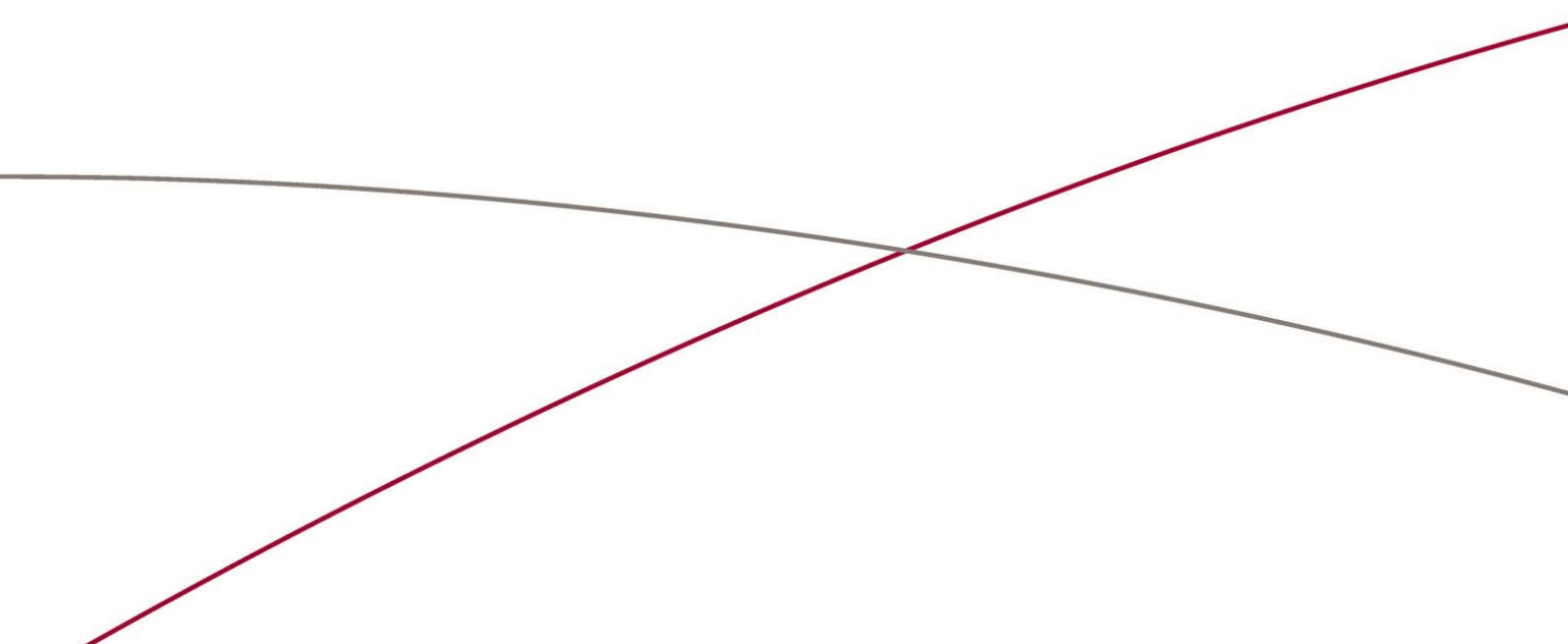*Master thesis – Strategic Communication*

Employee Commitment to Organizational Change – a Matter of Empowerment?

A Snapshot of an Organizational Change

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Abstract

Employee Commitment to Organizational Change – a Matter of Empowerment?

This thesis explores if the perceived level of psychological job empowerment for employees exposed to top-down communication during an organizational change, impact on the perceived level of behavioral support for the change. This is done against the backdrop of several constructs from previous research on organizational change.

The results gave no indication of an association between the level of perceived empowerment and behavioral support for the change. However, the study suggests that a high level of perceived empowerment, in combination with a seemingly healthy communication with colleagues and manager, can create a strong support for a change and presumably make up for the negative impact that top-down communication, lack of participation and forcing change is maintained to have on employees attitudes to organizational change. The conclusion is that top-down communication does not necessarily have to pose a problem if other factors during an organizational change are healthy.

Anställdas engagemang i en organisationsförändring – en fråga om egenmakt?

Uppsatsen undersöker om den upplevda nivån av psykologisk egenmakt på arbetet kan påverka anställdas inställning till en organisationsförändring som har förlitat sig på toppstyrd kommunikation. Studien utförs mot en bakgrund av flera olika faktorer från tidigare forskning kring förändring.

Resultaten gav inget belägg för en koppling mellan psykologisk egenmakt och engagemang i förändringen. Dock antyder studien att en hög nivå av upplevd psykologisk egenmakt i de anställdas jobb, samt en till synes hälsosam kommunikation med kollegor och chef, kan stärka engagemanget för en organisationsförändring. Dessa element antas gottgöra för de negativa konsekvenser som toppstyrd kommunikation, brist på involvering och framtvingad förändring kan föra med sig. Slutsatsen är att toppstyrd kommunikation inte nödvändigtvis behöver utgöra ett problem om andra faktorer under förändringsprocessen är av hälsosam karaktär.

Keywords: Organizational change, Organization, Behaviors, Strategic communication, Psychological empowerment

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Tables and diagrams

Preface

By the end of this thesis I had expected my interest for organizational change to be buried in writings and rewritings, this is however not the case. One of the major reasons is the genuine interest that my supervisor, Howard Nothhaft, has shown along the way. I would like to thank you for sharing your knowledge and your time; it has been very helpful.

I would like to thank the participants of this study for their time, without them this thesis would not have been possible. I would also like to dedicate a special thank you to my manager and my colleagues, as their encouragement has meant a lot to me.

1. Introduction

For various reasons such as increased competition (Weber S. & Weber E, 2001), environmental directives (Kotter & Schleisinger, 1979), and governmental regulations (Lewis, 2000), many of today's organizations feel compelled to undertake changes to the internal structure (Cheney, Christensen, Zorn, Shiv, 2011). Regardless of the incentives, research point to a large amount of change efforts failing (Barrett, 2002; Lewis, 2000; Covin & Kilmann, 1990). Frequently mentioned is the importance of the communication around the change (Gardner & Jones, 1999; Covin & Kilmann, 1990; Goodman & Truss, 2004) and employee support in order for a change to succeed (Rodrigues, 1994; S. Weber & E. Weber, 2001; Slåtten & Mehmetoglu, 2011; Saks, 2005). Strategic employee communication is maintained to be a key ingredient during organizational change. Not only can it provide an analytical tool to assess and improve the employee communication, strategic communication can also facilitate a change by aligning employees with the new direction of an organization (Barrett, 2002). Despite research pointing to the assessment of the communication efforts as crucial (Cheney et al., 2011; Barret, 2002; H. Mills, Dye, J. Mills, 2009) and the involvement of employees in the decision-making process as a facilitative factor, many organizations neglect such implications (Blaschke, 2008; Goodman & Truss, 2004) and introduce programmed[1], rather than adaptive, organizational changes, which involve one-way[2], rather than two-way communication (Cheney et al., 2011).

A construct that previous research has shown to affect the success of an organizational change is psychological empowerment, which can be defined as the subjectively perceived level of autonomy individuals' feel they have in their jobs (Spreitzer, 1995; Lamm & Gordon, 2010; Weber & Weber, 2001). Kane and Montgomery (1998) hold that psychological empowerment, in connection to organizational change, mostly has been associated with positive benefits such as strengthening organizational competitiveness by increasing employee motivation and commitment. They maintain that factors which could damage the change effort have been overlooked, something they refer to as dysempowerment.

This study is based on a planned culture change in a sector of an international organization, with offices in the Nordic countries. A mixed methods approach with an exploratory, rather than purely quantitative or qualitative design, was cho-

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[1] Entails top management developing a plan for implementation and leading it through its different phases (Cheney et al., 2011).
[2] In this thesis both the concept of one-way and top-down communication are used. These are however not interchangeable and will be further described in chapter 3.3.

sen. Items were identified against the backdrop of previous research, generating a typology of categories to be interpreted (cf. Creswell, 2008). More specifically the intention of this study is to explore employee attitudes towards the new organizational behaviors, introduced as a part of a change management program.

As an employee of the sector, my subjective experience is that the aim of the behaviors was to create a more competitive organization by making employees more empowered in their work. Something which is strengthened by the following quote from management, "[w]e want to empower employees to team up and win to win in the markets. This is why we have our new behaviors" (PowerPoint[3]). My experience is also that the program was of a programmed nature and at times communicated with the use of management jargon. More importantly, I experienced that employees only to a small extent were involved in the change process and that the behaviors were communicated top-down. According to theory, management jargon can make employees cynical, both towards the change but also towards management (Cheney et al., 2001). Top-down communication and non-participation is further maintained to lessen employee's feelings of psychological empowerment and as a consequence decrease their levels of behavioral support for the particular change (Lamm & Gordon, 2010). In order to investigate these impressions, a content analysis of the material that the employees had received, was carried out.

Communication from management, psychological empowerment and behavioral support for change has already been mentioned as important elements during a change. In addition to these constructs, the communication with ones closest manager (Barrett, 2002), the communication with ones colleagues (Jones, Watson, Hobman, Bordia, Gallois, 2008), predisposition to resist change (Oreg, 2003) and previous experience with change (Stensaker & Meyer, 2012) have been shown to affect employees attitudes towards organizational change. These seven constructs were used to develop items for a survey which was sent to the employees.

The intention with this study was not to make quantitative generalizations but rather to generate a snapshot of a particular organizational change and pinpoint features of it. It is my assumption that once the categories from the content analysis and survey have been assembled and analyzed, strategic communication can be used as a means to address areas in need of additional attention.

1.1 Objective

It would be misleading to say that the research on change is limited. Several different aspects in relation to organizational change such as culture, antecedents and consequences of employee engagement, communication issues, management responsibilities, have been covered in diverse ways and studies. However, few of these seem to explicitly have used a strategic viewpoint on communication to in-

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[3] The PowerPoint referred to here was used during the day the employees were introduced to the change management program and behaviors. They had initially been informed about the change via e-mail.

vestigate employees' attitudes to change. My contribution to the area of strategic communication, and change communication in particular, will be an interconnection of several different constructs observed to have an effect on employees attitudes to change, partly analyzed with the help of the Strategic Employee Communication Model (Barret, 2002).

Communication will be the cornerstone in my research, but it is somewhat simplistic to assume that communication alone impacts on employees attitudes to change. Therefore, in addition to investigating the impact that communication with the closest manager, the communication with colleagues and the communication from management can have, I also included previous experience with change (Stensaker & Meyer, 2012) behavioral support for change (Herscovitch & Meyer, 2002), psychological empowerment (Spreitzer, 1995) and predisposition to change (Oreg, 2003).

Although Stensaker and Meyer (2012) claim that most of the studies which map different behavioral or attitudinal reactions have been tied to specific types of changes, other researchers hold that microanalyses on employees attitudes to a specific planned change effort, and especially one which aim at changing the organizational behaviors, are limited (Lamm & Gordon, 2010; Herold, Fedor & Caldwell, 2007; Harris, 2002).

On a theoretical level this knowledge could be used for identifying antecedents for change and provide new deeper understanding of the change process. On a practical level it could be used to structure strategic communication policies and procedures for change, which could help create a positive change climate (Weber & Weber, 2001). The empirical findings can further be of use for the field of strategic communication, in terms of bringing forth a holistic perspective on communication (Hallahan, Holtzhausen, van Ruler, Verčič & Sriramesh, 2007) during change.

1.2 Aim and research questions

The purpose of this thesis is to explore if employees perceived level of psychological empowerment, when exposed to one-way communication during an organizational change, impact on their perceived level of behavioral support for the change. This is done against the backdrop of several constructs from previous research on organizational change, and the aim is to generate a snapshot of a particular organizational change and pinpoint features of it.

In order to translate the purpose into a concrete research project, I have defined the following research questions:

• What constructs does established theory maintain to influence employees perceived levels of empowerment in their jobs and does the data from this study show similar tendencies?

• Which constructs appear as most prominent pertaining to the generated empirical data?

• What conclusions can be drawn from the results in this organizational snapshot in relation to the constructs developed in previous studies?

1.3 Limitations

My approach to the subject as a researcher could, due to my employment in the organization, be seen as limiting. I have however taken precautions by emphasizing to the employees that I conduct the survey as a student, and not as an employee of the organization. I also clarified that their results will not be shared with the organization other than through graphs entailing the general attitudes to change.

As in every research effort some areas will by necessity have to be left unstudied. Cultural differences are for example not considered, even though such differences may exist. The reason for this is that the day-to-day business in the sector is interconnected, they work as one country and the company language is English.

Something which could also be seen as limiting is the research population, which at a late stage of the process had to be reduced from covering the whole organization, consisting of 643 employees, to include one specific sector, consisting of 208 employees. Of these employees 32% responded, generating a population of 67 respondents. The reason behind this change of events had to do with the focus of the survey. The head of communication experienced the survey as too focused on the program as a change management program, something which was considered problematic as it only had been communicated as such in one of the four countries. Even though this turn of events was unfortunate, it did not endanger the design of the study, as the purpose with the survey was to provide a snapshot of a particular organizational change and pinpoint potential features of it, rather than to use the data to make quantified generalizations.

2. Background

A year ago the organization decided to implement a structure which was organized around customers and markets. In the first e-mail around the change it was stated that one of the reasons behind it was that today's customers had become more demanding, and that custom-made solutions had become the rule rather than the exception. A culture change was maintained as needed in order to effectively increase the growth of the company. After the implementation of the new structure a change management program, including the new behaviors, was launched. According to Harris (2002) programs such as these are classified as market-driven culture change programs since the aim is to not only change the systems and structures of the organization, but also the behaviors and attitudes of the employees. The objective for the cultural change was described as wanting employees to become more entrepreneurial, encourage teamwork and take courageous decisions (e-mail 2[4]). The new behaviors were introduced during the summer of 2011. Due to the confidentiality of the PowerPoint and the six e-mails used for the content analysis, these cannot be shared publically.[5]

In the second e-mail about the behaviors it was stated that the "program aims to unlock our potential by helping us to deliver on our strategy faster. To be truly successful we need to move into a new direction". According to the announcement it was also necessary with faster innovation, increased speed and excellence of execution. Developing the collaboration between markets and businesses as well as equipping teams with the right resources were also mentioned as key factors for the success of the organization. However, no explanation was given as to *what* exactly these behaviors meant in practice.

I will argue that organizational change needs to be assessed (Cheney et al., 2011, Barret, 2002) from an employee point of view since communication, should it lack the support of tenable arguments, can open up for interpretations not in line with the original intentions (Armenakis & Bedeiand 1999; Covin & Kilmann, 1990; Goodman & Truss, 2004).

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[4] The e-mails will be referred to in the order they were sent, for example e-mail 1 for the first e-mail etc.
[5] Should any questions arise regarding the validity of the empiric data, a request can be made to the researcher for the material.

3. Theoretical framework

The following chapter serves to give an insight to the theoretical framework. In the beginning of the chapter I present my scientific approach and epistemological position on conducting this research. The theoretical inclinations of organizational change will thereafter be presented.

Plausible implications of one-way communication and the assumed relevance of assessing the communicative aspects from a strategic perspective during a change will also be presented in this chapter. Furthermore, the constructs used to investigate employee's attitudes to change will be presented, along with a map to facilitate the design of the study. Finally a summary of the theoretical framework will be set forth.

