

# **Organizational Actions in Gaining Employee Support for Change: The Roles of Affective Commitment to Change, Organizational Justice, and Organizational Cynicism**

**Kami L. Tsai**  
**Lewis University**

**Wayne Harrison**  
**University of Nebraska at Omaha**

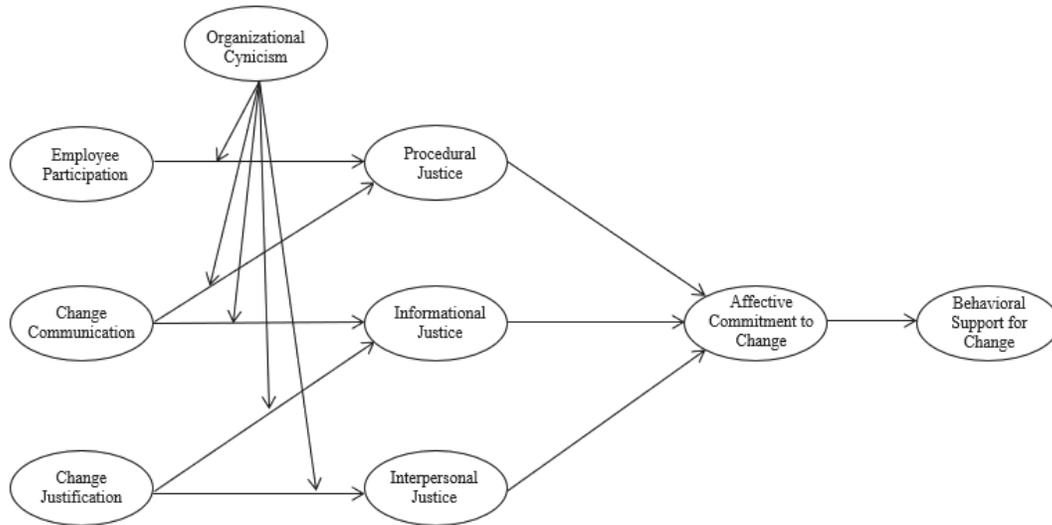
*Organizations today must be able to successfully implement changes. This study examined three critical actions organizations can take during change to gain employee support. The study examined the roles of affective commitment to change, organizational justice, and organizational cynicism in the connection between the critical change actions and employee support. Five hundred full-time workers, experienced in organizational change, completed a survey. Results showed the effect of organizational actions on employee support is partially mediated by procedural justice and affective commitment to change and showed organizational cynicism to have a direct effect on procedural, informational, and interpersonal justice. Implications are discussed.*

*Keywords: Affective Commitment to Change, Organizational Change Actions, Organizational Justice, Organizational Cynicism, Employee Support for Change*

## **INTRODUCTION**

Today's organizations face many challenges including increased globalization and ever-changing technology (Cascio, 1995; Tetenbaum, 1998), and remaining competitive requires that organizations be able to successfully implement changes (Bronson, 1991; Zeffane, 1996). In recent years, researchers have highlighted employee behavioral support during a change as one key to successful implementation (Ghoshal & Bartlett, 2000), and previous study findings suggest there are three critical actions organizations can take to gain employee behavioral support for change: allowing employee participation, communicating about the change, and justifying the change (Bronson, 1991; Kotter & Schlesinger, 1979; Paterson & Cary, 2002). Although these actions have been linked to employee behavioral support for change, how these actions lead to employees supporting a change remains unclear. Thus, the present study is an attempt to understand how these actions may lead to employees supporting a change by examining the roles of organizational justice and cynicism and their connection to affective commitment to change. Figure 1 shows the entire proposed study model.

**FIGURE 1**  
**HYPOTHESIZED STUDY MODEL SHOWING RELATIONSHIP BETWEEN**  
**ORGANIZATIONAL ACTIONS AND BEHAVIORAL SUPPORT FOR CHANGE**



### **Affective Commitment to Change and Behavioral Support for Change**

Affective commitment to change assesses employees’ perceptions of an organizational change by examining the extent to which employees see value in a change (Herscovitch & Meyer, 2002). Several studies have shown a positive relationship between affective commitment to change and behavioral support for change (Bakari, Hunjra, & Niazi, 2017; Herscovitch & Meyer, 2002; Machin, Fogarty, & Bannon, 2009; Meyer, Srinivas, Lal, & Topolnytsky, 2007; Shin, Taylor, & Seo, 2012). Thus, affective commitment to change may serve as a mediating factor in the link between behavioral support for change and the three critical organizational actions, and the first study hypothesis is:

***Hypothesis 1:** Employee affective commitment to change will be positively associated with employee behavioral support for change.*

### **Affective Commitment to Change and Justice Perceptions**

Because employee affective commitment to change assesses how employees perceive a particular organizational change (Herscovitch & Meyer, 2002), it seems likely that factors that influence how an employee perceives the organization or specific organizational processes could influence their affective commitment to change. Such factors include procedural, informational, and interpersonal justice, which researchers have shown to be distinct assessments of organizational fairness (Colquitt, Conlon, Wesson, Porter, & Ng, 2001). Procedural justice refers to “the methods or procedures used to determine who gets what outcomes” (Novelli, Kirkman, & Shapiro, 1995, p. 25). Informational justice refers to the extent to which organizations provide information regarding procedures, and interpersonal justice refers to the extent to which organizations express concern regarding outcomes affecting employees (Greenberg, 1993). Employee perceptions of these different forms of fairness during a change may influence employee perceptions of the value of the change, and past research demonstrates a positive link between employees’ perceptions of procedural, informational, and interpersonal justice and affective commitment to change (Bernerth, Armenakis, Feild, & Walker, 2007; Foster, 2010; Michel, Stegmaier, & Sonntag, 2010). For this reason, procedural, informational, and interpersonal justice, along with affective

commitment to change, may serve as possible mediating factors in the link between behavioral support for change and the three critical organizational actions, and the second study hypothesis is:

