IMPACT OF ORGANISATIONAL CHANGE ON EMPLOYEES' ATTITUDE AND BEHAVIOURS: AN EMPIRICAL EVIDENCE FROM PAKISTANI BANKS

SYEDA ALIHA ZAINAB BUKHARI

MS HRM 2K16

A thesis submitted to NUST Business School for the degree of Master of Science in Human Resource Management

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THESIS ACCEPTANCE CERTIFICATE

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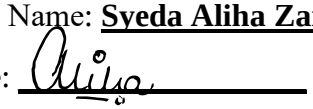
Signature: 

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LIST OF ABBREVIATIONS

No.	Phrase	Abbreviation
1	Job Control	JC
2	Perceived Supervisor Support	PSS
3	Experience Of Organizational Change	EOC
4	Considerate Voice	CV
5	Aggressive Voice	AVOICE
6	Patience	PAT
7	Neglect	NEG

ABSTRACT

Individuals working in an organisation are key evaluators of the success and failure of an organizational change initiative. Therefore, it is important for the change agents to ameliorate their ability in order to obtain full support of employees for the changes that take place in the organisation. This study was initiated with an objective to legitimize the strategic importance of individual's attitude in the organisational change process by focusing on its role in generating positive behaviour from the employees in the organisation. It examined antecedents that influenced positive attitude towards change by evaluating three basic concepts relevant to attitude towards change: job control, perceived supervisor support and experience of organizational change. In accordance with discussions stated in the literature, this research examined the mediating mechanism that facilitates the relationship between antecedents and employee behaviours (exit, voice, patience and neglect). The framework was studied in the light of Sense-making theory and was conducted on the banking industry of Pakistan. The banks that had been subjected to major changes (i.e. merger or acquisition) in the past five years were considered for this study. The analysis of the study revealed that transformational organisational changes had impact on contextual components, employee attitude and behaviours. This reinstated that the model used in this study was highly applicable in the environment and context it had been tested. The results of this study indicated that antecedents had positive relation to attitude towards change and constructive behaviours whereas they were negatively related to obstructive behaviours. Moreover, the finding of this research proved the mediating impact of attitude towards organisational change in these linkages. The results also revealed the strategic importance of attitude towards change by showcasing it as a source of wining sustainable advantage. The results concluded that employee's resourceful and active presence in the organisational change process is pivotal for successful organisational change process.

Key Words: Job Control, Perceived Supervisor Support, Attitude towards Change, Exit, Considerate Voice, Aggressive Voice, Neglect, Patience, Sense making Theory.

Word Count: 307

CHAPTER 1

1.1. Introduction

Organisational change is an integral part of the business sector organisations (Brunetto, T., & Teo, S. T., 2018). The frequently moving and competitive environment have forced the organizations to remain in a continuous cycle of motion and adopting changes. Cutthroat global competition, rapid growth, and breakthroughs in the areas of information and technology have proven a challenge for the organizations. Therefore, for these organizations to survive in this challenging environment, it is necessary for them to continuously adjust and change according to the demand and competition to become more flexible toward both social and economic fluctuations (Tamporouu, et al, 2012). These organizational changes have altered the world of work and influenced the employment relationships (Day, Crown, & Ivany, 2017). Employees are usually targeted in these organisational change initiatives, such as merger and restructuring (Van Ruysseveldt, van Dam, Niklova, & De Witte, 2018).

The concept of change has become crucial and significant aspect of the organization life since 1980s (Tavakoli, 2010). The organizational changes like merger, downsizing, innovations in technology and in management styles, and the shifts in the location, duration, time, quantity and quality of the responsibilities and tasks radically affect the work life of individuals working in organizations (e.g. Tavakoli, 2010). Organizational change, revitalization and innovation are now happening to be held simultaneously within our modern industrial and information revolutions (Tamporou, et al, 2012). These organisational changes have become significant part of work (Anderson, 2013) and have also influenced the employment relationships (Herriot & Pemberton 1996; Schalk 2004; Bruke, 2013). Frustrations, failures, success, and struggle are experienced by hundreds of employees and managers across the world during organizational changes such as merger and acquisition (Herriot & Pemberton 1996; Schalk 2004; Foks, 2015). The height of energy to take different initiatives may vary from position to position and individual to individual (Stensekar and Meyer, 2011). For instance, top management may view the challenges emerging from changes in the organization interesting and as a learning experience whereas for employees

at the lower management these challenges may see it as necessary evils (Bernerth, 2004; Foks, 2015).

However, there are no significant official numbers to justify it, but researchers have estimated that almost two third of organisational change initiatives result in a failure (Choi, 2011). Studies conducted in the previous decade reinstate that the reason behind the failure of the most of these change initiatives was the under-estimation of the key role played by employees the change process (Fernandez & Rainey, 2017). Employees play central role in the organizational change process as change initiatives are mostly targeted at them (Burke, 2017). For such individuals, the organizational changes cause feeling of insecurity or conflicts of interest side by side loss of control over the job (Carter, Armenakis, Feild, & Mossholder, 2013). Such feeling may result in stress, resistance or job dissatisfaction (Brown & Cregan, 2008; McConnell, 2010) that may eventually result in reduction in patience and loyalty (Lewis, 2011; Oprescu, Johnes, & Katsikitis, 2014; Worrall, Les, Cary Cooper, & Campbell, 2000) and later in employee turnover. These obnoxious effects should not be ignored as employees can individually govern the failure or success of a change initiative (Yousef, 2017). Hence, employee attitude towards change proves to have a notable role in the effective completion of an organizational change project (Giessner, 2011).

It is important to have a clear view about the experience of employees with respect to organizational changes in order to understand their adaptiveness to the change (Burke, 2017) and the challenges they face in coping with change. Moreover, a lot of uncertainty is associated with the organizational changes that can lead to detrimental impact on the work experience of employees including their performance and attitudes (Cullen, Edwards, Casper, & Gue, 2014). Although organizational change can result in exit, (Morrell, 2004; Akhter, Bal, & Long, 2016; Radebe, 2018; Va.n den Heuvel et al., 2017) voice, (Machin, Stephen, and Sushil Wadhwani, S. 1991; Akhter et al., 2016;Bryant, M., 2006; Benson, & Brown, 2010; Ruck, Welch, & Menara, 2017; Caldwell, & Lui, 2011; Boohene, & Williams, 2012; Matos Marques Simoes & Esposito, 2014; Domingues, Lozono, Ceulemans, & Romas, 2017) and neglect (Akhter et al., 2016; McCabe, 2014) among employees, that help in providing optimistic organizational resources, such as; job control/autonomy and supervisor support (Day, Crown, & Ivany, 2017) and positive experience of organizational change (Svensen, Neset, & Eriksen, 2007; Akhter et al., 2016), may

help in improving employees attitude towards change. Therefore, organizations are highly considered to ameliorate their capability to increase employees' acceptance or support for the change projects (Choi, 2011). It is crucial for the organization and managers to have in depth understanding of employees' experience of organizational change so to have clear image of its effect on the employees' attitude toward change and individual responses (aggressive voice, considerate voice, neglect, patience and exit).

1.2. Research Gap

The gaps for this study are identified from the studies in the literature about organizational change. Initial gap is taken from Akthar, et al., (2016). That a study should be conducted on implementation of several organizational change initiatives and the way employees will make sense of those changes processes. Employee experience should be studied with reference to the organizational change and its effects on the individual attitudes and behaviours. Secondly, Day et al., (2017) recommended that a research should be conducted "to examine how attitude towards change are influenced by supervisor support and job control, as well as the extent to which these attitudes influence employees' outcomes" (p. 15). Last gap is suggested by Heuvel et al., (2017) study. In this research however it is noted that are only a few studies have actually conceptualized, operationalized and analysed the construct of attitude toward change not only as one dimensional but also as a tri-dimensional construct based on affective, behavioural and cognitive dimensions (Van den Heuvel et al., 2017). So, a broader application of attitude towards change construct in an empirical research is still minimal. Future research should be done on adoption of attitude towards change in different perspective, since this sort of a perspective does more justice to the intricacy of employee reactions to organisational change projects.

Limited literature exists on the issues from employees' perspective during organizational change. Therefore, solving these issues is essential for the success of any organizational change but unfortunately these issues have been given very little attention throughout the literature (Bommer, et al., 2005; Fok, 2015; Stensekar & Meyer, 2011). Although, a lot of research has been conducted on organizational changes and work relationship (Oreg, et al., 2011) but very little studies are found on employee's experience of organizational change and its influence on individual's positive and negative reactions.

1.3. Problem Statement

The organizational change initiatives provoke reactions as change is significant for the survival of the organization also employees play critical part in the failure or success of such change projects (Yousef, 2017). Hence, it is crucial to have better understanding of what factors lead to an individual's positive attitude towards change. Therefore, the problem statement under consideration for this study is that is "Understanding what factors determine an individual's attitude towards change?" and "Are individuals' reactions always so predictable, regardless of the content of the change?" (Bareil, Savoie, & Meunier, 2007, p.14; Kelman, 2017). Because there is this general belief that individuals mostly have predisposed responses towards change initiatives. As a result, they have instinctive and natural tendency to react to it in the similar manner irrespective of the type and nature of the organisational change process.

As employee is the most important internal stakeholder of the organization, who plays vital role in all the significant developments that take place in the organization. Therefore, it is crucial for the change agents to understand the mechanisms through which they can actively engage the employees in the change initiative. For this purpose it is pivotal to understand the employee stance on the major organizational changes and that if they face any issue during the change process how can it be combated by having a detailed account of their attitude and behaviors towards the change.

Not only practitioners i.e. change agents have focused less on the individuals in the change initiatives but also scholars and researchers have largely neglected individual characteristics (that can be influenced by change) likewise. Hence, there is dearth of studies and literature that target the human aspects of organisational change (Al-Haddad, & Kotnour, 2015). However, a handful of studies based on organizational change that have worked on individual characteristics, have also predicted that job control and perceived supervisor support seem to influence individual attitude towards change (Landsbergis, 1988; Gegenfurtner, 2013; Kwan et al., 2015; Cheng, & Yi, 2018).

