



## Journal of Organizational Change Management

Climate, communication and participation impacting commitment to change  
Sofie Rogiest Jesse Segers Arjen van Witteloostuijn

### Article information:

To cite this document:

Sofie Rogiest Jesse Segers Arjen van Witteloostuijn , (2015), "Climate, communication and participation impacting commitment to change", Journal of Organizational Change Management, Vol. 28 Iss 6 pp. 1094 - 1106

Permanent link to this document:

<http://dx.doi.org/10.1108/JOCM-06-2015-0101>

Downloaded on: 11 November 2016, At: 01:42 (PT)

References: this document contains references to 65 other documents.

To copy this document: [permissions@emeraldinsight.com](mailto:permissions@emeraldinsight.com)

The fulltext of this document has been downloaded 1398 times since 2015\*

### Users who downloaded this article also downloaded:

(2015), "Identifying critical HR practices impacting employee perception and commitment during organizational change", Journal of Organizational Change Management, Vol. 28 Iss 5 pp. 872-894

(2016), "How does leader communication style promote employees' commitment at times of change?", Journal of Organizational Change Management, Vol. 29 Iss 2 pp. 242-262 <http://dx.doi.org/10.1108/JOCM-11-2014-0204>

Access to this document was granted through an Emerald subscription provided by emerald-srm:563821 []

### For Authors

If you would like to write for this, or any other Emerald publication, then please use our Emerald for Authors service information about how to choose which publication to write for and submission guidelines are available for all. Please visit [www.emeraldinsight.com/authors](http://www.emeraldinsight.com/authors) for more information.

### About Emerald [www.emeraldinsight.com](http://www.emeraldinsight.com)

Emerald is a global publisher linking research and practice to the benefit of society. The company manages a portfolio of more than 290 journals and over 2,350 books and book series volumes, as well as providing an extensive range of online products and additional customer resources and services.

Emerald is both COUNTER 4 and TRANSFER compliant. The organization is a partner of the Committee on Publication Ethics (COPE) and also works with Portico and the LOCKSS initiative for digital archive preservation.

\*Related content and download information correct at time of download.

# Climate, communication and participation impacting commitment to change

Sofie Rogiest

*Antwerp Management School, Antwerpen, Belgium;  
University of Antwerp, Antwerpen, Belgium and  
Tilburg School of Economics and Management, Tilburg, The Netherlands*

Jesse Segers

*Antwerp Management School, Antwerpen, Belgium and  
University of Antwerp, Antwerpen, Belgium, and*

Arjen van Witteloostuijn

*University of Antwerp, Antwerpen, Belgium and  
Tilburg School of Economics and Management, Tilburg, The Netherlands*

1094

## Abstract

**Purpose** – Through the combination of change process, context and content the purpose of this paper is to provide a deeper understanding of failure or success of organizational change. This study considers the effect of organizational climate on affective commitment to change simultaneously with quality change communication and employee participation during the change process, while controlling for perceived change impact.

**Design/methodology/approach** – The findings are based on 134 survey responses gathered through surveys in two police forces that recently underwent a merger.

**Findings** – First, quality change communication is the only process variable that directly impacts affective commitment to change. Second, the results indicate that an involvement-oriented climate positively affects affective commitment to change, mediated through quality change communication.

**Originality/value** – First, the general understanding of the impact of climate on organizational change is very limited. Second, employee participation and quality change communication are generally studied together. The authors propose that both process variables each have their unique impact on attitudes toward change.

**Keywords** Organizational change, Procedural justice, Employee participation, Organizational climate, Affective commitment to change, Change communication

**Paper type** Research paper

## Introduction

Although failure rates of organizational change are estimated to be as high as two-thirds of all initiatives (Beer and Nohria, 2000; Burnes, 2004), change often remains the only constant in many organizations (Sorge and van Witteloostuijn, 2004). The low success rate is frequently judged to be an implementation failure rather than a flaw of the change itself (Armenakis and Harris, 2009; Klein and Sorra, 1996; Kotter, 1995). While a failure of planned change may indeed have multiple causes, few are as critical as employees' attitudes toward change. The central role workers play should not be underestimated (Choi, 2011; Jones *et al.*, 2005; Meyer *et al.*, 2007) and the active support of individuals is



essential, especially during the implementation process (Ford *et al.*, 2003; Self *et al.*, 2007). Attitudes toward change have become a popular subject of scholarship, and many similar but distinct concepts have been introduced into the literature. Among these, a leading construct in the research on individual attitudes toward change is affective commitment to change (Choi, 2011), which has been associated with improved coping with change, lower turnover intentions and increased supportive behavior during organizational change (Jaros, 2010).

In line with Walker *et al.*'s (2007) and Jacobs *et al.* (2013) recommendations, we study change process, context and content combined, to improve our general understanding as to why and how organizations change. First, quality change communication and employee participation are introduced as two separate change process variables. Previous research primarily studied the combined impact of both variables, as they are situated within the concept of procedural justice (Caldwell *et al.*, 2004; Korsgaard *et al.*, 1995). Both variables, however, will require different efforts from organizations (Cotton *et al.*, 1988). Hence, considering them separately will provide leaders useful insights into these influential processes (Bordia *et al.*, 2004). Second, it is important to increase our understanding of how well organizations are suited to cope with organizational change, as this is becoming a continuous process (Jones *et al.*, 2005). Hence, our analysis includes organizational climate, as a context variable. Last, we consider perceived change impact as a control variable, since the outcome valence will have a considerable influence in and of itself (Fedor *et al.*, 2006).

