

**UNIVERSITY OF GHANA
DEPARTMENT OF PSYCHOLOGY**

**EMPLOYEE PERCEPTIONS AND ATTITUDES TOWARDS
ORGANIZATIONAL CHANGE: A STUDY OF SELECTED
ORGANISATIONS IN GHANA**

BY

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**THIS THESIS IS SUBMITTED TO THE UNIVERSITY OF GHANA
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DECLARATION

I, Aduama Samuel - David, confirm that this work is my own and has not been presented by anyone for any academic award in this or any other university. All references used in this work have been fully acknowledged.

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DEDICATION

To God Almighty.



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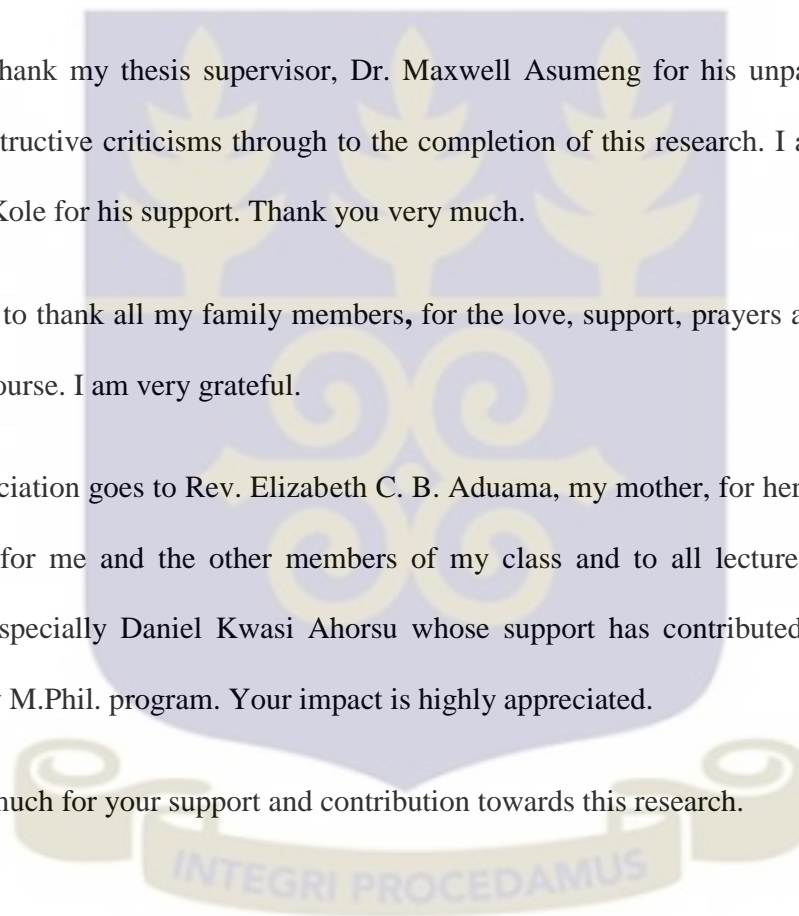
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ABSTRACT

The study examined the impact of employee perceptions and the type of change their organisation is undergoing on their attitudes toward organisational change. Specifically, the study aimed to identify possible relationships between these perceptions and employee attitudes. It also sought to determine which of the perceptions are stronger, to ascertain differences between managers and non-managers attitudes towards change and to find out whether the type of change the organisation is undergoing has an effect on the relationship between employees' perceptions and attitudes. In all, 303 respondents were conveniently selected from three organisations representing downsizing, merging and restructuring organisations. The cross-sectional survey design was used and respondents completed questionnaires which sought information on their perceptions and attitudes towards organisational change. Results from the analyses showed significant positive relationships between employees' perceptions and their attitudes towards organisational change. It also revealed that employees' perception of the change process contributed significantly more to their attitudes than their perception of change outcomes. In addition, the results revealed that managers had a significantly more positive attitude towards organisational change as compared to non-managers. Finally the results revealed that, amongst the three change types, employees in the downsizing organisation exhibited the least positive attitudes towards organisational change. The implications and recommendations to employers, employees and other relevant professionals like change agents as well as recommendation for further studies were made.

TABLE OF CONTENTS

DECLARATION.....	i
DEDICATION.....	ii
ACKNOWLEDGEMENT.....	iii
ABSTRACT.....	iv
TABLE OF CONTENTS.....	v
LIST OF FIGURES.....	viii
LIST OF TABLES.....	viii
CHAPTER ONE	
INTRODUCTION.....	1
1.1 Background to the study.....	1
1.2 Statement of Problem.....	7
1.3 Justification.....	8
1.4 Aims and Objectives.....	9
1.5 Relevance.....	10
CHAPTER TWO	
LITERATURE REVIEW.....	11
2.1 Theoretical Framework.....	11
2.2 Review of Related Studies.....	16
2.2.1 Perception of Change Process and Attitudes towards Organizational Change.....	16
2.2.1.1 Organisational Change Communication.....	17

2.2.1.2 Social Influence.....	21
2.2.1.3 Trust in Managemet.....	24
2.2.2 Perception of Change outcomes and Attitudes towards Organisational change.....	29
2.2.2.1 Job Security.....	29
2.2.2.2 Intrinsic Job Satisfaction	33
2.2.2.3 Change in Power	37
2.2.3 Types of Organisational Change and Attitudes towards organizational Change.....	40
2.3 Rationale.....	48
2.4 Statement of Hypotheses.....	49
2.5 Operational Definitions.....	50
2.6 Proposed Conceptual Model.....	53
CHAPTER THREE	
METHODOLOGY.....	54
3.1 Introduction.....	54
3.2 Population.....	54
3.3 Sampling /Respondents.....	54
3.4 Sampling Technique.....	55
3.5 Design.....	55
3.6 Instrument/Measures.....	56
3.7 Procedure.....	60
3.7.1 Pilot Study.....	60
3.7.2 Main Study.....	61

CHAPTER FOUR

RESULTS.....	67
4.1 Introduction.....	67
4.2 Analysis of Data.....	67
4.3 Presentation of Results.....	68
4.3.1 Testing of Hypothesis.....	68
4.4 Summary of Findings.....	77

CHAPTER FIVE

DISCUSSION.....	79
5.1 Introduction.....	79
5.1.1 Revised Conceptual Model.....	79
5.1.2 Perception of Change Process and Attitudes towards Organisational Change.....	81
5.1.3 Perception of Change Outcomes and Attitudes towards Organisational Change.....	85
5.1.4 Perception of Change Process verse Perception of Change Outcomes.....	90
5.1.5 Moderating effect of Type of Change.....	91
5.1.6 Managers and Non- Managers Attitudes towards Change.....	92
5.1.7 Type of change and Attitude towards Organisational Change.....	94
5.2 Contribution of the study.....	96
5.3 Limitation of the study.....	100
5.4 Implications and Recommendations.....	104
5.5 Conclusion.....	106
REFERENCES.....	108
APPENDICES.....	124

Appendix 1: Ethical Clearance

Appendix 2: Questionnaire used in the Study

Appendix 3: Consent Form

Appendix 4: Summary of the Raw Data of the Study

LIST OF FIGURES

Figure1: Proposed Conceptual Model.....53

Figure 5.1: Revised Conceptual Model.....80

LIST OF TABLES

Table 3.1: Frequency Distribution of Demographic Characteristics of respondents.....65

Table 1: Correlation Matrix between Employees’ Perceptions and their Attitudes towards Organisational Change.....69

Table 2: Contribution effect between Perception of Change Process and Perception of Change Outcome on Attitudes towards Organizational Change.....71

Table 3: Moderating effect of Type of Change on the Relationship between Perception of Change Process and Attitudes towards Organizational Change.....72

Table 4: Moderating effect of Type of Change on the Relationship between Perception of Change Outcomes and Attitudes towards Organizational Change.....74

Table 5: Means and Standard Deviations of ‘Category of Employment’ on Attitudes towards Organizational Change75

Table 6: Means and Standard Deviation of Types of Change on Attitudes towards Organisational Change.....76

Table 7: Summary of the One-Way ANOVA performed on the data presented in

Table 6.....76

Table 8: Summary of the Post Hoc (Scheffé test) Analysis on Attitudes towards

Organisational Change.....76



CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Change has become a significant part of this world and human activities today are surrounded by changes in many spheres. Education, agriculture, construction, town planning, work tools and implements, communication equipment and a host of other human activities have all been victims of one form of change or another. Just as the environment and people change, organisations also change in massive or minimal forms.

The classical managers assumed that organisations are relatively stable. They practically focused on how to stabilize and rationalize organizational knowledge about effective organizational performance. However, organisational theory today embraces more dynamic ideas that celebrate organizational change processes (Jo Hatch, 1997).

Change has become inevitable in organisations and adapting to changing demands is becoming a big challenge. One can identify instances such as the merger between Daimler- Benz and Chrysler in 1998 (Weber & Camerer, 2003), Exxon oil and Mobil oil to form Exxon Mobil in 1999 (Weston, 2002), the acquisition of ABSA by Barclays in 2005 (De Villiers, 2008) and even the painful downsizing of General Motors employees in a bid for survival as the Los Angeles Times of 28th April 2009 captures it. In fact, the need for change in organisations today is propagated by competition, technological advancement, mergers, expansion, product quality maintenance, innovation, change of leadership and management approaches and a host of others (Madsen, Miller, & John, 2005). Indeed, the organization's ability to deal with change provides a competitive advantage (Skinner, Saunders, & Thornhill, 2002).

Most organisations during change only focus on the benefits of the change to the organisation, which include increasing productivity, reduction in expenditure, injection of funds etc. These organisations are often oblivious to the impact that changes have on employees of the organisation. So long as perceptions serve as a way to understand our world, employees' perception of an organisational change can inform their attitudes and behaviour towards the organisational change (Schacter, 2011).

Schalk, Campbell, and Freese (1998) defined change, as the deliberate introduction of novel ways of thinking acting and operating within an organization as a way of surviving or accomplishing certain organizational goals. Pierce, Gardner, and Dunham (2002) also define change as “the movement of an organisation from its current state to some future and hopefully more effective state”. Change processes are unique events that differ from one organisation to another due to the differences in the nature of the organizations, the kind of business, the work culture and values, management and leadership style, and also the behaviour and attitude of the employees.

Attitudes are structured in three dimensions; the cognitive (beliefs), emotive (feelings) and behavioural dimensions (Eagly & Chaiken, 1998; Piderit, 2000). Attitudes reflect a person's tendency to feel, think or behave in a positive or negative manner towards an object of the attitude (Arnold, Cooper, & Robertson, 1995). Elias (2009) defined attitude towards organisational change as an employee's overall positive or negative evaluative judgement of a change initiative implemented by their organisation. Bianey, Ulloa, and Adams (2004) explained attitudes towards change as the internal state that influences an individual's choices of personal action, or a response tendency towards the change.

Perceptions, according to Schacter (2011), refer to the organisation and interpretation of sensory information in order to represent and understand the environment. Our perceptions can be shaped by learning, memory and our expectations (Bernstein, 2010). Employees attempt to understand their work environment by making inferences from past experiences, taking cues from other employees within or without the same organisation or making projections of what they expect to be the outcome of changes in the organisation.

Over the years, studies on organisational change have tried to identify ways in which organisational change can be successful with no resistance. This has led to a shift of focus from the physical or procedural change itself to a keener interest in employee attitudes which to a large extent is also a measure of the success or failure of an organisational change. For instance it has been identified that employees knowledge and skills, social relations in the workplace, organisational culture, management and leadership relations, logistical and occupational risks of change, ability to cope with change, social support, self-efficacy, management support and many others, must be considered when initiating change (Hanpachern, Morgan, & Griego, 1998; Armenakis, Harris, & Field, 1999; Holt, Armenakis, Harris, & Field, 2007; Sikh, 2011).

Miller, Johnson, and Grau (1994), and Vakola and Nikolaou (2005) noted that positive attitudes towards organisational change are critical in preventing failure of organisational change initiatives. They maintain that positive attitudes towards change increase employee cooperation while preventing change resistant behaviours such as hostility and a lack of cooperation with management (Miller et al., 1994). Vakola and Nikolaou (2005) further pointed that resistance starts when attitudes are negative, or when competences and security are threatened.

According to Cochran, Bromley, and Swando (2002), employee perceptions of organisational change as an opportunity for growth or change as being a risk informs their attitudes towards change. Perceptions of the actual content and the outcomes of a change initiative and the extent they will personally gain or lose as a result of the change are strong predictors of their attitudes towards change and their level of resistance to the change (Giangreco & Peccei, 2005),

It must be noted that employees sometimes respond negatively to change even if the change is for positive reasons (Jones, Watson, Hobman, Bordia, Gallois, & Callan, 2008). Negative reactions towards change occur because change causes increased pressure, stress and uncertainty for employees. Furthermore, uncertainty about careers, fear and anxiety, communication and new roles may all have an impact on the employee's response to change (Jones et al., 2008).

No change program can be achieved without the support and acceptance of organisational members (Alreck & Settle, 2004). According to Rabelo and Torres da Paz (2005) attitudes towards change is one of the sources of resistance at the individual level. A wide range of variables have been proposed to be related to employees' attitudes to change (Armenakis & Harris, 2002; Kotter, 1995). They include uncertainty of change outcomes, necessity of change, reaction of managers and threat to employment. According to Herold (2007), managers reactions to organizational change including, their commitment to change, acting in alignment with the change, the intentions to support change, and the willingness to work to ensure successful implementation of change can all influence employee attitudes toward organisational change.

A major challenge to a changing organisation is balancing the demands and expectations of stakeholders including customers, employees, management and shareholders (Huffine, 2002).

Without balance an organisation risks an anxious workforce that may lead to diminishing productivity. The amount of motivation, communication and integration of change into the workforce will determine the magnitude of success.

Change is associated with tiresome processes of breaking old habits and learning new skills (Werner, 2007). The need for personal growth, locus of control, internal motivation, past experience, organisational commitment, the type of change, change communication, degree of involvement, and the threats and benefits posed by the change programs can also affect employee attitudes and reactions towards organisational change.

In the change process employees may worry about change in the power and status they enjoy (Schabracq & Cooper, 2000). Threats to power, according to Goltz and Hietapelto (2002), are among the primary initiators of change evaluation by employees. Uncertainty of retaining ones job can be a source of worry for an employee especially in the time of change. Based on their positions and occupations within a particular organization, different employees would have varying levels of concern regarding the possibility of losing their jobs (Burke & Greenglass, 2001).

Similarly, Organizational changes can also threaten the intrinsic satisfaction that employees gain from their jobs. For many, the expectation of transferring to a less interesting, less autonomous and less challenging job would create negative evaluations of the change in comparison with those who expect no change, or even improvement of these factors (Hackman & Oldham, 1980; Tichy, 1983). In the organizational context, the ability to satisfy these needs has been shown to influence employees' affective responses in the workplace.

It is important to create an atmosphere of trust and a general feeling that employees can count on their supervisors to do what's best for the organization and its members (Kotter, 1995). A trusting relationship between managers and employees acts as the basis for organizational change initiatives (Gomez & Rosen, 2001; Simons, 1999). Also the amount and quality of information that is provided can also influence how organizational members react to change. Information provided to employees as part of management's efforts to increase employee involvement in organizational decision making has been argued to influence employees' decision making. Providing detailed information about change, according to Miller et al., (1994), reduce resistance to change.

Social network theory argues that individuals are embedded within social systems that function as reference points for the formation of attitudes (Erickson, 1988). In other words, the social systems within which an employee works has a substantial role in determining the employee's attitudes (Burkhardt, 1994; Gibbons, 2004; Oreg, 2006). Hence in the change process employees may act based on the reactions of co-workers.

The literature on employee attitudes and behaviours has shown divergent outcomes. Whilst some authors like Weber and Weber (2001) and Oreg (2006) focused on negative employee attitudes and behaviours towards change others including Bareil, Savoie, and Meunier (2007), and Bernerth (2004) focused on positive attitudes towards organisational change. According to Piderit (2001), the success of organisational change depends on certain attitudes of employees towards change, the way in which they understand the role of change and the way in which they participate in the building and the implementation of the change strategy. Employee attitudes towards organisational change can be a result of the effect of employees past experience either in the same organisation or in a previous one (Harunavame, 2010).

Miller (1994), suggest that trust in management and communication interact in predicting employees attitudes towards change. Loss of power according to Goltz and Hietapelto (2002) is a source of stress and hence a major cause of resistance. This notwithstanding, Robbins, Summers, and Miller (2000) proposed that “whereas both outcomes and process variables influence employees’ perceptions about organizational actions, the process variables, but not outcomes variables, are those which will most likely influence employees’ attitudes.

1.2 Statement of the Problem

Organisations today undergo continuous changes in order to remain competitive. These on-going and seemingly endless efforts put much strain on organizations and employees resulting in uncertainty of outcomes, insecurity and exhaustion. A study by Beer and Nohria (2000) indicates that 70% of change initiatives fail because employees’ resist change. The utility of organisational change becomes questionable when after all the financial and time efforts invested, the change does not achieve the set goal.

As investors in Ghana interact with local firms, more efficient industrial practices are introduced into organisations. Economic instability, change of government and policies, as well as the struggle for limited resources and customers, which is characteristic of our economy, keeps organisations restructuring and repositioning to ensure that there is adequate use of limited resources while market share is maintained. Whilst some organisations get acquired, for example, the acquisition of Intercontinental Bank by Access Bank in 2011, others merge, for instance Ecobank and The Trust Bank (TTB) in 2010. Some organisations prefer to concentrate on limited markets as evident in Life Insurance companies splitting from ‘General Line’ Insurance companies. Yet still others like MTN and Vodafone have adapted to outsourcing their call centres to reduce the burden on their mainstream resources. Other organisations prefer to

reshape their structure while many others plan an ever changing annual strategy to reflect new plans yearly.

Organizational change research continues to explore the antecedents and consequences of change and, subsequently why / how organizational change develops, grows, and terminates (Van de Ven & Huber, 1998). Despite this interest, there is still limited research on predictors of attitudes towards organizational change as most researchers' focus a great deal on the outcome of change.

While there is the need for change, there is also the need to examine the threats associated with change success. When both sides of the coin are considered, the importance of employees in the change process becomes more apparent. If organisational change is inevitable today, then to ensure that organisational change is met favourably, employees' attitudes towards organizational change need to be thoroughly understood and factors causing these attitudes also need to be examined. More so, it is only fair that change agents work with perceptual models to augment the organisational and environmental models to ensure that initiated changes come to expected conclusions, achieving the goals of both the organisation and its employees.

1.3 Justification

Organisational change literature has focused greatly on the effect of change on productivity, employee turnover, commitment, performance and so on, much to the neglect of the impact of change on employees. Those who focused on employees studied the impact of stress and other personality factors (e.g. Vakola & Nikolaou, 2005). Moreover, those who studied attitudes towards change seemed to be preoccupied with the negative impact of change and hence interested in employee resistance to change (e.g. Bovey & Hede, 2001; Oreg, 2006).

Dent and Goldberg (1999) noted that, employees do not resist change itself but some features of the change. This revelation directs researchers to try and identify what features about an organisational change causes positive or negative attitudes or reactions. Yet in all, it seems little attention has been given to the factors that precede employees' attitudes towards organizational change. The few researches that attempted to study factors that lead to employee attitudes either studied only relationships between the factor of interest and the attitude or the relationship between the factor and the expected behavioural outcomes (e.g. Cropanzano & Greenberg, 2001; Vakola & Nikolaou, 2005; Durmaz, 2007). Africa and especially Ghana however seems to have been left out in most of these researches. Methodologically, the dominance of case studies in such organisational research has made it quite impossible for results of these studies to be applied to other organisations.

A major concern with organisational change is managing it effectively and successfully (Hanpachern, Morgan, & Griego, 1998; Armenakis, Harris, & Field, 1999), hence the current study focuses on employees' perceptions of the process and outcomes of organisational change and how these perceptions influence their attitudes towards organizational change. The relationship between the perceptual factors will be examined. The study will also discuss how perceptions and attitudes differ with different types of organisational changes in Ghana.

1.4 Aims and Objectives

The study aims at examining employees' attitudes towards organisational change. It focuses on change communication, trust in management, social influence, job security, job satisfaction and change in power as predictors of employee attitudes towards organisational change. The study also seeks to identify which of the predictors has the strongest impact on employee attitudes

toward change. The study further aims to identify possible relationships that may exist between these predictors and employee attitudes. The study in addition, seeks to determine whether managers and non-managers exhibit similar attitudes towards organisational change. Finally the study seeks to determine if the type of organisational change situation an employee experiences can affect the relationship between the employee's perceptions about change and the employee's attitudes toward change.

1.5 Relevance

The study examines some significant predictors of negative and positive attitudes toward organisational change. It would also assist managers and change agents to eliminate potential negative attitudes toward organizational change by focusing on some of the predictors studied. Successful organizational adaptation and change is increasingly reliant on generating employee support and enthusiasm hence, it is important to understand how these employees perceive change programs especially in terms of what may trigger certain attitudes in the time of change. The study therefore provides some insights to organizations, change managers and change agents to assist in the development of tools that may detect and alter employees' perceptions and attitudes in order to minimize resistance to change and optimize support for change. The study moreover adds to the existing literature.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Framework

The classical models proposed change as a planned activity, in which a change agent (usually people in authority, for instance the Managing Directors, Chief Executive Officers, members of top management or an outside consultant) deliberately introduces change to the organisation (Jo Hatch 1997). Nonetheless current models see change as a dynamic and continuous process in which certain indicators of the position of the organisation help to advise the need for change or a deliberate attempt to cause drastic change. There are several models upon which organisational change can be based. These models are rooted in two main models; 'the model of planned change' by Kurt Lewin (1951) and 'the model of Evolutionary / Adaptive change' by Kanter, Stein, and Jick (1992)

The model of Planned Change (Lewin, 1951), describes social institutions as a balance of forces, some driving change and others restraining change. The model involves three separate activities which are *unfreezing, change and refreezing*.

(1) *Unfreezing* is motivated by a feeling of discomfort with the old behaviour and a need for change. According to Lewin (1951), human behaviour is stabilized as a result of a quasi-stationary equilibrium which is supported by driving and restraining forces. This equilibrium is important because in order for change to occur, it has to be destabilized under complex psychological conditions bringing about a state of instability. The instability of present behaviour however helps to reduce resistance to change. In other words, unfreezing the custom would be sufficient to overcome the inner resistance to change. Unfreezing can be achieved by producing

additional forces for change or reducing resistance (by educating employees on the need for change).

