

“An investigation into the factors that influence an individual’s attitude towards
organisational change in a multinational organisation”

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Abstract

This study focuses on the factors that influence an individual's attitude towards organisational change in a multinational organisation.

The study aims to identify the key factors that influence an employee's attitude towards a change and to explore if an employee's experience of the different factors of the change implementation process affects their overall attitude towards the change. The primary research was carried out in a multinational organisation where a change had recently occurred. The change in question is the introduction of a High Performance Behaviours framework which consists of 6 key behaviours. Following the implementation of this new framework, employees in the organisation are expected to conduct themselves in line with these behaviours and must evidence their behaviour twice a year as part of the Performance Management Process.

The research was conducted through the means of an online questionnaire. The questionnaire was distributed to 500 randomly selected employees within the organisation. Of the 500 employees selected, 129 employees completed the questionnaire which is a response rate of 25.8%. Overall Attitude was measured using one question; "Did the introduction of the High Performance Behaviours Framework improve Performance Management in this Organisation?" 63% of those surveyed responded "No" to this question.

The literature suggests that the change implementation process is more important in shaping an individual's attitude towards a change than the nature of the change itself (Choi, 2011). The following implementation factors were identified from the literature as being the key implementation factors that can influence an employee's attitude towards a change; Communication throughout the change, Participation in the change, Change related self-efficacy, Social support, Perception of personal impact, Trust in management and Perception of organisational readiness for change. The findings of the study revealed that increasing the amount of each of these change implementation factors can be correlated with an employee having a positive attitude towards the change.

High job satisfaction, high feedback about the change and low stress were also attributed to a positive attitude towards the change. Contrary to what is stated in the relevant literature, location, gender, age, education, hierarchy, length of service, union membership and autonomy were not found to have an effect on an employee's overall attitude towards the change.

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Personal Learnings

Completing this part-time Masters dissertation while working full-time in a Human Resources role has meant that I have become immersed in the field of Human Resources and have gained invaluable insights into Human Resource Management that would not have been possible through work experience alone.

Undertaking research in a multi-national organisation been an excellent experience. Taking the results of this study and analysing them in collaboration with established literature to develop insightful recommendations for the organisation has been extremely rewarding.

I found the process of reviewing literature, undertaking research, analysing the results and interpreting these results in terms of the established literature profoundly interesting and rewarding. Learning how to use data analysis to explore established concepts and theories was a new experience and one that I found particularly rewarding. The data analysis skills that I have gained have enabled me to view the day to day challenges of my Human Resources role from a different perspective. Having this type of insight and has given me the ability to explore alternative solutions to challenges that I face.

When I look back to the very beginning of this dissertation and where I am today, I have gained time management, report writing, research and discipline skills that I will take with me for the remainder of my career.

I have gained an understanding of the role of HR in the change process in terms of implementation, practicality, cost effectiveness and time effectiveness. One of the most noteworthy things that I have gained from this dissertation is a more insightful understanding of the people of the organisation and the important role each employee has in ensuring the development and success of the business.

Table of Contents

Abstract.....	2
Submission of Thesis and Dissertation	3
Submission of Thesis to Norma Smurfit Library, National College of Ireland.....	4
Acknowledgements.....	5
Personal Learnings.....	6
Table of Contents.....	7
List of Tables	11
List of Figures	13
Chapter 1 Introduction	14
1.1 Introduction.....	14
1.2 The Primary Research.....	14
1.3 The driving force behind change	14
1.3 Established Concepts	15
1.4 Justification for the Research.....	16
1.6 The Research Objective	17
1.5 Conclusion	17
Chapter 2 Literature Review	18
2.1 Introduction.....	18
2.2 Main Body	18
2.2.1 Individual attitude toward change.....	18
2.2.2 Work related outcomes of non-acceptance of change.....	18
2.2.3 Implementation factors that influence an individual's attitude toward an organisational change	18
2.2.4 Variables	28
2.3 Conclusion	31
Chapter 3 Methodology	32
3.1 Introduction.....	32
3.2 Research Aims and Objectives	33
3.3 Research Framework	34
3.4 Research Philosophy and Research approach.....	35
3.5 Research Design.....	36

3.6 Research Instrument.....	37
3.7 Sample.....	38
3.8 Procedure	39
3.9 Ethical Considerations	39
3.10 Data Analysis Approach	40
Chapter 4 Findings.....	42
4.1 Introduction.....	42
4.2 Scale Reliability Results	43
4.2.1 Communication Scale Reliability Results.....	43
4.2.2 Participation Scale Reliability Results	44
4.2.3 Change Related Self-Efficacy Reliability Results	44
4.2.4 Social Support Reliability Results	44
4.2.5 Personal Impact Reliability Results	45
4.2.6 Perception of Readiness for Change Reliability Results.....	45
4.2.7 Trust in Management Reliability Results.....	46
4.3 Dependant Variable and Overall Attitude Analysis.....	47
4.3.1 Communication and Overall Attitude	47
4.3.2 Participation and Overall Attitude	50
4.3.3 Change Related Self Efficacy and Overall Attitude	54
4.3.4 Social Support and Overall Attitude	58
4.3.5 Personal Impact and Overall Attitude	61
4.3.6 Trust in Management and Overall Attitude	64
4.3.7 Perception of Organisational Readiness for Change and Overall Attitude	67
4.4 Variables and Overall Attitude Analysis	72
4.4.1 Location and Overall Attitude.....	72
4.4.2 Gender and Overall Attitude	73
4.4.3 Age and Overall Attitude	74
4.4.4 Length of Service and Overall Attitude	75
4.4.5 Being a People Manager and Overall Attitude	76
4.4.6 Union Membership Overall Attitude	77
4.4.7 Education and Overall Attitude.....	78
4.4.8 Autonomy and Overall Attitude.....	79
4.4.9 Job Satisfaction and Overall Attitude	80
4.4.10 Feedback and Overall Attitude	82

4.4.11 Stress and Overall Attitude	84
4.5 Supplementary Findings	86
4.5.1 Communication and Overall Attitude	86
4.5.2 Participation and Overall Attitude	88
4.5.3 Change Related Self-Efficacy and Overall Attitude	89
4.5.4 Social Support and Overall Attitude	91
4.5.5 Personal Impact and Overall Attitude	92
4.5.6 Trust in Management and Overall Attitude	94
4.5.7 Perception of Organisational Readiness for Change and Overall Attitude	95
4.5.8 Overall Attitude Frequency	97
Chapter 5 Discussion	98
5.1 Introduction.....	98
5.2 Communication and Overall Attitude	98
5.3 Participation and Overall Attitude	99
5.4 Change Related Self-Efficacy and Overall Attitude	99
5.5 Social Support and Overall Attitude	100
5.6 Personal Impact and Overall Attitude	101
5.6 Trust in Management and Overall Attitude	101
5.7 Perception of Organisational Readiness for change and Overall Attitude	102
5.8 Other Variables	103
5.9 Limitations	103
5.10 Practical Considerations.....	103
5.11 Possible directions for future research	104
Chapter 6 Conclusion and Recommendations	105
6.1 Communication.....	105
6.2 Participation and Overall Attitude	106
6.3 Change Related Self-Efficacy and Overall Attitude	106
6.4 Social Support and Overall Attitude	107
6.5 Personal Impact and Overall Attitude	107
6.6 Trust in Management and Overall Attitude	108
6.7 Perception of Organisational Readiness for change and Overall Attitude	108
6.8 Other Variables	109
6.9 Conclusion	109
Appendix.....	110

Appendix A: Welcome Email	110
Appendix B: Copy of Survey exported from Lime Survey	111
Reference List	119

List of Tables

Table 4.1: Communication Scale Summary	44
Table 4.2: Communication Scale Reliability Results	44
Table 4.3: Participation Scale Summary	44
Table 4.4: Participation Scale Reliability Results.....	44
Table 4.5: Change Related Self-Efficacy Scale Summary.....	44
Table 4.6: Change Related Self-Efficacy Reliability Results	44
Table 4.7: Social Support Scale Summary.....	45
Table 4.8: Social Support Scale Reliability Analysis	45
Table 4.9: Personal Impact Scale Summary	45
Table 4.10: Personal Impact Scale Reliability Analysis	45
Table 4.11: Perception of Organisational Readiness for Change Scale Summary	45
Table 4.12: Perception of Organisational Readiness for Change Scale Reliability Analysis	45
Table 4.13: Trust in Management Scale Summary	46
Table 4.14: Trust in Management Scale Reliability Analysis.....	46
Table 4.15: Test of Normality of Communication and Overall Attitude	47
Table 4.16: Response Frequency for Communication and Overall Attitude	48
Table 4.17: Significance Communication and Overall Attitude	48
Table 4.18: Chi Square Analysis of Communication and Overall Attitude.....	49
Table 4.19: Test of Proportion of Overall Attitude and Communication	50
Table 4.20: Test of Normality Overall Attitude and Participation.....	51
Table 4.21: Response Frequency for Participation and Overall Attitude	52
Table 4.22: Significance Participation and Overall Attitude.....	52
Table 4.23: Chi Square Analysis of Participation and Overall Attitude	53
Table 4.24: Test of Proportion of Participation and Overall Attitude	54
Table 4.25: Normality of Change Related Self Efficacy and Overall Attitude	55
Table 4.26: Response Frequency for Change Related Self Efficacy and Overall Attitude	56
Table 4.27: Significance Change Related Self-Efficacy and Overall Attitude	56
Table 4.28: Chi Square Analysis of Change Related Self-Efficacy and Overall Attitude	57
Table 4.29: Test of Proportion of Change Related Self-Efficacy and Overall Attitude.....	58
Table 4.30: Normality for Social Support and Overall Attitude	59
Table 4.31: Response Frequency for Social Support and Overall Attitude.....	59
Table 4.32: Significance of Social Support and Overall Attitude	59
Table 4.33: Chi Square Analysis of Social Support and Overall Attitude	60
Table 4.34: Test of Proportion of Social Support and Overall Attitude.....	61
Table 4.35: Normality Personal Impact and Overall Attitude.....	62
Table 4.36: Response Frequency for Personal Impact and Overall Attitude	62
Table 4.37: Significance Personal Impact and Overall Attitude	62
Table 4.38: Chi Square Analysis of Personal Impact and Overall Attitude	63
Table 4.39: Test of Proportion of Personal Impact and Overall Attitude.....	64
Table 4.40: Normality of Trust in Management and Overall Attitude.....	65
Table 4.41: Response Frequency for Trust in Management and Overall Attitude.....	65
Table 4.42: Significance of Trust in Management and Overall and Overall Attitude.....	65

Table 4.43: Chi Square Analysis of Trust in Management and Overall Attitude.....	66
Table 4.44: Test of Proportion of Trust in Management and Overall Attitude	67
Table 4.45: Normality of Perception of Organisational Change Readiness and Overall Attitude	68
Table 4.46: Response Frequency for Perception of Organisational Readiness for Change	69
Table 4.47: Significance of Perception of Organisation Readiness for Change and Overall Attitude..	69
Table 4.48: Chi Square Analysis of Organisational Readiness for Change and Overall Attitude	70
Table 4.49: Test of Proportion of Organisational Readiness for Change and Overall Attitude	71
Table 4.50: Chi Square Analysis of Location and Overall Attitude.....	72
Table 4.51: Chi Square Analysis of Gender and Overall Attitude	73
Table 4.52: Chi Square Analysis of Age and Overall Attitude	74
Table 4.53: Chi Square Analysis of Length of Service and Overall Attitude	75
Table 4.54: Chi Square Analysis of Being a People Manager and Overall Attitude	76
Table 4.55: Chi Square Analysis of Being in a Union and Overall Attitude	77
Table 4.56: Chi Square Analysis of Education and Overall Attitude.....	78
Table 4.57: Chi Square Analysis of Autonomy and Overall Attitude.....	79
Table 4.58: Chi Square Analysis of Job Satisfaction and Overall Attitude	80
Table 4.59: Test of Proportion of Job Satisfaction and Overall Attitude	81
Table 4.60: Chi Square Analysis of Feedback and Overall Attitude	82
Table 4.61: Test of Proportion of Feedback and Overall Attitude	83
Table 4.62: Chi Square Analysis of Stress and Overall Attitude	84
Table 4.63: Test of Proportions of Stress and Overall Attitude	85
Table 4.64: Frequencies of responses for Communication and Overall Attitude	86
Table 4.65: Frequencies of responses for Participation and Overall Attitude.....	88
Table 4.66: Frequencies of responses for Change Related Self-Efficacy and Overall Attitude.....	89
Table 67: Frequencies of responses for Social Support and Overall Attitude	91
Table 4.68: Frequencies of responses for Personal Impact and Overall Attitude	92
Table 4.69: Frequencies of responses for Trust in Management and Overall Attitude	94
Table 4.70: Frequencies of responses for Organisational Readiness for Change & Overall Attitude ..	95
Table 4.71: Frequencies of Overall Attitude	97

List of Figures

Figure 1: The Research Onion (Saunders, et al., 2009, p. 108).....	35
Figure 2: Yes distribution for Communication	47
Figure 3: No distribution for Communication.....	47
Figure 4: Yes distribution for Participation.....	51
Figure 5: No distribution for Participation	51
Figure 6: Yes Distribution of Overall Attitude.....	55
Figure 7: No Distribution of Overall Attitude.....	55
Figure 8: Yes Distribution for Social Support.....	58
Figure 9: No Distribution for Social Support	58
Figure 10: Yes Distribution for Personal Impact	61
Figure 11: No Distribution for Personal Impact.....	61
Figure 12: Yes Distribution of Trust in Management	64
Figure 13: No Distribution of Trust in Management.....	64
Figure 14: Yes Distribution of Perception of Organisational Change Readiness	68
Figure 15: No Distribution of Perception of Organisational Change Readiness.....	68
Figure 16: Frequencies of responses for Communication and Overall Attitude	87
Figure 17: Frequencies of responses for Participation and Overall Attitude	88
Figure 18: Frequencies of responses for Change Related Self-Efficacy and Overall Attitude	90
Figure 19: Frequencies of responses for Social Support and Overall Attitude	91
Figure 20: Frequencies of responses for Personal Impact and Overall Attitude	93
Figure 21: Frequencies of responses for Trust in Management and Overall Attitude.....	94
Figure 22: Frequencies of responses for Organisational Readiness for Change & Overall Attitude	96

Chapter 1 Introduction

1.1 Introduction

Change is a constant in the modern organisation and is essential in the fight to maintain competitive advantage (Al-Haddad & Kotnour, 2015) (Wanberg & Banas, 2000). According to Smith (2005) “the people in organisations can be either the key to achieving effective change or the biggest obstacles to success”.

1.2 The Primary Research

The change being analysed in the primary research of this study is the implementation of a High Performance Behaviours framework in a multi-national organisation. The organisation introduced the High Performance Behaviours framework as a guide for employees as to how they should conduct themselves as an individual to maximise delivery of organisational goals. Employees are expected to exhibit the behaviours in their day to day roles and are required to demonstrate how they do so twice a year as part of the Performance Management Process.

1.3 The driving force behind change

Schalk et al., (1998, p. 157) define organisational change as the “introduction of novel ways of thinking, acting and operating within an organization, as a way of surviving or accomplishing certain organizational goals.” There are numerous driving forces behind organisational change such as customer pressure, technological change, economic changes, global markets changes, legislative changes, skills/behavioural requirement changes or changes in strategy (Chartered Institute of Personnel and Development, 2015). Multi-national organisations operate in an ever changing environment and they must be prepared and have structures in place to ensure not only can they survive this change, but that they can use it to make the business thrive throughout the change (Kew & Stredwick, 2013).

1.3 Established Concepts

There are numerous established organisational change management concepts that focus on managing the change from an organisational perspective.

The Three Phase Change Model introduced by Lewin (1943) involves psychological analysis of behaviour modification. This model of change management consists of a series of unfreezing and freezing in which unfreezing involves recognising and accepting the need for change. This results in decreased resistance to change, movement involves the development of attitudes that encourage the behaviours that are necessary for change to occur and refreezing involves supporting and reinforcing the change initiative.

Lewin also developed a Force Field Analysis theory which is a technique that considers the forces or “drivers” in favour of and opposed to change. This process occurs by altering the driving and restraining forces. Lewin suggests that when driving forces are greater than restraining forces change will naturally occur. (Kew & Stredwick, 2013).

In his book “Managing Transitions: Making the most of Change” Bridges (1991) introduced a model of change which requires people to alter their personal change transitions. This model consists of a neutral zone between the end of an old process and the beginning of a new one. The neutral zone is used to prepare individuals to let go of old situations and old identities and to embrace change.

Kotter (1995) developed the following 8 stage change model:

1. Establish a sense of urgency
2. Create a guiding coalition
3. Develop a vision and strategy
4. Communicate the change vision
5. Empower broad based action
6. Generate short term wins
7. Consolidate gains and produce more change
8. Anchor new approaches in the culture

In this model, Kotter attempts to encourage organisations and their employees to promote the behaviours that are required to encourage and support further change. This theory is

underpinned by the concept that the development of an organisational culture that promotes change will foster a feedback mechanism which will transform a linear change model into a continuous process. The result of this is that the feedback at the end of the process will convert a change management process in a continuous change management system.

1.4 Justification for the Research

Despite modern organisations becoming more flexible and innovative, the literature suggests that up to 70% of organisational changes fail (Al-Haddad & Kotnour, 2015) (Washington & Hackler, 2005), with more recent research suggesting that this figure is increasing significantly (Al-Haddad & Kotnour, 2015) (Decker, et al., 2012) (Jacobs, et al., 2013). These failure rates reinforce the need for further research into the factors that influence change failure and change success. Choi (2011) suggests that the reason for the high failure rate of change initiatives in organisations is due to an implementation failure rather than a problem or a flaw in the change initiative itself.

Research would suggest that the reason for the rate failure rate is because the central role that individuals play in the change process is being ignored (Armenakis, et al., 1993) (Greenhalgh, et al., 2004). It is widely accepted in the field of organisational change management that, individual attitude towards change is one of the most important factors that will determine the success or failure of an organisational change initiative (Martin, 1998) (Miller, et al., 1994) (Rafferty, et al., 2013). George & Jones (2001) describe how, even the most collective activities in an organisation are the sum of the activities of the individuals of the organisation. It is accepted in the literature that, positive individual attitudes to change contribute to the attainment of organisational goals during a change initiative (Eby, et al., 2000) (Giauque, 2015). Despite this, there is a significant gap in the literature in this area with little empirical research into the effect of organisational change implementation on individuals (Schalk, et al., 1998) (Wanberg & Banas, 2000).

There is a broad body of organisational change literature that focuses on achieving individual readiness for change before a change occurs however very little research has been done regarding employee attitudes toward change after the change has occurred (Weber & Weber, 2001) It is extremely worthwhile to assess the factors that influence individual attitudes

towards change after a change has occurred to provide learning for future changes (Vakola, et al., 2013).

1.6 The Research Objective

The research objective of this study is to identify the key change implementation factors that influence an employee's attitude towards change and to explore if an employee's experience of these factors affects their overall attitude towards the change.

This applied research will produce recommendations for the organisation regarding how they can adjust their change implementation process going forward to increase the likelihood of employees having a positive attitude towards change.

1.5 Conclusion

It is clear that there is a gap in the literature regarding research into the reason for the high change failure rate in organisations. Despite the vast number of established change management models in the literature, none of these models focus on the importance of the individual's experience of the change implementation process and the success of the change.

Chapter 2 Literature Review

2.1 Introduction

The following literature review will explore the established literature in the area of individual attitudes towards change. Key factors that emerge from the literature will be highlighted and discussed in detail. These factors will be explored in further detail in Chapter 4.

2.2 Main Body

2.2.1 Individual attitude toward change

Vakola & Nikolaou (2005, p. 162) define individual attitude towards change as “a person’s cognitions about the change, affective reactions to change, and behavioural tendency towards change”. They suggest that an “employee’s response to it may range from positive intentions to support the change to negative intentions to impose it”.

2.2.2 Work related outcomes of non-acceptance of change

Eby et al., (2000) discuss how, as well as causing change failure, individual resistance to change can result in subsequent turnover, morale problems and productivity issues after the change initiative. Miller et al., (1994) suggest that non acceptance of change can result in quarrelling & hostility, pessimism regarding proposed improvements, reduction of output and work slowdowns. Much of the literature finds a correlation between lower levels of change acceptance and low job satisfaction and a strong desire to quit (Wanberg & Banas, 2000). Wanberg & Harris (2000) suggest that individuals who do not have a positive attitude towards change are highly likely to leave the organisation after the change. For these reasons it is very important that further research is conducted in the area of individual attitudes toward change.

2.2.3 Implementation factors that influence an individual’s attitude toward an organisational change

2.2.3.1 Communication

It is broadly accepted in the change management literature that, communication strategies have a significant impact on an individual's attitude towards a change (Armenakis & Harris, 2002). There are however, arguments in the literature on what type of impact communication has on the individual's attitude towards change.