3.1 Scientific approach

"It is not methods, but ontology and epistemology which determine good social research" (Alvesson & Sköldberg, 2009, p. 8).

What should be considered as knowledge has been extensively debated in social and natural research, especially in regards to organizations and their culture (Bryman, 2008). The epistemological viewpoint held in this study is that of complementarity (Rocco, Bliss, Galagher & Pérez, 2003). A researcher operating from this standpoint deliberately searches for information about an objectives universal reality as well as information about multiple subjective realities. This can for example be accomplished by quantitatively analyzing data from a survey built on a Likert-scale, while simultaneously using a constant comparative analysis of qualitative data (Rocco et al., 2003). As Creswell and Tashakkori (2007) suggest, it can be fruitful to compare and contrast the conclusions emerging from one study with the help of different worldviews.

Complementarity goes hand in hand with the premise that organizational change needs to be understood from a holistic perspective; one that is able to give both practical and theoretical implications. A holistic perspective can hopefully give access to the general thoughts and reactions that employees might hold to change, and guide management to potential problems in the change process (Mills et al., 2009). The approach is a mix of induction and deduction as I switch between theory to empirics to again turn to theory, something which Alvesson and Sköldberg (2009) refer to as an abductive approach.

The human factor can be seen as both beneficial and limiting when conducting research (Merriam, 1994). While it can maximize the possibilities of gathering meaningful material, the material gathered might be limited due to one's own frame of reference and interpretation of what is relevant (Merriam, 1994).

I will throughout this thesis take a critical stance towards top-down communication, non-participation and management jargon. I am however aware that these elements are common within organizations, and can be valid when used in the right setting. Therefore I try to maintain a balanced viewpoint and bring forth arguments both in favor and opposition of these elements. I view my role as a researcher as someone who, with her own frame of reference, construe the interpretations of the employees, rather than someone who objectively paints a picture of what truly happened during this organizational change (cf. Merriam, 1994). This study should not be seen as an attempt to reproduce reality, but rather as an effort to contribute with knowledge on what reactions employees may have to a planned organizational change, generated through a snapshot of a particular change.

3.2 What is organizational change?

"If there is one thing we can be sure of in turbulent times, it is that the only constant is change, the only certainty will be uncertainty" (Quirke, 2009, p. 138).

In order to make use of the term organizational change it is of relevance to clarify what it entails. According to Cheney et al. (2011), whose definition will be used throughout this thesis, organizational change is defined as "the process by which alteration occurs in the structure and function of a social system" (p. 325).

Organizational change or organizational development, as it is also referred to, is frequently used in connection to managing changes such as mergers and transformations of the organizational culture (Armenakis & Bedeian, 1999; Harris, 2002). It can be divided into three levels; organizational, group and individual. At the individual level, as is the case for this study, the change may attempt to alter the behaviors, attitudes and perception of the individuals in the organization, something which could be done by rewarding consistent behavior (Mills et al., 2009).

In their study, Armenakis and Bedeian (1999) examine the empirical and theoretical organizational change literature between 1990 and 1998. They discovered that much of the research focus on traditional outcomes such as survival and profitability. However, a strong focus has also been on the nature of outcomes during an organizational change described from affective and behavioral criteria. An example of this is the research on organizational change from a participatory perspective and how to promote and prepare individuals for participating in an organizational change.

Previous research offers several theories on how to organize a change. Of relevance for this study is what Gilley, A, Gilley, J.W and McMillian (2009) refer to as transformational or developmental change and Cheney et al. (2011) as controlled or adaptive change. An adaptive change may be initiated at varying levels of an organization, a so called bottom-up approach. Employees in non-management positions are given the possibility to influence the change process by giving feedback on the content of the change and the implementation of it (Cheney et al., 2011). The intention with a developmental organizational change is to create a motivational work environment which rewards individuals' innovation and development skills (Gilley, A, Gilley, J.W & McMillian, 2009).

Controlled organizational change on the other hand entails top management developing a plan for implementation and leading it through its different phases (Cheney et al., 2011). Also a transformational change represents leader-ship driven modifications of for example the culture. Transformational change is stated to be disruptive in its nature but, when successfully implemented, may be helpful to clearly differentiate the organization in the market and therefore also lead to increased competitiveness. Research points to the low rate to which organizations that adheres to a transformational change actually succeed and stress that more research is needed (Gilley, A, Gilley, J.W & McMillian, 2009). It is however important to keep in mind that changes do not have to be either or. A change which at the starting point seems to be controlled/transformational, may turn out as adaptive/developmental or vice versa (Cheney et al., 2011).

The following sections will explore two factors related to controlled organizational change; the implications of top-down communication during a change and the differences in how employees may interpret information.

3.3 Implications of top-down communication

As people learn in different ways and think by using a combination of words, graphics, and images, the focus on language as the sole means of communication may be arbitrary. One problem with verbal interactions is that individual human experience often gets filtered and mediated by linguistic constructions (Wheeldon, 2010).

Gardner and Jones' (1999) study focused on the problematic aspects of communication when investigating the view of best case and worst case communication behaviors. Their research, based on the attitudes of 358 full-time workers in public and private sector companies, concluded that there is a lack of research which explicitly investigates communicative problems, both from an organizational context as well as in the wider communication arena. Without this kind of research they claim it will be difficult to understand why and how communication fails and therefore not possible to provide a description of successful communication. This lack of theoretical grounding can according to them have two implications. First of all findings are many times focused on potential implications for organizations rather than the psychological process involved, which could mean that a rather simplified view of communication is provided. The second implication is that communication generally is conceptualized, measured and explained as a single entity and that little attempt has been made to investigate it as the multidimensional construct it actually is (Gardner and Jones, 1999). Also Mills et al. (2009), in their management book on organizational change, hold that many organizational changes seem to be top-down interventions attempting to change the organization in the name of productivity, while taking little notice of the human component. The assumption is that everyone understands and interprets the communication from the organization in the same way, something which often is not the case.

These implications are congruent with the role communication often is given when seen from a modernist approach (Hallahan et al., 2007; Alvesson & Sköldberg, 2009). In their book on methodological approaches, Alvesson and

Sköldberg (2009) maintain that the modernist paradigm is a combination of the implicit epistemology imbedded in the transmissivist model of professional development, along with the ontology of organizations. Related to this, and one of the most widely cited communication models, is Shannon and Weaver's transmission model of communication (Hallahan et al., 2007). It implies that the relationship between cognitive and behavioral responses is simple: *telling* leads to *knowing* leads to *doing* (Alvesson & Sköldberg, 2009). From this viewpoint, managers are supposed to transfer information to employees to assure that the organization's power is still considered strong in the eye of the public. The term strategic could in this sense evoke a one-sided approach to organizational management which sees communication as asymmetrical and top-down, leaving no room for alternative approaches to the term strategic communication (Hallahan et al., 2007). These thoughts are in line with Varey's (1999) paper, in which he critically examines management literature in terms of the conduit metaphor. The latter is explained as the assumption that successful communication is easy and requires little effort. Varey holds that people in an age of mediating technologies have become deluded into thinking that communication is merely about sending messages and moving information. He argues that the idea of moving information around is simplistic and many times convenient for the technological handling of information for control and decision processes, but not functional when an organization is in need of constructive decision making. He holds that communication has come to be reduced to a stimulus-response link model which does not give enough room for human interaction. He also argues that the corporate communication needs to be held responsible for stimulating and stabilizing the organizational members, something which could be done by viewing communication as something circular rather than linear. Only then can we get to terms with what communication is needed to form a productive organization (Varey, 1999). A more positive notion of communication would be one which legitimates and appreciates the decisions and actions from employees at all levels, something which challenges the notion of top-down communication and focuses on the impact that communication can have on the formulation of an organizations strategy (Hallahan et al., 2007).

The following section will move further into the communication from management with the help of a model, based on best practices for employee communication during a change.

3.4 The Strategic Employee Communication Model

In her article *Change Communication: using strategic employee communication to facilitate major change*, Barret (2002) conclude that employee communication can mean the failure or success of any change program. By extensive research of different fortune 500 companies she came up with the Strategic Employee Communication model consisting of effective employee communication examples.

The Strategic Employee Communication model served to find out what matters when it comes to employee communication during a change effort and the following examples of effective employee communication are brought up in the study: the communication reinforces the company's strategic objectives, managers

must model the change and walk the talk, the messages sent must be tailored in a consistent and easily digestible way, face-to face communication is preferred over print or electronic media, the communication staff should be seen as facilitator of the change and the change needs to be constantly assessed against clearly defined goals (Barret, 2008). Obtaining employee feedback through assessment is stated to be crucial to start building support for the change. It is therefore important to measure, and if necessary improve, employee communication before launching a change program. Otherwise the company will, according to Barret (2002), be shooting in the dark when developing the change communication program. It is in other words necessary to know where the communication breakdowns are to assure that the key message of the change will reach the employees.

Barrets' model is an analytical tool which companies can use to diagnose their strengths and weaknesses in employee communication. It is supposed to help structure the change communication in order to facilitate the change program.

One should be cautious with the use of models as they might provide a over-simplified view on a change effort, considering organizational changes can be different in nature. Nevertheless, Barrets' model, and therefore also her best practice advices, are useful in the sense of providing a normative background for how an organizational change can be communicated to employees and it will to some extent be used in the analysis.
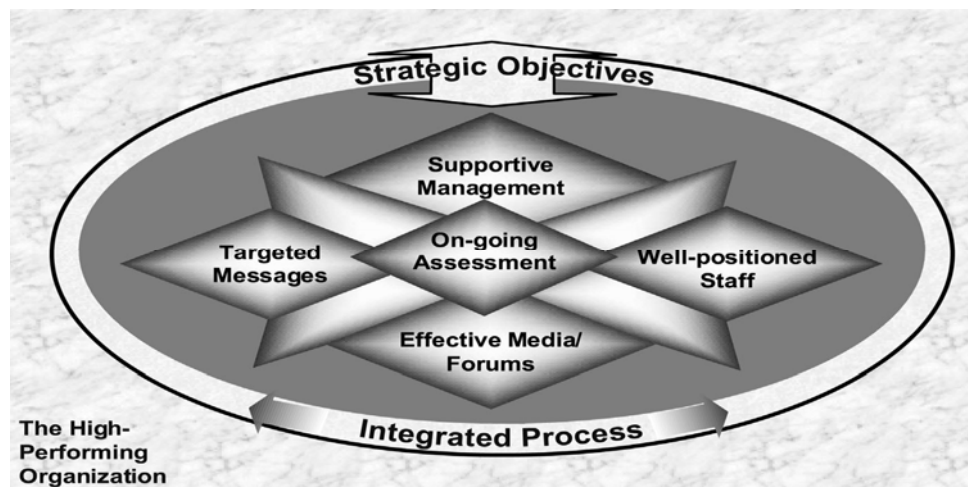
Figure 1 Strategic Employee Communication Model (Barret, 2002, p 3)

3.5 Constructs

To facilitate the design of the study, a map of the seven constructs was produced. They were gathered from Lamm and Gordon's study from 2010, Covin and Kilmanns study from 1990 and Jones et al. study from 2008. The following sections will in detail explain the constructs and more thoroughly account for how they can affect employees' attitudes to organizational change.

3.5.1 Map of constructs

Content analysis

+

Survey

Survey

Assessment of employee communication

Strong business need for change/

Forcing change/ top-down communication during change

Communication from management

Encourage employee participation/ supportive management

No placement of responsibility/ well positioned staff

Rewards system during change

Communication with colleagues

Communication with closest manager

Employee Attitudes towards organizational change and the behaviors

Predisposition to resist change

Previous experience with change

Psychological empowerment

Behavioral support for change

3.5.2 The communication from management

In their study, examining a change effort both prior and six months after the change initiation, Weber and Weber (2001) received support for their hypothesis that higher levels of feedback, autonomy, employee participation and goal clarity would lead to greater levels of perceptions of supervisory support. An organization which involves its employees in the change and takes their feedback seriously can create a platform for open employee participation (Weber & Weber, 2001). Also Covin and Kilmann (1990) argue that there is a need to involve the employees and consider their opinions and ideas. Their study listed over 900 issues which researchers, managers, internal and external consultants, maintained to have an impact on the success of large-scale change programs. 'Pretend participation' was

one of the issues seen as having a negative impact on change programs. Covin and Kilmann (1990) hold that employees need to be included in all phases of the planned change process in order for it to be successful. A participatory strategy can also result in a greater trust in management since additional interaction is initiated (Covin & Kilmann, 1990; Weber & Weber, 2001; Herscovitch & Meyer, 2002; Jones et al., 2008).

Something which also can foster a trust in management, and give the change a purpose, is clear goals as well as supervisory support for improvement efforts (Weber & Weber, 2001). Visible management support, as well as recognition of a strong business-related need for change can make employees feel that the change is needed (Covin & Kilmann, 1990). Also of importance for an organization is to make employees conscious of the company's vision and mission[6] (Barrett, 2002; Covin & Kilmann, 1990). In their study involving editors and international scholars, Hallahan et al. (2007) define the purposeful use of communication by an organization to fulfill its mission, as strategic communication. They also state that it is the task of management communication to promote the company's mission and vision. Covin and Kilmann (1990) further hold that the more a change is directed to a clear business need and the more the managerial actions are in line with the new vision of the organization, the better. In other words, a 'do as I say, not as I do'-strategy is likely have a negative impact on a change program. Also important for the success of a change program is to clearly identify who is to be held responsible for the success of it and to measure the level of success at a regular basis (Covin & Kilmann, 1990; Barrett, 2000).

While too much information can result in people not being able to grasp the crucial aspects of the change, too little information can lead to tense employees since they do not know what to expect from the change. The risk is then that rumors start spreading about what the change entails (Covin & Kilmann, 1990). Johansson and Heide (2008), in their book on communication during change processes, hold that implicit differences in the communication can result in a lack of a common starting point, something which can negatively influence the employees. The consequence can be that the change is conducted on a superficial level but that the deeper structures, such as behavior or attitudes, are not changed. If employees' expectations in a change process are not fulfilled they might take a critical stance and even become cynical towards future changes (Johansson & Heide, 2008). If management fails to share information or inform people in an adequate manner on why the change is necessary it could jeopardize the change effort. There is in other words a need for a high degree of communication. Constant broad-based communication is maintained to have a very positive impact on large scale change programs (Covin & Kilmann, 1990).

Upper level managers should however not try to force changes on an unwilling organization, and it is of importance that employees are given enough time to

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[6] Due to the anonymity of this study no examples will be given of vision and mission. It is however mentioned here since previous research maintains it to be of importance.

implement a change since adopting a short term, quick-fix mentality can have negative consequences (Covin & Kilmann, 1990).

Another factor which could make employees more adaptive to change is rewards. According to Weber and Weber (2001), rewards have proven to encourage employees to adapt to a change. Covin and Kilmann (1990) mentions that a reward system that supports necessary changes is crucial for the success of a change. This entails rewarding employees for participating in the program activity and achieving program goals. In their study, based on the answers of 552 MBA-students, Gilley, A, Gilley, J.W and McMillian (2009) concluded that failing to reward the right behaviors can give unsatisfactory outcomes. Spreitzer (1995), whose study consisted of 393 managers and 128 non-managers, mention that an incentive system which rewards performance is critical for empowerment. In order for the reward system to be empowering it must recognize individual contribution. When individuals feel empowered they also feel autonomous which means that they are likely to be creative and can become more innovative in their work (Spreitzer, 1995).

