

Organizational Change Cynicism and Job Engagement

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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

Figure 1. Resistance to Change

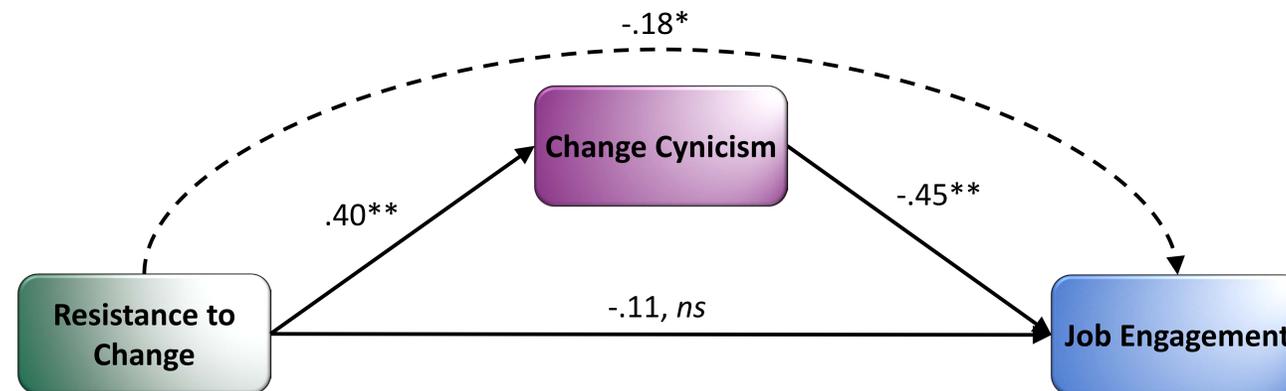


Figure 2. Person-Organization Fit

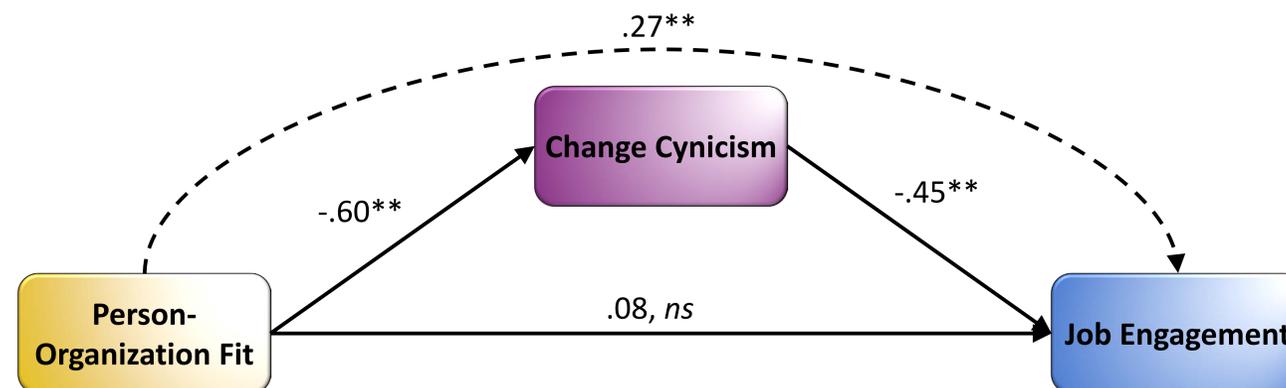
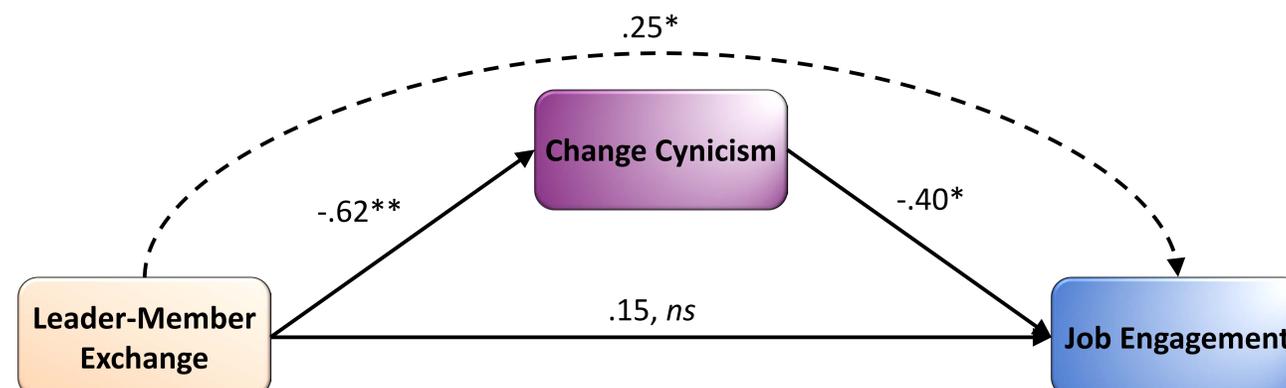


Figure 3. Leader-Member Exchange



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.

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