Much of the literature argues that, individuals are more willing to cooperate with a change if they receive communication about the change (Dupuy, 2011) (Giauque, 2015). Research would suggest that creating a culture of open, trustful communication can be correlated with greater support for the change and an increase in the likelihood of individual acceptance of change (Bocchino, 1993) (Oreg, et al., 2011) (Wanberg & Banas, 2000) (Weber & Weber, 2001). This would suggest that organisations should foster a culture of open, honest communication during times of change in order to increase the likelihood of employees having a positive attitude towards the change.

Much of the research suggests that a lack of communication can result in feelings of anxiety and uncertainty amongst individuals regarding the nature of the change, their potential reaction to the change and the impact the change will have on them personally (Milliken, 1987) (Wanberg & Banas, 2000). An increasing number of researchers have argued that receiving information about the change reduces individual uncertainty and anxiety (Miller & Monge, 1985) (Schweiger & Denisis, 1991) (Wanberg & Banas, 2000). Schweiger & Denisi (1991) devised a study where they looked at two separate organisations that were undergoing mergers with another organisation. Employees in one of the organisations were given detailed information on the merger plan whereas employees in the other organisation were given very limited information. The results of this study showed that the employees in the first organisation who received more communication had more trust in the organisation and experienced less anxiety and uncertainty than those in the second company. This would suggest that increased communication during a change initiative would increase the likelihood of employees having a good attitude towards the change.

Armenakis & Harris (2002) suggest that negative responses to organisational changes can be attributed to the lack of consistent communication of a change message. They suggest using three types of communication to communicate to individuals during a change; persuasive communication which is direct communication, active participation so that individuals are getting information first hand and the management of views of others involved in the change. including external and internal sources of information. Armenakis & Harris (2002) suggest that information provided by multiple sources is better reinforced in the minds of individuals than information from only one source. This reinforces the literature that states that increased communication will increase the likelihood of employees accepting a change.

There are however conflicting arguments in the literature regarding the effect of communication on an individual's attitude towards a change. Oreg (2006) found that excessive information could be correlated with a negative attitude towards the change. Oreg et al., (2011) suggest that increased information can actually increase the likelihood of an individual rejecting the change and argue that increasing the amount of communication does not improve an individual's attitude towards a change. Further research suggests that the focus should not be on the volume of communication but should focus on quality and content of the information in order to improve the individual's attitude towards change (Allen, et al., 2007) (Oreg, et al., 2011).

Although there are conflicting arguments in the literature regarding how communication should be approached to increase the likelihood of an individual's having a positive attitude towards a change, the literature would suggest that that increasing communication will increase the likelihood of an individual having a positive attitude toward a change. The following hypothesis has been formulated basis on the literature discussed:

H01: Employees who have a positive attitude towards the change will have a proportionally higher perceived level of organisational communication throughout during the change.

2.2.3.2 Individual Participation

It is broadly accepted in the literature that, increased participation in a change initiative leads to a better attitude towards the change. In a study of employee participation on satisfaction and productivity during times of change Coch & French (1948) concluded that the higher the participation level of the individual, the quicker goals are met and the more satisfaction is felt by the individual.

Bartunek et al., (2006) describe how there is a correlation between individual participation in organisational change and realisation of positive impact of the change, positive emotions, greater likelihood to exhibit behavioural changes and a deeper understanding for the reason for the change. Research carried out by Giaque (2015) found that an individual's participation in a change plays a central role in their attitude towards the change. Schalk et al., (1998) suggest that by involving individuals in the change directly especially in the implementation of the change you are likely to overcome resistance to change and also to have a higher likelihood of change success. This research would suggest that by involving employees in the change they have a better understanding of the change and therefore are more likely to have a positive attitude towards it.

Research suggests that individual participation in change causes the individual to experience increased organisational identity and commitment (Oreg, et al., 2011) (Steel & Lloyd, 1988). Research by Armenakis & Bedeian (1999) suggests that participation creates a sense of control and contribution for the individual. The literature recommends that an organisation can increase the likelihood of change acceptance by taking employee's advice and listening to their suggestions (Coch & French Jr, 1948) (Kotter & Schlesinger, 1979) (Oreg, et al., 2011). This literature would suggest that direct involvement in a change gives employee's a sense of ownership which increases the likelihood that they will have a positive attitude towards the change.

Wanberg & Banas (2000) assessed employee participation with a four item questionnaire that measured the extent to which employees perceived that they have input into the change. From their study they concluded that high levels of employee participation result in higher levels of openness and a positive outlook on the change. In this study those who had a high level of participation in the change exhibited high resilience in terms of job satisfaction and those who

had low levels of participation exhibited much lower resilience. This study also showed that those who had high participation had a better perception of impact on the change for them personally.

Galpin (1996) suggests that changes fail when people are not involved in the change.

Weber & Weber (2001) suggest that employees who feel that they are involved in the change are more likely to have a positive perception of change in their organisation. They also found that this led to further organisational productivity and participation. This would suggest that increasing employee participation will have a positive effect on the employee's attitude towards the change not only immediately after the change but will have an ongoing effect.

Armenakis & Harris (2002) suggest that active participation is the best way to influence an individual's attitude toward a change as it allows the individual to discover the benefits of the change for themselves. In this study they identify three types of active participation: vicarious learning, participation in decision making and enactive mastery which is gradual knowledge building through practice and exposure.

The literature outlined in this section suggests that increasing employee participation will increase the likelihood of the individual having a positive attitude towards the change. The following hypothesis has been formulated basis on the literature discussed:

H02: Employees who have a positive attitude towards the change will have a proportionally higher perceived level of participation in the change.

2.2.3.3 Self efficacy to cope with the change

Wanberg & Banas (2000, p. 134) define change related self-efficacy as "an individual's perceived ability to handle change in a given situation and to function well on the job despite demands of the change."

Change management literature differs on whether individuals within an organisation are naturally predisposed to have a high change-related self-efficacy or low change-related self-efficacy. Some literature suggests that employees have an innate negative perception of

planned organisational changes (Weber & Weber, 2001) whereas other literature suggests that individuals are inclined to alter the status quo; therefore have an innate positive perception of planned organisational changes (Holt, et al., 2007).

Much of the literature suggests that, in times of organisational change, employees become uncertain as they fear for their future and begin to fear failure (Coch & French Jr, 1948) (Wanberg & Banas, 2000). Vakola (2014) attributes this innate reaction to change to “personality traits, coping styles, motivational needs, and demographics”. Zhou et al., (2005) suggest that individual beliefs, attitudes and intentions are the key factors that influence and individual’s attitude on whether their organisation is capable of implementing a change and if there is a need for the change in the first place.

Armenakis et al., (1993) suggests that individuals will embrace changes that they deem themselves capable of handling but will avoid changes that they believe are beyond their ability to cope. Conner (2006) echoes Armenakis et al., (1993) sentiments when he suggests that individuals won’t cope or perform during a time of change if they do not believe that they are capable of performing to the same standard post change.

Bandura (1977) argues that organisations can intervene to alter an employee’s self-efficacy “through organizational interventions that enhance mastery of the situation”. In their study Wanberg & Banas (2000) concluded that increased self-efficacy results in a more positive attitude towards the change. It can be gathered from the literature that, individuals who are have a high change related self-efficacy are more likely to have a positive attitude toward the change and those who have low change related self-efficacy are more likely to have a negative attitude toward the change. The following hypothesis has been formulated basis on the literature discussed:

H03: Employees who have a positive attitude towards the change will have a proportionally higher perceived level of change related self-efficacy.

2.2.3.4 Social Support

Wanberg & Banas (2000, p. 134) define social support as “the availability of another individual to turn to for information, affection, comfort, encouragement, or reassurance.” Vakola & Nikolaou (2005) found that a lack of a socially supportive environment is the most likely factor to cause negative attitudes to change. Research by Shaw et al., (1993) would suggest that social support from co-workers is an effective way of helping an individual to accept a change. Much of the literature suggests that individuals are more likely to have a better attitude towards a change if they feel supported throughout the change (Mintzberg & Westley, 1992) (Schalk, et al., 1998).

Supervisory support refers to whether supervisors and managers encourage employees to become involved in the change and then offer rewards for becoming involved and eliciting improvements (Weber & Weber, 2001). Schalk et al., (1998) suggest that support of a supervisor can positively affect individual attitudes towards change as it creates a space where the individual is more likely to share their feelings about the change and are less likely to be defensive. This theory is supported by Weber & Weber (2001) who suggest that individuals who receive supervisory support during a change are more likely to become more involved in the change and to feel less defensive about the change. Organ (1988) suggests that individuals who receive rewards and encouragement for change are more likely to support the change.

Weber & Weber (2001) found a correlation between training and a deeper understanding and greater support for the change initiative. For this reason Weber & Weber (2001) suggest that aggressive training efforts are needed in order to successfully manage employee perception of a change. Iverson (1996) suggests that training support is vital to get individuals on the side of the change. This is backed up by Oreg et al., (2011) who suggest that training support can alter an individual's attitude towards a change.

The literature would suggest that individuals are more willing to cooperate with a change if they feel supported throughout the change (Dupuy, 2011) (Giauque, 2015). It can be concluded from the literature that support including peer support, line manager support and training

support will increase the likelihood of an individual having a positive attitude towards a change. The following hypothesis has been formulated basis on the literature discussed:

H04: Employees who have a positive attitude towards the change will have a proportionally higher perceived level of social support.

2.2.3.5 Personal Impact

Wanberg & Banas (2000, p. 134) define personal impact as” the net perceived effect that a particular change will have on an individual or his or her working environment”. There is evidence to suggest that an individual’s perception of a change can be related to the impact the change will have to their direct role (Vakola, 2014). Oreg et al., (2011) suggest that perceived benefit or harm caused by a change can have a significant impact on the individual’s attitude towards the change. Holt et al., (2007) proposed that change readiness is highly influenced by how employees perceive that the proposed change is beneficial to the organisations members. The research suggests that in the case where the individual perceives the change as personally beneficial, the individual is likely to have a positive attitude towards the change (Oreg, et al., 2011).

Jansen (2000) suggests that measuring employee’s attitudes towards a change before the change takes place is the most appropriate way to measure organisational change readiness. Miller et al., (1994) conceptualised openness to organisational change as a concept that is two-fold; positive view on the personal impact of the change and willingness to support the change. Weber & Weber (2001) found that 6 months after a change is initiated when employees became more aware of the impact of the change, they begin to exhibit higher support for the change. Armenakis & Harris (2002) suggest that employees immediately ask themselves question “what’s in it for me” when they are first introduced to a change and if they feel that their self-interest is threatened then they are likely to resist the change. The literature would suggest that individuals who can see a personal benefit from the change are more likely to have a positive attitude toward the change.

This literature would suggest that a perception of positive personal impact will increase the likelihood of the individual having a positive attitude towards the change. The following hypothesis has been formulated basis on the literature discussed:

H05: Employees who have a positive attitude towards the change will have a proportionally higher perceived level of positive personal impact of the change on themselves.

2.2.3.6 Trust in Management

Weber & Weber (2001, p. 292) define trust in management as “the psychological contract established between individuals and organizations based on the messages an employee receives regarding organizational expectations and employee perceptions of desired managerial actions”.

Martin (1998) describes leadership as the driving force in organisational change. Martin (1998) describes how, without an established leader the status quo will never be challenged as people won't feel a desire to develop or change. It is essential that managers exhibit leadership during a change to support individuals through the change.

Eby et al., (2000) describe how trust in management can increase the likelihood that an individual will have a good perception of a change. Armenakis & Harris (2002) suggest that individuals who have experienced prior change initiatives are sceptical and unwilling to support changes until the organisation shows a clear demonstration of support towards the change initiative.

Holt et al., (2007) suggest that attitude towards change is highly influenced by how employees perceive that the leaders are committed to the proposed change. Martin (1998) suggests that individuals who trust their management are more likely to feel congruence with organisational values and therefore tend to have a more positive perception of organisational changes. Oreg et al., (2011) found that individuals who had trust in their management throughout a change had a positive attitude to change. The literature would suggest that individuals who have trust in their management to implement the change are more likely to have a positive attitude toward the change. The following hypothesis has been formulated basis on the literature discussed:

H06: Employees who have a positive attitude towards the change will have a proportionally higher perceived level of trust in management.

2.2.3.7 Perception of organisational change readiness

Armenakis et al., (1993) describe readiness to change as the stage before either acceptance/rejection of the change. Palmer (2004) suggests that a change should never be attempted before the perceived readiness is assessed.

In a study of >900 people in two separate organisations, Holt et al., (2007) use a systemic item development framework to measure individual readiness to change in the public and private sector. In this study they proposed that change readiness is highly influenced by how employees perceive the following factors; that the change is appropriate for the organisation (appropriateness), that the leaders are committed to the proposed change (management support), belief that the organisation is capable of successfully implementing the change (change-specific efficacy) and that the proposed change is beneficial to the organisations members (personal valence).

Vakola (2014) suggests that confidence in the organisations ability to manage the change, confidence in own ability to manage the change (self-efficacy), the organisation's ability to implement change are the key factors that influence an employee's attitude towards a change. Holt & Vardaman (2013) define change readiness as "the degree to which those involved are individually and collectively primed, motivated and technically capable of executing the change".

Eby et al., (2000) suggest that perception of organisational change readiness can either make or break a change initiative. Weber & Weber (2001) found a correlation between trust in management, perception of supervisory support and readiness for change. Armenakis et al., (1993) define organisational change readiness as the organisational members' "beliefs, attitudes, and intentions regarding the extent to which changes are needed and the organisation's capacity to successfully undertake those changes."

More recent literature has reinforced the idea that individual attitude towards change is highly influenced by how employees perceive that the change is appropriate for the organisation (Holt, et al., 2007). Schalk et al., (1998) suggest that organisations should work to convince individuals that the organisation needs to change by suggesting that the current state is not good enough will increase an individual's readiness for the change. Armenakis & Harris (2002) reflect this sentiment in when they suggest making individuals feel extremely dissatisfied with

the status quo in order to increase an individual's attitude toward a change. Armenakis & Harris highlight that, although you can influence individual's to question the status quo the organisation must also work to convince them that the change that is being implemented is the right change to fix the problem. Armenakis & Harris argue the point that organisations can learn valuable lessons from assessing if individual's think that a change is appropriate as it may be a sign that the change is not appropriate for the organisation.

Weber & Weber (2001) suggest that perception of organisational readiness for change is dependent on whether the individual perceives how the organisation is adaptable to new opportunities and values innovation. The research would suggest that individuals who a positive perception of organisational readiness for change are more likely to have a positive attitude toward the change. The following hypothesis has been formulated basis on the literature discussed:

H07: Employees who have a positive attitude towards the change will have a proportionally higher perceived level of organisational readiness for change.

2.2.4 Variables

2.2.4.1 Location

A number of variables can influence an individual's attitude towards a change. Scrivener (2014) suggests that remote workers are able to adapt to change such as changes in the market quicker than employees based in the office. The following research question has been developed based on this literature:

Is an individual's attitude towards a change dependant on their location?

2.2.4.2 Age

There is a growing body of evidence that suggests that age has a negative impact on attitude towards change in the respect that older employees are less likely to have a good attitude about

a change (Cordery, et al., 1993) (Iverson, 1996). The following research question has been developed based on this literature:

Is an individual's attitude towards a change dependant on their age?

2.2.4.3 Length of Service

Broadwell (1985) suggests that individuals who have been in an organisation for a long period of time are more likely to have a bad attitude about a change in comparison to individuals who are in the organisation a shorter space of time. Iverson (1996) suggests that this correlation is due to the fact that, individuals who have not been in the organisation for a long time do not have pre conceived ideas about how the organisation should operate. The following research question has been developed based on this literature:

Is an individual's attitude towards a change dependant on their length of service?

2.2.4.4 Education

Cordery et al., (1993) suggests that increased education levels are correlated with a good attitude towards change due to the fact that these individuals perceive that they have a good skill set to use in any situation and therefore are more open to changes. The following research question has been developed based on this literature:

Is an individual's attitude towards a change dependant on their education level?

2.2.4.5 Hierarchy

It is broadly accepted across the literature that the more senior the hierarchal position of the individual the more likely they are to accept the change (Iverson, 1996) (Sproul, 1981). The following research question has been developed based on this literature:

Is an individual's attitude towards a change dependant on whether they are a people manager or not?

2.2.4.6 Gender

The findings have been inconsistent regarding the effects of gender on attitudes towards change. A study by Cordery et al., (1991) found that men who perceived that they would have to learn skills that were typically women's skills did have a decreased acceptance of the change however Cordery et al., (1993) moved on to find no significant difference in attitudes towards change across genders. The following research question has been developed based on this literature:

Is an individual's attitude towards a change dependant on their gender?

2.2.4.7 Union Membership

Iverson (1996) suggests that union membership has an indirect effect on attitude toward change as those who are members of unions have lower organisational commitment levels and therefore are less likely to have positive attitude toward an organisational change however there is evidence to state that if the relationship between the union and the organisation is harmonious it increases the likelihood of the individuals in the organisation having a positive attitude towards the change (Deery, et al., 1994). The following research question has been developed based on this literature:

Is an individual's attitude towards a change dependant whether they are a member of a union?

2.2.4.8 Stress

Iverson (1996) describes role related stress as a combination of role conflict, role ambiguity and role overload. Iverson (1996) attributes stress as a factor that causes individuals to have a negative attitude towards change. The following research question has been developed based on this literature:

Is an individual's attitude towards a change dependant on their stress levels?

2.2.4.9 Job Satisfaction

An increasing number of researchers have argued that those who are satisfied with their job and the status quo are more likely to have a bad attitude towards change (Vakola, 2014). Contrary to this belief Cordery et al., (1993) suggest that low levels of job satisfaction are associated with unfavourable attitude to change. The following research question has been developed based on this literature:

Is an individual's attitude towards a change dependant on their level of job satisfaction?

2.2.4.10 Feedback

Weber & Weber (2001) suggest that feedback throughout a change will have a positive effect on an individual's attitude toward a change. The following research question has been developed based on this literature:

Is an individual's attitude towards a change dependant on the feedback they receive from their manager in relation to the change?

2.2.4.11 Autonomy

Weber & Weber (2001) suggest that autonomy will increase the likelihood of an individual accepting a change. Iverson (1996) suggests that individuals who have autonomy in their role are better able to cope with stress associated with a change. The following research question has been developed based on this literature:

Is an individual's attitude towards a change dependant on the autonomy they have in their role?

2.3 Conclusion

The literature suggests that individual attitude towards change is the most important factor which will determine the success or failure of a change initiative. Non-acceptance of change can be detrimental to an organisation in terms of increased cost, low job satisfaction and increased staff turnover. The literature suggests that a number of factors impact on an individual's attitude towards change. The research would suggest that the following implementation factors are fundamental in influencing an individual's attitude toward change.

1. Consistent, quality communication is likely to have a positive impact on an individual's attitude towards change.
2. Increased participation in a change will increase the likelihood that an individual will have a positive attitude towards change.
3. High change related self-efficacy will increase the likelihood that an individual will have a positive attitude towards change.

4. Social support comes in many forms such as co-worker support, supervisor support and training support. The literature would suggest that increased support throughout the change to increase the likelihood of the individual having a positive attitude towards the change.
5. Personal impact is one of the factors that mediates an individual's acceptance of a change. The research would suggest that managers often underestimate the importance of change recipient's perspectives on how the change will affect them personally. Perceived benefit of change will have a positive effect on an individual's attitude towards a change.
6. High trust in management will increase the likelihood that an individual will have a positive attitude towards change.
7. A positive perception of organisational readiness for change will increase the likelihood that an individual will have a positive attitude towards change.

As well as the implementation factors the research suggests that the following variables will influence an individual's attitude towards change ; age, gender, feedback, hierarchy, education, stress, union membership, job satisfaction and length of service.

Chapter 3 Methodology

3.1 Introduction

This chapter outlines the research methodology chosen for this study. Within this scope, the following concepts are discussed; aims and objectives of this study, research framework, research philosophy, research approach, research design, sample, procedure, data analysis approach and ethical considerations.

This chapter will also explain the advantages and disadvantages of all research approaches that were considered and will provide an explanation as to why the chosen methodology is deemed most appropriate and why alternative methodologies were not appropriate.

3.2 Research Aims and Objectives

This study is entitled “An investigation into the factors that influence an individual’s attitude towards organisational change in a multinational organisation”.

The construct being measured is the implementation of a High Performance Behaviours framework in a multi-national organisation. The primary research objective is to explore if an employee’s experience of the different factors of the change implementation process affects their overall attitude towards the change.

The following hypotheses have been formulated from the literature:

H01: Employees who have a positive attitude towards the change will have a proportionally higher perceived level of organisational communication throughout during the change.

H02: Employees who have a positive attitude towards the change will have a proportionally higher perceived level of participation in the change.

