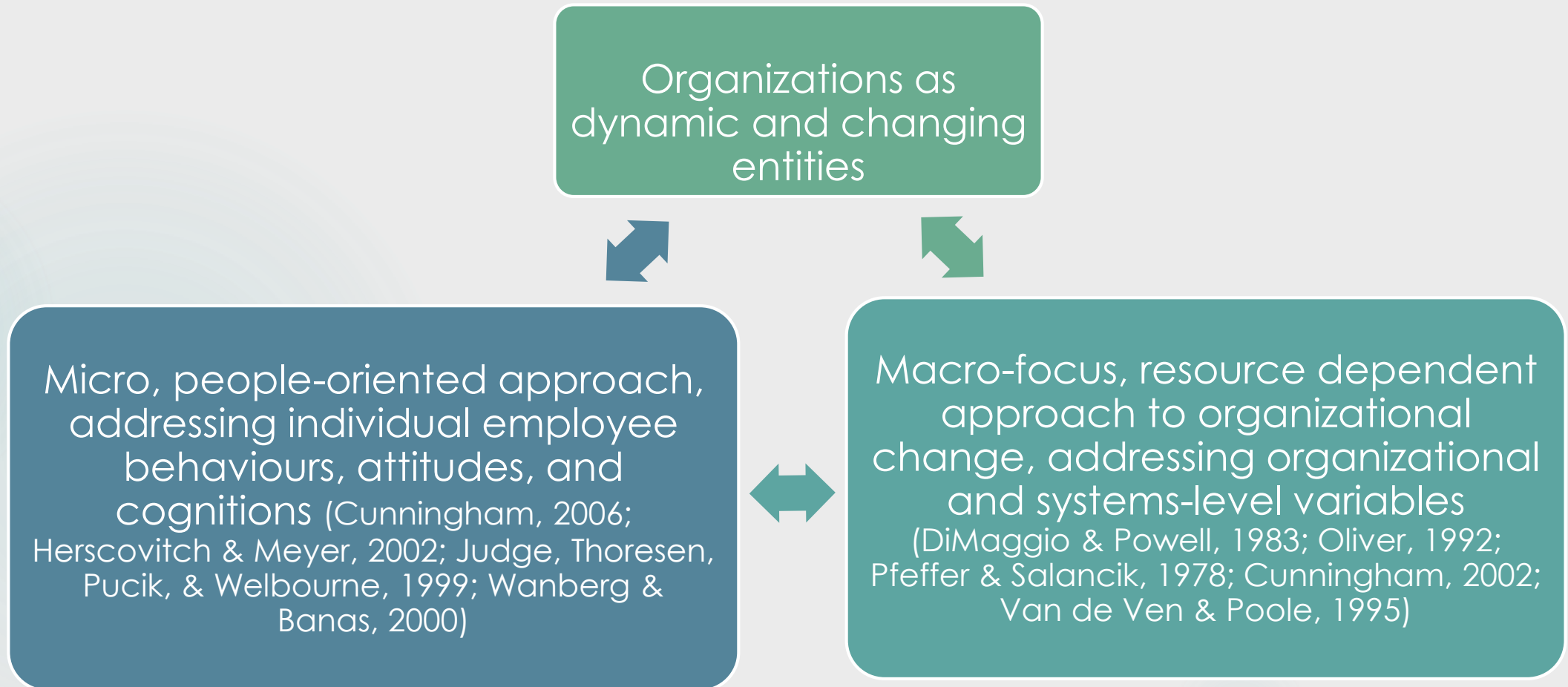


“Don’t go changing...”: A study on the relationship between commitment to change, coping with change and organizational behaviors

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Theoretical overview

Investigating organizational change



Theoretical overview

The role of psychological factors influencing change efforts

Personality and job satisfaction are associated with employees' coping with organizational change (Judge et al. 1999)