Our study offers at least two contributions to the organizational change literature. First, the general understanding of the impact of climate on organizational change is very limited (Jones *et al.*, 2005; Lofquist, 2011). In our study, we include two different dimensions of climate: formalization and involvement. Both dimensions of climate have an inward focus, but a formalization climate is presented as an optimal structure for stable operations, while an involvement-oriented climate is more oriented toward flexibility (Patterson *et al.*, 2005). Including these two dimensions of climate will provide a better view on the organizational context suitable for successful organizational change. Second, although both high-quality change communication and high employee participation will increase procedural fairness (Caldwell *et al.*, 2004), both processes require different organizational capabilities. Hence, insight into the impact of both variables separately on attitudes toward change will benefit organizational practices.

Below, we first briefly describe affective commitment to change as an individual-level outcome. Next, hypotheses concerning both change process variables and organizational climate are developed. Subsequently, we introduce our design, methodology and results. Last, we conclude with a discussion of our findings for future research and practice.

### **The relationship between communication, participation and commitment**

Commitment is considered to be one of the most important indicators in explaining employee behavior and desirable work-related outcomes in organizations (Choi, 2011). The definition of commitment has been generalized by Meyer and Herscovitch (2001), and is defined as "a force that binds an individual to a course of action of relevance to one or more targets" (p. 301). This makes the concept applicable to multiple foci, including organizational change. Previous studies indicate the importance of affective commitment to change for supportive behavior during organizational change, higher job satisfaction and lower turnover intentions (Ford *et al.*, 2003; Herscovitch and Meyer, 2002; Jaros, 2010; Neves and Caetano, 2009; Rafferty and Restubog, 2010).

In line with previous research, the current study focusses on this dimension (Conway and Monks, 2008; Herold *et al.*, 2008; Neves and Caetano, 2009).

Affective commitment to change develops when individuals recognize the value of organizational change. The way the organizational change is implemented will strongly influence affective commitment to change (Yilmaz *et al.*, 2013). Providing high-quality change communication, typically defined as accurate, timely and complete information addressing employee concerns (Miller and Monge, 1986; Miller *et al.*, 1994), as well as offering opportunities for participation in decision making are widely recommended strategies to increase involvement and value relevance, and as such impact commitment to change (Armenakis and Bedeian, 1999; Beer and Nohria, 2000; Choi, 2011; Herscovitch and Meyer, 2002). Although both change processes will enhance perceptions of procedural justice (Caldwell *et al.*, 2004; Korsgaard *et al.*, 1995), we suggest that they will increase affective commitment to change in different ways. We argue that high-quality change communication will reduce uncertainty, and that high employee participation will increase the opportunity for voice and control over the outcome of the change.

First, organizational change implies great uncertainty and employees will devote much time to processes of sense making (Weick *et al.*, 2005). The provided information reduces uncertainty (Bordia *et al.*, 2004) and allows employees to prepare, which will enhance their positive perceptions about the change. Especially during organizational changes characterized by high uncertainty such as large transformations aimed at altering responsibilities, teams or locations, high-quality change communication will positively impact affective commitment to change (DiFonzo and Bordia, 1998). Previous findings relate high-quality change communication to greater change acceptance, openness and support for the change (Allen *et al.*, 2007; Miller *et al.*, 1994; Oreg *et al.*, 2011; Wanberg and Banas, 2000):

*H1a.* High-quality change communication will positively relate to affective commitment to change.

Second, the opportunity for voice, self-discovery and increased influence over the outcome of the change is facilitated by participation in decision making. This will provide employees with the inherent motivation to support the change (Armenakis *et al.*, 1993; Bordia *et al.*, 2004; Caldwell *et al.*, 2004; Gopinath and Becker, 2000; Johnson-Cramer *et al.*, 2003). Employee participation has been reported to relate to positive outcomes such as higher readiness and acceptance of change, and overall exhibited support for the change (Armenakis and Bedeian, 1999; Holt *et al.*, 2007; Oreg *et al.*, 2011; Wanberg and Banas, 2000). As employee participation and quality change communication influence attitudes toward change through different mechanisms, we propose that employee participation will partially contribute to affective commitment to change as well:

*H1b.* High employee participation will positively relate to affective commitment to change.

### **Formalization and involvement climate**

Organizational change cannot be separated from the organization in which the change occurs. Rather, organizational change should be seen as a process that emerges and evolves in the cultural, historical and political context of the organization (Pettigrew and Whipp, 1991). Psychological climate represents an individual's perception of their work environment (James *et al.*, 2008). These perceptions allow an employee to interpret events, predict possible outcomes and evaluate the appropriateness of their

actions (Parker *et al.*, 2003). In prior work, psychological climate has been found to be strongly related to affective variables at work, including organizational citizenship behavior (Ehrhart, 2004), innovation (Anderson and West, 1998) and organizational commitment (McMurray *et al.*, 2004). Additionally, previous research related an individual's perception of the organizational environment to readiness to accept and engage in organizational change (Armenakis *et al.*, 2007; Holt *et al.*, 2007).