1.4. Research Aim

This study aimed to further deepen the understanding of the factors that lead to employees' positive attitude towards organisational change and its influence on individual reactions. It focused at determining that employees' experience of organizational change, job control, and perceived supervisor support influence voice, neglect, patience, and turnover intention of employees.

Specifically, this research targeted to investigate that way employee make sense of the organisational changes and its impacts on employees' outcomes by using sense-making theory. Furthermore, it focused on determining how experience of organizational change, job control, and perceived supervisor support affect the attitude of employee towards change in a post organisational change context. Moreover, this research examined the mediating role of attitude towards organizational change in the link between the employees' experience of change, job control, and perceived supervisor support, and individual outcomes.

1.5. Research Objectives

The objectives of this study that serve as a guideline for the study and answer the research questions are:

- To examine the influence of employee's experience of major organizational changes, job control, and perceived supervisor support on employees' positive (Considerate voice and patience) and negative (exit, aggressive voice, and neglect) responses.
- To determine the impact of employee's experience of major organizational changes, job control, and perceived supervisor support on employees' attitude towards change.
- To examine the influence of employees' attitude towards change on employee behaviours (exit, voice, patience, and neglect).
- To study the mediation effect of attitude towards change to expound the linkage between the 'job control, perceived supervisor support, experience of organizational change' and 'individual outcomes' (exit, voice, patience, and neglect).

1.6. Research Questions

In an attempt to consolidate these unconquered arenas of literature and to further explore attitude towards organisational change, this empirical work investigated the linkage between the individual characteristics 'employees experience of organizational change, job control and perceived supervisor support' and individual reactions 'Exit, Voice (Aggressive and Considerate), Patience and Neglect' in an organizational change context. This research was conducted in the banking industry of Pakistan based on the following research questions:

1. Does the experience of major organizational change, job control and perceived supervisor support influence the individual behaviours: exit, voice, patience and neglect in organizational change time period?
2. What impact does job control, perceived supervisor support and experience of organizational change have on employee attitude towards change?
3. Are employee behaviours "exit, voice, patience and neglect" affected by employees' attitude towards change?
4. Does attitude towards change mediate the relationship between the *individual characteristics* "employee experience of major organizational changes, job control and perceived supervisor support" and *individual reactions* "exit, voice, patience and neglect"?

1.7. Significance of the Research

1.7.1. Theoretical Significance

This study had dig deeper into the literature and empirically tested the framework in order to answer the central question of whether the experience of major change influences the attitude towards change and individual outcomes or not and whether these factors generated positive responses form employees or not. The Sense Making theory has been used to verify the relation between the variables that had been studied. The theoretical significance of this research is that for the first-time sense making theory had been studied with experience of organisational change and they made a perfect fit with each other by complementing the research model.

Previously, the researchers have focused on psychological contracts, commitment, satisfaction and other variables, in order to evaluate attitude towards change. However, none of the previous studies have studied have considered to use construct of attitude towards change as a content, the employees job control, perceived supervisor support and experience of organizational change as predictor and the employee's reactions (exit, voice, patience, and neglect) as consequences altogether in a study. Therefore, this study contributes by studying all these linkages in one model.

Moreover, this study answered the gaps identified in the literature and embarks the strategic link that exists between the individual characteristics "employees' experience of major organizational changes, job control and perceived supervisor support", attitude towards change and behaviours "exit, voice,

patience and neglect". This relationship gained the competitive edge by successfully generating more positive behavioural responses from employees.

1.7.2. Practical Significance

As change becomes a constant in an organizational life, the managers and change agents are assigned with determining, communicating, and enforcing change often struggle for meaning. To determine the nature of change and the way it could be implemented successfully, the agents need to understand the concept of sense making. The significance of this study is that it highlighted issues from employees' perspective in an organizational change setting which will help the change agents to develop effective policies for major organizational changes in future. Many of the major organizational changes failed because employees were not supporting or accepting the change.

Moreover, this study took employees of the organization (organizations that underwent organizational change in the past five years) as the subject of study because studies estimate that several change initiatives fail due to neglecting the crucial stakeholder in the organizational change process, the employees of the organization (Burke, 2017) .The study is conducted on the commercial banks of Pakistan so the contribution can be generalized and fill gaps in the literature with respect to Pakistani context. As the framework used in this paper was new in terms of research. This research offered greater advantage for managers, and organizations that are struggling with implementation of major changes and they can equally benefit from the results that are generated from this study.

1.7.3. Methodological Significance

The significance of using quantitative method to conduct this research was that it could be generalized to other developing countries which are facing the issues of similar nature. This also had the advantage of results being more reliable and versatile. The data collection was rapid and cost effective and had easily collected and managed data form a large population despite the strict population selecting criteria. The researcher bias was negligible in this research which lead to more transparent results. The research covered a significant people across Pakistan which would have not been possible in case of qualitative research. The structured questionnaire help employee freely express their perspective without any fear or being disclosed that expressed their real emotions and feelings.

1.8. Scope of the Research

Most of the previous studies on organisational change impact on employees have predominantly been limited to develop countries. Considering the importance of employee in the success of an organisational change initiative it has been suggested by Stensekar and Meyer (2011) to conduct research on employee role in the change process in other regions of the world to have better understanding of the way employees respond to changes that they can be involved more resourcefully in the future. Furthermore, Burnes et al. (2018) directed it to be explored in developing countries. Responses from employees were sought to assess whether the support from the organisation and the control delegated to employee contribute to more favourable attitude towards change and have resultantly led to positive behaviours from them. This research has been conducted in the banking sector of Pakistan. This sector has been identified considering that it is one of the prominent sectors in which the organisations have underwent several changes in the past decade due to some adjustment in the policies by The State Bank of Pakistan (Irfan Khan, 2015; Akhter et al, 2016). Considering that many of the organisation within this sector have been subjected to transformational changes (Bilal & Kazim, 2018) and the fact that many of the organisations had major reshuffling that have definitely left serious impact on employees makes it an interesting scenario for analysing the impact of organisational change on employee attitude and behaviours.

Furthermore, this study extended the literature on the construct of attitude towards change by employing various aspects at the same time. Moreover, the study incorporated the employees' sense making theory that underpins the theoretical framework. How employees make sense of the organizational changes they experience? How employee's response to these changes as consequences? Simultaneously, the theory of sense making would help in enhancing the understanding of researcher that how past experiences influences individuals' belief and expectations? It also extends the knowledge base in the field of Organizational change.

1.9. Justification for the research topic

There is greater need to further explore the construct of attitude towards change in context of post major organizational changes e.g. merger and acquisition. As Choi, (2011) stated that for the successful accomplishment of any major organizational change (e.g., merger, acquisition, etc.) the organizations are highly required to upgrade their ability to increase employees' support and

acceptance for change projects. It has become need of the time to study the issues that an employee faces because of organizational change from their perspective. Previously change agents would make policies according to their understanding of employees' issues that lead to failure of many major organizational changes. But a shift is observed that recent studies have determined employee's issues from their perspectives, like the study that had been conducted in this paper. This study will help organizations in making effective policies that take in consideration change recipient's response. This research was conducted to study the relationship that had certain newness and was not been studied before, so it is a contribution to the literature were scarcity lies with respect to discussing human aspect of organizational change. The construct of attitude towards change was used to understand its influence on the relationship between employees' experience of major organizational changes and individual reaction, which had not been studied with respect to each other previously.

1.0. Summary of the Chapter

This chapter frames the road map behind the selection of this topic and framework for research. It shed light on the root cause on which this study is based. This chapter enlightens the crucial role of individuals in the success of organizational change initiatives. Nowadays, owing to rapid changes in the business world, organizations also must change in rapid pace in order to survive and coexist in this competitive environment. However, the success of the organizational change is dependent on how effectively the change agent incorporates the demands of all critical stakeholders in this process. Usually, the employees of the organizations are ignored in this process that has been the reason behind the failure of several organizational changes. This study highlighted the importance of an individual in the organizational change process and stated how previously this issue has been understudied in the existing literature.

The research gap and problem statement provided the reasoning behind the persuasion of this research by answering the call for filling the dearth of knowledge about the impact of organizational change on employee's attitude and behaviours. This chapter consolidates the research questions, objectives and aims also calls attention to the scope and significance of this study. In a nutshell, this chapter highlights the context and the rationale behind the selection for this research.

CHAPTER 2

2. Literature Review

This chapter provides the summary of the literature that exists on this topic after extensive review. Along with this, it also presents a precise briefing of the key variables used to form the research framework for this study. To begin with, the dependent variables of the framework namely exit, aggressive voice, considerate voice, neglect and patience have been thoroughly covered, followed by job control, perceived supervisor support and experience of organizational change. The latter forms the independent variable part of the hypothesized framework. Along this, the mediating variable attitude toward change is also overviewed in this chapter. Later, the proposed hypotheses are discussed in detail with reference to the supporting literature. The chapter ends with a review of supporting theory and its applicability with respect to the research framework.

2.1. Employee Behaviours

"Exit, considerate voice, aggressive voice, patience and neglect" are introduced as employee outcomes in this research (Hagedoorn, Van Ypere, Van de Vliert, & Buunk, 1999, p. 9). These employee responses were chosen for this study after keeping in view their importance and contribution in successful organizational changes. Previous literature on change has also identified these responses critical in organizational change process. Following researchers have been cited for exit; Akhter et al., (2016), Radebe (2018) and Van den Heuvel et al. (2017). Voice has been identified by Akhter et al., (2016), Bryant, (2006), Benson and Brown (2010), Ruck, Welch, and Menara, (2017), Caldwell and Lui, (2011), Boohene, and Williams (2012), Matos Marques Simoes, & Esposito, (2014), and Domingues et al., (2017) in their research as an employee outcome. Neglect has been cited by Akhter et al., (2016) and McCabe (2014) in their studies. Patience has been quoted by Lewis, (2011), Oprescu, Johnes, and Katsikitis, (2014) and Worrall et al., (2000). Moreover, the most important reason to recognize these outcomes were that previous research on job control, supervisor support and attitude towards change has completely ignored them as employee responses.