H03: Employees who have a positive attitude towards the change will have a proportionally higher perceived level of change related self-efficacy.

H04: Employees who have a positive attitude towards the change will have a proportionally higher perceived level of social support.

H05: Employees who have a positive attitude towards the change will have a proportionally higher perceived level of positive personal impact of the change on themselves.

H06: Employees who have a positive attitude towards the change will have a proportionally higher perceived level of trust in management.

H07: Employees who have a positive attitude towards the change will have a proportionally higher perceived level of organisational readiness for change.

The study also aims to explore the relationship between the following variables and the individual's attitude towards change:

- Is an individual's attitude towards a change dependant on their location?
- Is an individual's attitude towards a change dependant on their age?
- Is an individual's attitude towards a change dependant on their length of service?
- Is an individual's attitude towards a change dependant on their education level?
- Is an individual's attitude towards a change dependant on whether they are a people manager or not?
- Is an individual's attitude towards a change dependant on their gender?
- Is an individual's attitude towards a change dependant whether they are a member of a union?
- Is an individual's attitude towards a change dependant on their stress levels?
- Is an individual's attitude towards a change dependant on their level of job satisfaction?
- Is an individual's attitude towards a change dependant on the feedback they receive from their manager in relation to the change?
- Is an individual's attitude towards a change dependant on the autonomy they have in their role?

3.3 Research Framework

The research onion conceptualised by Saunders, Lewis and Thornhill (2009) forms the basis of the research approach in this study (Figure3.1).

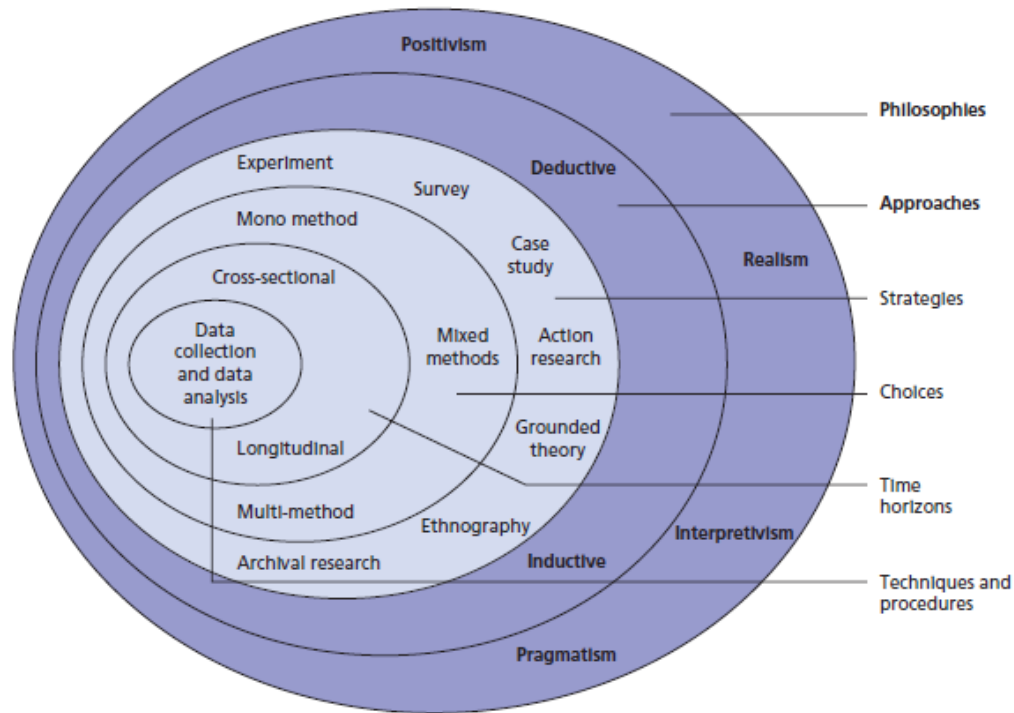


Figure 1: The Research Onion (Saunders, et al., 2009, p. 108)

3.4 Research Philosophy and Research approach

Crotty (2005) explains how our use of methodologies are dependent on own assumptions about reality and that this forms the basis of our theoretical perspective.

In this study, the ontological position of objectivism and the epistemological position of positivism were used through a deductive approach in the form of a quantitative survey (Bryman & Bell, 2015) (Quinlan, 2011) (Saunders, et al., 2009).

Pathirage et al., (2008, p. 1) describe deductive theory as a method which “entails the development of a conceptual and theoretical structure prior to its testing through empirical observation”. Inductive theory is defined as a movement “from the empirical world to the constructions of explanations and theories about what has been observed” (Pathirage, et al., 2008). The deductive approach was chosen as this research study aimed to use a base of theory to develop hypotheses which are explored through data collection and result in findings which cause the hypotheses to be confirmed or rejected. Collis and Hasey (2003) describe how deduction permits the control of phenomena.

Ontology is concerned with the nature of reality (Quinlan, 2011) (Saunders, et al., 2009). Objectivism is based on the premise that “social entities exist in reality external to social actors concerned with their existence” (Saunders, et al., 2009, p. 110). Subjectivism is based on the premise that “social phenomena are created from the perceptions and consequent actions of those social actors concerned with their existence” (Saunders, et al., 2009, p. 110) This study takes the ontological position of objectivism as a scientific, measured approach was favoured by the researcher.

Epistemology is concerned with what constitutes acceptable knowledge in a field of study (Saunders, et al., 2009, p. 112). Quinlan (2011, p. 99) defines positivism a concept in which “there is one objective reality, reality is singular and separate from consciousness. Quinlan (2011, p. 99) defines interpretivism as a concept in which “all knowledge is a matter of interpretation”. This study takes an epistemological position of positivism.

3.5 Research Design

This research study is a quantitative study. The hypotheses are non-causal directional hypotheses. The questionnaire was distributed after the change had been implemented. Both qualitative and quantitative research methods were originally considered for this study however quantitative analysis was chosen for the following reasons.

This study aims to obtain a quantifiable measurement of different group’s perception of specific implementation factors so that the organisation can see exactly where they need to make improvements and where they are strong in terms of change implementation. As a questionnaire yields very specific results this was deemed the best option to get the detail required.

As a large sample was available it was deemed most time efficient for both the researcher and the organisation to use quantitative methods and cost effective for the organisation. As well as this as a large population could be targeted a quantitative survey was deemed the most suitable way to obtain a large volume of accurate results.

Supporting literature used quantitative analysis methods in their research of the topic. (Holt, et al., 2007) (Oreg, et al., 2011) (Wanberg & Banas, 2000) (Weber & Weber, 2001). The same research papers use Likert scales as their distribution scales.

The researcher works in the organisation that is being studied. It was therefore deemed less likely that bias could occur if a structured questionnaire was used as opposed to qualitative methods.

Although a qualitative study would be very informative for further studies it was not deemed relevant for this study where specific questions on established factors needed to be answered.

3.6 Research Instrument

The research instrument used in this study is an online quantitative survey (*Appendix B*). An online questionnaire was deemed the most appropriate research instrument for the following reasons; it could be administered online, a large number of participants could access with limited contact from the researcher, it offered anonymity to the participant, allowed the researcher to use a validated instrument and the results could be extracted very efficiently.

As a number of established, reliable and valid questionnaires measured similar constructs, sections from a range of these questionnaires were merged to form the research instrument for this study. The development of a tailor made, specific questionnaire was seen as an opportunity to build on the insights of published research. The questionnaires used were obtained from the research database, Psyc Tests.

The first section of the questionnaire measures the variables that possibly have an effect on the independent variable, the second section measures the independent variable and the third section measures the dependant variables.

The variables in this study are location, gender, age, length of service, job grade, union membership, education, autonomy, satisfaction, feedback and stress. These variables were formulated based on a range of literature sources outlined in the literature review chapter of this dissertation. These variables were measured by a range of questions.

The independent variable (the employee's overall attitude towards the change) was measured using the question "Do you think the introduction of the High Performance Behaviours Framework has improved Performance Management in this organisation?" Respondents were given two options to answer this question; Yes or No.

The dependent variables in this study are communication, participation, change related self-efficacy, social support, personal impact, perception of organisational readiness for change and trust in management. These variables are based on topics that have arisen from a range of literature sources outlined in the literature review chapter of this dissertation. These variables were measured in 7 groupings of questions. Each grouping of questions measures one dependant variable. The communication, participation, change-related self-efficacy and social support grouping of questions was taken from a study by Wanberg & Banas (2000). The personal impact grouping of questions was taken from a study by Holt et al., (2007). Perception of organisational readiness for change and trust in management grouping of questions were taken a study by Weber & Weber (2001) All dependent variables were measured on a scale from 1 – 5. 1 = Strongly Disagree and 5 = Strongly Agree. Some questions were edited very slightly to make them relevant to the implementation of the High Performance Behaviours framework.

Cronbach's Alpha Analysis was used to measure the reliability of each scale used in the study. The reliability results of the categorical data distribution scales that has been used in this study can be found in chapter 4.

3.7 Sample

This study uses probability sampling in the form of simple random sampling. This method was chosen because a sample representative of the population could be selected and it will yield results representative of the entire population however using a fraction of the population size (Quinlan, 2011).

There are 4000 employees in the organisation being studied. Due to restrictions imposed by the organisation the questionnaire was distributed to 500 randomly selected individuals within the organisation. In order to randomly select 500 employees, the welcome email (*Appendix A*) containing the survey link was sent to 500 randomly selected email addresses on the organisation's email list.

The entire sample have the characteristics required for this study as all employees in this organisation have been introduced to the High Performance Behaviours Framework. Of the 500 selected participants 129 responded and completed the survey. 94 participants started the survey but did not complete it.

This sample was representative of all variables that have an impact on an individual's attitude towards the change: age, gender, length of service, hierarchy, education, stress, union membership, job satisfaction and feedback.

3.8 Procedure

Upon receiving the welcome email (*Appendix A*), participants were instructed to open a link which brought them to lime survey.

Participants were greeted with a welcome message and when they proceeded to the questionnaire they were required to give their consent to participate. The questionnaire can be found at (*Appendix B*).

All questions in the survey were mandatory fields therefore no question could be skipped. Once participants gave their consent they were brought to the variable section of the questionnaire. Following the completion of the variables section, individuals were required to complete the question on their overall attitude toward the change.

Following this question individuals were brought to the dependent variables section of the questionnaire where they were required to complete 7 sections of independent variables questions. The answers were given on a Likert scale.

3.9 Ethical Considerations

Due ethical consideration was given in the approach to and compilation of the research data. The research proposal has been submitted to the NCI ethics committee and has passed the

assessment. The concept of the study and the questionnaire has also been approved by the Director of Human Resources in the organisation. Anonymity was ensured as the survey system used (Lime Survey) does not collect participant names at any point. Participants were briefed with the following welcome email (*Appendix A*) and also participants were asked to consent before participating in the survey.

3.10 Data Analysis Approach

The data results of the study are explained in chapter 4 and discussed in chapter 5.

The first section will measure the reliability of the categorical data distribution scales that have been used in this study. Cronbach's Alpha Analysis will be used to measure the reliability of each scale used in the study.

The second section will explore the relationship between two independent groups (The employees overall attitude towards the change - Yes/No) and the dependant variables (Categorical data distribution scales).

There are seven dependent variables in this study. Each dependent variable is represented on the survey by a group of questions which have been answered on a scale. To facilitate analysis of each dependant variable as a whole concept, the results of all questions within a single group will be merged into a composite score in SPSS. This means that each dependent variable will have a composite score made up of the group of questions for that dependant variable.

In order to test the null hypothesis, there is no significant difference between the two independent groups (Yes & No), each composite scale will be tested for normality. If normally distributed a parametric T-Test will be appropriate and if not normally distributed a non-parametric Mann-Whitney U will be used to test the null hypothesis between the two independent groups. If $p < 0.05$, the null hypothesis will be rejected, therefore there is a significant difference between the results of the two independent groups. If $p > 0.05$, there is not a significant difference between the results of the two independent groups. This analysis enables us to conclude if there is a significant difference between the two independent groups however, we cannot say what factors are driving this difference. A Chi square test will be used to determine these factors.

In order to perform the Chi Square Analysis each composite distribution scale will need to be condensed into two factors; Disagree and Agree. This is based on the values of the composite scales; strongly disagree = 5, mildly disagree = 10, neutral = 15, mildly agree = 20, strongly agree = 25. As the minimum value that could be scored on the scale is 5 and the max is 25, the mid-point of this is 15. A score of <15 =disagree and a score of >15 =agree therefore those who scored <15 disagree with the dependant variable and those who scored >15 agree with the dependant variable.

Null Hypothesis is that both variables (Composite score - Agree/Disagree V Overall Attitude) are independent of each therefore a person's perceived level of each dependant variable does not influence overall Attitude.

If $p>0.05$ we cannot reject the null hypothesis therefore they are independent of each other therefore the perceived level of each dependant variable does not influence an employee's overall Attitude.

If $p<0.05$ we therefore reject the null hypothesis so we cannot say they are independent of each other. To investigate possible dependencies a test of proportionality is performed.

The test of proportions enables us to explore which proportion of those who strongly agreed/strongly disagreed with each variable answered yes to the Overall Attitude Question.

The third section will look at the relationship between two independent groups (The employees overall attitude towards the change - Yes/No) and a variable that the literature suggests influences attitude towards change success.

A Chi square test will be used to test the null hypothesis, that both factors (Variable V Overall Attitude) are independent of each therefore the variables do not influence overall Attitude.

If $p>0.05$ we cannot reject the null hypothesis therefore they are independent of each other therefore the variables do not influence an employee's overall Attitude.

If $p<0.05$ we therefore reject the null hypothesis so we cannot say they are independent of each other. To investigate possible dependencies a test of proportionality will be performed.

The test of proportions will enable us to explore which proportion of people within the variable answered yes to the Overall Attitude Question.

To measure the frequencies of responses to the independent variable and each dependent variable, the frequency was extracted from each *response frequency overall attitude table* and taken to Microsoft excel. The data was converted into a histogram on excel. These results can be found in Section 4.5 of Chapter 5.

Chapter 4 Findings

4.1 Introduction

This chapter presents the results of the primary research of this study. This study contains 129 full responses from a multi-national organisation.

Section 4.2 looks at the reliability of the categorical data distribution scales that have been used in the study. Cronbach's Alpha Analysis was used to measure the reliability of each scale used.

Section 4.3 looks at the relationship between two independent groups (The employees overall attitude towards the change - Yes/No) and the dependant variables (Categorical data distribution scales).

Section 4.4 looks at the relationship between two independent groups (The employees overall attitude towards the change - Yes/No) and a variable that the literature suggests influences an individual's attitude towards change.

Section 4.5 looks at the relationship between the frequency of responses of each dependant variable composite scale and the independent variable (Overall Attitude).

4.2 Scale Reliability Results

The results of the Cronbach's analysis for each scale are outlined below:

4.2.1 Communication Scale Reliability Results

Case Processing Summary

		N	%
Cases	Valid	129	58.6
	Excluded ^a	91	41.4
	Total	220	100.0

a. Listwise deletion based on all variables in the procedure.

*Table 4.1: Communication Scale Summary***Reliability Statistics**

Cronbach's Alpha	N of Items
.901	4

Table 4.2: Communication Scale Reliability Results

4.2.2 Participation Scale Reliability Results

Case Processing Summary

		N	%
Cases	Valid	129	58.6
	Excluded ^a	91	41.4
	Total	220	100.0

a. Listwise deletion based on all variables in the procedure.

*Table 4.3: Participation Scale Summary***Reliability Statistics**

Cronbach's Alpha	N of Items
.827	4

Table 4.4: Participation Scale Reliability Results

4.2.3 Change Related Self-Efficacy Reliability Results

Case Processing Summary

		N	%
Cases	Valid	129	58.6
	Excluded ^a	91	41.4
	Total	220	100.0

a. Listwise deletion based on all variables in the procedure.

*Table 4.5: Change Related Self-Efficacy Scale Summary***Reliability Statistics**

Cronbach's Alpha	N of Items
.900	4

Table 4.6: Change Related Self-Efficacy Reliability Results

4.2.4 Social Support Reliability Results

Case Processing Summary

		N	%
Cases	Valid	129	58.6
	Excluded ^a	91	41.4
	Total	220	100.0

a. Listwise deletion based on all variables in the procedure.

*Table 4.7: Social Support Scale Summary***Reliability Statistics**

Cronbach's Alpha	N of Items
.763	3

Table 4.8: Social Support Scale Reliability Analysis

4.2.5 Personal Impact Reliability Results

Case Processing Summary

		N	%
Cases	Valid	129	58.6
	Excluded ^a	91	41.4
	Total	220	100.0

a. Listwise deletion based on all variables in the procedure.

*Table 4.9: Personal Impact Scale Summary***Reliability Statistics**

Cronbach's Alpha	N of Items
.861	4

Table 4.10: Personal Impact Scale Reliability Analysis

4.2.6 Perception of Readiness for Change Reliability Results

Case Processing Summary

		N	%
Cases	Valid	129	58.6
	Excluded ^a	91	41.4
	Total	220	100.0

a. Listwise deletion based on all variables in the procedure.

*Table 4.11: Perception of Organisational Readiness for Change Scale Summary***Reliability Statistics**

Cronbach's Alpha	N of Items
.899	4

Table 4.12: Perception of Organisational Readiness for Change Scale Reliability Analysis

4.2.7 Trust in Management Reliability Results

Case Processing Summary

		N	%
Cases	Valid	129	58.6
	Excluded ^a	91	41.4
	Total	220	100.0

a. Listwise deletion based on all variables in the procedure.

Table 4.13: Trust in Management Scale Summary

Reliability Statistics

Cronbach's Alpha	N of Items
.878	4

Table 4.14: Trust in Management Scale Reliability Analysis

4.3 Dependant Variable and Overall Attitude Analysis

4.3.1 Communication and Overall Attitude

H01: Employees who have a positive attitude towards the change will have a proportionally higher perceived level of organisational communication throughout the change. To analyse the results, two independent groups (Yes/No Attitude towards the change) are plotted against a distribution (communication composite scale value).

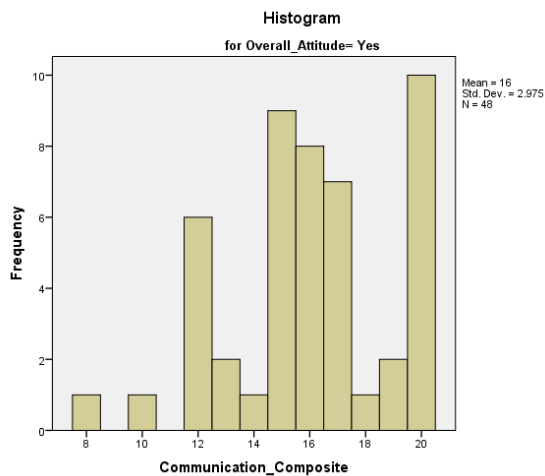


Figure 2: Yes distribution for Communication

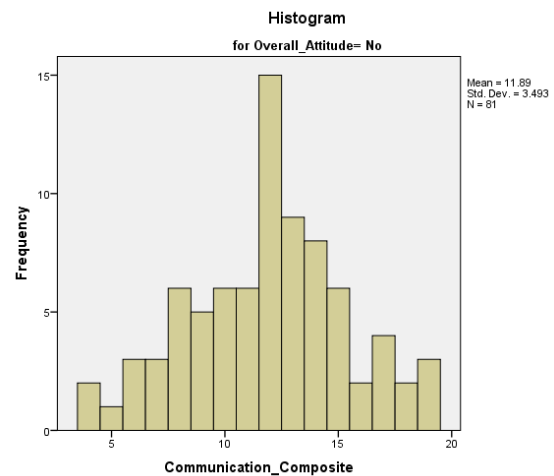


Figure 3: No distribution for Communication

Tests of Normality							
Overall_Attitude		Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Communication_Composite	Yes	.139	48	.021	.931	48	.007
	No	.118	81	.007	.981	81	.263

a. Lilliefors Significance Correction

Table 4.15: Test of Normality of Communication and Overall Attitude

In order to test the null hypothesis, that there is no significant difference in the perception of level of organisational communication between the two independent groups (Yes & No) a test of normality was first performed. The results of the test of normality for the Communication Composite Scale and those who voted yes to the Overall Attitude question are shown in Figure 2. The results of the tests of normality for the Communication Composite Scale and those who

voted No to the Overall Attitude question are shown in Figure 3. With regards to the Yes distribution $p=0.007$ therefore $p < 0.05$ therefore the distribution of Yes is not normal.

As the distribution is not normal, a non-parametric Mann-Whitney U test was performed to test the null Hypothesis that, there is no significant difference in perception of level of organisational communication between the two independent groups (Yes & No). As can be seen in the results of the Mann-Whitney U test in table 4.17, $p= 0.000$.