In the current study, we included two dimensions of climate, namely, formalization and involvement, which are embedded in the broader competing values framework (Quinn and Rohrbaugh, 1983). Each proposed dimension has a specific focus, and the combination of evaluations on each dimension will be different for each organization. A formalization climate refers to an organization that is "concerned with formal rules and procedures" (Patterson *et al.*, 2005, p. 386). We argue that increased formalization will reduce affective commitment to change, since a formalization climate implies a focus on consolidation and continuity. In such a climate, employees view change as a threat and a challenge to the existing organization. This will reduce the perceived value and success of the change, and decrease affective commitment to change. In support of this reasoning, Eby *et al.* (2000) report that flexible policies and procedures are positively related to employees' evaluations of whether their organization is ready to cope with change events:

*H2a.* A high-formalization climate will negatively relate to affective commitment to change.

In contrast, we expect that a high involvement-oriented climate will increase affective commitment to change. An involvement-oriented climate refers to an organization where "employees have considerable influence over decision-making" and which is characterized by "the free sharing of information throughout the organization" (Patterson *et al.*, 2005, p. 386). Hence, we propose that change initiatives will take into account and respect individuals' views, and stimulate affective commitment to change. Previous research indicates that a climate of involvement will positively influence attitudes toward change (Brown and Cregan, 2008; Eby *et al.*, 2000; Jones *et al.*, 2005; Schneider *et al.*, 1996):

*H2b.* A high involvement-oriented climate will positively relate to affective commitment to change.

### **Quality change communication and employee participation as mediators**

We argue that both quality change communication and employee participation during a change process are useful mediating constructs to understand how organizational climate influences affective commitment to change. Psychological climate impacts the perceptions of supported and rewarded behaviors and practices. As such, this will direct and motivate employee efforts (Schneider *et al.*, 1996). First, an organizational climate high in formalization focusses on rules and procedures as primary *modus operandi*. The focus on formal rules and procedures aims to optimize communication, but does not foster participative decision making (Jones *et al.*, 2005). In a high-formalization climate, we expect that there will be few opportunities for employee participation. In addition, employees will try to limit their involvement as this is not reinforced within the organization:

*H3a.* The negative effect of a high-formalization climate on affective commitment to change is fully mediated by employee participation.

In an organizational climate characterized by involvement, information is more broadly shared, and individual employees have more opportunities to participate (Miller *et al.*, 1994). This organizational capability can fruitfully be applied during change initiatives, ensuring that correct and timely information is provided to individual employees, and that structures for participation are put in place. High-quality change communication and employee participation will be called for, as these practices are supported in the organization. This will increase the focus on these processes during organizational change initiatives. Previously, Eby *et al.* (2000) found that employees who perceive their environment as highly participative will be more likely to anticipate being involved in decisions during change initiatives:

*H3b.* The positive effect of a high involvement-oriented climate on affective commitment to change is fully mediated by quality change communication and employee participation.

### Methodology

This study tests the hypotheses associated with our theoretical model by collecting data through an employee survey in two different police organizations. To reduce common-method variance, a number of *ex-ante* steps were taken in the design of the study, as suggested by Chang *et al.* (2010). For multi-item Likert-scales, multiple endpoints were used (ranging from four to seven), as well as different formats in the form of reversed items, as proposed by Podsakoff *et al.* (2003). Additionally, the order of the items was randomized between constructs. In addition, an *ex-post* Harman's one-factor test was conducted (Podsakoff and Organ, 1986), without detecting evidence of common-method variance.

### Sample

The first organization is a local Belgian police force, with 158 employees. Their focus is on neighborhood policing, reception, intervention, aid to victims, local investigations, maintaining public order and traffic control. The organization was created nine months before the study by merging two adjacent police forces with the same responsibilities and tasks, but covering different geographical areas. The second organization is a support unit of a Belgian police force, with 20 employees. Their focus is primarily on providing technical, administrative and operational support to local police forces, and on coordinating national police operations. The support unit was created seven months before the study in a merger of two separate entities with the same responsibilities and tasks, but in adjacent regions. In total, 178 surveys were distributed – 158 in the local police force and 20 in the support unit – of which 134 completed surveys were returned: 116 in the local police force and 18 in the support unit. This resulted in an overall response rate of 75.3 percent. Those who returned the survey were representative of the organization at large ( $n = 178$ ) with regards to gender (68 percent male) and age (57.9 percent younger than 45 years).

### Measures

To ensure adequate measurement of each variable, previously established multi-item scales are used. Questionnaires were administered in the respondents' native language (Dutch). In line with Brislin's (1980) recommendations, questionnaires were first translated in Dutch by one of the publishing authors, followed by the back-translation by an independent researcher. The means, standard deviations and reliability estimates (Cronbach, 1951) for all of the study variables are reported in Table I.

*Affective commitment to change*

Affective commitment to change was measured using the six-item affective commitment to change scale of Herscovitch and Meyer (2002).

*Quality change communication*

Quality change communication and employee participation were included as focal aspects of the organizational change processes. Quality change communication was assessed with the scale originally developed by Miller *et al.* (1994) and previously adapted by Wanberg and Banas (2000). The scale consists of four items.

*Employee participation*

Employee participation was measured with a three-item adapted scale, originally developed by Wanberg and Banas (2000).

*Psychological climate*

Two dimensions of climate were measured using the organizational climate measure, developed by Patterson *et al.* (2005). Five statements measured the level of formalization and six statements the level of involvement in their work unit. Whereas change communication and the opportunity for employee participation will be dependent on the change agent leading the change initiative, the work unit climate will be defined by the work unit leader.