These five responses i.e., "exit, aggressive voice, considerate voice, patience and neglect" are basically five categories of responses that were introduced by Hagedorn et. al, (1999) who developed them after refining the "exit, voice, loyalty and neglect" (EVLN) typology by Farrell

(1983) (p.10). Initially Hirschman (1970) conceptualized an "exit (E), voice (V), loyalty (L), and neglect (N)" typology (p.6). Exit signified the intention of an employee to quit the job or searching for another job. Voice referred to changing of situation by working along supervisor to resolve problems by suggesting solutions, actively contributing to the organization by acting as a whistle blower. Behaviours like patiently wait for the worse conditions at the organization to get better, believing in the organization to settle the problem amicably and staying with the organization under every circumstance are labelled as loyalty. Neglect is referred to amalgamation of behaviours such as absenteeism, chronic lateness, and utilizing the company time in personal business.

This EVLN typology was further elaborated by Farrell (1983) and Rusbult et al., (1988) by conceptualizing these EVLN categories into two categories i.e. destructive (exit and neglect) and constructive behaviours (voice and loyalty). However, Hagedorn et al., (1999) redefined this typology into five responses i.e., "exit, aggressive voice, considerate voice, patience and neglect" (p.9). Loyalty was relabelled as patience because the term loyalty is considered to describe an attitude whereas patience is more acceptable and appropriate to be defined as behaviour; patience signifies the act of waiting optimistically better than loyalty. Moreover, it was also discussed the voice can take several forms that can vary in their degree and intensity of constructiveness. Therefore, on the strong support of previous literature, voice was divided into two dimensions: problem solving and contending. The problem-solving category was more constructive in nature, which comprised of attempts to resolve the issues and problems considering your own concern as well as those of the organization that was labelled as considerate voice. Whereas the contending category was a less constructive form of behaviour, comprised of the efforts to win for one's own self without taking in consideration the concerns of the organization, it was labelled as aggressive voice. In sum, all this constituted as Hagedorn et al.,'s (1999) five category employee responses typology.

Hagedorn et al., (1999) redefined EVLN typology has been supported by researchers through various several studies in different contexts and settings (Liljegren et al., 2008; Maynes & Podsakoff, 2014; Cha, berlin et al., 2016). Some of the studies that have adopted the Hagedorn et al.'s modified EVLN instrument that stated the correlation between the five different behavioral outcomes and several other variables that indicated the positive link of job satisfaction with

patience and considerate voice whereas it has a negative relationship with "exit, aggressive voice, and neglect" (Hagedorn et al., 1999, p. 7; Liljegren et al., 2008). The relationship between the perceived justice construct and behavioural outcomes (using modified EVLN instrument) has been tested and verified by Van Yperen et al., (2000). The results represented a relationship of low interactional justice and perceived distributive procedural with the three destructive responses: "exit, neglect and aggressive voice". The finding also illustrates that procedural justice can act as a catalyst for the obstructive consequences of construct such as distributive injustice.

Michelle Lynn Roberts (2004) in his study has determined the association of personality (proactive personality, self-control, positive affect and extraversion), work situation (perception of distributive and procedural justice, leader support, quality of job alternatives, and job satisfaction) and the five behavioural responses. The results indicated that personality influenced "neglect, aggressive voice and considerate voice". The antecedents of work situation, alternatively, seemed to be better predictors of patience and exit.

In short, the EVLN modified typology is found to have greater strength in elucidating individual responses with respect to different problematic occurrences happening within an organizational setup. The typology is theoretically established, have been tested in various empirical contexts and several constructs are combined in a two-dimensional structure. Therefore, this research will shed some more light of validation on this typology by testing it in a different framework, with different constructs and in a new empirical setting. A comprehensive view of these responses has been provided further.

2.1.1. Exit

Exit has been used throughout the literature in understanding employee turnover. Employee exit or turnover is one of the most studied phenomena in the literature (Schaap, Rosanne, et al., 2018). Mosadeghrad and Ansarian (2014) refer exit as a simple and dichotomous variable that could be a costly option for the organization. Exit is referred to an act of leaving a job at an organization (Whitford & Lee 2014, p. 4). Ongori (2007) defined exit as, "the number of organizational members who have left or are planning to leave during the period being considered divided by the average number of people in that organization during the period" (p. 4). A concept broadening of the construct of exit was stated by Naus et al, (2007), they not only determined exit as quitting the

job in real or leaving the organization voluntarily, but also thinking about quitting and looking for alternative job (Rusbult et al., 1988; Naus et al.,2007).

Bilau et al., (2015) states that in an organizational context, an employee opts for exit option when they lose their trust on the organization that it improves their concern and grievance related to the job-related work. Hence, the employee feels powerless within their organization and perceives that their only option is to leave the organization (Bilau et al., 2015). Therefore, employees demonstrate exit through the following behaviours: sabotage; quitting; thinking about quitting; transferring, or searching for a different job (Tucker, 2010). The exit option becomes a powerful tool for the employee when the organization's existence is threatened (Matland, 1995, p. 507; Tucker, 2010). An employee who chooses to exit the organization assumes there are other employment opportunities available within the market.

Exit is a painful and unpleasant subject for the most of organizations in a world which are facing many economic challenges (Hom et al., 2019). Owing to these rapid changes, organizations are affected by several economic constraints for which they are required to remain competitive. Mainly structural changes are adopted to remain profitable and save cost and in this process the remuneration of employees is also affected (Radebe, 2018).

Much of the exit literature has used an employee's actual exit versus their intent to leave the organization as a way to measure exit (Withey & Cooper, 1989; Tett & Meyer, 1993; Rusbult et al., 1988; Daley, 1992; Lee and Whitford, 2008. Often when examining turnover intention, the exit variable has been used as the only dependent variable when using Hirchman's exit, voice and loyalty framework. For example, Lee and Whitford (2014) used the exit variable as the only dependent variable by capturing an employee's intention to leave within versus an actual exit from the organization, specifically within the public sector. These authors argued that based on Hirschman's original framework, the exit response option was contingent on if the organization would provide an opportunity within or that the organization would make the employee feel obligated to the organization (Lee & Whitford, 2014). Weaver (2012) also used exit as a sole dependent variable to determine if job factors such as pay and degree of public service motivation along with voice and patience had an impact on whether a federal employee intended to leave an organization. Because this study will use the EVPN model, the exit variable is not the sole dependent variable in this study.

2.1.2. Voice (Considerate & Aggressive)

The history of the concept of employee voice was traced by Brinsfield (2014) from the Hirschman's 1970 consumer behaviour study on exit, voice and loyalty. The concept of voice was viewed as a political dimension to employee dissatisfaction by Hirschman (Brinsfield, 2014). Kaufman (2014) reported that voice provides a way out for employee to express their dissatisfaction to the management of the organization with this expectation that organization will resolve their issues (p.18). Hirschman has referred voice as "any attempt at all to change, rather than to escape from, an objectionable state of affairs (Hirschman, 1970. p. 30)." It is perceived by the employee that they can mitigate the discrepancies in the organization from within the organization through various feedback mechanisms i.e. petitions, modifying procedures and policies (Mowbery, 2015).

Barry, M., & Wilkinson, A. (2016) state that voice reveals more in-depth context of information than the exit option by comprising of explicit suggestions concerning how organizations might respond to satisfy a participant's satisfaction. It is also considered that voice is a continuous variable that could be an exorbitant option than an employee who decides to leave the organization, mainly because it may want the organization to develop and invest in the feedback mechanism without the assurance that the employee will not exit the organization (Ruck, 2017). Researchers argued that voice is often ignored or institutionalized by the organization concerning how sensitive is an organization to employee exit (Matland, 1995; Roberts, 2004). Therefore, if the organization discovers that its existence is menaced, then there are high chances that the organization would take solid measures to create changes in the organization based on employees concerns and feedback.

Voice comprise of active and constructive elements that help in improving the worsening conditions in the organization by resolving issues faced by the employees. This includes seeking help with the unions, acting as a whistle-blower, suggesting solutions, discussing the issues with the supervisor and colleagues. Consequently, useful addition to Brinsfield's (2009; 2014), Roberts's (2004) and Kaufman's (2014) overview comprise of the history of this term and, Hagedoorn and his colleagues (1999) work as they have been credited with popularizing the concept of voice. They further divided voice into two categories; one regarded as constructive behaviour (considerate voice) while other as less constructive behaviour (aggressive voice).

Considerate voice comprises of efforts to resolve the problems considering one's own concern alongside the concern of the organization (e.g., "In collaboration with your supervisor, try to find a solution that is satisfactory to everybody"; "Together with your supervisor, explore each other's opinions until the problems are resolved"). Aggressive voice comprises of attempts to succeed the argument regardless the concerns of the organization (e.g., "I would describe the problem as negatively as possible to my supervisor"; "I would try to prove in all possible ways to my supervisor that I was right"; blame the organization). Despite that the scales for both have constituted active reactions to construct like job dissatisfaction; considerate voice is of more constructive nature whereas aggressive voice is known as destructive in nature. Therefore, the literature elaborates that aggressive voice is less destructive in nature than neglect and exit.

2.1.3. Patience

Hagedoorn and his colleagues (1999) modified the EVLN typology and replaced patience with loyalty because loyalty is more towards attitudinal side whereas patience as a term is used in behavioural concept. Patience is defined as taking no action against the organization and remaining with it by having strong believed that the situation will be better or improve with passage of time (Ro, 2013). Patience is referred as a passive but constructive behaviour because it focuses on enhancing the relationship by being silently supportive to the organization (Haque, 2017). This concept has been studied in literature under several names, such as "stay silent" (Kolarska & Aldrich, 1980, p. 9) or "loyalty" (Hirschman, 1970, p. 4). Patience is also quoted as a non-complaining behaviour due to its readiness to give the service provider another chance by desiring and trusting that the prevalent unfavourable situation will revamp in the future (Commer, 2014).