3.5.3 The communication with colleagues

The informal conversations with ones colleagues regarding a change are said to have a major impact on individuals and on their organizational climate perceptions (Schneider & Reichers, 1983; Cheney et al., 2011). Porras and Robertson (1992) states that interpersonal relationships represent one of the major work setting elements for determining change behavior. Furthermore, Tierny's (1999) study of the impact colleagues can have on feelings towards change, showed that team relation quality and team climate impacts on employee's view of the change climate.

Johansson and Heide (2008) states that discussions with colleagues to a large extent can impact how the change is understood. These discussions give individuals a chance to identify with others, something which nurtures the interpretations of what goes on in the organization. Informal talk can contribute to a collective picture of the benefits and disadvantages of the change. Talking to colleagues about the change can to a certain extent be helpful as it can contribute to a better understanding of the change and lessen the worries for a new and unfamiliar situation. However, these informal talks can also create rumors, especially if the communication with the managers is unclear, irrelevant or insufficient.

In his article Weiner (2009) treats organizational readiness as a shared psychological state where organizational members feel that they are committed to implement an organizational change and that they, in their collective ability, feel confident to do so. Gardner and Jones (1999) suggest that when employees in an organization interact they do so as group members rather than as mere individuals.

3.5.4 The communication with the manager

In their study, investigating the best case and the worst case scenario of communication in work places during a change, Gardner and Jones (1999) found that managers and employees have similar views on what positive communication entails but differ in regards to perceptions of negative communication. Employees reported that they prefer a more consulting or employee centered communication style from their superiors rather than downward communication.

Research also shows that in order for a change to become successful employees need to have trust in their managers as well as in management (Weber & Weber, 2001; Stensaker & Meyer, 2012). Trust can be seen as the messages that the employees receive regarding organizational expectations, as well as employee perceptions of desired managerial actions during a change. Managers have the possibility to affect employee behaviors and attitudes and their support is crucial in order to reduce the speculations amongst the employees (Weber & Weber, 2001; Stensaker & Meyer, 2012).

Cheney et al. (2011) as well as Gardner and Jones (1999) state that during a change, members of an organization first and foremost focus on how the change will affect them, and put less focus on how it will affect the organization. Superiors often have access to information which subordinates do not; this can ease the process for the manager whilst employees are left unknowing of what the change will entail (Cheney et al., 2011; Gardner & Jones, 1999; Jones et al, 2008). An important aspect for managers is therefore to keep in mind that, when introducing a change effort, the implications of the change for the individual employee have to be explained (Ashford, 1988; Gardner & Jones, 1999; Jones et al, 2008). Otherwise there is a risk of employees choosing a path different than the organization had in mind, one which might even counteract the change (Gardner & Jones, 1999). Communication between managers and employees thus play an important role within organizations since it can affect their perceptions, performance, job satisfaction, and the extent of upward distortion of information.

3.5.5 Previous experience of change

An increasing pace of change is making employees more experienced with organizational change, still, not much is known about how experience with change affects employee's reactions to large-scale organizational change (Stensaker & Meyer, 2012).

Stensaker and Meyers' (2012) study, which investigated the attitudes of various employees in ten Scandinavian companies, indicates that pursuing multiple change processes can create change fatigue, cynicism, or even burn-out. However, they also mention that experience with multiple change processes can provide an arena for learning, in which there is the potential to transfer experiences.

Stensaker and Meyers' (2012) findings suggests that there are distinctive differences in general patterns of reactions among employees based on their level of experience with organizational change. Employees with limited change experience exhibited strong behavioral and emotional reactions, while employees with extensive change experience used less effort to resist change and showed more

loyal reactions to change. Employee resistance has been documented as the most frequent problem encountered by management when implementing change. This has to do with uncertainty, and perceptions of uncertainty are detrimental to well-being.

Stensaker and Meyer (2012) present six categories of reactions to change: the first is called *taking charge* and it means to take active initiative to push implementation of change. The second reaction is named *loyally implementing change* which means to make the suggested changes while also attending to daily operations. The third category is called *BOHICA* (bend over, here it comes again) and refers to distancing oneself from the change and only doing a minimum of the suggested changes. The fourth category is *paralysis* which means not participating in the change and not being able to attend to daily operations. The fifth category is called *exiting the organization* and it refers to voluntarily leaving the organization. The sixth and last category is called *sabotaging the change initiative* and it means to actively resist change, for instance by making fun of the change initiative, or the people who support or try to implement change.

Predisposition to resist change, which will now be outlined, is related to previous experience with change in the sense that both constructs include behavioral, cognitive and affective components (Stensaker & Meyer, 2012; Oreg, 2003). However, in opposite to previous experience with change, predisposition to resistance change focuses solely on different sources to resist, avoid or devalue a change (Oreg, 2003).

3.5.6 Predisposition to resist change

Oreg (2003) state that reasons for resisting a change often are not difficult to find. Usually the interests of organizational members are not the same as the organization's interest and generally it is the organizational members who are asked to implement the change. However, some individuals seem to resist even those organizational changes that they deem to be in their own interest.

In his study, Oreg (2003) tried the personality characteristics that drive such individuals to resist changes on 102 women and 122 men. From his research, he built a scale designed to measure individuals' tendency to generally resist, avoid or devalue a change. Since the scale was not developed to correspond to a specific change it can be useful when explaining resistances in different contexts. He expected resistance to change to comprise of behavioral, cognitive and affective components (Oreg, 2003). By scanning the literature field for material related to resistance to change he derived six sources of resistance. The first source is called *reluctance to lose control*. In short it means that individuals may resist a change because they feel that they are no longer in control of their life situation, due to changes being imposed on them rather than self-initiated. The second source is called *cognitive rigidity*. This source is related to the concept of dogmatism. A dogmatic individual is characterized by austerity and closed-mindedness and may therefore be less willing to adjust to a new situation. The third source is defined as *lack of psychological resilience* and is described as individuals who might be reluctant to a change since this could entail that one has to admit that past changes

one has adhered to were faulty. The fourth source Oreg calls the *intolerance to the adjustment period involved in change*. For some individuals change is resisted because they feel that it involves more work in the short term. Oreg defines the fifth source as *preference for low levels of stimulation and novelty*. This entails that the individual feels most comfortable when he or she can perform within a familiar framework. The sixth and last source Oreg calls *reluctance to give up old habits*. Individuals who encounter new stimuli may find the familiar responses incompatible with the new situation.

Also related to resistance to change is the construct of psychological empowerment which will now be outlined. A high level of empowerment in ones work is said to lessen employees' resistance to organizational change (Lamm & Gordon, 2010).

3.5.7 Psychological empowerment

Spreizer, Kizilos and Nason's (1997) study, based on the opinions of 393 middle managers in a fortune 500 industrial organization, maintains that empowerment derive from theories on participative management and employee involvement. Examining the extent to which individuals believe they have significant influence over departmental decisions, and if organizational change could be perceived to increase or decrease one's sense of empowerment, is of great relevance to the success of a change. A change that is not consistent with an individual's sense of personal agency and self-determination will be stressful and could for this reason be resisted (Lamm & Gordon, 2010).

Spreitzer (1995), in her study on psychological empowerment in the workplace, concludes that it is a multifaceted concept consisting of four cognitions which reflect an individual's orientation to his or her own work. The first cognition is *meaning* which is the value of work goal or purpose, judged in relation to an individual's own ideals or standards (Spreitzer, 1995). It is also referred to as the engine of empowerment (Spreitzer, Kizilos & Nason 1997). The second cognition is *competence* which is an individual's belief in his or her own capability to perform activities with skill. The third cognition is referred to as *self-determination* and is an individual's sense of having choice in initiating and regulating actions. Employees who believe that they only follow orders from someone far up the hierarchy can show a lack of empowerment. The fourth and last cognition is *impact*, which means the degree to which an individual can influence strategic, administrative or operating outcomes at work. Rather than a passive orientation to ones work role, these four cognitions reflect a proactive orientation (Spreitzer et al., 1997).

3.5.8 Behavioral support for change

In Herscovitch and Meyer's (2002) study, based on the attitudes of 224 graduate students, it is stated that limited attention has been paid to employees reactions to change and especially to commitment to change. This despite researchers arguing that commitment is one of the most important factors involved in employees sup-

port for change. It is even stated that commitment is "[...] the glue that provides the vital bond between people and change goals" (Herscovitch & Meyer, 2002, p. 474) and that the factor most salient to the failure of an organizational change is lack of commitment by the employees.

Commitment to change has almost solely been viewed as a one-dimensional construct. This is in stark contrast to theory and research related to other workplace commitments, such as organizational commitment, where commitment typically is regarded as a multidimensional construct. Against this background Herscovitch and Meyer (2002) decided to evaluate a multidimensional conceptualization of commitment to change and examine the relations between different forms of commitment and employees behavioral support for change initiatives. Their research is guided by a general model of workplace commitment developed by themselves which they named the three-component model of organizational commitment. The model comprises of *complying* which means explicitly required behavior, *cooperation* which is a behavior that requires modest sacrifices, and *championing* which is a behavior that requires considerable sacrifices.

3.6 Summary of the theoretical framework

This chapter provided an introduction to what organizational change is and the plausible implications of top-down communication during an organizational change. Furthermore it was described why it is of relevance to continuously make strategic assessment of the communication during a change. The constructs used to investigate employees' attitudes to change were presented, along with a map of the design of the study. The conclusion is that there are several elements, in addition to the communication around a change, which organizations' need to take into account when implementing a change. Strategically assessing employees' attitudes to the change effort can show if, and in that case where, communication efforts are best needed in the change process.

4. Methods

4.1 Mixed methods

The viewpoint held in this study is that the choice of methods should not depend upon whether or not it belongs to the quantitative or the qualitative field. The stance is that research will benefit of a mix between the two (cf. Greene & Caracelli, 1997; Creswell, 2008). Mixed methods was long restricted with clear divisions within research, and it has been debated whether or not it is possible to combine quantitative and qualitative methods (Wheeldon, 2010: Creswell, 2009). Both Merriam (1994) and Bryman (2008) warn that problems may arise when one is to conclude findings from material which has been collected in different ways. Merriam (1994), Bryman (2008) and Creswell (2009) however also state that using mixed methods could improve the reliability and validity of the research. The rationale for choosing a mixed methods approach for this study had to do with the theoretical framework which acts as a common nominator for both methods. Wheeldon (2010) refers to this as an exploratory design since it requires two phases of data collection. The theoretical framework served as a base for the survey and for the development of categories for the content analysis. The survey was applied as main method and the qualitative content analysis as supporting method. The benefit with mixing these two methods is that it can engender a more comprehensive picture (Merriam, 1994; Hall & Howard, 2008) of the employee's attitudes to change.

The following section begins with outlining the details of the survey used for this study whilst the following section will explain the specific content analysis approach chosen for this research.

4.2 Survey

The main method consisted of a self administered survey, based on the Likert-scale. It was built on statements derived from the map of constructs in the theoretical framework. A multiple indicator[7] measure was used since there could be potential problems with relying on a single indicator. It could for example be that the single indicator incorrectly classifies individuals (Bryman, 2008; Brill, 2008). Using several indicators hopefully offsets the effect if people have been misclassified and also gives access to a wider range of attitudes and enables for finer distinctions to be made (Bryman, 2008). However, if there are a large number of un-

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[7] Indicator in this setting refers to the constructs used in this study.

known factors affecting the intercorrelation among the indicators, then it could be difficult to know how to proceed (Blalock & Costner, 1969). Something that hopefully could offset potential unknown factors is that the survey to a large extent was based on attitude statements from prior research. It was designed to bring forth a range of possible attitudinal issues on a subject, something which according to Bryman (2008) is a good way to gain access to meaning. Using the answers to create categories can help the researcher to discover interesting features in behaviors or ideas and meanings (Alvesson & Sköldberg, 2009).

To see if there were any differences in the responses, the independent variables age, number of years in the company and country were included. Country would give the company a chance of knowing where to aim the focus, should there be any major differences in the responses.

The webpage Surveymonkey.com was used for designing and distributing the survey. It is well-known for providing professional services and possibilities to analyze the material through the web page, by for example making use of cross-tabs to investigate the relationship between the independent variables and the statements.

Employees usually receive generated invoice e-mails during the weekend, which consume a lot of time during Mondays. For this reason the survey was sent on a Tuesday and closed two weeks after, giving employees two weeks to respond. The research population consisted of 208 people from the sector in the Nordic countries. The survey was sent to all employees of the sector who did not have staff liability as the intention partly was to explore how employees perceived the information from their manager regarding the behaviors. Another reason was to see if the psychological empowerment was affected for older employees or employees who had been in the company for a long time without staff liability as I assumed that staff liability for some employees could be equal to climbing the ladder of success.

4.2.1 Disadvantages with online surveys

Dahmström (2005), in her book on how to conduct statistical research, holds that a disadvantage with online surveys is that you risk technical problems and a decline in responses compared to other methods such as paper surveys and interviews. The non-response can become unacceptably high if respondents are not given the opportunity to return the survey in a traditional manner, and this especially goes for the older parts of the population.

de Leeuw et al. (2008), in their international handbook of survey methodology explain that, in comparison to interviews, a disadvantage with e-mail surveys, is the lack of an interviewer who would be able to explain uncertainties to the respondent. Another disadvantage is that decline in response rates generally are higher for surveys as the researcher has to try to convince and motivate reluctant respondents, by for example providing additional information about the survey.

 One possibility to decrease the non-responses could have been to perform personal interviews or telephone interviews rather than a survey, since people normally are less reluctant to participate then (Esaiasson, Gilljam, Oscarsson &

Wängnerud, 2007). Since the aim was to investigate the general attitudes amongst employees towards the behaviors and change in general, a survey however provided the most suitable option. To weigh up for the above mentioned issues, the design of the survey is crucial (de Leeuw et al., 2008), something which will now be outlined.

4.2.2 Survey design

A well constructed survey is of importance both to attract and motivate the population to participate, but also to ensure that the researcher will be able to answer the research questions (de Leeuw, Hox & Dillman, 2008). In order to increase the chances of employees participating, a substantial amount of time was spent on operationalizing the items which were not taken directly from previous research, as well as formulating the introduction letter and shaping an attractive survey design which was easy to maneuver.

de Leeuw, Hox and Dillman (2008) point to the importance of motivating respondents to participate and claim that this can be done with a well phrased introduction letter. On the day the survey went live, an e-mail was sent from my work e-mail via Surveymonkey to the employees in the population. In this e-mail I clarified that the study was carried out by a master student in Strategic Communication and not by an employee of the sector. The e-mail further explained that the research aimed at exploring the employees' attitudes to organizational change in general and the behaviors in particular. Also mentioned was that it would take approximately 10 minutes to answer the survey and that they under no circumstances were obliged to participate, but that their contribution could provide valuable input for future considerations.

The employees were further assured of the confidentiality of their responses and that they could turn to me for any questions they might have or if they wished to take part of the results.

