinburgh]. <https://era.ed.ac.uk/handle/1842/5535?show=full>.
- Armenakis, A. A. & Bedeian, A. G. (1999) Organizational Change: A Review of Theory and Research in the 1990s. *Journal of Management*, 25, 293-315. <https://doi.org/10.1177/014920639902500303>
- Armenakis, A. A. & Harris, S. G. (2002). Crafting a change message to create transformational readiness. *Journal of Organizational Change Management*, 15(2), 169-183. <https://doi.org/10.1108/09534810210423080>
- Belias, D. and Koustelios, A. (2014) Organizational Culture and Job Satisfaction: A Review. *International Review of Management and Marketing*, 4, 132-149.
- Bordia, P., Hunt, E., Paulsen, N., Tourish, D., & DiFonzo, N. (2004). Uncertainty during organizational change: Is it all about control?. *European Journal of Work and Organizational Psychology*, 13(3), 345–365. <https://doi.org/10.1080/13594320444000128>.
- Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O. L. H., & Ng, K. Y. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 86(3), 425–445. <https://doi.org/10.1037/0021-9010.86.3.425>
- Hair, J., Black, W., Babin, B., Anderson, R. & Tatham, R. (2006) *Multivariate Data Analysis* (6th Ed.) Pearson Prentice Hall.
- Haryatmoko. (2020). *New ways in leadership and education*. Gramedia Pustaka Utama.
- Holt, D. T., Armenakis, A. A., Field, H., & Harris, S. G. (2007a). Toward a comprehensive definition of readiness to change: A review of research and instrumentation. *Research in Organizational Change and Development*, 16, 289-336. [https://doi.org/10.1016/S0897-3016\(06\)16009-7](https://doi.org/10.1016/S0897-3016(06)16009-7).
- Holt, D. T., Armenakis, A. A., Field, H., & Harris, S. G. (2007b). Readiness for organizational change: The systematic development of scale. *The Journal of Applied Behavioral Science*, 43(2), 232-256. <https://doi.org/10.1177/0021886306295295>.
- Jöreskog, K. G., & Sörbom, D. (1982). Recent Developments in Structural Equation Modeling. *Journal of Marketing Research*, 19(4), 404-416. <https://doi.org/10.1177/002224378201900402>
- Kasali, R. (2019). *A new world that leaves many people confused*. Mizan.
- Kirrane, M., Lennon, M., O'Connor, C., & Fu, N. (2016). Linking perceived management support with employees' readiness for change: The mediating role of psychological capital. *Journal of Change Management*, 17(1), 47–66. <https://doi.org/10.1080/14697017.2016.1214615>
- Lizar, A. A., Mangundjaya, W. L. H., & Rachmawan, A. (2015). The Role of Psychological Capital and Psychological Empowerment on Individual Readiness for Change. *The Journal of Developing Areas*, 49(5), 343-352. <https://doi.org/10.1353/jda.2015.0063>.
- Lucia, D. D. (2017). *Factors influencing employee engagement with psychological capital as a mediator and management leadership as a moderator* [Dissertation, Universitas Persada Indonesia YAI].
- Luthans, F., Avolio, B. J., Avey, J. B., & Norman, S. M. (2007). Positive psychological capital: Measurement and relationship with performance and satisfaction. *Personnel Psychology*, 60(3), 541–572. <https://doi.org/10.1111/j.1744-6570.2007.00083.x>
- Mangunjaya, W. L. (2016). *Psikologi Dalam Perubahan Organisasi*. PT. Swasthi Adi Cita.
- Maryatmi, A. S. (2014). *Job satisfaction as a mediator of the impact of career development and job security on well-being* [Dissertation, Universitas Persada Indonesia YAI].
- McBain, R. (2007). The practice of engagement: Research into current employee engagement practice. *Strategic HR Review*, 6(6), 16-19. <https://doi.org/10.1108/14754390780001011>
- Munawaroh, L., & Meiyanto, I. J. K. S. (2017). The role of psychological capital in individual readiness

- to change moderated by perceived organizational support. *Jurnal Psikologi: Indonesian Journal of Psychology*, 44(3), 198-210. <https://doi.org/10.22146/jpsi.28217>.