Various scholars (Lokos, 2012; Fowler & Kam, 2006; TenHouten, 2014) have characterized patience as an individual's own will to accept delays for long-term interests, especially those obstructs that are desired by themselves or warranted by consequences (Kupfer, 2007; Haque, 2017). Scholars state that virtue is known as a positive character trait or disposition that can be achieved through continuous practice and learning (e.g. Sarros et al., 2006; Kupfer, 2007; Sandler, 2005). Based on this claim it can easily be comprehended that patience can be developed through consistent and deliberate practice also from one's experience over time (Lokos, 2012). Moreover, Doerksen (2014) argued that patience no longer remains a virtue it is used as a tool for procrastination. Therefore, the exiting literature on patience reveals that patience is mostly debated alongside character strength (Schnitker, 2012), self-regulation (Comer & Sekerka, 2014), and self-

control (Rambaud & Torrecillas, 2016). However, it is going to be studied with the constructs of this study for the first time.

2.1.4. Neglect

Neglect is defined as a psychological and dispassionate withdrawal by an individual when the individual becomes apathetic or unresponsive towards the relationship and is not ready to communicate the dissatisfaction (Lee & Varon, 2016).In the literature, neglect is also described as a form of "emotional existing" in which people do not care and think regarding the partner firm and cause the relationship to deteriorate (Ping, 1993, p. 7; Ro, 2013). Neglect differs from dissatisfaction in term because dissatisfaction leads to apathy when voice is ineffective and exit is obstructed (Greenbaum et al., 2014). Whereas, neglect is stated as a non-complaining act due to being indifferent about the organization and considering that taking any step does not seems fruitful or worthwhile in future (Greenbaum et al., 2014).

It is considered that an employee indicates neglect behavior when he or she passively allows condition to worsen at the work by decreasing effort or interest at the work. Other predictors of neglect are absence and chronic lateness (Rusbult et al., 1988; Brentson, 2010). An employee engaged in neglect behaviour is described as "a passive person who thinks that action is costly and useless and who thinks things are better elsewhere (Benson et al., 2018, p. 5)." The employee who chooses neglect, essentially is not engaged within their work environment have "an inattentiveness to detail that hinders the attainment of individual, team, and organizational goals (Weaver, 2012, p. 26)"**.**

2.2. Contextual Components

(Individual Characteristics / Antecedents/ Predictors of employee's Attitude and Behaviours)

This study introduced job control, perceived supervisor support and experience of organizational change as employee characteristics in this research. These employee characteristics were chosen as predictors for the employee attitude and behaviours in this study after having an in- depth research on their importance and contribution in successful organizational changes. Scholars also identified these responses critical in organizational change process. Job control and supervisor support was cited by (Day et al, 2017) and experience of organizational change by (Akhter et al., 2016). A brief insight on these constructs is provided below.

2.2.1. Job Control

The term job control is also widely studied as autonomy in the existing literature. It may be interpreted and measured in several ways. One interpretation is that of autonomy, effectively total control over the job (Sutherland, 2017). Moreover frequently, however, it is interpreted as either the amount of influence that an individual has on a job or the extent of the task discretion one possesses (Sutherland, 2017). Hence, there is a plethora of potential indicators that may be interpreted as job control (Gallie et al., 2014). Mark et al., (2006) defines job control as "having influence over the work environment, including ability to influence the execution and the planning of work tasks" (Iqbal, 2012, p. 3). Weigh et al., (2013) consistent with Morgeson and Humphery (2006) expounded job control as the level to which a job gives independence, discretion and freedom in work schedule, have authority to make decisions, and choose the mechanisms adopted to perform different tasks within the job.

Job control is characterised as a job resource, which help employees in dealing more successfully with the demands of the job and decrease negative consequences (Bakker & Demerouti, 2007). Job control has been repeatedly linked with lower level of burnout (Lasalvia et al., 2009; Humphery et al., 2007; Dubois et al., 2014), stress (Thompson and Prottas, 2006), depression and anxiety (e.g., Sanne et al., 2005) with better worker health (Dwyer and Ganster, 1991; Bond and Bunce, 2003) and higher level of job satisfaction (Mansell et al., 2006; Day and Jreige, 2002).

In a study conducted on physicians, lower job control was linked with increased level of stress at work (Linzer et al., 2002). Job control can be crucial throughout the organizational change process, because change mostly reflects a significant level of loss of perceived control over job. For instance, not only is having lesser autonomy over work is correlated with unfavourable examinations of organizational change initiatives (Bakker, Westman, & van Emmerik, 2009), but also having lesser authority over making work related decisions (i.e., low decision latitude) cause to be associated with increased levels of psychological distress throughout the process of organizational change (Lavoine-Tremnblay et al., 2010). According to the existing literature, organizational change has been linked with increased sickness absences in workers who have experienced a decrease in their job control as a result of the change (Kivimaki et al., 2000). On the contrary, job autonomy is found to be inversely linked with construct like burnout during the change (Dubois et al., 2014).

In addition to the degree of control over one's job one receives at work, (i.e., job control), the support has also been linked with job-related attitudes and behaviours.

2.2.2. Perceived Supervisor Support

The construct of supervisor support is known as a supervisor's helpful behaviour towards the employees in demonstrating the attitude, knowledge, and skills they have grasped from the training programs (Qureshi & Hamid, 2017). The main difference between the supervisor support and perceived supervisor support is that term supervisor support is more generic in nature whereas perceived supervisor support only take in account the point of view of employees (a one sided account), as they are take in this study. Gok et al., (2015) defines PSS as "the degree to which a subordinate feel that he/she is supported and respected by his/her supervisor along with the supervisor's willingness to help the subordinate in job related tasks" (p. 5). Cheng et al., (2015) elucidate perceived supervisor support as the general view of subordinates stating the magnitude to which their supervisors appreciate their contribution, care about their well-being, and provide emotional and instrumental assistance.

Supervisors are known to have the capability to effect the employees responses, for example, supportive treatment from supervisors influence employee health and well-being (Kuoppala et al., 2008), and associated with lesser work-related stress (Rhoades and Eisenberger, 2002) and work overload (Brotheridge and Lee, 2005). Corresponding to job control, supervisor support is critical during times of organizational change, as the organizational change initiative become successful by establishing "supportive work relationships" (Vakola and Nikolaou, 2005). The greater degree of supervisor support is linked with higher favourable evaluations of the organizational change process (Bakker, Westman, & van Emmerik, 2009). Hence, favourable evaluations of organisational change process are associated with greater enjoyment at work and less work stress (Pahkin et al., 2014).

2.2.3. Experience of Organizational Change

Change, by definition, means progress and it is not always easy or comfortable to bring (Levy, 2007). Change has considered becoming part of everyone's lives and a corporate existence (Georgalis et al., 2015). Organizational change is considered as one of the major activities that can happen in an organization (Rosenbaum et al., 2018). Change process is so significant for an organization that it must take in consideration all those changes and the major players (Burnes et

al., 2018). Jalagat (2016) has pointed out major forms of organizational changes that include "Organization wide versus subsystem change, Transformational versus incremental change and Remedial versus developmental changes" (p.7). Organizational wide change focuses on major collaboration, downsizing, and restructuring in an organization whereas subsystem change covers the small area of scope i.e. reorganization of some departments or implementation of processes to deliver services (Ganta & Manukonda, 2014). Termeer et al. (2017), stated that Transformational change consists of fundamental and radical change that can be structural or cultural change followed by a descending hierarchical structure to an approach that needs greater amount of self-directing teams such as Business Process Re-engineering. On the other hand, transformational change that is also widely known as quantum change, deals with the small-scale changes (Termeer et al., 2017). Examples of this include implementation of new systems and trainings to increase efficiencies (Termeer et al., 2017). Van den Heveul and Schalk, (2009) in their research interpreted that a remedial change encompasses all the urgent changes that solve the existing problem; it pictures more reactive approach of the change agent. Alternatively, in developmental change, the organization focuses on improving on continuous bases by adopting a proactive approach (Van den Heuvel & Schalk 2009).

The variable of "favourable experience of organisational change" also labelled as "successfulness of past changes" in the literature plays pivotal role in the present study (Akhter et al, 2016). As Van der Smisssen et al., (2013) expound in their research that one of the essential evaluators of organisational change is the 'change history'. Employees are known to be pessimistic and demotivated about a new organisational change if they had encountered any sort of negative experience of organisational changes in the past (Wanous et al., 2000). However, employees will have greater acceptance if they have experienced more constructive and successful changes in the history (Bouckenooghe & Devos, 2007). The scholars have reported in their study that participants with lower trust and substandard history of organisational change are found to be significantly reluctant to accept future change than employees in other conditions (Bouckenooghe & Devos, 2007).

Multiple changes in the organizational are tiresome for employees. None the less, employees multiple organizational change experience increases employee's arena for learning, and which is their potential to transfer experience (Stensekar and Meyer, 2011). Previous literature indicated

that unfavourable experience of change had limited positive reaction of employees towards change (e.g., Thornhill and Saunders, 2003; Kark Somllan, 2006). Authors have reported that experience can influence the reaction of employees both positively and negatively and employees who experienced change felt both secure and become resigned to change (Thornhill and Saunders, 2003; KarkSomllan, 2006). Moreover, individuals' response to any change activity is expected to be result of their experience of the most recent change activity instead of the master plan established by the leaders (Choi, 2011).

2.3. Relationship between Antecedents and Employee Behaviours

2.3.1. Job Control relation with Employee Behaviours

Employees obtain a feeling of well-being at their work from those jobs that provide with not only autonomy but also with just policies and social support (Wilson et al. 2004). The study on the "job characteristics model" uphold this notion and reinstate that individuals' feelings have possession over a certain element of the work environment as ''autonomy.''

There are very few studies that state the relationship between job control and patience. Boswell, Olson-Buchanan, and LePine, (2004) in their research stated that greater the control over the job by the individual higher are the chances that employee will be loyal to the organisation and wait patiently for the optimistic times in hard situations rather than quitting the job. Berntson, Naswall, and Sverke, (2010) have indicated that "individuals who are high in employability have greater opportunities for gaining control over their working life" (p.11). They have also empirically proven that job insecurity or lack of job control was found to be linked with greater number of employees quitting their jobs as well as with decreased in positive voice and loyalty.

