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THE WEIGHT OF SCOPE, PACE, AND PRACTICES OF ORGANIZATIONAL CHANGE DURING EVALUATIONS OF ACCEPTANCE OF ORGANIZATIONAL CHANGE

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THE WEIGHT OF SCOPE, PACE, AND PRACTICES OF ORGANIZATIONAL

CHANGE DURING EVALUATIONS OF ACCEPTANCE OF ORGANIZATIONAL

CHANGE

A Thesis

Presented to the

Faculty of

California State University,

San Bernardino

In Partial Fulfillment

of the Requirements for the Degree

Master of Science

in

Industrial/Organizational Psychology

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by

Lewis Schneider

May 2021

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Approved by:

Dr. Janet Kottke, Committee Chair, Psychology

Dr. Kenneth Shultz, Committee Member

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ABSTRACT

Understanding organizational change and the factors associated with it has become paramount as organizations face an increased need to adapt to stay competitive. Because of this necessity of organizational change, employee acceptance of this change is even more important to garner than ever before. The negative effects of organizational change, however, make this task difficult to accomplish. Although the literature points to scope of change, pace of change, and organizational practices as factors that can affect acceptance of organizational change, until this study, it was unknown which of these variables held the most weight in affecting attitudes towards change. In this study, I utilized a policy capturing design and multiple regression analysis to uncover what workers are attending to when evaluating their acceptance of an organizational change. A total of 150 participants were administered organizational change vignettes that systematically varied in scope, pace, and organizational policies. Results indicate that practices during an organizational change held the most weight in determining employee acceptance of organizational change, followed by pace of organizational change. The findings from this study will help organizations prioritize change variables so leaders can plan an organizational change accordingly, minimizing the potential negative effects of organizational change. Data were collected during the COVID-19 pandemic during November 2020, which could be considered a limitation in this study.

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LITERATURE REVIEW

Effects on Employees During Organizational Change

Organizational change is an increasingly important concept to understand as organizations encounter the growing need to globalize and react to changes in their given environment. The pressures for organizations to change can take a variety of forms, including increasingly rapid advancements in technology, changes in government laws and regulations, major political and social events, and increases in the size and complexity of organizations (Hoffman, Shoss, & Wegman, 2020; Pfeffer, 1994). Because of the increase in rate in the necessity of organizations to change in response to these pressures, the need for organizations to have a workforce that can readily adapt to organizational change is paramount if these organizations wish to stay afloat in the ever-changing organizational landscape.

This change comes at a cost, however, as many negative outcomes can affect both organizations and personnel. Indeed, the American Psychological Association reported that 55 percent of people report feeling chronic stress during an organizational change. Thirty-five percent said they felt physical symptoms from their stress at work, compared with only 8 percent having such symptoms when they were not experiencing organizational changes at work (APA, 2017). Organizational change has also been shown to affect job

satisfaction, organizational trust, and turnover intentions. According to the same study, workers who experienced organizational change currently or within the past year reported lower levels of job satisfaction, were almost three times more likely to say they do not trust their employer, and more than three times as likely to say they intend to seek employment outside the organization within the next year. Supporting the above findings, organizational change has also been shown to be associated with job-related anxiety (Bryson et al., 2013) and negatively associated with employee empowerment (Kuokkanen et al., 2009).

Therefore, in this study I focused on three important aspects of organizational change: the scope, pace, and practices of the change. These factors have been shown to affect a variety of organizational and personal outcomes. Yet the extent to which these variables differentially affect acceptance of organizational change has yet to be explored.

Scope, Pace, and Practices of Organizational Change

Scope refers to the level of novelty or unfamiliarity of the change (Plowman et al., 2007; Street & Gallupe, 2009;). This aspect of novelty is in reference to the way in which the proposed organizational change relates to the existing structures and resources in place in the organization. The way in which the organizational change complements these existing structures and resources determines the scope of the change. The scope of the change can be of varying size, as organizations may or may not have the structures and resources needed

to enact the change on hand. For example, a small organizational change might involve changes that are minor and do not necessitate large structural, cultural, or process changes. In essence, the end goal of the change is not a large departure from how the organization currently stands. On the other hand, large organizational change may require changes that are very different to how the organization operates, such as a substantial "overhaul" of its organizational structure or requiring resources that are currently unavailable to the organization. The time and effort required to enact and adapt to these changes will be much greater, increasing the scope of the change.

Organizational change also involves the pace of the change. Pace refers to the rate of change in an organization. Some organizational changes can take place slowly, such as management slowly incorporating a new product into the workflow. However, other organizational changes may need to take place at a rapid rate, for example, in responding to changes in legislation, or reacting to competition. Just like the scope of the change, the resources available to an organization can affect the pace at which they can enact an organizational change. If more resources are on hand, the organization can take a faster pace in implementing that change. External forces can also affect the pace of organizational change, just like the scope of the change. However, even if the organization has the resources for the change, this does not mean the employees of the organization will necessarily accept this change.

Finally, the practices of implementing organizational change is represented in the strategy and communication of that strategy to employees. The fear of the unknown is strong during an organizational change, so having strong change practices or policies helps relieve this ambiguity, resulting in increased acceptance of organizational change. If employees are forced into the organizational change with a confusing or incomplete change plan and little to no warning or communication, employees will be less likely to accept a given change (Gilley et al., 2009). Leaders are responsible for "communicating to the organization the risks in clinging to the status quo and the potential rewards of embracing a radically different future" (Denning, 2005, p. 12). Justifying the appropriateness and rationale for the change through communication is important for organizations to do because it facilitates employee buy-in. For example, Rousseau and Tijoriwala (1999) found greater motivation for change when managers communicated the personal benefits one would gain from the change. According to Lewis et al. (2006), communication regarding the organizational change should be "frequent and open" (p. 130). Also, organizations should strive to understand how the change might affect employees by obtaining feedback frequently. The organization can then provide accurate information with regard to impending changes and address employees' questions and concerns (Green, 2004; Rousseau & Tijoriwala, 1999). Designing a change plan and communicating that plan to workers effectively and often is a

way that organizations can better facilitate acceptance of the organizational change.

Outcomes of Scope, Pace, and Practices of Organizational Change

First, it is not enough merely to understand how change in general affects different organizational outcomes. Organizational change is made up of the components outlined above and simultaneously affect these outcomes as well. Because of the fact that organizational change simultaneously carries these components, it is important that we understand how these components individually contribute to these different organizational outcomes. By breaking down organizational change into the components of scope, pace, and practices, we can better gauge how organizational change affects acceptance of organizational change.

Scope of Organizational Change. Researchers have found that large scope of organizational change can have detrimental effects on different individual and organizational outcomes. First and foremost, a large-scope organizational change can cause increases in stress felt by employees. For example, Korunga et al. (2003) found that large-scale structural, procedural, and cultural changes impact employee performance through a variety of means, including increased levels of employee stress. Meanwhile, Callan (1993) found that significant change in strategies and structures can cause employees to experience high levels of stress as areas of responsibility and work roles change. Different forms of stress have also been found in employees after undergoing a significant organizational change. For example, Woodward et al. (1999) found significant increases in depression, anxiety, and emotional exhaustion over time during an organizational change.

The effects of negative stress on organizational and employee outcomes is also very clear. Employees experience increasing levels of stress when they are faced with changing work demands, job uncertainty, and work overload (Jex, 1998). Workplace stress is now a major area of interest to managers and researchers for this reason. Vakola et al. (2005) found that highly stressed individuals demonstrated decreased commitment and increased reluctance to accept organizational change interventions. Stress has been found to result in problems such as reduced productivity and high turnover (Netemeyer, Burton, & Johnston, 1995). Lazarus (1993) found that organizational change induced stress

when an individual lacked adequate resources to cope with new work requirements. As scope increases, the resources needed to cope with new work requirements increases as well and could lead to a more challenging change effort and less acceptance of organizational change. These resources can be cognitive as well. According to Schabracq and Cooper (1998), individuals experience stress during change because of changes in their "situated skills, i.e., skills acquired as a result of developing general automatic responses to repetitive work requirements". When individuals are forced to accept greater cognitive load because they are required to learn new things and acquire new skills, this can lead to uncertainty and stress (Mehta, 2016, p. 46).

Other outcomes, both organizational and individual, have been found to be related to scope of organizational change. For example, affective commitment is one of the strongest predictors of organizational outcomes (Wasti, 2003), and it has been found that stress is inversely related to organizational commitment (Lee & Henderson, 1996). Similarly, Khatibi et al. (2009) found a negative significant relationship between job stress and organizational commitment, affective commitment, and normative commitment. Another example of a negative effect of large scope organizational change is turnover. For example, radical change has been found to trigger turnover for industry leaders (Christensen, 1997; Dahlin & Behrens, 2005) and is associated with declining trust, job satisfaction, and work/family balance (Morgan & Zeffance, 2003), which in turn can lead to increases in turnover. Finally, Woodward et al. (1999) found deterioration in

teamwork, increased role ambiguity, and increased use of distraction to cope during a large-scale organizational change.

These findings have serious implications for whether employees accept an organizational change effort. If an organizational change is perceived as being large in scope, it is less likely to be accepted than a change that is smaller in scope. Given this issue and the fact that industries are becoming increasingly competitive, technology is advancing at an ever-increasing rate, and globalization is of increasing concern, thus how to gauge the scope of the change when planning the change is important to understand as organizational change is essentially inevitable. Clearly, managing both scope and perceptions of employees are vital to organizational change effectiveness.