***Hypothesis 2:** Employee perceptions of procedural, informational, and interpersonal justice will be positively associated with employee affective commitment to change.*

### **Organizational Actions and Justice Perceptions**

If employee perceptions of justice during a change are important to employees seeing value in a change, then it seems logical that organizations should perform actions during a change that may allow employees to see the change more fairly. Previous research suggests that allowing employee participation, communicating about the change, and justifying the change are three critical actions organizations can take to possibly gain employee behavioral support for change (Bronson, 1991; Kotter & Schlesinger, 1979; Paterson & Cary, 2002). Past research also suggests that these same three actions may positively influence employee perceptions of justice during times of change (e.g., Bies & Shapiro, 1987; Brotheridge, 2003; Gopinath & Becker, 2000; Greenberg, 1990; Greenberg, 1994; Kernan & Hanges, 2002).

#### *Employee Participation and Justice*

Although there are varying degrees of employee participation, past research findings imply that, in many instances, simply allowing employees to provide their input during the decision-making process may be enough for employees to view the process as fair (Bies & Shapiro, 1988; Kanfer, Sawyer, Earley, & Lind, 1987; Lind, Kanfer, & Earley, 1990). Thus, providing employees an opportunity to provide their input during a change process may help those employees perceive the process as being more just, and previous studies have shown a positive relationship between employee participation and procedural justice perceptions during change (Brotheridge, 2003; Kernan & Hanges, 2002).

#### *Change Communication and Justice*

Organizational researchers recognize that formal communications during a change are important in shaping employees' expectations and attitudes regarding a change (Portoghese et al., 2012). One way in which communication may influence employee attitudes regarding a change may be by influencing their fairness perceptions during the change. In fact, some researchers have proposed that what an organization says may be just as important as what an organization does when it comes to employee perceptions of fairness (Greenberg, 1988), and past research has shown a positive association between change communication and informational justice perceptions (Kernan & Hanges, 2002) as well as between change communication and procedural justice perceptions (Gopinath & Becker, 2000; Greenberg, 1994).

#### *Change Justification and Justice*

Some researchers have proposed that educating employees about a change may influence employees' attitudes toward that change (Kotter & Schlesinger, 1979). Because researchers have suggested justification for a change is one form of education organizations may use to inform their employees about a change (Daly & Geyer, 1994), providing a justification may be one way in which organizations can influence employees' justice perceptions regarding the change.

Research examining the relationship between justification and fairness perceptions has shown justification for decisions to be positively associated with employees' perceptions of fairness. Specifically, in past research, justification has been positively associated with informational and interpersonal fairness ratings (Bies & Shapiro, 1987; Greenberg, 1990; Greenberg, 1991). Although none of these previous studies specifically related to organizational change, researchers have highlighted the importance of justification in a variety of organizational scenarios such as layoffs (Brockner & Greenberg, 1990) and corporate recruiting (Bies & Moag, 1986). Thus, it seems likely that the positive connection between justification and employee perceptions of justice will carry over into the organizational change context.

### **Role of Organizational Cynicism**

Although employee participation, more thorough and helpful change communication, and adequate change justification during a change may lead to employees perceiving their organization's actions as more just during the change, these relationships involve employee perceptions. Employees' preconceived perceptions of the organization, even before the change occurs, could potentially influence the extent to which employees perceive the organization's actions during a change as being fair. One factor that assesses employees' previously shaped views on an organization and may influence employees' perceptions of organizational justice is organizational cynicism, a negative attitude toward an organization's procedures, processes, and management (Wilkerson, 2002).

Cynical employees will tend to meet organizational actions with a high degree of skepticism (Selander & Henfridsson, 2012) and may believe that there are hidden motives behind the actions (Dean, Brandes, & Dharwadkar, 1998). Thus, although organizations may attempt to include employees in the change as much as possible to improve employee views of the change process and the change itself, such attempts may not be effective if employees possess a high degree of organizational cynicism. For instance, as previously discussed, employee participation in the change process may be associated with increased perceptions of procedural fairness. However, in some circumstances, employees may actually look negatively upon the use of employee participation and see it as a coercive tool (Cohen, 1985). Similarly, organizations may attempt to thoroughly communicate with employees about a change, but previous research indicates that how those communications are perceived may depend on the employee perceptions of organizational management (Allen, Jimmieson, Bordia, & Irmer, 2007). Hence, employees may receive a great deal of detailed information about the change from the organization, but if they have highly cynical views of that organization, they may perceive the information or the communication methods themselves to be incomplete or inaccurate. Similarly, employees who are highly cynical of their employing organization may not have higher perceptions of fairness due to a justification being provided because they may not believe the organization to be completely forthcoming in their explanation of the change.