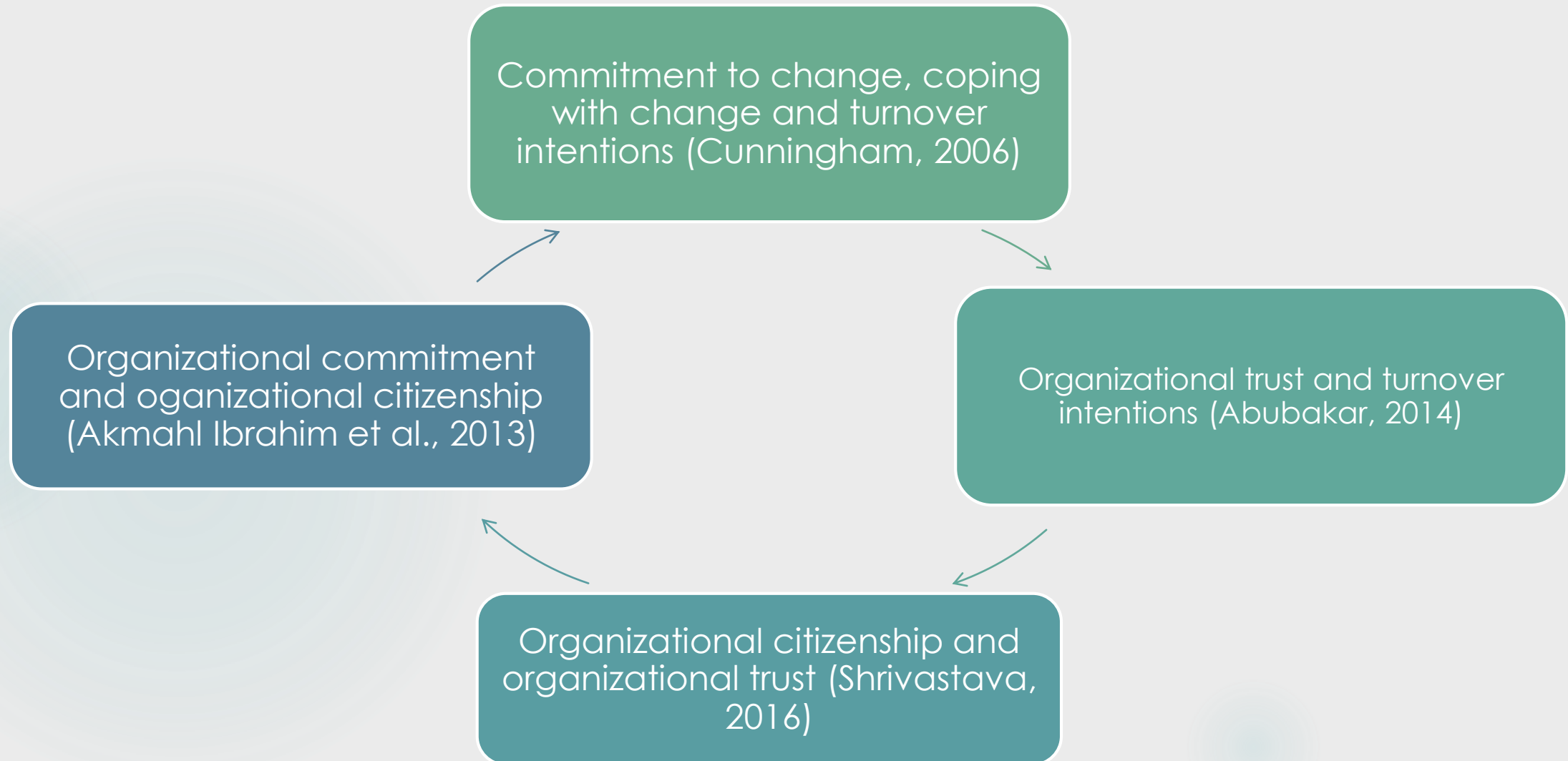
Commitment to change and subsequent behaviours associated with supporting change (Herscovitch & Meyer, 2002)

Lower levels of change acceptance are related to less job satisfaction and stronger turnover intentions (Wanberg & Banas 2000)

Commitment to change and coping with change are related to organizational turnover intentions (Cunningham, 2006)