*Control variables*

Previous research indicates the importance of the perceived impact of the changes on change commitment (Fedor *et al.*, 2006). Hence, perceived change impact for the affected work unit was included as a control variable in our analysis. This was measured using a four-item consequence of change scale of Caldwell *et al.* (2004). Additionally, four demographic control variables were included: age, management position, organizational tenure and gender.

**Results**

Table I reports variable descriptive statistics (means and standard deviations) and zero-order correlations. Six hierarchical linear multiple regression analyses are conducted to test the direct and mediation effects of quality change communication, employee participation and psychological climate on affective commitment to change. The results are reported in Table II.

The results indicate that quality change communication contributes significantly and partially to affective commitment to change ( $\beta = 0.26, p < 0.01$ ), implying that *H1a*

	M	SD	1	2	3	4	5	6
1. Perceived change impact	3.24	1.46	(0.80)					
2. Quality change communication	4.05	1.60	0.35**	(0.89)				
3. Employee participation	2.96	1.59	0.30**	0.40**	(0.82)			
4. Formalization climate	2.86	0.52	0.03	0.07	0.05***	(0.65)		
5. Involvement-oriented climate	2.31	0.75	0.63**	0.49**	0.34**	0.1	(0.87)	
6. Affective commitment to change	3.36	1.74	0.56**	0.44**	0.43**	-0.09	0.46**	(0.92)

**Notes:**  $\alpha$ -coefficients are presented on the diagonal in parentheses. \* $p < 0.05$ ; \*\* $p < 0.01$ ; \*\*\* $p < 0.10$

**Table I.**  
Means, standard  
deviations,  
reliabilities and  
intercorrelations

Variable	Affective commitment to change				Quality change communication	Employee participation
	Mod. 1	Mod. 2	Mod. 3	Mod. 4	Mod. 3a	Mod. 3b
<i>Step 1</i>						
Organization	0.24**	0.16*	0.22**	0.21**	-0.30**	0.18
Gender	-0.13***	-0.13***	-0.13***	-0.12	0.03	-0.04
Age	0.10	-0.03	-0.09	-0.11	0.16	0.17***
Organizational tenure	-0.17*	-0.25**	-0.18*	-0.18*	-0.20*	-0.17***
Management function	0.14***	0.26**	0.14***	0.14***	0.27**	0.40**
Change impact	0.35**	0.35**	0.31**	0.32**	0.11	0.06
<i>Step 2</i>						
Quality change comm.	0.26**		0.24**	-0.01		
Employee participation	0.13		0.12	0.86***		
Formalization climate		-0.09	-0.09	0.03	-0.00	0.04
Involvement climate		0.20*	0.09	0.05	0.36**	0.24*
Overall model <i>F</i>	1.578**	13.37**	12.80**	9.40**	8.76**	8.10**
<i>R</i> <sup>2</sup>	0.54	0.50	0.55	0.57	0.40	0.38
Adjusted <i>R</i> <sup>2</sup>	0.51	0.47	0.51	0.51	0.36	0.33
<i>R</i> <sup>2</sup> change	0.07**	0.03***	0.08**	0.02	0.08**	0.04*

**Table II.**

Results from hierarchical linear regression

**Notes:** For organization, 1 = largest organization and 2 = smaller organization. For gender, 0 = male and 1 = female. For age, 1 ≤ 25y, 2 = 26y-35y, 3 = 36y-45y, 4 = 46y-55y and 5 ≥ 55y. VIF < 2 for all variables. \**p* < 0.05; \*\**p* < 0.01; \*\*\**p* < 0.10

is supported. There is no significant contribution of employee participation to affective commitment to change, however. Hence, *H1b* is not supported. Model 2, testing *H2a* and *H2b*, reveals that an involvement-oriented climate is significantly positively associated with affective commitment to change ( $\beta = 0.20, p < 0.05$ ). Hence, *H2b* is fully supported. Individuals who perceive a high involvement work climate report high affective commitment to change. No support is found for the relationship between formalization climate (*H2a*) and affective commitment to change.

In Models 3, 3a and 3b, we apply the criteria defined by Baron and Kenny (1986) to analyze if quality change communication and employee participation mediate the relationship between psychological climate and affective commitment to change. To test the overall significance of the mediation we use bootstrapping as recommended by Fritz and MacKinnon (2007). This procedure has been suggested for testing the significance of indirect effects, especially with smaller sample sizes, because it comes without assumptions regarding underlying sampling distributions (Shrout and Bolger, 2002). In support of *H3b*, we find that quality change communication fully mediates the relationship between an involvement-oriented climate and affective commitment to change, as detailed in Figure 1. The indirect effect ( $\beta = 0.11, p < 0.05$ ) can be attributed entirely to quality change communication. The indirect effect through employee participation is not significant, implying that our results do not support *H3a*.