Because cynicism may play such a large role in how organizational actions will shape organizational justice perceptions during a change, the current study examines organizational cynicism as a moderating factor between the three critical organizational change actions and the three justice factors. Thus, the third, fourth, and fifth study hypotheses are as follows:

***Hypothesis 3:*** *The degree of employee participation will be positively associated with employee perceptions of procedural justice such that increased employee participation will be related to improved perceptions of procedural justice when organizational cynicism is lower rather than higher.*

***Hypothesis 4:*** *Change communication will be positively associated with employee perceptions of procedural and informational justice such that more effective change communication will be related to improved perceptions of procedural and informational justice when organizational cynicism is lower rather than higher.*

***Hypothesis 5:*** *Change justification will be positively associated with employee perceptions of informational and interpersonal justice such that a more adequate change justification will be related to improved perceptions of informational and interpersonal justice when organizational cynicism is lower rather than higher.*

Putting all the relationships together (see Figure 1), the sixth and final study hypothesis is as follows:

***Hypothesis 6:*** *The effect of employee participation, change communication, and change justification on employee affective commitment to change and on employee behavioral support for change will be mediated by procedural, informational, and interpersonal justice perceptions. Moreover, these mediations will be moderated by organizational cynicism.*

## METHOD

### Participants

A total of 500 participants (301 males; 197 females; 2 unreported) were recruited for this study. Participants were recruited through Amazon's Mechanical Turk webpage and paid one dollar for participating. To be eligible, individuals had to be full-time working adults who indicated having experienced an organizational change (i.e., any event or occurrence that changes the structure, culture, or operations of an organization) at their employing organization within the last three years. They also had to indicate having worked for the employing organization for at least one year prior to the change. Participants ranged in age from 19 to 82 years ( $M = 33.16$ ;  $SD = 9.49$ ) and came from a variety of occupations.

### Procedure

Participants completed an on-line survey that assessed the study variables and demographic factors. Prior to being allowed access to the survey, participants answered a series of qualifying questions. If qualified, participants provided informed consent, responded to demographic items, and described a change they had experienced at their employing organization within the last three years. They then responded to the remaining survey items.

### Measures

#### *Employee Participation*

A four-item measure created for this study was used to assess employee participation. An example item is "Employees were given adequate opportunity to provide their input regarding the change." Participants were instructed to reflect on what their attitudes and opinions were at the time their experienced organizational change was taking place and indicate the extent to which they agreed with each item using the following scale: 1 (*strongly disagree*) to 6 (*strongly agree*).

#### *Change Communication*

Two measures created for this study were used to assess change communication. The first measure was a three-item measure that assessed the thoroughness of the organization's change communications. For instance, participants were asked, "Did management provide employees detailed information regarding the change process?". The second measure was a two-item measure that assessed how helpful participants found those communications. For instance, participants were asked, "Did formal communication from management help you understand the change process?". Reflecting on the change they had experienced, participants indicated the extent to which each item was true on a scale from 1-5 (1 = *not at all*; 5 = *to a great extent*).

#### *Change Justification*

A three-item measure created for this study was used to evaluate the adequacy of the organization's change justification. An example item is "Management provided an adequate reason for the change." Participants reflected on the organizational change they experienced and indicated the extent to which they agreed with each item using a scale from 1 (*strongly disagree*) to 6 (*strongly agree*).

#### *Procedural, Informational, and Interpersonal Justice*

Each type of justice was assessed using four items. The items were modified from Colquitt (2001), and participants responded on a scale from 1-5 (1 = *not at all*; 5 = *to a great extent*). To assess procedural justice, participants indicated the extent to which each item was true of the implementation of the change they experienced. To assess informational and interpersonal justice items, participants indicated the extent to which each item was true of the management responsible for implementation of the change they had experienced.

### *Organizational Cynicism*

Organizational cynicism was assessed using the seven-item scale by Wilkerson, Evans, and Davis (2008). A sample item is: "Company management is more interested in its goals and needs than in its employees' welfare." Participants considered the company they work for and indicated the extent of their agreement on a scale from 1-6 (1=*strongly disagree*; 6 = *strongly agree*).

### *Affective Commitment to Change*

A slightly modified version of Herscovitch and Meyer's (2002) six-item scale was used to measure affective commitment to change. A sample item includes "I believed in the value of the change." Participants reflected on the change they had experienced and responded to each item using a scale from 1 (*strongly disagree*) to 6 (*strongly agree*).

### *Behavioral Support for Change*

Behavioral support for change was assessed using two separate measures. The first measure was a five-item scale created for this study that asked about participants' behavior during the change they had experienced. Participants indicated their agreement to each item (e.g., "I followed the organization's directives regarding the change") on a scale from 1 (*strongly disagree*) to 6 (*strongly agree*).

The second measure was a 101-point continuum created by Herscovitch and Meyer (2002). Consistent with Herscovitch and Meyer, the continuum was anchored with the following terms from left to right: *active resistance*, *passive resistance*, *compliance*, *cooperation*, and *championing*. Using the descriptions provided for each anchor, participants indicated the number from 0-100 that best represents the behavior they demonstrated during the organizational change they experienced.

## **Overview of Analyses**

Structural equation modeling (SEM) was used to test the study hypotheses. Prior to the SEM analysis, data was screened to ensure it met the requirements for both confirmatory factor analysis (CFA) and SEM, and a CFA was used to assess the measurement model. Once an acceptable factor structure was established, the study hypotheses were tested using Mplus (Muthén & Muthén, 2012). Fit of the model was evaluated through the use of established fit indices including  $\chi^2$ , CFI, TLI, RMSEA, and SRMR, and a final model was established by pruning non-significant paths.

## **RESULTS**

An initial CFA indicated issues with the measurement of Behavioral Support for Change. Thus, one item (i.e., the only negatively-worded item) in the scale was eliminated from further analysis. Removal of this item resulted in a CFA indicating an acceptable fit for the measurement model ( $\chi^2$  (178,  $N = 500$ ) = 650.25,  $p = .00$ , CFI = .95, TLI = .93, RMSEA = .07, SRMR = .05). Table 1 shows the means, standard deviations, and coefficient alphas for each of the study variables as well as the correlations among the study variables.