Pace of Organizational Change. Fast paced change has been found to have similarly negative effects on employees and organizations. For example, Mehta (2016) found that stress and affective commitment were negatively affected by high pace of organizational change. Some experts underscore the need to adopt change gradually or incrementally on a small scale to build momentum and to demonstrate the benefits of change (Armenakis, Harris, & Feild 1999; Cohen & Eimicke, 1994). Rafferty and Griffin's (2006) study demonstrated that if the perceptions of the change is fast paced, employees will be more likely to cope in negative ways. The rapid pace of an organizational change has also been found to exacerbate ongoing personnel problems (Gabel & Oster, 1998). They note that "denial, mood difficulties, blaming of others,

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anger, resentment, and feelings of loss and insecurity are all common" during an organizational change with a high pace (Gabel & Oster, 1998, p. 304). When change is deemed too rapid by employees, employees are reluctant to accept organizational change.

Pace of organizational change is less researched than the scope of organizational change. Especially in the context we are interested in, the literature is severely lacking in research on the pace of organizational change from start to finish. Continuous change and intermittent change are much more frequently researched, and while important, these studies do not capture the effects of the pace of a single organizational change effort. While these constructs may encompass aspects of high pace of change, they also come with variables that may affect the acceptance of organizational change over and above the simple pace or rate of change on its own. For example, continuous change is described as frequent, cumulative, and incremental (Meyer et al., 1990). This conceptualization of change accounts for the frequency of implementing individual change efforts but does not necessarily address the pace of each individual change effort. The frequency of attempting to enact change could very well affect acceptance of an individual change effort, but the interest of this study is in acceptance as a function of pace of a single change.

Practices of Organizational Change. Organizational practices or policies can also affect the acceptance of organizational change and can take a number of different forms. Preparation for the change may be the earliest studied organizational practice in the context of change. The literature on readiness for change (e.g., Armenakis et al., 1993; Holt et al., 2007) points out that introducing change without adequate preparation may be premature and likely unsuccessful. This idea of "readiness" is analogous to Lewin's (1947) conceptualization of 'unfreezing' or preparing the organization for the change to facilitate a smooth transition. A concrete, well-defined change policy, followed with preparation will decrease fear of organizational change. Rafferty and Griffin (2006) found that change recipients who perceived that the change had been implemented after deliberation and planning exhibited less psychological uncertainty and more favorable reactions toward the organization. Similarly, Stanley et al. (2005) found that the degree to which management was perceived as "change competent" was negatively associated with change recipients' skepticism toward the change, with perceptions of change competence increasing with strong organizational practices associated with the change.

Communication practices have also been studied in the context of organizational change. False information and rumors can negatively affect acceptance of organizational change because this information can commonly contradict each other and increase feelings of ambiguity. Cawsey and Descza (2007) found that communication plans can minimize the effects of false

information, further facilitating acceptance of organizational change. Leiter and Harvie (1998) found that supportive supervision, confidence in management, and effective communication were associated with acceptance of change, as measured by positive perceptions of change in regard to job security, staff morale, and quality of patient care.

Parsing out how scope, pace, and practices of organizational change differentially affect acceptance of organizational change is very important if organizations want to mitigate the detrimental effects that change can bring, especially if the organization can control one or more of these components. If scope, pace, and practices of change affect acceptance of organizational change in different ways, we can better design change interventions to maximize acceptance and hopefully induce long-term organizational change that is minimally disruptive.

Theoretical Foundations

Theoretical foundations of change acceptance have mainly centered around the construct of readiness for change. Lewin's unfreezing, moving, refreezing model is largely regarded as the foundation of organizational change literature, yet he writes only of the unfreezing portion (Bakari et al., 2017) which outlines the practices organizations can take to ready the workforce for change. Another example, Armenakis et al. (1993) identified five key beliefs about change that seem to underlie individuals' motives to support change efforts: discrepancy,

appropriateness, efficacy, principal support, and valence. *Discrepancy* refers to the belief that a change is needed. *Appropriateness* reflects the belief that a change effort addresses that discrepancy. *Efficacy* refers to the belief that the change recipient and the organization can successfully implement a change. *Principal support* is the belief that the leaders in an organization are committed to the success of a change. Finally, *valence* reflects the belief that they will benefit from the change. The authors state that the model is "intended to provide change agents with the perspective of what they need to do in order to plan a proactive program to shape the five key beliefs and, therefore, convince change recipients to buy into an organizational change" (p. 132). Similarly, Holt et al. (2007) outline a theoretical model in which readiness for change is influenced by the change content, process, context, and individual worker attributes. In this case, however, change content is operationalized as organizational valence, "referring to the extent to which one feels that the organization will or will not benefit from the implementation of the prospective change" (p. 239), and they do not look into the "change content" of scope and pace of the change.

As you can see, these conceptualizations and the readiness for change literature mainly focus on the *practices* aspects of communicating and implementing an organizational change and how those practices can affect readiness for change. Very little emphasis is placed on the characteristics of the change itself and how those characteristics may affect acceptance of organizational change. If pace and scope of change are large factors for

individuals to consider in their evaluation of accepting a change, regardless of practices involved in garnering readiness for change, organizations designing the change should consider these aspects as part of their strategies for plan implementation and communication of that plan. Considering pace and scope as part of an overall strategy for change would be expected to instill change acceptance. For example, if adjusting the pace and scope of the change is possible, greater care must be taken to ensure these aspects are the appropriate magnitude as to not result in resistance.

Acceptance of Organizational Change

A necessary condition for the success of an organizational change is employee support for the change (Piderit, 2000). Garnering acceptance of organizational change is vital if we want to establish and maintain an organizational change plan. The literature suggests a number of variables that can affect acceptance of organizational change in employees. In the context of organizational change, Howard and Geist (1995) argued that employees resist change because they have to learn something new. In the case of scope and pace of organizational change, it makes sense that increasing either of these would increase resistance. Increasing scope of organizational change will increase the amount of novelty of the change, leading to an increase in the number of new things an employee must learn, thereby decreasing acceptance of change. Increasing the pace of organizational change will force workers to learn something new in a shorter amount of time, making this task more salient

and not allowing for a gradual introduction to the new things that need to be learned, again leading to decreasing acceptance of change.

Variables Affecting Change Acceptance

There are other variables that have been found to affect acceptance of organizational change. For example, employee acceptance of organizational change has been found to be increased by organizational commitment, a harmonious industrial relations climate, education, job motivation, job satisfaction, job security and positive affectivity, and is decreased by union membership, role conflict, tenure, and outside employment opportunity (Iverson, 1996). Some of these variables are beyond the scope of this study, but are important to note nonetheless. Union membership and industrial relations climate, represented by the degree of harmony between management and unions (Dastmalchian et al., 1991), is an important factor not considered in this study. Deery et al (1994) found that a harmonious industrial relations climate was positively and significantly related to organizational commitment. The more cooperative these two groups were with each other, the more loyalty employees felt towards the organization, and in turn increasing acceptance of change. This is most likely due to the fact that cooperation conveys trust and mutual participation in the solving of problems. Decreased loyalty, however, is also associated with unionization alone. Iverson et al. (1996) attributes this to the union providing an outlet for members to provide feedback and air their grievances without fear of retaliation. Another factor of education is also not

captured in this study, but has been found to have a positive impact on acceptance of change. Those with higher education have increased opportunities for skill utilization (Cordery et al, 1993). These opportunities can extend from organizational change, so it makes sense that those with greater skill utilization will be able to better meet the demands that an organizational change presents.

However, we are capturing variables that bear resemblance to what have been identified as the dependent variables. Job satisfaction and job motivation are both being captured in this study, and it has been found that low levels of extrinsic motivation is associated with negative attitudes toward change (Cordery et al., 1993), while job motivation has been found to be strongly related to organizational commitment (Iverson & Roy, 1994; Mathieu & Zajac, 1990). Another example is tenure. Tenure is ultimately related to turnover, which is also being captured in the questionnaire.

Another aspect of the study that may affect change acceptance is the fact that data are being collected amid a global pandemic. According to Rudolph et al. (2021), work-family conflict and job insecurity have been increasing due to the demands of addressing and coping with the changes resulting from COVID-19 safety protocols. The importance of quality leadership is more salient during these times as well, as employees turn towards their leaders for guidance during stressful situations. A global pandemic of this nature may call for specific organizational change practices that differ from the change practices that are effective during a time without a pandemic (Wooten & James, 2008).

Individual Differences Associated with Change Acceptance

   There are also individual differences that can affect one's acceptance of organizational change. The Big Five personality factors has been studied in the context of organizational change and it has been found that employees who are positive to organizational change are extroverted, open to new experiences, agreeable, and conscientious (Vakola et al., 2004). Similarly, Tsaousis (2003) found that optimistic, energetic, hopeful people who trust their abilities and prepare well-organized plans are more accepting of organizational change.

Emotional Stability. On the other end of the spectrum, it has been found that individuals high in neuroticism tend to focus on distress rather than engaging in goal-directed behaviors (Parkes, 1986; Terry, 1994). In the case of an organizational change, this focus on distress would lead to less acceptance of organizational change. Individuals low in neuroticism are less likely to focus on the possible risks associated with the change, leading to an increase in change acceptance.

Conscientiousness. Another aspect of the Big Five, conscientiousness, is the characteristic of being thorough, responsible, and organized (Costa & McCrae, 1989). Not only is conscientiousness the characteristic that is most closely associated with job performance, but Barrick and Mount (1991) also found that conscientious individuals are more likely to persevere after a change because of their propensity towards planning and organization. This connection makes sense, as individuals who are organized and prone to planning are more likely to react to an organizational change in a proactive manner, carefully considering the variety of possible outcomes that could arise during and after an organizational change, relieving that sense of ambiguity and doubt.