(2) *Moving/ Change*: When sufficient dissatisfaction with the current conditions exists, it is time to identify what needs to be changed and then implement the changes to move to a new standard of behaviours. This is where the actual change occurs. Change may involve influencing the direction of change through training new behaviour patterns, changing management styles and reward systems.

(3) *Refreezing*: Change continues until a new balance between driving and restraining forces is achieved. In this final phase, the quasi-stationary equilibrium (stability) is re-established. The new behaviour becomes habitual, stable or institutionalized. It is expected that the new processes are accepted and what has been learned in the previous steps will now actually be practiced on the job (Durmaz, 2007; Jo Hatch, 1997).

Although this model seems to embody the change process, the assumption that organisations operate in a stable state is quite inaccurate since organisations do not necessarily operate in a stable state. The theory also assumed that change was a top to down process, thus all change is management driven or started by management but this is also not the case as certain organisational change initiatives are as a result of employee agitations. The theory paid little or no attention to group and field dynamics therefore assuming that all change situations are the same (Burnes, 2004). Despite these issues, the theory provides a basic framework for organisational change and acts as a stage guide to explain the organisational change process.

Kanter, Stein and Jick (1992) proposed another model called the Big Three Model also called the Adaptive or Evolutionary model. This is a continuous and multidimensional approach to

studying organizational change. According to Kanter and her colleagues, an organisation is a “bundle of activities” that changes when activities shift or as new units or dimensions are introduced. They propose three levels of analysis- the individual level, the organisational level and the environmental level. Change however occurs at all three levels. At the individual level, political forces for change stem from struggles for power and control. Here the organisation serves as a battle ground where various stakeholders fight to shape their self-interests. The organizational level identifies factors that call for change including the organizational life cycle with implications drawn from organizational size, age associated problems of growth and decline. The environmental level identifies forces of change that comes from behaviour of other organisations. These forces are described by population, ecology, resources dependence, institutional dependence and combined in many ways compatible with both system theories and contingency theories.

Many theorists have identified several reasons why organisations change. For instance, Van de Ven and Poole (1995) proposed that the causes of organizational change can be explained by one of the following theories: teleological theory, life-cycle theory, and dialectical theory. The teleological perspective believes that organizational change is an attempt to achieve an ideal state through a continuous process of goal-setting, execution, evaluation, and restructuring. Life-cycle theory claims that an organization is an entity which cycles through stages of birth, growth, maturation, and declination depending on the external environment. Dialectical theory hypothesizes that an organization is like a multi-cultural society with opposing values. When one particular force dominates over others, a new organizational value and goal is established, resulting in organizational change (Chen, Suen, Lin, & Shieh, 2011).

Aside these models of change there are other theories that can be used to explain employee's attitudes in organizations especially in times of organisational change. A typical example is the Rational Choice theory (Homans, 1961). According to this theory, all actions are fundamentally rational in nature and people calculate the likely costs and benefits of any action before deciding what to do. Rational individuals therefore are likely to choose the more satisfactory alternative. Similarly in an organisational change situation, employees will rationalise based on the expected outcomes and decide whether to support or oppose a change. In most situations, the decision that will benefit the employees will be the preferred decision. This theory seems strong at explaining what informs employee decisions and thus their attitudes. Employees can however be irrational, making decisions based on their feelings/ perceptions and social influence (Vithessonthi, 2005). The theory points to the fact that employees weigh the effect of change on themselves and their organisations and if the effect is positive they support it but if otherwise they resist. The main issue here is that not all employees will evaluate the endpoint of change equally. The question then is, which outcome does the employee consider to be satisfactory upon which decisions will be made?

Social exchange theory (Blau, 1964), is a useful framework for understanding social relationships. Many theories of trust are grounded in this theory because it assumes that trust emerges through the repeated exchange of benefits between two individuals. This theory provides insight for examining the motivational mechanisms underlying the initiation of trustworthy behaviour. In a social exchange, one individual voluntarily provides a benefit to another, invoking an obligation of the other party to reciprocate by providing some benefit in return. Proving oneself trustworthy may be problematic when one is initially forming such social exchange relationships. Blau argues that trust may be generated through two means: (1) through

the regular discharge of obligations (i.e., by reciprocating for benefits received from others) and (2) through the gradual expansion of exchanges over time (Blau, 1964). Thus in a social exchange, there are extrinsic benefits with economic value (e.g., gaining information or advice from someone) and intrinsic benefits too (e.g., social support). More so social exchange is informal and so benefits are rarely negotiated. Finally in such relationships there is no guarantee of reciprocation of benefits yet trust is formulated in such reciprocation.

The explanation of the social exchange theory by Cropanzano and Mitchell (2005) posits that when subordinates trust their managers, they are likely to have a good exchanges relationship. These exchanges create in the subordinate a feeling of obligation towards his superior and he expects a similar feeling from his superior. That is, because of the benefits that they have received from their manager in the past, trusting subordinates should feel obligated to “do right” by the relationship. Trusting subordinates should be motivated by expectations of future benefits to engage in actions that preserve the relationship and benefit the manager, either directly or indirectly. Thus, subordinates should be committed to remaining in the relationship and be motivated to put forth greater effort in terms of in-role and extra-role behaviour (Dirks & Ferrin, 2002).

The ‘social information processing theory’ (Salancik & Pfeffer, 1978) posits that people within organizations use information from others to form opinions about the organization and about appropriate behaviour. More specifically, social information processing theory suggests that individual opinions about the merits of a particular change come from personal assessments of the change, as well as from evaluations and acceptance of the subjective reactions of co-workers. Timing is critical in social information processing, as social information plays a particularly important role in shaping perceptions. During times of ambiguity and uncertainty people look to

others for cues and interpretations (Jones, 2007). It suggests therefore that employee decision to support or oppose change is based on their interaction with different network partners. It is evident that employees' advice ties can influence their perceptions regarding the fairness of organizational policies and procedures as well as their beliefs of fair treatment by supervisors (Umphress, Labianca, Brass, & Kass, 2003).

Bandura's (1986) social learning theory emphasizes the importance of observing and modelling the behaviours, attitudes, and emotional reactions of others in learning their behaviours. According to Bandura (1977), "Learning would be exceedingly difficult, if people had to rely solely on the effects of their own actions to inform them on what to do. Fortunately, most human behaviour is learned observationally through modelling: from observing others one forms an idea of how new behaviours are performed, and on later occasions this coded information serves as a guide for action." Social learning theory explains human behaviour in terms of continuous reciprocal interaction between cognitive, behavioural, and environmental influences. The implication of this theory for organisational change is that employees look at the attitudes and behaviours that managers' and colleagues exhibit in times of change and pick cues upon which they decide to support or oppose the change.

2.2 Review of Related Studies

2.2.1 Perception of Change Process and Attitudes towards Organisational Change

This section explores the relationship between employees' perception of the organisational change process and their attitudes towards organisational change. It focuses on change communication, employees' trust in management and social influence, as factors linked with employees' perception of the change process

2.2.1.1 Organisational Change Communication

Communication is a key function in all organisational processes. It is a critical issue in any aspect of corporate life and more so in times of organisational change (Flock, 2006). Today, organisational challenges such as leadership empowerment, shaping organisational culture, building effective teams and managing changes, are all pivotal to communication activities. Communication simply means the exchange of information and the transmission of meaning (Hall, 1996). The primary objective of communication is the elicitation of the intended meaning, thus communication is unnecessary if no meaning is made from it.

Organisational communication, according to Visagie (2010), is dependent on how the communication process is viewed by the receiver. The communication process does not only involve the exchange of messages, but also the creation of new perspectives on the reality within the interaction process between the one giving and the one receiving the message. The communication process can be upward, downward, and horizontal. It is very important to provide good communication about organizational change, as lack of communication or poor communication can result in an unclear purpose of the change program (Durmaz, 2007; Covin & Kilmann, 1990).

The change process comprises three stages; readiness, adoption and institutionalisation (Armenakis & Harris, 2002). Change communication coordinates these three stages by creating readiness and motivation for the change initiatives (Durmaz, 2007; Armenakis & Harris, 2002). Communication must therefore not just occur at the initial stage of change as a prescriptive tool, it must also be used as a descriptive tool and a guiding tool. Clarity of the information provided is also important (Jones, Watson, Gardner, & Gallois, 2004). The rationale for change must be

articulated so that employees know why the organisation has to undergo a transformational change although it is not necessarily facing any crisis.

Communicating partial success and development in on-going change initiatives can garner more employee support for change and create positive perceptions towards the organisational change. A good strategy to overcome pessimism, and to diminish negative employee attitudes about change, is to publicise all successful changes. In the same way past failures should be explained and mistakes admitted in order for management credibility to be restored and maintained (Wanous, Reichers, & Austin, 2000). Proctor and Doukakis (2003) found that, “poor communication is a key driver for the development of negative feelings amongst employees when organisations embark on organisational change initiatives”.

Negative employee attitudes such as cynicism and scepticism are believed to be negatively correlated with employee perceptions of the adequacy of communication concerning the intended change initiative. It is suggested that when the level of information and communication is increased, employees level of cooperation increases and negative attitudes and resistance to change decrease (Durmaz, 2007). The amount and quality of information that is provided can also influence how organizational members react to change. Information provided to employees as part of management’s efforts to increase employee involvement in organizational decision making has been argued to influence employees’ proper decision making.

Stanley, Meyer, and Topolnytsky (2005) used communication to measure cynicism and scepticism towards change. They asked three questions including; “Management has clearly explained its reason for implementing this change,” to measure how management successfully communicated the reason for the change. They realized that failure in communicating the reasons

for change to employees resulted in serious risks for the success of change attempts. Stanley, Meyer and Topolnytsky (2005) indicated that, management should seek other strategies such as identifying and using trusted employees within the organization to communicate and convince other employees of the sincerity of management's motives for organizational change. They stressed that distrust in change motives as a result of poor communication is a unique source of resistance.

Readiness for change can be created through effective communication of the change message. The prevailing idea that change communication equals top-down information dissemination needs to be reconsidered since creating opportunities for dialogue and interaction in a context of organizational change (Cummings, 2004) can improve attitudes towards organisational change. Bovey and Hede (2001) found that the level of understanding of change by managers influenced their feelings towards the initiative. Employees need to feel adequately trained and informed especially during change because effective communication reduces fear and uncertainty and ultimately resistance to change. In consolidation Mac (1999) notes that communication has to play an important role in the process of organizational change especially in situations where an open dialogue between superiors and subordinates is present, because it creates a high degree of trust in the change process.

Self et al. (2007) reported on an organisation that had experienced one major downsizing per year over a decade and found that people found it easier to adapt when there was good communication, good relationships with leaders and a supportive environment. Miller et al., (1994) directly examined the influence of providing detailed information about a change to employees. The results revealed a reduced resistance to change. In particular, employees that reported receiving timely, informative, and useful information about an organizational change

presented a more positive evaluation of the change and increased willingness to cooperate with it (Wanberg & Banas, 2000).

Oreg (2006) in his study on change resistance, found a positive correlation between individuals who reported receiving information about change and their resistance to change. He suggested, that, the result might indicate that simply providing information does not result in reduced resistance to change, but rather that employees make decisions of whether or not to resist based upon whether or not they agree or disagree with the change proposed.

Gopinath and Becker's (2000) study on change management revealed that in contexts of divestiture, communications from management help employees understand the events relating to the sales of business units. Such communications are positively correlated with high levels of trust in new ownership and high levels of post-divestiture commitment to the organization. The study also found that communications from management explaining the events helped increase perceptions of the procedural justice of the divestiture and layoffs, which encouraged employee participation and support for the change.

A study on the role of communication in organisational change by Elving (2005) attempted to provide a conceptual framework for the study of communication during organisational change. The framework led to six propositions in which aspects of communication, such as information, feelings of belonging to a community, and feelings of uncertainty, have an influence on resistance to change, which will affect the effectiveness of the change effort. The findings distinguished between the informative function and communication as a means to create a community. It was revealed that communication has an effect not only on readiness for change, but also on feelings of uncertainty and job insecurity. Uncertainty occurs when the organisation

does not communicate clearly what changes individual employees have to adapt. This leads to rumours and other forms of informal communication (Elving, 2005).

Communication is a critical factor in the organizational change process. How change is communicated can go a long way to determine whether employees' will support or oppose a change. It is important to communicate the clear rationale for the change and identify the end state with outcomes which are important for the stakeholders, as well as to build their confidence that the organization can reach this end state with the right efforts. It is not just giving information, but the type of information, the timing of the information as well as the medium of communication all impact the reaction of employees to the change. If communication addresses the concerns of employees it is considered effective.

2.2.1.2. Social Influence

The social network theory argues that individuals are embedded within social systems that function as reference points for the formation of attitudes (Erickson, 1988). The social systems within which an employee works has a substantial role in determining the employee's attitudes (Burkhardt, 1994; Gibbons, 2004). Social influence occurs when one's emotions, opinions, or behaviours are affected by others. It can take the form of socialization, conformity, obedience, peer pressure, leadership, persuasion etc.

The social influence approach assumes that opinions and behaviours of individuals are not independent to their social environment. Many physical and social phenomena are believed to be embedded within networks of interdependencies and individuals are expected to be responsive to the cues provided by the opinions and behaviours of significant others (Leenders, 2002; Salancik & Pfeffer, 1978). Although individuals are influenced by other people and social environments

to a certain degree, their opinions and behaviours are also determined by their own evaluations and beliefs of the social system and the environment. Behaviours and opinions are constructed by the social cues provided by significant others, they are also shaped by other people's evaluations and beliefs about the confronting situation (Lee & Gay, in press).

According to the social identity theory (Tajfel & Turner, 1986) people tend to classify others and themselves into social categories/groups and identify more with members of their own categories (in-group) than with members of other categories (out-group). In addition, the social learning theory (Bandura, 1977) postulates that role models for behaviour have their effects on individuals' behaviour; that is, individuals obtain a collection of certain behaviours by observing others' behaviours and the consequences in their social environment (Vithessonthi, 2005). In a conflicting social identity situation, people tend to identify more with those who are similar along the dimension of social identity that is most salient to them.

Rice and Aydin (1991) studied departmental responses to newly introduced computer health system. Their questions included "whether the system was worth the time to use", "the extent to which the system has eased the performance of their work" and "whether their work quality had been improved after using the system. They also asked respondents to rate how important opinions of supervisors and co-workers were to them respectively. They discovered that, social information processing influences respondent attitudes toward a new system over and above traditional levels. More so, there was greater influence from relational and positional sources of information than from spatially proximal sources (i.e. friends and bosses influenced employees better than just office mates or seat-mates). The primary sources of social information are those with whom one communicates freely and one's supervisor.

Jones (2007) tends to support the idea that an individual's attitudes and beliefs are partially formed as a result of the attitudes and beliefs of surrounding others through mechanisms of social comparison and social information processing. Overall, the sense-making and social information processing literatures suggest that, particularly in times of uncertainty at work, people look to others for standards and guidance on how to think and behave.

Burkhardt (1994) conducted a longitudinal investigation of alternative sources of social influence and the role of interpersonal relationships in spreading beliefs, attitudes, and behaviours in an organization following a technological change. Network analysis techniques were used to test the relationships of belief, attitude, and behaviour difference matrixes with structural matrixes depicting interaction distance and similarity in patterns of interaction (structural equivalence). The majority of the findings showed that the individuals with whom a person interacts directly influence beliefs about personal mastery, but attitudes and behaviours are more affected by structurally equivalent co-workers.

Morrison (1993) and Bryant (2006) found that employees turn to peers for information on organizational norms and values, sources that often provide information more quickly than supervisors (Cross & Prusak, 2002). Informal information exchange with co-workers shapes a focal employee's organization-related attitudes and opinions because it results in exposure to the co-worker's beliefs about organizational events, policies, and procedures (Bordia, Jones, Gallois, Callan, & DiFonzo, 2006).

Like advice ties, friendship ties also play an important role in social influence. Friendship ties involve expressions of personal affect, social support, and a sense of identity and personal belongingness (Gibbons, 2004). Individuals depend on friends for counselling, companionship,

and social support. They also tend to share resources with friends during crisis (Krackhardt & Stern, 1988); and make career decisions that are similar to those of their friends (Kilduff, 1990). Furthermore, friendship ties enable open and honest communication, which has the capacity to spur change in organizations (Gibbons, 2004). As a result, friends occasionally develop similar job- and organization-related perceptions and attitudes. Employees in an organisational change situation are therefore expected to be guided or directed by the decisions their friends make with regards to the change.

Relationship between supervisor and peer in literature has been found to transform knowledge from individual to individual, group and organisation (Peroune, 2007). In the context of resistance to change, research on the influence of social networks on reactions to change suggests that when an employee's social environment (i.e., colleagues, supervisors, and subordinates) tends to resist a change, the employee is more likely to resist as well (Brown & Quarter, 1994). In effect it is expected that an employee's attitude towards change will be highly influenced by the attitudes of other employees within his social (work) environment.

2.2.1.3 Trust in Management

An atmosphere of trust and a general feeling that employees can count on their superior to do what's best for the organization and its members must be created in an organisation (Kotter, 1995). A trusting relationship between managers and employees acts as the basis for organizational change initiatives (Gomez & Rosen, 2001; Simons, 1999).

Mayer and Davis (1999) define trust as a "willingness to engage in risk-taking with a focal party". Rousseau, Sitkin, Burt, and Camerer (1998) explained trust as "a psychological state comprising the intention to accept vulnerability based on the positive expectations of the

intentions or behaviour of another”. Trust can also be defined as a perception held by one individual (the trustor) toward another (the trustee). This perception is derived from the trustor's beliefs, and attributions about the trustee, based upon his or her observations of the trustee's behaviour (Robinson, 1996). Albrecht (2002) defines trust in management as “the willingness of employees to act on the words, actions or decisions of management under conditions of uncertainty or risk.

A review of definitions by Mayer, Davis, and Schoorman (1995) revealed that, those employees who trust in management are making themselves vulnerable for the potential risks that may occur as a result of the decisions and actions of the management. Change processes in organizations involve both an element of risk and vulnerability. As a result, it is suggested that a relationship exists between trust in management and employee attitudes towards change. Employees who trust management are more likely to react positively to change initiatives that will eventually lead to acceptance of organizational change (Durmaz, 2007).

A relationship exists between trust and psychological contracts (Mishra & Spreitzer, 1998). Since trust involves expectations of another party's future actions based on past actions, when contracts are violated or expectations are not met, one can expect that distrust will arise (Robinson, Kraatz & Rousseau, 1994). Indeed, it is argued that managers' actions and behaviours provide the foundation for trust and that it is actually management's responsibility to take the first step and initiate trusting relationships (Whitener, Brodt, Korsgaard, & Werner, 1998). In their report on the perceptions of trust, Whitener et al., (1998) identified factors like behavioural consistency, behavioural integrity, sharing and delegation of control, communication and demonstration of concern as important characteristics employees look out for in management and these characteristics help employees in their decision making.

Arguing that trust in management leads to acceptance of organizational change, Rousseau and Tijoriwala (1999) found that high trust creates extensive acceptance levels for complex organizational change. Similarly, management credibility, which is based on past honest relations, also increases positive employee responses to change (Kramer, 1996). Still on the relationship between trust in management and attitudes to change, Kanter and Mirvis (1989) explained that when employees do not trust the motives of senior management, they behave cynically. Trust can decrease the level of uncertainty and eliminate speculations and fears in the work environment.

Albrecht (2002) developed a model to identify antecedents of negative employee attitudes toward change. He used perceptions of integrity, competence, and trust in management as antecedents of cynicism. Through an employee opinion survey, Albrecht collected a total of 750 responses from two public sector organizations. The study results showed that trust in senior management affects employee attitudes toward change. When the employees consider management to be credible and trustworthy, they hold more positive attitudes toward change initiatives. He further asserted that in the existence of trust in management, change programs can more effectively be implemented in the public sector and, as a result, management under such conditions do not need to spend much time for the change efforts and for dealing with resistance. Therefore trust in management was found to be a significant contributor towards positive employee attitudes towards planned organizational change

Weber and Weber, (2001) explored how planned organizational change affects both employee attitudes and perceptions. They measured employee trust in management, perceptions of supervisory support for improvement, and perceptions of organizational readiness for change before the organizational change program. Then they re-examined the same variables after six

months of the initiation of the change effort. They hypothesized that all those measured variables will co-vary. They also hypothesized that trust in management, perceptions of supervisory support for improvement, and perceptions of organizational readiness for change will increase from time 1 to time 2. They measured Trust in Management, Perceptions of Supervisory Support for Improvement and Perceptions of Organizational Readiness for Change as dependent variables. Feedback, autonomy, employee participation, and goal clarity were measured as independent variables. They used a traditional and hierarchical fire department for this study. The first set of data was collected before the change program. Six months later, after some management training activities and implementation of quality management practices, they collected the second set of data. Weber and Weber (2001) found that trust in management, perceptions of supervisory support for improvement, and perceptions of organizational readiness for change co-vary. They concluded that the more familiar employees become with the change, the more they support management and the change program.

Block (1993) pointed out that resistance may occur when people distrust or have past resentments toward those leading the change and when they have different understandings or assessments of the situation. If employees do not trust management, they may resist organizational change initiatives. Trust can decrease the level of uncertainty, fears of job loss and eliminate speculation, thereby improving the success of organizational change initiatives. Top management should note that their behaviour during the change process may either erode the employee trust or evoke feelings of trust (Kanter & Mirvis, 1989). This implies that trust is an important factor in the evaluation of organizational change. Employees are more willing to trust competent managers' decisions even in the event that the conditions may be risky or uncertain (Durmaz, 2007).

Fox and Amichai-Hamburger (2001) suggest that failure of change initiatives is impacted by the inability of change managers to persuade employees to support the change initiatives. Therefore change managers should ensure that they create trusting relationships in the organisation as mistrust and uncertainty towards change managers can cause resistance to the intended change. In their study on downsizing organisations, Mishra and Mishra (1994) found trust to be a critical factor affecting the efforts of the executives in managing organizational change.

Trusting in others reduces defensiveness towards threatening or ambiguous situations and enhances information-seeking (Mayer et al., 1995). It can therefore be argued that individuals who trust management prior to an organisational change will respond in more obliging and hopeful ways. Contrastingly, O'Neill and Lenn (1995) argue that survivors' lack of trust leads them to discount the information that they are given by management because they believe that it has been manipulated. That is to say that a lack of trust in management leads to negative responses to organisational change.