**TABLE 1**  
**MEANS, STANDARD DEVIATIONS, AND CORRELATIONS OF STUDY FACTORS**

| Factor   | <i>M</i> | <i>SD</i> | 1          | 2          | 3          | 4          | 5          | 6          | 7          | 8          | 9          | 10         | 11 |
|----------|----------|-----------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|----|
| 1. EP    | 3.55     | 1.40      | <b>.93</b> |            |            |            |            |            |            |            |            |            |    |
| 2. CC1   | 3.44     | 1.07      | .66        | <b>.89</b> |            |            |            |            |            |            |            |            |    |
| 3. CC2   | 3.52     | 1.06      | .61        | .85        | <b>.76</b> |            |            |            |            |            |            |            |    |
| 4. CJ    | 4.25     | 1.31      | .48        | .69        | .61        | <b>.85</b> |            |            |            |            |            |            |    |
| 5. OC    | 3.12     | .95       | -.61       | -.67       | -.64       | -.61       | <b>.85</b> |            |            |            |            |            |    |
| 6. PJ    | 3.15     | .86       | .74        | .68        | .64        | .52        | -.66       | <b>.69</b> |            |            |            |            |    |
| 7. IFJ   | 3.53     | 1.01      | .61        | .83        | .79        | .68        | -.71       | .67        | <b>.90</b> |            |            |            |    |
| 8. IPJ   | 3.83     | .87       | .36        | .59        | .61        | .56        | -.62       | .52        | .69        | <b>.84</b> |            |            |    |
| 9. ACC   | 4.00     | 1.30      | .56        | .59        | .55        | .72        | -.66       | .61        | .62        | .53        | <b>.92</b> |            |    |
| 10. BSC1 | 4.67     | .79       | .44        | .52        | .53        | .47        | -.50       | .51        | .54        | .48        | .51        | <b>.71</b> |    |
| 11. BSC2 | 65.11    | 18.70     | .48        | .51        | .50        | .54        | -.54       | .57        | .53        | .49        | .61        | .60        | -- |

*Note.* *N* = 467. EP = Employee Participation. CC1 = Change Communication (Thoroughness). CC2 = Change Communication (Helpfulness). CJ = Change Justification. OC = Organizational Cynicism. PJ = Procedural Justice. IFJ = Informational Justice. IPJ = Interpersonal Justice. ACC = Affective Commitment to Change. BSC1 = Behavioral Support (Scale). BSC2 = Behavioral Support (Continuum). Means, standard deviations, and correlations for change communications and behavioral support for change are separated by their measures. Behavioral support includes only items 1-4 of that scale. Cronbach's alphas for each scale are on the diagonal. All correlations are significant at  $p < .001$ .

### Testing the Study Model and Hypotheses

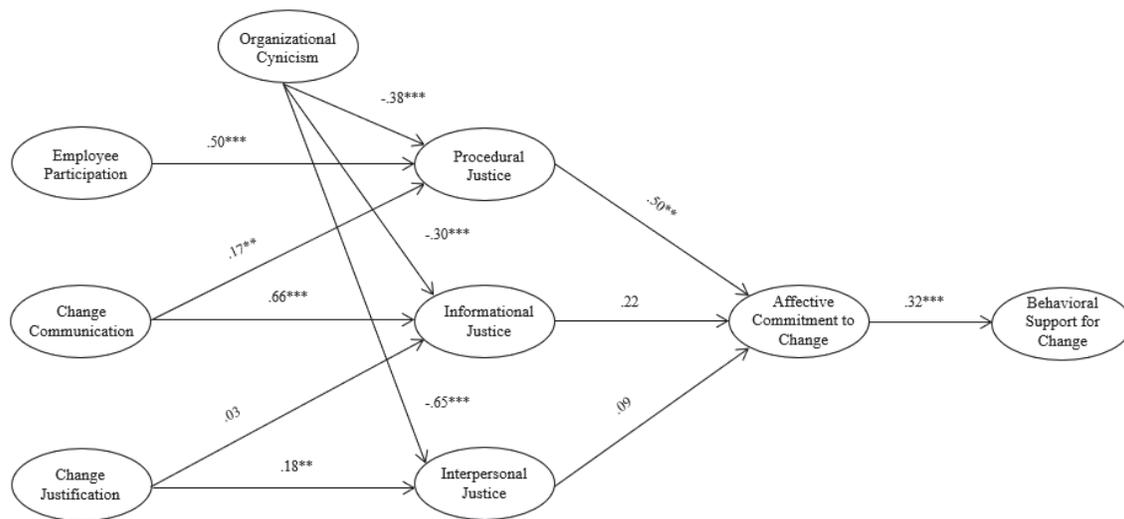
As previously indicated, SEM was used to test the study hypotheses. The moderating effects of organizational cynicism were assessed using the latent moderated structural equations (LMS) method (Klein & Moosbrugger, 2000) in Mplus (Muthén & Muthén, 2012). The set of five cynicism interactions were evaluated through nested model comparison. The two models were not significantly different ( $\chi^2(5) = 7.46, p > .05$ ), and the interaction-containing model revealed no significant interactions (all  $ps > .10$ ). Thus, the model containing the interactions was rejected, and the study model without interactions was used for all further analyses.

The model without interactions (see Figure 2) demonstrated acceptable fit ( $\chi^2(187, N = 500) = 757.16, p = .00, CFI = .94, TLI = .92, RMSEA = .08, SRMR = .06$ ) with 71% of the variance accounted for in Affective Commitment to Change and 72% of the variance accounted for in Behavioral Support for Change. As depicted in Figure 2, Affective Commitment to Change was positively associated with Behavioral Support for Change ( $\beta = .32, SE = .09, p = .00$ ), thus fully supporting Hypothesis 1. Hypothesis 2 was only partially supported as only Procedural Justice was significantly, positively correlated with Affective Commitment to Change ( $\beta = .50, SE = .16, p = .00$ ).