Openness to Experience. Openness to Experience is generally associated with intelligence, perceptiveness, creativity, imagination, tolerance, culturedness, and inquisitiveness (Goldberg, 1992). These interrelated aspects are positively related to utilizing effective coping strategies when dealing with stressful situations like an organizational change (McCrae & Costa, 1986), and Judge et al. (1999) found openness to experience to be highly related to low risk aversion and tolerance for ambiguity.

Cynicism. Cynicism has also been studied in the context of organizational change. Andersson (1996) defined cynicism in general as "both a general and specific attitude, characterized by frustration, hopelessness, and disillusionment, as well as contempt toward and distrust of a person, group, ideology, social convention, or institution" (p. 1398). Cynical individuals have less trust in leaders and a general pessimistic attitude toward the success of a change (Reichers et al., 1997). Underlying beliefs of distrust towards leadership leads to individuals being skeptical of any change effort. Because of this distrust, cynical individuals would be less likely to accept change of any sort. For these reasons, the Big Five (TIPI), trait cynicism (Turner & Valentine, 2001), and positive affectivity (PANAS) were included as covariates in this study to control error due to individual differences.

CHAPTER TWO:

METHODS

Hypothesis and Research Questions

While scope and pace of organizational change may be common factors

that employees attend to when evaluating acceptance of change, it is a fact that

organizational practices can mitigate some of the detrimental effects that scope

and pace of change can cause. As outlined above, feelings of ambiguity can

arise from both large scope and high pace of change (Gabel & Oster, 1998;

Woodward et al., 1999). However, these feelings of ambiguity can be minimized

with positive communication practices (Cawsey & Descza, 2007). By providing

employees with frequent, informative communique, employees will have a

greater understanding of the change, including their role within it, decreasing role

ambiguity and fostering greater acceptance. According to Tiong (2005), important

practices such as communication, supervisor and peer support, and training and

educating employees to cope with stress during an organizational change can be

used to "maximize human potential". Stress may be the most common effect of

large scope and high pace of change, so having practices that can mitigate those

effects is very important if we want to reduce resistance to change. Prior studies

attribute successful and sustainable change to effectively addressing people's

behaviors, underlying values, and beliefs (Maheshwari & Vohra, 2015). This

suggests that HR can play a critical role in attending to this need of influencing

behavior and attitude through appropriate practices.

There is an abundance of research documenting the phenomenon of individuals turning towards leaders in times of crisis. People experience crises as episodes of threat and uncertainty (Boin & Hart, 2003). Boin and Hart state that "It is a natural inclination in such distress to look to leaders to 'do something'" (p. 544). When crisis leadership results in reduced stress and a return to normality, admiration towards the leader follows. In a similar nature, organizational change can be seen as a crisis of sorts. Feelings of threat and uncertainty certainly do arise during an organizational change, so in this sense organizational change can be perceived by employees as a crisis and look to leaders to do something to ease their stress. No matter what the scope and pace of the change look like, employees are going to turn to their leaders for answers and guidance. Leaders can foster reassurance by their careful use of organizational practices such as effective and frequent communication regarding the organizational change to employees. Because of this, I hypothesized that organizational practices would have the greatest weight in determining employee acceptance of organizational change. Therefore, I proposed:

H1: *Organizational practices will have a greater weight in determining employee acceptance of organizational change than scope and pace of change.*

What is less clear is whether pace or scope will have a greater impact on acceptance of organizational change, which leads to the first research question:

R1: *Do pace and scope of organizational change differentially affect employee reactions to change?*

As noted in the earlier review, individual difference variables are related to employee acceptance of organizational change. Based on the review of the covariates, the second research question was:

R2: *Will the aspect of organizational change (i.e., pace, scope, practice) that employees attend to the most vary based on individual differences (i.e., the Big Five, trait cynicism, positive affectivity)? Beyond the expectation that the covariates will relate to the DV of acceptance of change, we will examine how these covariates may have an impact on the predictability of acceptance of change in the context of scope, pace, and practice.*

Purpose

In this study I sought to capture what workers are attending to and affixing importance to when evaluating an organizational change. In a realistic scenario, the variables of scope, pace, and policy were presented simultaneously in an effort to redress previous studies that have failed to capture which variables hold the most weight when it comes to affecting attitudes towards change. With the information gained from this study, organizations will be able to garner greater acceptance of organizational change by mitigating the negative effects of the aspect of organizational change in which workers attribute the most weight in affecting their acceptance of a change.

Method

In this study, I employed a 2 (scope of the change: large vs. small) x 2
(pace of the change: fast vs. slow) x 2 (organizational practices: positive vs.
negative) within-subjects design. To understand what individuals are attending to
in the context of organizational change and their acceptance of that change, a
policy capturing protocol was utilized. Working adults' acceptance of
organizational change was assessed through a series of vignettes (see Appendix
A). Using G*Power, an effect size of .15, 89 participants were needed to achieve
a power of. 95. To safeguard against attrition based on inattention and
incomplete responses, a sample size of 125 was proposed. Ultimately, data from
139 participants were used in the study.

<u>Procedure</u>

First, participants completed a questionnaire that gauged individual
difference variables, including trait cynicism, positive affectivity, and the Big Five,
to control the effect these variables may have on acceptance of organizational
change. Then, vignettes, which systematically varied in scope, pace, and
organizational policies were administered. These vignettes were written in a
narrative style, depicting the participant as a member of an organization going
through an organizational change. Participants read each vignette and rated
each on several variables, such as acceptability of the change, its effect on the
participant's turnover intentions, and/or future productivity, on a 7-point Likert-
type scale, e.g. "To what extent do you accept this change?" ("Do not accept at

all" to "Fully accept"), "Given this scenario, would you look for another job at another company?" ("Very likely to look" to "I would stay at this company"), "How hard would you work in this environment?" ("Not hard at all" to "Very hard"). In light of the readiness dimensions noted by Armenakis et al. (1993), three additional questions were asked that addressed markers of acceptance of the organizational change proposed (see Appendix B). Vignettes were presented in a randomized order. To make sure participants were recognizing the independent variables as intended, manipulation checks were included after the first and the last vignette that the participant received. Finally, after reading the vignettes, participants were asked two open-ended questions including what aspect of any organizational change they may have experienced was the most difficult for them.

Data were collected during the COVID-19 pandemic between December 8th and December 16th, 2020.

<u>Measures</u>

   <u>Vignettes.</u> The variables of scope, pace, and organizational policy were operationalized as dichotomous, each with high and low indicators. Each scenario was designed to portray every combination of scope, pace, and policy. Here is an example of a **high scope, high pace, poor practices** scenario that was given to the participants:

   Company X is a HR software and services provider. Their premier product is a payroll and timekeeper software package that is widely used among large corporations. With increasing revenues, Company X decided to use profits to expand their product and services line. Over the course of the past year, company X has made it their goal not only to provide high quality HR software, but <u>also to make their way into the human capital and management consulting business</u>. Upper-management has been <u>hiring consultants at a rapid pace</u> to meet this goal.

   Many current employees have been caught off guard by the <u>suddenness of these changes</u>. Some employees have said they were <u>not notified or involved in the shift in strategy</u>, while others say the <u>pace of the change is too fast</u>. Some employees in the software division have stated that the company <u>might be moving away from the HR computer packages altogether</u>. Company executives ensure the employees that things will calm down once the change

is implemented and that further changes will be few and far between. However, they <u>do not provide a timeline</u> for when the change will be complete or fully implemented <u>nor do they communicate frequently about the impending changes</u>. Employees encounter new changes at an <u>increasingly fast pace.</u>

Components of scope, pace, and practices have been underlined here for emphasis.

Big Five. The Big Five was measured with the Ten Item Personality

Inventory (Gosling et al., 2003) (see Appendix C). TIPI assesses the following

dimensions linked to the Big Five measures: Extraversion (e.g., "I see myself as

extraverted, enthusiastic"), Agreeableness (e.g., "I see myself as sympathetic,

warm"), Conscientiousness (e.g., "I see myself as dependable, self-disciplined"),

Neuroticism (N) (e.g., "I see myself as calm, emotionally stable"), Openness

(e.g., "I see myself open to new experiences, complex") (Alpha =.78) (Current

study alpha = .764).

Positive and Negative Affectivity. Positive and negative affectivity was

assessed using the PANAS-SF scale developed by Watson et al. (1988) (see

Appendix D). This scale is a self-report measure that consists of single words

that describe different feelings and emotions (e.g., Excited, Disinterested,

Enthusiastic, Upset, etc.). Participants indicate to what extent they generally feel

these emotions on a 5-point Likert-type scale ranging from "Very slightly or not at

all" to "Extremely" (Alpha = .86-.90) (Current study alpha = .881).

Trait Cynicism. Trait cynicism was measured using the Trait Cynicism

Scale developed by Turner and Valentine (2001) (see Appendix E). This scale is

a self-report measure consisting of 11 items rated on a 7-point Likert-type scale

ranging from 1 (Strongly Disagree) to 7 (Strongly Agree). While measures for

organizational cynicism exist, the measure of trait cynicism was chosen for a

number of reasons. First, organizational cynicism is defined as an attitude

resulting from repeated exposure to mismanaged change efforts (Wanous et al., 1994). As such, scales of organizational cynicism focus on this more specified construct. Since we are using hypothetical vignettes, repeated exposure to mishandling a change within the organization cannot be easily simulated. In addition, participants exposed to the vignettes may have had vastly different experiences at the various organizations in which they have worked, influencing the results above and beyond general trait cynicism. Also, Chiabaru et al. (2013) found a positive correlation between organizational cynicism and trait cynicism (r = .23) indicating that these constructs may be highly related with one another (Alpha = .86) (Current study alpha = .898).

This study was conducted using the ethical guidelines of the American Psychological Association was approved by the CSUSB Institutional Review Board. The letter indicating this approval is in Appendix F.