Trust between parties breeds cooperative relationships. In organizational settings, trust is an important determinant of productivity in individuals, groups, and the organization (Dirks & Ferrin, 2002; Rousseau, Sitkin, Burt, & Camerer, 1998). Meta-analyses of the trust literature have revealed that trust in the manager is positively related to job performance and organizational citizenship behaviour (OCB) and negatively related to counter-productive outcomes, such as the intention to quit the organization (Colquitt, Scott, & LePine, 2007; Dirks & Ferrin, 2002). This assertion by inference means a trusting relation will lend a positive influence to a change initiative rather than oppose it. Studies have also shown that leaders are critical in building trust in organizations, and that trust in leadership is significantly related to a number of attitudes, behaviours, and performance outcomes.

2.2.2 Perception of change outcomes and attitudes towards organisational change

This section explores the relationship between employees' perception of organisational change outcomes and their attitudes towards organisational change. The section focuses on job security, intrinsic job satisfaction and change of power, as factors linked with employees' perception of the change outcomes.

2.2.2.1 Job Security

Job security is a broad concept which manifests itself in threats to any desired work features including opportunities for career development and wages. Job security can be an issue if employees believe their future jobs will have less desirable characteristics as a result of changes that occur in their organisation.

Job security refers to employees' expectations about continuity on a job (Davy, Kinicki, & Scheck, 1997). Vithessonthi (2005) explains that job security reflects the perceived continuity in a job a person receives for his or her contribution to the organization. Job insecurity on the other hand is defined as "the lack of control to maintain desired continuity in a threatened job situation" (Hui and Lee, 2000). It could also refer to the degree of uncertainty an individual has about his or her job continuity (Greenhalgh, 1982). Sverke, Hellgren, Naswall, Chirumbolo, De Witte, and Goslinga (2004) noted that job insecurity is a subjective perception and is perceived in different ways by people depending on their specific circumstances.

Uncertainty of retaining ones job can be a source of worry for an employee especially in times of organisational change. Positions and occupations within a particular organization can create varying levels of concern for different employees regarding the possibility of losing their jobs

(Burke & Greenglass, 2001). In fact change threatens personal security and confidence in an employee's ability to perform (Bryant, 2006).

According to Vithessonthi (2005), employees' reactions and attitudes towards change can be triggered by a feeling of insecurity as employees begin to question themselves of their ability to work and remain with their organization. The greater the feeling of insecurity the greater the feeling of uncertainty, employees may therefore go into protection mode which results in negative attitudes and reactions towards organizational change. Resistance to change is the obvious response to this feeling of insecurity as employees direct their resistance toward the source that they feel is responsible for the change.

Several studies have shown some consistency in the strength or even the direction of the relationships between job security and several work-related decisions. For example, a study by Westman et al. (2001) revealed that there is a relationship between job security and burnout, more so another by King (2000) revealed that job security has a significant impact on work efforts, organizational loyalty as well as organisational citizenship behaviour. Yet another study by De Witte (1999) found that job security has effects on psychological well-being. With such results prevailing in the literature, it ought to be possible that perceptions of job security may have effects on employees' reactions to organisational change as well.

Job security can also be considered as stress inducing, so reports of worry and stress are sometimes used as proxies for perception of job security. It is suggested that ambiguous threats to job security will produce especially strong reactions, since employees cannot actively adjust to the situation (Jacobson, 1991). Signals of potential workforce reductions, such as asset downsizing can produce threats to job security. Result obtained in a downsizing Swedish retail

firm, showed that perceived job security was greater among workers whose jobs had been changed significantly than among workers who had not had work tasks changed yet (Isaksson, Hellgren, & Pettersson, 2000).

A study examining the reactions of Canadian government managers over a period of two years, during which time there were significant decreases in funding and employment levels (Armstrong-Stassen, 1998), showed that perceived job insecurity increased over time as layoffs unfolded but no new information arrived.

In organizations where cutbacks were imminent, elevated levels of worries and stress were found (Grunberg, Moore, & Greenberg, 2001). Social relationships and proximity factors have also been found to affect levels of job security. Evidence gathered from over 2,000 employees in a manufacturing company found that job insecurity levels corresponded to the level of contact with downsizing. Job insecurity was lowest among those employees who had no contact with workforce reductions, with higher insecurity among those who had friends or co-workers laid off, and the highest insecurity among those who had been warned that they would be laid off or who had been laid off and then rehired (Grunberg et al., 2001).

Rosenblatt and Ruvio (1996) studied the impact of job security on attitudes toward work among Israeli teachers. They found that job insecurity adversely affected organizational commitment, perceived organizational support, intention to quit, and resistance to change. The results of their study have implications on the management of job security in changing environments. It therefore means, individuals who are guaranteed job security are potentially more positive about change but those whose jobs were once threatened may have negative attitudes towards change (Oreg, 2006; Harunavamwe, 2010)

Bordia et al. (2004) proposed differences in the foci of uncertainty for employees at various organizational levels. For them, the experience of different types of uncertainty is related to employees' positions in the organizational hierarchy. Jones, Watson, Bordia, Hobman, Gallois, and Callan (2008) supported this argument as they found in their study that, executives typically commented about structural uncertainty (thus structures, policies and practices), whereas supervisors and non-supervisors more often cited job-related uncertainty (such as job security, changes to job roles and promotion processes). These findings were consistent with Armstrong-Stassen's (1997, 2005) finding that executives have higher perceptions of job security than middle managers, while non-supervisors have the lowest perceptions.

Job insecurity seems to manifest when there are feelings of threats to job features, i.e., when some aspects of one's job (features), are threatened. For example, the organizational change may make it difficult for the employee to get ahead in the organization, maintain his /her current salary or pay increase. It may even affect their position in the company, freedom to schedule work, the variety of tasks performed, and the significance of jobs. Threats to job features can also take the form of difficulty in having access to resources that were previously readily available. Finally, job insecurity can take the form of employees' feelings of lack of power or inability to control events that they oppose in their work environment, i.e., feelings of powerlessness. In summary, the literature on job security generally demonstrates that employees experience increased insecurity during organisational change especially in downsizing, and that these reactions are most pronounced when the situation is ambiguous and employees lack information.

2.2.2.2 Intrinsic Job Satisfaction

Job Satisfaction is defined as positive feelings about one's job based on one's evaluation of the characteristics of the job (Robbins & Judge, 2007). It can also be defined as a positive emotional state that results from the evaluation of the experiences given by the job (Locke, 1976), or as a set of feelings and beliefs that a person has about his job (George & Jones, 1999). More so Dorman and Zapf (2001) assert that job satisfaction is "a pleasurable emotional state resulting from the appraisal of one's job". That is to say that job satisfaction implies how a person feels about his job for example, whether he is happy or unhappy with his job.

Job satisfaction can be classified as intrinsic or extrinsic (Weiss, Dawis, England & Lofquist, 1967; Spector, 1997). Extrinsic satisfaction refers to satisfaction with aspects that have little to do with the job tasks or content of the work itself. They are usually financial and tangible rewards given by managers such as pay rises, working conditions, bonuses, benefits and co-workers. In contrast, intrinsic satisfaction is a psychological reward that employees get from doing meaningful work and performing it well. It refers to the job tasks themselves including variety, skill utilization, and autonomy (Buitendach & De Witte, 2005; Hafiza, Shah, Jamsheed, & Zaman, 2011; Thomas, 2009).

Intrinsic rewards have become more important and more prevalent in the workplace today (Thomas, 2009). Usually when dealing with organisational change, researchers and change agents tends to focus on extrinsic satisfaction only but organizational changes can also threaten the intrinsic satisfaction that employees gain from their jobs. For many, the expectation of transferring to a less interesting, less autonomous and less challenging job would create negative evaluations of the change in comparison with those who expect no change, or even improvement of these factors (Hackman & Oldham, 1980). In the organizational context, the ability to satisfy

these intrinsic needs has been shown to influence employees' affective responses in the workplace.

Perceptions that the change is personally beneficial refer to the extent to which employees feel that they will or will not benefit from the implementation of the intended change (Holt et al., 2007). Organisational change initiatives that are viewed as beneficial to the employees have a better rate of success than if employees feel that they will not benefit from the organisational change. The perception of the impact of Organizational change can be subjective as some employees may perceive themselves in a better position, whilst others perceive themselves in an unfavourable position due to the organisational change (Jansen & Michael, 2010).

Thomas (2009) identified four characteristics of a job which are indicators of intrinsic rewards to employees. (1) Sense of Meaningfulness in the job one does. A feeling that an employee is on a path that is worth his time and energy, gives him a strong sense of purpose or direction. (2) Sense of choice; thus employees feel free to choose how to accomplish tasks. This creates a sense of ownership and responsibility for the work employees do. (3) Sense of competence; employees feel that their work performance meets or exceeds their personal standards creating a sense of satisfaction and pride. (4) Sense of progress; Employees are encouraged that their efforts are really accomplishing something. They see convincing signs that things are working out, giving their confidence in the choices they have made and confidence in the future.

Several studies have tried to explain relationships between job satisfaction and a variety of decisions and behaviours. Boswell, Boudreau and Tichy (2005) examined the correlation between job satisfaction and job change. They hypothesised that "low satisfaction would precede a voluntary job change, with an increase in satisfaction immediately following a job change (the

honeymoon effect), followed by a decline in job satisfaction (the hangover effect)” The participants for the research were all high level managers at various organizations. Surveys were given before and after the job change, the findings of the surveys supported the hypothesis. Thus low satisfaction led to high employees’ intent to change jobs. This means that if employees expect higher levels of job satisfaction as a result of the organisational change, they will exhibit positive attitudes towards the change.

In a comprehensive review of 301 studies, Judge, Thoresen, Bono, and Patton (2001) found that when the correlations are appropriately corrected (for sampling and measurement errors), the average correlation between job satisfaction and job performance is higher. In addition, the relationship between job satisfaction and performance was found to be even higher for complex jobs than for less complex jobs. Thus, contrary to earlier reviews, it does appear that job satisfaction is, in fact, predictive of performance, and the relationship is even stronger for professional jobs. Hence if employees feel that the change is going to reduce the complexity of their jobs and make their jobs a normal routine they are likely to develop negative attitudes as they will be intrinsically dissatisfied.

Parlalis (2011) conducted a study aimed at identifying job satisfaction among support staff employed by a non-profit company undergoing organisational change. The Job Satisfaction Survey (JSS) scale was used to measure overall job satisfaction and was conducted among 38 workers. The findings indicated that workers were satisfied with some sections of their job but also dissatisfied with some others, scoring an average job satisfaction amongst the participating group. Factors such as good relations with colleagues, training opportunities and work flexibility were identified to assist with increasing worker satisfaction. The results affirms the notion that if

employees perceive the outcome of the organizational change as a potential threat to their intrinsic job satisfaction they will more likely exhibit negative attitudes towards the change.

In their study, Kline and Boyd (1994) tried to determine the relationship between organisational structure, context and climate with job satisfaction amongst three levels of management. Their study revealed that employees at different levels of the organisations are affected by different work factors. Based on the outcome of this study, they recommended that different aspects of the work environment be looked into when addressing the issues of job satisfaction amongst different positions in the same organisation (Sempane, Rieger, & Roodt, 2002). This suggestion implies that the components that influence job satisfaction differ per level or category of employment. It also suggest that since satisfaction indicators vary, reaction and attitudes towards organisational change also vary depending on an employees' category of employment (manager or non- manager)

Saari and Judge (2004) reported that work situation has an influence on job satisfaction. Contrary to some commonly held practitioner beliefs, the most notable situational influence on job satisfaction is the nature of the work itself, often called "intrinsic job characteristics. They noted that research studies across many years, organizations, and types of jobs show that when employees are asked to evaluate different facets of their job such as supervision, pay, promotion opportunities, co-workers, and so forth, the nature of the work itself generally emerges as the most important job facet (Judge, & Church, 2000). This does not mean that extrinsic rewards are unnecessary but rather it means that much can be done to influence job satisfaction by ensuring work is as interesting and challenging as possible. Unfortunately, some managers think employees are most desirous of pay to the exclusion of other job attributes such as interesting work. For example, in a study examining the importance of job attributes, Kovach (1995)

reported that employees ranked interesting work as the most important job attribute and good wages ranked fifth, whereas when it came to what managers thought employees wanted, good wages ranked first while interesting work ranked fifth. The focus on extrinsic rewards to the neglect of intrinsic rewards may have effects on employees' attitudes towards organizational change.

The intrinsic job satisfaction is a relatively healthy and sustainable source of motivation for employees. There is little chance of burnout with this form of motivation. Workers with high reward levels experience more positive feelings and fewer negative ones on the job. Their job satisfaction is higher, they report fewer stress symptoms, and are more likely to feel that they are developing professionally (Thomas, 2009).

2.2.2.3 Change in Power

Organizational change often entails changes in the allocation of power. Some employees may be assigned more influential roles, while others lose the control they had over people or resources (Oreg, 2006). Positions that were once desirable and had some prestige and status may lose such honour. Employees' evaluation of an organisational change may primarily be initiated by expectations of such threats (Goltz & Hietapelto, 2002).

French and Raven (1959 cited in Vetherssonthi, 2006) define power as “the perception by ‘P’ that ‘O’ has a legitimate right to prescribe behaviour for him” and that ‘P’ accepts “that ‘O’ has a legitimate right to influence ‘P’ and ‘P’ has an obligation to accept that influence”. Another definition of Power by (Galinsky, Gruenfeld, & Magee, 2003) says, “Power is the ability to control resources and influence outcomes without the interference of others. Employees involved

in an organizational change may use available information to form expectations about relative post-change power (Rentsch & Schneider, 1991).

In organizational setting, power is generally associated with a hierarchical position in the organization, thus the higher an employee is on the organizational chain the more power he can exert. Hence, any change in an organization that affects a power or hierarchical structure in an organization can create a combination of effects in the organization (Vetherssonthi, 2006). In every change, there are three distinct groups of employees. The first group consists of employees' who will receive or gain greater power in the organization as a consequence of change. The second group consists of employees who will have lesser power in the organization as a consequence of change. And the final group, made up of any employee who will experience no change in their power status in the organization (Vetherssonthi, 2006). Several researches on power in organizations have revealed that loss of power is associated with negative attitude (resistance) towards organizational change (e.g., Agocs, 1997; Trader-Leigh, 2002).

A perceived loss of power as a consequence of an organisational change can lead to aversive psychological outcomes. The actual outcomes that occur in a change setting do not necessarily conform to expectations for a variety of reasons. Supposing the least change employees expect is to maintain the current level of their power, any deviation of actual outcomes from expectation can have an effect on their reactions to change. Employees may reduce negative deviations (loss in power) by resisting such change. On the contrary, if employees perceive they will gain power they support the change (Vetherssonthi, 2006).

An individual's relative status in his/her social groups can be attributed to the availability of power. Studies have argued that a person's status is based on the prestige, honour and deference

accorded him or her by other members of the group (Lovaglia & Houser, 1996). Status can refer to two interrelated concepts: (1) the creation of status ranking, and (2) the attempt to achieve high status ranking (Waldron, 1998). Any situation that robs employees of their status forces them consciously or unconsciously to react negatively. Organizational change management studies have suggested that employees' status in an organization induces resistance to change, particularly when a change negatively affects the status quo (Spreitzer & Quinn, 1996). Spreitzer and Quinn (1996) discovered that higher-ranked executives also resist change efforts. People in power often try to maintain the status quo rather than change. When a proposed change is perceived of having a negative impact on their power, such perceived loss of power enacts a defence mechanism, leading to resistance to change.

Supervisors and non-supervisory staff (managers and non-managers) have different attitudes toward organizational change, arising from their disparate experiences of the change process, which reflect differences in power, autonomy and influence. Employees at higher levels may have the power to contribute to decisions because they are directly involved in decision-making, whereas lower level employees are less directly involved. Furthermore, organizational change often entails significant change in roles, resources and responsibility that may be delineated by hierarchical level (Goltz & Hietapelto, 2002; Stewart & Manz, 1997). Given that job-related issues have been found to affect employees' sense of control and well-being (Bordia et al., 2004), and that perceived threats to control are positively associated with cognitive resistance to change (Oreg, 2006), it is expected then that employees who perceive a loss of power due to an organizational change will have a strong negative attitude towards the organizational change.

According to Rapoport and Field (2011), in an organizational change situation where there is a flattening of hierarchy structure, in which positions are combined, it becomes difficult to tell if

employee are being promoted or demoted after the change. According to these authors, so long as there is no reduction in total remuneration that the employee will receive in the new position, it is unlikely that it will be considered a demotion, unless the new position is clearly an inferior one. They further note that promotions are easier to deal with as it signals a rise in power for the employee. It also means an increase in remuneration. On the other hand a demotion as a result of change comes along with a loss of power, prestige and status and employees who perceive such outcomes are likely to exhibit negative attitudes towards organizational change.

2.2.3 Types of Organisational Change and attitudes towards organisational change

Managers continually face choices about how best to respond to the forces of change. There are several types of change that managers can adopt to help their organizations achieve desired future status. According to George and Jones (2007), organisational change can be Evolutionary or revolutionary. Evolutionary change is gradual, intermittent, and narrowly-focused. Its main purpose is to make continuous improvement in order to adjust to the changes in the environment (Weick & Quinn, 1999). Revolutionary change on the other hand is rapid, dramatic, and broadly focused. It often happens when the current operation method can no longer fulfil the demand of the external environment, and a significant change has to be made in a short period of time to keep the organization working.

A shift from a known organisational structure to a new structure often results in resistance to change (Bovey & Hede, 2001). Steyn (2010) maintain that organisational change challenges the way things are done, and therefore generates feelings of fear and uncertainty. As a result, the impending change at the company leaves many employees with feelings of uncertainty about their futures with the company. Such uncertainty and fear leads to increased levels of stress, reduced levels of trust between management and employees and low levels of organisational

commitment that ultimately lead to an increasing number of employee resignations (Schweiger & Denisi, 1991).

According to Cohen (1999), organizational changes occur in every area of an organization. Introduction of new technologies, workforce rearrangements, job designing and downsizing, are typical forms of organizational changes in current competitive markets. The literature is clear in stating that the way the change process is managed directly affects the behaviour of the workforce of the organization (Cohen, 1999). Bareil and Savoie (2007), in their study dealt with this popular belief by determining the level of discomfort experienced by 321 employees towards a structural reorganization, a relocation of the workplace, and a technological change. The overall results revealed that each change creates a distinct level of discomfort.

Structural changes are by far the most common types of change organisations experience. The researcher focuses on mergers, downsizing and redesigning (restructuring) as types of organisational change.

Downsizing, according to Cascio (1993), is a purposeful reduction in the size of an organization's workforce. Freeman and Cameron (1993) define downsizing as a set of activities, undertaken on the part of the management of an organization, designed to improve operational efficiency, productivity, and/or competitiveness. During the last decade, downsizing has become the strategy favoured by many companies attempting to cope with fundamental, structural changes in the world economy (Mishra & Spreitzer, 1998). By and large, the target of organizational activity has been to cut expenses-usually through headcount reductions and, sometimes redesigning the organization's structure in order to increase profits (Cameron, 1994). Yet studies have shown that these initiatives, although intended to produce positive results, do

more harm than good to the organisation and its workforce (Cascio, 1993). This harm is not only to organisational productivity and profitability but also to the organisational learning process (Griggs & Hyland, 2003)

A merger takes place when two companies, usually of around the same size, decide to become one new firm instead of being separately owned and operated. An acquisition on the other hand is an action by which organizations seek out bargains of weight, effectiveness as well as improved market connectivity. The only difference between mergers and acquisitions is that one organization buys the other. Mergers and acquisitions (M&A) is a very important strategy for companies which want to expand their market share or size (Fairfield, Ogilvie, Del Vecchio & 2002). Mergers and acquisitions can enable the acquiring companies to obtain technologies, products, distribution channels and desirable market positions (Schweizer, 2005). The primary reason for corporations to conduct mergers and acquisition activities is to achieve synergy by combining two companies to increase their competitive advantage (Lee, Wu & Lee, 2009). Other objectives include increasing shareholder wealth (Meeks, 1997), maintaining or increasing market share (Nguyen & Kleiner, 2003), and broadening a firm's knowledge base (Vermeulen & Barkema, 2001).

Redesigning (restructuring) refers to the processes by which organisations alter the complexity, formalization or centralisation of work within its departments in order to achieve higher efficiency. Organizational redesign (restructuring) normally changes the levels of management in the company, affect the span of control or shifts product boundaries. There is also a change in production procedures and compensation associated with this strategy. Reduction in the work force is the main by-product that accompanies organizational restructuring and is the reason for

the least positive impact on organizational performance (Bowman, Singh, Useem, & Bhadury, 1999).

In the Perception- Based View of Employee in which Employees' reactions to change was studied, Vithessonthi (2005) aimed at addressing the question of what attitudes influence employees' resistance to change and employee support for change. A cross sectional survey of employees from 2 organisations was undertaken. A sample of 100 teachers from a downsizing school and 500 employees from an organization undergoing privatization was employed. The study found significant relationships between perceptions and resistance to change. The findings provide some empirical support for the perception- based view of the employee. Using multinomial ordered probit modelling, some perceptions and/or attitudes were found to be significantly predictive of employees' reactions to change. The similarities and differences in attitudes for the two changing situations were also discussed.

Durmaz (2007) studied Officers Attitudes toward Organisational Change in the Turkish National Police. The aim of his study was to understand officer's attitudes towards organisational change (restructuring) in the Turkish National Police (TNP) and to identify the significant factors affecting those officer attitudes. A combination of 2 survey methods was used. 470 participants completed a paper based questionnaire while 90 participants completed an internet based questionnaire, making a total of 560 participants. The results indicated that the officers' attitudes model of 11 IV's significantly predicts employee officers' attitudes towards organisational change. Receptivity, readiness, trust, communication and training significantly contributed to the model whilst demographic variables and commitment were not significant contributors. Experience and rank did not significantly predict attitudes towards change.

A study on the relationship between employee attitudes towards planned organisational change and organisational commitment by Visagie (2010) on a selected case within the South African telecommunication industry undergoing restructuring aimed at determining whether a relationship exists between affective, continuance and normative commitment and perceptions of attitudes towards planned organisational change. A cross sectional survey of 380 participants from a particular unit of the organisation ranging from operational employees to senior managers was used. The questionnaire was administered through web-based application. The results showed positive correlations between Affective commitment and employee's attitudes and perceptions of change (thus higher affective commitment is associated with more positive perceptions of change). There was also positive correlation between normative commitment and employees attitudes and perceptions of change. No significant correlations were found between continuance commitment and employee attitudes and perception towards organisational change.