Because no significant moderating effect was seen for organizational cynicism, Hypotheses 3-6 could only be partially supported. Nevertheless, regarding Hypotheses 3 and 4 respectively, the results indicated

a positive relationship between Employee Participation and Procedural Justice ( $\beta = .50, SE = .05, p = .00$ ) and a positive association between Change Communication and Procedural ( $\beta = .17, SE = .06, p = .01$ ) and Informational ( $\beta = .66, SE = .05, p = .00$ ) Justice as expected. Regarding Hypothesis 5, Change Justification was found to be significantly correlated to Interpersonal Justice ( $\beta = .18, SE = .06, p = .00$ ) but not to Informational Justice as expected. Additionally, related to Hypothesis 6, analyses revealed a main effect of Organizational Cynicism on Procedural ( $\beta = -.38, SE = .06, p = .00$ ), Informational ( $\beta = -.30, SE = .05, p = .00$ ), and Interpersonal Justice ( $\beta = -.65, SE = .05, p = .00$ ), such that a lower degree of organizational cynicism was associated with improved perceptions of procedural, informational, and interpersonal justice.

**FIGURE 2**  
**STANDARDIZED PATH COEFFICIENTS FOR HYPOTHESIZED MODEL**  
**MINUS INTERACTIONS**

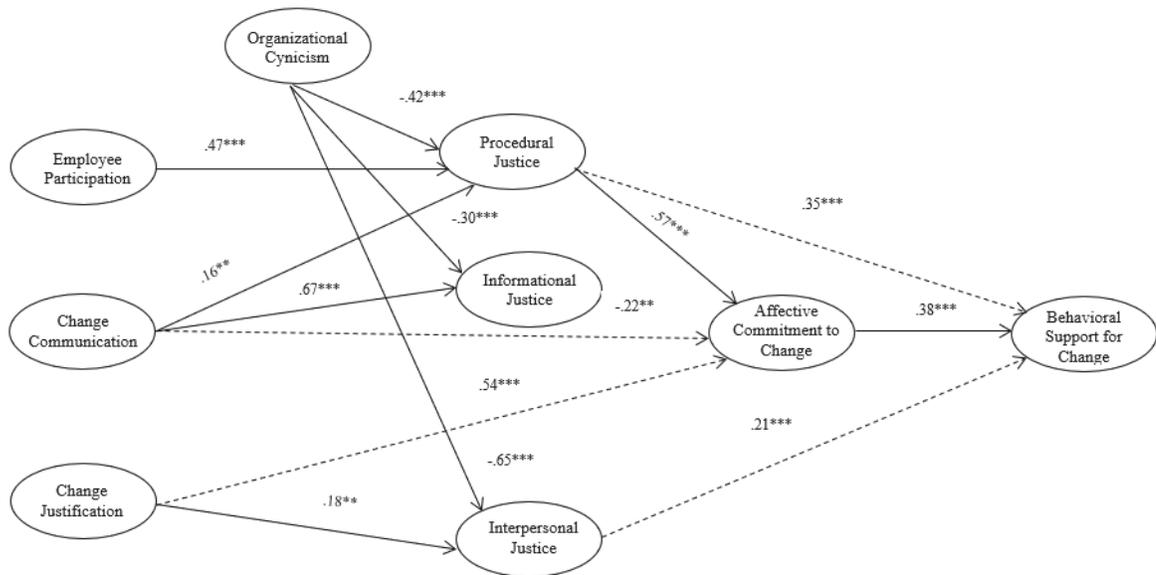


Finally, in order to fully assess the relationships among the study factors, direct effects as well as hypothesized indirect effects were examined. The Model Indirect command in Mplus (Muthén & Muthén, 2012) was used to examine all mediation pathways, and all direct, indirect, and total effects of the change processes and organizational justice factors on Affective Commitment to Change and Behavioral Support for Change are shown in Tables 2-4 in the Appendix.

### Determining a Final Model

All non-significant paths were pruned in order to determine a final model. This final model is depicted in Figure 3 where solid lines indicate hypothesized direct paths and dashed lines indicate non-hypothesized direct paths. The final model demonstrated an acceptable model fit ( $\chi^2 (194, N = 500) = 772.86, p = .00, CFI = .94, TLI = .93, RMSEA = .08, SRMR = .06$ ) and explained over 70% of the variance in Affective Commitment to Change and Behavioral Support for Change.

**FIGURE 3**  
**STANDARDIZED PATH COEFFICIENTS FOR THE FINAL STUDY MODEL**



**DISCUSSION**

This study provided a comprehensive examination of the relationship between critical organizational actions during change and employee behavioral support for change. As expected and consistent with past research (Bakari et al., 2017; Herscovitch & Meyer, 2002; Machin et al., 2009; Meyer et al., 2007; Shin et al., 2012), results of the current study showed a positive relationship between affective commitment to change and behavioral support for change. These results suggest that employees who are more affectively committed to a change may likely demonstrate more behavioral support for the change.

As expected, the current study findings also showed a positive relationship between employee perceptions of procedural justice and employee affective commitment to change. However, no significant relationship was found between informational justice perceptions and affective commitment to change or between interpersonal justice perceptions and affective commitment to change. These findings suggest that perhaps procedural justice perceptions play a key role in helping employees become affectively committed to a change when organizations allow employee participation and communicate effectively during the change.

Organizational cynicism did not moderate the relationships between organizational actions and justice perceptions as expected. However, organizational cynicism was found to directly influence justice perceptions such that the higher the degree of cynicism, the less fair employees seem to view the actions to be. Given the relationship between procedural justice perceptions and affective commitment to change, organizational cynicism may indirectly, but significantly, affect an employee’s level of affective commitment to a change.