The layout for the statements and scale was linear and the survey started with the independent variables. It then moved on to an introduction text to the structure of the scale and how to use it. Throughout the survey, the respondents were familiarized with the kind of questions they phased with a short introduction text to each section (construct). Should a respondent forget to fill in one of the statements, an error message would let the person know that an answer was needed in order to continue, a so called control for item non-response (de Leeuw, Hox, Dillman, 2008). This ensured that there was no missing data. The following section will go into detail on the scale which was used for the survey.

4.2.3 The CASI method and the Likert-scale

The CASI method (Computer-Assisted Self Administered Survey (Dahmström, 2005) also called CSAQ, self-administered questionnaire (de Leeuw, Hox & Dillman, 2008) was used, which means that the participants answers the survey via their computers in the absence of an interviewer (de Leeuw, Hox & Dillman, 2008).

Investigating a cluster of attitudes is often referred to as a Likert-scale. It is one of the most common techniques for investigating attitudes and more so the intensity of feelings about a specific area in survey research (Bryman, 2008). The Likert-scale is used for multiple-item measures of a set of attitudes which are related to a particular area, in my case the attitudes to the behaviors and to change in general (Brill, 2008). The respondents were provided with a series of statements, called items, and they were to indicate their level of agreement. The items reflected the same object, the attitudes to the new behaviors, and the items which made up the scale were interrelated. This, according to Bryman (2008), is of great importance to the survey.

The 5-point scale ranging from strongly agree to strongly disagree was used as it is the most common format. The response for each item was given a weight and a meaning, for example 5 for strongly agree. To avoid misunderstandings, the weights were not visible to the respondents. When the survey had been closed, the scores for each item were aggregated to form an overall score.

The following section will go through the specific qualitative content analysis chosen as a support method for this study.

4.3 Qualitative content analysis

"The goal of a content analysis is 'to provide knowledge and understanding of the phenomenon under study'" (Hsieh & Shannon, 2005, p.3).

The purpose of the content analysis was to study what the communication from the organization could have signaled to the employees. Or as Laswell (1948, p. 37) puts it "[w]ho says what, to whom, why, to what extent and with what effect". Hsieh and Shannons' (2005) directed approach to content analysis was used as its focus is on validating or extending a theoretical theory or framework. This is also its main strength since existing theory can be supported and extended. The documents that were selected consisted of general information that all employees had received. These consisted of six e-mails from management regarding the change management program and the behaviors, as well as the PowerPoint which was used the day the program was introduced.

Qualitative content analysis is a flexible method for analyzing text data and is used to derive meaning from it. The focus is on the characteristics of language and communication and the attention is paid to the content or contextual meaning of the text (Hsieh and Shannon, 2005). Weber (1990) states that a qualitative content analysis does not merely count words, but rather classifies the text into efficient number of categories that represent similar meanings. The categories could be drawn from either explicit or inferred communication (Weber, 1990). Hsieh and Shannon (2005) define qualitative content analysis as "a research method for the subjective interpretation of the content of text data through the systematic classification process of coding and identifying themes and patterns" (Hsieh & Shannon, 2005, p. 1278).

In the directed approach existing theory can guide the research questions and provide predictions on the variables which are of interest or about the relationship amongst them. This can help the initial coding scheme or the relationship between

the codes, something also referred to as a deductive category application (Hsieh & Shannon, 2005). A benefit with the directed approach is that the initial coding can be changed throughout the analysis.

Key concepts from Covin and Kilmanns' (1990) study were identified as initial coding categories. After this, operational definitions for each category were determined both from their study as well as from the concepts in the map of constructs.

Examples of questions I wished to answer were: how clearly was the implication of the behaviors communicated to the employees? Did the organization communicate in a way that invited the employees to take a part or was the communication used as a medium to inform the employees on the change? Did the communication signal that the employees had a possibility to affect the change in any way? Did the organization provide a credible picture of why the sector needed to implement the change? A description of the categories chosen for the content analysis will now be provided.

Category	Definition
Communication encouraging employee participation	• The communication encourages employees to come with feedback and take part of the decision-making progress regarding the behaviors. • The communication assures that feedback from employees will be followed up by the organization.
Recognition of a strong business need for change	The business need for change is explicitly stated in the documents from the organization
Forcing change	The communication signals that employees are given no other option than to commit to the change.
No placement or misplacement of responsibility	An explicit statement of who the contact person for the change management program is and who the initiator is.
Reward system that supports necessary changes	The communication signals that employees who implement the behaviors in their work will be rewarded.

Table 4.1 Content analysis categories

4.4 Operationalization, validity and reliability

To ensure that a measure is reliable and valid, Bryman (2008) state that it is necessary to take fairly straightforward steps. Internal reliability was tested by using face validity which is stated to be sufficient for the majority of cases. Face validity entails using a test group to test the validity and operationalize the questions. For this study it consisted of the HR manager, program responsible, supervisor for this thesis, a methods teacher at Lund's university as well as colleagues and classmates. The employees in the test group were of different ages and had been in the company different amount of years, this to get a better representation of the population (cf. Dahmström, 2005). The survey items were furthermore operationalized by making use of previous constructs.

5. Analysis

The aim of this chapter is to present and analyze the empirical findings. The survey and content analysis are interconnected through the theoretical background and will therefore be analyzed simultaneously[8].

The results from the survey are divided into top-boxes, middle-boxes and bottom-boxes[9], as reducing Likert-scale items to a nominal level can help facilitate the results (Brill, 2008). Cross tabulations are made for the independent variables[10] age and years in the company and these are addressed in connection to the constructs for which they appear as salient.

This chapter starts with outlining the population and non-response rate and then moves on to the mode for the survey. Thereafter the results for the correlation analysis, performed to examine the relationship between psychological empowerment and behavioral support for change, predisposition to resist change and behavioral support for change and psychological empowerment and predisposition to resist change, are presented. Each construct from the theoretical framework is then analyzed separately. This study is concluded with an interpretation of the findings from this particular snapshot. Lastly, general implications for organizations undertaking an organizational change will be presented from a *strategic employee communication perspective*.

5.1 The population and non-response rate

208 employees received the survey and 67 people responded which equals a response rate of 32%. The frequency table below presents the age distribution amongst the respondents. The age category goes up to 68 so as not to exclude employees who work after the general retirement age of 65.

One of the weeks for responding to the survey overlapped with Easter holidays. To limit the effect of this, the reminder was sent out on Tuesday the 3 of April, giving the employees who worked 5 more days to answer. The remaining employees would have two days when they came back from holiday. Even though the intention for this study was not to generalize the empirical results, a higher response rate would of course have been desirable. The empirical material can nev-

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[8] The content analysis only covers the construct of communication from the organization. In order to analyze additional elements employee input would have been required.
[9] Top box scores are the highest rating points on a scale, in this case 5 and 4. Middle boxes are the middle rating points on a scale, in this case 3. Bottom-boxes means the lowest rating points on a scale, in this case 2 and 1.
[10] As previously mentioned country will not be analyzed but was included as an independent variable for the sector to use at a later point.

ertheless show tendencies amongst the respondents and is furthermore strength-ened by established theories on organizational change. The participation level was much lower amongst the older parts of the population. One reason could be that younger employees are more accustomed to online surveys.
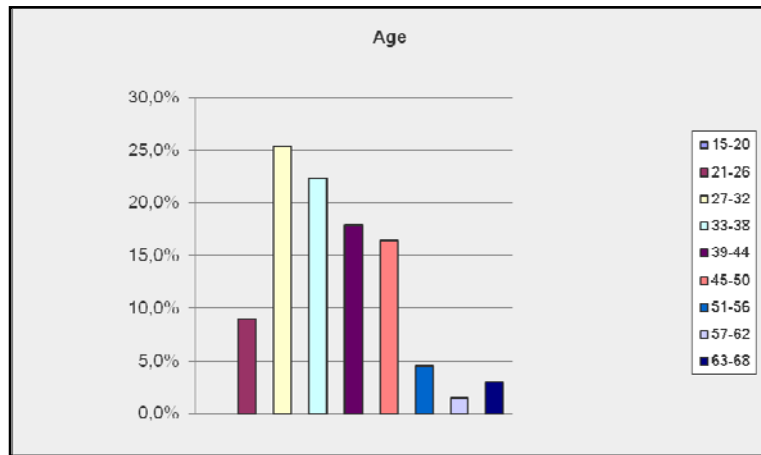
Table 5.1 The division between the age groups for the participants of the survey

5.2 The mode

Calculating a numerical mean for items in a Likert scale would not provide a cred-ible result as it is ordinal in nature (Brill, 2008). A more reliable measure is to cal-culate the most frequent response for the survey and use the numerical value as-signed to that response. The most frequent response for this study was 4 for Agree. The survey was to a high degree built up by positive statements. One in-terpretation of the high mean may therefore be that this population is flexible to-wards organizational change. This could possibly mean that the sector attracts flexible people.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
2	**32**	11	20	0
2.98%	**47.76%**	16.41%	29.85%	0%

Table 5.2 The mode, the most frequent numerical value for the survey

5.3 Correlation analysis

5.3.1 Psychological empowerment and Behavioral support for change

Correlation is used as a statistical measurement to measure if there is a possible linear relationship between two or more variables on the same subject or entity (Bryman, 2008; Dahmström, 2000; Djurfeldt et al., 2003; Schapiro, 2008). Since Lamm and Gordon's (2010) study indicated that psychological empowerment was

positively associated with behavioral support for change, a correlation was per-formed to test this. The CORREL function in Excel, also referred to as Pearson's *r*, was used (Bryman, 2008). To calculate a correlation coefficient the covariance of the samples and the standard deviations of each sample is used.

The coefficient had boundaries of -1 and +1. A value of +1 would indicate a perfect positive relationship, while -1 would indicate a perfect negative relation-ship. A value of zero would indicate no correlation. A positive number between zero and 1 would suggest that the more positive the feelings towards the job are, the more positive the feelings towards organizational changes are (cf. Bryman, 2008; Dahmström, 2000; Djurfeldt et al., 2003). The function returned the value of -0,204 (rounded), indicating that the sets are negatively related, which means that there could be a weak negative relationship. A scatter plot was created in or-der to avoid misinterpretation of the correlation, in other words, to identify outli-ers[11] (Dahmström, 2000). The scatter diagram indicates that there is no correla-tion.
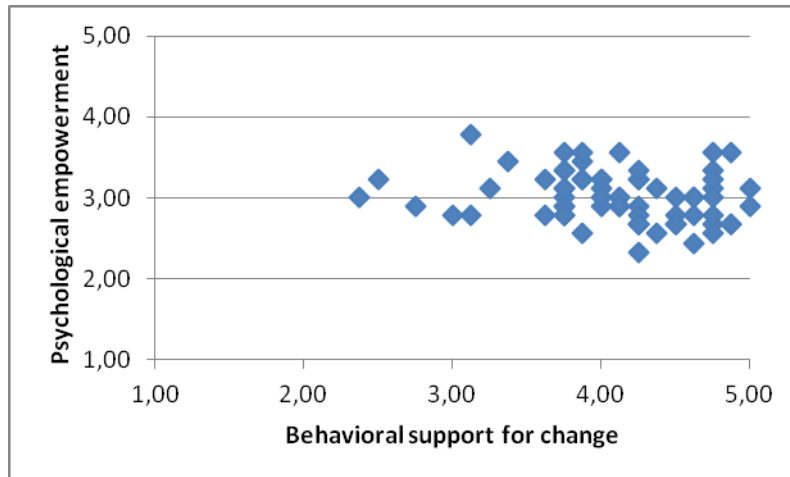
Scatter diagram 5.3 Psychological empowerment- Behavioral support for change

5.3.2 Predisposition to resist change and Behavioral support for change

In Lamm and Gordon's study from 2010, predisposition to resist change affected the behavioral support for change. The function returned the value of 0,203 (rounded), indicating that the sets for this study are positively correlated, however weakly (cf. Bryman, 2008; Dahmström, 2000; Djurfeldt et al., 2003). The scatter diagram indicates that there to a certain degree is a positive correlation for some values; it however also shows that there is no linear relationship and therefore a relationship between the two cannot be verified.

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[11] An outlier is an element which could make the researcher misrepresent the results (Dahmström, 2000).
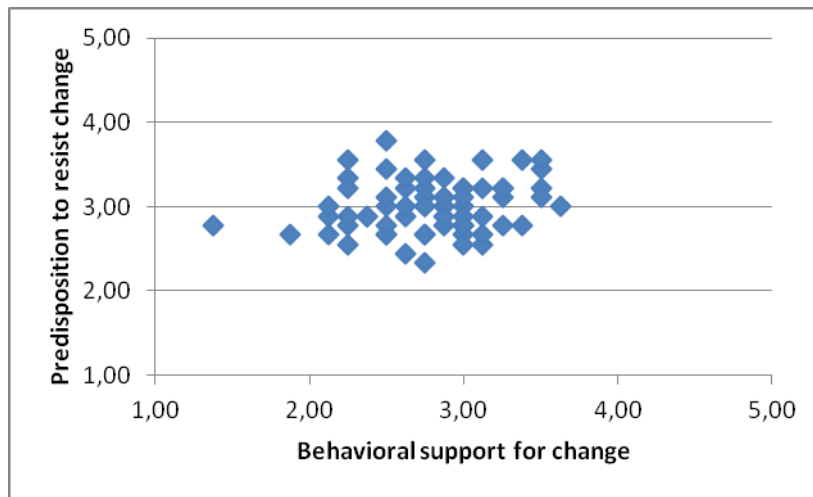
Scatter diagram 5.4 Behavioral support for change - Predisposition to resist change

5.3.3 Psychological empowerment and Predisposition to resist change

In addition to the correlations between the above constructs, a correlation between psychological empowerment and predisposition to resist change was conducted. The function returned the value of -0,289 (rounded), indicating that the sets are negatively related. The scatter diagram shows that there is no clear correlation.
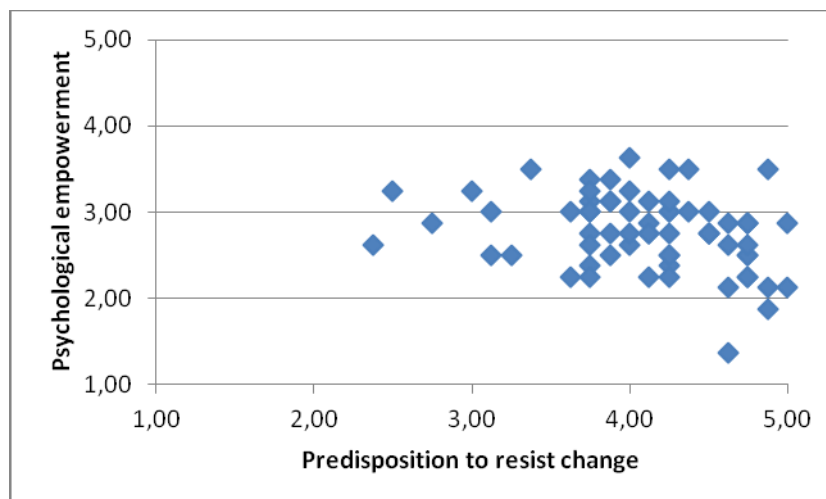
Scatter diagram 5.5 Predisposition to resist change – Psychological Empowerment

Since none of the reviewed studies have explored associations between psychological empowerment and predisposition to resist change, a correlation for these constructs could not be expected. The results from the first two correlation analysis are however interesting as they indicate that the constructs are not interlinked, something which previous theory suggests (Lamm & Gordon, 2010).