### Contributions and implications for research and practice

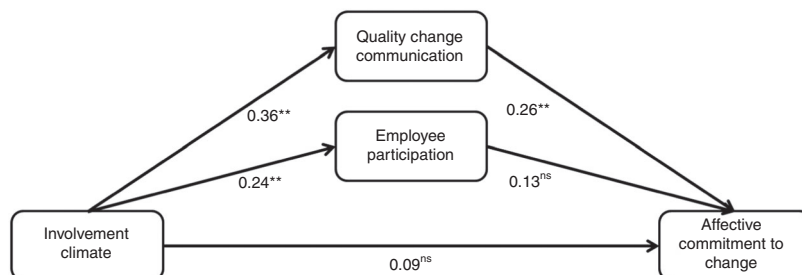
Employee commitment and motivation is a critical factor for the success of change initiatives (Oreg *et al.*, 2013), and this study focusses on antecedents of affective commitment to change. We examined the impact of two dimensions of organizational climate, and studied the interaction with quality change communication and employee participation. Outcomes from linear multiple regression analyses of a sample of 134 Belgian police officers demonstrate that an involvement-oriented climate enhances affective commitment to change, and that this effect is fully mediated by quality change communication. Additionally, we find that employee participation reduces affective commitment to change in a highly formalized climate. Contrary to our expectations, formalization climate and employee participation do not directly impact affective commitment to change. Below, we offer explanations for non-expected results, and discuss implications for research and practice.

First, the lack of a significant direct effect of employee participation on affective commitment to change could be dependent on our operationalization of employee participation. Previous studies reporting positive results of participation did not single out the effects of improved quality change communication (Amiot *et al.*, 2006; Bouckenooghe *et al.*, 2009; Holt *et al.*, 2007; Lok *et al.*, 2005). *Post-hoc* analyses show that the direct effect of employee participation is fully mediated by quality change communication. Hence, this suggests that although employee participation offers the opportunity to influence the outcome of the change, our respondents particularly value that their questions about the change are better answered thanks to their participation in the change process.

Second, our results do not confirm our assumption that formalization climate negatively impacts affective commitment to change. Although theory generally predicts this negative relationship, some researchers have emphasized the need of a clear purpose and explicit work procedures, inherent to a highly formalized climate, for a successful introduction of organizational change (Ettlie *et al.*, 1984; Evan and Black, 1967). These contradicting mechanisms might explain our lack of significant results.

Overall, these findings have implications both for scholarship and practice. For researchers, on the one hand, our findings indicate that although employee participation has been advocated as one of the key factors associated with successful organizational change, the effect of high-quality change communication during organizational change might be more important. Future research could include the different mechanisms through which employee participation impact attitudes toward change to confirm our findings in different settings.

For practitioners, on the other hand, our findings call for an integrative approach to organizational transformations. HR professionals can start to create a high involvement



**Figure 1.**  
Path coefficients of  
the hypothesized  
mediation  
(standardized  
regression  
coefficients),  
\*\* $p < 0.01$

climate irrespective of any current changes. Additionally, we propose that HR practitioners focus first on communication during organizational change, and not on employee participation. Clear, concise and timely information will increase employee attitudes toward change, an effect we do not find for employee participation.

### Study limitations and suggestions for further research

As any study, this research has strengths as well as limitations, which suggest avenues for further research. First, our study looks at the same type of organizational change in two similar professional organizations. Hence, our study has to be replicated in other organizations and professions. Second, although *ex-ante* measures are taken to limit the risk that common-method variance artificially inflates correlations, independent and dependent variables are measured from the same single-informant source. As such, common-method variance cannot completely be ruled out. In future work, it would be useful to include outcome data from other sources. Third, causality cannot be tested in the current study, due to the cross-sectional design. However, as the climate of an organization is very difficult to alter (Schneider *et al.*, 1996), we expect that alterations in climate, if they occurred, would have been small and would have had a limited impact on the results.

Fourth, it would be interesting to study the impact of organizational climate in a multi-level study. Fifth, no significant relationships were found with respect to the impact of formalization climate, possibly due to the high climate strength in our pair of police organizations. A broader study including a multitude of organizational climates might find relationships, confirming or rejecting our hypotheses. Last, only a limited number of individual characteristics were included in our study. Future studies may, for example, include individual orientations toward change or leadership, as these can define individual expectation patterns which influence the success of organizational change.

### References

- Allen, J., Jimmieson, N.L., Bordia, P. and Irmer, B.E. (2007), "Uncertainty during organizational change: managing perceptions through communication", *Journal of Change Management*, Vol. 7 No. 2, pp. 187-210.
- Amiot, C.E., Terry, D.J., Jimmieson, N.L. and Callan, V.J. (2006), "A longitudinal investigation of coping processes during a merger: implications for job satisfaction and organizational identification", *Journal of Management*, Vol. 32 No. 4, pp. 552-574.
- Anderson, N.R. and West, M.A. (1998), "Measuring climate for work group innovation: development and validation of the team climate inventory", *Journal of Organizational Behavior*, Vol. 19 No. 3, pp. 235-258.
- Armenakis, A.A. and Bedeian, A.G. (1999), "Organizational change: a review of theory and research in the 1990s", *Journal of Management*, Vol. 25 No. 3, pp. 293-315.
- Armenakis, A.A. and Harris, S.G. (2009), "Reflections: our journey in organizational change research and practice", *Journal of Change Management*, Vol. 9 No. 2, pp. 127-142.
- Armenakis, A.A., Harris, S.G. and Mossholder, K.W. (1993), "Creating readiness for organizational change", *Human Relations*, Vol. 46 No. 6, pp. 681-703.
- Armenakis, A.A., Bernerth, J.B., Pitts, J.P. and Walker, H.J. (2007), "Organizational change recipients' beliefs scale: development of an assessment instrument", *Journal of Applied Behavioral Science*, Vol. 43 No. 4, pp. 481-505.