Moreover, according to Hackman and Oldham (1980), autonomy is one of the strong predictors of job satisfaction. There are several studies that state that higher control over the job makes employee satisfied (Bond, Frank, & David, 2003; Lu, Hong et al., 2019; Heponiemi et al., 2014). Ynema et al., (2010) have presented in their research paper a typology of responses to job dissatisfaction, that includes patience (e.g., wait and see), neglect (e.g. absence, tardiness), voice (e.g. protest, consult) and exit (e.g., turnover). The study interpreted that higher job dissatisfaction lead to higher "voice, neglect and exit" and lower level of patience (Ynema et al., 2010). There are several other studies in the literature that state relationship between "job satisfaction" and employee responses

"exit, voice, patience and neglect" (Rusbult et al., 1988; Bender et al., 1998; Holland et al., 2011; Iverson & Currivan, 2003). This concludes that the association of job control and job satisfaction is positive and job satisfaction leads to patience and considerate voice whereas dissatisfaction causes negative responses i.e. exit, neglect and aggressive voice. Thus, the literature discussed indicates that job control is strongly affected by patience and considerate voice:

H_{1a}: Job Control is positively related to patience and considerate voice.

Hayes et al., 2012 and Chui et al., 2009 state in their studies that turnover is prevalent in situations where work demands are collaborated with low job control and it is common in younger and higher educated fraction of the society. Jesen et al., (2013) conducted a research on 1,592 government employees working in 87 departments across the country of Wales to determine the impact of "high performance work systems" (HPWS) and job control upon turnover intention, anxiety and role overload. The result of this study indicated that HPWS, which focused at developing a competitive advantage for the organization, were doing so at the cost of workers by leading them to lower job control and therefore causing negative outcomes for employees such as turnover and neglect. However, there are studies that concluded that job control is not related to turnover intention i.e. Apostel et al., 2018. Non the less, there are number of studies that suggest higher job control predicts retention of employees and reduces turnover i.e. Wong, and Laschinger, (2015); Tongchaiprasit, and Ariyabuddhiphongs., (2016); Yamaguchi et al., (2016); Brough, and Biggs, (2015); Ramadhani, (2019); Scanlan, and Still, (2019); Nasabi, and Bastani (2018). Moreover, less control over job also results in neglect of job and raising aggressive voice (e.g., protests) (Wood, 2008).. It has become known in the industrial relation literature that jobs with low control and high demands are hypothesized to be the most dissatisfying and lead to raising voices i.e. employee voices for their due rights (Wood, 2008). Averey, D. R., (2003), in his study enunciate that individuals with higher self-efficacy tend to have greater job control. Since the employees with higher self-efficacy ask for greater control and they place a high value on raising voices when low job control (Averey, 2003). According to the above stated empirical findings, this study predicts is as following;

H_{1b}: Job Control is negatively related to exit, neglect and aggressive voice.

2.3.2. Perceived Supervisor Support relation with Employee Behaviours

In the research conducted to determine the influence of worksite relocation on retail employees, it was revealed that perceived social support from managers was related with lesser psychological stress (Moyle & Parkes, 1999). Leiter and Harvie (1998) in their research predicted that supportive supervision among nurses in the periods of change was related with improved quality of patient care, greater morale and higher feelings of job security; therefore, they concluded that such factors were predictors of greater acceptance of organisational change. The results of another quantitative study conducted on the employees working at a "UK public utility plant" stated that minimal support and assistance from colleagues and manager leads to greater of role overload, role ambiguity and role conflict, during organizational change (Swanson & Power, 2001).

A qualitative study based on the sources of stress during the organizational change process established that support is particularly influential during the times of change. Those employees who stated greater supervisor support revealed that the support was helpful for them throughout the change process. On the other hand, employees who received little support from their supervisors concluded that the absence of supervisor support added up to their work stress and lead to turnover intention (Smollan, 2015). Corresponding to the employees who were without any support from leaders, employees who had supportive leaders indicated decrease in psychological uncertainty during the organizational change process (Rafferty & Griffin, 2006). Exiting literature has elaborated that supervisor support tends to be linked with higher psychological well-being (Martin et al., 2005) and lower emotional exhaustion (e.g., Cunninngham et al., 2002) throughout change. Therefore, the literature aforementioned previses that;

H_{2a}: Perceived Supervisor Support is positively related to patience and considerate voice.

H_{2b}: Perceived Supervisor Support is negatively related to exit, neglect, and aggressive voice.

2.3.3. Experience of Organizational Change relation with Employee Behaviours

The relation between experience of organizational change and patience is discussed indirectly in some studies. However, a direct relationship between experience of organizational change and patience is yet to be studied. If an organizational change is impactful and frequent than it requires greater adjustments for individuals as they are more likely to be influenced by these organisational

change projects (Caldwell et. al., 2004), with higher neglect, voice, turnover and lower level of patience (Turnley and Feldman, 19.99). Bartunek et al. (2006) state that successful execution of an organizational change will result in positive employee responses.

Klehe et al., (2011) stated that during major organizational changes such as downsizing and restructuring, employees fear being redundant and become unsatisfied with their jobs. Employees, in response, usually react with poor loyalty towards the organisation and with higher level of voluntary exit (Klehe et al., 2011).

Turnley and Feldman (1999) stated that in organizational change such as increased downsizing caused loyalty to decline because layoffs were considered as violations of the psychological contract by the employees; in return, this affected the trust between management and employees. Niehoff et al., (2001) empirically proved that organizational change such as downsizing lead to drop in the loyalty of employees until strategies were used to curtail such decrease. Therefore, loyalty and patience are used synonymously except for the fact that patience is more towards behavioural side. Thus, it is expected that employee's patience is strongly affected by experience of organizational change:

H_{3a}: Favourable Experience of organizational change is positively related to patience and considerate voice.

Researchers stated that job insecurity is another major work stressor during and experience at the time of an organizational changes (i.e. downsizing) Gilboa et al., 2008; Klehe et al., 2011). It is the state of perceived powerlessness and worries to keep going a "desired continuity in a threatened job situation" (Gilboa et al., 2008; Klehe et al., 2011). Mostly, this job insecurity associated with the negative employee behaviours i.e. neglect, exit (Holland et al., 2011) and aggressive voice. Akhter et al., (2016) stated that employees, who experienced frequent changes of higher intensity at an individual level, were more likely to react negatively, as impactful, and frequent changes created job insecurity and anxiety. Therefore, the result indicated drop in employees' loyalty and voice behaviours and employees neglected their work alongside thinking to leave the organization (Akhter et al, 2016).

The study conducted by Schweiger and Ivancevich (1985) determined that even best-orchestrated merger can be stressful and threating for employees. As employees' experiences insecurity,

uncertainty, insecurity, power less and fear concerning losing of job. They can lead to organization outcomes such as poor performance, absenteeism, and higher employee turnover (Pikula, 1999; Van de Heuvel, 2017). In line with these empirical findings, this study predicts that;

H_{3b}: Favourable Experience of organizational change is negatively related to exit, neglect, and aggressive voice.

2.4. Attitude towards Organizational Change

Attitude toward organizational change is referred as "an employee's overall positive or negative evaluative judgment of a change initiative implemented by their organization" (Elias, 2009, p. 3). Vakola et al., (2004) and Withig (2012) quoted several studies that point out that employee positive attitude towards the change is essential for achieving successful change in the organization. Bouckenooghe (2010) describes four lenses to determine the attitude towards organisational change stated as following: Nature of change, negative and positive view about change, level of change and research perspective. Oreg et al. (2011) have categorized the responses of individuals to organizational changes in concepts of "affect, behaviour and cognition".

A change recipient's thoughts, behaviours, and feelings relevant to change are not necessarily to be in coherence with each other. Piderit (2000) interpreted a multidimensional attitude towards change construct to elaborate an employee's reaction to an organization change. The attitude in a multidimensional state comprise of the affective, behavioural, and cognitive responses to the change processes (Bouckenooghe, 2010).

Van Dam et al. (2008) had measured tri-dimensional attitude towards change in a study conducted to determine the impact of daily work characteristics on the resistance to organisational change. However, subsequently they incorporated the measurement of those dimensions as a unidimensional construct in the analysis, and therefore ignored its multidimensional composition. Researchers have admitted the significance of the separate dimensions but have only included two of its dimensions (i.e. affective & cognitive) in their research (Van der Smissen et al., 2013). Laumer et al. (2014), who studied "grumbling as a form of employee resistance" to IS implementation, included all the three dimensions of ATC. However, due to the narrow scope of this study our focus will be only on attitude towards change as a single variable.

A limited number of studies in the literature have conceptualized, operationalized, and analysed attitude towards change. Van den Heuvel et al. (2015) and Van den Heuvel and Schalk (2009) for instance have explored the impact of antecedents as "perceived need for change", "psychological contract fulfilment" and "trust" on attitude towards change. Chung et al. (2012) in their study to determine the influence of cognitive personality traits on resistance to change also revealed their relatedness with attitude towards change. Johnson (2016) in his study included components of excessive change. He researched on how change's impact, extent, and frequency (dimensions of excessive change) affect cognitive uncertainty, support for change and emotional exhaustion. Finally, a recent study by Heuvel et al. (2017) tested the influence of quality of change information on employees' attitude towards change and turnover intention. Nonetheless, an application of attitude towards change construct in different contexts in an empirical research remains limited.