It is suggested that higher levels of trust will be associated with higher levels of job performance following a layoff event, because it facilitates constructive responses such as loyalty, following orders, and taking initiative (Mishra & Spreitzer, 1998). A multi-organizational sample including downsizing organizations found that loyalty towards one's employer was negatively related to perceived contract violations (Turnley & Feldman, 1999). A study exploring worker attitudes over time in a downsizing organization found decreases in reported workgroup trust as downsizing unfolded, followed by subsequent increases in trust after downsizing was complete (Luthans & Sommer, 1999). Spreitzer and Mishra (1997), in their study on Survivors Responses to Downsizing, argued that survivor trust in management will be positively associated with more hopeful and obliging responses and negatively related to more cynical and fearful responses.

Lal, Srinivas and Varma (2003) examined employee perceptions and feelings toward their organization during downsizing. The study examined the role of fairness (procedural, interactional, and distributive), perceived organizational support, and empowerment, on organizational commitment, trust, and turnover intentions of the survivors. The study was conducted in one of the oldest and largest private sector organizations in India. Data was collected in two phases – through interviews (audio taped) conducted with 15 senior executives of the organization, and through a survey given to 379 executives. It was hypothesized that “perceived legitimacy of the downsizing exercise will be positively related to the survivors’ perceptions of procedural fairness” and also “perceived personal benefit from the downsizing exercise will be positively related to the survivors’ perceptions of procedural fairness and distributive fairness toward the survivors. Results indicated a strong support for the researcher’s hypothesis which confirmed the contention that organizations should be concerned with the impact of downsizing on the “surviving” employees. This is important in managing employee attitudes in the context of organizational downsizing.

Hallgrímsson (2008) studied organizational change and change readiness: Employees’ attitudes during times of proposed merger. The study aimed at investigating the effects of organizational change (mergers) on employees’ attitudes. Hallgrímsson measured the relationship between job satisfaction, uncertainty, commitment and change readiness. The author employed both qualitative and quantitative methods of Data collection, first through the use of questionnaires among three Icelandic governmental organisations all applicable to mergers. The other data was gathered by conducting interviews with executive managers of all three organisations. Findings suggest that change readiness increases as measured levels of job satisfaction increases. Findings also suggest that change readiness increases as uncertainty decreases, but the relationship

between change readiness and commitment is not determined by the findings. Two of the three organizations surveyed had significantly different levels of change readiness. It was also suggested that employees' change readiness is reflected in the attitudes of Executive Managers. The finding suggest therefore that perceptions of job satisfaction, trust in management and reduced uncertainty due to proper communication breeds positive attitudes towards organizational change(mergers).

The review of literature showed a dominance of surveys. It was also identified that most studies including, Vithessonthi (2005), Bareil and Savoie (2007), Durmaz (2007), Oreg (2005), Gopineth & Becker (2000), Elving (2005), Wanberg and Banas (2000), and Hallgrímsson (2008) adopted the cross sectional research method, which is good for field research due to its ability to gather information form a wide range of respondents over a short period. This method however led to researchers missing some vital aspects of the change that might have elicited certain employee reactions. Missing such information in the research can flaw the kind of inferences that may be drawn from the cross sectional studies.

A few longitudinal studies were reviewed. They include a downsizing study by Luthans and Sommer (1999) and a planned organisational change by Weber and Weber (2001). Longitudinal studies offer a better opportunity to make more informed inferences and interpretations on employee behaviour during organisational change. Results of such studies are however subject to issues such as employees leaving the job before the next data collection time or situations where employees lose interest in research and therefore are unwilling to participate any longer.

Some studies also combined both qualitative and quantitative methods in the data collection process. Durmaz (2007), Hallgrímsson (2008) and Lal, Srinivas and Varma (2003) all used this

approach in their data collection. A combination of the two methods can improve the quality of the data collected and create room for better interpretation of the behaviours and attitudes identified within the organization. However differences in respondent attitudes could be attributed to the method of data collection and peculiarity of the focus groups. For better analysis a combination of both, thus quantitative then followed by qualitative or vice versa for the same set of respondents would improve the data and ensure that inferences drawn from the studies are accurate and informative.

Correlation studies were also dominant in the studies reviewed. Studies by Boswell, Boudreau and Tichy (2005) Judge, Thoresen, Bono, and Patton (2001), Westman et al. (2001), King (2000), De Witte (1999), Vithessonthi (2005), Gopinath and Becker (2000), Oreg (2005) etc, examined relationships between job related factors and attitudes towards change. The major limitation with correlation studies is that the studies tell relationships and their strength but are unable to explain the cause of the relationships or other supporting factors.

Some researchers used multiple organisations / types of change to study attitude. Researcher like Bareil and Savoie (2007), Vithessonthi (2005) and Hallgrímsson (2008) used multiple types of organisational change situations in their studies. In all 3 studies employees exhibited differences in attitudes based on the type of change they were involved in. The use of multiple organisations enables better comparisons and improves understanding of how employees deal with change in different situation. However inferences drawn may be flawed as differences in attitudes could be a result of the differences in change setting and not necessary the type of change.

The study by Visagie (2010) on planned organisational change is one of the few studies conducted in Africa. This web based study was set in South Africa. The results showed positive

correlations between employee affective and normative commitment and their attitudes and perceptions of change but no significant correlations between continuance commitment and employee attitudes and perception towards organisational change. The problem with web based studies is the fact that it is done in an uncontrolled environment and hence sometimes verifying if respondents qualify to participate in the study can be difficult. This can go a long way to affect the results and the inferences drawn from such studies.

2.3 Rationale

From the literature, it is evident that most of the work done in this area focused on consequence of organizational change (for example turnover, commitment and job satisfaction) with little interest on what precedes attitudes towards organizational change. The other researches on attitudes towards change seemed to be preoccupied with the negative impact of change and hence interested in employee resistance to change (e.g. Bovey & Hede, 2001; Oreg, 2006).

Researches that attempted to study factors that lead to employee attitudes either studied only relationships between the factor of interest and the attitude or the relationship between the factor and the expected behavioural outcomes (e.g. De Witte, 1999; Gopinath & Becker, 2000; Greenberg & Cropanzano, 2001; Vithessonthi, 2005; Vakola & Nikolaou, 2005). Most of these researches were set outside of Africa and the few done in Africa focused on banks and telecommunication industries. Moreover many of these researches focused on single organisations and the idiosyncratic nature of the changes those organisations were experiencing therefore making generalisation of results to other change situations difficult.

Although the role of organisational characteristics in the change process has been extensively analysed and discussed in the literature, factors that influence employees attitudes, which are equally crucial for the success of change, have been somewhat neglected. The current study will

therefore tackle a different dimension by focusing on perceptual factors that influence employees' attitudes towards organizational change. The relationship between the perceptual factors will be examined. Also their influence on attitudes towards change either as individual variables or interacting variables would be addressed. More so the study will compare employee attitudes from different types of organizational change setting in Ghana.

2.4 Statement of Hypotheses

1. A significant positive relationship would exist between perception of change process and attitudes towards organisational change.
2. A significant positive relationship would exist between perception of change outcomes and attitudes towards organisational change
3. Respondents' perception of change process would significantly contribute more to attitudes towards organisational change as compared to respondent's perception of change outcomes.
4. Type of change (merger, restructuring and downsizing) would significantly moderate the relationship between perception of change process and attitudes towards organizational change
5. Type of change (merger, restructuring and downsizing) would significantly moderate the relationship between perception of change outcome and attitudes towards organizational change
6. Managers would have more significant positive attitude towards organisational change than non-managers.

7. Respondents whose company has undergone downsizing would have a less significant positive attitude towards organisational change than respondents whose organisation has undergone restructuring and merger/ Acquisition.

2.5 Operational definitions

- **Attitudes toward Change:** *this refers to an employee's overall positive or negative evaluation of a change initiative implemented by his organisation. It influences the employee's choice of action / response towards the change.*
- **Positive Attitudes:** *this refers to receptive employee attitudes representing acceptance and support for change. It is characterized by employee willingness to go through the change activity successfully*
- **Negative Attitudes:** *this refers to non-receptive employee attitude reflecting resistance to change. It is characterised by employee unwillingness to go through the change activity successfully.*
- **Employee Perception:** *refers to how employees receive and interpret information about an organisational change situation and the kind of response they associate with the information.*
- **Perceptual factor:** *These are factors that influence employee attitudes towards organisational change. They could be associated with the change process or the outcomes of the change activity.*
- **Perception of Change Process / Process Factors:** *these are influencing factors associated with the change process. They include trust in management, social influence and change communication.*

- **Trust in Management:** refers to the willingness of employees to act on the words, actions or decisions of the manager/ management under conditions of uncertainty or risk usually based upon an observation of the manager's behaviour.
- **Social Influence:** this occurs when an employee's emotions, opinions, or behaviours are dependent on other employees within the workplace. It can take the form of socialization, conformity, obedience, peer pressure, leadership, persuasion etc.
- **Change Communication:** it refers to the exchange of information and the transmission of meaning about a change event. It is usually aimed at giving information on the purpose for the change and the direction of the change program.
- **Perception of Change Outcomes / Outcomes Factors:** these are influencing factors associated with the aftermath of a change activity. They include job security, intrinsic job satisfaction and change in power.
- **Job Security:** Job security refers to the degree of certainty an individual has about job continuity especially because of his contribution to his organisation.
- **Intrinsic Job Satisfaction:** refers to positive feelings employees have about their job based on their evaluation of the characteristics of the job itself.
- **Change in Power:** Employee expectations about power in terms of gaining or losing power as a result of organisational change. This could be hierarchical power, influence, prestige and/ or respect.
- **Manager:** refers to a person responsible for motivating, controlling, administering, supervising and directing employees within a department or unit of an organisation.

- **Non-Manager:** *refers to an employee who performs functional / technical duties under the supervision of a manager.*
- **Organisational Change:** *refers to the structural modification of an organisation. It is the process by which an organization changes its structure, strategies, operational methods, technologies, or organizational culture.*
- **Type of Organisational Change:** *this refers to modifications that occur to the structure of an organisation. It could be in the form of restructuring, mergers and Acquisitions, or downsizing.*
- **Mergers:** *refers to two separately owned organisations coming together to form a new company to be owned and operated as one organisation.*
- **Restructuring:** *refers to an organisation which is altering the complexity, formalization and centralisation of work within its departments in order to achieve higher efficiency.*
- **Downsizing:** *refers to the purposeful reduction in the size of an organization's workforce to reduce cost and improve efficiency.*
- **Downsizing Employees:** *Employees selected from the downsizing organisation.*
- **Restructuring Employees:** *Employees selected from the restructuring organisation.*
- **Merging Employees:** *Employees selected from the merging organisations.*

2.6 Proposed Conceptual Model:

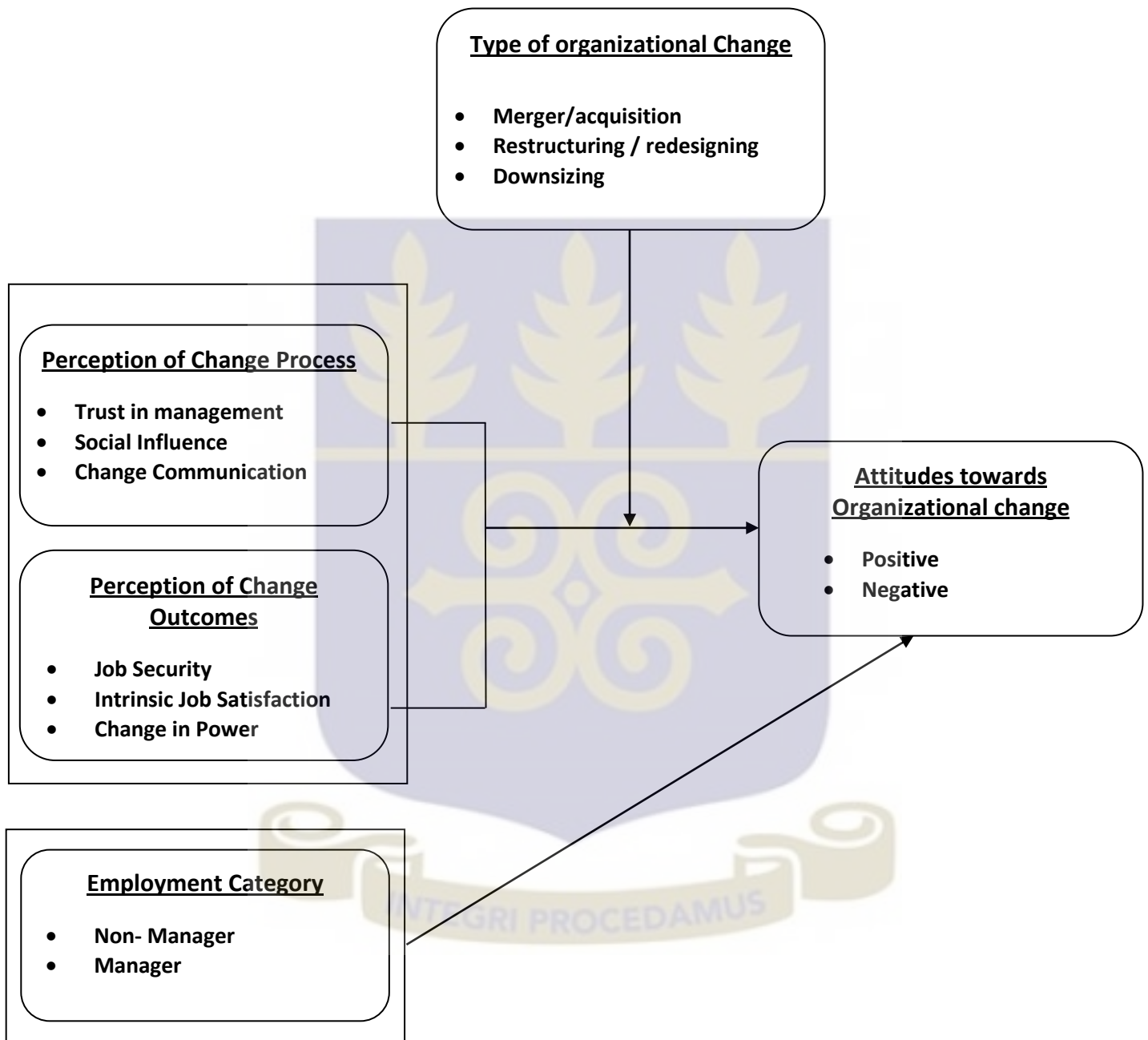


Fig 2.1: Proposed conceptual model of the relationships between the variables of interest.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter provides highlights on the research methodology employed in this study. It summarizes information on the population, sample, sampling techniques, research design and other procedures used in this study. It also provides an overview of the survey instrument (questionnaire) and its psychometric properties. This chapter also details the pilot study as well as the main study and the procedures that were employed to complete the study.

3.2 Population

The target population for the study was employees from three (3) organisations in Ghana that had recently undergone one of the following organisational changes; downsizing, merger (acquisition) and restructuring. The organisations comprised of an automobile company which had undergone restructuring of some departments, a mining company which had undergone downsizing and a Bank that had undergone a merger with another bank.

3.3 Sample / Respondents

Three sets of samples were drawn from the three organisations based on the kind of organisational change they had undergone. A total of 360 respondents were selected, 110 from the automobile company, 150 from the mining company and 100 from the banks. The sample size was based on two principles. First the rule of thumb suggested by Tabachnick and Fidell (1996 cited in Dunlap, Xin, & Myers, 2004) that the sample size, N , should equal or exceed $50 + 8p$, where p equals the number of predictor variables. Secondly sample size was based on an estimation of the number of participants who fit into the sampling frame. The inclusion criteria required that any selected participant should have been employed at least one year before the

active change commenced. Thus those employed during the change or after the change were not selected as participants. This was to ensure that the information being received was accurate. The sample comprised of managers and non-managers as well as both genders as comparative views of managers and non-managers were also sought by the study.

3.4 Sampling Techniques

The study adapted three non-probability sampling methods being the purposive sampling, convenient sampling and the ‘Snow Ball’ sampling techniques. Purposive sampling because, only employees who were employed before the organisational change started was selected to participate in the research. This meant that the researcher would be able to elicit the true pre-change perceptions as expected (that means employees employed either during or after the change program were eliminated and excluded from the samples). On the other hand, convenient sampling because only willing employees were selected to participate in the research. That is, questionnaires were administered to respondents who were available and willing to participate in the research. In the field of organisational studies, convenient samples are very common and more prominent than probability samples Bryman (2004). More so ‘Snow Ball’ sampling because in some situations the required participants were only accessible through the referrals by other participants.

3.5 Design

The study employed a Cross-Sectional Survey design. A survey design in general is a method of gathering data from respondents thought to be representative of some population, using an instrument composed of closed structure or open-ended items (questions) (NC State University, 2008). A survey can be either longitudinal or cross sectional. Cross sectional survey design

enables the collection of relevant information about a given population, situation or attribute at one point in time or within a short period of time (Levin, 2006).

This design is most appropriate when the purpose of the study is to describe a population or a subgroup (sample) within the population with regards to an outcome and a set of risk factors or predictors. It can also be used when the purpose of the study is to find the prevalence of an outcome of interest within a sample or population at a given point in time. Cross sectional surveys can also be used to investigate associations between predictors and outcomes of interest (Levin, 2006).

This design is especially helpful because Surveys can reach a large number of respondents in a short period of time. It is generally an easy scoring method that gives accurate information if the participants were honest with what information they gave. Surveys can also be generalized easily to all of the participants who fit into a similar demographic group. The point of a survey is to research different individuals' and different unique responses to questions. This allows for the categorization of participants into specific categories to get a statistical analysis (Davis & Palladino, 2007).

3.6 Instruments / Measures

Questionnaires were used to collect data. The questionnaire was divided into four (4) sections labelled section A, B, C and D respectively. Section A' solicited respondents demographic information including age, gender, years of employment, level of education and category of employment (manager or non-manager). Respondents indicated their gender, level of education and category of employment by ticking against the appropriate options (See Appendix 2). For age and length of employment, participants indicated the exact numbers in the spaces provided.

Respondents also had to indicate what type of change their organisation had been involved in. Employees ticked 1, 2, or 3 representing mergers/ acquisition, restructuring and downsizing respectively.

The next section, 'Section B' measured employees' perceptions of the organisational change process. This comprised of three components; 'trust in management', 'social influence' and 'change communication'. Trust in management was measured with the 16-item measure of 'trust in management' by Mishra and Mishra (1994). The Cronbach's alpha of the scale is 0.97 (Spreitzer & Mishra, 1999; Brockner, Spreitzer, Mishra, Hochwarter, Pepper & Weinberg, 2004). Sample items on the scale included "I trust that management team members express their true feelings about important issues"; "I trust that management team members are competent in performing their jobs." The wordings of the items were modified to suite the context of organisational change for example "I trust that management team members will express their true feelings about important issues concerning the change". In this study management is synonymous to supervisors. The response type is on a 5 point Likert scale, with responses ranging from 1(strongly disagree) to 5 (strongly agree). Respondents indicated their level of trust by circling the option which best suited their perceptions. All items on this scale are positively loaded. The highest score on the scale is 80. For this study, the higher the overall score the stronger the trust employees have in their management.

Social influence was measured using a scale developed by Vithessonthi (2005) reflecting employees' perceptions about colleagues' resistance to change and/or support for change. Respondents had to indicate the degree to which they agreed with the items using a five-point scale ranging from "1 (strongly disagree)" to "5 (strongly agree)". An item on the scale is "I know my colleagues oppose this change". The Cronbach's alpha of the scale ranges between

0.63 and 0.73 Vithessonthi (2005). The highest score on the scale is 15 and a high overall score reflects a strong colleague (social) influence. Respondents selected the appropriate responses by circling the suitable option for each statement.

Change Communication was measured using Wanberg and Banas's (2000) modified version of Miller et al.'s (1994) scale. The scale consisted of 4 items. Examples of items on the scale include "the information I have received about the changes has been timely". It had an alpha coefficient of 0.88 (Oreg, 2006). Items on the scale used a five point likert scale from 1 (strongly disagree) to 5 (strongly agree). A high score on this scale meant change communication was adequate. The highest score on the scale is 20. For every statement, employees had to indicate the appropriate response by circling the most suitable option.

The next section, 'Section C' measured employees' perceptions of the organisational change outcomes. This included 'Intrinsic Job satisfaction', 'perceived change in power' and 'job security'. Intrinsic Job Satisfaction was measured by a 12-item questionnaire selected from the Minnesota Satisfaction Questionnaire developed by Weiss, Dawis, England, and Lofquist (1967). The main questionnaire had 2 dimensions, intrinsic satisfaction and extrinsic satisfaction. The focus of the study is on intrinsic satisfaction. It involves such items as: 'being able to keep busy all the time makes me satisfied' and 'the feeling of accomplishment I get from the job makes me satisfied'. The reliability coefficients obtained for the Intrinsic Satisfaction sub scale ranged from 0.84 to 0.91(Spector 1997; Sousa et al., 2011). All items on the scale are positively loaded. The highest score on the scale is 60. The higher the respondent's score the higher the level of satisfaction. For every statement, employees had to indicate the appropriate response by circling the most suitable option.

Perceived Change in power was measured using a combination of three scales, the perceived change in power, perceived change in status and perceived change in pride scales developed by Vithessonthi (2005). The scales recorded reliabilities of 0.63, 0.57 and 0.42 respectively (Vithessonthi, 2005). Each was measured using a three item scale. Respondents had to indicate the degree to which they agreed with the items using a five-point scale ranging from “1 (strongly disagree)” to “5 (strongly agree)”. The highest score on the scale is 45. The higher the respondents score, the higher the perception that the power/status enjoyed will change. For every statement, employees had to indicate the appropriate response by circling the most suitable option.

Job security was measured with a scale developed by Isakson, Hellgren and Pettersson (1998). Examples of items on the scale included, “I am worried about having to leave my job before I would like to” and “I am feeling uneasy about losing my job in the near future”. The scale comprised of a 5-point likert response format ranging from 1 (strongly disagree) to 5 (strongly agree). The Cronbach’s alpha coefficients are between .75 and .79 (Hellgren, Sverke & Isaksson, 1999). The items on the questionnaire were modified to suite the current study context. Also the likert scale was reduced to 5 point likert in order to fit into the general structure of the other items on the questionnaire. For the purpose of scoring negative items on the scale were reversed. For every statement, employees had to indicate the appropriate response by circling the most suitable option. The highest score on the scale is 35. A high score meant that respondents perceive high job security after the change.