Exploration of the entire study model revealed that the three critical change actions may influence affective commitment to change and behavioral support for change both directly and indirectly. First, degree of employee participation indirectly affected behavioral support for change by influencing procedural justice perceptions and affective commitment to the change. Second, adequacy of change justifications appeared to influence behavioral support for change through its positive and direct relationship with affective commitment to change. Lastly, the effectiveness of organizational change communications appeared to both directly and indirectly influence affective commitment to change and

only indirectly influence behavioral support for change. Although complex, the connections between the three critical change actions and behavioral support for change offers insight into why these actions may in fact be critical for organizations wanting to ensure employee support and increase their odds of successful change implementation.

### **Limitations and Future Research Directions**

As with any study, the present study had a number of limitations. To begin, the present study was correlational in nature and does not allow for determinations of cause and effect. Additionally, in the present study, participants were asked to recall their attitudes and opinions during a change that occurred in the past. This method of assessing participants' attitudes assumes that participants are able to accurately remember their past attitudes, which previous research suggests may not be the case (Bem & McConnell, 1970; Goethals & Reckman, 1973; Ross & Shulman, 1973). For this reason, future research regarding affective commitment to change and behavioral support for change should attempt to assess employee attitudes and behavior while the change is taking place. Ideally, such research would include measures that go beyond self-report because although the CFA results in the present study suggested that common method bias was not an issue, future research using alternative methods would be useful in determining the reliability and generalizability of the present study results.

### **Practical Implications**

The relationships found in the current study model have some important implications for today's changing organizations. To begin, this study adds to the growing number of studies that have found a positive connection between employee affective commitment to change and behavioral support for change. Thus, it may be worthwhile for organizations to consider how they may present a change such that employees are more likely to value it.

The key mediating role of procedural justice revealed in the current study suggests that one way organizations may influence their employees' affective commitment to change is by making changes in a way that employees view as procedurally fair. Specifically, organizations might consider involving employees throughout the change process. They should also attempt to communicate as effectively as possible regarding the change.

Lastly, the results of the present study showed that organizational cynicism may influence affective commitment to change via employee procedural justice perceptions. This finding implies that organizations should strive to minimize employee cynicism in order to maximize employee affective commitment to change. A pattern of trustworthiness (e.g., open and honest communication) may need to have been established prior to an organizational change initiative.

## **CONCLUSION**

The success of today's organizations relies heavily on their ability to successfully implement changes. Employees' willingness to alter their behavior to be supportive of a change initiative can often be instrumental in determining whether a change initiative will succeed. Thus, it is important to have a better understanding of what actions organizations can take during a change to gain this employee support and why those actions may work. The results of this study contribute to this end by adding to our understanding of how employee participation, effective change communication, and change justification contribute to employee behavioral support for change and the roles that procedural justice, organizational cynicism, and affective commitment to change play in this relationship.

## REFERENCES

- Allen, J., Jimmieson, N. L., Bordia, P., & Irmer, B. E. (2007). Uncertainty during organizational change: Managing perceptions through communication. *Journal of Change Management*, 7, 187-210. doi: 10.1080/14697010701563379
- Bakari, H., Hunjra, A. I., & Niazi, G. S. K. (2017). How does authentic leadership influence planned organizational change? The role of employees' perceptions: Integration of theory of planned behavior and Lewin's three step model. *Journal of Change Management*, 17, 155-187. doi: 10.1080/14697017.2017.1299370
- Bem, D. J., & McConnell, H. K. (1970). Testing the self-perception explanation of dissonance phenomena: On the salience of premanipulation attitudes. *Journal of Personality and Social Psychology*, 14, 23-31.
- Bernerth, J. B., Armenakis, A. A., Feild, H. S., & Walker, H. J. (2007). Justice, cynicism, and commitment: A study of important organizational change variables. *Journal of Applied Behavioral Science*, 43, 303-326. doi: 10.1177/0021886306296602
- Bies, R. J., & Moag, J. S. (1986). Interactional justice: Communication criteria of fairness. *Research on Negotiation in Organizations*, 1, 43-55.
- Bies, R. J., & Shapiro, D. L. (1987). Interactional fairness judgments: The influence of causal accounts. *Social Justice Research*, 1, 199-218.
- Bies, R. J., & Shapiro, D. L. (1988). Voice and justification: Their influence on procedural fairness judgments. *Academy of Management Journal*, 31, 676-685.
- Brockner, J., & Greenberg, J. (1990). The impact of layoffs on survivors: An organizational justice perspective. In J. S. Carroll (Ed.), *Applied social psychology and organizational settings* (pp. 45-75). Hillsdale, NJ: Lawrence Erlbaum Associates.
- Bronson, L. (1991). Strategic change management. *Organization Development Journal*, 9, 61-67.
- Brotheridge, C. M. (2003). The role of fairness in mediating the effects of voice and justification on stress and other outcomes in a climate of organizational change. *International Journal of Stress Management*, 10, 253-268. doi: 10.1037/1072-5245.10.3.253
- Cascio, W. F. (1995). Whither Industrial and Organizational Psychology in a changing world of work? *American Psychologist*, 50, 928-939.
- Cohen, R. L. (1985). Procedural justice and participation. *Human Relations*, 38, 643-663. doi: 10.1177/001872678503800703
- Colquitt, J. A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology*, 86, 386-400. doi: 10.1037//0021-9010.86.3.386
- Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O. L. H., & Ng, K. Y. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 86, 425-445. doi: 10.1037//0021-9010.86.3.425
- Daly, J. P., & Geyer, P. D. (1994). The role of fairness in implementing large-scale change: Employee evaluations of process and outcome in seven facility relocations. *Journal of Organizational Behavior*, 15, 623-638.
- Dean, J. W., Jr., Brandes, P., & Dharwadkar, R. (1998). Organizational cynicism. *Academy of Management Review*, 23, 341-352.
- Foster, R. D. (2010). Resistance, justice, and commitment to change. *Human Resource Development Quarterly*, 21, 3-39. doi: 10.1002/hrdq.20035
- Ghoshal, S., & Bartlett, C. A. (2000). Rebuilding behavioral context. In M. Beer & N. Nohria (Eds.), *Breaking the code of change* (pp. 195-222). Boston, MA: Harvard Business School Press.
- Goethals, G. R., & Reckman, R. F. (1973). The perception of consistency in attitudes. *Journal of Experimental Social Psychology*, 9, 491-501.
- Gopinath, C., & Becker, T. E. (2000). Communication, procedural justice, and employee attitudes: Relationships under conditions of divestiture. *Journal of Management*, 26, 63-83.