Below **Table 2.1** lists the research papers from the existing literature in which ATC has been studied as a single variable or multidimensional variable:

Table 2.1- List of Publications related to Attitude towards Organizational Change

No.	References	Antecedents	Outcomes	Mediator/ Moderator
1-	*Yousef (2017)*	-Job Satisfaction -Organizational Commitment	**- Tri Dimensional Attitude towards Organizational Change**	
2-	*Van den Heuvel, S., Freese, C., Schalk, R., & van Assen, M. (2017)*	- Employee Engagement -Trust -Psychological Contract Fulfilment	-Turnover Intention	**-Tri-Dimensional Attitude towards Organizational Change (Mediator)**
3-	*Bulder (2014)*	-Organizational Change Characteristics (Performance Expectancy, Effort Expectancy, Facilitating Conditions) -Social Influence -Personality Traits (Perceived Ability and Control & Innovativeness)	**-Attitude Towards Organizational Change**	

4-	*Van der Smissen, S., Schslk, R., & Freese, C. (2013)*	- Type of Transformational Change -Impact of Transformational Change -Successful Changes in the Past -Frequency of Change	Psychological Fulfilment (Employer Obligation**)**	**-Attitude towards Change (Mediator)**
5-	*Chih,W.-H.W., Yang, F.-H., & Chang, C.-K. (2012)*	-Job Satisfaction	-Organizational Citizenship Behaviour	**- Attitude towards Change (Mediator)** -Organizational Commitment
6-	*Peccei, R., Giangreco, A., & Sebastiano, A. (2011)*	-Perceived benefits of change (PBC) -Involvement in Change (IIC)	-Resistance to Change (RTC)	**-Attitude towards Change (ATC) (Mediator)**
7-	*Choi, M., (2011)*	-Readiness to Change -Commitment to Change -Openness to Change -Cynicism About Organizational Change	- Attitude towards Change	
8-	*Svensen, E., Neset, G., & Eriksen, H. R. (2007)*	-Employee's previous learning experience -Characteristics of Working Environment	**-Positive and Negative Attitude towards Change**	
9-	*Vakola, M., & Nikolaou, I. (2005)*	-Occupational Stressors -Organizational Commitment	-Work Satisfaction -Turnover Intention	**-Attitude towards Change (Mediator)**
10-	*Vakola, M., Tsaousis, I., & Nikolaou, I. (2004)*	-Personality Traits (Extraversion, Neuroticism, Openness to experience, Agreeableness, & Conscientiousness) - Emotional Intelligence	-Job Satisfaction -Turnover	**-Attitude Towards Change (Mediator)**
11-	*Abdul Rashid, Z., Sambsivan, M., & Abdul Rahmen, A. (2004)*	-Corporate Culture (Communal Culture, Fragmented Culture, Network Culture, & Mercenary Culture)	**-Tri- Dimensional Attitude towards Organizational Change**	
12-	*Yousaf D. A. (2000a)*	-Job Satisfaction	**- Tri Dimensional Attitude towards Organizational Change**	-Organizational Commitment (Mediator)
13-	*Yousaf D. A. (2000b)*	-Islamic Work Ethic	**-Tri- Dimensional Attitude towards**	-Organizational Commitment (Mediator)

			Organizational Change	
14-	*Yousaf D. A. (2000c)*	-Employee Job Satisfaction	**-Tri- Dimensional Attitude towards Organizational Change**	-Job Stressors (Role Ambiguity & Role Conflict) (Moderator)
15-	*Piderit, S. K., (2000)*	-Resistance -Ambivalence	**-Tri- Dimensional Attitude towards Organizational Change**	
16-	*Dunham, R. B., Grube, J. A., Gardner, G. D., Cummings, L. L., & Pierce, J. L., (1989)*	Development of **Attitude towards Change** instrument.		

2.4.1. Job Control, Perceived Supervisor Support, Experience of Organizational Change with Attitude towards change

Though frequent and continuous change make employee more experienced with the organizational change, however very little is known about how employees' experience of organizational change affects the employee's reaction towards the major changes (Stensaker& Meyer, 2012). Several studies in the literature states that relation exists between employees' experience of organizational change and employees' attitude towards change (Gustafsoon, 2012; Van der Smissen, 2013). Organizational changes in many cases are a stressful experience for individuals involved (e.g. Elord and Tippett, 2002). Piderit (2000) identifies various employees' responses to an organizational change ranging from strong positive attitudes (i.e. "this change is essential for the organization to succeed") to strong negative attitudes (i.e. "this change could ruin the company").Van der Smissen (2013) empirically proves that high impact and being exposed to transformational changes have a negative effect on attitude towards change.

Moreover, transformational changes lead to uncertainty, insecurity, power less and fear concerning losing of job for employees which will negatively impact on attitude toward change. Researchers mentioned that if the prior employees' experience of change is not good then it will likely to have negative impact on his attitude towards change (Procopio& Fairfield-Sonn, 1996; Laforet& Li, 2005; Bouckenooghe, 2010; Iglesias, 2012; Stensaker& Meyer, 2012). So, this literature derives to following hypothesis;

H_{4a}: Job Control, Perceived Supervisor Support and Favourable Experience of organizational change are positively related to attitude towards change.

2.4.2. Attitude towards change and Employee Responses

The literature is very limited in terms of relationship between attitude towards change and patience. The link between these two can be understood through commitment. Scholars stated that increased commitment lead to positive attitude towards change (e.g. Yousef, 2016; Nafei 2014) and other studies states positive relation between commitment and patience (e.g. Pandey &Khare, 2012). Therefore, it is hypothesized that attitude towards change will be positively significant to patience.

H_{5a}: Attitude towards change is positively related to patience and considerate voice.

A wide range of personal as well as work-related consequences of the affective, behavioura,l and cognitive responses of employees to organizational change have been identified by empirical research. After organizational commitment and job satisfaction, most studies have examined turnover or intention to leave the organization as consequences of an organizational change (Oreg et al., 2011). From a practical point of view, unwanted turnover is one of the most undesirable consequences of organizational change, primarily because of the high costs associated with replacement (Heuval et al., 2017). Factors such as commitment to change, coping Behaviours (Cunningham, 2006) and uncertainty caused by the change (Bordia et al., 2004; Rafferty and Griffin, 2006) determine an employee's intention to turnover. Oreg (2006), who assessed the work-related consequences of all three dimension of change attitude, demonstrated that behavioural resistance was positively related to intention to quit. Moreover, Heuval et al., (2017) has also empirically tested the affective, behavioural, and cognitive dimensions of attitude toward change with turnover intention and had determined the negative relation between them. Because turnover intention is found to be determined by affective, behavioural, and cognitive factors, it is expected that:

H_{5b}: Attitude towards change is negatively related to exit, neglect, and aggressive voice.

2.5. Mediating role of Attitude towards change

2.5.1. Job Control, Attitude towards change and Employee Responses

The constant presence of change has led to significant increase in the organisational change process in the last few decades (McConnell, 2010). However, if these changes have not been beneficial for

employees, it can lead to negative attitudes towards the future organisational change and vice versa (Van den Heuvel & Schalk, 2009). The existing literature states that attitude towards change not only influences the employee outcomes but also past experiences and support also impact on attitude towards change. Therefore, attitude towards change is used as a mediator in this study because attitude is influenced by contextual components whereas on the other hand it also influences employee's behaviours.

There are a few studies in the literature that determine the role of attitude towards change as a mediator. These studies include Van den Heuvel, Freese, Schalk, & van Assen, (2017), Van der Smissen, Schslk, & Freese, (2013), Chih, Yang, & Chang, (2012), Peccei, R., Giangreco, A., & Sebastiano, A. (2011), Vakola & Nikolaou, (2005), and Vakola, Tsaousis, & Nikolaou, (2004). Van den Heuvel et al., (2017) study's results concluded that multidimensional attitude towards change has mediated the relationship of employee engagement, trust, and psychological contract fulfilment with turnover intention. The attitude towards change has also mediated the relationship between type, impact, successfulness and frequency of transformational change and psychological fulfilment in a research conducted by Van der Smiseen et al., (2013). Chih et al., (2012) used both attitude towards change and organisational commitment to mediate the relationship between job satisfaction and organisational citizenship behaviour, and the results indicated that attitude towards change significantly mediates the above relation however organisational commitment was not an effective mediator in this relationship. The above literature signifies the use of attitude towards change as a mediator.

The effects of contextual components (job control, perceived supervisor support and experience of change) on employee outcomes (exit, voice, patience, and neglect) are expected to depend on an individual's resistance or attitude towards change (Oreg, 2006; Van den Heuvel and Schalk, 2009; Van der Smissen et al., 2013). Therefore, it is important to examine the mediating role of attitude towards change;

H_{6a}: Attitude towards change mediates the relationship between Job Control and Employee Behaviours [Exit, Voice, Patience and Neglect].

H_{6b}: Attitude towards change mediates the relationship between Perceived Supervisor Support and Employee Behaviours [Exit, Voice, Patience and Neglect].

H_{6c}: Attitude towards change mediates the relationship between Favorable Experience of organizational change and Employee Behaviours [Exit, Voice, Patience and Neglect].

2.6. Theoretical Framework

This study takes a multi-theory approach to strengthen the foundation of the framework identified for this research. This framework is founded and supported by sense-making theory (Karl E. Weick, 1995). A brief insight on this theory and a description of how the hypothesized framework under study is founded on this theory is provided below:

2.6.1. Sense-Making Theory

Karl E. Weick (1995) described sense-making theory as a mechanism through which individuals give interpretation to what they have experienced (Weick, 2012). Karl Weick defined it as "the ongoing retrospective development plausible images that rationalize what people are doing" (Weick et al., 2005, p.4). Weick (1995) stated seven elements of sense- making. Firstly, "*identity and identification*" is the key to this concept and determines what kind of people think and enact and the way they comprehend the scenarios/events (Weick, et al., 2005; Watson, 2009). Secondly, "*retrospection*" gives a direction to sense-making, Dunford & Jones (2000) states that retrospection helped in determining what people notice and therefore, attention to details is considered to one of the crucial elements to this process. Thirdly, individuals "*enact*" the situations they come across in form of narratives and dialogues (Currie & Brown, 2003). As individuals speak or build narratives, this assist them in organizing their experience and to control and reducing any difficulty related to change management (Abolafia, 2010; Kumar & Singhal, 2012). Fourthly, it is a "*social* activity" in which plausible events are 'preserved, retained, and shared' (Maitlis, 2005). Moreover, sense-making known to be an "*ongoing*" process as Weick (1995) stated that the main aim behind this is to ensure that reality is an ongoing activity and is the products of all the effort put to make sense of what had happened/occured in past. In sense-making individuals "extract cues" from the environment and circumstances they are exposed to which facilitate them in deciding which information is acceptable and relevant (Nandhakumar, 2007). Lastly, it is state stated that "*plausibility is favoured over accuracy*" (Abolafia, 2010): "in an equivocal, postmodern world, infused with the politics of interpretation and conflicting interests and inhabited by people with multiple shifting identities, an obsession with accuracy seems fruitless, and not of much practical help, either" (Weick, 1995; p.61).