There are a few potential explanations for this. First of all, Lamm and Gordon (2010) asked their respondents to choose a specific organizational change; it could be anything from a merger to a change of a system. These changes can be assumed to connote positive, negative and neutral feelings for the respondents. A merger for example, in which ones tasks are changed could presumably have an effect on the level on the perceived level of psychological empowerment, something which could have an impact on the perceived level of behavioral support for

the change. Since the change in this sector did not demand for people to do their job differently, even though the aspiration was for them to do so, the nature of the change itself could be one explanation to why no correlation was found between psychological empowerment and behavioral support for change. The lack of correlation could also be explained by the low level of participation in this study; had more people responded it could have affected the final result. Furthermore, Lamm and Gordon' study was based on the answers of an American population, something which further could explain the differences. Another differentiating factor is that the scales used in Lamm and Gordon's study were similar, but not identical to the ones used for this study. Some of the statements in their study were revised to match their organizational change context. For this study, five items were deleted from Spreitzer's (1995) scale for psychological empowerment, 5 items were deleted from Herscovitch and Meyers' (2002) construct, behavioral support for change, and seven items were deleted from Oreg's (2003) scale for predisposition to resist change. The reason for this was my assumption that a longer survey would lead to a lower response rate. Lastly, this study is built on a monomethod design, something which could further impact the results of the correlations and which will be addressed in the following section.

5.4 Common methods bias

Common methods bias is one of the most prevalent threats to construct validity and occurs when the measurement technique introduces systematic variance in the measure. The risk is then that the true relationship between constructs is not portrayed (Doty & Glick, 1998; Reio, 2011). Common methods bias is related to the way a researcher chooses to measure, rather than the construct measured. To lessen the effects of common methods variance some researchers use different groups to measure different constructs. As this study was built on a monomethod design the constructs were measured for the same population at the same point in time, which means that there is a risk for common methods bias.

With a higher response rate another result more in line with established theory could possibly have been achieved and the element of methods bias need to be kept in mind when presenting the results. A factor which speaks against bias for the items tested in the correlation analysis is that they were gathered from previous research, which was not built on monomethod designs (cf. Reio, 2011). The potential bias could therefore be expected to be lower for these items.

What also needs to be addressed is the possible bias amongst the respondents of the survey. Even though the independent variables made it possible to see if the respondents were young or old, had been working for a short or long time, it does not prevent the existence of extreme opinions. It could be that the employees who participated held a grudge towards organizational changes or the behaviors and saw this as their chance to make amends. But it could also be that the majority consisted of dutiful people who are flexible in regards to organizational change. Both of these extremes could, due to the lower number of participants, have an impact on the study and are important to keep in mind when analyzing the results. Continuously checking for outliers hopefully offsets this potential bias.

5.5 The communication with the manager

In the theoretical framework it was stated that managers often play a crucial role in shaping employees attitudes towards the change (Weber & Weber, 2001; Stensaker & Meyer, 2012) something which will now be outlined.

5.5.1 Manager – dressing up as a role model during change?

Judging by the answers from the survey, the general opinion seems to be that the managers have performed well in regards to communicating the behaviors to the employees.

Item	Top-box	Middle-box	Bottom-box
My closest manager has explained the behaviors to me	50.7	20.9	28.4
My managers gives me the support I need to implement the behaviors in my job	50.8	25.4	23.9
My closest manager speaks in a positive manner about the behaviors	68.6	22.4	9
My closest manager implements the behaviors in his or her work	53.7	35.8	10.5

Table 5.6 The closest manager's role during change

The result that stands out are the employees who had chosen the middle-box, as these account for at least 20% and sometimes up to 30%. It could be questioned if the employees' answers imply indecisiveness to the support they perceive to have received. This could be a sign that managers should spend more time explaining and supporting employees in the implementation of the behaviors.

What was also stressed in the theoretical framework was the importance of the manager committing to the change and acting as a role model. The following quote was taken from the PowerPoint used during the employee introduction to the behaviors and point to awareness of the concept of role modeling amongst managers.

> This chapter is about our response as leaders of teams in terms of our attitudes, behavior and role modeling. It's devoted to our need to build a new culture that's driven by performance and growth. It includes some very specific ways that we'll encourage and reward new ways of working – many of which are quite different from how we are today. (PowerPoint)

Both the results from the survey and the content analysis point to an overall healthy communication with managers, and generally it seems as if they live up to the task of role-modeling the behaviors. To use management jargon, it is however always of relevance for managers not to just "talk the talk, but also walk the walk".

5.6 The communication with colleagues

Informal conversations with colleagues regarding a change represent one of the major work setting elements for determining change behavior (Porras & Robert-

son, 1992). The responses were partly in line with theory as they indicate that employees are affected by their colleagues' opinions on the behaviors. However, a majority of the respondents place themselves in the middle-boxes for these statements, something that will be reflected upon below.

5.6.1 Collegial influence during change

A majority, 61,2%, of the respondents indicate that they have talked with their colleagues about the behaviors. Only 19.4% stated that they have not discussed the behaviors with their colleagues.

Item	Top-box	Middle-box	Bottom-box
My colleague's opinions about the behaviors matter to me	41.8	34.3	19.4
I talk in a positive manner about the behaviors with my colleagues	56.8	35.8	7.5
My colleagues talk in a positive manner about the behaviors	31.4	47.8	20.9
My colleagues talk negatively about the behaviors	19.4	43.3	37.3
I talk negatively about the behaviors the behaviors	1.5	23.9	74.7

Table 5.7 The collegial influence during change

One possible explanation for the respondents who choose the middle-boxes could be that they belong to the category who has not discussed the behaviors with their colleagues. It could also be that these employees perceive their colleagues to talk in a neutral way of the behaviors. Furthermore, it may be harder to relate to statements about others than it is to relate to statements about yourself. An argument strengthened by the fact that a clear majority place themselves in the bottom-box for the statement "I talk negatively about the behaviors".

Generally, this construct seems to indicate that the attitudes towards the behaviors are rather positive. The collegial influence during change furthermore seems to be in line with theory as the answers indicate that for a majority, their colleagues' opinions about the behaviors matter to them.

5.7 The communication from management

As previously mentioned, research suggests that management needs to invite employees to participate in the change process as well as encourage them to adapt to it and reward them when they do. A clear business need for the change and dedicated staff as well as avoiding the use of pitchy slogans and lofty sounding values were recommended (Cheney et al., 2011; Barrett, 2002; Covin & Kilmann, 1990)

This section starts with outlining the usage of management jargon as the content analysis showed such elements.

5.7.1 Management jargon

The examples of what could be classified as management jargon were taken from the PowerPoint used during the employee introduction to the behaviors: "[This] is not a program, it is the start of a journey".

The way management expresses the necessity of the change shows similar tendencies: "The [company's] change and performance program will help us break free from the past". "[The program] isn't about doing the same things faster, or about change for its own sake. It's about doing things better, differently". The following sentences are recurrent throughout the PowerPoint: "Things are really different this time", "[t]his is not business as usual". The end of the presentation is rounded off with the following sentence: "This is almost it for today´s program. But, this is not the end. This is the start of our [company's] journey!".

When unnecessarily used, workplace jargon can have negative communicative effects and even lead to a lack of understanding among organizational members, something which in turn can hinder the productivity of the organization as a whole (Jones, 2011). Even though it sometimes may fill a function, it is important to be aware that this kind of language can have negative consequences for an organizational change effort. By considering when this kind of language is fruitful and when it would be better to avoid, organizations can steer clear of cynical responses from employees that may come as an effect of management jargon.

5.7.2 Employee participation during change and supportive management

Encouraging employee participation and support from management are two factors stated to be closely related to the success of a change (Covin & Kilmann, 1990). The content analysis indicates that there during this change was a lack of meaningful participation. On two occasions, when gathered to learn about the program, the employee's were invited to participate in discussions. The agenda for these discussions was however already set (PowerPoint). In the first discussion during the day, employees are asked to share an experience of when they felt proud to work for the company (PowerPoint). The second chance to discuss was provided at the end of the full day session and two questions were posed to the employees: "What will we start doing differently or even stop doing in order to change our direction?". In one of the notes of the PowerPoint it is however stressed that more time should be spent on the discussion if there is room in the agenda. Furthermore, other discussions, not apparent through the PowerPoint might have taken place during this occasion, something which could have had an impact on the discussion atmosphere.

Nevertheless, no specific insight into employee perception of the behaviors was gained before the change program was launched although it from management was stated that the change took place due to a request from the employees: "[in the sector], we know there are obstacles in our culture, because you've told us so. Without a change of culture, it will be impossible to achieve our ambitions".

Also the results from the survey indicated a lack of meaningful participation.

Item	Top-box	Middle-box	Bottom-box
Employees had a chance to influence the content of the behaviors	19.4	17.9	62.7
Management follows up on employees suggestions to the behaviors	23.9	40.3	35.9

Table 5.8 Employee participation and management support during change

The first item in table 5.8 was meant to measure the influence employees perceived themselves to have in regards to influence the behaviors. The majority of the respondents did not seem to consider that they could impact the content of the behaviors.

What stand out regarding the second item in table 5.8, which meant to investigate the feelings towards management supporting employees during the change, is that 40.3% were in the middle-box. One possible reason for the high numbers in the middle-box could have to do with the lack of follow up from management so far. However, since the item measuring employee participation strongly indicated the limited impact the participants perceived themselves to have, another explanation could be that employees did not feel that they had any say in the change process. Placing oneself in the top or bottom-box for this statement would in that case not make much sense and the option left would be to choose the middle-box. The essence is that there seems to have been a lack of meaningful employee participation during the change to the behaviors. In order for a change to have the possibility of reaching its expectations, encouraging employee participation and including them in the different phases of the change process, can benefit not only the implementation of the change, but also result in a greater trust in management since additional interaction is initiated (Weber S. & Weber E, 2001).

5.7.3 The impact of a reward system during change

The sector makes use of points to acknowledge employees who have implemented the behaviors exceedingly well. Previous research has pointed out rewards systems during change to be specifically beneficial for an organization (Covin & Kilmann, 1990; Barret, 2002). The content analysis shows that the points have been handed out for all behaviors through three separate e-mails sent by the CEO of the sector. In the first e-mail the CEO writes: "All the employees nominated have been living the behavior in their daily work and I look forward to presenting the next 2 categories the upcoming months". In the second e-mail the CEO explains the reason to why one of the employees won the points by stating that the behavior was a part of the particular employee's behavior.

The results for this particular survey somewhat contradicts established theory in the sense that the majority of the respondents did not feel more willing to implement the behaviors owing to the reward system. There is also an indication to that respondents in the age of 45-68 to a lesser extent perceive this reward system as making them more willing to implement the behaviors than for respondents between the age of 21-44.

Item	Top-box	Middle-box	Bottom-box
Rewards such as points make me more willing to implement the behaviors	23.8	31.3	44.8
Age 21-44 (74,6% of the population)	26	36	38
Age 45-68 (25,37% of the population)	17.6	17.6	64.7

Table 5.9 Reward system during change

These results provide valuable insight for organizations that plan on using a reward system during an organizational change. Investigating employees' attitudes to the contemplated reward system can help understand if the specific system is suitable for the employees. It could also help to gain insights into employees' preferred ways of being rewarded and if the age of the employees make a difference. As it can serve as a motivating factor throughout a change it can prove fruitful to find out if employees would like a reward program, and if yes, what kind of rewards they prefer. For the organization this could mean that resources are not spent on a system which is not supported by those it was intended for.

5.7.4 The placement of responsibility

In accordance with Barrett (2002), who states that there is a need for dedicated communication staff for the change program, and Covin and Kilmann (1990) who hold that there is a need to clearly identify who is held responsible for the success of the program, there are places in the PowerPoint were the people responsible for the program are mentioned and the responsibility from managements side addressed: "[the] Leadership team and local Mgmt Teams need to be responsible for taking fast decisions and for setting clear structures and prioritization" and "[e]ach sector has appointed [a program] resource responsible for the follow-up". The majority of the respondents also think that it is clear who is responsible for the behaviors, but as can be seen in table 5.10, there were lesser differences in regards to age. The older population perceive it as somewhat clearer who is responsible for the behaviors in comparison to the younger population.

Item	Top-box	Middle-box	Bottom-box
It is clear to me who is responsible for the Behaviors	53.8	23.9	22.4
Age 21-44 (74,6% of the population)	52	24	24
Age 45-68 (25,37% of the population)	58.82	23.52	17.64

Table 5.10 Awareness of those responsible for change in relation to age

The employees who were appointed as contacts for the program were handed this assignment on top of their other tasks. Barrett (2002) states that it is crucial for the success of a change program to have fully dedicated staff to assess the company's current communication practices, address possible employee communication gaps, design and implement the change program and serve as change ambassadors. The document analysis also shows that it in this sector was the CEO for the

organization who took care of communicating the change program to the employees, initially via e-mail but also during the day the program was outlined for the employees. Even though the contacts did not perform the actual communication of the behaviors, the change seems to be in line with theory in the sense that the team was made up of both dedicated communication staff as well as non-communication staff. This could mean that the communication improvements are accepted at all levels in the organization. There could also be advantages with not having a fully dedicated communication staff. Employees might prove more effective in planning the communication of a change if they also have to handle their ordinary job. In any case, the placement of responsibility and staff seems to be clear, something which can be seen as positive for the employees.

5.7.5 A strong business need for change

In accordance with Covin and Kilmanns' (1990) positive impact issues, the content analysis point to the presence of a strong business need for the behaviors. In accordance with Barrett's (2002) study the content analysis further indicates that the messages were formulated with the employees in mind. In the following quotes the emphasis lies on explaining the rationale for changing the organizational culture by emphasizing the increasing pressure from competitors on the market. Management explains the rationale behind the change with a need for "A new growth and performance culture […] where [the behaviors] are key to our new way of working to become a more agile and market oriented growth company" (PowerPoint). A culture change is explained as a necessity to grow the organization in the following quote.

> Our success is very much dependent on our culture, our way of working in this company. We will not effectively grow [. . .] and beat competition unless we change our approach and mindset. We want to instill more entrepreneurial spirit [. . .] and encourage teamwork and taking courageous decisions. We want to empower employees to team up and win to win in the markets. This is why we have our new behaviors. (PowerPoint)

In line with established theory the change is in this quote explained and directed to a clear business need (Covin & Kilmann, 1990). Interesting is management's use of the word *empower* which can be seen as strengthening the argument, brought forth in the introduction, that one of the aims with the behaviors was to empower employees in their work. This can be connected to the argument that much of the change efforts are focused on traditional outcomes such as survival and profitability but recently also have a strong focus on the nature of outcomes during an organizational change, described from affective and behavioral criteria. The above quote could serve as an example of promoting and preparing individuals for participating in the organizational change (Armenakis & Bedeian, 1999), something which would contradict that management used a non-participatory strategy. However this argument would be undermined by the fact that it was

management's decision to implement the behaviors and that the employees did not perceive that they had a chance to influence the behaviors.