- Greenberg, J. (1988). Cultivating an image of justice: Looking fair on the job. *The Academy of Management Executive*, 11, 155-157.
- Greenberg, J. (1990). Employee theft as a reaction to underpayment inequity: The hidden cost of pay cuts. *Journal of Applied Psychology*, 75, 561-568.
- Greenberg, J. (1991). Using explanations to manage impressions of performance appraisal fairness. *Employee Responsibilities and Rights Journal*, 4, 51-60.
- Greenberg, J. (1993). The social side of fairness: Interpersonal and informational classes of organizational justice. In R. Cropanzano (Ed.), *Justice in the workplace: Approaching fairness in human resource management* (pp. 79–103). Hillsdale, NJ: Lawrence Erlbaum Associates.
- Greenberg, J. (1994). Using socially fair treatment to promote acceptance of a work site smoking ban. *Journal of Applied Psychology*, 79, 288-297.
- Herscovitch, L., & Meyer, J. P. (2002). Commitment to organizational change: Extension of a three-component model. *Journal of Applied Psychology*, 87, 474-487. doi: 10.1037//0021-9010.87.3.474
- Kanfer, R., Sawyer, J., Earley, P. C., & Lind, E. A. (1987). Fairness and participation in evaluation procedures: Effects on task attitudes and performance. *Social Justice Research*, 1, 235-249.
- Kernan, M. C., & Hanges, P. J. (2002). Survivor reactions to reorganization: Antecedents and consequences of procedural, interpersonal, and informational justice. *Journal of Applied Psychology*, 87, 916-928. doi: 10.1037//0021-9010.87.5.916
- Klein, A., & Moosbrugger, H. (2000). Maximum likelihood estimation of latent interaction effects with the LMS method. *Psychometrika*, 65, 457–474.
- Kotter, J. P., & Schlesinger, L. A. (1979). Choosing strategies for change. *Harvard Business Review*, 57, 106-114.
- Lind, E. A., Kanfer, R., & Earley, P. C. (1990). Voice, control, and procedural justice: Instrumental and noninstrumental concerns in fairness judgments. *Journal of Personality and Social Psychology*, 59, 952-959.
- Machin, M. A., Fogarty, G. J., & Bannon, S. F. (2009). Predicting employees' commitment to and support for organisational change. *The Australian and New Zealand Journal of Organisational Psychology*, 2, 10-18. doi: 10.1375/ajop.2.1.10
- Meyer, J. P., Srinivas, E. S., Lal, J. B., & Topolnytsky, L. (2007). Employee commitment and support for an organizational change: Test of the three-component model in two cultures. *Journal of Occupational and Organizational Psychology*, 80, 185-211. doi:10.1348/096317906X118685
- Michel, A., Stegmaier, R., & Sonntag, K. (2010). I scratch your back – you scratch mine. Do procedural justice and organizational identification matter for employees' cooperation during change? *Journal of Change Management*, 10, 41-59. doi: 10.1080/14697010903549432
- Muthén, L.K., & Muthén, B.O. (2012). *Mplus User's Guide* (7<sup>th</sup> ed.). Los Angeles, CA: Muthén & Muthén.
- Novelli, L., Jr., Kirkman, B. L., & Shapiro, D. L. (1995). Effective implementation of organizational change: An organizational justice perspective. In C. L. Cooper & D. M. Rousseau (Eds.), *Trends in organizational behavior* (Vol. 2, pp. 15–36). England: John Wiley and Sons.
- Paterson, J. M., & Cary, J. (2002). Organizational justice, change anxiety, and acceptance of downsizing: Preliminary tests of an AET-based model. *Motivation and Emotion*, 26, 83-103.
- Portoghese, I., Galletta, M., Battistelli, A., Saiani, L., Penna, M. P., & Allegrini, E. (2012). Change-related expectations and commitment to change of nurses: The role of leadership and communication. *Journal of Nursing Management*, 20, 582-591. doi: 10.1111/j.1365-2834.2011.01322.x
- Ross, M., & Shulman, R. F. (1973). Increasing the salience of initial attitudes: Dissonance versus self-perception theory. *Journal of Personality and Social Psychology*, 28, 138–144.
- Selander, L., & Henfridsson, O. (2012). Cynicism as user resistance in IT implementation. *Information Systems Journal*, 22, 289-312. doi:10.1111/j.1365-2575.2011.00386.x