Theoretical overview

The focus of the study



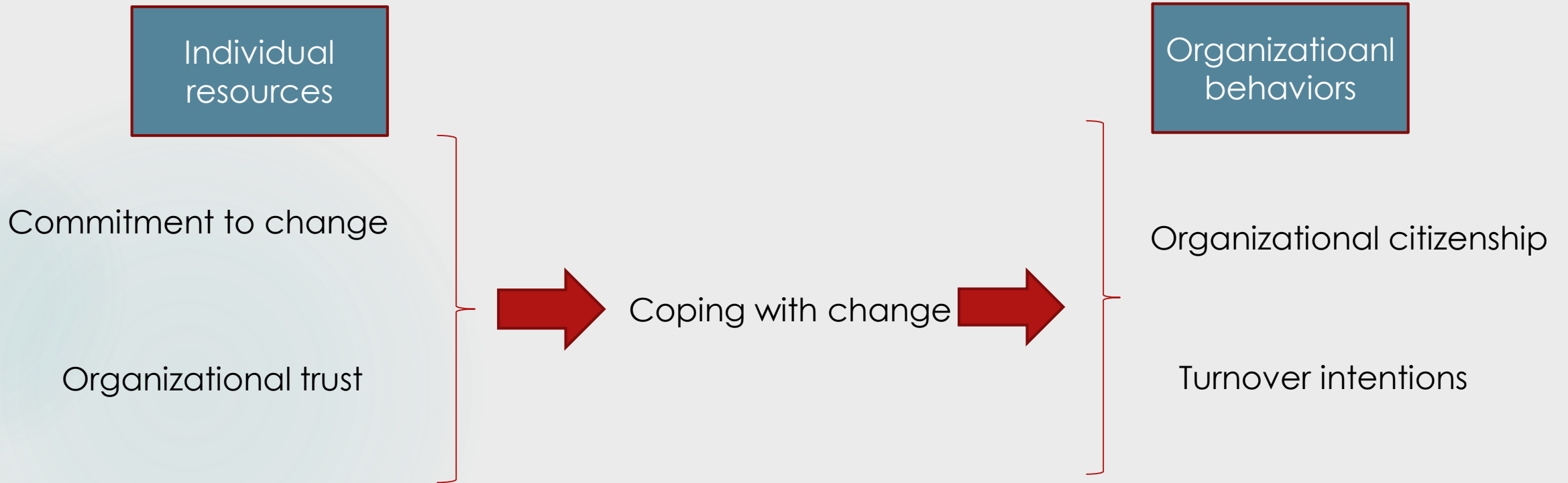
Aims of the study

To integrate and expand research on those variables by examining if and to what extent organizational change could influence both individual resources and organizational behavior;

To examine the relationship between commitment to change and organizational trust on the one side and turnover intentions and organizational citizenship on the other;

To investigate the role of coping with change in the relationship between individual resources and organizational behaviors connected to change;