Ranks				
Overall_Attitude		N	Mean Rank	Sum of Ranks
Communication_Composite	Yes	48	90.54	4346.00
	No	81	49.86	4039.00
	Total	129		

Table 4.16: Response Frequency for Communication and Overall Attitude

Test Statistics ^a	
	Communication_Composite
Mann-Whitney U	718.000
Wilcoxon W	4039.000
Z	-6.001
Asymp. Sig. (2-tailed)	.000

a. Grouping Variable: Overall_Attitude

Table 4.17: Significance Communication and Overall Attitude

As $0.000 < 0.05$ the null hypothesis must be rejected therefore it is concluded that there is a significant difference between the two independent groups (Yes & No). However, it cannot be said what factors are driving this difference. Null Hypothesis is that both variables (Composite Communication scale - Agree/Disagree V Overall Attitude) are independent of each therefore an employee's perceived level of organisational communication does not influence overall Attitude. In order to test this hypothesis a chi square analysis test was performed.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Overall_Attitude * Communication_Scale_ Group	129	58.6%	91	41.4%	220	100.0%

Overall_Attitude * Communication_Scale_Group Crosstabulation

Count

		Communication_Scale_Group		Total
		Disagree	Agree	
Overall_Attitude	Yes	11	37	48
	No	64	17	81
Total		75	54	129

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	38.969 ^a	1	.000	.000	.000
Continuity Correction ^b	36.698	1	.000		
Likelihood Ratio	40.490	1	.000		
Fisher's Exact Test					
Linear-by-Linear Association	38.667	1	.000		
N of Valid Cases	129				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 20.09.

b. Computed only for a 2x2 table

Table 4.18: Chi Square Analysis of Communication and Overall Attitude

The results of the Chi Square Analysis of the Composite Communication scale and two independent groups (Overall Attitude – Yes/No) can be seen in Table 4.18. As can be seen in the results of this table, $p = 0.000$. As $0.000 < 0.05$ the null hypothesis is rejected so it cannot be said that the Composite Communication scale and two independent groups (Overall Attitude – Yes/No) are independent of each other. To investigate possible dependencies a test of proportionality was performed.

	Description	Parameters	Values
A	Number of Successes in sample 1	X1	11
E	Size of sample 1	n1	75
	Proportion of successes in sample 1	p1	0.146666667
C	Number of Successes in sample 2	X2	37
F	Size of sample 2	n2	54
	Proportion of successes in sample 2	p2	0.685185185
	Pooled estimate of the population proportion of successes	pBar	0.372093023
G	Test Statistic	Z Statistic	-6.242519117
	Critical Value (5% Significance ~ 95% Confidence Interval)	Critical Value	1.96
		Decision	Fail to Reject H0
		P Value (Sig)	0.00

Table 4.19: Test of Proportion of Overall Attitude and Communication

This result signifies that a higher proportion of those who chose yes for the Overall Attitude question agreed with the Communication Composite Scale. $P=0.00$ therefore $p<0.05$ therefore there is a significant difference between the two groups.

4.3.2 Participation and Overall Attitude

H02: Employees who have a positive attitude towards the change will have a proportionally higher perceived level of participation in the change. To analyse the results, two independent groups (Yes/No Attitude towards the change) are plotted against a distribution (Participation composite scale value).

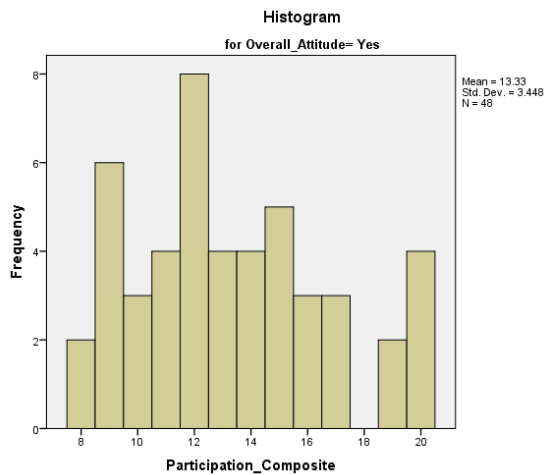


Figure 4: Yes distribution for Participation

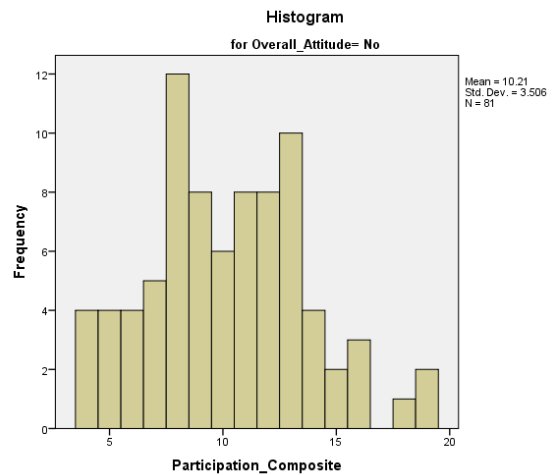


Figure 5: No distribution for Participation

Tests of Normality

Overall_Attitude		Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Participation_Composite	Yes	.130	48	.042	.945	48	.024
	No	.094	81	.075	.975	81	.107

a. Lilliefors Significance Correction

Table 4.20: Test of Normality Overall Attitude and Participation

In order to test the null hypothesis, that there is no significant difference in perception of level of participation in the change between the two independent groups (Yes & No) a test of normality was first performed. The results of the test of normality for the Participation Composite Scale and those who voted yes to the Overall Attitude question are shown in Figure 4. The results of the tests of normality for the Participation Composite Scale and those who voted No to the Overall Attitude question are shown in figure 5. With regards to the Yes distribution, $p=0.024$. $P < 0.05$ therefore the distribution of Yes is not normal.

As the distribution is not normal, a non-parametric Mann-Whitney U test was performed to test the null Hypothesis that, there is no significant difference in perception of level of participation in the change between the two independent groups (Yes & No). As can be seen in the results of the Mann-Whitney U test in table 4.22, $p= 0.000$.

Ranks				
	Overall_Attitude	N	Mean Rank	Sum of Ranks
Participation_Composite	Yes	48	83.86	4025.50
	No	81	53.82	4359.50
	Total	129		

Table 4.21: Response Frequency for Participation and Overall Attitude

Test Statistics ^a	
	Participation_Composite
Mann-Whitney U	1038.500
Wilcoxon W	4359.500
Z	-4.429
Asymp. Sig. (2-tailed)	.000

a. Grouping Variable: Overall_Attitude

Table 4.22: Significance Participation and Overall Attitude

As $0.000 < 0.05$ the null hypothesis must be rejected therefore it is concluded that there is a significant difference between the two independent groups (Yes & No). However, it cannot be said what factors are driving this difference. Null Hypothesis is that both variables (Composite Participation scale - Agree/Disagree V Overall Attitude) are independent of each therefore an employee's perceived level of participation in the change does not influence overall Attitude. In order to test this hypothesis a chi square analysis test was performed.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Overall_Attitude * Participation_Scale_Group	129	58.6%	91	41.4%	220	100.0%

Overall_Attitude * Participation_Scale_Group Crosstabulation

Count

		Participation_Scale_Group		Total
		Disagree	Agree	
Overall_Attitude	Yes	31	17	48
	No	73	8	81
Total		104	25	129

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	12.583 ^a	1	.000	.001	.001
Continuity Correction ^b	11.002	1	.001		
Likelihood Ratio	12.233	1	.000		
Fisher's Exact Test					
Linear-by-Linear Association	12.486	1	.000		
N of Valid Cases	129				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 9.30.

b. Computed only for a 2x2 table

Table 4.23: Chi Square Analysis of Participation and Overall Attitude

The results of the Chi Square Analysis of the Composite Participation scale and two independent groups (Overall Attitude – Yes/No) can be seen in table 4.23. As can be seen in the results of this table, $p = 0.000$. As $0.000 < 0.05$ the null hypothesis must be rejected so it cannot be said that the Composite Participation scale and two independent groups (Overall Attitude – Yes/No) are independent of each other. To investigate possible dependencies a test of proportionality was performed.

	Description	Parameters	Values
A	Number of Successes in sample 1	X1	31
E	Size of sample 1	n1	104
	Proportion of successes in sample 1	p1	0.298076923
C	Number of Successes in sample 2	X2	17
F	Size of sample 2	n2	25
	Proportion of successes in sample 2	p2	0.68
	Pooled estimate of the population proportion of successes	pBar	0.372093023
G	Test Statistic	Z Statistic	-3.547270454
	Critical Value (5% Significance ~ 95% Confidence Interval)	Critical Value	1.96
		Decision	Fail to Reject H0
		P Value (Sig)	0.00

Table 4.24: Test of Proportion of Participation and Overall Attitude

This result signifies that a higher proportion of those who chose yes for the Overall Attitude question agreed with the Participation Composite Scale. $P=0.00$ therefore $p<0.05$ therefore there is a significant difference between the two groups.

4.3.3 Change Related Self Efficacy and Overall Attitude

H03: Employees who have a positive attitude towards the change will have a proportionally higher perceived level of change related self-efficacy. To analyse the results, two independent groups (Yes/No Attitude) are plotted against a distribution (Change Related Self Efficacy composite scale value).

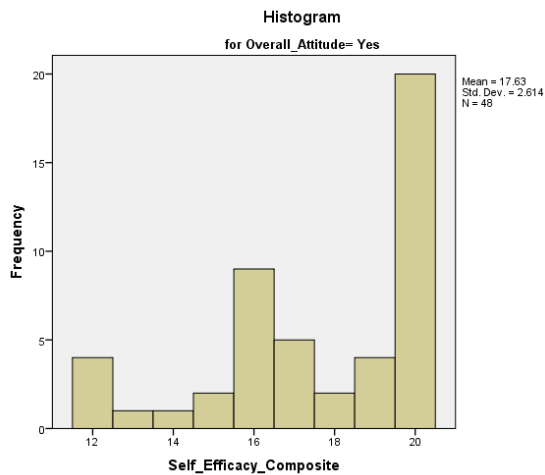


Figure 6: Yes Distribution of Overall Attitude

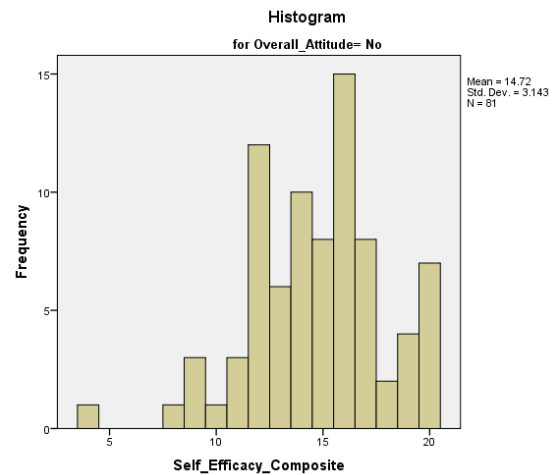


Figure 7: No Distribution of Overall Attitude

Tests of Normality

		Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Self_Efficacy_Composite	Yes	.235	48	.000	.825	48	.000
	No	.103	81	.033	.962	81	.017

a. Lilliefors Significance Correction

Table 4.25: Normality of Change Related Self Efficacy and Overall Attitude

In order to test the null hypothesis, that there is no significant difference in perception of level of change related self-efficacy between the two independent groups (Yes & No) a test of normality was first performed. The results of the tests of normality for the Change Related Self Efficacy Composite Scale and those who voted yes to the Overall Attitude question are shown in Figure 6. The results of the tests of normality for the Change Related Self Efficacy Composite Scale and those who voted No to the Overall Attitude question are shown in figure 7. With regards to the Yes distribution, $p=0.00$ therefore $p < 0.05$ therefore the distribution of Yes is not normal. With regards to the No distribution $p=0.017$ therefore $p < 0.05$ therefore the distribution of No is not normal.

As the distribution is not normal, a non-parametric Mann-Whitney U test was performed to test the null Hypothesis that, there is no significant difference in perception of level of Change Related Self Efficacy between the two independent groups (Yes & No). As can be seen in the results of the Mann-Whitney U test in table 4.27, $p= 0.000$.

Ranks			
	Overall_Attitude	N	Mean Rank
Self_Efficacy_Composite	Yes	48	86.30
	No	81	52.38
	Total	129	

Table 4.26: Response Frequency for Change Related Self Efficacy and Overall Attitude

Test Statistics ^a	
	Self_Efficacy_Composite
Mann-Whitney U	921.500
Wilcoxon W	4242.500
Z	-5.033
Asymp. Sig. (2-tailed)	.000

a. Grouping Variable: Overall_Attitude

Table 4.27: Significance Change Related Self-Efficacy and Overall Attitude

As $0.000 < 0.05$ the null hypothesis must be rejected therefore it is concluded that there is a significant difference between the two independent groups (Yes & No). However, it cannot be said what factors are driving this difference. Null Hypothesis is that both variables (Change Related Self Efficacy scale - Agree/Disagree V Overall Attitude) are independent of each other therefore an employee's perceived level of Change Related Self Efficacy does not influence overall Attitude. In order to test this hypothesis a chi square analysis test was performed.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Overall_Attitude * Self_Efficacy_Scale_Group	129	58.6%	91	41.4%	220	100.0%

Overall_Attitude * Self_Efficacy_Scale_Group Crosstabulation

Count

		Self_Efficacy_Scale_Group		Total
		Disagree	Agree	
Overall_Attitude	Yes	6	42	48
	No	37	44	81
Total		43	86	129

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	14.931 ^a	1	.000	.000	.000
Continuity Correction ^b	13.475	1	.000		
Likelihood Ratio	16.367	1	.000		
Fisher's Exact Test					
Linear-by-Linear Association	14.815	1	.000		
N of Valid Cases	129				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 16.00.

b. Computed only for a 2x2 table

Table 4.28: Chi Square Analysis of Change Related Self-Efficacy and Overall Attitude

The results of the Chi Square Analysis of the Change Related Self Efficacy scale and two independent groups (Overall Attitude – Yes/No) can be seen in table 4.28. As can be seen in the results of this table, $p = 0.000$. As $0.000 < 0.05$ the null hypothesis is rejected so it cannot be said that the Change Related Self Efficacy scale and two independent groups (Overall Attitude – Yes/No) are independent of each other. To investigate possible dependencies a test of proportionality was performed.

	Description	Parameters	Values
A	Number of Successes in sample 1	X1	6
E	Size of sample 1	n1	43
	Proportion of successes in sample 1	p1	0.139534884
C	Number of Successes in sample 2	X2	42
F	Size of sample 2	n2	86
	Proportion of successes in sample 2	p2	0.488372093
	Pooled estimate of the population proportion of successes	pBar	0.372093023
G	Test Statistic	Z Statistic	-3.864007706
	Critical Value (5% Significance ~ 95% Confidence Interval)	Critical Value	1.96
		Decision	Fail to Reject H0
		P Value (Sig)	0.00

Table 4.29: Test of Proportion of Change Related Self-Efficacy and Overall Attitude

This result signifies that a higher proportion of those who chose yes for the Overall Attitude question agreed with the Change Related Self Efficacy Composite Scale. $P=0.00$ therefore $p<0.05$ therefore there is a significant difference between the two groups.

4.3.4 Social Support and Overall Attitude

H04: Employees who have a positive attitude towards the change will have a proportionally higher perceived level of social support. To analyse the results, two independent groups (Yes/No Attitude towards the change) are plotted against a distribution (Social Support composite scale value).

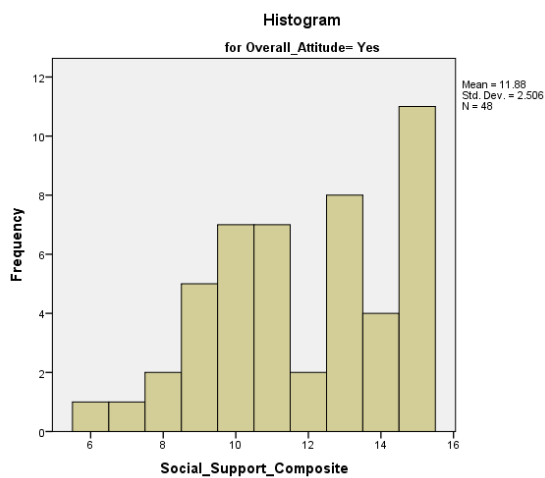


Figure 8: Yes Distribution for Social Support

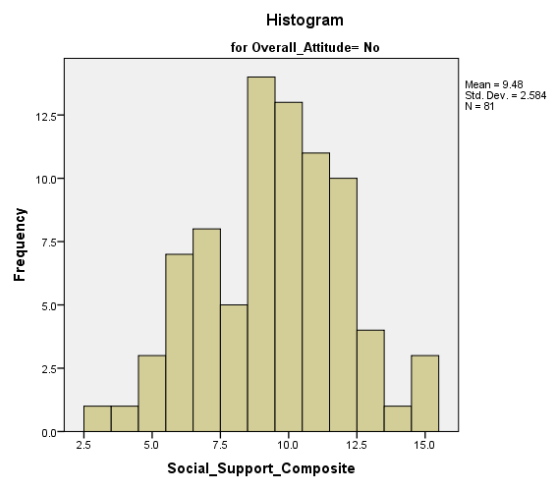


Figure 9: No Distribution for Social Support

Tests of Normality

		Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Social_Support_Composite	Yes	.152	48	.007	.923	48	.004
	No	.117	81	.008	.978	81	.181

a. Lilliefors Significance Correction

Table 4.30: Normality for Social Support and Overall Attitude

In order to test the null hypothesis, that there is no significant difference in perception of level of Social Support between the two independent groups (Yes & No) a test of normality was first performed. The results of the tests of normality for the Social Support Composite Scale and those who voted yes to the Overall Attitude question are shown in Figure 8. The results of the tests of normality for the Social Support Composite Scale and those who voted No to the Overall Attitude question are shown in figure 9. With regards to the Yes distribution, $p=0.004$ therefore $p<0.05$ therefore the distribution of Yes is not normal.

As the distribution is not normal, a non-parametric Mann-Whitney U test was performed to test the null Hypothesis that, there is no significant difference in perception of level Social Support between the two independent groups (Yes & No). As can be seen in the results of the Mann-Whitney U test in table 4.32, $p=0.000$.

Ranks				
Overall_Attitude		N	Mean Rank	Sum of Ranks
Social_Support_Composite	Yes	48	84.31	4047.00
	No	81	53.56	4338.00
	Total	129		

Table 4.31: Response Frequency for Social Support and Overall Attitude

Test Statistics ^a	
	Social_Support_Composite
Mann-Whitney U	1017.000
Wilcoxon W	4338.000
Z	-4.547
Asymp. Sig. (2-tailed)	.000

a. Grouping Variable: Overall_Attitude

Table 4.32: Significance of Social Support and Overall Attitude

As $0.000 < 0.05$ the null hypothesis must be rejected therefore it can be concluded that there is a significant difference between the two independent groups (Yes & No). However, it cannot be said what factors are driving this difference. Null Hypothesis is that both variables

(Composite Social Support scale - Agree/Disagree V Overall Attitude) are independent of each other therefore an employee's perceived level of Social Support does not influence overall Attitude. In order to test this hypothesis a chi square analysis test was performed.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Overall_Attitude * Social_Support_Scale_Group	129	58.6%	91	41.4%	220	100.0%

Overall_Attitude * Social_Support_Scale_Group Crosstabulation

Count

		Social_Support_Scale_Group		Total
		Disagree	Agree	
Overall_Attitude	Yes	37	11	48
	No	78	3	81
Total		115	14	129

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	11.499 ^a	1	.001	.002	.001
Continuity Correction ^b	9.599	1	.002		
Likelihood Ratio	11.267	1	.001		
Fisher's Exact Test					
Linear-by-Linear Association	11.410	1	.001		
N of Valid Cases	129				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.21.

b. Computed only for a 2x2 table

Table 4.33: Chi Square Analysis of Social Support and Overall Attitude

The results of the Chi Square Analysis of the Composite Social Support scale and two independent groups (Overall Attitude – Yes/No) can be seen in table 4.33. As can be seen in the results of this table, $p = 0.001$. As $0.001 < 0.05$ the null hypothesis is rejected so we cannot say that the Composite Social Support scale and two independent groups (Overall Attitude – Yes/No) are independent of each other. To investigate possible dependencies a test of proportionality was performed.

	Description	Parameters	Values
A	Number of Successes in sample 1	X1	37
E	Size of sample 1	n1	115
	Proportion of successes in sample 1	p1	0.32173913
C	Number of Successes in sample 2	X2	11
F	Size of sample 2	n2	14
	Proportion of successes in sample 2	p2	0.785714286
	Pooled estimate of the population proportion of successes	pBar	0.372093023
G	Test Statistic	Z Statistic	-3.391090583
	Critical Value (5% Significance ~ 95% Confidence Interval)	Critical Value	1.96
		Decision	Fail to Reject H0
		P Value (Sig)	0.00

Table 4.34: Test of Proportion of Social Support and Overall Attitude

This result signifies that a higher proportion of those who chose yes for the Overall Attitude question agreed with the Social Support Composite Scale. $P=0.00$ therefore $p<0.05$ therefore there is a significant difference between the two groups.