- 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, 727-748. doi: 10.5465/amj.2010.0325
- Tetenbaum, T. J. (1998). Shifting paradigms: From Newton to chaos. *Organizational Dynamics*, 26, 21-32. doi: 10.1016/S0090-2616(98)90003-1
- Wilkerson, J. M. (2002). Organizational cynicism and its impact on human resources management. In G. R. Ferris, M. R. Buckley, & D. B. Fedor (Eds.), *Human resources management: Perspectives, context, functions, and outcomes* (pp. 532-546). Upper Saddle River, NJ: Prentice Hall.
- Wilkerson, J. M., Evans, W. R., & Davis, W. D. (2008). A test of coworkers' influence on organizational cynicism, badmouthing, and organizational citizenship behavior. *Journal of Applied Social Psychology*, 38, 2273-2292. doi: 10.1111/j.1559-1816.2008.00391.x
- Zeffane, R. (1996). Dynamics of strategic change: Critical issues in fostering positive organizational change. *Leadership and Organization Development Journal*, 17, 36-43. doi:10.1108/01437739610148376

APPENDIX

**TABLE 2**  
**DIRECT AND INDIRECT EFFECTS OF CHANGE PROCESSES ON AFFECTIVE COMMITMENT TO CHANGE VIA ORGANIZATIONAL JUSTICE COMPONENTS**

| Pathways         | Indirect Effect |     | Direct Effect |     | Total Effect |     |
|------------------|-----------------|-----|---------------|-----|--------------|-----|
|                  | $\beta$         | SE  | $\beta$       | SE  | $\beta$      | SE  |
| EP to ACC        | .25**           | .09 | .02           | .11 | .26***       | .05 |
| EP to PJ to ACC  | .25**           | .09 |               |     |              |     |
| CC to ACC        | .23**           | .09 | -.43***       | .12 | -.20**       | .07 |
| CC to PJ to ACC  | .08*            | .04 |               |     |              |     |
| CC to IFJ to ACC | .15             | .08 |               |     |              |     |
| CJ to ACC        | .02             | .02 | .52***        | .05 | .54***       | .05 |
| CJ to IFJ to ACC | .01             | .01 |               |     |              |     |
| CJ to IPJ to ACC | .02             | .01 |               |     |              |     |

Note.  $N = 500$ . EP = Employee Participation. CC = Change Communication. CJ = Change Justification. PJ = Procedural Justice. IFJ = Informational Justice. IPJ = Interpersonal Justice. ACC = Affective Commitment to Change.

\* $p < .05$ . \*\* $p < .01$ . \*\*\* $p < .001$ .

**TABLE 3**  
**DIRECT AND INDIRECT EFFECTS OF ORGANIZATIONAL JUSTICE COMPONENTS ON BEHAVIORAL SUPPORT FOR CHANGE VIA AFFECTIVE COMMITMENT TO CHANGE**

| Pathways          | Indirect Effect |     | Direct Effect |     | Total Effect |     |
|-------------------|-----------------|-----|---------------|-----|--------------|-----|
|                   | $\beta$         | SE  | $\beta$       | SE  | $\beta$      | SE  |
| PJ to BSC         | .16**           | .06 | .43*          | .17 | .59**        | .17 |
| PJ to ACC to BSC  | .16**           | .06 |               |     |              |     |
| IFJ to BSC        | .07             | .05 | -.05          | .14 | .02          | .14 |
| IFJ to ACC to BSC | .07             | .05 |               |     |              |     |
| IPJ to BSC        | .03             | .02 | .15*          | .07 | .18**        | .07 |
| IPJ to ACC to BSC | .03             | .02 |               |     |              |     |

Note.  $N = 500$ . PJ = Procedural Justice. IFJ = Informational Justice. IPJ = Interpersonal Justice. ACC = Affective Commitment to Change. BSC = Behavioral Support for Change.

\* $p < .05$ . \*\* $p < .01$ .

**TABLE 4**  
**DIRECT AND INDIRECT EFFECTS OF CHANGE PROCESSES ON BEHAVIORAL SUPPORT**  
**FOR CHANGE VIA ORGANIZATIONAL JUSTICE COMPONENTS AND AFFECTIVE**  
**COMMITMENT TO CHANGE**

| Pathways                | Indirect Effect |           | Direct Effect |           | Total Effect |           |
|-------------------------|-----------------|-----------|---------------|-----------|--------------|-----------|
|                         | $\beta$         | <i>SE</i> | $\beta$       | <i>SE</i> | $\beta$      | <i>SE</i> |
| EP to BSC               | .30***          | .08       | -.11          | .11       | .19**        | .06       |
| EP to PJ to BSC         | .22*            | .09       |               |           |              |           |
| EP to ACC to BSC        | .01             | .04       |               |           |              |           |
| EP to PJ to ACC to BSC  | .08**           | .03       |               |           |              |           |
| CC to BSC               | -.02            | .11       | .10           | .15       | .07          | .09       |
| CC to PJ to BSC         | .07             | .04       |               |           |              |           |
| CC to IFJ to BSC        | -.03            | .09       |               |           |              |           |
| CC to ACC to BSC        | -.14*           | .05       |               |           |              |           |
| CC to PJ to ACC to BSC  | .03             | .01       |               |           |              |           |
| CC to IFJ to ACC to BSC | .05             | .03       |               |           |              |           |
| CJ to BSC               | .20***          | .05       | .09           | .08       | .29***       | .06       |
| CJ to IFJ to BSC        | .00             | .00       |               |           |              |           |
| CJ to IPJ to BSC        | .03             | .01       |               |           |              |           |
| CJ to ACC to BSC        | .17***          | .05       |               |           |              |           |
| CJ to IFJ to ACC to BSC | .00             | .00       |               |           |              |           |
| CJ to IPJ to ACC to BSC | .01             | .00       |               |           |              |           |

*Note.* *N* = 500. EP = Employee Participation. CC = Change Communication. CJ = Change Justification. PJ = Procedural Justice. IFJ = Informational Justice. IPJ = Interpersonal Justice. ACC = Affective Commitment to Change. BSC = Behavioral Support for Change.

\**p* < .05. \*\**p* < .01. \*\*\**p* < .001.