The final section, ‘Section D’, measured employees’ attitudes toward organisational change using the ‘Attitudes toward Organisational Change Questionnaire’ (ACQ) developed by Vakola, Tsaousis, and Nikolaou (2003). The scale consists of 29 items (15 positive and 14 negative

items) and participants must indicate the extent to which they agree with each item on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). A typical item of the positive attitude scale is: “I am looking forward to changes within my work environment”. An example of a negative item is: “When a new organizational change programme is initiated, I emphatically show my disagreement”. For the purpose of scoring, the negatively stated items were reversed so that a high score indicated positive attitudes towards organizational change. The scale had a reliability of .92 (Vakola & Nikolaou, 2005). The highest score on the scale was 145. High scores on the scale represented positive attitudes whilst low scores on the scale represented negative attitudes towards organisational change. For all 29 statements, employees had to indicate the appropriate response by circling the most suitable option. (See Appendix 2)

3.7 Procedure

The study was preceded by a pilot study to ascertain the psychometric properties of the scales. Subsequently the main study was carried out. The details of the pilot study and the main study are provided below.

3.7.1 Pilot Study

A pilot study was conducted using a total of 20 respondents (being employees of a downsizing organisation and employees of a restructuring organisation) to ascertain the appropriateness of the various measuring scales among the respondents. Data was collected by the convenient sampling method from employees of Newmont Ghana Limited and University of Ghana Computing systems, representing a downsizing organisation and restructuring organisation respectively.

Seven main scales were tested. The Cronbach's Alpha reliability was ascertained for all the scales. The 'Attitude towards Organisational Change' scale yielded an alpha value of 0.82 (29 items). Employees' perception of the change process was measured with a combination of three scales. The 'Change Communication scale' recorded a total alpha value of 0.78 (4 items). A Cronbach's alpha of 0.85 for 'Trust in Management' (16 items) and a Cronbach's alpha of 0.79 for 'Social influence' (3 items) were recorded.

Employees' perception of the change outcomes was measured with a combination of three scales. The 'Intrinsic job satisfaction scale' yielded a Cronbach's Alpha value of 0.83 (12 items). 'Change in power' scale (9 items) yielded a Cronbach's alpha value of 0.76 and the Job Security scale yielded a Cronbach's alpha value of 0.86 (7 items). These results indicate that the scales are reliable and can be used for the study. More so, none of the items of these scales were difficult to understand. This meant therefore that the main data collection could be conducted.

3.7.2 Main Study

As part of the mandatory requirements for academic research, the researcher sought ethical clearance (see Appendix 1) from the Noguchi Memorial Institute for Medical Research – Institutional Review Board (NMIMR-IRB) after thesis proposal was approved at the department of Psychology. Upon ethical clearance, letters of introduction from the University of Ghana, Legon, Psychology Department, were submitted to the organisations of interest along with the ethical clearance certificate obtained from the NMIMR-IRB. Further discussions on the data collection strategy and collection dates were finalized in the organisations.

At the Restructured Organization (CFAO-Ghana Ltd., an automobile company), the Human Resource manager aided the researcher by informing the various heads of departments about the

study. The organisation was selected because in the year 2010 there was a major restructuring exercise in the organisation which included moving certain departments to a different location to form a new head office. Also other departments were divided to focus on core functions which formally were done together. Some departments were collapsed and new departments were also created under a new name with a new vision introducing new functions to the organisation. These activities led to the creation of vacancies, employment and deployment as well as some employees voluntary and involuntary leaving the organisation.

The researcher purposively sampled employees who were employed before 2010. Since they were employed before the major restructuring exercise took place, they were in a better position to give responses pertaining to their perception of the events unlike those who were employed after the changes. Questionnaires were distributed through the heads of departments to employees (who fit into the sampling frame) who were willing to participate in the research. They comprised of males and females, managers (supervisors) and non-managers, office workers and non-office workers (factory and work shop staff). In order not to rush participants, they were given about 4 weeks to complete the questionnaires and submit to their heads of department, these questionnaires actually could be completed in 30 minutes or less time. Before the distribution of questionnaires, participants were briefed on the purpose of the study and were assured of unanimity of their responses and the fact that the information was being gathered for an academic purpose. Informed consents (see Appendix 3) were also completed by the participants and this ensured that participants were confident in the answers they provided on the questionnaire and in their submissions. In all, out the 110 participants targeted 95 participants returned their questionnaires and out of them 3 questionnaires were incomplete so they were eliminated, leaving 92 complete questionnaires for analysis.

The downsizing organisation (Newmont Ghana Limited) showed a setup in which some employees had to be laid off and more employees were going to be laid off in batches/phases in the near future in order to streamline operations. All employees including office and non-office staff stand the chance of being pruned. In fact, some employees had already been laid off in the earlier phases.

An employee was trained by the researcher as an assistant on site. Here, both purposive and convenient sampling methods were employed. Purposive sampling was necessary to gather views from office and non-office staff as well as managers and non-managers and both genders included as participants. This method also ensured that selected participants had been part of the organisation for at least 2 years. Convenience sample was used because only readily available respondents were engaged. After respondents completed the consent forms they were given the questionnaires. Although respondents could have completed the questionnaires in 30 minutes or less time, respondents were given about 4 weeks to complete the questionnaire to ensure that they provided responses that reflect their perceptions of the changes. This length of time was extended for some respondents whose work schedules only allowed them little or no free time. In all, out of 150 questionnaires that were distributed about 123 were well completed and returned. Hence analysis was based on this number.

In the merger/acquisition situation, the banking sector was selected. Even though a number of banks in Ghana have undergone or are undergoing mergers and acquisitions, the researcher settled on Ecobank Ghana Limited because of the proximity of its branches to the researcher. After several attempts to seek permission for the data collection failed, the researcher resorted to the use of the 'Snow Ball sampling' method of data collection. This method of data collection, according to Erickson (1979) is a chain referral sampling method that relies on referrals from

initial subjects to generate additional subjects. This sampling method can produce a large number of other respondents who most likely have characteristics similar to that initial respondent.

Due to the difficulty in attaining official approval, the researcher aimed at collecting responses from about 100 participants. This included staff from as many branches as possible. In each branch, after a willing participant completed the questionnaire and debriefing, the participant was encouraged to introduce other employees who fit into the researchers sampling frame (thus employees who were employed before the merger took place (thus before January 2012)). Such employees were approached by the employee (now trained research assistant) with hard copies of questionnaires and consent form. After completion of questionnaires, they were collected and returned to the researcher at the agreed visiting times. Other employees also provided their e-mail addresses through which questionnaires and consent forms were sent and responses received. Out of the targeted number of respondents, 88 questionnaires were completed. Analysis was therefore based on this number.

In this change situation too, just like the two earlier discussed, both convenience sampling and purposive sampling methods were employed. Convenience sampling was employed in the form of the snowballing method and purposive sampling because all employees had to fit into the sampling frame. Also in the introduction of other participants, employees were encouraged to introduce participants of both genders and these included managers too.

In all three cases, respondents who completed the questionnaire and were accessible to the researcher were debriefed after the data collection to allay fears that might have arisen during the period of responding to the questionnaires. Respondents were also assured of the researcher's compliance with ethical procedures hence confidentiality and anonymity of information they had

provided would be upheld. Apart from verbal show of appreciation no material appreciation was awarded to participants.

Table 3.1: Frequency Distribution of Demographic Characteristics of respondents

Demographic Variables	N	Percentages (%)
	<u>303</u>	<u>100</u>
Gender		
Male	212	70
Female	91	30
Educational Level		
O/A level / SSCE	52	17.1
Diploma/ HND	66	21.8
Degree	156	51.5
Masters/ PHD	29	9.6
Employment Category		
Non- Managers	186	61.4
Managers	117	38.6
Type of Change		
Merger/ Acquisition	88	29
Restructuring	92	30.4
Downsizing	123	40.6

A total of three hundred and three (303) respondents participated in the study with a mean age of 31.95 years, standard deviation of 6.74 years, and respondents' ages ranged from 22-57 years. These include 212 (70%) males and 91 (30%) females. The respondents comprised of employees who had spent an average of 5.27 years (standard deviation of 3.59 years) ranging from 2-17 years working in their respective institutions. Majority of the employees were degree holders (156; 51.5%), followed by Diploma/HND (66; 21.8%), O/A level /SSSCE (52; 17.1%) and Masters/PhD (29; 9.6%), holders. 186 (61.4%) respondents were of non-managerial status and 117 (38.6%) were managers. Furthermore, there were 88 (29.0%) respondents whose

organisations had gone through merger/acquisition, 92 (30.4%) through restructuring, and 123 (40.6%) had gone through downsizing.



CHAPTER FOUR

RESULTS

4.1 Introduction

The study was guided by three main objectives in its quest to examine the impact of employee perceptions and type of organisational change on employees' attitudes towards organisational change in selected organisations in Ghana. The first objective was to find the relationship between 'perception of change process' and attitudes towards organisational change as well as 'perception of change outcomes' and attitudes towards organisational change. The second objective was to examining the moderating effects types of organizational change have on the relationship between perception of change process and attitudes towards change as well as 'perception of change outcomes' and attitudes towards change. The third objective was to examine whether a difference exist between category of employment and type of organizational change on attitudes towards organizational change. This chapter, therefore, presents the results of the hypotheses based on the objectives of the study.

4.2 Analyses of Data

Seven hypotheses were formulated based on the above objectives. Inferential statistics like the Pearson Product-Moment Correlation Coefficient (Pearson r), Hierarchical Multiple Regression, Independent t test and One-Way Analysis of Variance were used to test the various hypotheses. In addition, where significant difference exists for the One-Way Analysis of Variance's result, the Scheffé test was used as a post hoc test to determine the exact difference. The sixteenth version of the Statistical Package for Social Sciences (SPSS) software was used in analysing the data.

In carrying out the moderating analysis, the outline spelt out in Frazier, Tix, and Barron's (2004) reviewed paper on "testing moderator and mediator effects in Counselling Psychology research" was used. This involved centring or standardizing the continuous variables, creating product terms and structuring the equation. In this study, the continuous variables (predictors) were standardized since it was easier to use the SPSS in creating it. The moderating variables were then coded using the weighted effect coding as outlined by West, Aiken, and Krull (1996). The product terms were created by multiplying the standardized predictor and moderator variables. The equation was then structured by putting the predictor and moderator variables in the first block and the interaction terms (i.e. the products) in the second block of the multiple regression analysis.

4.3 Presentation of Results

4.3.1 Testing of Hypotheses

Results of the Correlation Matrix

The Pearson r was used to analyse hypothesis one (1) and two (2) in order to assess the relationship that exist between the main variables as well as their sub-scales on attitudes towards organisational change. The various results of this analysis are presented in Table 1.

Table 1: Correlation Matrix between Employees' Perceptions and Their Attitudes towards Organisational Change

Variables	1	2	3	4	5	6	7	8	9
1. Trust in Management	—	.100*	.631**	.450**	.362**	.334**	.975**	.503**	.497**
2. Social Influence		—	-.086	.383**	.120*	-.039	.201**	.185**	.378**
3. Change in Communication			—	.074	.242**	.274**	.750**	.276**	.125*
4. Job Security				—	.237**	.143*	.433**	.551**	.636**
5. Job Satisfaction					—	.551**	.369**	.855**	.447**
6. Change in Power						—	.332	.788**	.048
7. Change Process							—	.499**	.483**
8. Change Outcomes								—	.486**
9. Attitudes Toward Change									—

*: $p < .05$ **: $p < .001$ **HYPOTHESIS ONE**

The first hypothesis stated that “a significant positive relationship would exist between perception of change process and attitudes towards organisational change”. The Pearson r was used to analyse this hypothesis and the result is presented in Table 1 above.

Findings from Table 1 indicate that there is a significant positive correlation between perception of change process and attitudes towards change [$r(301) = .483, p = .000$ (one-tailed)]. Furthermore, sub-scales of perception of change process also correlated positively and significantly with attitudes towards change. That is, there was a significant positive correlation between trust in management and attitudes towards change [$r(301) = .497, p = .000$ (one-tailed)], social influence and attitudes towards change [$r(301) = .378, p = .000$ (one-tailed)], and change communication and attitudes towards change [$r(301) = .125, p = .05$ (one-tailed)]. Therefore, the

hypothesis that a significant positive relationship would exist between perception of change process and attitudes towards change was supported by the data.

HYPOTHESIS TWO

The second hypothesis stated that “there would be a significant positive relationship between perception of change outcomes and attitudes toward change”. The Pearson r was used to analyse this hypothesis and the result is presented in Table 1 above.

Findings from Table 1 indicate that there is a significant positive correlation between perception of change outcomes and attitudes towards change [$r(301) = .486, p = .000$ (one-tailed)]. Furthermore, sub-scales of perception of change outcomes also correlated positively and significantly with attitudes towards change. That is, there was a significant positive correlation between job security and attitudes towards change [$r(301) = .636, p = .000$ (one-tailed)], job satisfaction and attitudes towards change [$r(301) = .447, p = .000$ (one-tailed)], except change in power and attitudes towards change [$r(301) = .048, p = .202$ (one-tailed)]. Therefore, the hypothesis that a significant positive relationship would exist between perception of change outcomes and attitudes towards change was supported by the data.

HYPOTHESIS THREE

The third hypothesis stated that “Respondents’ perception of change process would significantly contribute more to attitudes towards organisational change as compared to respondent’s perception of change outcomes”. The Hierarchical regression method was used to analyse this hypothesis and the results are presented in Table 2 below.

Table 2: Contribution effect between Perception of Change Process and Perception of Change Outcome on the Attitudes towards Organizational Change

		B	SEB	β	t
Model 1	(Constant)	51.971	4.085		12.723
Perception of Change Process (PCP)	Change Communication	-.911	.225	-.240***	-4.047
	Social Influence	2.028	.319	.295***	6.363
	Trust in Management	.769	.074	.619***	10.418
Model 2	(Constant)	35.236	3.927		8.974
Perception of Change Outcomes (PCO)	Change Communication	-.467	.185	-.123*	-2.524
	Social Influence	.826	.272	.120**	3.040
	Trust in Management	.422	.069	.340***	6.131
	Job Security	1.134	.130	.392***	8.710
	Job Satisfaction	.846	.090	.419***	9.392
	Change in Power	-.737	.104	-.314***	-7.117

Note: $R^2 = .389$ for Model 1, $\Delta R^2 = .231$; * $p < .05$, ** $p < .01$, * $p < .001$.**

Findings in Table 2 Model 1 (Perception of Change Process [PCP]) reveal that Change Communication ($\beta = .240$, $p = .000$), Social Influence ($\beta = .295$, $p = .000$) and Trust in Management ($\beta = .619$, $p = .000$) significantly predicted attitudes towards organizational change. Model 1(PCP) significantly accounted for 38.9% of the total variance in attitudes towards organizational change [$F_{(3, 299)} = 63.540$, $p = .000$, $R^2 = .389$]. Findings in Model 2 (Perception of Change Outcomes [PCO]) also reveal that Job Security ($\beta = .392$, $p = .000$), Job Satisfaction ($\beta = .419$, $p = .000$) and Change in Power ($\beta = -.314$, $p = .000$) significantly predicted attitudes towards organizational change. Model 2 (PCO) significantly accounted for an additional 23.1% of the total variance in attitudes towards organizational change [$\Delta F_{(3, 296)} = 59.974$, $\Delta p = .000$, $\Delta R^2 = .231$]. The total Model significantly accounted for 62% of the total variance in attitudes towards organizational change [$F_{(6, 296)} = 80.556$, $p = .000$, $R^2 = .620$].

Therefore, hypothesis 3, “respondents’ perception of change process would significantly contribute more to attitudes towards organisational change as compared to respondent’s perception of change outcomes’, was supported by the data.

HYPOTHESIS FOUR

The fourth hypothesis stated that “Type of change would significantly moderate the relationship between perception of change process and attitudes towards organizational change”. Specifically, a) merger would significantly moderate the relationship between perception of change process and attitudes towards organizational change; b) downsizing would significantly moderate the relationship between perception of change process and attitudes towards organizational change. The ‘hierarchical multiple regression’ was used to test this hypothesis and the results of its statistical analysis are presented in Table 3.

Table 3: Moderating effect of Type of Change on the Relationship between Perception of Change Process and Attitudes towards Organizational Change

		B	SEB	β	t
Model 1	(Constant)	99.172	.593		167.359
	Perception of Change Process (PCP)	6.147	.610	.468***	10.084
	Merger	3.609	.949	.207***	3.802
	Downsizing	-6.269	.718	-.465***	-8.729
Model 2	(Constant)	98.890	.606		163.141
	Perception of Change Process	6.862	.638	.522***	10.763
	Merger	2.734	.981	.157**	2.788
	Downsizing	-6.116	.725	-.454***	-8.437
	PCP* Merger	2.681	1.143	.133*	2.345
	PCP* Downsizing	2.519	.727	-.194**	-3.464

Note: $R^2 = .390$ for Model 1, $\Delta R^2 = .024$; * $p < .05$, ** $p < .01$, * $p < .001$.**

Findings in Table 3 Model 1 reveal that merger ($\beta = .207, p = .000$) and downsizing ($\beta = -.465, p = .000$) significantly predicted attitudes towards organizational change. Model 1 significantly accounted for 39% of the total variance in attitudes towards organizational change [$F_{(3, 299)} = 63.759, p = .000, R^2 = .390$]. Model 2 significantly accounted for additional 2.4% of the total variance in attitudes towards organizational change [$\Delta F_{(2, 297)} = 6.084, \Delta p = .003, \Delta R^2 = .024$]. Hence, the total Model significantly accounted for 41.4% of the total variance in attitudes towards organizational change [$F_{(5, 297)} = 41.990, p = .000, R^2 = .414$]. The addition of the interaction terms (as evident in Table 3 Model 2) reveal that, the interaction between perception of change process (PCP) and merger was significantly predictive of changes in attitudes towards organizational change ($\beta = .133, p = .020$). The interaction between perception of change process (PCP) and downsizing was also predictive of changes in attitudes towards organizational change ($\beta = -.194, p = .001$).

Hence, hypothesis 4, “Type of change (merger, restructuring and downsizing) would significantly moderate the relationship between perception of change process and attitudes towards organizational change” was supported by the data.

HYPOTHESIS FIVE

The fifth hypothesis stated that “Type of change would significantly moderate the relationship between perception of change outcomes and attitudes towards organizational change”. Specifically, a) merger would significantly moderate the relationship between perception of change outcomes and attitudes towards organizational change; b) Downsizing would significantly moderate the relationship between perception of change outcomes and attitudes towards organizational change. The ‘hierarchical multiple regression’ was used to test this hypothesis and the results of its statistical analysis are presented in Table 4.

Table 4: Moderating effect of Type of Change on the Relationship between Perception of Change Outcomes and Attitudes towards Organizational Change

		B	SEB	β	T
Model 1	(Constant)	99.172	.605		164.030
	Perception of Change Outcomes (PCO)	5.677	.613	.432***	9.268
	Merger	4.726	.951	.271***	4.970
	Downsizing	-5.718	.739	-.424***	-7.735
Model 2	(Constant)	98.798	.598		165.151
	Perception of Change Outcomes (PCO)	6.257	.618	.476***	10.132
	Merger	4.412	.941	.253***	4.691
	Downsizing	-5.722	.724	-.425	-7.906
	PCO* Merger	3.406	1.073	.178**	3.174
	PCO* Downsizing	-2.745	.719	-.212***	-3.820

Note: $R^2 = .365$ for Model 1, $\Delta R^2 = .032$; * $p < .05$, ** $p < .01$, *** $p < .001$.

Findings in Table 4 Model 1 reveal that merger ($\beta = .271, p = .000$) and Downsizing ($\beta = -.424, p = .000$) significantly predicted attitudes towards organizational change. Model 1 significantly accounted for 36.5% of the total variance in attitudes towards organizational change [$F_{(3, 299)} = 57.323, p = .000, R^2 = .365$]. Model 2 significantly accounted for an additional 3.2% of the total variance in attitudes towards organizational change [$\Delta F_{(2, 297)} = 8.007, \Delta p = .000, \Delta R^2 = .032$]. Hence, the total Model significantly accounted for 39.8% of the total variance in attitudes towards organizational change [$F_{(5, 297)} = 39.208, p = .000, R^2 = .398$]. The addition of the interaction terms (as evident in Table 4 Model 2) reveal that a) the interaction between perception of change outcomes (PCO) and merger was significantly predictive of changes in attitudes towards organizational change ($\beta = .178, p = .002$). The interaction between perception of change outcomes (PCO) and downsizing was also significantly predictive of changes in attitudes towards organizational change ($\beta = -.212, p = .000$).

Hence, hypothesis 5, “Type of change (merger, restructuring and downsizing) would significantly moderate the relationship between perception of change outcomes and attitudes towards organizational change” was supported by the data.

HYPOTHESIS SIX

The Sixth hypothesis stated that “managers would have more significant positive attitudes towards organizational change than non-managers. The Independent *t* test was used to test this hypothesis. Summary of the statistical analyses are presented in Tables 5.

Table 5: Means and Standard Deviations of ‘Category of Employment’ on Attitudes towards Organizational Change.

Variables	N	Mean	SD	df	<i>t</i>	Sig
Non-managers	186	97.69	12.37	301	-2.489	.007
Managers	117	101.52	14.02			

Results from Table 5 indicate that managers ($M = 101.52$, $SD = 14.02$) have more significant positive attitudes towards organisational change [$t(301) = -2.489$, $p = .007$ (one-tailed)] than non-managers ($M = 97.69$, $SD = 12.37$). Therefore, the hypothesis that managers would have more significant positive attitudes towards change than non-managers was supported by the data.

HYPOTHESIS SEVEN

The seventh hypothesis stated that ‘Respondents whose company has undergone downsizing would have a less significant positive attitude towards organisational change than respondents whose organisation has undergone restructuring and merger/ Acquisition.’

The One-Way Analysis of Variance was used to test this hypothesis. Summary of the statistical analyses are presented in Tables 6 and 7.

Table 6: Means and Standard Deviation of Types of Change on Attitudes towards Organisational Change

Types of Change	N	Mean (M)	Standard Deviation (SD)
Merger/Acquisition	88	104.88	12.43
Restructuring/Redesign	92	102.68	13.13
Downsizing	123	92.46	10.52

Examining the means in Table 6 reveals that there is a gradual decrease in the mean scores of attitudes towards change from merger/acquisition, restructuring/redesign, to downsizing. The One-Way ANOVA was used to establish whether a significant difference exists among these 3 means. Summary of the findings are presented in Table 7.