4.3.5 Personal Impact and Overall Attitude

H05: Employees who have a positive attitude towards the change will have a proportionally higher perceived level of positive personal impact of the change. To analyse the results, two independent groups (Yes/No Attitude towards the change) are plotted against a distribution (Personal Impact composite scale value).

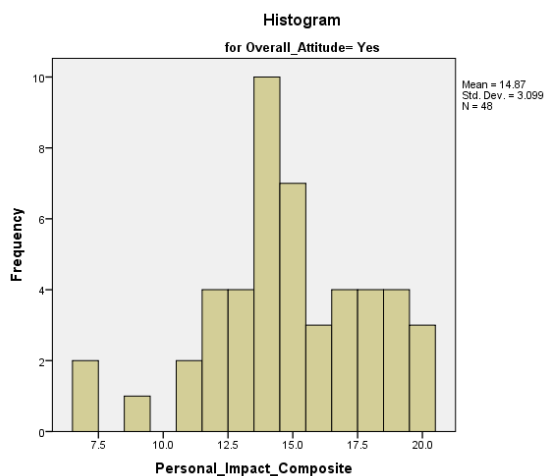


Figure 10: Yes Distribution for Personal Impact

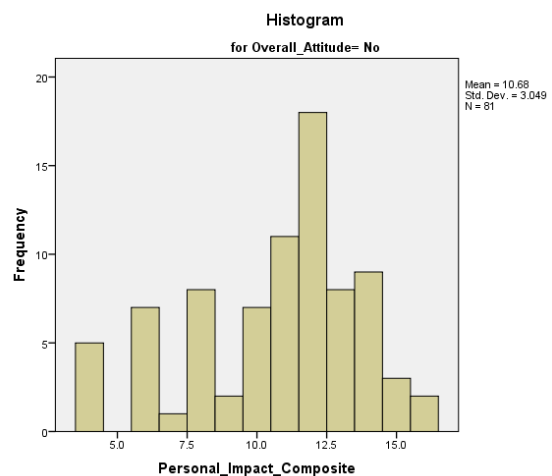


Figure 11: No Distribution for Personal Impact

Tests of Normality							
Overall_Attitude		Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Personal_Impact_Composite	Yes	.118	48	.092	.956	48	.068
	No	.172	81	.000	.933	81	.000

a. Lilliefors Significance Correction

Table 4.35: Normality Personal Impact and Overall Attitude

In order to test the null hypothesis, that there is no significant difference in perception of level of Personal Impact between the two independent groups (Yes & No) a test of normality was first performed. The results of the tests of normality for the Personal Impact Composite Scale and those who voted yes to the Overall Attitude question are shown in Figure 10. The results of the tests of normality for the Personal Impact Composite Scale and those who voted No to the Overall Attitude question are shown in figure 11. With regards to the No distribution, $p=0.000$ therefore $p < 0.05$ therefore the distribution of No is not normal.

As the distribution is not normal, a non-parametric Mann-Whitney U test was performed to test the null Hypothesis that, there is no significant difference in perception of level of Personal Impact between the two independent groups (Yes & No). As can be seen in the results of the Mann-Whitney U test in table 4.37, $p= 0.000$.

Ranks				
Overall_Attitude		N	Mean Rank	Sum of Ranks
Personal_Impact_Composite	Yes	48	92.89	4458.50
	No	81	48.48	3926.50
Total		129		

Table 4.36: Response Frequency for Personal Impact and Overall Attitude

Test Statistics ^a	
	Personal_Impact_Composite
Mann-Whitney U	605.500
Wilcoxon W	3926.500
Z	-6.559
Asymp. Sig. (2-tailed)	.000

a. Grouping Variable: Overall_Attitude

Table 4.37: Significance Personal Impact and Overall Attitude

As $0.000 < 0.05$ the null hypothesis must be rejected therefore it is concluded that there is a significant difference between the two independent groups (Yes & No). However, it cannot be said what factors are driving this difference. Null Hypothesis is that both variables (Composite Personal Impact scale - Agree/Disagree V Overall Attitude) are independent of each therefore

an employee's perceived level of Personal Impact does not influence overall Attitude. In order to test this hypothesis a chi square analysis test was performed.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Overall_Attitude * Personal_Impact_Scale_ Group	129	58.6%	91	41.4%	220	100.0%

Overall_Attitude * Personal_Impact_Scale_Group Crosstabulation

Count

		Personal_Impact_Scale_Group		Total
		Disagree	Agree	
Overall_Attitude	Yes	23	25	48
	No	76	5	81
Total		99	30	129

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	35.595 ^a	1	.000	.000	.000
Continuity Correction ^b	33.069	1	.000		
Likelihood Ratio	35.932	1	.000		
Fisher's Exact Test					
Linear-by-Linear Association	35.319	1	.000		
N of Valid Cases	129				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 11.16.

b. Computed only for a 2x2 table

Table 4.38: Chi Square Analysis of Personal Impact and Overall Attitude

The results of the Chi Square Analysis of the Composite Personal Impact scale and two independent groups (Overall Attitude – Yes/No) can be seen in table 4.38. As can be seen in the results of this table, $p = 0.000$. As $0.000 < 0.05$ the null hypothesis is rejected so we cannot say that the Composite Personal Impact scale and two independent groups (Overall Attitude – Yes/No) are independent of each other. To investigate possible dependencies a test of proportionality was performed.

	Description	Parameters	Values
A	Number of Successes in sample 1	X1	23
E	Size of sample 1	n1	99
	Proportion of successes in sample 1	p1	0.232323232
C	Number of Successes in sample 2	X2	25
F	Size of sample 2	n2	30
	Proportion of successes in sample 2	p2	0.833333333
	Pooled estimate of the population proportion of successes	pBar	0.372093023
G	Test Statistic	Z Statistic	-5.966116407
	Critical Value (5% Significance ~ 95% Confidence Interval)	Critical Value	1.96
		Decision	Fail to Reject H0
		P Value (Sig)	0.00

Table 4.39: Test of Proportion of Personal Impact and Overall Attitude

This result signifies that a higher proportion of those who chose yes for the Overall Attitude question agreed with the Personal Impact Composite Scale. $P=0.00$ therefore $p<0.05$ therefore there is a significant difference between the two groups.

4.3.6 Trust in Management and Overall Attitude

H06: Employees who have a positive attitude towards the change will have a proportionally higher perceived level of trust in management. To analyse the results, two independent groups (Yes/No Attitude towards the change) are plotted against a distribution (Trust in Management composite scale value).

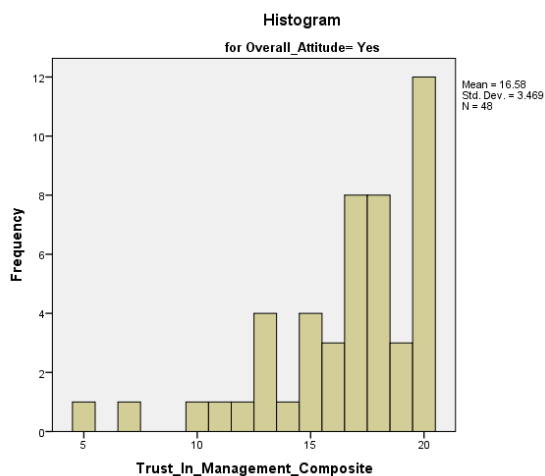


Figure 12: Yes Distribution of Trust in Management

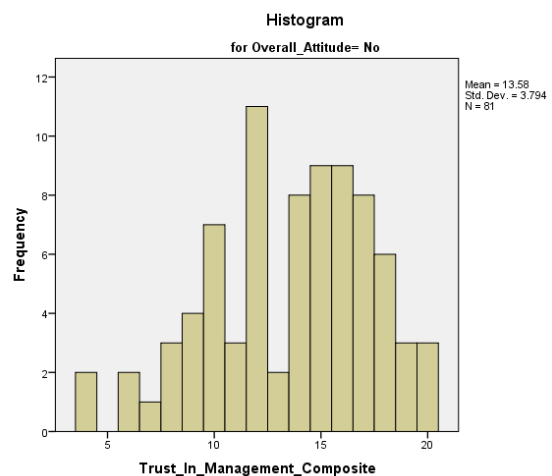


Figure 13: No Distribution of Trust in Management

Tests of Normality

		Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Trust_In_Management_C omposite	Yes	.194	48	.000	.855	48	.000
	No	.115	81	.010	.966	81	.031

a. Lilliefors Significance Correction

Table 4.40: Normality of Trust in Management and Overall Attitude

In order to test the null hypothesis, that there is no significant difference in perception of level of trust in management between the two independent groups (Yes & No) a test of normality was first performed. The results of the tests of normality for the trust in management Composite Scale and those who voted yes to the Overall Attitude question are shown in Figure 4.11. The results of the tests of normality for the trust in management Composite Scale and those who voted No to the Overall Attitude question are shown in figure 4.12. With regards to the Yes distribution, $p = .000$ therefore $p < 0.05$ therefore the distribution of No is not normal. With regards to the No distribution, $p = 0.031$ therefore $p < 0.05$ therefore the distribution of Yes is not normal.

As the distribution is not normal, a non-parametric Mann-Whitney U test was performed to test the null Hypothesis that, there is no significant difference in perception of level of trust in management between the two independent groups (Yes & No). As can be seen in the results of the Mann-Whitney U test in table 4.42, $p = 0.000$.

Ranks				
Overall_Attitude		N	Mean Rank	Sum of Ranks
Trust_In_Management_C omposite	Yes	48	84.58	4060.00
	No	81	53.40	4325.00
	Total	129		

Table 4.41: Response Frequency for Trust in Management and Overall Attitude

Test Statistics ^a	
	Trust_In_Management_Co mposite
Mann-Whitney U	1004.000
Wilcoxon W	4325.000
Z	-4.599
Asymp. Sig. (2-tailed)	.000

a. Grouping Variable: Overall_Attitude

Table 4.42: Significance of Trust in Management and Overall and Overall Attitude

As $0.000 < 0.05$ the null hypothesis must be rejected therefore it can be concluded that there is a significant difference between the two independent groups (Yes & No). However, we cannot say what factors are driving this difference. Null Hypothesis is that both variables (Composite

trust in management scale - Agree/Disagree V Overall Attitude) are independent of each other therefore an employee's perceived level of trust in management does not influence overall Attitude. In order to test this hypothesis a chi square analysis test was performed.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Overall_Attitude * Trust_In_Management_Scale_Group	129	58.6%	91	41.4%	220	100.0%

Overall_Attitude * Trust_In_Management_Scale_Group Crosstabulation

Count

		Trust_In_Management_Scale_Group		Total
		Disagree	Agree	
Overall_Attitude	Yes	10	38	48
	No	43	38	81
Total		53	76	129

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	12.953 ^a	1	.000	.000	.000
Continuity Correction ^b	11.655	1	.001		
Likelihood Ratio	13.601	1	.000		
Fisher's Exact Test					
Linear-by-Linear Association	12.853	1	.000		
N of Valid Cases	129				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 19.72.

b. Computed only for a 2x2 table

Table 4.43: Chi Square Analysis of Trust in Management and Overall Attitude

The results of the Chi Square Analysis of the Composite trust in management scale and two independent groups (Overall Attitude – Yes/No) can be seen in table 4.43. As can be seen in the results of this table, $p = 0.000$. As $0.000 < 0.05$ the null hypothesis is rejected so it cannot be said that the Composite trust in management scale and two independent groups (Overall

Attitude – Yes/No) are independent of each other. To investigate possible dependencies a test of proportionality was performed.

	Description	Parameters	Values
A	Number of Successes in sample 1	X1	10
E	Size of sample 1	n1	53
	Proportion of successes in sample 1	p1	0.188679245
C	Number of Successes in sample 2	X2	38
F	Size of sample 2	n2	76
	Proportion of successes in sample 2	p2	0.5
	Pooled estimate of the population proportion of successes	pBar	0.372093023
G	Test Statistic	Z Statistic	-3.599022258
	Critical Value (5% Significance ~ 95% Confidence Interval)	Critical Value	1.96
		Decision	Fail to Reject H0
		P Value (Sig)	0.00

Table 4.44: Test of Proportion of Trust in Management and Overall Attitude

This result signifies that a higher proportion of those who chose yes for the Overall Attitude question agreed with the trust in management Composite Scale. $P=0.00$ therefore $p<0.05$ therefore there is a significant difference between the two groups.

4.3.7 Perception of Organisational Readiness for Change and Overall Attitude

H07: Employees who have a positive attitude towards the change will have a proportionally higher perceived level of organisational readiness for change. To analyse the results, two independent groups (Yes/No Attitude towards the change) are plotted against a distribution (Perceived Organisational readiness for change composite scale value).

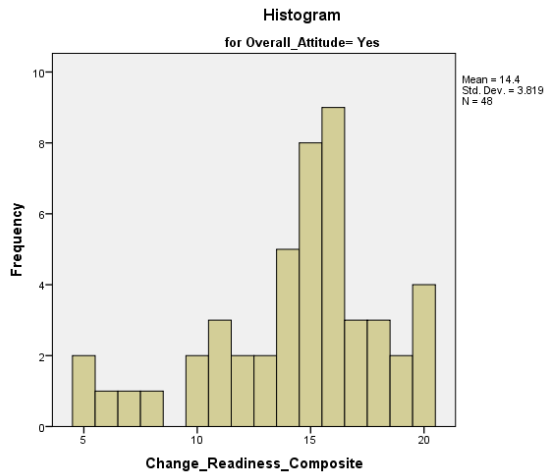


Figure 14: Yes Distribution of Perception of Organisational Change Readiness

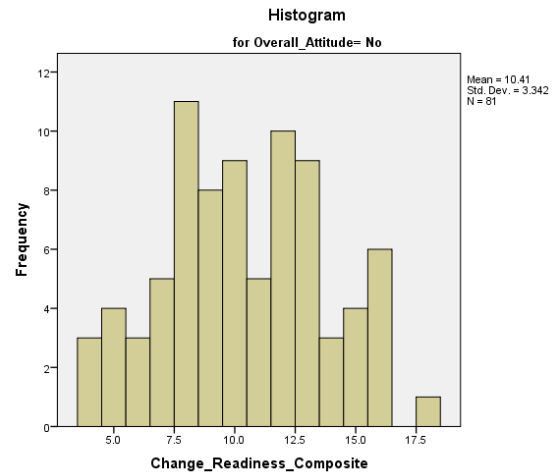


Figure 15: No Distribution of Perception of Organisational Change Readiness

Tests of Normality

		Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Change_Readiness_Composite	Yes	.167	48	.002	.925	48	.004
	No	.091	81	.097	.976	81	.127

a. Lilliefors Significance Correction

Table 4.45: Normality of Perception of Organisational Change Readiness and Overall Attitude

In order to test the null hypothesis, that there is no significant difference in perception of level of organisational readiness for change between the two independent groups (Yes & No) a test of normality was first performed. The results of the tests of normality for the organisational readiness for change Composite Scale and those who voted yes to the Overall Attitude question are shown in Figure 14. The results of the tests of normality for the organisational readiness for change Composite Scale and those who voted No to the Overall Attitude question are shown in figure 15.

With regards to the Yes distribution, $p < 0.05$ therefore the distribution of Yes is not normal. As the distribution is not normal, a non-parametric, Mann-Whitney U test was performed to test the null Hypothesis that, there is no significant difference in perception of level of organisational readiness for change between the two independent groups (Yes & No). As can be seen in the results of the Mann-Whitney U test in table 4.47, $p = 0.000$.

Ranks				
Overall_Attitude		N	Mean Rank	Sum of Ranks
Change_Readiness_Composite	Yes	48	88.56	4251.00
	No	81	51.04	4134.00
	Total	129		

Table 4.46: Response Frequency for Perception of Organisational Readiness for Change

Test Statistics ^a	
	Change_Readiness_Composite
Mann-Whitney U	813.000
Wilcoxon W	4134.000
Z	-5.528
Asymp. Sig. (2-tailed)	.000

a. Grouping Variable: Overall_Attitude

Table 4.47: Significance of Perception of Organisation Readiness for Change and Overall Attitude

As $0.000 < 0.05$ the null hypothesis must be rejected therefore it can be concluded that there is a significant difference between the two independent groups (Yes & No). However, it cannot be said what factors are driving this difference. Null Hypothesis is that both variables (organisational readiness for change scale - Agree/Disagree V Overall Attitude) are independent of each therefore an employee's perceived level of organisational readiness for change does not influence overall Attitude. In order to test this hypothesis a chi square analysis test was performed.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Overall_Attitude * Change_Readiness_Scale_Group	129	58.6%	91	41.4%	220	100.0%

Overall_Attitude * Change_Readiness_Scale_Group Crosstabulation

Count

		Change_Readiness_Scale_Group		Total
		Disagree	Agree	
Overall_Attitude	Yes	19	29	48
	No	70	11	81
Total		89	40	129

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	30.905 ^a	1	.000	.000	.000
Continuity Correction ^b	28.755	1	.000		
Likelihood Ratio	30.943	1	.000		
Fisher's Exact Test					
Linear-by-Linear Association	30.666	1	.000		
N of Valid Cases	129				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 14.88.

b. Computed only for a 2x2 table

Table 4.48: Chi Square Analysis of Organisational Readiness for Change and Overall Attitude

The results of the Chi Square Analysis of the Organisational Readiness for change Communication scale and two independent groups (Overall Attitude – Yes/No) can be seen in table 4.48. As can be seen in the results of this table, $p = 0.000$. As $0.000 < 0.05$ the null hypothesis is rejected so we cannot say that the Composite organisational readiness for change scale and two independent groups (Overall Attitude – Yes/No) are independent of each other. To investigate possible dependencies a test of proportionality was performed.

	Description	Parameters	Values
A	Number of Successes in sample 1	X1	19
E	Size of sample 1	n1	89
	Proportion of successes in sample 1	p1	0.213483146
C	Number of Successes in sample 2	X2	29
F	Size of sample 2	n2	40
	Proportion of successes in sample 2	p2	0.725
	Pooled estimate of the population proportion of successes	pBar	0.372093023
G	Test Statistic	Z Statistic	-5.559256005
	Critical Value (5% Significance ~ 95% Confidence Interval)	Critical Value	1.96
		Decision	Fail to Reject H0
		P Value (Sig)	0.00

Table 4.49: Test of Proportion of Organisational Readiness for Change and Overall Attitude

This result signifies that a higher proportion of those who chose yes for the Overall Attitude question agreed with the Organisational Readiness for change Composite Scale. $P=0.00$ therefore $p<0.05$ therefore there is a significant difference between the two groups.

4.4 Variables and Overall Attitude Analysis

4.4.1 Location and Overall Attitude

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Overall_Attitude * Location	129	58.6%	91	41.4%	220	100.0%

Overall_Attitude * Location Crosstabulation

Count

		Location		Total
		Ireland	Other	
Overall_Attitude	Yes	23	25	48
	No	39	42	81
Total		62	67	129

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.001 ^a	1	.980	1.000	.563
Continuity Correction ^b	.000	1	1.000		
Likelihood Ratio	.001	1	.980		
Fisher's Exact Test					
Linear-by-Linear Association	.001	1	.980		
N of Valid Cases	129				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 23.07.

b. Computed only for a 2x2 table

Table 4.50: Chi Square Analysis of Location and Overall Attitude

Null Hypothesis is that location and over all attitude are independent of each therefore location does not influence overall Attitude.

P=0.980 therefore $p > 0.05$ so the null hypothesis cannot be rejected therefore location and overall attitude are independent of each other.

4.4.2 Gender and Overall Attitude

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Overall_Attitude * Gender	129	58.6%	91	41.4%	220	100.0%

Overall_Attitude * Gender Crosstabulation

Count

		Gender		Total
		Male	Female	
Overall_Attitude	Yes	30	18	48
	No	48	33	81
Total		78	51	129

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.132 ^a	1	.716	.852	.431
Continuity Correction ^b	.032	1	.859		
Likelihood Ratio	.133	1	.716		
Fisher's Exact Test					
Linear-by-Linear Association	.131	1	.717		
N of Valid Cases	129				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 18.98.

b. Computed only for a 2x2 table

Table 4.51: Chi Square Analysis of Gender and Overall Attitude

Null Hypothesis is that gender and over all attitude are independent of each therefore gender does not influence overall Attitude.

P=0.716 therefore $p > 0.05$ so the null hypothesis cannot be rejected therefore gender and overall attitude are independent of each other.