Analysis

      <u>Policy Capturing.</u> Policy capturing is a multiple regression technique used to evaluate the factors associated with decision-making in certain scenarios. In this study, multiple regression (MR) analyses were conducted in which the manipulated variables within the scenarios served as dummy coded (0,1) independent variables. Through this analysis, weights were affixed to each variable (scope, pace, practice), which show evidence for how important each is in the evaluation of organizational change (Aiman-Smith et al., 2002; Karren & Barringer, 2002).

      <u>Covariate Analysis.</u> Further, a MR permits the addition of the individual difference variables of the Big Five, trait cynicism, and positive affectivity, noted in the literature review, as covariates.

      <u>Qualitative Coding of Open-ended Questions.</u> The responses to the open-ended questions were assessed for their predominant themes. These themes gave further insight into the how and why individuals evaluate their acceptance of organizational change the way that they do.

CHAPTER THREE:

FINDINGS AND RESULTS

Results

A multiple regression analysis in SPSS 25 was conducted to analyze the

relationship of scope (IV1), pace (IV2), and policies (IV3) of organizational

change on measures of acceptance of organizational change (DV). Each

question representing the dependent variable was analyzed through separate

multiple regression (MR) equations.

Screening

Prior to the MR analyses, the data were screened for adherence to

attention and manipulation checks. Two attention check sections were randomly

placed throughout the survey. If a participant failed both attention checks, their

data were not included into the dataset. A total of 150 participants entered the

survey site and were presented the vignettes to answer. After screening, 139

participants passed the attention checks. There were no univariate outliers and

all DVs and covariates are found to be normally distributed. Univariate normality

was achieved.

Correlations between Covariates and DVs

As the individual difference variables were expected to relate with the

DVs, a correlation analysis was conducted. See Table 1 for the correlation

matrix. Overall, results support the literature, and relationships were found

between individual difference variables and the DVs. For example, positive affectivity was found to be significantly correlated with Q1, "To what extent would you accept this organizational change?" which supports the findings of Iverson, R.D. (1996) (see Table 1). Cynicism has been found to be significantly correlated with a number of DVs including Q9, "How comfortable would you be in approaching your supervisor with concerns about the company?" Q10, "How much risk do you think there would be to your career if you proposed a change in the operations of the company to its leaders?" and Q13, "How likely is it that you, as an employee of Company X, would benefit from the proposed changes?". These findings support the literature on employee cynicism and attitudes towards leadership during an organizational change (Reichers et al., 1997). Big Five variables were also associated with the DVs. Conscientiousness was found to be significantly correlated with nearly every DV. Not only is conscientiousness the characteristic that is most closely associated with job performance, but Barrick and Mount (1991) also found that conscientious individuals are more likely to persevere after a change because of their propensity towards planning and organization.

Overview of Main Findings

Prior to including the covariates, MRs were conducted to assess the impact of scope, pace, and practices on outcome. According to the regression model which included scope, pace, and practices during an organizational change, practices emerged as a significant factor for every measure of or relating

to acceptance of organizational change, accounting for the individual difference

covariates (see Appendix G). Similarly, pace of organizational change was also a

significant factor for nearly every measure (see Appendix H). Along with this, the

means for the dependent variables can be found in Appendix I. Practices also

emerged as the factor with the most weight in determining acceptance of change

in models in which pace and scope were also a significant factor, supporting

hypothesis 1 (see Tables 2 and 3). Scope was significant only for two of the

measures, Q. 3 "How secure is your job in this environment?" and Q. 6 "Would

look for another job at another company, given this environment?"

Covariates

The individual difference variables of cynicism, the Big Five, and affect

were included as the first block in a hierarchical model for each measure of the

DV (see table 4 for the coefficient values of the individual difference variables).

The IVs of scope, pace, and practices were entered in the second block. In each

regression, the second block significantly contributed variance to the prediction of

each DV. The primary interest of this thesis is how scope, pace, or practices

during an organizational change can predict measures of acceptance of an

organizational change above and beyond individual differences. As already

noted, the results indicated that a significant amount of variance in the DVs could

be accounted for with the addition of scope, pace, and practice into the MR

model (see Table 5).

<u>Results Categorized by DV</u>

Because there were a large number of DVs (13), results will be categorized by the meaning of the variable. For example, question 2 asked the respondent to rate the scenario on the quality of the environment; this variable is considered as part of the environmental cluster. The results for each variable are presented in Table 6.

<u>Outcome Variables</u>

Organizational commitment, job satisfaction, productivity, and turnover intentions could each be predicted by practices of organizational change (see Table 6). For organizational commitment (Q. 4), the individual difference variables accounted for 8.4% of the variance. Adding scope, pace, and practices into the model resulted in a 15.5% increase in variance accounted for above and beyond individual differences, to 23.9% (see Table 5). Similarly, job satisfaction (Q. 7) had 14.5% of the variance accounted for by the individual difference variables. When scope, pace, and practices were added into the model, there was an increase in the variance accounted for by 18.4%. Productivity (Q. 8) had 11.8% of the variance accounted for by the covariates and increased 13.5% to 25.3% when scope, pace, and practice were added into the model. Finally, turnover intentions (Q. 6) had 10.6% of the variance accounted for by the covariates and found a 6% increase when scope, pace, and practice were added into the model. Practices, again, emerged as the variable with the greatest weight (for these four regressions, betas ranged from .234 to .418) in predicting

commitment, satisfaction, productivity, and turnover intention); however, pace emerged as significant for each of these variables except turnover intentions (see Table 6).

Environmental Stressors

Stressors resulting from environmental factors were also looked at, including environmental stress, job security, and environmental stability. Covariates accounted for 8.4% of the variance for environmental stress (Q. 2), 9.8% for perceived job security (Q. 3), and 11.5% for environmental stability (Q. 5). Adding scope, pace, and practices into the model increased the variance accounted for by 16.9% for environmental stress, 19.1% for perceived job security, and 21.8% for environmental stability above and beyond individual differences. Practices once again emerged as having the most weight of the IVs (betas ranged from .446 to -.380). However, scope emerged as significant for job security, while pace was found to be significant for all (see Table 6). Perceptions of change success (Q. 11) and personal benefits (Q. 13) could also be predicted by the model, with covariates accounting for 8.8% and 14.8% of the variance, respectively. When pace, scope, and practices were added into the model, 12.5% additional variance was accounted for perceptions of change success and 10.5% additional variance was accounted for perceptions of personally benefiting from the change. Again, each of these variables were significantly influenced by practices (betas are .344 and .322, respectively), followed by pace (-.078 and -.054), with no significant influence from scope.

Supervisory Variables

Finally, three questions dealt with issues of supervision and interacting with supervisors. The covariates accounted for 9.7% of the variance for comfort with which one would approach supervisors with concerns (Q. 9), with 16.8% additional variance accounted for when scope, pace, and practice were added into the model. Risk to propose changes (Q. 10) could also be significantly predicted by the model with 9.3% of the variance accounted for by the covariates and 4.6% additional variance accounted for when scope, pace, and practice were added. Practice and pace again emerging as the only significant factors (betas equaling .402 and .207 respectively for practice and -.069 and -.057 for pace). Finally, leader support of changes (Q. 12) could be significantly predicted by the model with 2.5% of the variance accounted for by the covariates and 7.5% additional variance when scope, pace, and practice were added. Only practices emerged as a significant factor (beta equaling .273).

Acceptance of Organizational Change

Although the first question asked, the first item asked a relatively broad concept (Question 1): "To what extent would you accept this organizational change?" This DV can significantly be predicted by the model including scope, pace, practices of an organizational change and individual difference measures. This model explained 27.8% of the variance in the measure. According to the model, practices significantly predicted responses to question 1, $b = 1.480$, $SE = .083$, $\beta = .457$, $t = 17.773$, $p < .05$. For every one standard unit increase in

practice, we can expect a 1.480 unit increase in acceptance. Pace also significantly predicted acceptance, $b = -.313$, $SE = .083$, $\beta = -.097$, $t = -3.763$, $p < .05$. For every one standard unit increase in pace, we can expect a .313 unit decrease in acceptance. Scope was insignificant within this model.

Brief Recap

Practices emerged as the factor that was significant with each measure and was the factor with the most weight for all measures whenever pace or scope were statistically significant factors as well. Pace was also found to be significant in 11 of 13 measures, while scope was significant in 2 measures, giving evidence that pace may be more important than scope in determining acceptance of organizational change.

Qualitative Analysis

At the end of the survey, an open-ended question was posed to participants who had taken part in an organizational change at their place of work in the recent past. They were asked to explain what aspect of the organizational change was the most difficult to accept. I coded these at the response level of analysis. Six prominent themes emerged from their answers: Procedures/Routine, Organizational Practices, Management/Supervision, Workload, COVID/Working Remotely, and Uncertainty about the future (see Figure 1).

The theme with the most coded responses (38.16%) was being a change in procedures or routines. However, many of the statements that concerned management also included organizational practices as a concern as well. In a sense, management is a direct cause of organizational practices. For example,

"The inability of upper management to be decisive and communicate properly. We are in the midst of an expansion of operations with no clear path being communicated to everyone. They have implemented an increase in production and no staff increases so everyone is taking on extra responsibilities and extra hours on salary with no OT pay. No bonuses this year either. Morale is very low at my company right now. A lot of the communication problem is due to a lot of us working from home 80% of the time."