Table 7: Summary of the One-Way ANOVA performed on the data presented in Table 7

	Sum of Squares	df	Mean Squares	F	Sig	η^2
Between Groups	9533.007	2	4766.503	33.543	.000	.183
Within Groups	42630.069	300	142.100			
Total	52163.076	302				

Results in Table 7 indicate that a significant difference exist between at least two of the three Types of change on attitudes towards change [$F_{(2, 300)} = 33.543, p = .000$]. The eta squared results also showed a large effect size ($\eta^2 = 0.183$). The scheffé post hoc test was used to find the exact difference between the types of change. This is presented in Table 8.

Table 8: Summary of the Post Hoc (Scheffé test) Analysis on Attitudes towards Organisational Change

	Merger/Acquisition	Restructuring/Redesign	Downsizing
Merger/Acquisition	—	2.1902	12.4116*
Restructuring/Redesign		—	10.2214*
Downsizing			—

*: $p < .001$

Results in Table 8 reveal that with the exception of merger/acquisition and restructuring/redesign, there is a significant difference in attitude towards change between all the types of change on attitudes towards change.

With reference to Table 6, it is evident that respondents from the downsizing organisation ($M = 92.46$, $SD = 10.52$) have significantly less positive attitude towards organisational change than respondents from the restructuring organisation ($M = 102.68$, $SD = 13.13$) and the respondents from the merger/Acquisition organisation ($M = 104.88$, $SD = 12.43$). Furthermore, there was no significant difference in attitudes towards change between respondents from the restructuring organisation ($M = 92.46$, $SD = 10.52$) and respondents from the merger/Acquisition organisation ($M = 104.88$, $SD = 12.43$).

Therefore, though there is a significant difference in attitudes towards organisational change between respondents from downsizing organisation and Restructuring organisation as well as between downsizing organisation and merger/acquisition organisation, there is no significant differences in attitudes between respondents from the Restructuring organisation and the Merger/Acquisition organisation. Hence the hypothesis that 'respondents whose company has undergone downsizing would have a less significant positive attitude towards organisational change than respondents whose organisation has undergone restructuring and merger/Acquisition' was supported by the data.

4.4 Summary of Findings

Altogether, this study tested seven hypotheses to assess the impact of perceptual factors and type of change on employees, attitudes towards organisational change in Ghana. The findings are presented below:

- A significant positive relationship was found between perception of change process and attitudes towards organisational change.
- A significant positive relationship was found between perception of change outcomes and attitudes towards organisational change.
- Respondents' perception of change process was found to contribute more to attitudes towards change as compared to respondents' perception of change outcomes.
- Type of change was found to significantly moderate relationship between perception of change process and attitudes towards organisational change.
- Type of change was found to significantly moderate relationship between perception of change outcomes and attitudes towards organisational change.
- Managers were found to have more significantly positive attitudes towards organisational change than non-managers.
- Finally the analysis revealed that respondents from the downsizing organisation exhibited least significant positive attitude towards organisational change as compared to respondents from the merging and restructuring organisations.



CHAPTER FIVE

DISCUSSION

5.1 Introduction

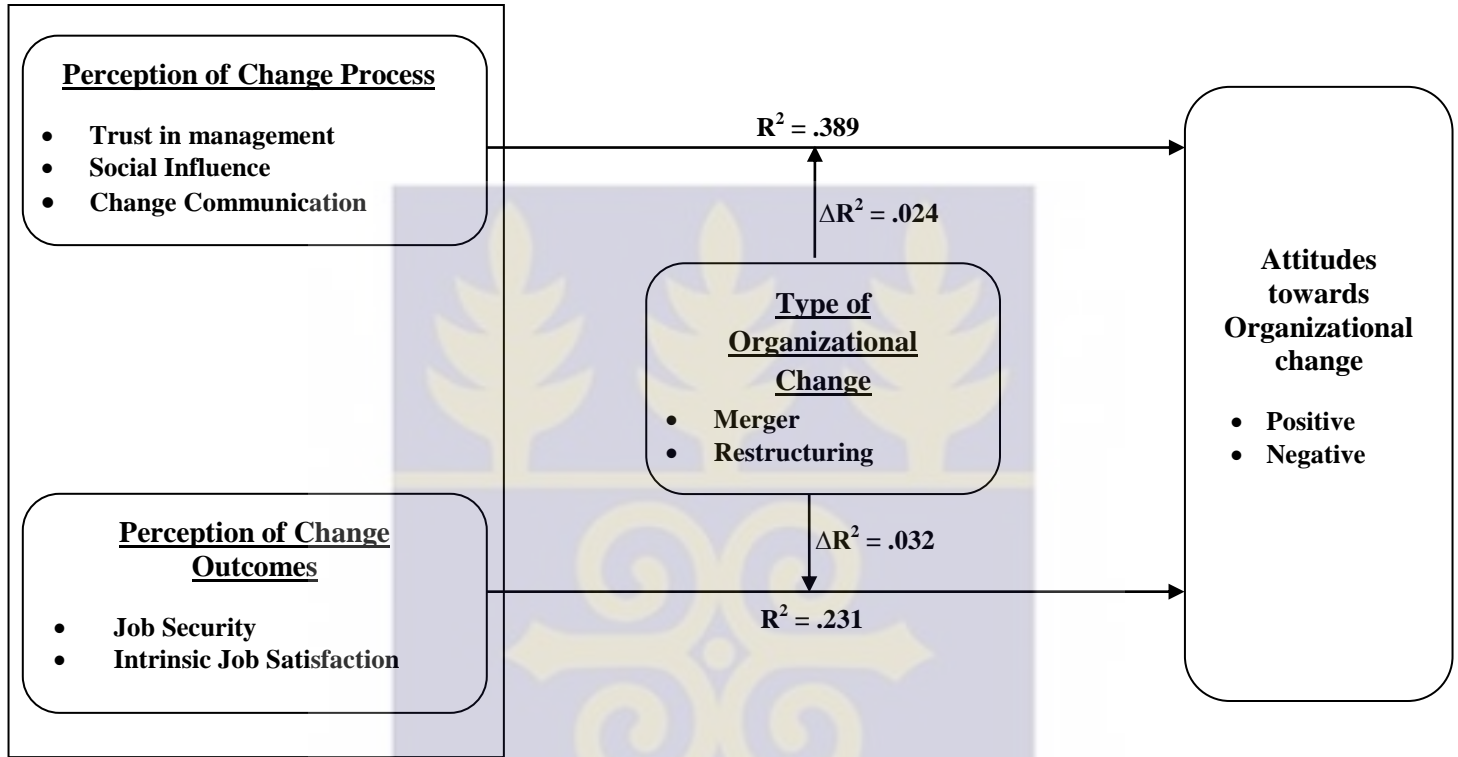
The study aimed at examining employees' perception of organisational change process and change outcomes and the relationship between these perceptions and employees attitudes towards organisational change. The study focused on employee perceptions that predict their attitudes toward organisational change. It also sought to determine which perceptions have stronger impact on employees' attitudes toward organisational change. Furthermore, the study examined relationships between these perceptions. More so the study examined differences between managers and non-managers attitudes towards organisational change. Finally the study investigated if type of organisational change has an effect on the relationship between employees' perceptions of organisational change and their attitudes toward change.

5.1.1 Revised Conceptual Model

Figure 5.1 is the revised conceptual model showing the significant relationships between the variables used in the study. Findings reveal that a significant positive relationship exists between Perceptions of Change Process (Trust in Management, Social Influence and change communication) and attitudes towards organisational change. It also shows a significant positive relationship Perception of Change outcomes (Job Security and Job Satisfaction) and attitudes towards organisational change. Type of change was found to significantly moderate the relationship between perception of change process and attitudes towards organisational change and also the relationship between perception of change outcomes and attitudes towards organisational change. Employee attitudes were also seen to be significantly influenced by the type of change their organisation had undergone, with downsizing showing the least significant

positive attitude. Managers were also found to have a more significant positive attitude towards organisational change than non- managers.

5.1 Revised Conceptual Model:



NB: For Perception of Change process, perception of change outcomes and Employment category, the sub elements are ordered with the strongest contributor on top and the weakest at the bottom.

Figure 5.1: A summary of the observed relationships between independent, dependent and moderating variables.

5.1.2 Perception of Change Process and Attitudes towards Organisational Change.

The results revealed a significant positive relationship between perception of change process and attitudes towards organisational change. In other words the more positively employees perceive the change process (thus change communication, trust in management and social influence) the more positive their attitudes are towards organisational change and vice versa. The result of the relationship, according to Field's (2005) categorisation, shows a moderately strong relationship.

A closer look at the Perception of Change Process subscale revealed that change communication; trust in management and social influence all had a significant positive relationship with attitudes towards organisational change. It was however revealed that there was a moderately strong significant positive relationship between trust in management and attitudes towards change. There was also a moderately strong significant positive relationship between social influence and attitudes towards organisational change and a weak positive relationship between Change communication and attitudes towards change.

According to Mishra and Mishra (1994), trust in management is a critical factor which affects the efforts of executives in managing organizational change. Employees' lack of trust in their management leads to negative responses to change (O'Neill & Lenn, 1995). This lack of trust in management exhibited by employees can serve as a recipe for resistance to change. Employees are more willing to trust competent managers' decisions even in the event that the conditions may be risky or uncertain (Durmaz, 2007; Block, 1993). Employee show of trust in management, according to Weber and Weber (2001) leads to a perception of supervisory support and improves employees' support of organisational change programs.

The result of the relationship is similar to the findings of Rousseau and Tijoriwala (1999). They found a significant positive relationship between trust and acceptance levels of change. According to Rousseau and Tijoriwala (1999), high trust creates extensive acceptance levels for complex organisational change. Another study by Albrecht (2002) also reported significant correlations between trust in management and attitudes towards change, this study identified antecedents of negative attitudes towards organisational change. The study results showed that trust in senior management affects employee attitudes toward change. When the employees consider management to be credible and trustworthy, they hold more positive attitudes toward change initiatives. He further asserted that when there is trust in management, change programs can more effectively be implemented and, as a result, management under such conditions do not need to spend much time on the change efforts and for dealing with resistance. Therefore trust in management is a significant contributor to employee attitudes towards organizational change.

A significant positive relationship between trust in management and attitudes towards organisational change means that trust in management is a critical factor in managing change. Once employees trust that management will deliver on their promises, they will view the change positively but if employees do not trust management then the change activity will likely fail.

The social network theory postulates that individuals are embedded within social systems that function as reference points for the formation of attitudes (Erickson, 1988). The social influence approach assumes that opinions and behaviours of individuals are not independent of their social environment. People tend to classify others and themselves into social categories/groups and identify more with members of their own categories (in-group) than with members of other categories (out-group), this is social identity (Capozza & Brown, 2000; Tajfel & Turner, 1986). Such employees are influenced by the decisions of those they consider to be in their in- group as

well as their out-group. The social learning theory by Bandura (1977) also introduces the concept of role modelling. Thus individuals obtain a collection of certain behaviours by observing others' behaviours and the consequences in their social environment. Hence it can be agreed with Burkhardt (1994) and Gibbons (2004) that the social systems within which an employee works plays a substantial role in determining the employee's attitudes as shown by the results of the study.

Studies on social influence by Rice and Aydin (1991) revealed that social influence (especially from friends and bosses) influenced employees' responses or attitudes towards the introduction of new systems within the organisation. Burkhardt's (1994) also investigated alternative sources of social influence and found that the individuals with whom a person interacts directly influences his beliefs about personal mastery, but attitudes and behaviours are more affected by structurally equivalent co-workers. Morrison (1993) and Bryant (2005) found that employees turn to peers for information on organizational norms and values, sources that often provide information more quickly than supervisors. Informal information exchange with co-workers shapes a focal employee's organization-related attitudes and opinions because it results in exposure to the co-worker's beliefs about organizational events, policies, and procedures (Bordia, Jones, Gallois, Callan, & DiFonzo, 2006). Since friends usually develop similar job- and organisational – related perceptions and attitudes, Employees in an organisational change situation are expected to be guided or directed by the decisions their colleagues make with regards to the change. When an employee's social environment (i.e., colleagues, supervisors, and subordinates) tends to resist a change, the employee is more likely to resist as well and vice versa.

The implication of a positive relationship between social influence and attitudes towards organisational change is that change agents can create a positive atmosphere where employees, (especially the influential employees including union leaders and team leaders) will understand the motives of the change and align with it, then the other employees will also support the change since those they consider their models or in-group members are also in support of the change.

Communication is a key function in all organisational processes. It is a critical issue in any aspect of corporate life and more so in times of organisational change (Flock, 2006). The change process comprises of stages and communication coordinates these stages by creating readiness and motivation for the change initiatives (Durmaz, 2007; Armenakis & Harris, 2002). Clarity of the information provided is very important (Jones, Watson, Gardner, & Gallois, 2004). Employee attitudes such as cynicism and scepticism are negatively correlated with employee perceptions of the adequacy of change communication. It is suggested that when the level of information and communication is increased, employees level of cooperation increases and negative attitudes and resistance to change decrease (Kotter & Schlesinger, 1979 cited in Durmaz, 2007).

Studies on change communication also support the fact that communication has an impact on employees' attitudes towards organisational change. Elving (2005) revealed that aspects of communication may lead to positive or negative attitudes towards organisational change. Proctor and Doukakis (2003) found that poor communication is a key driver for the development of negative feelings amongst employees when organisations embark on organisational change initiatives". Also Kotter & Schlesinger, 1979 cited in Durmaz, 2007 found that inadequate change communication leads to negative employee's attitudes towards organisational change.

Stanley, Meyer, and Topolnytsky (2005) in their study revealed that poor communication causes cynicism and scepticisms (negative employee attitudes towards organisational change)

Other Studies found that Effective change communication reduces fear uncertainty and resistance. Effective communication helps employees to better adjust in time of organisational change (Bovey & Hede, 2001; Self et al., 2007). In fact Miller et al., (1994), and Wanberg and Banas, (2000) found that providing detailed information in changing times reduces resistance. Also receiving timely information leads to positive evaluation and increased willingness to change. That is to say that change communication leads to high levels of trust and commitment to change Gopinath and Becker's (2000). In all it can be agreed with Oreg (2006) that there is a positive correlation between change communication and reduced resistance to change.

A significant correlation between change communication and attitudes towards organisational change is crucial to the success of change. Employees need to be convinced about the change before they support it. It is also important that the information is timely to ensure adequate feedback which improves attitudes. The information should outline processes and strategies so that employees can align themselves to the information they receive and lend support to the change.

5.1.3 Perception of Change Outcomes and Attitudes towards Organisational Change.

Findings of the analysis revealed a significant positive relationship between perception of change outcomes and attitudes towards organisational change. In other words the more positively employees perceive the change outcome (thus job security, job satisfaction and change in power) the more positive their attitudes are towards the organisational change and vice versa. The result

of the relationship, according to Field's (2005) categorisation, shows a moderately strong relationship.

At the subscales level there was a strong significant positive relationship between job security and attitudes towards organisational change. There was a moderately strong significant positive relationship between job satisfaction and attitudes towards organisational change, but the relationship between change in power and attitudes towards organisational change was positive but not significant.

Uncertainty of retaining one's job can be a source of worry for an employee especially in times of organisational change. Positions and occupations within a particular organization can create varying levels of concern for different employees regarding the possibility of losing their jobs (Burke & Greenglass, 2001). In fact change threatens personal security and confidence in an employee's ability to perform (Bryant, 2006). According to Vithessonthi (2005), employees' reactions and attitudes towards change can be triggered by a feeling of insecurity as employees begin to question themselves of their ability to work and remain with their organization. The greater the feeling of insecurity the greater the feeling of uncertainty, employees may therefore go into protection mode which results in negative attitudes and reactions towards organizational change. Resistance to change is the obvious response to this feeling of insecurity as employees direct their resistance toward the source that they feel is responsible for the change.

Several studies have shown some consistency in the strength or even the direction of the relationships between job security and several work-related decisions. For example, a study by Westman et al. (2001) revealed that there is a relationship between job security and burnout. King (2000) revealed that job security has a significant impact on work efforts, organizational

loyalty as well as organisational citizenship behaviour. Another study by De Witte (1999) found that job security has effects on psychological well-being. With such results prevailing in the literature, it can be said that perceptions of job security may have effects on employees' reactions to organisational change as well.

Grunberg, Moore, and Greenberg (2001) in their study of 2000 employees from a manufacturing organisation found that that job insecurity levels corresponded to the level of contact employees had with other employees or co-workers who had been affected by the downsizing. There was higher insecurity among those whose friends or co-workers had been laid off. They also found elevated levels of stress and worry (attitude factors) among employees who perceived job insecurity as a result of an upcoming change. In sum, individuals who are guaranteed job security are potentially more positive about change but those whose jobs were once threatened may have negative attitudes towards change (Oreg, 2006; Harunavamwe, 2010)

Rosenblatt and Ruvio (1996) studied the impact of job security on attitudes toward work among Israeli teachers. They found that job insecurity adversely affected organizational commitment, perceived organizational support, intention to quit, and resistance to change. The results of their study have implications on the management of job security in changing environments. It can be inferred from the results that employees will want to know if they will retain or lose their jobs as a result of the change. Plans for employees who will lose their jobs and those who will retain their jobs must be outlined and the necessary support made available to help manage employee change attitude and in effect reduce resistance.

Job satisfaction is “a pleasurable emotional state resulting from the appraisal of one’s job” (Dorman & Zapf, 2001). Job satisfaction implies how a person feels about his job for example,

whether he is happy or unhappy with his job. Employees evaluate the extent to which they will or will not benefit from the implementation of an intended change (Holt et al., 2007). Organisational change initiatives that are viewed as beneficial to the employees have a better rate of success than if employees feel that they will not benefit from the organisational change.

Several studies have tried to explain relationships between job satisfaction and a variety of decisions and behaviours. Boswell, Boudreau and Tichy (2005) examined the correlation between job satisfaction and job change. They hypothesised that “low satisfaction would precede a voluntary job change, with an increase in satisfaction immediately following a job change (the honeymoon effect), followed by a decline in job satisfaction (the hangover effect)”. They found that low satisfaction in present job led to high employees’ intent to change jobs. This means that if employees expect higher levels of job satisfaction as a result of the organisational change, they will exhibit positive attitudes towards the change.

Judge, Thoresen, Bono, and Patton (2001) found that the relationship between job satisfaction and performance was higher for complex jobs than for less complex jobs. Thus, it appears that job satisfaction is, in fact, predictive of performance, and the relationship is even stronger for professional jobs. Hence if employees feel that the change is going to reduce the complexity of their jobs and make their jobs a normal routine they are likely to develop negative attitudes as they will be intrinsically dissatisfied.

Parlalis (2011) conducted a study aimed at identifying job satisfaction among support staff employed by a non-profit company undergoing organisational change. The findings indicated that factors such as good relations with colleagues, training opportunities and work flexibility increased worker satisfaction. The results affirms the notion that if employees perceive the

outcome of the organizational change as a potential threat to their intrinsic job satisfaction they will more likely exhibit negative attitudes towards the change.

The implication of a moderately strong significant positive relationship between job satisfaction and attitudes towards organisational change is that employees will only express support for an organisational change initiative if they know that changes will not affect the satisfaction they derive from their current jobs or that the change will improve the satisfaction they derive from the current job. Anything contrary will lead to non-support of the change initiative.

Organizational change often entails changes in the allocation of power. Some employees may be assigned more influential roles, while others may lose the control they had over people or resources. Positions that were once desirable and had some prestige and status may lose such honour. Employee evaluations of organisational change may primarily be influenced by expectations of such threats (Goltz & Hietapelto, 2002; Oreg, 2006).

Even though the relationship between change in power and attitudes towards organisational change was positive but insignificant, several studies that stuck their necks out in terms of the direction of change (loss of power) revealed significant relationships. For example Agocs, (1997) and Trader-Leigh (2002) found that loss of power is associated with negative attitude (resistance) towards organizational change. Spreitzer and Quinn, (1996) also found that changes that affect the status quo are usually met with resistance. Smith (1982) also found that people in power often try to maintain the status quo rather than change it and that when a proposed change is perceived of having a negative impact on their power, such perceived loss of power enacts a defence mechanism, leading to resistance to change. More so Oreg (2006) found that threats to control are associated with cognitive resistance hence perception of loss of power will lead to

negative attitudes towards organisational change. However Rapoport and Field (2011) found that employees perception of maintenance or improved power after change leads to positive organisational change attitude whilst a perception of loss of power leads to negative attitudes towards organisational change. In sum Employees perception of loss or gain of power determines their attitude towards organisational change (be it positive or negative), however perceived loss of power as a consequence of organisational change leads to negative attitude towards organisational change (Vetherssonthi, 2006).

5.1.4 Perception of Change Process verse Perception of Change Outcomes.

The findings revealed that elements of the change process; trust in management, social influence and change communication significantly contributed to employees attitudes towards organisational change. Also elements of the change outcomes; job security, job satisfaction and change in power also contributed significantly to employees attitudes towards organisational change. However a critical observation of the hierarchical regression model revealed that perception of change process contributed significantly more to attitudes towards organisational change then perceptions of change outcome. Results from the study aligns with the study of Robbins, Summers, and Miller (2000) which proposed that “whereas both outcomes and process variables influence employees perceptions about organizational actions, the process variables, but not outcomes variables, are those which will most likely influence employees’ attitudes. Further deduction from the results reveals that employees put more premium on human relations as most of the process variables deal with the human interaction factor whilst the outcome variables is more job related. Thus employees would prefer to maintain human relationship to the disadvantage of job related factors.

5.1.5 Moderating effect of Type of Change.

Findings from the analyses revealed that Type of Change (merger, restructuring and downsizing) significantly moderated the relationship between perception of change process and attitude towards change as well as perception of change outcomes and attitudes towards change. This implies that though employees exhibit somewhat similar attitudes towards organisational change, each type of change or change situation shows a significant difference in how perceptions will affect attitudes. For example the negative relationship between job security and attitudes towards change is stronger in downsizing environments (Isaksson, Hellgren, & Pettersson, 2000; Grunberg, Moore & Greenberg, 2001) as compared to a restructuring or merging environment. The perception of intrinsic job satisfaction will also be stronger in a merging or restructuring situation as compared to downsizing situation. The issue of change in power is eminent in all three change situations, however Spreitzer and Quinn (1996), and Smith (1982) make us understand that if employees especially managers perceive a change in status quo, like in the case of mergers and acquisition where they can lose the power or status they enjoy, then they are more likely to resist the change.