Furthermore, the comparison to other companies through benchmarking is also used to rationalize the change, something which is evident in the following quote: "But we are not always good at claiming the innovations, Last year [our competitor] registered more patents in [our market] than we did. [Our competitor] is a new aggressive competitor in many areas". This is also evident in the following quote where a market driven aspect to change in combination with increasing customer demands is evident.

> Strong customer centricity and entrepreneurship in our markets to drive local relevance and gain market share. Innovating and executing with higher speed and excellence to outpace competition through effective end2end customer value chains. (PowerPoint)

The overall impression from the content analysis is that the organization succeeds in relating the change to a clear business need, something which according to established theory ought to have a positive impact on employees feelings towards the change (Covin & Kilmann, 1990).This is strengthened when reviewing the results of the survey, as most respondents consider that the purpose with the behaviors was communicated clearly and that there was enough information.

Item	Top-box	Middle-box	Bottom-box
The purpose with the behaviors was clearly communicated to me	68.6	22.4	9
There was enough information about the behaviors	67.1	22.4	10.4
Employees were given enough time to implement the behaviors	35.8	53.7	14.9

Table 5.11 The communication around the behaviors

As is evident in the table above, the results for the first two items were similar, whereas for the third item, a majority placed themselves in the middle-box. There seems to be a general feeling of comprehension to what the behaviors entail but that a majority of the respondents are uncertain to whether or not they received enough time to implement the behaviors. It is important to keep in mind that in comparison to other organizational changes, such as mergers or restructuring of departments, this change did not entail a change of tasks for the employees. Employees may therefore feel that the time aspect was not relevant for this kind of change which could explain why a majority of them placed themselves in the middle-box.

5.7.6 Examples of forcing change and top-down communication
As stated in the theoretical framework, one-way communication may be suitable for handling information for control and decision processes, but not for when an organization is in need of constructive decision making (Varey, 1999). The content analysis indicates that implementing the behaviors was not something option-

al. In the first e-mail regarding the day the program was to be introduced, the relevance of participating was stressed: "Please note that participation is **mandatory** and only valid reasons for declining all three invitations are vacation, maternity leave, illness or urgent customer meetings. You must provide a written reason in case you decline all three invitations" (e-mail 1, bold in original version). The importance of implementing the behaviors is also stressed in the following quotes: "Changing behaviors is critical to make our organizational decisions effective", "[w]ithout a change of culture any other attempt to turn around the company will be useless" and "[o]ur transformation initiatives will fail if they are not executed in the spirit of the new culture" (PowerPoint).

The content analysis indicates that employees had little possibility to impact the content of the behaviors. Even though they were invited to a 20 minute long group discussion during the day, the content of this discussion was already decided (PowerPoint). For each behavior, employees were asked to discuss examples of positive behaviors already observed in the organization as well as examples of behaviors they did not like to see. After this discussion a personal commitment card and an envelope was handed out to the employees. This card was supposed to be filled out by each employee and they were to answer the question "[w]hat will you personally stop or start doing to bring our performance and growth culture to life?"

Also the survey indicates that the behaviors were communicated top-down. A clear majority of the respondents, 95.5%, were in the top-box for the statement that the behaviors had been communicated from a higher level in the organization.
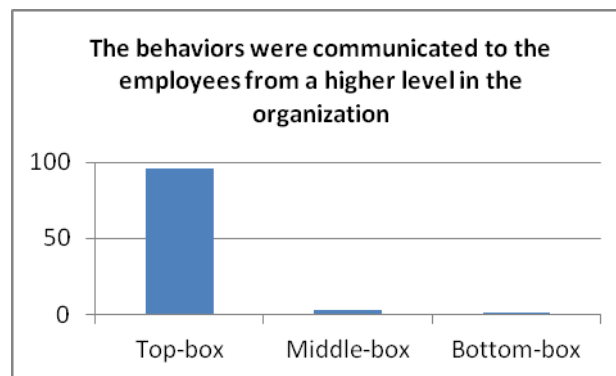
Table 5.12 Employees perceived level of top-down communication for the behaviors

This does not necessarily have to be a negative implication, but considering that established theory holds that involvement of employees in the decision-making process is a facilitative factor for the success of a change (Covin & Kilmann, 1990; Blaschke, 2008; Goodman & Truss, 2004) it could be of value for organizations to consider when to make use of one way communication and when a more participative strategy is suitable during a change.

5.8 Previous experience with change

Prior research has indicated that previous experience with change can affect how employees perceive present change efforts (Stensaker & Meyer, 2012). This section will start with exploring if the survey items support Stensaker and Meyers' (2012) study in which employees with limited change experience were stated to exhibit strong behavioral and emotional reactions, whilst employees with extensive change experience were stated to use less effort to resist change and showed more loyal reactions to change. The specific reactions will then separately be presented and analyzed. A table describing Stensaker and Meyers' (2012) categories, as well as the items that were developed from their qualitative study, will now be presented.

Reactions	Survey items
Sabotage 1	I counteract changes I do not agree with
Sabotage 2	I go against changes I do not agree with
Loyalty acceptance 1	The more changes I experience, the easier they are to handle
Loyalty acceptance 2	Organizational changes improve the organization
Loyalty compliance 1	Even if I don't agree with a change I continue business as usual
Loyalty compliance 2	Even if I don't agree with a change, I stay loyal to my organization
Paralysis 1	I cannot cope with organizational changes
Paralysis 2	Organizational changes make me unable to do my job
Bohica 1	There have been too many changes in this organization
Bohica 2	When a new change is introduced in my organization I step aside and wait for it to pass
Bohica 3	I am indifferent to organizational changes
Exit	If there was another change, that I did not agree with, I would consider leaving the organization
Take self-control 1	I openly show my support to changes I agree with
Take self-conttrol 2	If I would not receive sufficient information about a change I would search for it myself

Table 5.13 Stensaker's and Meyer's (2012) reactions to change and survey items generated from their study

To explore Stensaker and Meyers' (2012) findings a comparison was made between the survey items, developed from the categories of reactions in table 5.13, and the level of agreement with the item "I have extensive experience with organizational change". As table 5.14[12] shows, there seems to be no distinctive difference between the reactions in relation to the level of perceived experience.

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[12] The percentage of the population in the top-box was 71.64%, middle-box 11.94% and bottom-box 14.9%.
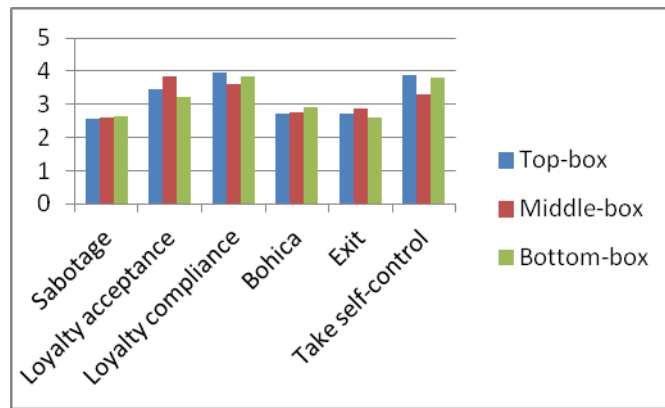
Table 5.14 Comparison of the item "I have extensive experience with change"
(y axes) and reactions to change

When looking at the specific items in table 5.14 it is clear that intergroup differences for the specific reactions exists for sabotage 1, loyalty compliance 2 and take self-control 1 and take self-control 2. These will be addressed separately later on in this section.
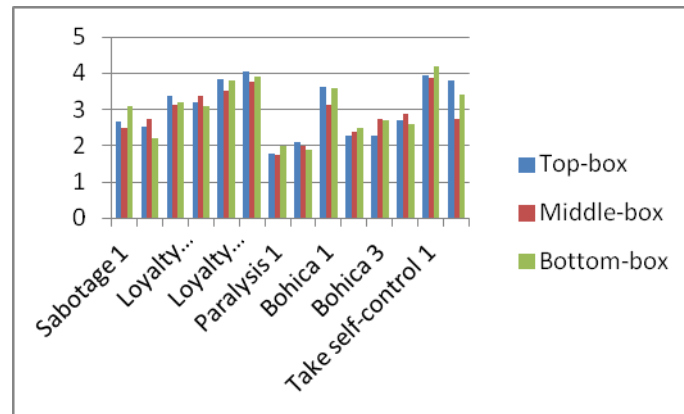
Table 5.15 Category by category

5.8.1 Previous experience with change in relation to age

For respondents between 45 to 68[13] years a higher number agree with the statement "I have extensive experience of change in organizations" than compared to respondents between the age of 21 to 44, something which could be expected due to the age difference between the groups. As is shown in table, 5.16 the majority of both groups do however agree with the statement.

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[13] The age categories have been combined to facilitate the results; table 5.1 provides an overview of the specific age groups.

Item	Top-box	Middle-box	Bottom-box
I have extensive experience of change in organizations	73.2	11.9	14.9
Age 21-44 (74,6% of the population)	68	14	18
Age 45-68 (25,37% of the population)	88.2	5.8	5.8

Table 5.16 Previous experience with change in relation to age

5.8.2 Influence of previous change – positive or negative?

As can be seen in table 5.17, the majority place themselves in the middle-box when evaluating if previous changes in the sector have achieved their change objectives.

Item	Top-box	Middle-box	Bottom-box
Previous changes in [this sector] have achieved their objectives	16.4	55.2	28.4
My experience with previous organizational change in [the sector] influence how I react to changes in the organization today	64.2	26.9	9

Table 5.17 The influence of previous experience with change

Since a majority of the respondents also state that they are affected by previous experience with organizational change in the sector, it could indicate a need for the sector to dig deeper into why the majority of the responses were not in the top-box for the first item. Including the independent variables made no substantial difference something which otherwise could have served as an explanation to the amount of respondents in the middle-box. This since younger employees may not have worked for the company for that long and since new employees in general would have a hard time evaluating change efforts that they had not themselves experienced.

The results for these items are worrisome in the sense that employees' seem indecisive when it comes to judging the success of previous change efforts. Considering how much resources organizations usually spend on a change, it is logical to want the majority of the staff to perceive previous changes as successful. The opposite could mean that the changes had less effect than anticipated and that future change initiatives could be in the risk of being viewed with cynicism from an employee perspective. If the organization is not clear on if the majority of the employees in the organization hold similar attitudes towards previous changes, future efforts could run a risk of not achieving their objectives which is why assessment is recommended.

5.8.3 Sabotage versus taking control

Item	Top-box	Middle-box	Bottom-box
I counteract changes I do not agree with	26.9	26.9	46.2
I go against changes I do not agree with	14.9	29.9	54.9
If I would not receive sufficient information about a change I would search for it myself	73.1	14.9	11.9
I openly show my support to changes I agree with	85.1	9	6

Table 5.18 Sabotage versus taking control

The first two items in table 5.18 measured the extent to which employees would consider themselves as going against an organizational change. To use Stensaker and Meyers' (2012) term, the results indicate that a majority of the respondents do not perceive themselves as going against changes and a conclusion would therefore be that there seems to be few change saboteurs, something which is to be considered positive for an organization.

The last two items in the table meant to measure the degree to which employees take control during a change. The results show that a majority of the respondents would look for information if they considered that the information received did not suffice, and openly support changes they agree with.

It is also interesting that the results showed that employees who do not perceive themselves to have extensive experience with change still perceive themselves as openly showing their support to changes they agree with. The employees which it concerns only make up for 14.9% of the population, and 90% of them are between the age of 21-38. Even though they only make up for a small part of the population, the association is interesting as it could mean that younger employees who perceive themselves to have less experience with change will show higher levels of initiative. What contradicts this statement is that the same group of employees was in the middle-box for the statement "I counteract changes I do not agree with". It could be assumed that it is easier to think of your actions in positive, rather than negative terms.

The responses generally indicate that the majority of these employees are not very likely to sabotage organizational changes they do not agree with, on the contrary there seems to be a high degree of taking initiative.

5.8.4 Exit

Item	Top-box	Middle-box	Bottom-box
I would consider leaving the organization if another change, which I did not agree with, was introduced	28.4	25.4	46.2

Table 5.19 Exit

Even though the majority of the respondents were in the bottom-box for the exit statement in table 5.19, the numbers that make up for the rest of the respondents could be seen as alarming. Giving this answer in a survey is by no means an assertive indication to that these employees would in fact leave the company. However

it could become a concern to the sector should the employees act upon it and should more employees hold similar feelings. Therefore, despite the limited survey population it could be of value both to evaluate employees' attitudes to previous changes and towards coming changes as to not risk that employees leave due to a change.

5.8.5 Bohica and paralysis

Item	Top-box	Middle-box	Bottom-box
There have been too many changes in this organization	56.7	26.9	16.4
I am indifferent to organizational changes	4.5	35.8	59.7
I cannot cope with organizational change	4.5	6	89.5
Organizational changes make me unable to do my job	5	14.9	79.1

Table 5.20 Bohica and Paralysis

The first two items in table 5.20 measured the level to which employees could fall under the category of Bohicas, bend over here it comes again. Whereas the last two items measured the level to which employees could fall under the category of paralysis.

What could be seen as troublesome is that the majority were in the top-box for the first item. Even though these numbers to some extent could be counterbalanced by that the respondents do not seem to be indifferent to organizational change, it indicates that the majority of these respondents could fall under the category of Bohicas. However, only a small part of the respondents perceived that they could not cope with organizational change or that organizational change made them unable to do their job, which is a positive indication for an organization since it shows barely any signs of paralysis.

5.8.6 Loyalty compliance and loyalty acceptance

The results for the first two items in 5.21 indicate that the respondents are loyal to the organization. Something which can be seen as positive to the change effort as it could increase the chances of employees implementing not only the behaviors, but also coming organizational changes.

Item	Top-box	Middle-box	Bottom-box
Even if I don't agree with a change, I stay loyal to my organization	82.1	16.4	1.5
Even if I don't agree with a change I continue business as usual	76.1	19.4	4.5
The more changes I experience, the easier they are to handle	43.3	31.3	25.4
Organizational changes improve the organization	26.9	67.2	6

Table 5.21 Loyalty compliance and Loyalty acceptance

Salient for the results of these items is the third statement in table 5.21, which goes under the category of loyalty acceptance. Even though the majority seems to

believe that the more changes they experience the easier they are to handle, quite a few of the respondents ended up in the middle- or bottom-box, something which could have negative implications for the organization. This was also noticeable for fourth item were the majority are in the middle-box. That such a large amount of the respondents seem to be loyal, but perhaps not convinced of the statement that changes improve the organization, could also be interpreted as negative for the organization, as it could mean that some changes are implemented only on a superficial level. In order to find out if these are the opinions of only a few or if more employees share similar feelings, an assessment of the whole organization would be necessary.

5.9 Predisposition to resist change

As stated in the theoretical framework, Oreg (2003) claims that the reasons for resisting a change often are not far too seek. The interests of organizational members usually are not the same as the interest for the organization and organizational members usually are the ones asked to implement the change. However, some individuals seem to resist even those organizational changes that are in their own interest something which Oreg (2003) explained to be related to behavioral, cognitive and affective components and it is these factors that will be analyzed in this chapter.

The results did show some tendencies towards a predisposition to resist change, overall this was however not the case. These results can be of value, not only for this change, but for coming changes as they measure the general feelings towards change. The different aspects of predisposition to resist change will now be analyzed separately.