Chaudhry et al, (2009) stated that organizational changes are interpreted through a sense making perspective. The theory focuses on cognitive activity of framing the experienced situations in a meaningful way. Weick (1995) refined this theory by providing deep insights on the factors that surface in the organization when it addresses any ambiguous or uncertain situations (Weick, et al., 2005; Iveorth & Hallencreutz, 2016).

Sense-making theory provides a foundation to understand the effect that past experiences have on people's beliefs and expectations of future change initiatives. Employees learn from the implementation, management, and outcomes of previous change efforts, which in turn provide a feedback loop shaping attitudes toward future change initiatives. This feedback loop is heavy influenced by past change efforts (Morrison & Phelphs, 1999). Managers viewing change as a linear map may easily ignore, dismiss, or misunderstand the impact of past change initiatives on employees' attitudes as resistance to change (Bamford & Forrester, 2003).

Sense making theory facilitate in determining the way employees shaped their organisational change experience and how those experience has influenced employee's attitude and behaviours. Therefore, experience of organisational changes impact on employees' attitudes that further affect the behaviours.

Considering, the discussion above following theoretical framework is proposed:

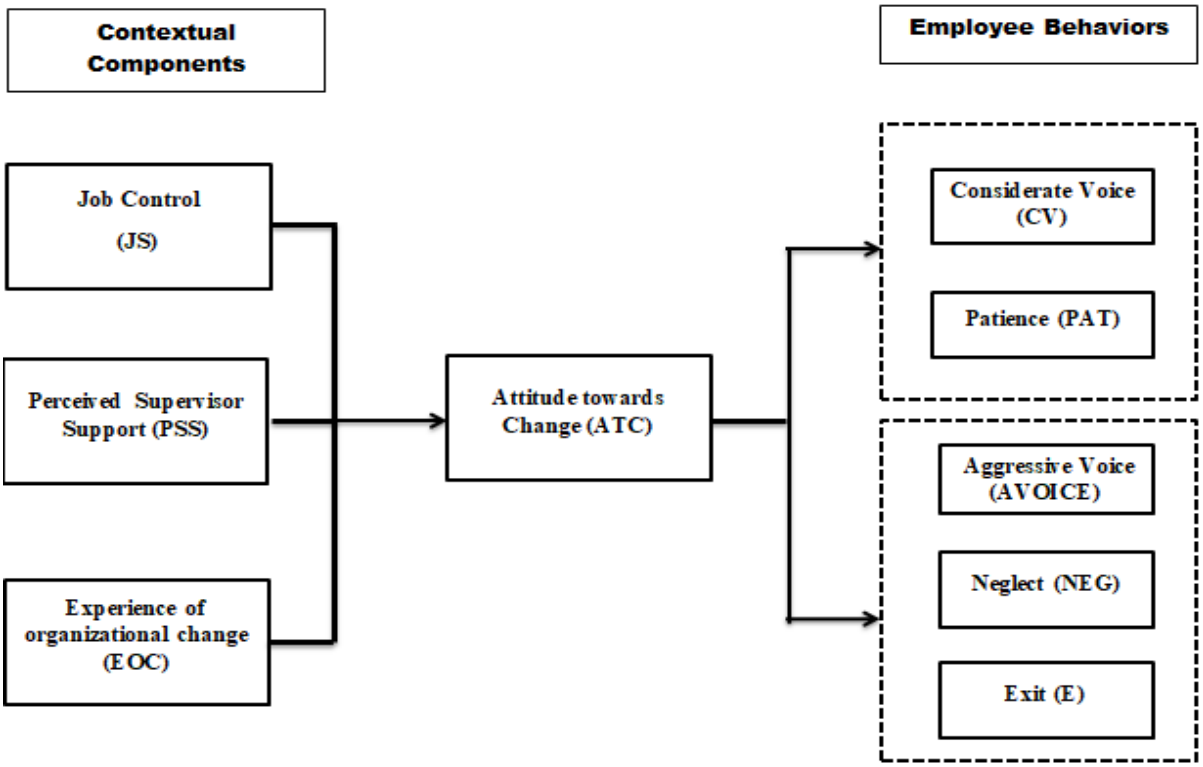

Figure 2.1. Theoretical Framework

2.7. Summary of the Chapter

This chapter can be divided into two parts. In the first part of the chapter literature review of the variables that have been used for this study is provided. It starts of by covering the employee responses variables of exit, neglect, aggressive voice, considerate voice, and patience. Afterwards, it covers job control, perceived supervisor support and experience of organizational change which are the independent variable and attitude towards change as a mediating variable of this study. Literature review of each variable primarily covers its definition followed by its usefulness for the organization. In the second part of this chapter, the linkages between these variables have been presented with the help of previously published research. The chapter ends with the description of the underpinning theories and their relevance with the theoretical framework that has been adopted for this research.

Summary of the hypotheses under study and hypothetical framework is provided below in Table 2.2:

Table 2.2: Summary of Hypotheses

Hypothesis No.	Hypothesized Relationship
H_{1a}	Job Control (JC) positively relates to patience (PAT) and considerate voice (CV).
H_{1b}	Job Control (JC) negatively relates to exit (E), neglect (NEG) and aggressive voice (AVOICE).
H_{2a}	Perceived Supervisor Support (PSS) positively relates to patience (PAT) and considerate voice (CV).
H_{2b}	Perceived Supervisor Support (PSS) negatively relates to exit (E), neglect (NEG) and aggressive voice (AVOICE).
H_{3a}	Favorable Experience of organizational change (EOC) positively relates to patience (PAT) and considerate voice (CV).
H_{3b}	Favorable Experience of organizational change (EOC) negatively relates to exit (E), neglect (NEG) and aggressive voice (AVOICE).
H_4	Job Control (JC), Perceived Supervisor Support (PSS) and Favorable Experience of organizational change (EOC) positively relate to attitude toward change (ATC).
H_{5a}	Attitude towards change (ATC) positively relates to patience (PAT) and considerate voice (CV).
H_{5b}	Attitude toward change (ATC) negatively relate to exit (E), neglect (NEG) and aggressive voice (AVOICE).
H_{6a}	Attitude towards change (ATC) mediates the relationship between Job Control (JC) and Employee Behaviours [Exit, Voice, Patience and Neglect].
H_{6b}	Attitude towards change (ATC) mediates the relationship between Perceived Supervisor Support (PSS) and Employee Behaviours [Exit, Voice, Patience and Neglect].
H_{6c}	Attitude towards change (ATC) mediates the relationship between Favorable Experience of organizational change (EOC) and Employee Behaviours [Exit, Voice, Patience and Neglect].

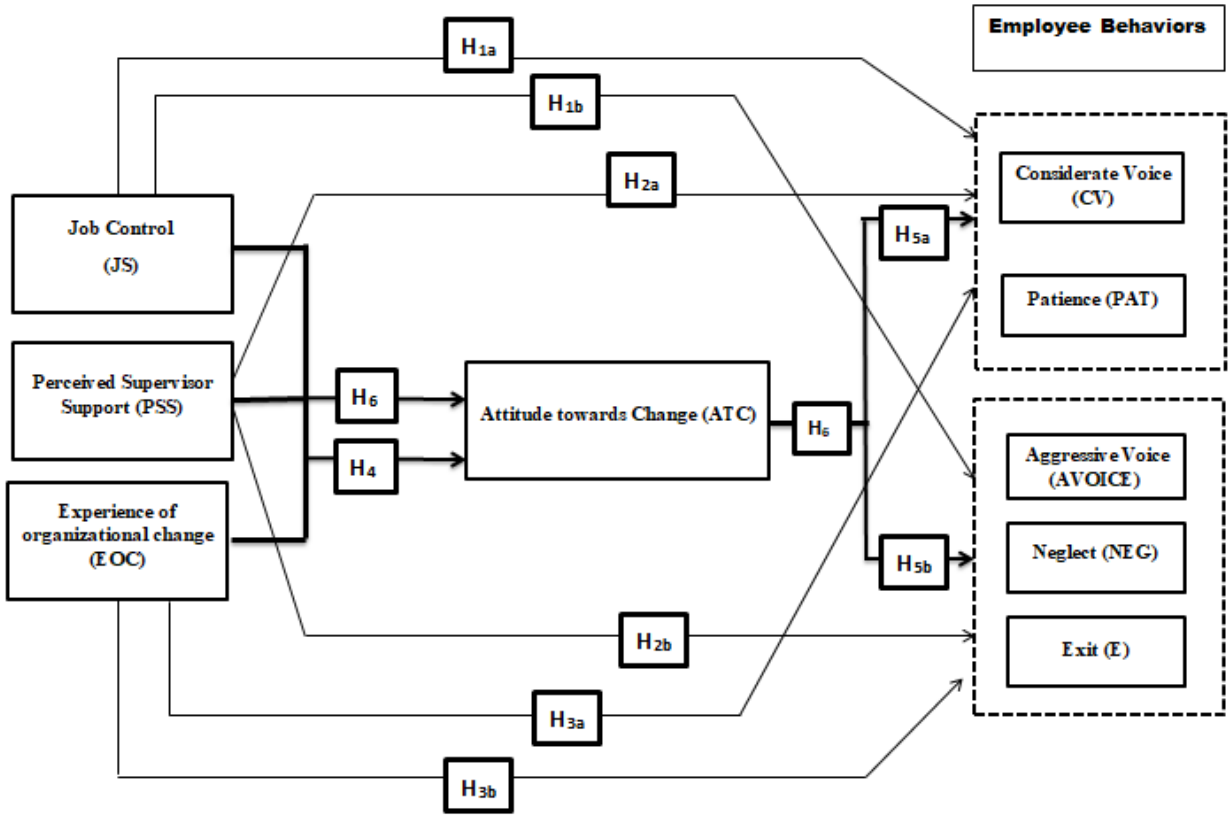

Figure 2.2. Hypothetical Framework

Chapter 3

3. Research Methodology

This chapter highlight the research philosophy of the study that forms the base of this research. It elaborates the way study is planned and structured by discussing the design and strategy adopted for this research. Furthermore, the participants and the procedures taken in account in this study are mentioned in detail. The sampling techniques used to develop the questionnaire alongside the items of the variables used in this study are explained comprehensively. The chapter has discussed the reasons behind choosing the industry for this study and the criteria for selecting the candidate. The chapter ends with shading light on different analyses conducted on this study and the relevance of these analyses with this research.

