Organizational Change Cynicism and Job Engagement

James Weston, Steve Manning, Zinta Byrne, Kelly Cave, and Anthony Maciejewski

Colorado State University

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

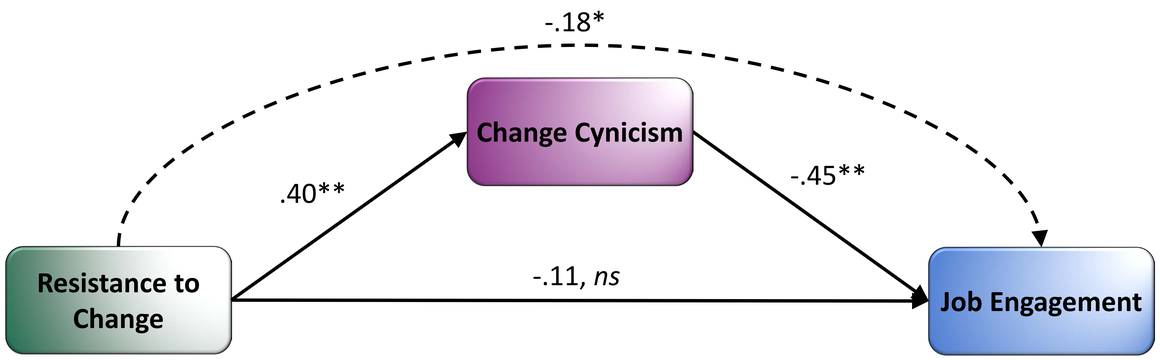


Figure 2. Person-Organization Fit

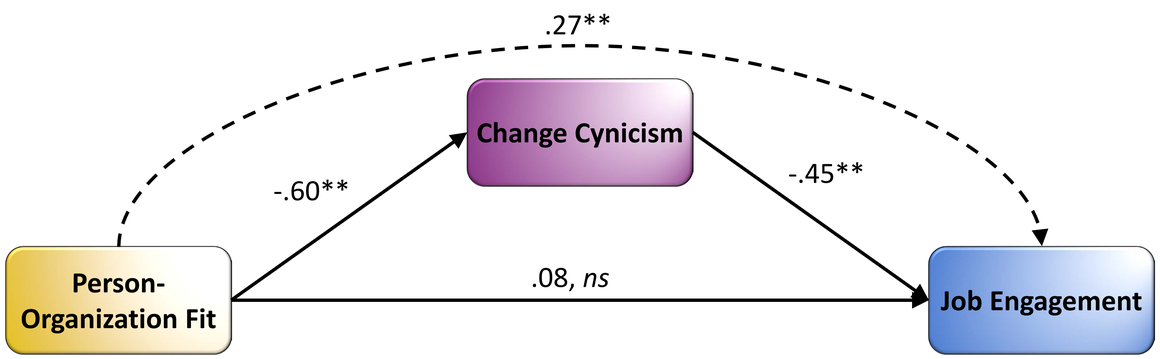
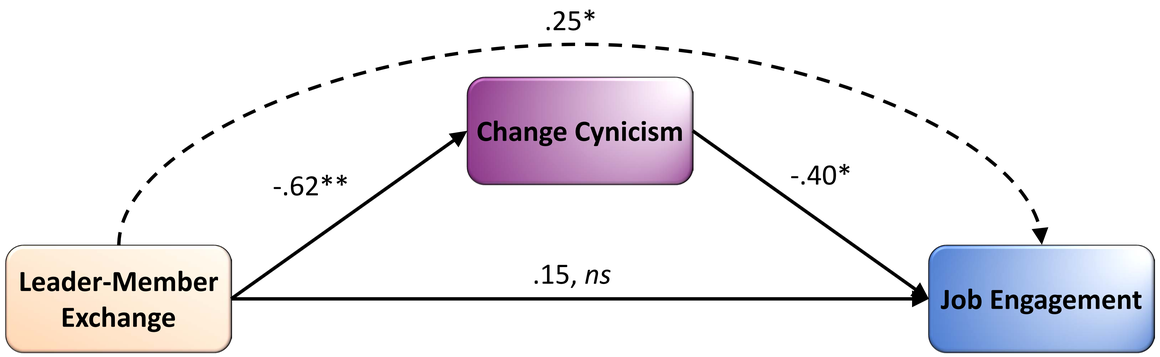


Figure 3. Leader-Member Exchange



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.

Presented at the annual meeting of the Society for Industrial Organizational Psychology, Orlando, FL, April 2017

Research Funded by the National Science Foundation #1519438

Contact: Zinta.Byrne@Colostate.edu for copies