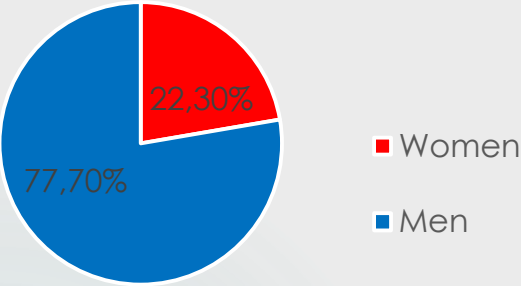
The research model



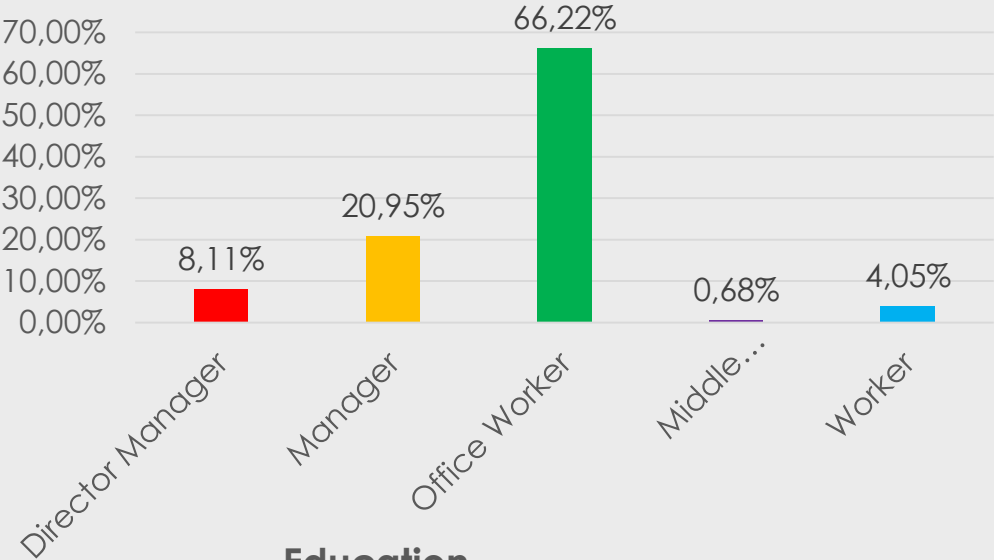
Participants

N=148
Av. Age= 45,68 (d.s.=7,06)
Av. Seniority= 17,79
(d.s.=8,87)

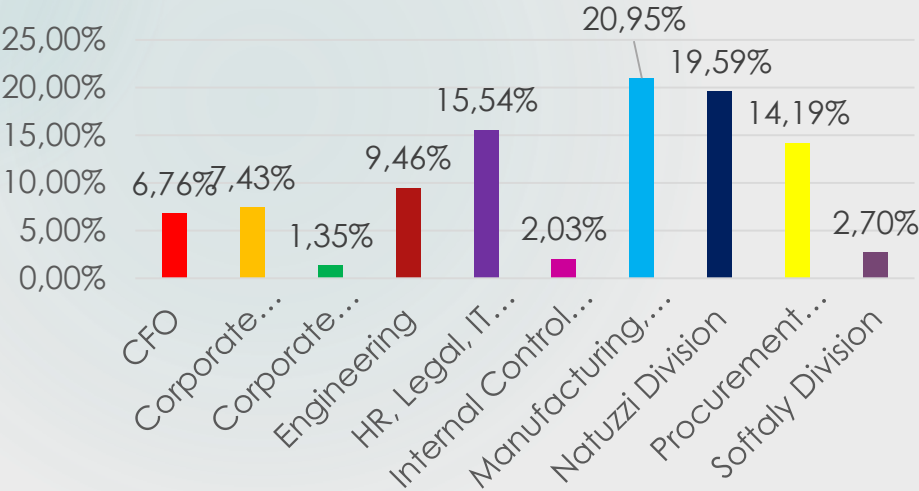
Gender



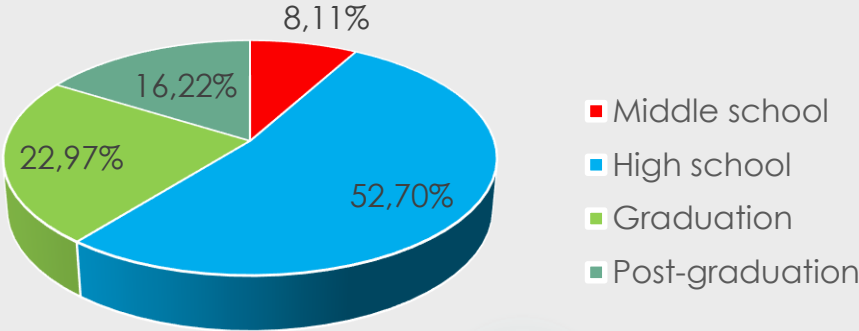
Working position



Divisions



Education



Variables and Measures

INDIVIDUAL RESOURCES

- **Commitment to change**
 - Organizational Commitment to change (18 item) (Herscovitch&Meyer, 2002);
- **Organizational Trust**
 - Organizational Trust Inventory (12 item) (Cook &Wall, 1980)

Coping with organizational change

Coping With Change Scale (12 item) (Judge and Pucik, 1998)

ORGANIZATIONAL BEHAVIOUR

- **Organizational citizenship**
 - Organizational citizenship behavior scale (24item) (Podsakoff et al., 1990);
- **Turnover intentions**
 - Intention to quit scale (3 item) (Mobley, Horner, Hollingsworth, 1978)