This quote points to problems in management's decision making and communication, in addition to organizational practices. So, taking this into consideration, themes of management or organizational practices encompassed about 44% of answers given. While the hope with this part of the study was to get a more detailed look into what employees attend to during an organizational change, most responses were relatively short, rarely extending beyond a short, declarative sentence. Even this limited data, however, gives us some evidence to support the quantitative section of the study. Organizational practices, brought upon by management, is the aspect of organizational change that had the most weight in determining acceptance of organizational change.
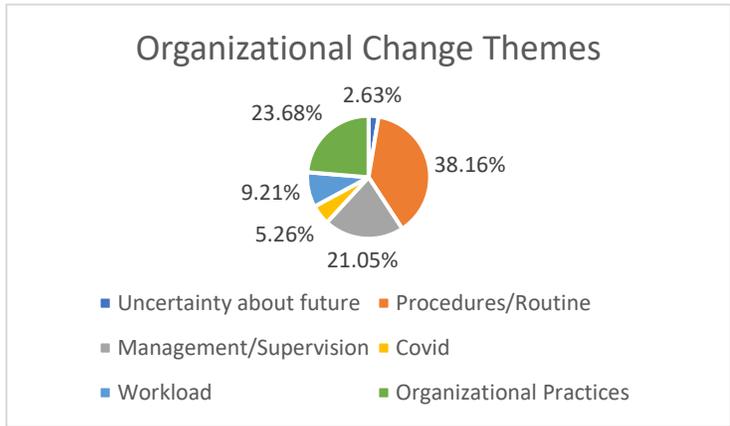
Figure 1. Percentage of Organizational Change Themes

Table 1. Correlations between Covariates and Dependent Variables.

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13
Cynicism	.013	.195	.109	.046	.130	.151	.090	-.005	.064	.157	-.013	-.034	.066
Positive Affect	.157	-.012	.208	.218	.237	.219	.281	.268	.233	.171	.218	.114	.288
Negative Affect	.098	.230	.199	.116	.204	.183	.210	.105	.137	.217	.117	.037	.152
Extraversion	.114	-.083	.087	.145	.120	.111	.130	.149	.158	.080	.140	.081	.205
Agreeableness	-.005	-.153	.000	.002	.011	-.097	-.023	-.013	.036	-.106	-.018	-.026	.062*
Conscientious	-.089	-.168	-.122	-.068	-.145	-.151	-.170	-.029	-.082	-.159	-.029	.003	-.114
Emotional Stability	-.040	-.190	-.047	-.026	-.030	-.066	-.037	.004	.081	-.085	-.008	.036	-.012
Openness	-.085	-.221	-.116	-.092	-.081	-.083	-.117	-.113	.023	-.087	-.072	-.003	-.092

Note. Corresponding DVs found below.
Q1. To what extent would you accept this organizational change?
Q2. How stressful would this environment be for you?
Q3. How secure is your job in this environment?
Q4. How committed are you to this organization?
Q5. How stable is the environment for this company?
Q6. Would look for another job at another company, given this environment?
Q7. How satisfying would it be to work within this environment?
Q8. How productive would you be in this environment?
Q9. How comfortable would you be in approaching your supervisor with concerns about the company?
Q10. How much risk do you think there would be to your career if you proposed a change in the operations of the company to its leaders?
Q11. How likely is it that the change effort will succeed in its stated objectives?
Q12. How supportive of the proposed changes are the leaders of Company X?
Q13. How likely is it that you, as an employee of Company X, would benefit from the proposed changes?

Table 2. Coefficients of Practice without Covariates.

	b	Std. Error	Beta	t	Sig.
1. To what extent would you accept this organizational change?	1.491	.086	.460	17.383	<.001*
2. How stressful would this environment be for you?	-1.290	.093	-.380	-13.848	<.001*
3. How secure is your job in this environment?	1.349	.086	.425	15.730	<.001*
4. How committed are you to this organization?	1.237	.088	.390	14.137	<.001*
5. How stable is the environment for this company?	1.489	.088	.448	16.870	<.001*
6. Would look for another job at another company, given this environment?	.847	.104	.237	8.143	<.001*
7. How satisfying would it be to work within this environment?	1.388	.089	.422	15.570	<.001*
8. How productive would you be in this environment?	1.135	.087	.365	13.086	<.001*
9. How comfortable would you be in approaching your supervisor with concerns about the company?	1.437	.097	.407	14.881	<.001*
10. How much risk do you think there would be to your career if you proposed a change in the operations of the company to its leaders?	.680	.094	.211	7.198	<.001*
11. How likely is it that the change effort will succeed in its stated objectives?	.982	.079	.348	12.385	<.001*
12. How supportive of the proposed changes are the leaders of Company X?	.872	.090	.279	9.657	<.001*
13. How likely is it that you, as an employee of Company X, would benefit from the proposed changes?	1.054	.092	.325	11.449	<.001*

Table 3. Coefficients of Pace without Covariates

	b	Std. Error	Beta	t	Sig.
1. To what extent would you accept this organizational change?	-.308	.086	-.095	-3.586	<.001*
2. How stressful would this environment be for you?	.509	.093	.150	5.466	<.001*
3. How secure is your job in this environment?	-.281	.086	-.088	-3.272	.001*
4. How committed are you to this organization?	-.209	.088	-.066	-2.384	.017*
5. How stable is the environment for this company?	-.446	.088	-.134	-5.053	<.001*
6. Would look for another job at another company, given this environment?	-.157	.104	-.044	-1.507	.132
7. How satisfying would it be to work within this environment?	-.284	.089	-.086	-3.187	.001*
8. How productive would you be in this environment?	-.207	.087	-.067	-2.385	.017*
9. How comfortable would you be in approaching your supervisor with concerns about the company?	-.232	.097	-.066	-2.403	.016*
10. How much risk do you think there would be to your career if you proposed a change in the operations of the company to its leaders?	-.180	.094	-.056	-1.904	.057
11. How likely is it that the change effort will succeed in its stated objectives?	-.216	.079	-.076	-2.722	.007*
12. How supportive of the proposed changes are the leaders of Company X?	.070	.090	.022	.777	.438
13. How likely is it that you, as an employee of Company X, would benefit from the proposed changes?	-.173	.092	-.053	-1.876	.061

Table 4. Coefficients of Individual Difference Variables. ** indicates p<.001. * indicates p<.05.

	Cynicism	Positive Affect	Negative Affect	Extraversion	Agreeableness	Conscientiousness	Emotional Stability	Openness
1. To what extent would you accept this organizational change?	-0.008	0.027*	0.009	0.106*	-0.002	-0.069	-0.057	-0.124*
2. How stressful would this environment be for you?	0.008	0.010	0.015*	-0.009	-0.019	0.006	-0.107*	-0.174*
3. How secure is your job in this environment?	0.001	0.034*	0.025*	0.069*	0.059	-0.042	-0.027	-0.122*
4. How committed are you to this organization?	-0.002	0.037*	0.010	0.117*	0.010	-0.008	-0.078	-0.134*
5. How stable is the environment for this company?	0.006	0.039*	0.024*	0.089*	0.066	-0.104*	-0.002	-0.072
6. Would look for another job at another company, given this environment?	0.009	0.047*	0.009	0.096*	-0.103*	-0.106*	-0.048	-0.039
7. How satisfying would it be to work within this environment?	-0.005	0.049*	0.024*	0.084*	-0.004	-0.142*	0.004	-0.121*
8. How productive would you be in this environment?	-0.012*	0.046*	0.015*	0.105*	-0.054	0.038	-0.059	-0.181*
9. How comfortable would you be in approaching your supervisor with concerns about the company?	0.001	0.030*	0.032*	0.097*	0.006	-0.138*	0.163*	0.044
10. How much risk do you think there would be to your career if you proposed a change in the operations of the company to its leaders?	0.005	0.032*	0.019*	0.078*	-0.084*	-0.082	-0.025	-0.024
11. How likely is it that the change effort will succeed in its stated objectives?	-0.013*	0.032*	0.021*	0.093*	-0.052	0.042	-0.042	-0.102*
12. How supportive of the proposed changes are the leaders of Company X?	-0.011*	0.017*	0.014	0.044	-0.091*	0.007	0.041	-0.015
13. How likely is it that you, as an employee of Company X, would benefit from the proposed changes?	0.000	0.045*	0.015*	0.164*	0.096*	-0.087	-0.063	-0.151*

Table 5. R-Square Values for Model Containing Scope, Pace, and Practices and Individual Difference Variables. ** indicates p<.01.

	R	R^2	R^2 (Covariates only)	Std. Error of Estimate	R^2 Change
1. To what extent would you accept this organizational change?	.527	.277	.057	1.383	.220**
2. How stressful would this environment be for you?	.503	.253	.084	1.478	.169**
3. How secure is your job in this environment?	.537	.289	.098	1.346	.19**
4. How committed are you to this organization?	.489	.239	.084	1.390	.155**
5. How stable is the environment for this company?	.577	.332	.115	1.367	.218**
6. Would look for another job at another company, given this environment?	.408	.166	.106	1.635	.060**
7. How satisfying would it be to work within this environment?	.574	.329	.145	1.353	.184**
8. How productive would you be in this environment?	.503	.253	.118	1.352	.135**
9. How comfortable would you be in approaching your supervisor with concerns about the company?	.515	.265	.097	1.516	.168**
10. How much risk do you think there would be to your career if you proposed a change in the operations of the company to its leaders?	.373	.139	.093	1.505	.046**
11. How likely is it that the change effort will succeed in its stated objectives?	.461	.213	.088	1.260	.125**
12. How supportive of the proposed changes are the leaders of Company X?	.315	.100	.025	1.487	.075**
13. How likely is it that you, as an employee of Company X, would benefit from the proposed changes?	.506	.256	.148	1.410	.108**

Table 6. Standardized Coefficient Values for Practice, Pace, and Scope with Covariates.
**indicates p<.01. *indicates p<.05.