5.9.1 Routine seeking during change

Item	Top-box	Middle-box	Bottom-box
I generally consider changes to be a positive thing	89.5	10.4	1.5
I'll take a routine day over a day full of unexpected events any time	17.9	28.4	53.7

Table 5.22 Routine seeking during change

Noteworthy for this category is that a clear majority of the respondents are in the top-box for the first item. This somewhat contradicts the conclusion made earlier that employees may only implement changes on a superficial level. However, the item for predisposition to resist change and previous experience with change differ in the sense that for the latter, the items specifically aimed at finding out employees attitudes to changes within the sector, whereas the former meant to find out their attitudes towards organizational changes in general. It could therefore be that employees find organizational change in general positive, whereas they could be less convinced about changes which previously have taken place in the sector.

The respondents furthermore do not seem to be in favor of what Oreg (2003) refers to as low levels of stimulation as a majority were in the bottom-box for the second item in the table. The results indicate favorable attitudes towards change.

5.9.2 Emotional reaction during change

Item	Top-box	Middle-box	Bottom-box
When I am informed of a change of plans, I tense up a bit	31.4	31.3	37.4
When things don't go according to plans, it stresses me out	37.3	22.4	40.3

Table 5.23 Emotional reaction during change

It could be argued that some of the respondents perceive themselves to have less faith in their abilities to deal with change and that they therefore could be more likely to feel threatened by it (cf. Oreg, 2003). Even though a majority were in the bottom-box for the statements, when adding up the percentage for the respondents in the middle and top-box, two thirds of the respondents either perceive that they do tense up or are not sure if the tense up. A plausible explanation for the latter could be that these employees' do not necessarily always tense up or get stressed when things do not go according to plans. A change to ones tasks could for example be perceived as more troublesome to some than a change to ones working behaviors. The results for these items could be interpreted as a part of the participants feeling somewhat threatened by changes, it is however not possible to say if they felt threatened by the specific change to the behaviors.

5.9.3 Short term thinking during change

Item	Top-box	Middle-box	Bottom-box
Changing plans seems like a real hassle to me	6	32.8	61.2
When someone pressures me to change something, I tend to resist it even if I think the change may ultimately benefit me	10.4	3	86.6

Table 5.24 Short term thinking during change

According to Oreg (2003), those who support a particular change in principle, may still resist it because of their reluctance to undergo the required adjustment period. Judging by the results from the survey the employees do not seem to match the description of short term thinking during change, something which could be seen as beneficial for the organizational change climate.

5.9.4 Cognitive rigidity during change

Item	Top-box	Middle-box	Bottom-box
Once I've come to a conclusion, I'm not likely to change my mind	23.9	26.9	49.2
I don't change my mind easily	28.4	29.9	41.8

Table 5.25 Cognitive rigidity during change

The items for cognitive rigidity meant to address "[...] the ease and frequency with which individuals change their minds" (Oreg, 2003, p. 3) as it has been stated that the trait of dogmatism[14] could predict individuals' approaches to change. Judging by the results of these items the majority of the respondents do not seem to perceive themselves as having a hard time to change their minds. The results however indicate that some employees do fulfill Oreg's (2003) requirements for dogmatic tendencies. One idea, in line with Oreg's (2003) conclusion, is to establish a training program in which strategies for coping with the upcoming change would be taught. It is however important that this training program takes an adaptive approach as a top-down approach could be one of the elements that makes employees weary of changes.

5.10 Psychological empowerment

As stated in the theoretical framework, a change that is not consistent with an individual's sense of personal agency and self-determination could be stressful and for this reason be resisted (Lamm & Gordon, 2010). Empowerment is a multifaceted concept and has been argued to consist of four cognitions; meaning, competence, self-determination and impact (Spreitzer, 1995). Compared to the results for the other constructs, psychological empowerment seems to have most unified results amongst the respondents. For the majority there is a high perceived level of psychological empowerment in relation to their work, something which could be seen as very beneficial to the change climate of an organization.

5.10.1 Meaning

Item	Top-box	Middle-box	Bottom-box
The work I do is very important to me	91	1.5	7.5
My job activities are personally meaningful to me	77.6	14.9	7.5

Table 5.26 Meaning

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[14] Dogmatic individuals Oreg (2003) explains as less willing and able to adjust to new situations due to a rigidity and closed-mindedness.

Meaning is according to Spreitzer (1995) the value of the employees work goal or purpose, judged in relation to their own ideals or standards. The results indicate that the value of the employee's work goal or purpose, judged in relation to their own ideals or standards, is high.

5.10.2 Impact

Impact according to Spreitzer (1995) indicates the degree to which individuals feel that they can influence strategic, administrative or operating outcomes at work (Spreitzer, 1995). For this item age was a salient element. The older the respondents were, the more they seemed to perceive that they had a large impact on what happened in their department. Here it is of course important to take into account the bias that lies in that the age groups 51-56, 57-62 and 63-68 only made up a minor part of the respondents. However, considering that none of the employees who received the survey had staff liability, it gives an indication of a healthy and prosperous sector when older employees hold such feelings towards their job, as staff liability for some could be synonymous to climbing the ladder of success. It could also be argued that it is logical for older employees to feel that they have a greater impact, as they have more experience and perhaps also a wider contact net if they have been in the company for more years.

Item	Top-box	Middle-box	Bottom-box	
I have a great deal of control over what happens in my department	53.7	31.3	13	
My impact on what happens in my department is large	79.1	13.4	7.5	
Age				**Response Percent**
21-26	33.2	33.2	33.2	9,0%
27-32	70.5	17.6	11.7	25,4%
33-38	86.6	13.3	0	22,4%
39-44	100	0	0	17,9%
45-50	81.7	9	9	16,4%
51-56	66.6	33.3	0	4,5%
57-62	100	0	0	1,5%
63-68	100	0	0	3,0%

Table 5.27 Impact. The responses are calculated in percentage and the "response percent" shows the percent age that the specific age group was made up of in relation to all the respondents.

5.10.3 Self determination

Self-determination according to Spreitzer (1995) means that individuals perceive themselves to have a high choice in initiating and regulating actions. The results for this study are in line with theory, something which according to Spreitzer et al. (1997) could indicate that the respondents are high performing individuals. These results could be seen as positive, not only to the behaviors, but also to the change climate in general. It could be assumed that the more employees perceive them-

selves to have a high choice in initiating and regulating actions, the more they perceive themselves able to impact the change.

Item	Top-box	Middle-box	Bottom-box
I can decide on my own how to go about doing my work	88.1	7.5	5.5
I have substantial opportunity for independence and freedom in how I do my job	89.5	7.5	3

Table 5.28 Self determination

5.10.4 Competence

Spreitzer (1995) claims that competence entails the belief in an individual's own capabillity to perform activities in a skillful way. The results indicate that these individuals have a high belief in their own capability to perform activities with skill. These results could be positive for the change efforts in the sector. It could be assumed that the more competence employees feel they have in their work, the less likely they are to doubt their own capabilities, and the more convinced they could become of their own capabilities of handling a change.

Item	Top-box	Middle-box	Bottom-box
I have mastered the skills necessary for my job	92.5	6	1.5
I am confident about my ability to do my job	95.6	3	1.5

Table 5.29 Competence

5.11 Behavioral support for change

As mentioned in the theoretical framework, Herscovitch and Meyer (2002) hold that the factor most salient to the failure of an organizational change is lack of commitment by the organization's employees. Their general model of workplace commitment, the three-component model of organizational commitment consisting of affective, continuance and normative commitment, was used to measure employees perceived levels of commitment and the results for these items will be outlined in this section. Generally, the items from the survey indicate that the behavioral support for the behaviors is high.

5.11.1 Affective commitment during change

According to Herscovitch and Meyer (2002), employees who want to remain in an organization are likely to attend work regularly, perform assigned tasks to the best of their ability, and do little extras to help out, that is to say they have an affective commitment during the change. Judging by the results there seems to be a high degree of affective commitment to the behaviors.

Item	Top-box	Middle-box	Bottom-box
The behaviors are a good strategy for this organization	85.1	13.4	1.5
I think that management is making a mistake by introducing these behaviors	6	13.4	83.6
The behaviors are not necessary	7.5	22.4	70.1

Table 5.30 Affective commitment during change

5.11.2 Continuance commitment during change

Herscovitch and Meyer (2002) hold that those employees who remain out of a sense of obligation may do so as a means of repaying the organization for earlier benefits. That is to say, the employees have a high degree of continuance commitment during the change. The results for these items were a bit more scattered and generally lower than for affective commitment during change, which strengthens the argument that this change was not optional. Nevertheless, a majority of the respondents were in the top-box also for these items. Since the affective commitment during change was high, a majority seem to be in favor of the behaviors.

Item	Top-box	Middle-box	Bottom-box
I have no choice but to go along with these behaviors	46.3	22.4	31.4
It would be risky to speak out against the behaviors	37.4	28.4	34.3
Resisting these behaviors is not a viable option for me	64.2	34.3	1.5

Table 5.31 Continuance commitment during change

5.11.3 Normative commitment during change (obligation)

In contrast to continuance commitment, normative commitment means that employees may remain primarily to avoid costs and may do only a little more than is required to maintain employment, that is to say the employees have a normative commitment during the change. The normative commitment to the behaviors generally is perceived as high amongst the respondents, which strengthens previous indications of employees being loyal to the sector.

Item	Top-box	Middle-box	Bottom-box
I feel a sense of duty to work according to the behaviors	79.1	10.4	10.4
I would feel guilty about opposing the behaviors	20.9	38.8	40.3
I do not feel any obligation to support this change	7.5	10.4	82.1

Table 5.32 Normative commitment during change

6. Discussion

6.1 An interpretation of the snapshot

The purpose of this thesis was to explore if the perceived level of psychological empowerment, for employees exposed to one-way communication during an organizational, change impact on the perceived level of behavioral support for the change. This was done against the backdrop of several constructs from previous research on organizational change, and the aim was to generate a snapshot of a particular organizational change, and pinpoint features of it.

The result of this study show that management communication to some extent follow Covin and Kilmanns' (1990) positive impact issues. To a certain degree the results also follows Barret's (2002) prescriptive strategic model for successful employee communication during an organizational change. The change process had:

- A clear business need for the change
- Well-positioned staff
- Targeted messages
- Supportive managers
- A reward system

There was however also some clear examples of where the change procedure according to established theory could be criticized. The change process:

- Was communicated top-down
- Had a low degree of employee participation
- Showed indications of forcing change

Despite these elements, the data showed mostly positive attitudes towards the behaviors, and it could be argued that the findings of high level of psychological empowerment and behavioral support for the behaviors, as well as no substantial support for the construct of predisposition to resist change, make up for the impact of top-down communication, low employee participation and elements of forcing change. The data also showed that there are no major differences between attitudes to change and years in the company or age. However, as the majority of the respondents were younger, I have been careful with drawing those kinds of conclusions.

In regards to employees' previous experience with change, the results did not yield support for an association between reactions to change and the level of experience with change. This is interesting as previous studies have found support for

such relationships. What these results did show were elements which could be of concern to future change efforts. There is indecisiveness amongst the employees as to whether or not previous change efforts have been successful and whether or not organizational changes improve the organization. A majority of the employees also perceive that there have been too many organizational changes in the sector and hold that previous changes in the sector influence how they react to changes today. Should this be the case for the majority of the employees in the organization, future change efforts could run a risk of not achieving the organization's objectives.

Since previous research strongly suggests involving employees in the change process, I argue that the change climate could benefit from management encouraging the decisions and actions from employees at all levels. Another argument for higher employee involvement is that there is no reassurance that coming changes will be accepted as easy as these behaviors. Involving employees would challenge the notion of top-down communication but would in the end be likely to make more employees aligned with the change, as they were part of designing it.

The results for previous experience with change also show that a majority of the employees are loyal, a result which at first sight could be interpreted as positive. However, as the agreement with the items for loyalty compliance were higher than for loyalty acceptance, it could mean that some changes only are implemented on a superficial level, due to employees feeling compelled to do so. If this is true for the rest of the organization, it could be another indication to that future change efforts run the risk of not achieving the organization's objectives. Something that speaks against this is that the majority of the respondents showed high levels of taking initiative and low levels of sabotaging change, paralysis and bohica and rather low levels of exit.

Another factor that speaks against future change efforts failing is the low levels of support for the construct predisposition to resist change. Even though some of the results signaled that a minority of the employees seem to have a hard time changing their mind and prefer routine days over unexpected happenings and associate change with tense feelings, the overall results show that employees are positive towards the behaviors and towards change in general. Employees further do not give the impression of being likely to resist changes. This could mean that if management secures the employees agreement before introducing a change, they could expect low levels of resistance. In order to know if these indications are legitimate it would be necessary to get the full picture of the change climate. This could be done by assessing the attitudes of a larger population as it would enable management to see if these opinions are those of a few or many.

The general opinion also seems to be that the managers have performed well in regards to communicating and supporting employees in implementing the behaviors to the employees in their work. The results indicate that they have acted as role-models by talking positively about the behaviors and implementing them in their own work. There could however be need for a higher degree of behavioral support from the closest managers as the results also indicate that some employees seemed to be lacking this. A higher involvement from the managers could therefore be fruitful in order to locate those who are in need of more support.

The communication with colleagues around the behaviors and employees assessment of their own way of talking about the behaviors indicates that there is a favorable attitude towards the behaviors. The collegial influence during change furthermore seems to be in line with theory as these answers indicate that for a majority, their colleagues' opinions about the behaviors matter to them. Interesting to note for the collegial influence is how the employees graded their own attitudes towards the behaviors as more positive than their colleagues. An explanation to this could be that it is easier for employees to relate to questions about themselves.

There was no evident association between behavioral support for change and psychological empowerment, constructs which in previous theory were positively correlated. The study also showed no association between behavioral support for change and predisposition to resist change, constructs which previous theory discovered to be negatively associated. This is not to say that these constructs have no impact on employees' attitudes towards change. When separately analyzed it was evident that psychological empowerment in particular, but also behavioral support for change, generated high support, whereas predisposition to resist change on a general level received low support. A high degree of psychological empowerment has until this point been interpreted as something positive. It is however important to mention that a high degree of psychological empowerment not always has to be seen as something positive. Too much autonomy in ones work could mean that employees are not receiving enough support. Two arguments made me discard this reflection; firstly that the items had positive associations and secondly that the data generated values in favor of managers as supportive. That the behavioral support for the change seems to be strong is beneficial as researchers argue that commitment is one of the most important factors involved in employees support for change. A strong behavioral support for this change can in other words provide a crucial connection between the employees and the goals of the change. The results from these three constructs could be seen as advantageous, not only for this specific change, but for change efforts to come, specifically since the level of perceived empowerment is high and the predisposition to resist change is low, factors that were not connected to the change itself but to the overall well-being and change perception among employees.

