

Scope

This annotated bibliography contains ten scholarly resources related to organizational change, how change impacts employees, and what managers can do to successfully lead or implement organizational change. The research covers a wide spectrum of issues related to organizational change, and in most cases the studies were completed within the context of the private sector. The articles are taken from the general management literature and represent a broad variety of organizations and geographic cultures. In some cases, the researchers set out to provide specific recommendations on how managers can increase the likelihood of change being adopted in their organizations. In other cases, the researchers conducted their studies to prove hypotheses about how employees deal with and respond to change.

Articles

Allen, J., Jimmieson, N. L., Bordia, P., & Irmer, B. E. (2007). Uncertainty during organizational change: Managing perceptions through communication. *Journal of Change Management*, 7(2), 187-210.

This research examines how different sources of communication can impact the way employees deal with uncertainty during periods of organizational change. The authors had three hypotheses related to the impact quality communications have on being open to change and reducing uncertainties. Data supported two of the three hypotheses, indicating that quality communication can help employees feel less uncertainty and accept organizational change, but that the role of trust in management may not impact change-related uncertainty. The findings mean that supervisors should be given practical information to communicate to employees during periods of organizational change.

Battilana, J., & Casciaro, T. (2013). Overcoming resistance to organizational change: Strong ties and affective cooptation. *Management Science*, 59(4), 819-836.

This study examined how change agents in organizations leverage their interpersonal networks to overcome resistance to change. The authors hypothesized first that strong ties to potentially influential people would increase the likelihood of change adoption. They next hypothesized that the less a change diverges from the organizational status quo, the more a change agent's ties to potentially influential resisters would increase the likelihood of change adoption. The data confirmed the hypotheses indicating that change agents use social networks as political tools to shape their organizations.

Bordia, P., Restubog, S. L. D., Jimmieson, N. L., & Irmer, B. E. (2011). Haunted by the past: Effects of poor change management history on employee attitudes and turnover. *Group & Organization Management*, 36(2), 191-222.

This research examined how poorly managed change can have a long term impact on employee attitudes and turnover. The hypothesized that poor change management history (PCMH) would impact various employee attitudes such as trust, job satisfaction, cynicism and more. The data supported the hypotheses indicating that change leaders must be aware of and address the organization's history of change management rather than simply focusing on a new direction.

Dahl, M. S. (2011). Organizational change and employee stress. *Management Science*, 57(2), 240-256. doi:10.1287/mnsc.1100.1273

This study examined how organizational change can impact employee health. The author hypothesized that organizational change increases the risk of negative stress for employees. He tested his hypotheses by measuring organizational change in degree and breadth, and by comparing the amount of stress-related medications employees were prescribed before, during, and after the organizational change. The data supported his hypotheses and showed that employees are more likely to be prescribed

stress-related medication if their organization is undergoing a period of change.

Jungsik, K., Song, E., & Seongsoo, L. (2013). Organizational change and employee organizational identification: Mediation of perceived uncertainty. *Social Behavior & Personality: An International Journal*, 41(6), 1019-1034. doi:10.2224/sbp.2013.41.6.1019

This study examined how organizational change relates to an employee's feelings of organizational identity. The authors hypothesized that an employee's perception of the pace and extent of organizational change would increase the employee's level of uncertainty, and this would result in stronger organizational identification. The data supported the hypotheses, suggesting that employees may actually develop a stronger sense of organizational identity during times of change and uncertainty.

Seo, M., Taylor, M. S., Hill, N. S., Zhang, X., Tesluk, P. E., & Lorinkova, N. M. (2012). The role of affect and leadership during organizational change. *Personnel Psychology*, 65(1), 121-165. doi:10.1111/j.1744-6570.2011.01240.x

This study looked at how transformational leadership impacts employee commitment and behavioral response to organizational change over a period of time. The authors hypothesized that employees' perception of organizational change would impact the commitment to change, and that managers would positively or negatively impact the employees' commitment to change. The data supported 19 out of 26 hypotheses, with the four major hypotheses being supported. The findings suggest that front line managers can strongly impact employee commitment to organizational change both in the short and long terms.

Shao-Hsi Chung, Ying-Fang Su, & Shao-Wen Su. (2012). The impact of cognitive flexibility on resistance to organizational change. *Social Behavior & Personality: An International Journal*, 40(5), 735-745. .

This study looked at how personality traits are related to organizational change resistance. Through eight hypotheses, the authors believed that

different cognitive personality traits would impact specific forms of cognitive resistance. The data supported all eight hypotheses, indicating that in order to prevent resistance to organizational change, change leaders must pay attention to employees' feelings and communicate with them to reduce their resistance to change. The authors also recommend hiring employees with strong insight and self-reflection traits and nurturing these traits in order to increase the likelihood of future organizational changes being accepted.

Shin, J., Taylor, M. S., & Seo, M. (2012). Resources for change: The relationships of organizational inducements and psychological resilience to employees' attitudes and behaviors toward organizational change. *Academy of Management Journal*, 55(3), 727-748.

This study looked at employee commitment to organizational change and behaviors that support organizational change. The study included six multi-part hypotheses exploring how commitment to change could be impacted by incentives, social exchanges, psychological resilience, behavioral and creative support, and organizational exit. The authors found that the research supported the almost all hypotheses; only one part of one hypothesis was not supported by the data collected. As a result of their findings, the researchers made five recommendations for managers to increase employee commitment to change.

Van Dijk, Rebecca, & Van Dick, Rolf. (2009). Navigating organizational change: Change leaders, employee resistance and work-based identities. *Journal of Change Management*, 9(2), 143-163.
doi:10.1080/14697010902879087

This study examined the impact of change on work-based identities. The authors' first hypothesis was that an individual's resistance to change is actually a response to a perceived threat to his or her work-based identity. Their second hypothesis was that 2a) change leaders who encounter change resistance then perceive that resistance as a threat to their own work-based identities, and 2b) their use of self-enhancement strategies in response to that threat will influence their approach to managing resistance to change. The data supported the hypotheses. This suggests that in order to

successfully navigate organizational change, leaders should consider how change impacts the individual's identity.

Wright, B., Christensen, R., & Isett, K. (2013). Motivated to adapt? The role of public service motivation as employees face organizational change. *Public Administration Review, 73*(5), 738-747.

This study examined how different public service motivation factors impact employee change acceptance. The authors hypothesized that employee attraction to public service, commitment to public values, compassion, and employee self-sacrifice are all positively related to commitment to change. The data only supported that self-sacrifice positively relates to commitment to change. However, the authors claim that employees with higher public service motivation are more likely to support organizational change because they're less likely to worry about how the changes will impact them personally.