**Study Objectives**
- Explore relationship between organizational change cynicism (OCC) and job engagement
- Assess three antecedents: Resistance to change (RC), Person-organization fit (PO-Fit), Leader-member exchange (LMX)
- Practice implications

**Methods**

**Sample**
- 59 full-time employees, Mid-West Univ
- 81.2% male, ave age 47.93 (SD = 11.64)
- Professors (61.02%), staff, researchers, instructors, PhD students

**Procedure**
- Ss contacted by Department Chair and researchers
- Surveys online, directly prior to change efforts

**Hypotheses**
- H1a: RC positively related to OCC
- H1b: RC → JE, fully mediated by OCC
- H2a: PO-fit negatively related to OCC
- H2b: PO-fit → JE, partially mediated by OCC
- H3a: LMX negatively related to OCC
- H3b: LMX → JE, partially mediated by OCC

**Analysis and Results**
- Bias-corrected bootstrapping 1,000 draws
  - H1a RC and OCC (r = .33, p < .01)
  - H2a PO-fit and OCC (r = .60, p < .01)
  - H3a LMX and OCC (r = -.62, p < .01)
  - H1b (Figure 1)
  - H2b partially (Figure 2)
  - H3b partially (Figure 3)

**Conclusions**
- Resistance to change, PO-fit, and LMX related to engagement through organizational change cynicism.
- Some employees may be predisposed to resist change; hence, more cynical and less engaged during times of change.
- Leaders can mitigate negative effects of OCC on job engagement by providing resources to employees and developing high quality LMX.
- Employers may heighten PO-fit (e.g., altering aspects of the job, increasing salience of employees’ roles) to mitigate negative effects of OCC on job engagement.