4.4.3 Age and Overall Attitude

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Overall_Attitude * Age	129	58.6%	91	41.4%	220	100.0%

Overall_Attitude * Age Crosstabulation

Count

		Age			Total
		18-34	35-53	54-72	
Overall_Attitude	Yes	22	24	2	48
	No	36	36	9	81
Total		58	60	11	129

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.917 ^a	2	.383
Likelihood Ratio	2.111	2	.348
Linear-by-Linear Association	.516	1	.472
N of Valid Cases	129		

a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 4.09.

Table 4.52: Chi Square Analysis of Age and Overall Attitude

Null Hypothesis is that age and over all attitude are independent of each therefore age does not influence overall Attitude.

P=0.383 therefore $p > 0.05$ so the null hypothesis cannot be rejected therefore age and overall attitude are independent of each other.

4.4.4 Length of Service and Overall Attitude

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Overall_Attitude * Length_of_Service	129	58.6%	91	41.4%	220	100.0%

Overall_Attitude * Length_of_Service Crosstabulation

Count

		Length_of_Service		Total
		>1-17	18-36	
Overall_Attitude	Yes	45	3	48
	No	75	6	81
Total		120	9	129

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.062 ^a	1	.803	1.000	.553
Continuity Correction ^b	.000	1	1.000		
Likelihood Ratio	.063	1	.802		
Fisher's Exact Test					
Linear-by-Linear Association	.062	1	.804		
N of Valid Cases	129				

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 3.35.

b. Computed only for a 2x2 table

Table 4.53: Chi Square Analysis of Length of Service and Overall Attitude

Null Hypothesis is that length of service and over all attitude are independent of each therefore length of service does not influence overall Attitude.

P=0.803 therefore $p > 0.05$ so the null hypothesis cannot be rejected therefore length of service and overall attitude are independent of each other.

4.4.5 Being a People Manager and Overall Attitude

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Overall_Attitude * Team	129	58.6%	91	41.4%	220	100.0%

Overall_Attitude * Team Crosstabulation

Count

		Team		Total
		Yes	No	
Overall_Attitude	Yes	21	27	48
	No	29	52	81
Total		50	79	129

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.802 ^a	1	.370	.455	.239
Continuity Correction ^b	.502	1	.479		
Likelihood Ratio	.798	1	.372		
Fisher's Exact Test					
Linear-by-Linear Association	.796	1	.372		
N of Valid Cases	129				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 18.60.

b. Computed only for a 2x2 table

Table 4.54: Chi Square Analysis of Being a People Manager and Overall Attitude

Null Hypothesis is that being a people manager and over all attitude are independent of each therefore being a people manager does not influence overall Attitude.

P=0.370 therefore $p > 0.05$ so the null hypothesis cannot be rejected therefore being a people manager and overall attitude are independent of each other.

4.4.6 Union Membership Overall Attitude

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Overall_Attitude * Union	129	58.6%	91	41.4%	220	100.0%

Overall_Attitude * Union Crosstabulation

Count

		Union		Total
		Yes	No	
Overall_Attitude	Yes	3	45	48
	No	7	74	81
Total		10	119	129

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.241 ^a	1	.623	.743	.451
Continuity Correction ^b	.023	1	.880		
Likelihood Ratio	.248	1	.618		
Fisher's Exact Test					
Linear-by-Linear Association	.239	1	.625		
N of Valid Cases	129				

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 3.72.

b. Computed only for a 2x2 table

Table 4.55: Chi Square Analysis of Being in a Union and Overall Attitude

Null Hypothesis is that union membership and over all attitude are independent of each therefore union membership does not influence overall Attitude.

P=0.623 therefore $p > 0.05$ so the null hypothesis cannot be rejected therefore union membership and overall attitude are independent of each other.

4.4.7 Education and Overall Attitude

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Overall_Attitude * Education	129	58.6%	91	41.4%	220	100.0%

Overall_Attitude * Education Crosstabulation

Count

		Education		Total
		Secondary/Undergraduate	Postgraduate	
Overall_Attitude	Yes	30	18	48
	No	48	33	81
Total		78	51	129

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.132 ^a	1	.716	.852	.431
Continuity Correction ^b	.032	1	.859		
Likelihood Ratio	.133	1	.716		
Fisher's Exact Test					
Linear-by-Linear Association	.131	1	.717		
N of Valid Cases	129				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 18.98.

b. Computed only for a 2x2 table

Table 4.56: Chi Square Analysis of Education and Overall Attitude

Null Hypothesis is that education level and over all attitude are independent of each therefore education level does not influence overall Attitude.

P=0.716 therefore $p > 0.05$ so the null hypothesis cannot be rejected therefore education level and overall attitude are independent of each other.

4.4.8 Autonomy and Overall Attitude

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Overall_Attitude * Autonomy	129	58.6%	91	41.4%	220	100.0%

Overall_Attitude * Autonomy Crosstabulation

Count

		Autonomy		Total
		Yes	No	
Overall_Attitude	Yes	42	6	48
	No	60	21	81
Total		102	27	129

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	3.283 ^a	1	.070	.078	.054
Continuity Correction ^b	2.522	1	.112		
Likelihood Ratio	3.483	1	.062		
Fisher's Exact Test					
Linear-by-Linear Association	3.257	1	.071		
N of Valid Cases	129				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 10.05.

b. Computed only for a 2x2 table

Table 4.57: Chi Square Analysis of Autonomy and Overall Attitude

Null Hypothesis is that autonomy level and over all attitude are independent of each therefore autonomy level does not influence overall Attitude.

$P=.070$ therefore $p>0.05$ so the null hypothesis cannot be rejected therefore autonomy level and overall attitude are independent of each other.

4.4.9 Job Satisfaction and Overall Attitude

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Overall_Attitude * Job_Satisfaction	129	58.6%	91	41.4%	220	100.0%

Overall_Attitude * Job_Satisfaction Crosstabulation

Count

		Job_Satisfaction		Total
		Yes	No	
Overall_Attitude	Yes	44	4	48
	No	58	23	81
Total		102	27	129

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	7.330 ^a	1	.007	.007	.005
Continuity Correction ^b	6.168	1	.013		
Likelihood Ratio	8.169	1	.004		
Fisher's Exact Test					
Linear-by-Linear Association	7.273	1	.007		
N of Valid Cases	129				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 10.05.

b. Computed only for a 2x2 table

Table 4.58: Chi Square Analysis of Job Satisfaction and Overall Attitude

Null Hypothesis is that level of job satisfaction and over all attitude are independent of each therefore level of job satisfaction does not influence overall Attitude.

P= 0.007 therefore $p < 0.05$. The null hypothesis is rejected so we cannot say they are independent of each other. This would suggest that an individual's attitude towards a change is dependent on their level of job satisfaction. To investigate possible dependencies we perform a test of proportionality as can be seen in table 4.59.

	Description	Parameters	Values
A	Number of Successes in sample 1	X1	44
E	Size of sample 1	n1	102
	Proportion of successes in sample 1	p1	0.431372549
C	Number of Successes in sample 2	X2	4
F	Size of sample 2	n2	27
	Proportion of successes in sample 2	p2	0.148148148
	Pooled estimate of the population proportion of successes	pBar	0.372093023
G	Test Statistic	Z Statistic	2.707349737
	Critical Value (5% Significance ~ 95% Confidence Interval)	Critical Value	1.96
		Decision	Reject H0
		P Value (Sig)	0.006782276603795
	Recording the Statistic: (Z = 2.71; P = 0.00678227660379527)		

Table 4.59: Test of Proportion of Job Satisfaction and Overall Attitude

This result signifies that a higher proportion of those who chose Yes for the Overall Attitude question voted Yes to the Job Satisfaction question. $P=0.01$ therefore $p<0.05$ therefore there is a significant difference between the two groups.

4.4.10 Feedback and Overall Attitude

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Overall_Attitude * Feedback	129	58.6%	91	41.4%	220	100.0%

Overall_Attitude * Feedback Crosstabulation

Count

		Feedback		Total
		Yes	No	
Overall_Attitude	Yes	38	10	48
	No	35	46	81
Total		73	56	129

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	15.862 ^a	1	.000	.000	.000
Continuity Correction ^b	14.432	1	.000		
Likelihood Ratio	16.667	1	.000		
Fisher's Exact Test					
Linear-by-Linear Association	15.739	1	.000		
N of Valid Cases	129				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 20.84.

b. Computed only for a 2x2 table

Table 4.60: Chi Square Analysis of Feedback and Overall Attitude

Null Hypothesis is that level of job satisfaction and over all attitude are independent of each therefore level of job satisfaction does not influence overall Attitude.

P=0.000 therefore $p < 0.05$. The null hypothesis is rejected so we cannot say they are independent of each other. This would suggest that an individual's attitude towards a change is dependent on the level of feedback they receive from their manager about the change. To investigate possible dependencies we perform a test of proportionality as can be seen in table 4.61.

	Description	Parameters	Values
A	Number of Successes in sample 1	X1	38
E	Size of sample 1	n1	73
	Proportion of successes in sample 1	p1	0.520547945
C	Number of Successes in sample 2	X2	10
F	Size of sample 2	n2	56
	Proportion of successes in sample 2	p2	0.178571429
	Pooled estimate of the population proportion of successes	pBar	0.372093023
G	Test Statistic	Z Statistic	3.982753747
	Critical Value (5% Significance ~ 95% Confidence Interval)	Critical Value	1.96
		Decision	Reject H0
		P Value (Sig)	0.000068121330151
	Recording the Statistic: (Z = 3.98; P = 6.81213301505501E-05)		

Table 4.61: Test of Proportion of Feedback and Overall Attitude

This result signifies that a higher proportion of those who chose Yes for the Overall Attitude question voted Yes to the Feedback question. $P=0.00$ therefore $p<0.05$ therefore there is a significant difference between the two groups.

4.4.11 Stress and Overall Attitude

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Overall_Attitude * Stress	129	58.6%	91	41.4%	220	100.0%

Overall_Attitude * Stress Crosstabulation

Count

		Stress		Total
		Yes	No	
Overall_Attitude	Yes	18	30	48
	No	48	33	81
Total		66	63	129

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	5.711 ^a	1	.017	.019	.013
Continuity Correction ^b	4.873	1	.027		
Likelihood Ratio	5.756	1	.016		
Fisher's Exact Test					
Linear-by-Linear Association	5.667	1	.017		
N of Valid Cases	129				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 23.44.

b. Computed only for a 2x2 table

Table 4.62: Chi Square Analysis of Stress and Overall Attitude

Null Hypothesis is that level of stress and overall attitude are independent of each therefore level of level of stress does not influence overall Attitude.

P= 0.017 therefore $p < 0.05$. The null hypothesis is rejected so we cannot say they are independent of each other. This would suggest that an individual's attitude towards a change is dependent on the level of stress. To investigate possible dependencies we perform a test of proportionality as can be seen in table 4.63.

	Description	Parameters	Values
A	Number of Successes in sample 1	X1	18
E	Size of sample 1	n1	66
	Proportion of successes in sample 1	p1	0.272727273
C	Number of Successes in sample 2	X2	30
F	Size of sample 2	n2	63
	Proportion of successes in sample 2	p2	0.476190476
	Pooled estimate of the population proportion of successes	pBar	0.372093023
G	Test Statistic	Z Statistic	-2.389790595
	Critical Value (5% Significance ~ 95% Confidence Interval)	Critical Value	1.96
		Decision	Fail to Reject H0
		P Value (Sig)	0.016857981613780
	Recording the Statistic: (Z = -2.39; P = 0.0168579816137804)		

Table 4.63: Test of Proportions of Stress and Overall Attitude

This result signifies that a higher proportion of those who chose Yes for the Overall Attitude question voted No to the Stress section. $P=0.02$ therefore $p<0.05$ therefore there is a significant difference between the two groups.

4.5 Supplementary Findings

4.5.1 Communication and Overall Attitude

Overall Attitude Question	Disagree on Communication Scale (Negative perception of Communication)	Agree on Communication Scale(Positive Perception of Communication)	Total
Number of respondents that voted Yes	11	37	48
Number of respondents that voted No	64	17	81
Total	75	54	129
Percentage of Total Sample	58%	42%	100%

Table 4.64: Frequencies of responses for Communication and Overall Attitude

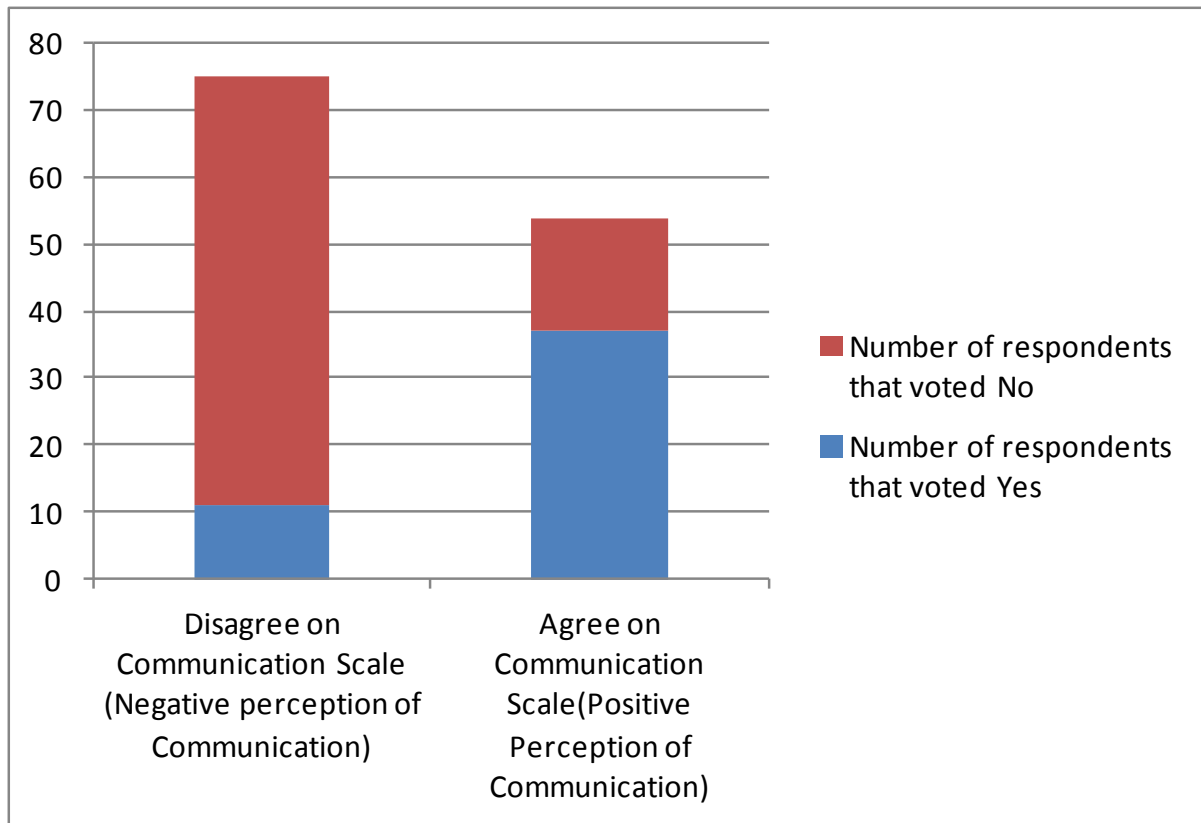


Figure 16: Frequencies of responses for Communication and Overall Attitude

Table 4.64 and Figure 16 show the frequencies of occurrences of those who agreed and those who disagreed with the Communication Scale. As 58% of respondents disagreed with the scale and 42% agreed with the scale this would suggest that more people disagreed with scale. As disagree reflects a negative attitude towards communication throughout the change which would suggest that more respondents were not pleased with the communication they received throughout the change.

4.5.2 Participation and Overall Attitude

Overall Attitude Question	Disagree on Participation Scale (Negative perception of Participation)	Agree on Participation Scale(Positive Perception of Participation)	Total
Number of respondents that voted Yes	31	17	48
Number of respondents that voted No	73	8	81
Total	104	25	129
Percentage of Total Sample	81%	19%	100%

Table 4.65: Frequencies of responses for Participation and Overall Attitude

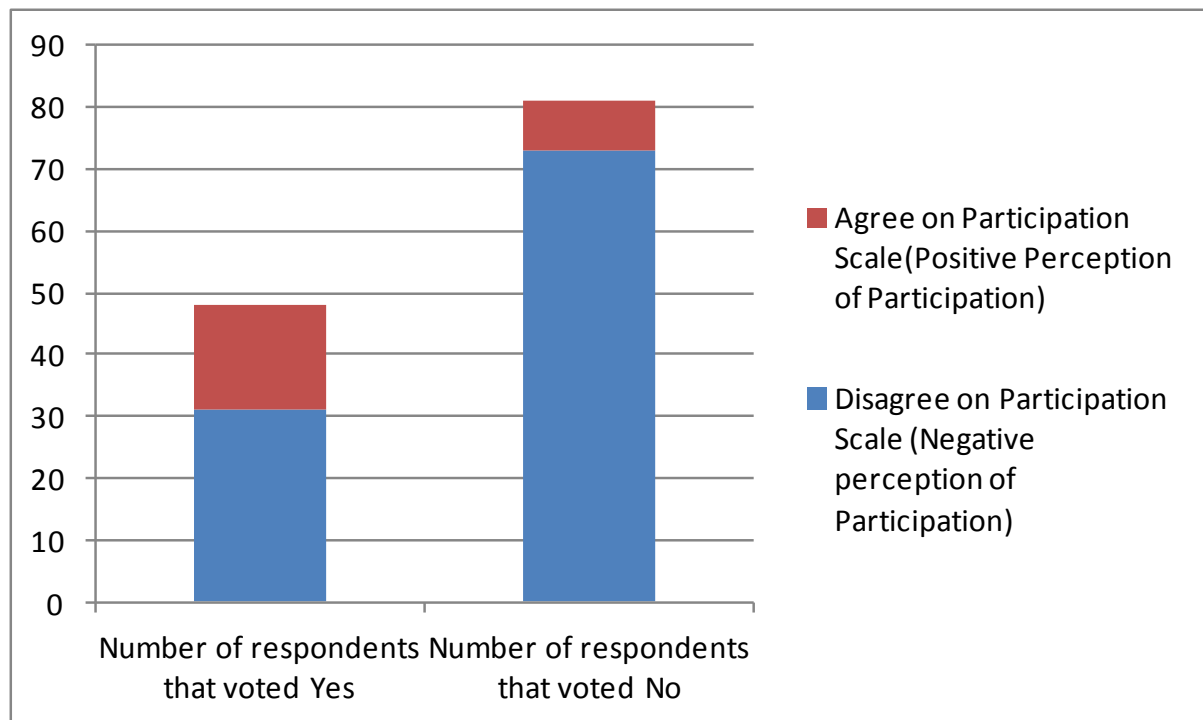


Figure 17: Frequencies of responses for Participation and Overall Attitude

Table 4.65 and Figure 17 show the frequencies of occurrences of those who agreed and those who disagreed with the Participation Scale. As 81% of respondents disagreed with the scale and 19% agreed with the scale this would suggest that more people disagreed with scale. As disagree reflects a negative attitude towards participation throughout the change which would suggest that more respondents were not pleased with the participation they received throughout the change.