Descriptive analyses

► Means, standard deviations, reliabilities and intercorrelation matrix

Variable	Mean (sd)	1	2	3	4	5	6	7	8	9
1. Affective Commitment to Change ($\alpha=.93$)	4.08 (.73)	1								
2. Normative Commitment to Change ($\alpha=.79$)	3.87 (.66)	.46**	1							
3. Continuance Commitment to Change ($\alpha=.84$)	2.73 (.94)	-.37**	.04	1						
4. Organizational Trust_Management ($\alpha=.87$)	3.24 (.84)	.42**	.22**	-.33**	1					
5. Organizational Trust_Supervisor ($\alpha=.82$)	3.81 (.90)	.39**	.38**	-.18*	.59**	1				
6. Organizational Trust_Colleagues ($\alpha=.90$)	3.89 (.72)	.31**	.34**	.05	.36**	.47**	1			
7. Coping with Change ($\alpha=.683$)	3.67 (.44)	.61**	.42**	-.28**	.42**	.36**	.27**	1		
8. Organizational Citizenship ($\alpha=.832$)	4.21 (.38)	.40**	.43**	-.19*	.19*	.23**	.38**	.58**	1	
9. Turnover Intentions ($\alpha=.855$)	1.88 (.87)	-.28**	-.24**	.10	-.36**	-.38**	-.24**	-.27**	-.22**	1

** Pearson Correlation is significant at the 0.01 level (2-tailed)

* Pearson Correlation is significant at the 0.05 level (2-tailed)

MULTIPLE LINEAR REGRESSION

	Model 1	Model 2	Model 3	Model 4
Antecedents				
Affective Commitment to Change	.15		.42**	-.05
Normative Commitment to Change	.30**		.18**	.21**
Continuance Commitment to Change	-.19**		-.07	-.16*
Organizational Trust in the Management	-.05		.17*	-.14
Organizational Trust in the supervisor	-.08		.00	-.08
Organizational Trust in the colleaves	.29**		.01	.28**
Mediator				
Coping with Change		.58**		.49**
R	.56	.58	.66	.67
R ²	.31	.34	.44	.45
F	10.765**	75.774**	18.665**	16.463**

Model 1: OCB regressed on antecedents

Model 2: OCB regressed on Coping with Change

Model 3: Coping with Change regressed on antecedents

Model 4: OCB regressed on antecedents and on Coping with Change

**p>.001; *p>.05 (stepwise method)

MULTIPLE LINEAR REGRESSION

	Model 1	Model 2	Model 3	Model 4
Antecedents				
Affective Commitment to Change	-.09		.42**	-.06
Normative Commitment to Change	-.06		.18**	-.02
Continuance Commitment to Change	-.02		-.07	-.05
Organizational Trust in the Management	-.18		.17*	-.17
Organizational Trust in the supervisor	-.20*		.00	-.20*
Organizational Trust in the colleagues	-.03		.01	-.02
Mediator				
Coping with Change		-.27**		-.06
R	.44	.27	.66	.44
R ²	.19	.07	.44	.19
F	5.683**	12.296**	18.665**	4.903**

Model 1: Turnover intentions regressed on antecedents

Model 2: Turnover intentions regressed on Coping with Change

Model 3: Coping with Change regressed on antecedents

Model 4: Turnover intentions regressed on antecedents and on Coping with Change

**p>.001; *p>.05 (stepwise method)

Limitations and future directions



Future research could better examine:

- the role of the cultural orientation of the organization toward change (communication programs, hr practices, etc.)
- the role of personality factors connected with coping with change

- Low generalizability of the results coming from a single context
 - Cross-sectional nature of the study
- Data were collected on a single questionnaire, method variance is a potential concern.
 - The self-report nature of the study



Concluding remarks

However explorative in nature the study contributed to highlight the people-oriented perspective in change management (Cunningham, 2006)



Results suggest the crucial role that HR practices might play in the process of change (Turner Parish, Cadwallader, 2008)



If carefully managed trust and commitment could be strategic variables to involve, motivate, sustain and commit people to change thus reinforcing the person/organization relationship even in times of great uncertainty and mistrust.



Paradigm of sustainable performance

(Porath & Spreitzer, 2012; 2013; Porath, Spreitzer, Gibson & Garnett, 2011; Spreitzer, Porath, & Gibson, 2012; Sonenshein, Dutton, Grant, Spreitzer, & Sutcliffe, 2013)

Positive organizational behavior
> H.E.R.O Organizations (Salanova et al., 2012; Llorens et al., 2013; Salanova et al., 2013)

**Many thanks
for your kind
attention!**

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