Studies have revealed that the type of change an organisation undertakes has a tendency of strengthening or weakening the relationship that exist between the perceptions the individuals form about the change activity and their attitudes towards the change. Bareil and Savoie (2007) studied the level of discomfort employees experienced in three different change situation; structural reorganisation, workplace relocation and technological change. Results indicated that each change creates a distinct level of discomfort thereby supporting the result of the present study.

Another study by Vithessonthi (2005) which focused on employees reactions to change aimed at addressing the issue of what attitudes influence employees' resistance to change or support for change. Employees were drawn from two organisations, a downsizing organisation and an organisation undergoing privatization. The study found significant relationships between employees' perceptions and reactions to change. Similarities and differences in reactions for the two changing situations were also identified. Also lending support to the results of the present study.

5.1.6 Managers and Non- Managers Attitudes towards Change

The findings revealed that respondents of the managerial level had more significant positive attitudes towards organisational change than non- managers. Managers exhibited more acceptance to organisational change as compared to non- managers. The results correspond to Goltz and Hietapelto (2002), and Stewart and Manz (1997) findings of a significant difference in attitudes towards organisational change between managers and non-managers. They attributed the significantly more positive attitude of managers to the fact that managers can contribute to the change decision. Thus, managers are somewhat involved in organisational decision making. It means that they are likely to be informed on the intention of the change activity, job security, positional changes and so on which breeds some form of confidence and trust in top management and also speaks to decision making. Non- managers on the other hand only act as recipients of decision making whether favourable or unfavourable. Hence it is not surprising that managers exhibit a more positive attitude towards organisational change as compared to non-managers.

Researches on managers and non-managers reactions to change have identified similarities and differences in how these groups react to change. Kline and Boyd (1994) in their study revealed

that employees at different levels of the organisation are affected by different work factors and as such will react differently in the organisation. They noted, for example, differences in the perception of job satisfaction between the organisational levels. These differences in perception could also explain why employees differ in their attitudes towards organisational change. On the contrary, Durmaz (2007) in his study on the Turkish national police found that rank and position did not exhibit different levels of attitudes towards organisational change, thus no significant difference in employee attitudes was found.

Spreitzer and Quinn (1996) found that people in power often try to maintain the status quo rather than change it and that when a proposed change is perceived of having a negative impact on their power, such perceived loss of power enacts a defence mechanism, leading to resistance to change, that is to say, even though the results of the analysis indicates a significantly more positive attitude for managers, in situations where change is unfavourable to managers they tend to resist more.

Bordia et al. (2004), Armstrong-Stassen's (1997, 2005) and Jones et al. (2008) also proposed that employees of various organisational levels perceived different types of uncertainty. While top managers focused on structure, policies and practices, the lower ranks preoccupy themselves with job security, change in job roles etc. These differences according to Armstrong-Stassen's (1997, 2005) means that executives have higher perceptions of job security than middle managers, while non-supervisors have the lowest perceptions of job security. This also transcends to the differences in attitudes towards organisational change as exhibited in the analysis where managers exhibited more positive attitudes towards organisational change.

5.1.7 Type of change and Attitude towards Organisational Change

The findings from the analysis revealed that respondents whose company had undergone downsizing had a less significant positive attitude towards organisational change than respondents whose organisation had undergone restructuring and merger/ Acquisition. It was also observed from further analysis that whereas respondents from the downsizing organisation had less positive attitude towards organisational change than respondents from the restructuring organisation and the respondents from the merger/Acquisition organisation, there was no significant difference in attitudes towards change between respondents from the restructuring organisation and respondents from the merger/Acquisition organisation. This means that employees Attitudes towards Organisational Change were somewhat similar for the restructuring and merging organisations but very different from the downsizing organisation. A less significant positive attitude could also mean that downsizing elicits more negative attitudes. Downsizing reduces employees trust in management, creates fear of job loss, loss of power, lower satisfactions and creates suspicion for change communication. In fact even if employees are not affected by the downsizing activity the fact that people in their social group are affected has an impact on their attitude towards such an exercise.

A study by Mishra and Mishra (1994) found trust to be a critical factor affecting the efforts of the executives in managing downsizing activities. Luthans and Sommer's (1999) exploration of worker attitudes over time in a downsizing organization revealed decreases in reported workgroup trust as downsizing unfolded, followed by subsequent increases in trust after downsizing was complete. To solve the issue of trust, Self et al. (2007) proposed that an environment of good communication, good relationships with leaders and a good support should be created such that people find it easier to adapt to such changing environments.

Isaksson, Hellgren, and Pettersson's (2000) study on a downsizing Swedish retail firm, revealed that perceived job security was greater among workers whose jobs had been changed significantly than among workers whose tasks had not changed yet. It is suggested that ambiguous threats to job security will produce especially strong reactions, since employees cannot actively adjust to the situation (Jacobson, 1991). Downsizing creates more uncertainty than mergers or restructuring. The tendency of developing negative perceptions in downsizing environments seems to be rather high. Spreitzer and Mishra (1997), in their study on Survivors Responses to Downsizing, argued that survivor trust in management will be positively associated with more hopeful and obliging responses and negatively related to more cynical and fearful responses. In fact it is only when employees are certain of their job security that they begin to exhibit positive attitudes.

Evidence gathered from over 2,000 employees in a manufacturing company found that job insecurity levels corresponded to the level of contact with downsizing. Job insecurity was lowest among those employees who had no contact with workforce reductions, with higher insecurity among those who had friends or co-workers laid off, and the highest insecurity among those who had been warned that they would be laid off or who had been laid off and then rehired (Grunberg et al., 2001).

Durmaz (2007) studied Officers Attitudes toward Organisational Change in the Turkish National Police. The aim of his study was to understand officer's attitudes towards a restructuring exercise in the Turkish National Police (TNP) and to identify the significant factors affecting those officer attitudes. The results indicated that the officers' attitudes were significantly predicted by their receptivity, readiness, trust, communication and training they had received about the restructuring exercise. In such exercises where jobs might not necessarily be lost, trusting the

communication and training received can reduce uncertainty and cynicism thereby reducing negative attitudes towards organisational change.

Hallgrímsson (2008) studied organizational change and change readiness: Employees' attitudes during times of proposed merger. The study aimed at investigating the effects of mergers on employees' attitudes. The relationship between job satisfaction, uncertainty, commitment and change readiness were measured. Findings suggest that change readiness increases as measured levels of job satisfaction increases. Findings also suggest that change readiness increases as uncertainty decreases. It was also suggested that employees' change readiness is reflected in the attitudes of Executive Managers. The finding suggest therefore that perceptions of job satisfaction, trust in management and reduced uncertainty due to proper communication breeds positive attitudes towards merging or acquisition activities.

In summary, the literature generally demonstrates that employees experience increased insecurity during organisational change especially in downsizing, and that these reactions are most pronounced when the situation is ambiguous and employees lack information. It further suggests that mergers give employees something to look out for, thus the availability of opportunities can sometimes overshadow the negatives of uncertainty hence reducing negative attitudes.

5.2 Contributions of the study

Change is a constant natural occurrence. Organisations need to evolve time after time in order to align themselves to the economic situation of the environment in which they finds themselves. So long as the world remains a global village, activities of some countries will have an impact on economic activates of other countries including Ghana. It is therefore important that Ghanaian organisations also undergo changes to meet both domestic and global change requirements.

Whilst changes like mergers, restructuring and downsizing have their positives, they also have their negatives and as long as humans work within these organisations they will surely feel the impact of change. It is therefore important that the impact of organisational change on employees in Ghanaian organisations is studied.

This research was therefore designed to study the impact of Ghanaian employees' perception of organisational change processes and change outcome and how these perceptions influence their attitudes towards organisational change. It also touched on the strength of the impact of employee perceptions of change process and perceptions of change outcome on their attitudes towards organisational change. The study furthermore looked at changes from three different organisational change settings, thus downsizing, merger and restructuring. And finally compared manager and non- manager attitudes towards organisational change.

A significant positive relationship was found between perception of change process and attitudes towards organisational change. Thus the results revealed that employees perceptions of change communication, trust in management and social influence significantly affected their attitudes towards organisational change. Therefore if employees perceive change communication to be inadequate or misleading they are likely to resist the change program but if the change communication is adequate and timely and seeks to give good guidelines on how the change is planned and its implications on employees they will exhibit more positive attitudes towards the change activity. The results also show that employees who trust that management have their welfare at hand are more likely to support the organisational change initiative than employees who do not trust management. The results further points out the strength of the social environment in the decision making process of employees. In most cases, employees will rely on their co-workers or direct superiors in taking decision on whether to support or oppose an

organisational change. In effect, good communication, high trust in management and a positively charged social environment will lead to positive attitudes towards organisational change.

A significant positive relationship was found between perception of change outcomes and attitudes towards organisational change. It was revealed that employees' confronted with a change situation will always consider what will happen to them after the completion of the change activity. They will be interested in their job security, satisfaction in their jobs after the change and whether they will continue to wield the power they had before the change or are they going to gain or lose power. The results showed that if employees perceive a threat to their job security they are not likely to support the change however if they know their jobs are secured even after the change then they show more positive attitudes towards organisational change. This reaction is similar for employee perception of job satisfaction. However even though previous studies showed that employees will react to change in power or status quo, the current study found no significant relationship. Change agents must therefore give employees enough information on the likely outcomes of the change activity and the plans in place for employees to help them view the change positively.

Respondents' perception of change process was found to contribute more to attitudes towards change as compared to respondents' perception of change outcomes. This means that what happens to employees after an organisational change was as important to them as how the change is conducted. However for every change situation, the impressions employees form about the change process had a stronger impact than the impressions they form about their post change situation. This could be attributed to the fact that, the process factors affect employees' in the present and that is what they can easily relate to but the outcome could even be more positive than was perceived. It could also mean that employees are affected more by person-related

factors than job-related factors as all the process factors have a bearing on relationship with management, co-workers and change agent whilst the outcome factors relate to the job itself.

Unlike most of the studies in the area of organisational change, this study adopted a sampling structure which saw employees being selected from three organisational change settings; a downsizing, restructuring and a merging setting. Type of change was found to significantly moderate relationship between perception of change process and attitudes towards organisational change. This was same for perception of change outcomes and attitudes towards organisational change. This meant that the relationship between employee's perceptions of the change (both process and outcomes) and their attitudes could be strengthened or weakened depending on the type of change situation the employee is involved in. The results revealed that respondents in the downsizing organisation had significantly less positive attitudes towards organisational change as compared to their counterparts in the merging or restructuring organisations. Thus employee attitudes towards change is more negative in downsizing environments due to high job insecurity, but this is not the same for a merging or restructuring organisation. Also employees involved in restructuring may look forward to higher job satisfaction as compared to their counterparts in the downsizing organisation.

By way of comparison it was identified that employees from restructuring and merging organisations had similar attitudes towards organisational change as their differences were not significant but employees from the downsizing organisation differed largely from the other types of changes earlier mentioned. This means that similar strategies can be used to manage changes in both merging and restructuring situations but not for downsizing organisations. With such revelation, it is advisable to approach every type of change situation with a different strategy however in some cases similar strategies can be deployed to achieve the desired goals of change.

Managers were found to have more significantly positive attitudes towards organisational change than non-managers. This results can easily be attributed to the fact that managers are sometimes involved in the decision making process and therefore have adequate information about the change. They can therefore position themselves such that they will not be affected by the change. Their skill can sometimes make them indispensable therefore granting them some level of immunity and hence more security. In some situations however managers can be more vulnerable especially in merging situations where the status quo is likely to change, here managers might show more resistance to change.

In sum the results noted job security and trust in managements as two of the most important factors in the model that cannot be overlooked if an organisational change can be conducted successfully with little or no resistance. The outcomes of this study serve as a premise for Change agents and management when handling organisational change. It teaches us that we cannot use the same method to manage all change activities as factors that influence perceptions are stronger or weaker depending on each type of Change. It also points out where it is most important to tackle to ensure that changes end up successfully. Change agents in a downsizing organisation need to do more to arouse change perceptions that will lead to positive attitudes towards organisational change. Finally the results serve as a way of updating research data on organisational change in Ghana.

5.3 Limitation of the study

The study has some limitations. First, the study was conducted at the point where organisational changes had already occurred it is therefore possible that at the time of data collection some retrospective sense making could have influenced the information provided and hence the findings. However, even though retrospective accounts may sometimes distort actual

occurrences, it is not likely that they would distort them in the exact direction of the purpose of the study and the hypotheses. This limitation could be reduced if data is collected more than once, thus during the change activity and post organisational change to check consistency.

A second limitation is that all data is self-reported hence a tendency of response bias. Thus, there was no way to validate true score variance. It is possible that self-report could have strengthened or weakened the magnitude of relationships between perceptions and attitudes towards change. The researcher ensured anonymity by leaving the questionnaires with the participants and creating a collection point such that participants will be able to respond as accurately as possible. To reduce the possibility of self-report bias, future studies should aim to incorporate other methods, for instance direct observations, so as not to rely solely on participant' reports. Response bias can also be removed by reversing half of the items on a questionnaire so that the variables are scored by positive responses on half of the questions and negative responses on the other half, thus cancelling out or reducing response bias.

A third limitation associated with the current study is the sampling strategy that was employed. Purposive, convenient and in the case of the merging organisation even snowballing was used. These sampling methods being non-probability sampling were employed to ensure that respondents fit into the sampling frame of the researcher. It was also due to the seeming reluctance of some employers to allow access into their organisation hence making some respondents only available through referral (snowballing). It therefore meant that only those who genuinely expressed interest in the study were used. A weakness associated with this sampling strategy is its limits to generalization. Also snowballing could gather respondents of very similar characteristics that could lead to skewing of results. The researcher however attempted to deal

with this weakness by increasing the number of respondents. Extreme caution must therefore be exercised when generalizing the results of this study.

Another limitation is that the data for this study was gathered using cross-sectional survey method. That is to say that data was collected only once. Thus, causal inferences regarding predictor/outcome relationships cannot be made. Although previous theory and research exist to support some of the directionality suggested in this paper, other directions cannot be excluded. It is therefore suggested that future studies should aim for longitudinal designs so as to enable true causal inferences to be drawn.

Culture, a plausible variable was not considered in this study. According to Hofstede (1993) cultural assumptions, values and beliefs are vital for successful implementation of strategies in organisations. His work on cultural differences in business contexts, according to Hampden-Turner and Trompenaars (2002), led to an extensive interest in the study of cultural differences that may arise in how employees and organisations approach new ideas and hence change. Studies have shown that people from different cultural backgrounds have varied receptiveness to new ideas (Coulson-Thomas, 1992) and every culture differs in its selection of decision-making, problem-solving as well as change-management approaches (Hampden-Turner & Trompenaars, 2002; Hess, 2009). Aryee, Budhwar and Chen (2002) claimed that concepts like trust are shaped by social and cultural norms as such the nature of trust displayed and its consequences may differ among people from different cultures (collectivist and individualist). The word “collectivism” in this sense refers to the group (Michalak, 2010) and Ghana according to Aryee et al. (2002) belongs to a collectivist culture.

The use of scales developed in the Western culture could be a limitation to the findings of the study. Hampden-Turner and Trompenaars (2002) in their study, revealed that management methods developed in the North-American arena encounter methodological problems when applied to non-North American countries. This means that a great amount of care should be taken while using universal approaches to change, as they might not serve their purpose in every cultural setting, however to achieve positive results in management, “tailoring is needed” (Coulson-Thomas 1992). Although for this paper a pilot study was conducted to assess participant’s general understanding of the items on the scale, the possible cultural effect cannot be ruled out totally. Developing a Ghanaian based scale in the future would offer another dimension to employee perception of change and perhaps improve results of similar studies that will be conducted in Ghana.

A final limitation, even though with huge advantages is the selection of respondents from different organisations undergoing 3 different types of change. Methodologically, studying different types of change improves comparisons of attitudes in different organisational change settings. However the limitation is that organisations themselves may have their own innate characteristics that differentiates them from other organisations. The researcher tried to reduce the participant differences by using inclusion criteria to ensure that participants had quite similar characteristics. However dealing with organizational characteristics could have been done by the addition of a control group, thus participants from another organisation undergoing no form of change. This could help reduce or identify the result variance that may be attributed to characteristics of the organisation or change type. The researcher could also have used two or more organisations for each type of change so that the results could be a true reflection of the type of change.

5.4 Implications and Recommendations

This current study has practical implications for a) Organisations and Employees, b) Change Agents and c) Further Studies.

a) Organisations and Employees.

Organisational change is an important aspect of the life cycle of organisations and as such organisations must be readily positioned for change. Findings from this study raise questions on the preparedness of Ghanaian organisations for change. It is obvious that change resistance is high because proposed changes only focus on organisational or production cost reduction, strategic alignment and many more to the neglect of employees who are also very essential to the business. The current study emphasised the importance of the human factor in the organisational change process. The realisation of significant relationships between employee perceptions and attitudes is a revelation of how employees can determine the outcome of change initiatives. The results reveal that if employees feel threatened by the change activity or those leading the change, they will exhibit negative attitudes that will result in no change or change that leads to more harm thereby not meeting the goals of the change activity.

The study points out some key factors that influence employee attitudes towards change. The study reveals that employees are affected by both human related factors (social influence, communication and trust in management) and work related factors (job security and job satisfaction). It further reveals that the human factors play a keener role in determining employees' attitudes towards organisational change. It therefore means that so long as the factors that cause employees to react are catered for, employees will most likely exhibit positive attitudes towards organisational change. It is recommended that before a change activity is set into motion, the needs of employees including job security and job satisfaction should be

identified and addressed. Factors associated with the process of the change such as trust in management, effective change communication and respect for social relationships within the organisation should be addressed and managed during the change process to ensure that both organisation and employees survive to the end of a successful change activity.

b) Change Agents

In the organisational change process change agents play a crucial role in ensuring that changes occur in a smooth fashion with little or no casualties. The study results reveal the importance of communication. It is important that through communication the change agent creates awareness of the reason for the change, the stages or processes, the end result and how employees will be affected by the change. This will increase employees trust in management and also in the change process. It creates a feeling of belongingness which causes employees to relate positively with outcomes of the change.

The study also points out the importance of job security among the outcomes of change. Employees need to know where they will be after a change process and must be prepared for such events. It's the change agent's responsibility to create simulation exercises to this effect to minimise the resistance that will arise as a result of such change. Finally the difference in attitudes revealed by the comparison of respondents from the three change situations raises a clear point which needs to be emphasised. All changes on the basic level elicit certain reactions based on employee perceptions however some perceptions will be stronger for some types of change as compared to others. For instance, job security is more of an issue in downsizing than in restructuring or merging. This means that the same approach cannot be applied in managing every kind of organisational change. Change agents must therefore apply different strategies when managing different types of change in order to achieve positive results.

c) Further studies

The perceptions studied are by far just a few of the perceptions that influence employees' attitudes towards organisational change. These relationships can be further investigated in terms of their direct and interactional influences on attitudes towards change. Furthermore for future studies other factors that influence attitudes towards change can be studied either in the same change setting or in other change setting. More so the qualitative approach can be used alongside the quantitative approach to answer more critical questions on the attitudes employees' exhibit. This will inform employers, employees and change agents better.

5.5 Conclusion

The current study examined the impact of perceptual factors and types of change on employees' attitudes towards organisational change in Ghana. Specifically the study investigated the relationship between employees' perceptions of the change process and attitudes towards organisational change, perception of change outcomes and attitudes towards organisational change. It also explored the moderating effect of types of change on the relationships between perceptions and attitudes. The study further examined differences in attitudes towards change between managers and non-managers. Three hundred and three respondents were selected based on non-probability sampling methods from three organisational change environments (merging, restructuring and downsizing) to participate in this study.

Finding of the analyses revealed that there was significant positive relationship between employees' perception of change process and attitudes towards organisational change. There was also a significant positive relationship between employees' perception of change outcomes and attitudes towards organisational change. It was also found that perception of change process had a stronger influence on attitudes as compared to perceptions of change outcomes. Managers were

found to have more significant positive attitude towards organisational change than non-managers. Finally attitudes towards change differed per the type of organisational change with downsizing exhibiting the least significant positive attitude towards organisational change.

Findings from the study have been thoroughly discussed and necessary implications and recommendations have been made to employers', employees, change agents and further studies.



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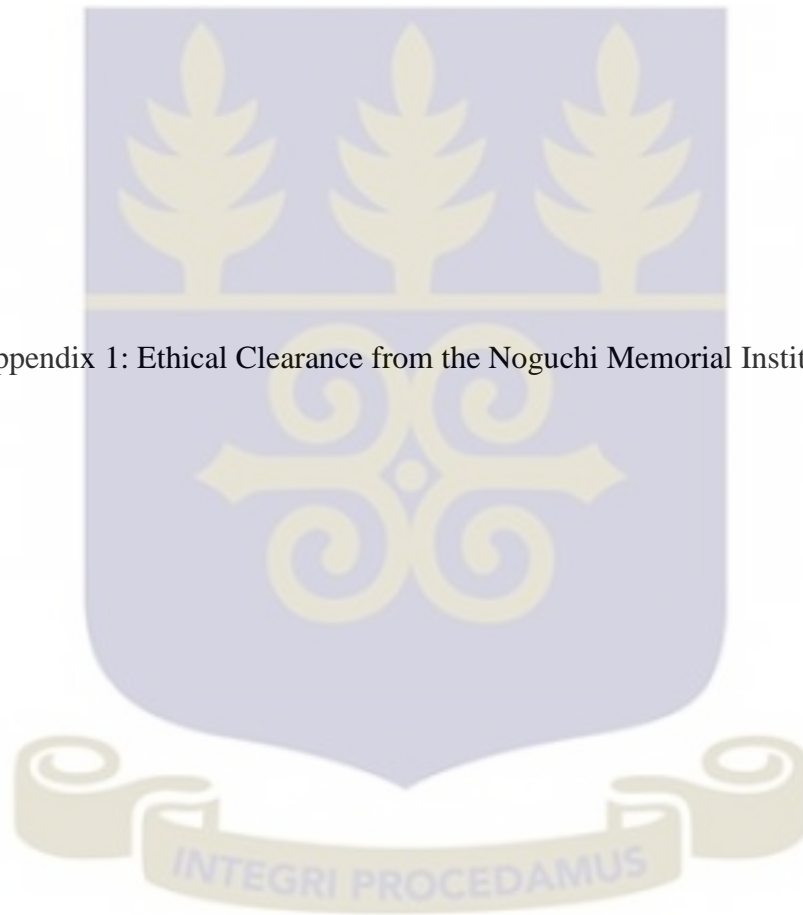
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APPENDICES

Appendix 1: Ethical Clearance from the Noguchi Memorial Institute



NOGUCHI MEMORIAL INSTITUTE FOR MEDICAL RESEARCH
Established 1979 *A Constituent of the College of Health Sciences*
University of Ghana

Phone: +233-302-916438 (Direct)
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INSTITUTIONAL REVIEW BOARD



Post Office Box LG 581
Legon, Accra
Ghana

My Ref. No: DF.22
Your Ref. No:

8th May, 2013

ETHICAL CLEARANCE

FEDERALWIDE ASSURANCE FWA 00001824

IRB 00001276

NMIMR-IRB CPN 089/12-13

IORG 0000908

On 8th May, 2013, the Noguchi Memorial Institute for Medical Research (NMIMR) Institutional Review Board (IRB) at a full board meeting reviewed and approved your protocol titled:

TITLE OF PROTOCOL : **The Impact of Perceptual Factors and Type of Change on Employees' Attitudes towards Organizational Change in Selected Organizations in Ghana**

PRINCIPAL INVESTIGATOR : **Samuel-David Aduama, MPhil Candidate**

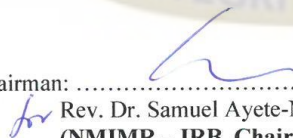
Please note that a final review report must be submitted to the Board at the completion of the study. Your research records may be audited at any time during or after the implementation.