	Practice	Pace	Scope
1. To what extent would you accept this organizational change?	.457**	-.097**	-.042
2. How stressful would this environment be for you?	-.380**	.154**	-.031
3. How secure is your job in this environment?	.424**	-.091**	-.052*
4. How committed are you to this organization?	.387**	-.069**	-.014
5. How stable is the environment for this company?	.446**	-.134**	-.033
6. Would look for another job at another company, given this environment?	.234**	-.046	-.055*
7. How satisfying would it be to work within this environment?	.418**	-.088**	-.036
8. How productive would you be in this environment?	.362**	-.066*	-.019
9. How comfortable would you be in approaching your supervisor with concerns about the company?	.402**	-.069**	-.032
10. How much risk do you think there would be to your career if you proposed a change in the operations of the company to its leaders?	.207**	-.057*	-.011
11. How likely is it that the change effort will succeed in its stated objectives?	.344**	-.078**	-.028
12. How supportive of the proposed changes are the leaders of Company X?	.273**	.020	-.016
13. How likely is it that you, as an employee of Company X, would benefit from the proposed changes?	.322**	-.054*	-.036

CHAPTER FOUR:

DISCUSSION, IMPLICATIONS, AND CONCLUSION

Discussion

In this study, I sought to determine which factor of organizational change held the most weight in determining employee acceptance of change. Literature has shown that scope of change, pace of change, and organizational practices regarding an organizational change are important factors that can influence acceptance of change (Armenakis, Harris, and Field, 1999; Cohen and Eimicke, 1994; Gabel & Oster, 1998; Gilley et al., 2009; Lazarus, 1993). What has remained unknown, however, is which of these factors influence acceptance of change the most when being considered concurrently with each other. With this information, organizations can better tailor organizational changes for their specific needs, decreasing some of the negative effects associated with said factors.

The results indicate that organizational practices have a greater weight in determining employee's acceptance of organizational change than scope and pace of change, supporting H1. Consistent with Rudolph et al. (2021) and Wooten and James (2008), organizational practices such as frequent communication regarding the change and how it will affect employees, a concrete timeline, and providing the opportunity for employees to provide feedback can help mitigate the negative effects of organizational change by

relieving ambiguity and stress. The importance of quality leadership and organizational practices, as pointed out by Boin and Hart (2003) and Rudolph et al. (2020), may be even more pronounced during a global pandemic as employees look to their leaders for guidance during a time of increased ambiguity and stress. This fact may have inflated the weight of organizational practices in determining acceptance of change.

As previously discussed, past research has found that employee stress is increased when exposed to large scope of change (Korunga et al., 2003), high pace of change (Mehta, 2016), and poor organizational practices during a change (Rafferty & Griffin, 2006; Leiter & Harvie, 1998). However, because these factors are present in every organizational change, it is valuable to understand which factors are the most significant in influencing acceptance or non-acceptance. It was hypothesized that organizational practices would be the factor with the most weight because people look towards their leaders during times of crisis (Boin & Hart, 2003). The leaders and their actions are highly visible to the employees of the organization, and on top of this, superior organizational practices have been found to mitigate some of the negative effects that can be caused by scope and pace of change (Leiter & Harvie, 1998). When employees are looking for direction during an organizational change, it makes sense that the scope and pace of change would not hold as much weight because employees will need direction regardless of the scope and pace of the change. Even if a change is smaller in scope and slower in pace, poor organizational practices

result in decreased employee acceptance because of that lack of communication and direction. No matter the change, superior organizational practices during that change is imperative if an organization wants to limit the negative effects of change in general. Given this, it makes sense that results from this study support that practices hold particularly high weight in determining each of the DVs, over and above scope and pace of the change.

When looking at the DVs in the environmental category, we can see why superior organizational practices are so important during an organizational change. Management largely dominates the organizational environment and has vast influence in how that environment develops over time, especially in how management handles an organizational change. Superior organizational practices indicate change competency, something that we know influences acceptance of change, job stress, and trust (Stanley et al., 2005). With a decline in trust comes a decline in perceptions of job security and stability, increases perceptions that the employee will not benefit from a proposed change and increases the likelihood of turnover.

Within the supervisory category of DVs, the connection with organizational practices is a little more obvious. With less communication regarding the change from superiors to employees, employees will be less inclined to approach supervisors with concerns about the company or propose a change themselves. This is because harmonious industrial relations between management and employees have been found to convey mutual trust and participation in solving

problems (Deery et al., 1994). If management is not putting forth communication on their end, they are not showing trust in the employees, ultimately leading to employee distrust of management. Without frequent communication from management, employees will feel cut off from the decision-making process. However, these feelings of ambiguity can be minimized with positive communication practices (Cawsey & Descza, 2007). If employees are forced into the organizational change with a confusing or incomplete change plan and little to no warning or communication, employees will be less likely to accept a given change (Gilley et al., 2009).

However, what was less known was whether pace or scope of change would also emerge as significant factors in determining acceptance of change. In addressing R1, pace of change emerged as a significant factor in 11 of 13 measures with an average effect size of .055 for the environmental stressors, .0056 for outcome variables, .004 for supervisory variables, and.0073 for a combined average, while scope of change emerged as significant in only 2 measures with an average effect size of .001 (see Appendix J). This suggests that pace outweighs scope of change in considerations of change acceptance, especially within the environmental stressors category. While we did not hypothesize scope as having any relative weight in determining acceptance of change, the fact that it did not emerge in but two instances suggests that scope is a more distal experience to employees within an organization. Practice and pace are more visceral to an employee during a change, more experiential, as

these variables more directly affect day to day work life. Regardless of the scope

of the change, any change felt by the employee could result in negative effects if

the change is being implemented rapidly and with poor organizational practices.

This could be a reason why pace and practices emerged regularly because these

are the aspects of the change that are directly and viscerally experienced by the

employee during a change.

Interestingly, the two cases in which scope was significant represented

outcomes related to staying at the job (turnover intentions and job security). The

scope of an organizational change involves the level of novelty or unfamiliarity of

the change (Street & Gallupe, 2009; Plowman et al., 2007). This aspect of

novelty is in reference to the way in which the proposed organizational change

relates to the existing structures and resources in place in the organization.

Large scope of organizational change may require changes that are very

different to how the organization operates, like complete rehauls of organizational

structure or requiring resources that are currently unavailable to the organization.

It may be reasonable to state that scope of organizational change may affect the

future direction a company may go in, as was the case in this study's vignettes,

and therefore lead to changes to the duties employees must perform. This may

lead an employee to view their position as less secure as the employee may not

feel as though they can perform their job as adequately as they once could,

leading to turnover intentions as well. Indeed, Callan (1993) found that significant

change in strategies and structures can cause employees to experience high levels of stress as areas of responsibility and work roles change.

Finally, in continuing to support the hypothesis, the predictability of acceptance of change in the context of scope, pace, and practice was not affected when individual difference covariates were added into the model. Although many of the individual difference variables correlate with the DVs, practices remained significant for every DV, as well as remained as having the most weight in determining acceptance of organizational change. On top of this, the amount of variance accounted for in the model significantly increased for every DV when scope, pace, and practices were included into the model. Individual difference variance accounted for an average of 9.7% (see appendix K). The addition of scope, pace, and practices into the model resulted in the effect size increasing by an average of 14.3%.

Implications

This study made theoretical as well as practical contributions to our understanding of organizational change. On theoretical grounds, this study added to our understanding of the important determinants of acceptance of organizational change by specifying what aspects of organizational change workers are attending to the most. The findings from this study will inform future research into readiness of change by contributing important aspects of organizational change that have thus far not been included in the current theoretical models. This study demonstrated that although practices during a

change have the most weight in determining aspects of acceptance of organizational change, pace of the change also emerged as a significant factor in predicting variables related to the acceptance of change. On top of this, there are other organizational practices that this study did not capture. This study mainly focused on communication, so future studies should focus on other forms of organizational practices and their relation to acceptance of organizational change. For example, Holt et al. (2007) pointed out that introducing change without adequate preparation may be premature and likely unsuccessful. Perceptions of organizational preparation for a change may influence employee acceptance of change. Rafferty and Griffin (2006) found that change recipients who perceived that the change had been implemented after deliberation and planning exhibited less psychological uncertainty and more favorable reactions toward the organization. A follow up study that teased out which organizational practices have the most influence on acceptance of organizational change would clarify further these results. Also, this study is unique in organizational change research in the utilization of a policy capturing design and vignettes.

This study's findings have many practical implications that can be applied to the workplace. First, by understanding what employees are attending to the most in their evaluation and acceptance of organizational change, management can better design change interventions to address their unique situations. In the case of this study, practices and pace emerged as significant factors in nearly every measure.

In the case of organizational practices, new practices can be implemented or augmented. Organizations should evaluate their change practices and make adjustments. For example, if an organization finds out that its employees are unaware of the extent of the changes or how the changes will affect them personally, leaders should adjust their communication strategy to relieve this burden (Gilley et al., 2009). Organizations can also solicit frequent feedback during the change so they can gauge overall response and adjust any areas that may need resolving. Giving employees the opportunity to provide input into the organizational change being implemented will decrease ambiguity and increase autonomy (Green, 2004; Rousseau & Tijoriwala, 1999). If employees feel they had a say in how a change was implemented, they are much more likely to accept the change.