- Baron, R.A. and Kenny, D.A. (1986), "The moderator-mediator variable distinction in social psychological research: conceptual, strategic, and statistical considerations", *Journal of Personality and Social Psychology*, Vol. 51 No. 6, pp. 1173-1182.
- Beer, M. and Nohria, N. (2000), "Resolving the tension between theories E and O of change", in Beer, M. and Nohria, N. (Eds), *Breaking the Code of Change*, Harvard Business School Press, Boston, MA.
- Bordia, P., Hunt, E., Paulsen, N., Tourish, D. and DiFonzo, N. (2004), "Uncertainty during organizational change: is it all about control?", *European Journal of Work and Organizational Psychology*, Vol. 13 No. 3, pp. 345-365.
- Bouckenooghe, D., Devos, G. and Van den Broeck, H. (2009), "Organizational change questionnaire. Climate of change, processes, and readiness: development of a new instrument", *Journal of Psychology*, Vol. 143 No. 6, pp. 559-599.
- Brislin, R.W. (1980), "Translation and content analysis of oral and written material", in Triandis, H.C. and Berry, J.W. (Eds), *Handbook of Cross-Cultural Psychology*, Vol. 2, Allyn and Bacon, Boston, MA, pp. 137-164.
- Brown, M. and Cregan, C. (2008), "Organizational change cynicism: the role of employee involvement", *Human Resource Management*, Vol. 47 No. 4, pp. 667-686.
- Burnes, B. (2004), "Kurt Lewin and the planned approach to change: a re-appraisal", *Journal of Management Studies*, Vol. 41 No. 6, pp. 977-1002. doi: 10.1111/j.1467-6486.2004.00463.x.
- Caldwell, S.D., Herold, D.M. and Fedor, D.B. (2004), "Toward an understanding of the relationships among organizational change, individual differences, and changes in person-environment fit: a cross-level study", *Journal of Applied Psychology*, Vol. 89 No. 5, pp. 868-882. doi: 10.1037/0021-9010.89.5.868.
- Chang, S.-J., van Witteloostuijn, A. and Eden, L. (2010), "From the editors: common method variance in international business research", *Journal of International Business Studies*, Vol. 41 No. 41, pp. 178-184. doi: 10.1057/jibs.2009.88.
- Choi, M. (2011), "Employees' attitudes toward organizational change: a literature review", *Human Resource Management*, Vol. 50 No. 4, pp. 479-500. doi: 10.1002/hrm.20434.
- Conway, E. and Monks, K. (2008), "HR practices and commitment to change: an employee-level analysis", *Human Resource Management Journal*, Vol. 18 No. 1, pp. 72-89. doi: 10.1111/j.1748-8583.2007.00059.x.
- Cotton, J.L., Vollrath, D.A., Froggatt, K.L., Lengnick-Hall, M.L. and Jennings, K.R. (1988), "Employee participation: diverse forms and different outcomes", *Academy of Management Review*, Vol. 13 No. 1, pp. 8-22. doi: 10.2307/258351.
- Cronbach, L.J. (1951), "Coefficient alpha and the internal structure of tests", *Psychometrika*, Vol. 16 No. 3, pp. 297-334.
- DiFonzo, N. and Bordia, P. (1998), "A tale of two corporations: managing uncertainty during organizational change", *Human Resource Management*, Vol. 37 Nos 3-4, pp. 295-303. doi: 10.1002/(SICI)1099-050X(199823/24)37:3/4 < 295::AID-HRM10 > 3.0.CO;2;3.
- Eby, L.T., Adams, D.M., Russell, J.E. and Gaby, S.H. (2000), "Perceptions of organizational readiness for change: factors related to employees' reactions to the implementation of team-based selling", *Human Relations*, Vol. 53 No. 3, pp. 419-442. doi: 10.1177/0018726700533006.
- Ehrhart, M.G. (2004), "Leadership and procedural justice climate as antecedents of unit-level organizational citizenship behavior", *Personnel Psychology*, Vol. 57 No. 1, pp. 61-94. doi: 10.1111/j.1744-6570.2004.tb02484.x.
- Ettlie, J.E., Bridges, W.P. and O'Keefe, R.D. (1984), "Organization strategy and structural differences for radical versus incremental innovation", *Management Science*, Vol. 30 No. 6, pp. 682-695. doi: 10.2307/2631748.