4.5.3 Change Related Self-Efficacy and Overall Attitude

Overall Attitude Question	Disagree on Change Related Self-Efficacy Scale (Negative perception of Change Related Self-Efficacy)	Agree on Change Related Self-Efficacy Scale(Positive Perception of Change Related Self-Efficacy)	Total
Number of respondents that voted Yes	6	42	48
Number of respondents that voted No	37	44	81
Total	43	86	129
Percentage of Total Sample	33%	67%	100%

Table 4.66: Frequencies of responses for Change Related Self-Efficacy and Overall Attitude

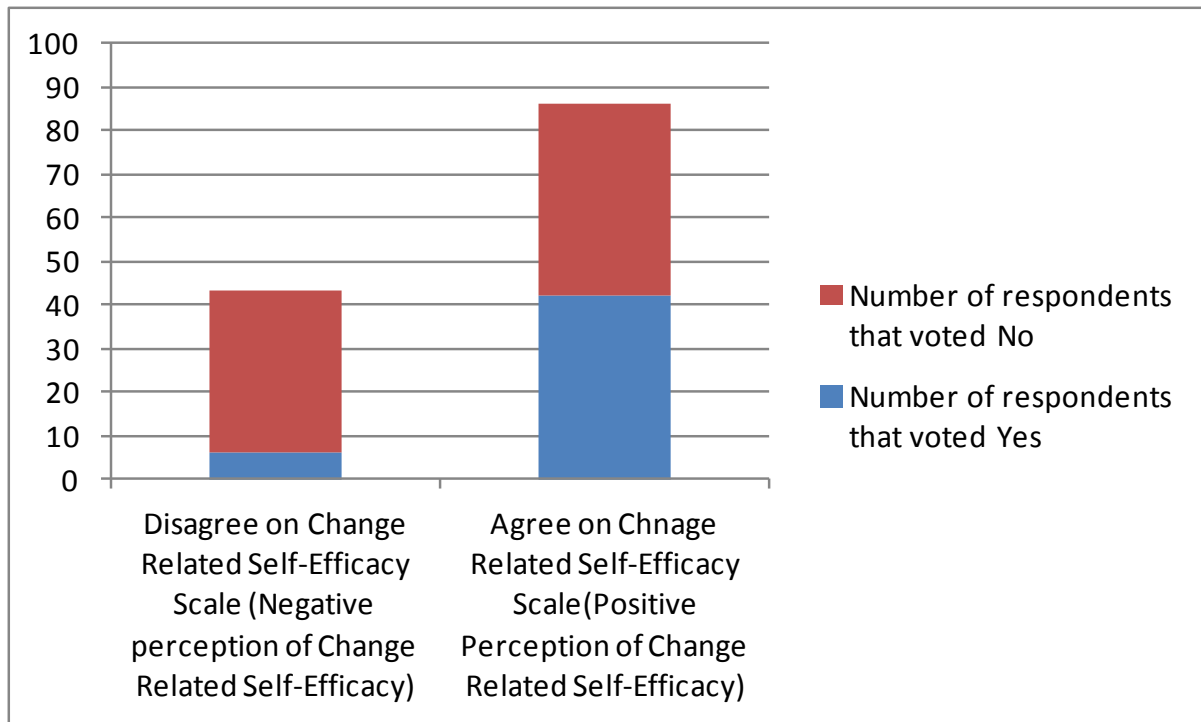


Figure 18: Frequencies of responses for Change Related Self-Efficacy and Overall Attitude

Table 4.66 and Figure 18 show the frequencies of occurrences of those who agreed and those who disagreed with the Change Related Self-Efficacy Scale. As 33% of respondents disagreed with the scale and 67% agreed with the scale this would suggest that more people agreed with the scale. As agree reflects a positive attitude towards change related self-efficacy this would suggest that more respondents had high change related self-efficacy throughout the change.

4.5.4 Social Support and Overall Attitude

Overall Attitude Question	Disagree on Social Support Scale (Negative perception of Social Support)	Agree on Social Support Scale(Positive Perception of Social Support)	Total
Number of respondents that voted Yes	37	11	48
Number of respondents that voted No	78	3	81
Total	115	14	129
Percentage of Total Sample	89%	11%	100%

Table 67: Frequencies of responses for Social Support and Overall Attitude

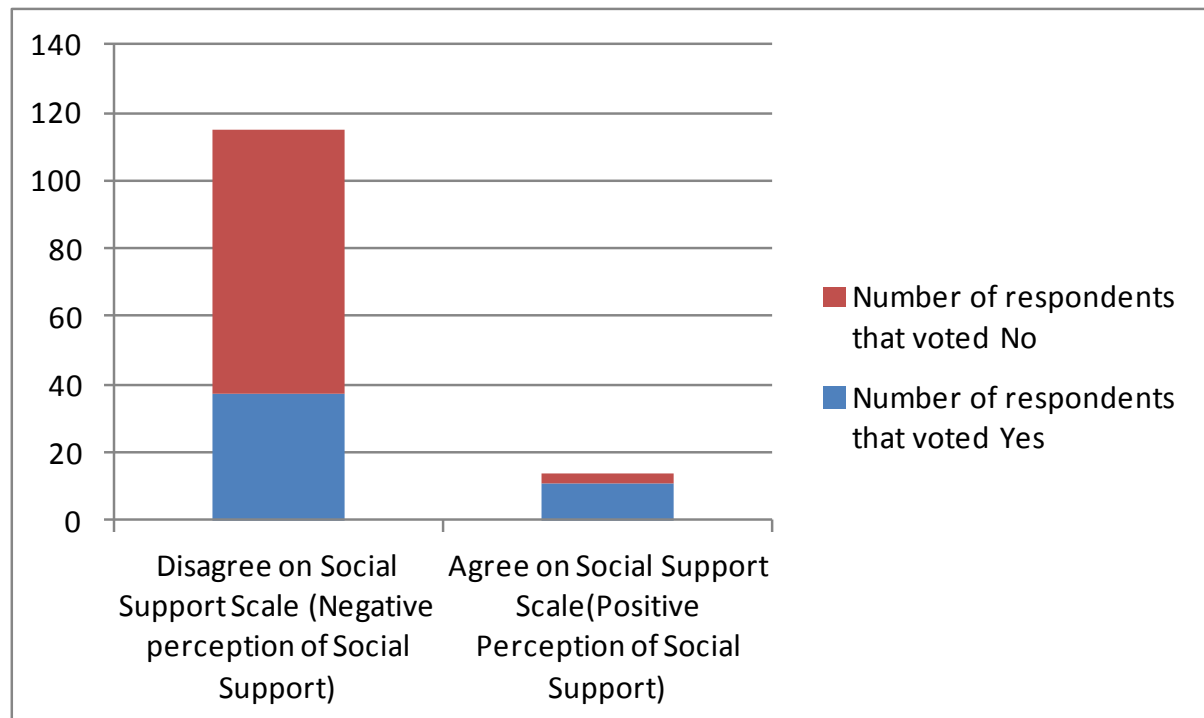


Figure 19: Frequencies of responses for Social Support and Overall Attitude

Table 4.67 and Figure 19 show the frequencies of occurrences of those who agreed and those who disagreed with the Change Related Self-Efficacy Scale. As 89% of respondents disagreed with the scale and 11% agreed with the scale this would suggest that more people disagreed with the scale. As disagree reflects a negative attitude towards social support this would suggest that more respondents had a bad perception of social support throughout the change.

4.5.5 Personal Impact and Overall Attitude

Overall Attitude Question	Disagree on Personal Impact Scale (Negative perception of Personal Impact)	Agree on Personal Impact Scale(Positive Perception of Personal Impact)	Total
Number of respondents that voted Yes	23	25	48
Number of respondents that voted No	76	5	81
Total	99	30	129
Percentage of Total Sample	77%	23%	100%

Table 4.68: Frequencies of responses for Personal Impact and Overall Attitude

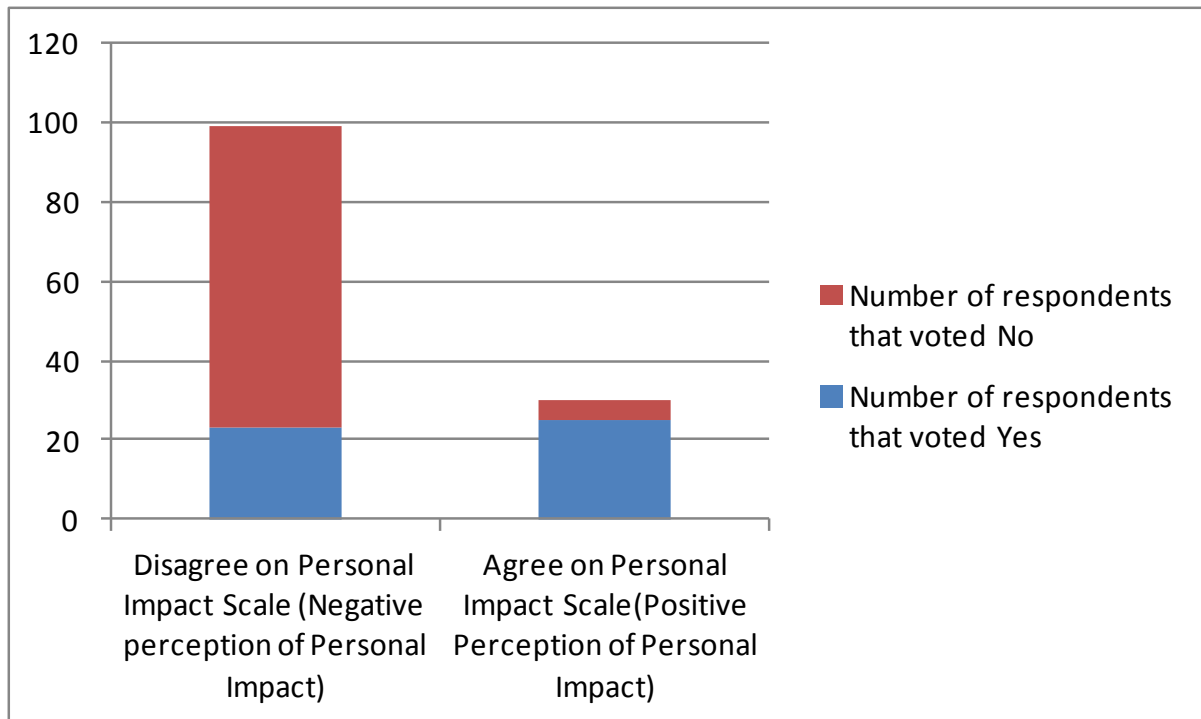


Figure 20: Frequencies of responses for Personal Impact and Overall Attitude

Table 4.68 and Figure 20 show the frequencies of occurrences of those who agreed and those who disagreed with the Change Related Self-Efficacy Scale. As 77% of respondents disagreed with the scale and 23% agreed with the scale this would suggest that more people disagreed with the scale. As disagree reflects a negative attitude towards personal impact this would suggest that more respondents had a bad perception of personal impact throughout the change.

4.5.6 Trust in Management and Overall Attitude

Overall Attitude Question	Disagree on Trust in Management Scale (Negative perception of Trust in Management)	Agree on Trust in Management Scale(Positive Perception of Trust in Management)	Total
Number of respondents that voted Yes	10	38	48
Number of respondents that voted No	43	38	81
Total	53	76	129
Percentage of Total Sample	41%	59%	100%

Table 4.69: Frequencies of responses for Trust in Management and Overall Attitude

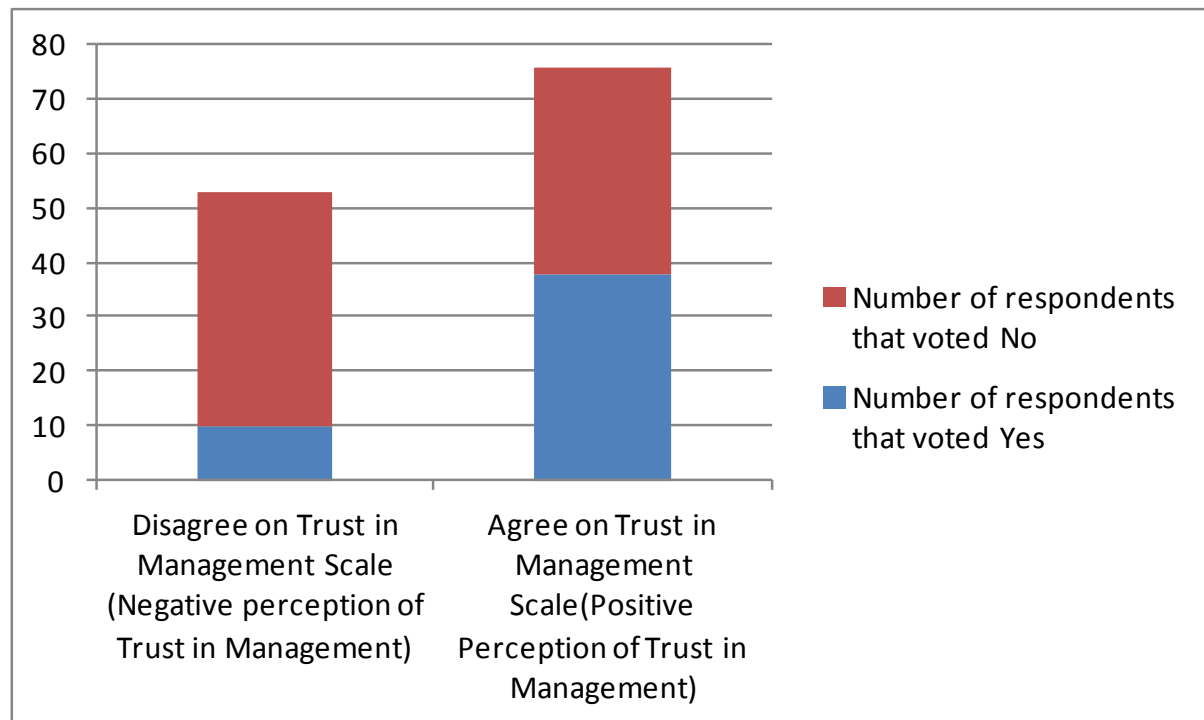


Figure 21: Frequencies of responses for Trust in Management and Overall Attitude

Table 4.69 and Figure 21 show the frequencies of occurrences of those who agreed and those who disagreed with the Trust in Management Scale. As 41% of respondents disagreed with the scale and 59% agreed with the scale this would suggest that more people agreed with the scale. As agree reflects a positive attitude towards trust in management this would suggest that more respondents had high trust in management throughout the change.

4.5.7 Perception of Organisational Readiness for Change and Overall Attitude

Overall Attitude Question	Disagree on Perception of Organisational Change Readiness Scale (Negative perception of Perception of Organisational Change Readiness)	Agree on Perception of Organisational Change Readiness Scale(Positive Perception of Perception of Organisational Change Readiness)	Total
Number of respondents that voted Yes	19	29	48
Number of respondents that voted No	70	11	81
Total	89	40	129
Percentage of Total Sample	69%	31%	100%

Table 4.70: Frequencies of responses for Organisational Readiness for Change & Overall Attitude

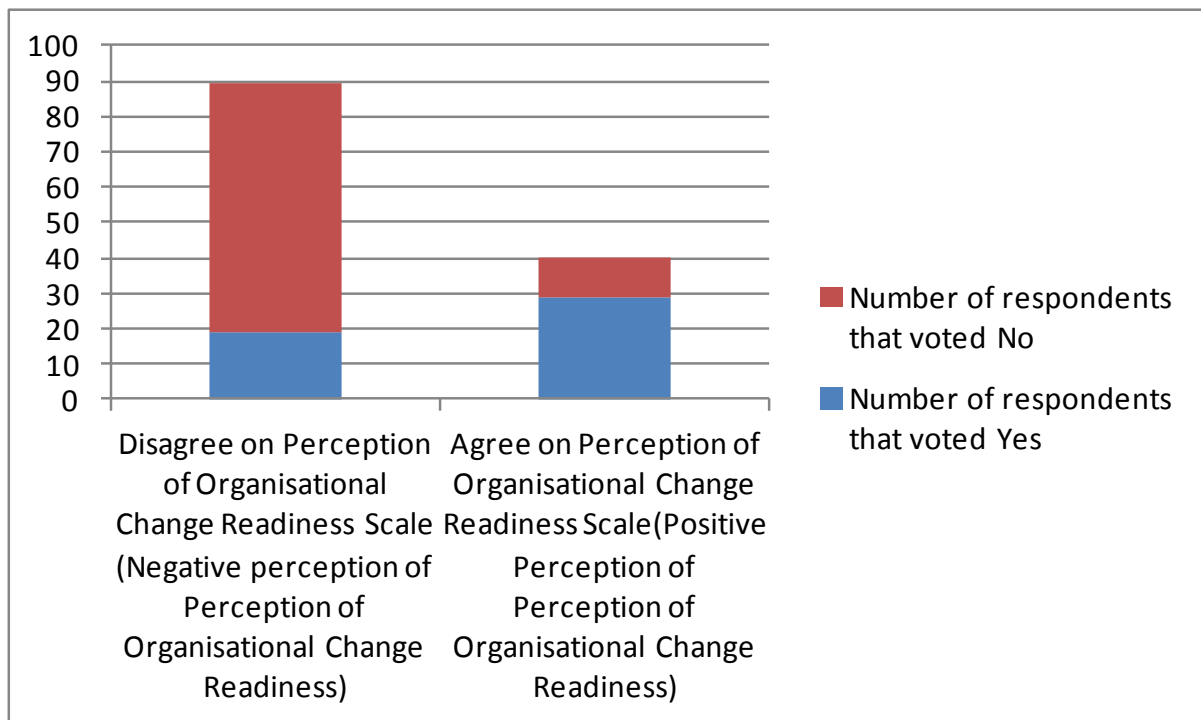


Figure 22: Frequencies of responses for Organisational Readiness for Change & Overall Attitude

Table 4.69 and Figure 22 show the frequencies of occurrences of those who agreed and those who disagreed with the Organisational Readiness for Change scale. As 69% of respondents disagreed with the scale and 31% agreed with the scale this would suggest that more people disagreed with the scale. As disagree reflects a negative attitude towards Organisational Readiness for Change scale this would suggest that more respondents had a bad perception of Organisational Readiness for Change scale throughout the change.

4.5.8 Overall Attitude Frequency

Did the introduction of the High Performance Behaviours Framework improve Performance Management in this Organisation?	Count	Percentage
Yes	48	37%
No	81	63%

Table 4.71: Frequencies of Overall Attitude

Chapter 5 Discussion

5.1 Introduction

The findings outlined in chapter 4 will be discussed in further detail in this chapter. Limitations, Practical Considerations and suggestions for further research will also be outlined in the chapter.

5.2 Communication and Overall Attitude

Section 4.3.1 of Chapter 4 outlines the results of the analysis of the communication scale and overall attitude. As the null hypothesis that, there is no significant difference in the perception of level of organisational communication between the two independent groups (Yes & No) was rejected, it can be concluded that there is a difference in perception of communication throughout the change between those who had a good attitude towards the change and those who had a bad attitude towards the change. As the null hypothesis that, communication and overall attitude are independent of each other was rejected, it can be concluded that overall attitude towards the change is dependent on perception of communication throughout the change.

The test of Proportions shows that a higher proportion of the respondents who chose Yes for the Overall Attitude question agreed with the Communication Composite Scale therefore those who felt they received a lot of communication had a positive attitude towards the change. These results reinforce H01: Employees who have a positive attitude towards the change will have a proportionally higher perceived level of organisational communication.

This result is in line with the literature sources that state that increased communication will have a positive effect on an individual's attitude towards change (Armenakis & Harris, 2002) (Wanberg & Banas, 2000). It does not however tell us why it causes employee's to have a positive attitude towards the change such as if this is due to a decrease in anxiety as stated in the literature (Schweiger & Denisis, 1991) (Wanberg & Banas, 2000).

5.3 Participation and Overall Attitude

Section 4.3.2 of Chapter 4 outlines the results of the analysis of the Participation scale and the overall attitude question. As the null hypothesis that, there is no significant difference in the perception of level of participation between the two independent groups (Yes & No) was rejected, it can be concluded that there is a difference in perception of participation throughout the change between those who had a good attitude towards the change and those who had a bad attitude towards the change. As the null hypothesis that, participation and overall attitude are independent of each other was rejected, it can be concluded that overall attitude towards the change is dependent on perception of participation throughout the change.

The test of Proportions shows that a higher proportion of the respondents who chose Yes for the Overall Attitude question agreed with the Participation Composite Scale therefore those who felt they participated highly in the change had a positive attitude towards the change. These results reinforce H02: Employees who have a positive attitude towards the change will have a proportionally higher perceived level of participation in the change and support the findings in the literature discussed in chapter 2 (Bartunek, et al., 2006) (Coch & French Jr, 1948). The research design does not however allow us to decipher if this is due to the fact that increased participation leads to increased organisational identity and commitment as stated in the literature (Oreg, et al., 2011) (Steel & Lloyd, 1988).

5.4 Change Related Self-Efficacy and Overall Attitude

Section 4.3.3 of Chapter 4 outlines the results of the analysis of the Change Related Self-Efficacy scale and the overall attitude question. As the null hypothesis that, there is no significant difference in the perception of level of Change Related Self-Efficacy between the two independent groups (Yes & No) was rejected, it can be concluded that there is a difference in perception of Change Related Self-Efficacy throughout the change between those who had a good attitude towards the change and those who had a bad attitude towards the change. As the null hypothesis that, Change Related Self-Efficacy and overall attitude are independent of each other was rejected, it can be concluded that overall attitude towards the change is dependent on perception of participation throughout the change.

The test of Proportions shows that a higher proportion of the respondents who chose Yes for the Overall Attitude question agreed with the Change Related Self-Efficacy Composite Scale therefore those who had high Change Related Self-Efficacy highly in the change had a positive attitude towards the change. The research reinforces H03: Employees who have a positive attitude towards the change will have a proportionally higher perceived level of change related self-efficacy. These results back up the literature that increased change related self-efficacy will increase the likelihood of having a positive attitude towards a change however it does not tell us if this self-efficacy is an innate feeling or a learned feeling (Holt, et al., 2007) (Weber & Weber, 2001).

5.5 Social Support and Overall Attitude

Section 4.3.4 of Chapter 4 outlines the results of the analysis of the Social Support scale and the overall attitude question. As the null hypothesis that, there is no significant difference in the perception of level of Social Support between the two independent groups (Yes & No) was rejected, it can be concluded that there is a difference in perception of Social Support throughout the change between those who had a good attitude towards the change and those who had a bad attitude towards the change. As the null hypothesis that, Social Support and overall attitude are independent of each other was rejected, it can be concluded that overall attitude towards the change is dependent on perception of Social Support throughout the change.