6.2 Strategic employee communication as a facilitator for change

Theory holds that adaptive change, where employees in non-management positions are given the possibility to influence the change process, many times is preferable over controlled change. This study has shown that the latter not necessarily has to pose a problem if other factors such as psychological empowerment, behavioral support for change and communication with manager are healthy. The fact that a job pays for ones livelihood could explain why employees choose to implement even those changes they do not agree with. Naturally this can have its downsides, as changes that are implemented solely on the basis of a perceived obligation to do so, run the risk of being carried out on a superficial rather than fac-

tual level. To secure that the latter becomes a possibility, strategic employee communication is of great importance as it can help the organization to analytically break down the communication to manageable elements (Barrett, 2002). On a practical level, strategic employee communication can mean motivating employees to take part of the change process and supporting them throughout the implementation phase. Before this can happen, an assessment of the change climate is needed. Performing interviews on a representative sample of the staff members could be a starting point as it can help management come to turns with potential breaking-points in employee communication. Established theory can also help guide the change process. Barrett (2002) is one of many researchers who provide scorecards and a communication strategy plan which can be adapted to fit different change processes.

Another element to consider is the involvement of the managers as they often are the closest link between the employee and the change. Involving managers at an early stage can help facilitate the change process as they can explain how the change will affect the employees on an individual level. Not only can this help employees understand the change, it can also lessen potential rumors. In addition to this, a participatory strategy, where employees are involved and their input is taken seriously, could lead to higher levels of psychological empowerment, something which this study maintains to help facilitate a change process.

The conclusion of this study is that a high level of perceived empowerment, in combination with a seemingly healthy communication with colleagues and manager, can create a strong support for a change and presumably make up for the negative impact that top-down communication, lack of participation and forcing change has been maintained to have on employees attitudes to organizational change. The learning I take with me from this research is to put aside the view of change as either adaptive or controlled. Communication needs to be seen from a strategic perspective which considers all the crucial elements needed to ensure a healthy change climate.

Future research could benefit from investigating if a larger research population would generate similar data. It could also be of interest to investigate if there are other constructs which could impact on employee's attitudes to change and if employees on other levels in an organization hold similar views.

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8. Attachments

Attachment 1, Introduction letter to the survey

Dear colleague,

My name is Malin Gustafsson. I work for the sector as Marcom support and I am based in Denmark, however I write this e-mail as a student of the program Strategic Communication at Lund's University.

I am now writing my master thesis and with the approval of HR and communications I am conducting a survey on employees' attitudes to change.

The purpose of my study is to investigate how you, as an employee of the sector, experience changes in your organization. A special emphasis lies on investigating your attitude towards the behaviors as a part of the X-program.

It takes approximately 10 minutes to answer the survey and it is completely anonymous. You are under no circumstances obliged to participate, but your contribution will provide valuable input for future considerations and would be much appreciated!

To participate in the survey, please click this link xxxxxxxxxxx
The survey is open until the 10th of April.

If you wish to take part of the results of the study please do not hesitate to contact me at ask10mgu@student.lu.se

Best regards,

Malin Gustafsson

To unsubscribe, please click this link and you will be removed from the mailing list
Xxxxxxxxxxx

Attachment 2, Reminder letter to participate in the survey

Dear colleague,

a week ago you received an e-mail, inviting you to participate in a survey on employees' attitudes to change. I would like to remind you that it is still possible to participate.

The survey closes on Tuesday the 10th of April at midnight and every answer is much appreciated.

The purpose of this study is to investigate how you, as an employee of the sector, experience changes in your organization. A special emphasis lies on investigating your attitude towards the three behaviors introduced as a part of the X program.

It takes approximately 10 minutes to answer the survey and it is completely anonymous. You are under no circumstances obliged to participate, but your contribution will provide valuable input for future considerations and is highly appreciated!

To participate in the survey, please click this link xxxxxxxxxxxx

If you wish to take part of the results of the study please do not hesitate to contact me at ask10mgu@student.lu.se

Thank you in advance!

Best regards,

Malin Gustafsson

To unsubscribe, please click this link and you will be removed from the mailing list xxxxxxxxx

Attachment 3, Survey and Answers

Due to anonymization, the name of the organization has been replaced with "sector" throughout the items for the survey.

Age

Answer Options	Response Percent	Response Count
15-20	0,0%	0
21-26	9,0%	6
27-32	25,4%	17
33-38	22,4%	15
39-44	17,9%	12
45-50	16,4%	11
51-56	4,5%	3
57-62	1,5%	1
63-68	3,0%	2
answered question		67
skipped question		0

Country

Answer Options	Response Percent	Response Count
Denmark	52,2%	35
Finland	14,9%	10
Norway	6,0%	4
Sweden	26,9%	18
answered question		67
skipped question		0

Number of years in the organization

Answer Options	Response Percent	Response Count
1-5	68,7%	46
6-11	14,9%	10
12-17	4,5%	3
18-23	3,0%	2
24-29	7,5%	5
30-35	0,0%	0
36-41	1,5%	1
42-47	0,0%	0
48-53	0,0%	0
54-59	0,0%	0
60-65	0,0%	0

This section is based on your previous experience with organizational change

Answer Options	Stronly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Rating Average	Respon-se Count
I have extensive experience of changes in organizations	18	31	8	8	2	3,82	67
Previous changes in this sector have achieved their objectives	1	10	37	19	0	2,90	67
My experience with previous organizational change in the sector influence how I react to changes in the organization today	10	33	18	6	0	3,70	67
My experience with previous changes in the sector have generally been positive	1	19	28	18	1	3,01	67
					answered question		67
					skipped question		0
				answered question			67
				skipped question			0

This section is based on your feelings towards your job

Answer Options	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Rating Average	Response Count
The work I do is very important to me	35	26	1	4	1	4,34	67
My impact on what happens in my department is large	17	36	9	3	2	3,94	67
I can decide on my own how to go about doing my work	19	40	5	2	1	4,10	67
I have mastered the skills necessary for my job	27	35	4	1	0	4,31	67
My job activities are personally meaningful to me	22	30	10	4	1	4,01	67
I have a great deal of control over what happens in my department	9	27	21	6	4	3,46	67
I have substantial opportunity for independence and freedom in how I do my job	21	39	5	1	1	4,16	67
I am confident about my ability to do my job	32	32	2	1	0	4,42	67
					answered question		67
					skipped question		0

Answer Options	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Rating Average	Response Count
I generally consider changes to be a positive thing	9	51	7	0	0	4,03	67
Changing plans seems like a real hassle to me	0	4	22	37	4	2,39	67
When I am informed of a change of plans, I tense up a bit	1	20	21	20	5	2,88	67
I'll take a routine day over a day full of unexpected events any time	1	11	19	27	9	2,52	67
Once I've come to a conclusion, I'm not likely to change my mind	0	16	18	25	8	2,63	67
When someone pressures me to change something, I tend to resist it even if I think the change may ultimately benefit me	0	7	2	42	16	2,00	67
When things don't go according to plans, it stresses me out	3	22	15	24	3	2,97	67
I don't change my mind easily	2	17	20	24	4	2,84	67

This section is based on your feelings towards organizational change in general

answered question	67
skipped question	0

Answer Options	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Rating Average	Response Count
This section is based on your feelings towards organizational changes in the sector							
I counteract changes I do not agree with	0	18	18	24	7	2,70	67
If there was another change, that I did not agree with, I would consider leaving the organization	3	16	17	21	10	2,72	67
The more changes I experience, the easier they are to handle	10	19	21	16	1	3,31	67
There have been too many changes in this organization	10	28	18	11	0	3,55	67
When a new change is introduced in my organization I step aside and wait for it to pass	1	3	18	39	6	2,31	67
I cannot cope with organizational changes	0	3	4	38	22	1,82	67
If I would not receive sufficient information about a change I would search for it myself	0	49	10	8	0	3,61	67
Even if I don't agree with a change I continue business as usual	7	44	13	2	1	3,81	67
Organizational changes improve the organization	1	17	45	2	2	3,19	67
I go against changes I do not agree with	1	9	20	29	8	2,49	67
I openly show my support to changes I agree with	13	44	6	4	0	3,99	67
I am indifferent to organizational changes	0	3	24	37	3	2,40	67
Organizational changes make me unable to do my job	1	3	10	38	15	2,06	67
Even if I don't agree with a change, I stay loyal to my organization	13	42	11	1	0	4,00	67
					answered question		67
					skipped question		0

This section is based on your feelings towards the behaviors

Answer Options	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Rating Average	Response Count
I have no choice but to go along with the behaviors	3	28	15	18	3	3,15	67
I feel a sense of duty to work according to the behaviors	10	43	7	7	0	3,84	67
The behaviors are a good strategy for this organization	17	40	9	1	0	4,09	67
I think that management is making a mistake by introducing the behaviors	1	3	7	39	17	1,99	67
It would be risky to speak out against the behaviors	5	20	19	22	1	3,09	67
I would feel guilty about opposing the behaviors	1	13	26	24	3	2,78	67
The behaviors are not necessary	1	4	15	38	9	2,25	67
Resisting the behaviors is not a viable option for me	10	33	23	1	0	3,78	67
I do not feel any obligation to support the behaviors	1	4	7	44	11	2,10	67
					answered question		67
					skipped question		0

This section is based on your feelings towards the communication with your colleagues about the behaviors

Answer Options	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Rating Average	Response Count
I talk in a positive manner about the behaviors with my colleagues	5	33	24	4	1	3,55	67
My colleagues talk in a positive manner about the behaviors	1	20	32	12	2	3,09	67
My colleagues talk negatively about the behaviors	2	11	29	23	2	2,82	67
I talk negatively about the behaviors	1	0	16	32	18	2,01	67
My colleagues and I have not discussed the behaviors	3	10	13	32	9	2,49	67
My colleagues' opinions about the behaviors matter to me	2	28	23	13	1	3,25	67
					answered question		67
					skipped question		0

Answer Options	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Rating Average	Response Count
This section is based on your feelings towards the communication with your closest managers about the behaviors							
My closest manager has explained the behaviors to me	10	24	14	16	3	3,33	67
My closest manager speaks in a positive manner about the behaviors	11	35	15	5	1	3,75	67
My closest manager lets me know how the behaviors can be connected to my job	6	25	18	12	6	3,19	67
My closest manager gives me the support that I need to implement the behaviors in my job	6	28	17	10	6	3,27	67
My closest manager motivates me to implement the behaviors in my job	9	24	19	9	6	3,31	67
My closest manager gives me feedback on how well I have implemented the behaviors in my job	7	23	16	11	10	3,09	67
My closest manager implements the behaviors in his/her work	7	29	24	4	3	3,49	67

	answered question	67
	skipped question	0

Answer Options	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Rating Average	Response Count
This section is based on your feelings towards the communication from the sector about the behaviors							
The behaviors were communicated to the employees from a higher level in the organization	28	36	2	1	0	4,36	67
Employees had a chance to influence the content of the behaviors	2	11	12	31	11	2,43	67
Management follows up on employees suggestions to the behaviors	1	15	27	18	6	2,81	67
The purpose with the behaviors was clearly communicated to me	9	37	15	6	0	3,73	67
There was enough information about the behaviors	8	37	15	7	0	3,69	67
Rewards such as Points make me more willing to im-plement the behav-iors	8	8	21	17	13	2,72	67
Employees were given enough time to implement the be-haviors	3	21	36	7	0	3,30	67
It is clear to me who is responsible for the behaviors	17	19	16	12	3	3,52	67
					answered question		67
					skipped question		0

Attachment 4, Original survey items for Behavioral support for change, Psychological empowerment and Predisposition to resist change

Behavioral support for change
Herscovitch and Meyer's (2002) original survey items:

Affective commitment items
1. I believe in the value of this change
2. This change is a good strategy for this organization
3. I think that management is making a mistake by introducing this change
4. This change serves an important purpose
5. Things would be better without this change
6. This change is not necessary

Continuance commitment items
1. I have no choice but to go along with this change
2. I feel pressure to go along with this change
3. I have too much at stake to resist this change
4. It would be too costly for me to resist this change
5. It would be risky to speak out against this change
6. Resisting this change is not a viable option for me

Normative commitment items
1. I feel a sense of duty to work toward this change
2. I do not think it would be right of me to oppose this change
3. I would not feel badly about opposing this change
4. It would be irresponsible of me to resist this change
5. I would feel guilty about opposing this change
6. I do not feel any obligation to support this change

The following items were not included in my survey:

- I believe in the value of this change

- I do not think it would be right of me to oppose this change

- I would not feel badly about opposing this change

- It would be too costly for me to resist this change

- Things would be better without this change

Psychological Empowerment

Spreitzers (1995) original survey item list:

Meaning
1. The work I do is very important to me (meaning 1).
2. My job activities are personally meaningful to me (meaning 2).
3. The work I do is meaningful to me (meaning 3).

Competence
1. I am confident about my ability to do my job (competence 1).

2. I am self-assured about my capabilities to perform my work activities (competence 2).
3. I have mastered the skills necessary for my job (competence 3).

Self-Determination
1. I have significant autonomy in determining how I do my job (self-determination 1).
2. I can decide on my own how to go about doing my work (self-determination 2).
3. I have considerable opportunity for independence and freedom in how I do my job (self-determination 3).
Impact
1. My impact on what happens in my department is large (impact 1).
2. I have a great deal of control over what happens in my department (impact 2).
3. I have significant influence over what happens in my department (impact 3).

The following items were not included in my survey:

- The work I do is meaningful to me

- I am self-assured about my capabilities to perform my work activities

- I have significant autonomy in determining how I do my job

- I have considerable opportunity for independence and freedom in how I do my job

- I have significant influence over what happens in my department

Predisposition to resist change
Oreg's (2003) original survey item list:
Routine Seeking
1. I'd rather be bored than surprised
2. Generally, change is good
3. I'll take a routine day over a day full of unexpected events any time
4. Whenever my life forms a stable routine, I look for ways to change it
5. I prefer having a stable routine to experiencing changes in my life
6. I generally consider changes to be a negative thing
7. I like to do the same old things rather than try new and different ones
8. I like to experience novelty and change in my daily routine
Emotional Reaction
1. If I were to be informed that there's going to be a significant change regarding the way things are done at work, I would probably feel stressed
2. If I were to be informed that there is going to be a change in one of my assignments at work, prior to knowing what the change actually is, it would probably stress me out
3. When I am informed of a change of plans, I tense up a bit
4. When things don't go according to plans, it stresses me out
5. If my boss changed the criteria for evaluating employees, it would probably make me feel uncomfortable even if I thought I'd do just as well without having to do any extra work
6. If in the middle of the work year, I were to be informed that there's going to

be a change in the schedule of deadlines, prior to knowing what the change actually is, I would probably presume that the change is for the worse

Short-Term focus

1. Changing plans seems like a real hassle to me
2. When someone pressures me to change something, I tend to resist it even if I think the change may ultimately benefit me
3. Once I've made plans, I'm not likely to change them
4. Often, I feel a bit uncomfortable even about changes that may potentially improve my life

Cognitive Rigidity

1. I don't change my mind easily
2. I often change my mind
3. My views are very consistent over time.

The following items were not included in my survey:

- I like to do the same old things rather than try new and different ones

- If I were to be informed that there's going to be a significant change regarding the way things are done at work, I would probably feel stressed

- If my boss changed the criteria for evaluating employees, it would probably make me feel uncomfortable even if I thought I'd do just as well without having to do any extra work

- Often, I feel a bit uncomfortable even about changes that may potentially improve my life

- Once I've made plans, I'm not likely to change them

- I don't change my mind easily

- My views are very consistent over time

(For predisposition to resist change I also changed the word *negative* to *positive* in this item: I generally consider changes to be a positive thing)