- Evan, W.M. and Black, G. (1967), "Innovation in business organizations: some factors associated with success or failure of staff proposals", *Journal of Business*, Vol. 40 No. 4, pp. 519-530. doi: 10.2307/2351633.
- Fedor, D.B., Caldwell, S. and Herold, D.M. (2006), "The effects of organizational changes on employee commitment: a multilevel investigation", *Personnel Psychology*, Vol. 59 No. 1, pp. 1-29. doi: 10.1111/j.1744-6570.2006.00852.x.
- Ford, J.K., Weissbein, D.A. and Plamondon, K.E. (2003), "Distinguishing organizational from strategy commitment: linking officers' commitment to community policing to job behaviours and job satisfaction", *Justice Quarterly*, Vol. 20 No. 1, pp. 159-186.
- Fritz, M.S. and MacKinnon, D.P. (2007), "Required sample size to detect the mediated effect", *Psychological Science*, Vol. 18 No. 3, pp. 233-239. doi: 10.1111/j.1467-9280.2007.01882.x.
- Gopinath, C. and Becker, T.E. (2000), "Communication, procedural justice, and employee attitudes: relationships under conditions of divestiture", *Journal of Management*, Vol. 26 No. 1, pp. 63-83. doi: 10.1016/S0149-2063(99)00038-0.
- Herold, D.M., Fedor, D.B., Caldwell, S. and Liu, Y. (2008), "The effects of transformational and change leadership on employees' commitment to a change: a multilevel study", *Journal of Applied Psychology*, Vol. 93 No. 2, pp. 346-357. doi: 10.1037/0021-9010.93.2.346.
- Herscovitch, L. and Meyer, J.P. (2002), "Commitment to organizational change: extension of a three-component model", *Journal of Applied Psychology*, Vol. 87 No. 3, pp. 474-487. doi: 10.1037/0021-9010.87.3.474.
- Holt, D.T., Armenakis, A.A., Feild, H.S. and Harris, S.G. (2007), "Readiness for organizational change : the systematic development of a scale", *Journal of Applied Behavioral Science*, Vol. 43 No. 2, pp. 232-255.
- Jacobs, G., Van Witteloostuijn, A., Christe-Zeyse, J. and Polos, L. (2013), "A theoretical framework of organizational change", *Journal of Organizational Change Management*, Vol. 26 No. 5, pp. 772-792.
- James, L.R., Choi, C.C., Ko, C.-H.E., McNeil, P.K., Minton, M.K., Wright, M.A. and Kim, K.-I. (2008), "Organizational and psychological climate: a review of theory and research", *European Journal of Work and Organizational Psychology*, Vol. 17 No. 1, pp. 5-32. doi: 10.1080/13594320701662550.
- Jaros, S. (2010), "Commitment to organizational change: a critical review", *Journal of Change Management*, Vol. 10 No. 1, pp. 79-108. doi: 10.1080/14697010903549457.
- Johnson-Cramer, M.E., Cross, R.L. and Yan, A. (2003), "Sources of fidelity in purposive organizational change: lessons from a re-engineering case", *Journal of Management Studies*, Vol. 40 No. 7, pp. 1837-1870. doi: 10.1111/1467-6486.00402.
- Jones, R.A., Jimmieson, N.L. and Griffiths, A. (2005), "The impact of organizational culture and reshaping capabilities on change implementation success: the mediating role of readiness for change", *Journal of Management Studies*, Vol. 42 No. 2, pp. 361-386. doi: 10.1111/j.1467-6486.2005.00500.x.
- Klein, K.J. and Sorra, J.S. (1996), "The challenge of innovation implementation", *Academy of Management Review*, Vol. 21 No. 4, pp. 1055-1080.
- Korsgaard, M.A., Schweiger, D.M. and Sapienza, H.J. (1995), "Building commitment, attachment, and trust in strategic decision-making teams: the role of procedural justice", *Academy of Management Journal*, Vol. 38 No. 1, pp. 60-84. doi: 10.2307/256728.
- Kotter, J.P. (1995), "Leading change: why transformation efforts fail", *Harvard Business Review*, Vol. 73 No. 2, pp. 59-67.
- Lofquist, E.A. (2011), "Doomed to fail: a case study of change implementation collapse in the Norwegian civil aviation industry", *Journal of Change Management*, Vol. 11 No. 2, pp. 223-243.