In the case of pace of organizational change, organizations can, if feasible, lengthen the amount of time in which the change will be implemented. Employees need time to adjust to a change, so the length of implementation needs to be increased, if possible. But what if it is not possible to lengthen the amount of time the change is enacted? For example, changes in law could demand change in a very short amount of time. In cases like this, there are a few ways to mitigate the effects of a fast pace of change. For example, one strategy an organization could take would be to ensure that the change is being implemented at an equal pace for all members of the organization. This creates a similar experience for each employee who knows what others are going through,

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building comradery during the change which may garner greater acceptance of the change. Another strategy an organization can take to minimize the effects of a high rate of change is the concept of the minimum viable product (Moogk, 2012). Developed in the tech startup industry, the minimum viable product concept allows an organization to experiment with product design until they land on a viable product that can be sold to users. When planning a change, organizations need to think about the absolute minimum amount they need to do to achieve the change they are looking for. So, instead of the "product", they can design change experiments until they land on a structure that minimizes the pace but still produces the change they are looking for. By framing the change in this manner, the change can be implemented with the absolute minimum amount of pace of change necessary.

Directions for Future Research

As discussed, the current models on organizational change, readiness for change, and implementing change mainly focus on organizational practices and how these practices can affect various individual and organizational outcomes. Very little emphasis is placed on the characteristics of the change itself. Now that we have results that suggest that pace of the change is also a significant factor in determining aspects relating to acceptance of change on top of organizational practices, theoretical models can be reexamined to better capture how acceptance of an organizational change is fostered within a workforce. For example, Armenakis et al. (1993) identified five key beliefs about change that

seem to underlie individuals' motives to support change efforts: discrepancy, appropriateness, efficacy, principal support, and valence. While these factors may be important in garnering acceptance, physical characteristics of the change itself is lacking in this model and could provide increased accuracy within this model. The same goes for the Holt et al. (2007) model of readiness for change. This model states that readiness for change is influenced by the change content, process, context, and individual worker attributes. In this case, however, change content is operationalized as organizational valence, "referring to the extent to which one feels that the organization will or will not benefit from the implementation of the prospective change" (p. 239). This is, again, an important feature of garnering acceptance, but it is not the full picture. If the pace at which a change must be implemented is extremely fast, this will negatively affect acceptance regardless of the practices in implementation. Future researchers can attempt to incorporate this aspect into theoretical models to better predict responses to an organizational change.

Limitations

There were several limitations associated with this study. First, only three IVs were used. Thus, it is not possible to generalize beyond these three components of organizational change. Additional (i.e., four or five) predictors could lead to a reshuffling of the weights of each.

Though the scenarios used depicted realistic situations, they were still hypothetical, asking the respondent to imagine being in that situation. How the

respondents may have behaved in an actual situation of the type presented may be different than how they responded to these.

Also, these data were collected during a world-wide pandemic. This was also apparent in the responses to the open-ended questions. Circumstances during the pandemic have led to unique, widespread organizational change for a number of industries involving a large number of workers across the country. Attitudes towards organizational change in general may have been affected by these circumstances, especially if participants work in particular industries that have been disproportionately affected by the pandemic, for example, in health care. Experiencing rapid organizational change during this time may have led to increases in work-family conflict and job insecurity, which may have affected participants' responses to the hypothetical scenarios (Rudolph et al., 2021).

Conclusion

Organizations are encountering the growing need to diversify and adapt if they want to remain competitive in an increasingly globalized work environment. As a result, change is becoming a much more prominent and frequent feature of this organizational ecosphere. As such, understanding how and why an organizational change functions and is achieved successfully is paramount if an organization is to survive. This study contributes to that success by teasing out the factors commonly associated with organizational change and uncovering which of these factors has the most weight in determining employee acceptance of a change. As organizational practices emerged as having the most weight for

each outcome variable, this study demonstrates that organizations should focus

first and foremost on how they implement the change rather than adjust the

characteristics of the change itself. Frequent communication, timelines, and

providing the opportunity for feedback, are important aspects of garnering

acceptance of organizational change. However, this is not to say that

characteristics of the change itself are not important. Pace of the change also

emerged as a significant factor in most of the outcome variables as well,

suggesting that organizations should also pay attention to how fast they are

attempting to enact a change and adjust the pace if possible to avoid negative

consequences. These findings open the door for further research into models of

organizational change, as these characteristics can possibly be incorporated into

current models and provide organizations a better understanding of how

organizational change works and how it can affect their workforce in negative

and positive ways, allowing them to cater their change efforts depending on their

unique situations.

APPENDIX A:

VIGNETTES

High Scope, High Pace, Poor Practices

Company X is a HR software and services provider. Their premier product is a payroll and timekeeper software package that is widely used among large corporations. With increasing revenues, Company X decided to use profits to expand their product and services line. Over the course of the past year, company X has made it their goal not only to provide high quality HR software, but also to make their way into the human capital and management consulting business. Upper-management has been hiring consultants at a rapid pace to meet this goal.

Many current employees have been a little caught off guard by the suddenness of these changes. Some employees have voiced their concerns about not being notified or involved in the shift in strategy, while others say the pace of the change makes them uncomfortable. Many in the software division are worried that the company might be moving away from the HR computer packages altogether. Others exclaim that they don't see the need for this change at all as they are still growing with a clearly popular product. Company executives ensure the employees that things will calm down once the change is implemented and that further changes will be few and far between. However, they do not provide a timeline for when the change will be complete or fully implemented nor do they communicate frequently about the impending changes. Employees encounter new changes at an increasingly fast pace.

Low Scope, High Pace, Poor Practices

Company X is an up-and-coming HR software and services provider that recently has found growing success in the industry. Their premier product is a payroll and timekeeper software package that is becoming increasingly popular among large corporations. Employees are enthusiastic and dedicated to the growing company. They feel excited to work for a company that is rising through the ranks and feel committed to the well-being of the company.

With increased revenues, they decide to use profits to begin expanding their product and services line. Over the course of the past year, company X has made it their goal to update their software package to reflect changes in the market. Upper-management has been hiring consultants at a rapid pace to meet this goal.

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With increased revenues, they decide to use profits to begin expanding their product and services line. Over the course of the next five years, company X has made it their goal to not only provide high quality HR software, but also to make their way into the human capital and management consulting business. Upper-management has started considering outside consultation in order to meet this goal, but have yet to make any concrete decisions.

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With increased revenues, they decide to use profits to begin expanding their product and services line. Over the course of the past year, company X has made it their goal to not only provide high quality HR software, but also to make their way into the human capital and management consulting business. Upper-management has been hiring consultants at a rapid pace to meet this goal.

The company has made sure to give plenty of notice of the change to the employees and encourage employees to give feedback and suggestions to management regarding the goals and process of the change. A full timeline of the change is presented to employees, and the changes every employee will encounter is made clear. Because of the pace at which this change will be implemented, company executives ensure the employees that things will calm down once the change is complete and that further changes will be few and far between. Employees encounter new changes at an increasingly fast pace.

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APPENDIX B:

STUDY QUESTIONNAIRE AND OPEN-ENDED QUESTIONS

Acceptance of Organizational Change Questionnaire

1. To what extent would you accept this organizational change?

   "Do not accept at all" to "Fully accept"

2. How stressful would this environment be for you?

   "Not stressful at all" to "Very stressful"

3. How secure is your job in this environment?

   "Not secure at all" to "Very secure"

4. How committed are you to this organization?

   "Not committed at all" to "Very committed"

5. How stable is the environment for this company?

   "Not stable at all" to "Very stable"

6. Would look for another job at another company, given this environment?

   "Very likely to look" to "I would stay at this company"

7. How satisfying would it be to work within this environment?

   "Not satisfying at all" to "Very satisfying"

8. How productive would you be in this environment?

   "Not productive at all" to "Very productive"

9. How comfortable would you be in approaching your supervisor with concerns about the company?

   "Not comfortable at all" to "Very comfortable"

10. How much risk do you think there would be to your career if you proposed a change in the operations of the company to its leaders?

    "A great deal of risk" to "No risk at all"

Armenakis items

1. How likely is it that the change effort will succeed in its stated objectives? (Efficacy)
2. How supportive of the proposed changes are the leaders of Company X? (Principal support)
3. How likely is it that you, as an employee of Company X, would benefit from the proposed changes? (Valence)

Attention Checks

4. Is Company X making changes to its product and service line? Yes, No
5. Are the proposed changes rapid or gradual? Gradual, Rapid
6. Are the proposed changes large or small in scale? Large, Small

Open-Ended Questions

1. Have you experienced change in your organization in the past three years? If

you have not worked at your current organization for three or more years, have

you experienced change since you started to work for your organization?

2. What was the most difficult aspect of that change?

APPENDIX C:

TEN ITEM PERSONALITY INVENTORY

Ten Item Personality Inventory (Gosling et al., 2003)

Here are a number of personality traits that may or may not apply to you. Please write a number next to each statement to indicate the extent to *which you agree or disagree* with that statement. You should rate the extent to which the pair of traits applies to you, even if one characteristic applies more strongly than the other.

Disagree strongly	Disagree moderately	Disagree a little	Neither agree nor disagree	Agree a little	Agree moderately	Agree strongly
1	2	3	4	5	6	7

I see myself as:

1. _____ Extraverted, enthusiastic.

2. _____ Critical, quarrelsome.

3. _____ Dependable, self-disciplined.

4. _____ Anxious, easily upset.

5. _____ Open to new experiences, complex.

6. _____ Reserved, quiet.

7. _____ Sympathetic, warm.

8. _____ Disorganized, careless.

9. _____ Calm, emotionally stable.

10. _____ Conventional, uncreative.