- Murti, T. R. (2008). *Psikologi Industri dan Organisasi*. Santusa.
- Myers, P., Hulks, S., & Wiggins, L. (2012). *Organizational change: Perspectives on theory and practice*. Oxford University Press.
- Nahavandi, A. (2009). *The Art and Science of Leadership* (pp. 103-104). Prentice Hall.
- Probst, T. M. (2003). Development and validation of the Job Security Index and the Job Security Satisfaction scale: A classical test theory and IRT approach. *Journal of Occupational and Organizational Psychology*, 76(4), 451-467. <https://doi.org/10.1348/096317903322591587>
- Probst, T. M. (2011). Job Insecurity: Implications for Occupational Health and Safety. In A-S A. (Ed.) *New Directions in Organizational Psychology and Behavioral Medicine*. Routledge. <https://doi.org/10.4324/9781315597942>.
- Probst, T. M., Stewart, S. M., Gruys, M. L., & Tierney, B. W. (2007). Productivity, counterproductivity and creativity: The ups and downs of job insecurity. *Journal of Occupational and Organizational Psychology*, 80(3), 479-497. <https://doi.org/10.1348/096317906X159103>.
- Probst, T. M., & Brubaker, T. L. (2001). The effects of job insecurity on employee safety outcomes: Cross-sectional and longitudinal explorations. *Journal of Occupational Health Psychology*, 6(2), 139-159. <https://doi.org/10.1037/1076-8998.6.2.139>
- Rowden, R. W. (2001). The learning organization and strategic change. *SAM Advanced Management Journal*, 66(3), 11.
- Sasmita, I. A. G. H. D. (2019). The Effect of Transformational leadership and Psychological Capital to Individual Readiness to Change for Employees in Tourism Development Corporate. *Journal Psikodimensia*, 18(20), 167. <https://doi.org/10.24167/psidim.v18i2.2409>.
- Schumacher, D., Schreus, B., Van Emmerik, H., & De Witte, H. (2015). Explaining the relation between job insecurity and employee outcomes during organizational change: A multiple group comparison. *Human Resource Management*, 55(5), 809-827. <https://doi.org/10.1002/hrm.21687>.
- Smith, I. (2005) Achieving Readiness for Organisational Change. *Library Management*, 26, 408-412. <https://doi.org/10.1108/01435120510623764>
- Soeharso, S. Y. & Dewayani, K. (2020). The Relationship Between Psychological Capital and Readiness for Change on The Transformation Program of State Own Company and Private Company in Jabodetabek Area: Leadership Style As Mediator. *The International Journal of Accounting and Business Society*, 28(3), 113-144. <https://doi.org/10.21776/ub.ijabs.2020.28.3.5>
- Sverke, M., & Hellgren, J. (2002). The nature of job insecurity: Understanding employment uncertainty on the brink of a new millennium. *Applied Psychology: An International Review*, 51(1), 23-42. <https://doi.org/10.1111/1464-0597.0077z>
- Wayne, S.J., Shore, L.M. & Liden, R.C. (1997) Perceived Organizational Support and Leader-Member Exchange: A Social Exchange Perspective. *Academy of Management Journal*, 40, 82-111. <http://dx.doi.org/10.2307/257021>
- Widyonegoro, P. W. (2017). *The influence of leader-member exchange and organizational justice on readiness to change with trust as a mediator* [Dissertation, Universitas Persada Indonesia YAI].
- Youssef-Morgan, C. M. & Luthans, F. (2015). Psychological capital and well-being. *Stress and Health*, 31(3), 180-188. <https://doi.org/10.1002/smi.2623>.
- Yusuf, G. O. & Olusola, O. I. (2015). Job insecurity and commitment to change: role of employability

as a moderating variable (A review). *IOSR Journal of Humanities and Social Sciences (IOSR-JHSS)*, 20(12), 67-70.