Any modification of this research project must be submitted to the IRB for review and approval prior to implementation.

Please report all serious adverse events related to this study to NMIMR-IRB within seven days verbally and fourteen days in writing.

This certificate is valid till 7th May, 2014. You are to submit annual reports for continuing review.

Signature of Chairman:


for Rev. Dr. Samuel Ayete-Nyampong
(NMIMR – IRB, Chairman)

cc: Professor Kwadwo Koram
Director, Noguchi Memorial Institute
for Medical Research, University of Ghana, Legon



5.	Was completely honest with me concerning this change	1	2	3	4	5
6.	Expressed their true feelings about important issues concerning the change	1	2	3	4	5
7.	Shared important information with me about the change	1	2	3	4	5
8.	Acknowledged their own mistakes about the change	1	2	3	4	5
9.	Was competent in performing their jobs in this change period	1	2	3	4	5
10	Contributed to the success of the changing organization	1	2	3	4	5
11	Help solve important problems in the changing organization	1	2	3	4	5
12	Help the organization to survive through bad (changing) times	1	2	3	4	5
13	Placed the organization's interests above their own	1	2	3	4	5
14.	Cared about my well being	1	2	3	4	5
15.	Cared about the future of the organization	1	2	3	4	5
16.	Made personal sacrifices for the organization	1	2	3	4	5
17.	Kept the promises they made as the organisation changed	1	2	3	4	5
18.	Was reliable during the change	1	2	3	4	5
19.	Actions during this change were consistence with their words.	1	2	3	4	5
20.	Had consistent expectations of me during the change.	1	2	3	4	5

	<i>Social Influence</i>	1	2	3	4	5
21	I felt a sense of resistance to the change among my colleagues.	1	2	3	4	5
22	My colleagues seemed to support the change	1	2	3	4	5
23	I knew my colleagues opposed the change.	1	2	3	4	5

SECTION C

This section seeks information about your perception of the likely outcome of the organisational change. Please indicate, by circling, the number that corresponds with the extent to which you agree or disagree with the statements. Please answer truthfully. The scale is as follows:

1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree

	<i>Job Security</i>	1	2	3	4	5
24	I was worried that the change could cause me to leave my job before I would intend to.	1	2	3	4	5
25	There was a risk that I will have to leave my present job in the year to come due to this organisational change	1	2	3	4	5
26	I felt uneasy that the organizational change would cause me to lose my job in the near future.	1	2	3	4	5
27	I felt that the organisational change would enhance my future carrier opportunities in this organisation.	1	2	3	4	5
28	I felt that due to the change my organisation would provide me with a stimulating job content in the near future	1	2	3	4	5
29	I felt that the organisation will need my competence after the change.	1	2	3	4	5
30	My Pay development in the organisation after the change looked promising.	1	2	3	4	5

	<i>Change in Power</i>	1	2	3	4	5
31	I felt the change would grants me more power in this organization.	1	2	3	4	5
32	I felt that the change would give me more power to do my job.	1	2	3	4	5
33	I felt this change would give me a greater sense of control in doing my job.	1	2	3	4	5
34	In general, I felt the change would enhance my position in the organization.	1	2	3	4	5
35	After this change, my standing in this organization would be stronger.	1	2	3	4	5
36	I felt this change would take me backwards in the rank here.	1	2	3	4	5
37	I felt I would lose a bit of respect from my colleagues as the change unfolded.	1	2	3	4	5
38	I felt I would have greater respect from my colleagues as the change takes place.	1	2	3	4	5
39	I felt that in general, my colleagues would have a better opinion of me than before the change	1	2	3	4	5

Please indicate your level of satisfaction with the following statements by circling, the number that corresponds with the extent to which you agree or disagree with the statements. The scale is as follows;

1: Very Dissatisfied 2: Dissatisfied 3: Neutral 4: Satisfied 5: Very Satisfied

	<i>I felt;</i>	1	2	3	4	5
40.	I would be able to keep busy all the time after the change	1	2	3	4	5

41.	This change will offer me the chance to work alone on the job.	1	2	3	4	5
42.	This change will offer me the chance to do different things from time to time.	1	2	3	4	5
43.	This change would offer me the chance to be somebody in the community.	1	2	3	4	5
44.	Through this change I would be able to do things that don't go against my conscience	1	2	3	4	5
45.	This change will maintain the way my job provides for steady employment.	1	2	3	4	5
46.	This change will offer me the chance to do things for other people.	1	2	3	4	5
47.	This change will offer me the chance to tell people what to do	1	2	3	4	5
48.	This change will offer me the chance to do something that makes use of my abilities	1	2	3	4	5
49.	This change will offer me the freedom to use my own judgment	1	2	3	4	5
50.	This change will offer me the chance to try my own methods of doing the job.	1	2	3	4	5
51.	This change will still offer the feeling of accomplishment I get from my job.	1	2	3	4	5

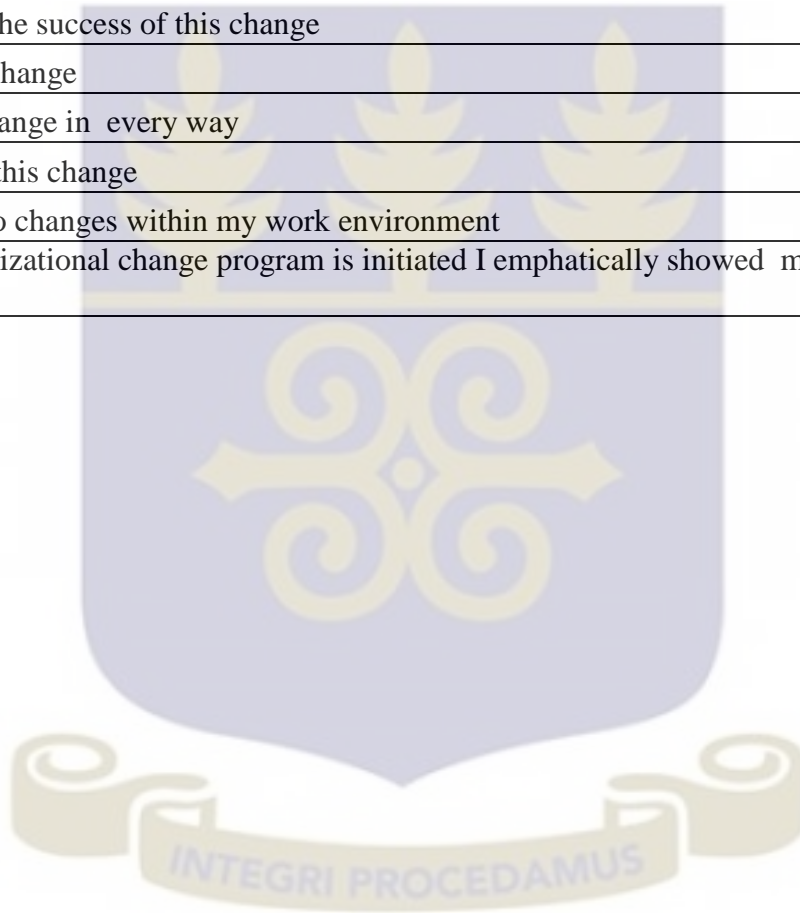
SECTION D

Listed below are several statements regarding your beliefs and attitudes about the change that took place at your organization, Please read the following sentences and indicate the degree to which you agree or disagree by selecting the appropriate number on the following scale:

1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree

		1	2	3	4	5
1	I felt uncomfortable with the change that they were trying to implement	1	2	3	4	5
2	I believed that the change would benefit this organization	1	2	3	4	5
3	I saw the change positively regardless of its impact on my job	1	2	3	4	5
4	The change was unpleasant for me	1	2	3	4	5
5	I felt the change would not help the development of this organization	1	2	3	4	5
6	I believed that the change was appropriate for this organization	1	2	3	4	5
7	I shared whatever knowledge or information I had to help this change to be successful	1	2	3	4	5
8	I was willing to help the change be successful	1	2	3	4	5
9	I believed that the change would be very effective for this organization	1	2	3	4	5
10	I doubted the outcomes of the change	1	2	3	4	5
11	Due to the change, I was not satisfied with my job any more	1	2	3	4	5
12	I tried to encourage my colleagues to adopt the change	1	2	3	4	5
13	The change was causing me a headache	1	2	3	4	5
14	I strongly supported the implementation of the change	1	2	3	4	5
15	I was happy with the change	1	2	3	4	5

16	I believed that the change would meet its aims	1	2	3	4	5
17	I had a lot of doubts about the change	1	2	3	4	5
18	I opposed to the change	1	2	3	4	5
19	I tried to convince others about the benefits of the change	1	2	3	4	5
20	The change made me emotionally tired	1	2	3	4	5
21	I worked longer hours to implement the change successfully	1	2	3	4	5
22	I was skeptical about the outcomes of the change	1	2	3	4	5
23	I felt this change would have a positive impact on this organization	1	2	3	4	5
24	I did not fight for the success of this change	1	2	3	4	5
25	I did not like the change	1	2	3	4	5
26	I supported the change in every way	1	2	3	4	5
27	I didn't believe in this change	1	2	3	4	5
28	I looked forward to changes within my work environment	1	2	3	4	5
29	When a new organizational change program is initiated I emphatically showed my disagreement	1	2	3	4	5



CONSENT FORM

Title: The Impact of Perceptual Factors and Type of Change on Employees' Attitudes towards Organisational Change in Selected Organisations in Ghana.

Principal Investigator: Aduama Samuel- David

Principal Supervisor: Dr. Maxwell Asumeng (Ph.D)

Address: Department of Psychology, University of Ghana, P.O.Box LG 84, Legon, Ghana

General Information about Research

This is an academic research that aims at examining employees attitudes towards organizational change. It also seeks to find out how employees beliefs and perceptions of the organisational change process and the possible outcomes of the change can affect their attitudes towards organizational change. The research will also attempt to identify any differences in attitudes due to the type of change the organization is undergoing. The research will throw more light on the importance of the human factor in the organizational change process. It will also guide change agents and managers in organizational change planning and implementation. Participants will be required to complete a questionnaire which elicits information on their personal experience during the organizational change. It is estimated that the questionnaire can be completed in 10-20 minutes. Participants are encouraged to ask questions where they need more clarification.

Possible Risks and Discomforts

Your participation in this study does not expose you to any form of risk or discomfort.

Possible Benefits

You might not benefit directly from the current study. Your participation however will aid the development of models and provide important information that will help in the planning of subsequent changes either within or outside your organization.

Confidentiality

All responses will be treated with extreme confidentiality. No one apart from the researcher, approved research assistants and academic research supervisors will have access to the individual data you will provide. The results will be reported in an aggregated format (including means or averages, etc.). Results cannot be linked to specific individuals in the organisation. Outcomes will be considered as general to all within the organisations.

Compensation

A verbal appreciation of your valued time and effort will be extended. No material compensation will be given.

Voluntary Participation and Right to Leave the Research

Your participation in this study is entirely voluntary. You may refuse to participate in this research without any penalty. You may at any time, for any reason, discontinue your participation without any consequences after having begun as a participant.

Contacts for Additional Information

The following numbers can be contacted in case of any discomfort, explanation or further information.

Researcher: Aduama Samuel- David (Tel: 024 393 7839)

Supervisor: Dr. Maxwell Asumeng (Tel: 024 867 4405)

Your rights as a Participant

This research has been reviewed and approved by the Institutional Review Board of Noguchi Memorial Institute for Medical Research (NMIMR-IRB). If you have any questions about your rights as a research participant you can contact the IRB Office between the hours of 8am-5pm through the landline 0302916438 or email addresses: nirb@noguchi.mimcom.org or HBaidoo@noguchi.mimcom.org . You may also contact the chairman, Rev. Dr. Ayete-Nyampong through mobile number 0208152360 when necessary.



\

VOLUNTEER AGREEMENT

The above document describing the benefits, risks and procedures for the research titled (*The Impact of Perceptual Factors and Type of Change on Employees' Attitudes towards Organisational Change in Selected Organisations in Ghana*) has been read and explained to me. I have been given an opportunity to have any questions about the research answered to my satisfaction. I agree to participate as a volunteer.

Date _____ Name and signature or mark of volunteer _____

If volunteers cannot read the form themselves, a witness must sign here:

I was present while the benefits, risks and procedures were read to the volunteer. All questions were answered and the volunteer has agreed to take part in the research.

Date _____ Name and signature of witness _____

I certify that the nature and purpose, the potential benefits, and possible risks associated with participating in this research have been explained to the above individual.

Date _____ Name Signature of Person Who Obtained Consent _____

Appendix 4: Summary of the Raw Data of the Study



Appendix 4: Summary of the Raw Data of the Study

Hypothesis 1 and 2

Descriptive Statistics

	Mean	Std. Deviation	N
trust in management	54.8647	10.58135	303
change communication	13.8482	3.46841	303
social influence	8.6766	1.90877	303
job security	22.9802	4.53897	303
change in power	26.2409	5.60198	303
job satisfaction	39.4125	6.51118	303
perception process	77.3894	13.29891	303
perception outcomes	88.6337	12.48474	303
attitudes towards change	99.1716	13.14250	303

Correlations

	trust in management	change communication	social influence	job security	change in power	job satisfaction	perception process	perception outcomes	attitudes towards change
trust in management	1	.631**	.100*	.450**	.334**	.362**	.975**	.503**	.497**
Pearson Correlation									
Sig. (1-tailed)		.000	.040	.000	.000	.000	.000	.000	.000
N	303	303	303	303	303	303	303	303	303

change in communication	Pearson Correlation	.631**	1	-.086	.074	.274**	.242**	.750**	.276**	.125*
	Sig. (1-tailed)	.000		.067	.100	.000	.000	.000	.000	.015
	N	303	303	303	303	303	303	303	303	303
social influence	Pearson Correlation	.100*	-.086	1	.383**	-.039	.120*	.201**	.185**	.378**
	Sig. (1-tailed)	.040	.067		.000	.249	.018	.000	.001	.000
	N	303	303	303	303	303	303	303	303	303
job security	Pearson Correlation	.450**	.074	.383**	1	.143**	.237**	.433**	.551**	.636**
	Sig. (1-tailed)	.000	.100	.000		.006	.000	.000	.000	.000
	N	303	303	303	303	303	303	303	303	303
change in power	Pearson Correlation	.334**	.274**	-.039	.143**	1	.551**	.332**	.788**	.048
	Sig. (1-tailed)	.000	.000	.249	.006		.000	.000	.000	.202
	N	303	303	303	303	303	303	303	303	303
job satisfaction	Pearson Correlation	.362**	.242**	.120*	.237**	.551**	1	.369**	.855**	.447**
	Sig. (1-tailed)	.000	.000	.018	.000	.000		.000	.000	.000
	N	303	303	303	303	303	303	303	303	303
perception process	Pearson Correlation	.975**	.750**	.201**	.433**	.332**	.369**	1	.499**	.483**
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000		.000	.000
	N	303	303	303	303	303	303	303	303	303

perception outcomes	Pearson	.503**	.276**	.185**	.551**	.788**	.855**	.499**	1	.486**
	Correlation									
	Sig. (1-tailed)	.000	.000	.001	.000	.000	.000	.000	.000	.000
	N	303	303	303	303	303	303	303	303	303
attitudes towards change	Pearson	.497**	.125*	.378**	.636**	.048	.447**	.483**	.486**	1
	Correlation									
	Sig. (1-tailed)	.000	.015	.000	.000	.202	.000	.000	.000	.000
	N	303	303	303	303	303	303	303	303	303

** . Correlation is significant at the 0.01 level (1-tailed).

* . Correlation is significant at the 0.05 level (1-tailed).

Hypothesis 3

Descriptive Statistics

	Mean	Std. Deviation	N
attitudes towards change	99.1716	13.14250	303
perception process	77.3894	13.29891	303
perception outcomes	88.6337	12.48474	303

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.624 ^a	.389	.383	10.32172	.389	63.540	3	299	.000
2	.788 ^b	.620	.612	8.18125	.231	59.974	3	296	.000

a. Predictors: (Constant), trust in management, social influence, change communication

b. Predictors: (Constant), trust in management, social influence, change communication, change in power, job satisfaction, job security

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	51.971	4.085		12.723	.000
	change communication	-.911	.225	-.240	-4.047	.000
	social influence	2.028	.319	.295	6.363	.000
	trust in management	.769	.074	.619	10.418	.000
2	(Constant)	35.236	3.927		8.974	.000
	change communication	-.467	.185	-.123	-2.524	.012
	social influence	.826	.272	.120	3.040	.003
	trust in management	.422	.069	.340	6.131	.000
	job security	1.134	.130	.392	8.710	.000
	job satisfaction	.846	.090	.419	9.392	.000
	change in power	-.737	.104	-.314	-7.117	.000

a. Dependent Variable: attitudes towards change

Hypothesis 4

Descriptive Statistics

	Mean	Std. Deviation	N
attitudes towards change	99.1716	13.14250	303
Z score: perception process	.0000000	1.0000000	303
merger	.0000	.75506	303
downsizing	.0000	.97561	303
Inter change process merger	.1659	.65074	303
Inter change process downsizing	.0645	1.01293	303

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.625 ^a	.390	.384	10.31479	.390	63.759	3	299	.000
2	.644 ^b	.414	.404	10.14376	.024	6.084	2	297	.003

a. Predictors: (Constant), downsizing, Z score: perception process, merger

b. Predictors: (Constant), downsizing, Z score: perception process, merger, interchange process downsizing, interchange process merger

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	99.172	.593		167.359	.000
	Z score: perception process	6.147	.610	.468	10.084	.000
	Merger	3.609	.949	.207	3.802	.000
	downsizing	-6.269	.718	-.465	-8.729	.000
2	(Constant)	98.890	.606		163.141	.000
	Z score: perception process	6.862	.638	.522	10.763	.000
	Merger	2.734	.981	.157	2.788	.006
	downsizing	-6.116	.725	-.454	-8.437	.000
	interchangeprocessmeger	2.681	1.143	.133	2.345	.020
	interchangeprocessdonsizing	-2.519	.727	-.194	-3.464	.001

a. Dependent Variable: attitudes towards change

Hypothesis 5

Descriptive Statistics

	Mean	Std. Deviation	N
attitudes towards change	99.1716	13.14250	303
Z score: perception outcomes	-	1.00000000	303
merger	.0000	.75506	303
downsizing	.0000	.97561	303
Interchange outcome merger	.0301	.68792	303
Interchange outcome downsizing	-.0986	1.01372	303

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.604 ^a	.365	.359	10.52412	.365	57.323	3	299	.000
2	.631 ^b	.398	.387	10.28584	.032	8.007	2	297	.000

a. Predictors: (Constant), downsizing, Z score: perception outcomes, merger

b. Predictors: (Constant), downsizing, Z score: perception outcomes, merger, interchange outcome downsizing, interchange outcome merger

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	99.172	.605		164.030	.000
	Z score: perception outcomes	5.677	.613	.432	9.268	.000
	merger	4.726	.951	.271	4.970	.000
	downsizing	-5.718	.739	-.424	-7.735	.000
2	(Constant)	98.798	.598		165.151	.000
	Z score: perception outcomes	6.257	.618	.476	10.132	.000
	merger	4.412	.941	.253	4.691	.000
	downsizing	-5.722	.724	-.425	-7.906	.000
	Interchange outcome merger	3.406	1.073	.178	3.174	.002
	Interchange outcome downsizing	-2.745	.719	-.212	-3.820	.000

a. Dependent Variable: attitudes towards change



Hypothesis 7

Descriptives

attitudes towards change

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
merger/acquisition	88	1.0488E2	12.42524	1.32453	102.2423	107.5077	85.00	124.00
restructuring/redesign	92	1.0268E2	13.12905	1.36880	99.9658	105.4037	71.00	134.00
downsizing	123	92.4634	10.52421	.94894	90.5849	94.3419	73.00	128.00
Total	303	99.1716	13.14250	.75502	97.6859	100.6574	71.00	134.00

ANOVA

attitudes towards change

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9533.007	2	4766.503	33.543	.000
Within Groups	42630.069	300	142.100		
Total	52163.076	302			

Multiple Comparisons

attitudes towards change

Scheffe

(I) types of Change	(J) types of Change	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
merger/acquisition	restructuring/redesign	2.19022	1.77745	.469	-2.1824	6.5628
	downsizing	12.41159*	1.66435	.000	8.3173	16.5059
restructuring/redesign	merger/acquisition	-2.19022	1.77745	.469	-6.5628	2.1824
	downsizing	10.22137*	1.64312	.000	6.1793	14.2635
downsizing	merger/acquisition	-12.41159*	1.66435	.000	-16.5059	-8.3173
	restructuring/redesign	-10.22137*	1.64312	.000	-14.2635	-6.1793

*. The mean difference is significant at the 0.05 level.