The test of Proportions shows that a higher proportion of the respondents who chose Yes for the Overall Attitude question agreed with the Social Support Composite Scale therefore those who had high Social Support highly in the change had a positive attitude towards the change. These results reinforce H04: Employees who have a positive attitude towards the change will have a proportionally higher perceived level of social support. These results support the literature which found that a lack of a socially supportive environment is the most likely factor to cause negative attitudes to change (Vakola & Nikolaou, 2005) however it does not explain why this is the case.

5.6 Personal Impact and Overall Attitude

Section 4.3.5 of Chapter 4 outlines the results of the analysis of the Personal Impact scale and the overall attitude question. As the null hypothesis that, there is no significant difference in the perception of level of Personal Impact between the two independent groups (Yes & No) was rejected, it can be concluded that there is a difference in perception of Personal Impact throughout the change between those who had a good attitude towards the change and those who had a bad attitude towards the change. As the null hypothesis that, Personal Impact and overall attitude are independent of each other was rejected, it can be concluded that overall attitude towards the change is dependent on perception of Personal Impact throughout the change.

The test of Proportions shows that a higher proportion of the respondents who chose Yes for the Overall Attitude question agreed with the Personal Impact Composite Scale therefore those who had high Personal Impact highly in the change had a positive attitude towards the change. These results reinforce H05: Employees who have a positive attitude towards the change will have a proportionally higher perceived level of positive personal impact of the change.

The results back up the literature which suggests that in the case where an individual perceive the change as personally beneficial, the more likely the individual is to have a positive outlook regarding the change (Oreg, et al., 2011) however it does not explain why this is the case.

5.6 Trust in Management and Overall Attitude

Section 4.3.6 of Chapter 4 outlines the results of the analysis of the Trust in Management scale and the overall attitude question. As the null hypothesis that, there is no significant difference in the perception of level of Trust in Management between the two independent groups (Yes & No) was rejected, it can be concluded that there is a difference in perception of Trust in Management throughout the change between those who had a good attitude towards the change and those who had a bad attitude towards the change. As the null hypothesis that, Trust in Management and overall attitude are independent of each other was rejected, it can be concluded that overall attitude towards the change is dependent on perception of Trust in Management throughout the change.

The test of Proportions shows that a higher proportion of the respondents who chose Yes for the Overall Attitude question agreed with the Trust in Management Composite Scale therefore those who had high Trust in Management highly in the change had a positive attitude towards the change. These results reinforce H06: Employees who have a positive attitude towards the change will have a proportionally higher perceived level of trust in management.

These results support the literature which suggests that individuals who trust their management are more likely to feel congruence with organisational values and therefore tend to have a more positive perception of organisational changes (Martin, 1998).

5.7 Perception of Organisational Readiness for change and Overall Attitude

Section 4.3.7 of Chapter 4 outlines the results of the analysis of the Perception of Organisational Readiness for change scale and the overall attitude question. As the null hypothesis that, there is no significant difference in the perception of level of Perception of Organisational Readiness for change between the two independent groups (Yes & No) was rejected, it can be concluded that there is a difference in perception of Perception of Organisational Readiness for change throughout the change between those who had a good attitude towards the change and those who had a bad attitude towards the change.

As the null hypothesis that, Perception of Organisational Readiness for change and overall attitude are independent of each other was rejected, it can be concluded that overall attitude towards the change is dependent on perception of Perception of Organisational Readiness for change throughout the change. The test of Proportions shows that a higher proportion of the respondents who chose Yes for the Overall Attitude question agreed with the Perception of Organisational Readiness for change Composite Scale therefore those who had high Perception of Organisational Readiness for change highly in the change had a positive attitude towards the change.

These results reinforce H07: Employees who have a positive attitude towards the change will have a proportionally higher perceived level of organisational readiness for change. The research supports the established literature which states that individual perception that the organisation's is ready to implement change has a positive influence on an employee's attitude towards a change (Vakola, 2014) however it does not explain why this is the case.

5.8 Other Variables

The following variables were found to be independent of the Overall Attitude towards the change: age, length of service, education, hierarchy, gender, union membership and autonomy. These findings are contrary to the literature discussed in chapter 2.

Job Satisfaction and Overall attitude were found to be dependent on one another. It was also found that respondents with high job satisfaction have a positive attitude towards the change. This is in line with research by Cordery et al., (1993) which suggests that low levels of job satisfaction are associated with unfavourable attitude to change.

Feedback and Overall attitude were found to be dependent on one another. It was also found that respondents who received feedback about the change have a positive attitude towards the change. This complies with the literature that suggests that increased feedback will have a positive effect on an individual's attitude toward a change (Weber & Weber, 2001).

Stress and Overall attitude were found to be dependent on one another. It was also found that respondents with low stress have a positive attitude towards the change. This complies with the literature which attributes stress as a factor that causes individuals to have a negative attitude towards change (Iverson, 1996).

5.9 Limitations

As there was a low response rate in some categories e.g. age group, location and length of service these variables were grouped into a smaller number of groupings with more responses in each grouping when completing the results analysis e.g. for age the groupings were 18-34, 35-53 and 54-72 . Whilst this does illicit very informative data it would have been more informative for the organisation if the researcher was able to obtain more responses in each age category so that the groupings could be broken down further e.g. 18-25, 26-34 etc.

5.10 Practical Considerations

As the results of this study find a correlation between a positive perception of each of the implementation factors and a positive attitude towards change it is in the interest of the organisation to invest time and money into improving each of these implementation factors. Of those surveyed 67% had high change-related self-efficacy and 59% had high trust in management. The percentage of those who agreed with communication, participation, social support, personal impact and perception of organisational readiness for change was low therefore it would be advisable for the organisation to focus on improving these implementation factors in order to increase the likelihood of the employees having a positive attitude towards change.

With regards to other variables that impact on an employee's attitude towards change, this study found that low stress, high change related feedback and high job satisfaction can be correlated with a positive attitude towards change. Of those surveyed, 79% were satisfied with jobs, 57% received feedback from their managers and 49% were not stressed at work. With that, it would be advisable for the organisation to make efforts to keep, job satisfaction high, promote and train managers on how to give feedback and to introduce some initiatives to reduce stress at work.

As this organisation is a multinational company it would be worthwhile ensuring that international teams have the same access to these implementation factors as employees based at head office. It will also mean taking language and cultural barriers into consideration. Recommendations to improve individual attitude towards change based on the findings of this study will be discussed further in chapter 6.

5.11 Possible directions for future research

As the questionnaire only explores if factors affect individual attitude towards change and does not explore why they affect change E.g. in terms of amount of communication, was it the quality of the communication or the volume of communication that caused the positive attitude towards the change?, it would be useful to take the findings of this study and do further

qualitative analysis to explore why these factors have a positive impact on individual's attitude towards change. This would provide an invaluable learning opportunity for the organisation in terms of future change initiatives and for the field of change management.

The literature suggests that individual attitudes towards change are the most important aspect when implementing a change. With that it would be valuable to explore if there is a correlation between individual attitude towards a recent change and an individual's general attitude towards change however this is not within the scope of this research paper. Kwahk & Ahn (2010) used a questionnaire that looks at affective, cognitive and behavioural responses to measure individual attitude to change.

This research was gathered following the implementation of the change. It could prove valuable to measure an individual's attitude towards the change before it has happened and again after it has happened to measure if the implementation process does alter their initial attitude towards a change concept.

Chapter 6 Conclusion and Recommendations

6.1 Communication

Table 4.64 and Figure 4.15 show that 58% of the total respondents disagreed with the Communication scale question therefore they have a negative perception of Organisational

Communication throughout this change. As the results suggest that increased communication increases the likelihood of an individual having a positive attitude towards a change this organisation need to put focus on increasing Organisational Communication during times of change.

As the organisation being studied is a multi-national organisation with a high number of employees located away from head office, the organisation should consider introducing a communication strategy for both employees located at HQ and employees located elsewhere. Armenakis & Harris (2002) suggest using three types of communication to communicate to individuals during a change; persuasive communication which is direct communication, active participation so that individuals are getting information first hand and the management of views of others involved in the change. This involves the management of external and internal sources of information. Armenakis & Harris (2002) suggest that information provided by multiple sources is better reinforced in the minds of individuals that information from only one source.

6.2 Participation and Overall Attitude

Table 4.65 and Figure 4.16 show that 81% of the total respondents disagreed with the Participation scale question therefore they have a negative perception of Participation throughout this change. As the results suggest that increased participation increases the likelihood of an individual having a positive attitude towards a change this organisation need to put focus on increasing individual participation during times of change. Harris (2002) suggested that active participation is the best way to influence an individual's attitude toward a change as it allows the individual to discover the benefits of the change for themselves. In this study they identify three types of active participation: vicarious learning, participation in decision making and enactive mastery which is gradual knowledge building through practice and exposure.

6.3 Change Related Self-Efficacy and Overall Attitude

Table 4.66 and Figure 4.17 show that 67% of the total respondents agreed with the Change Related Self-Efficacy scale question therefore they have a positive perception of Change Related Self-Efficacy throughout this change. As the results suggest that increased Change Related Self-Efficacy increases the likelihood of an individual having a positive attitude

towards a change this organisation, this organisation should gather some information from individuals on why they feel that they have high change related self-efficacy and they should harness this information to use during times of change. Bandura (1977) argues that organisations can intervene to alter an employee's self-efficacy "through organizational interventions that enhance mastery of the situation". They suggest that reinforcing previous organisational successes can increase change related self-efficacy.

6.4 Social Support and Overall Attitude

Table 4.66 and Figure 4.17 show that 88% of the total respondents disagreed with the social support scale question therefore they have a negative perception of social support throughout this change. As the results suggest that increased social support increases the likelihood of an individual having a positive attitude towards a change this organisation need to put focus on increasing individual social support during times of change.

Weber & Weber (2001) suggest that aggressive training efforts are needed in order to successfully manage employee perception of a change. Iverson (1996) suggests that training support is vital to get individuals on the side of the change. This is backed up by Oreg et al., (2011) who suggest that training support can alter an individual's attitude towards a change. In order to increase availability of social support, when implementing change initiatives, teams should work with the learning and development department around support tools such as lunch and learn sessions or online support tools such as video support, factsheets and employee forums where employees can share or ask questions around the change.

6.5 Personal Impact and Overall Attitude

Table 4.67 and Figure 4.18 show that 77% of the total respondents disagreed with the personal impact scale question therefore they have a negative perception of personal impact throughout this change. As the results suggest that increased personal impact increases the likelihood of an individual having a positive attitude towards a change this organisation need to put focus on increasing individual personal impact during times of change.

It is vital that the positive impact of the change is communicated throughout the change process. Communicating a positive message around the change should increase the likelihood of an employee seeing the change as personally positive. The organisation should consider appointment a change champion to advocate and promote the change and the impact of the change throughout the business.

6.6 Trust in Management and Overall Attitude

Table 4.69 and Figure 4.20 show that 59% of the total respondents agreed with the Trust in Management scale question therefore they have a positive perception of Trust in Management throughout this change. As the results suggest that increased Trust in Management increases the likelihood of an individual having a positive attitude towards a change this organisation, this organisation should gather some information from individuals on why have high trust in management and should harness this information to use during times of change. Holt et al., (2007) suggest that attitude towards change is highly influenced by how employees perceive that the leaders are committed to the proposed change. The organisation should strive to ensure their management are committed to the change and that this is visible.

6.7 Perception of Organisational Readiness for change and Overall Attitude

Table 4.70 and Figure 4.21 show that 69% of the total respondents disagreed with the Perception of Organisational Readiness for change scale question therefore they have a negative perception of Perception of Organisational Readiness for change throughout this change. As the results suggest that increased Perception of Organisational Readiness for change increases the likelihood of an individual having a positive attitude towards a change, this organisation needs to focus on increasing individual Perception of Organisational Readiness for change.

The literature suggests that this can be achieved by communicating that the change is appropriate for the organisation (appropriateness), that the leaders are committed to the proposed change (management support), belief that the organisation is capable of successfully implementing the change (change-specific efficacy) and that the proposed change is beneficial to the organisations members (personal valence) (Holt, et al., 2007). Schalk et al., (1998) suggest that organisations should work to convince individuals that the organisation needs to

change by suggesting that the current state is not good enough will increase an individual's readiness for the change. Based on the literature it would be appropriate for the organisation to focus on these areas to increase the likelihood of employees having a positive attitude towards the change.

6.8 Other Variables

The following variables were found to be independent of the Overall Attitude towards the change: age, length of service, education, hierarchy, gender, union membership and autonomy. These findings are contrary with the literature discussed in chapter 2. With that the organisation does not need to bear any special requirements in mind for these groups.

As increased job satisfaction is correlated with a positive attitude towards change the organisation needs to strive to keep job satisfaction high not only during times of change but at all points during the year. The organisation can take many steps to improve job satisfaction should as using employee engagement surveys, promoting leadership, increasing flexibility and work-life balance, conducting salary reviews and providing work related challenges (Green & Heywood, 2008) (Kew & Stredwick, 2013) (Tehubijuluw, 2014).

As increased feedback is correlated with a positive attitude towards change the organisation needs to strive to ensure managers are providing quality feedback around the change. Organisations can increase the likelihood of management providing feedback by implementing and educating managers and individuals on how to provide structured feedback through feedback conversations (Ludwig, 2014).

As low stress can be correlated with a positive attitude towards change the organisation needs to strive to keep stress levels low amongst individuals. This can be achieved by establishing a collective stress management practice for the organisation (Ipsen & Jensen, 2012).

6.9 Conclusion

As the literature suggests that individual attitude to change is the most important factor in ensuring the success of change initiatives it is in the interest of the organisation to invest time and money into ensuring that employees have a positive attitude towards change.

This research suggests that this can be achieved by increasing communication, participation, change related self-efficacy, social support, perception of personal impact, trust in management, perception of organisational readiness for change, job satisfaction, feedback and by lowering stress levels.

Although improving these factors can be time consuming and also expensive the organisation should calculate if it will be worth it in terms of improving the likelihood of the employees having a positive attitude towards change and therefore increasing the likelihood of change success.

Appendix

Appendix A: Welcome Email

Sent: 01 July 2015 11:21

Subject: Request to complete Masters Dissertation Survey

Hi All,

My name is Teresa Kearney – I am currently undertaking a Masters in Human Resource Management at the National College of Ireland (NCI) in Dublin. As part of my Masters I am required to complete a research dissertation. The title of my dissertation is “An investigation

into the factors that influence an individual's attitude towards organisational change in a multinational organisation".

I am researching is the implementation of the High Performance Behaviours framework in the organisation and I am using a research survey to gather the relevant data.

You are invited to participate in this survey – Please note this study is **entirely anonymous** so you will not be asked for your name at any point.

It is also important to note that this survey has been reviewed by the NCI ethics committee - All questions asked in this survey are based on published findings within organisational change literature.

I would greatly appreciate you taking the time to complete this survey - It should take no longer than 8 minutes to complete and your contribution will be invaluable to my research.

If possible, could you please complete and return the survey by next Wednesday, 8th July 2015.

Please do not hesitate to contact me if you have any questions prior to completing the survey.

Survey Link: <https://crilt.ncirl.ie/limesurvey/index.php?sid=35122&lang=en>

Kind Regards,

Teresa Kearney

Appendix B: Copy of Survey exported from Lime Survey

C.R.I.L.T Surveys - An investigation into the factors that influence an individual's attitude towards organisational change

05 July 2015

15:40

An investigation into the factors that influence an individual's attitude towards organisational change

This survey aims to measure an individual's attitude toward the implementation of the High Performance Behaviours framework.

As part of my Masters in Human Resource Management at the National College of Ireland (NCI) I am completing a research dissertation on the factors that influence an individual's attitude towards organisational change. The change that I am researching is the implementation of the High Performance Behaviours framework. You are invited to participate in this survey – It should take no longer than 8 minutes to complete and your contribution will be invaluable to my research. Please note that all questions asked in this survey are based on published findings within organisational change literature. This study is entirely anonymous and has been reviewed by the NCI ethics committee. Please do not hesitate to contact me if you have any questions prior to completing the survey

There are 20 questions in this survey

Section 1

1 [1A] Please state your consent to participate in this survey *

Please choose **only one** of the following:

- I consent to participate in this survey

Section 2

2 [2A] What country do you work in? *

Please choose **only one** of the following:

- Belgium
- Brazil
- China
- India
- Republic of Ireland
- Russia
- Saudi Arabia
- South Africa
- Spain
- United Arab Emirates
- United Kingdom
- United States
- Other

3 [2B] What is your gender? *

Please choose **only one** of the following:

- Female

- Male

4 [2C] What age bracket do you fit into? *

Please choose **only one** of the following:

- 18-25
- 26-34
- 35-43
- 44-53
- 54-63
- 64-72
- 73-81

5 [2D] When did you start working in this organisation? *

Please enter a date:

Please enter an approximate date if you do not know your actual start date.

6 [2E] Do you have a team reporting into you? *

Please choose **only one** of the following:

- Yes
- No

7 [2F] Are you a member of a union? *

Please choose **only one** of the following:

- Yes
- No

8 [2G] What is your highest level of education? *

Please choose **only one** of the following:

- Completed Primary Level
- Completed Intermediate Level
- Completed Secondary level
- Certificate
- Diploma
- Bachelor's Degree
- Postgraduate Diploma
- Master's Degree
- PhD

9 [2H] Overall, would you say that you have autonomy in your role? *

Please choose **only one** of the following:

- Yes
- No

10 [2I] Overall, are you satisfied with your current role? *

Please choose **only one** of the following:

- Yes
- No

11 [2J] Do you receive feedback from management in relation to the High Performance Behaviours? *

Please choose **only one** of the following:

- Yes
- No

12 [2K] Do you feel stressed at work? *

Please choose **only one** of the following:

- Yes
- No

Section 3

13 [3A] The introduction of the High Performance Behaviours framework has significantly improved performance management in our company *

Please choose **only one** of the following:

- Yes
- No

Section 4

Please answers these questions in relation to the implementation of the High Performance Behaviours framework

14 [4A] Communication *

Please choose the appropriate response for each item:

	Strongly Disagree	Mildly Disagree	Neutral	Mildly Agree	Strongly Agree
The information I have received about the change has been timely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The information I have ☐ ☐ ☐ ☐ ☐
received about the change
has been useful

The information I have ☐ ☐ ☐ ☐ ☐
received has adequately
answered my questions
about the changes

I have received adequate ☐ ☐ ☐ ☐ ☐
information about the
change

15 [4B] Participation *

Please choose the appropriate response for each item:

	Strongly Disagree	Mildly Disagree	Neutral	Mildly Agree	Strongly Agree
I have been able to ask <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> questions about the change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have been able to <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> participate in the implementation of the change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have some control over <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> the changes that are occurring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I wanted to, I could have <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> input into the decisions being made about the future of the behaviours framework	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16 [4C] Change Related Self-Efficacy *

Please choose the appropriate response for each item:

	Strongly Disagree	Mildly Disagree	Neutral	Mildly Agree	Strongly Agree
Wherever the behaviours framework takes me, I'm sure I can handle it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I will be able to do all that is demanded of me by the introduction of the behaviours framework.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can perform well in my job situation following the introduction of the behaviours framework	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Though I may need some training, I have little doubt that I am performing well following the introduction of the behaviours framework.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17 [4D] Social Support *

Please choose the appropriate response for each item:

	Strongly Disagree	Mildly Disagree	Neutral	Mildly Agree	Strongly Agree
I have received support from my immediate supervisor/manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have received support from other people at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I have received training ☐ ☐ ☐ ☐ ☐
support

18 [4E] Personal Impact *

Please choose the appropriate response for each item:

	Strongly Disagree	Mildly Disagree	Neutral	Mildly Agree	Strongly Agree
The changes have had a significant impact on my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The changes have had a positive effect on me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The change will give me new career opportunities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the long run, I feel is worthwhile for me that the organization has adopted this change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19 [4F] Perception of organizational readiness for change *

Please choose the appropriate response for each item:

	Strongly Disagree	Mildly Disagree	Neutral	Mildly Agree	Strongly Agree
I have reason to believe that management take action quickly enough when new opportunities could help the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that this organisation is a leader when compared with similar organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I believe that this organisation adapts well to changes

I believe that managements decisions are innovative

20 [4G] Trust in Management *

Please choose the appropriate response for each item:

	Strongly Disagree	Mildly Disagree	Neutral	Mildly Agree	Strongly Agree
Management treat me with respect	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management follow through on their commitments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees trust management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I trust my direct supervisor/manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Thank you for taking the time to complete my survey - Your contribution will be invaluable to my research.

01.01.1970 – 03:00

Submit your survey.

Thank you for completing this survey.

Inserted

from

<<https://crilt.ncirl.ie/limesurvey/admin/admin.php?action=showprintablesurvey&sid=351>

[22](#)>

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