APPENDIX D:

PANAS-SF

Positive and Negative Affect Schedule (PANAS-SF) (Watson et al., 1988)

Indicate the extent you have felt this way over the past week.	Very slightly or not at all	A little	Moderately	Quite a bit	Extremely
1 Interested					
2 Distressed					
3 Excited					
4 Upset					
5 Strong					
6 Guilty					
7 Scared					
8 Hostile					
9 Enthusiastic					
10 Proud					
11 Irritable					
12 Alert					
13 Ashamed					
14 Inspired					
15 Nervous					
16 Determined					
17 Attentive					
18 Jittery					
19 Active					
20 Afraid					

APPENDIX E:

TRAIT CYNICISM SCALE

Trait Cynicism Scale (Turner & Valentine, 2001)

01. Salespeople are only interested in making a sale, not customer service.

02. Big companies make their profits by taking advantage of working people.

03. Outside of my immediate family, I don't really trust anyone.

04. When someone does me a favor, I know they will expect one in return.

05. People only work when they are rewarded for it.

06. To a greater extent than most people realize, our lives are governed by plots hatched in secret by politicians and big businesses.

07. Familiarity breeds contempt.

08. Reports of atrocities in war are generally exaggerated for propaganda purposes.

09. No matter what they say, men are interested in women for only one reason.

10. When you come right down to it, it's human nature never to do anything without an eye to one's own profit.

11. Businesses profit at the expense of their customers.

Note: Items are rated on a 7-point scale anchored by 1 (strongly disagree) and 7 (strongly agree).

APPENDIX F:

IRB LETTER

October 5, 2020

CSUSB INSTITUTIONAL REVIEW BOARD
Administrative/Exempt Review Determination
Status: Determined Exempt
IRB-FY2021-26

Janet Kottke
CSBS - Psychology
California State University, San Bernardino
5500 University Parkway
San Bernardino, California 92407

Dear Janet Kottke:

Your application to use human subjects, titled "THE WEIGHT OF SCOPE, PACE, AND PRACTICES OF ORGANIZATIONAL CHANGE DURING EVALUATIONS OF ACCEPTANCE OF ORGANIZATIONAL CHANGE" has been reviewed and approved by the Chair of the Institutional Review Board (IRB) of California State University, San Bernardino has determined that your application meets the requirements for exemption from IRB review Federal requirements under 45 CFR 46. As the researcher under the exempt category you do not have to follow the requirements under 45 CFR 46 which requires annual renewal and documentation of written informed consent which are not required for the exempt category. However, exempt status still requires you to attain consent from participants before conducting your research as needed. Please ensure your CITI Human Subjects Training is kept up-to-date and current throughout the study.

Your IRB proposal is approved. You are permitted to collect information from **[150]** participants for **[1 SONA credit] f**rom **[CSUSB]**. This approval is valid from **[10/5/2020]**.

The CSUSB IRB has not evaluated your proposal for scientific merit, except to weigh the risk to the human participants and the aspects of the proposal related to potential risk and benefit. This approval notice does not replace any departmental or additional approvals which may be required.

Your responsibilities as the researcher/investigator include reporting to the IRB Committee the following three requirements highlighted below. Please note failure of the investigator to notify the IRB of the below requirements may result in disciplinary action.

- Submit a protocol modification (change) form if any changes (no matter how minor) are proposed in your study for review and approval by the IRB before implemented in your study to ensure the risk level to participants has not increased,
- If any unanticipated/adverse events are experienced by subjects during your research, and
- Submit a study closure through the Cayuse IRB submission system when your study has ended.

The protocol modification, adverse/unanticipated event, and closure forms are located in the Cayuse IRB System. If you have any questions regarding the IRB decision, please contact Michael Gillespie, the Research Compliance Officer. Mr. Michael Gillespie can be reached by phone at (909) 537-7588, by fax at (909) 537-7028, or by email at mgillesp@csusb.edu. Please include your application approval identification number (listed at the top) in all correspondence.

If you have any questions regarding the IRB decision, please contact Dr. Jacob Jones, Assistant Professor of Psychology. Dr. Jones can be reached by email at Jacob.Jones@csusb.edu. Please include your application approval identification number (listed at the top) in all correspondence.

Best of luck with your research.

Sincerely,

Nicole Dabbs

Nicole Dabbs, Ph.D., IRB Chair
CSUSB Institutional Review Board

ND/MG

APPENDIX G:

EFFECT OF PRACTICES ON MEASURES OF ACCEPTANCE OF

ORGANIZATIONAL CHANGE

Effect of Practices on Measures of Acceptance of Organizational Change.

Dependent Variable	Sum of Squares	Mean Square	F	Sig.
1. To what extent would you accept this organizational change?	604.329	604.329	315.487	<.001
2. How stressful would this environment be for you?	460.915	460.915	211.627	<.001
3. How secure is your job in this environment?	500.098	500.098	275.755	<.001
4. How committed are you to this organization?	414.898	414.898	214.392	<.001
5. How stable is the environment for this company?	606.203	606.203	325.439	<.001
6. Would look for another job at another company, given this environment?	191.643	191.643	71.519	<.001
7. How satisfying would it be to work within this environment?	520.858	520.858	283.776	<.001
8. How productive would you be in this environment?	347.912	347.912	190.153	<.001
9. How comfortable would you be in approaching your supervisor with concerns about the company?	551.906	551.906	240.433	<.001
10. How much risk do you think there would be to your career if you proposed a change in the operations of the company to its leaders?	122.688	122.688	53.974	<.001
11. How likely is it that the change effort will succeed in its stated objectives?	258.651	258.651	162.517	<.001
12. How supportive of the proposed changes are the leaders of Company X?	197.655	197.655	89.551	<.001
13. How likely is it that you, as an employee of Company X, would benefit from the proposed changes?	302.700	302.700	151.924	<.001

APPENDIX H:

EFFECT OF PACE ON MEASURES OF ACCEPTANCE OF ORGANIZATIONAL

CHANGE

Effect of Pace on Measures of Acceptance of Organizational Change.

Dependent Variable	Sum of Squares	Mean Square	F	Sig.
1. To what extent would you accept this organizational change?	27.027	27.027	14.109	<.001
2. How stressful would this environment be for you?	75.237	75.237	34.545	<.001
3. How secure is your job in this environment?	22.769	22.769	12.555	<.001
4. How committed are you to this organization?	13.227	13.227	6.835	.009
5. How stable is the environment for this company?	55.457	55.457	29.772	<.001
6. Would look for another job at another company, given this environment?	7.301	7.301	2.724	.099
7. How satisfying would it be to work within this environment?	22.979	22.979	12.519	<.001
8. How productive would you be in this environment?	11.753	11.753	6.424	.011
9. How comfortable would you be in approaching your supervisor with concerns about the company?	16.023	16.023	6.980	.008
10. How much risk do you think there would be to your career if you proposed a change in the operations of the company to its leaders?	9.378	9.378	4.126	.042
11. How likely is it that the change effort will succeed in its stated objectives?	13.777	13.777	8.657	.003
12. How supportive of the proposed changes are the leaders of Company X?	1.006	1.006	.456	.500
13. How likely is it that you, as an employee of Company X, would benefit from the proposed changes?	8.630	8.630	4.331	.038

APPENDIX I:

DEPENDENT VARIABLE MEANS

Dependent Variable	Mean
1. To what extent would you accept this organizational change?	4.69
2. How stressful would this environment be for you?	4.65
3. How secure is your job in this environment?	4.37
4. How committed are you to this organization?	4.64
5. How stable is the environment for this company?	4.29
6. Would look for another job at another company, given this environment?	4.38
7. How satisfying would it be to work within this environment?	4.26
8. How productive would you be in this environment?	4.74
9. How comfortable would you be in approaching your supervisor with concerns about the company?	4.56
10. How much risk do you think there would be to your career if you proposed a change in the operations of the company to its leaders?	4.33
11. How likely is it that the change effort will succeed in its stated objectives?	4.79
12. How supportive of the proposed changes are the leaders of Company X?	5.21
13. How likely is it that you, as an employee of Company X, would benefit from the proposed changes?	4.35

APPENDIX J:

R-SQUARE CHANGE FOR PRACTICE, PACE, AND SCOPE

R-Square Change when DVs Added into Model with Covariates. ** indicates $p<.01$. *indicates $p<.05$.

	Practice	Pace	Scope
1. To what extent would you accept this organizational change?	.209**	.009**	.002
2. How stressful would this environment be for you?	.144**	.024**	.001
3. How secure is your job in this environment?	.180**	.008**	.003
4. How committed are you to this organization?	.150**	.005*	.000
5. How stable is the environment for this company?	.199**	.018**	.001
6. Would look for another job at another company, given this environment?	.055**	.002	.003
7. How satisfying would it be to work within this environment?	.175**	.008**	.001
8. How productive would you be in this environment?	.131**	.004*	.000
9. How comfortable would you be in approaching your supervisor with concerns about the company?	.162**	.005*	.001
10. How much risk do you think there would be to your career if you proposed a change in the operations of the company to its leaders?	.043**	.003*	.000
11. How likely is it that the change effort will succeed in its stated objectives?	.118**	.006**	.001
12. How supportive of the proposed changes are the leaders of Company X?	.074**	.000	.000
13. How likely is it that you, as an employee of Company X, would benefit from the proposed changes?	.104**	.003	.001

APPENDIX K:

EFFECT SIZE WITH COVARIATES ONLY

Effect Size of Model with Covariates Only

	R^2
1. To what extent would you accept this organizational change?	.057
2. How stressful would this environment be for you?	.084
3. How secure is your job in this environment?	.098
4. How committed are you to this organization?	.084
5. How stable is the environment for this company?	.115
6. Would look for another job at another company, given this environment?	.106
7. How satisfying would it be to work within this environment?	.145
8. How productive would you be in this environment?	.118
9. How comfortable would you be in approaching your supervisor with concerns about the company?	.097
10. How much risk do you think there would be to your career if you proposed a change in the operations of the company to its leaders?	.093
11. How likely is it that the change effort will succeed in its stated objectives?	.088
12. How supportive of the proposed changes are the leaders of Company X?	.025
13. How likely is it that you, as an employee of Company X, would benefit from the proposed changes?	.148

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