- Lok, P., Hung, R.Y., Walsh, P., Wang, P. and Crawford, J. (2005), "An integrative framework for measuring the extent to which organizational variables influence the success of process improvement programmes", *Journal of Management Studies*, Vol. 42 No. 7, pp. 1357-1381. doi: 10.1111/j.1467-6486.2005.00547.x.
- McMurray, A.J., Scott, D.R. and Pace, R.W. (2004), "The relationship between organizational commitment and organizational climate in manufacturing", *Human Resource Development Quarterly*, Vol. 15 No. 4, pp. 473-488. doi: 10.1002/hrdq.1116.
- Meyer, J.P. and Herscovitch, L. (2001), "Commitment in the workplace: toward a general model", *Human Resource Management Review*, Vol. 11 No. 3, pp. 299-326.
- Meyer, J.P., Srinivas, E.S., Lal, J.B. and Topolnytsky, L. (2007), "Employee commitment and support for an organizational change: test of the three-component model in two cultures", *Journal of Occupational & Organizational Psychology*, Vol. 80 No. 2, pp. 185-211.
- Miller, K.I. and Monge, P.R. (1986), "Participation, satisfaction, and productivity: a meta-analytic review", *Academy of Management Journal*, Vol. 29 No. 4, pp. 727-753.
- Miller, V.D., Johnson, J.R. and Grau, J. (1994), "Antecedents to willingness to participate in a planned organizational change", *Journal of Applied Communication Research*, Vol. 22, February, pp. 59-80.
- Neves, P. and Caetano, A. (2009), "Commitment to change: contributions to trust in the supervisor and work outcomes", *Group & Organization Management*, Vol. 34 No. 6, pp. 623-644.
- Oreg, S., Michel, A. and By, R.T. (2013), *The Psychology of Organizational Change: Viewing Change from the Employee's Perspective*, Cambridge University Press, New York, NY.
- Oreg, S., Vakola, M. and Armenakis, A. (2011), "Change recipients' reactions to organizational change: a 60-year review of quantitative studies", *Journal of Applied Behavioral Science*, Vol. 47 No. 4, pp. 461-524.
- Parker, C.P., Baltes, B.B., Young, S.A., Huff, J.W., Altmann, R.A., LaCost, H.A. and Roberts, J.E. (2003), "Relationships between psychological climate perceptions and work outcomes: a meta-analytic review", *Journal of Organizational Behavior*, Vol. 24 No. 4, pp. 389-416.
- Patterson, M.G., West, M.A., Shackleton, V.J., Dawson, J.F., Lawthom, R., Maitlis, S., Robinson, D.L. and Wallace, A.M. (2005), "Validating the organizational climate measure: links to managerial practices, productivity and innovation", *Journal of Organizational Behavior*, Vol. 26 No. 4, pp. 379-408. doi: 10.1002/job.312.
- Pettigrew, A.M. and Whipp, R. (1991), *Managing Change for Competitive Success*, Blackwell, Cambridge, MA.
- Podsakoff, P.M. and Organ, D.W. (1986), "Self-reports in organizational research: problems and prospects", *Journal of Management*, Vol. 12 No. 4, pp. 531-544.
- Podsakoff, P.M., MacKenzie, S.B., Lee, J.-Y. and Podsakoff, N.P. (2003), "Common method biases in behavioral research: a critical review of the literature and recommended remedies", *Journal of Applied Psychology*, Vol. 88 No. 5, pp. 879-903. doi: 10.1037/0021-9010.88.5.879.
- Quinn, R.E. and Rohrbaugh, J. (1983), "A spatial model of effectiveness criteria: towards a competing values approach to organizational analysis", *Management Science*, Vol. 29 No. 3, pp. 363-377.
- Rafferty, A.E. and Restubog, S.L.D. (2010), "The impact of change process and context on change reactions and turnover during a merger", *Journal of Management*, Vol. 36 No. 5, pp. 1309-1338.
- Schneider, B., Brief, A.P. and Guzzo, R.A. (1996), "Creating a climate and culture for sustainable organizational change", *Organizational Dynamics*, Vol. 24 No. 4, pp. 7-19. doi: 10.1016/S0090-2616(96)90010-8.

- Self, D.R., Armenakis, A.A. and Schraeder, M. (2007), "Organizational change content, process, and context: a simultaneous analysis of employee reactions", *Journal of Change Management*, Vol. 7 No. 2, pp. 211-229.
- Shrout, P.E. and Bolger, N. (2002), "Mediation in experimental and nonexperimental studies: new procedures and recommendations", *Psychological Methods*, Vol. 7 No. 4, pp. 422-445. doi: 10.1037//1082-989X.7.4.422.
- Sorge, A. and van Witteloostuijn, A. (2004), "The (non)sense of organizational change: an essay about universal management hypes, sick consultancy metaphors, and healthy organization theories", *Organization Studies*, Vol. 25 No. 7, pp. 1205-1231. doi: 10.1177/0170840604046360.
- Walker, H.J., Armenakis, A.A. and Bernerth, J.B. (2007), "Factors influencing organizational change efforts. An integrative investigation of change content, context, process and individual differences", *Journal of Organizational Change Management*, Vol. 20 No. 6, pp. 761-773.
- Wanberg, C.R. and Banas, J.T. (2000), "Predictors and outcomes of openness to changes in a reorganizing workplace", *Journal of Applied Psychology*, Vol. 85 No. 1, pp. 132-142. doi: 10.1037//0021-9010.85.1.132.
- Weick, K.E., Sutcliffe, K.M. and Obstfeld, D. (2005), "Organizing and the process of sensemaking", *Organization Science*, Vol. 16 No. 4, pp. 409-421. doi: 10.1287/orsc.1050.0133.
- Yilmaz, S., Ozgen, H. and Akyel, R. (2013), "The impact of change management on the attitudes of Turkish security managers towards change", *Journal of Organizational Change Management*, Vol. 26 No. 1, pp. 117-138. doi: 10.1108/09534811311307941.

#### About the authors

Sofie Rogiest is a Post-Doc Researcher at the Antwerp Management School. Her research interests include organizational change, leadership and police studies. Currently she studies the antecedents of individual reactions to change. Sofie Rogiest is the corresponding author and can be contacted at: Sofie.Rogiest@ua.ac.be

Jesse Segers is a Professor, Leadership and Organizational Behavior at the Antwerp Management School where he teaches leadership (development), careers, training and development, strategic HRM and e-HRM. His research interests are leadership and leadership development with a special interest in coaching and identity development; careers, and age effects on motivation at work.

Arjen van Witteloostuijn is a Full Professor in Economics and Management at the University of Tilburg (the Netherlands) and the University of Antwerp (Belgium). He publishes in journals such as *Academy of Management Journal*, *American Journal of Political Science*, *American Sociological Review* and *Journal of Public Administration Research and Theory*.

---

For instructions on how to order reprints of this article, please visit our website:

[www.emeraldgroupublishing.com/licensing/reprints.htm](http://www.emeraldgroupublishing.com/licensing/reprints.htm)

Or contact us for further details: [permissions@emeraldinsight.com](mailto:permissions@emeraldinsight.com)

**This article has been cited by:**

1. Pavel Král, Věra Králová. 2016. Approaches to changing organizational structure: The effect of drivers and communication. *Journal of Business Research* **69**:11, 5169-5174. [[CrossRef](#)]