3.1. Research Philosophy

Research Philosophy is established on the idea that variation of views and the processes that exist in this world. According to Moon et al. (2019), research philosophy is concerned with the study of reality, existence, and knowledge. It also includes general principles of thinking, methods of cognitive, perceptive, and self-awareness (Mayoh, & Onwuegbuzie, 2015). In academic research, the focus of researcher is on the way their take on reality of the world impacts the approach that is taken in consideration to gain knowledge (or to transform the effect of their take in reality on the knowledge they gain). Holden and Lynch (2004) states that realism, interpretivist, pragmatism and positivism are the four kinds of research philosophies upon which our perception about reality is based. When discussing about research philosophy, it is pre-eminent to mention that there are two ways of approaching the research philosophy are ontology and epistemology. Antwi and Hamza (2015) and Wander and Weber (1993) are of the idea that ontology deals with the reality and the assumption of how the researcher joined the structure and nature of the world. Whereas, epistemology denotes different ways and methods through which the nature of human knowledge and understanding is possibly acquired (Hirschheim et al, 1995; Antwi & Hamza, 2015; Bryman & Bell, 2015).

This research, of a deductive nature, was conducted by adopting positivist approach with the purpose of objectively analysing the relationship between employee behaviour and employee responses in the presence of attitude towards organizational change as the mediating variable. The philosophical stance of a natural scientist was adopted under this philosophical approach to deductively test the relationship

between our interested variable with the help of existing theory of sense making (Aubry, Hobbs, & Thuillier, 2008). The ontological perspective in this case is that there is single knowledgeable reality (objective truth) that is independent of role of actors within it (Aaltonen, 2007) and is governed with the help of sense making theory. From epistemological lens, the investigator (i.e. researcher) and the investigated (i.e. population) are two independent entities (Roos & Von Krogh, 2016) and therefore, as per Slevitch (2011), the focus of this research has not been impacted by the phenomenon of our interest influencing it or being influenced by it.

3.2. Research Design and Research Strategy

Research design is the conceptual blueprint that provides the roadmap for the research (Brannen, 2017). Its major objective is to develop a plan and structure for the research study that can help in increasing its validity (Watson, 2015). According to Creswell and Creswell (2017), qualitative research and quantitative research are the two important research designs that are used for the research purpose. The research design adopted for conducting this research is primarily driven from the philosophical stance and the epistemological and ontological position that is taken for studying this phenomenon (Slevitch, 2011; Dannels, 2018). For this research, we have adopted quantitative research design, which according to Baskarada and Koronios (2018), focuses on the use of statistical procedures for the purpose of empirically investigating the phenomena of interest. Furthermore, the data for the research is collected through survey method as this method deem fit for this research philosophy. As this method helped in gathering data form larger group of people alongside this method having advantage of being generalizability, reliability, versatility, and cost effectiveness (Niegowski & Lafortune, 2017). Survey questionnaire was designed with close ended questions (Please refer to Annexure A). Respondents were requested to choose from the pre- defined options that were provided against every statement. With respect to the time horizon of the study, the cross-sectional study design was used for the purpose of this research. The use of this design means that the data collected for the analysis from the population was gathered at a specific point in time (Krippendorff, 2018). Responses were collected during May 2018 to August 2018.

3.3. Participants and Procedures

3.3.1. Population

This research was targeted towards employees working in the banking sector of Pakistan. This sector was identified as appropriate for conducting this study considering that there were several

organizations operating in this sector that have went and are still going through organizational change process (Bhatti, Akram, Hashim, & Akram, 2016; Khurram & Petit, 2017; Naveed, Jantan & Ahmad, 2016; Khan, 2018). Owing to the financial crisis across the globe in the last decade, transformational changes, especially merger and acquisitions are considered as an apparatus to manage organizations at a sound scale (Nelson 2018). In Pakistan, the central bank known as 'State Bank of Pakistan' has reformed the commercial banking sector with having the complete jurisdiction over these amendments e.g. merger and acquisitions (Bilal & Kazim, 2018). Under this regulation passed by State Bank of Pakistan the Banks in Pakistan have to maintain certain financial level so most of the banks for the sake of survival have went under transformational changes such as merger and acquisition in recent past (Irfan Khan, 2015). Over recent years, merger and acquisition with several other major organizational changes for instance downsizing, change in organizational culture, change in structure, cost cutting, change in mission and strategy of the organization have been taken in the consideration all across the financial sector in the country (Akhtar, Bal, & Long, 2016). Akhtar et al., 2016 in their study derived that employees in these organizations come across new supervisors, HR policies and guidelines, co-workers, working style and methods of operations in an organization. These characteristic of the organizations in this sector make this study not only interesting but also very important with respect to examining the work relationships during the time of economic difficulty. The study will focus on one country being Pakistan. The organizations taken for this study were 'medium to large sized organizations' (500+ employees) {All the banks are larger in size but the banks that were acquired or merged where smaller financially or workforce wise weaker than the banks that acquired them}. Most importantly, this study selected organizations which have went through or were going through organizational changes in the past five years, e.g. organizations that have gone through merger and acquisition, downsizing, cultural changes, corporate restructuring. These financial changes were further reaffirmed by visiting the websites of these organizations.

Moreover, only those responses were selected for the further analysis that fulfilled three criteria; first the employees with one or more than one year of professional experience were considered. Secondly, employees selected for the study were part of bank when it went under transformational change in this case merger and acquisition. Lastly, the employees had at least one year of organisational change experience (i.e. post-merger and acquisition) in that bank. Reason behind these selection criteria was that employees with almost one-year pre organizational change experience and then almost one year

post organizational change experience can better explain their experience of organizational change. As the major organisational changes take at least six months to a year to be fully implemented in an organisation. Therefore, one year post organizational change experience can provide a true experience of the organisational change that an employee had during his/her job. Moreover, the criteria of being in the same firm while the organizational change took place helped in identifying the employees' attitude towards the organizational changes that took place in the organization. It helped in determining that whether the employee consider the organization a better place after the changes took place also that did the organization manage the change process smoothly.

3.3.2. Sampling Technique

The non-probability sampling is adopted as the participants were not selected on random bases but purely on judgement. Purposive sampling technique was used for data collection for this research. This sampling technique is used as it relies on the judgment of the researcher for the selection of the cases that will allow him to answer the objectives and research questions of the research (Etikan, Musa, & Alkassim, 2016). For this research we approach the employees working in the banks that underwent merger and accusation in the past five years in the Islamabad, upper Punjab, and central Punjab regions of the financial sector banking organizations. As the objective of this study was to assess the effect of individual's experience and control of job upon the employee therefore, all professionals working at any level were considered for this research. However, as also mentioned above, the unexperienced employees were purposefully excluded to get unbiased and accurate results. Similarly, all employees (both contractual and permanent, excluding interns) were considered for this research. This was to ensure that the respondent has enough knowledge of the changes that took place in the organization also the impact that those changes had on them.

For data collection, anonymous questionnaires were designed and circulated through online survey platforms (google forms, esurv.org and survey planet) and in hard copy format through in person visits and courier service. During negotiations for access, officials of some organizations requested that no such data or results should be produced or published that might be associated with their organization in a direct manner which was agreed from the researcher's end. Moreover, the organization also requested to share the results of the data collected for this research with their concerned officials that was agreed and shared with them later. Furthermore, the questionnaire designed for the research was self-administrative in nature; however, where possible and advice (by the management) the researcher

was also present to ensure that the respondent does not face any issue in comprehending the statements asked in the questionnaire. A sample size of 430 was achieved which is in accordance with the recommendations of Barlett et al. (2001), Garson (2008) and Kotrlik and Hijjins (2001).

3.4. Measures

The survey questionnaire that was designed for data collection for this research used five-point Likert scale where '1 = strongly disagree, 3 = neutral and 5 = strongly agree'. Moreover, to overcome uncertainty affiliated with the unbiased judgement, it was intelligibly stated that this viewpoint should only be preferred when the respondent portrays a neutral attitude towards the statement that has been asked and not as a way to deal with statements that the respondent may find bewildering. The questionnaire used items of formerly published research for the motive of collecting data on the variables under examination. In addition, the questionnaire also contained questions concerning demographics of the respondent (i.e. Age, Gender, Marital Status, Qualification, Current Employer, and Employment type.)

3.4.1. Contextual Components

3.4.1.1. Job Control

JC was measured using four items scale from the work of Beehr et al. (1976), which together captured a range of aspects of job control such as working schedule, decision making, and work method. Respondents were asked to indicate the extent to they agree with these statements "I control the content of my job" and "I set my own schedule for completing assigned tasks". Later Day et al., 2017 used this scale to measure the job control in their study. Cronbach α value of JC was found to be 0.874.

3.4.1.2. Perceived Supervisor Support

PSS was measured using three items scale from Jokisaari et al. (2009). Items under the scale ask the employee the extent to which the supervisor helps and facilitates his/her subordinate with respect to his/her job or job tasks. The sample items include are "To what extent does your supervisor provide helpful advice on how to perform your job tasks?" and "To what extent does your supervisor give feedback about your job performance?". Cronbach α value of PSS was found to be 0.828.

3.4.1.3. Experience of Organizational Change

EOC was measured using fifteen items from Doyle et al (2000) study to measure experience of organizational change in post-merger and acquisition organizations. The items under this scale ask employees about the type of their previous experience of the organizational changes and the outcome of that organizational change. The sample item includes "Significant redundancies" and "A major stress management program for all staff". Cronbach α value of EOC was found to be 0.811.

3.4.2. Employee Responses

Considerate Voice, Aggressive Voice, Exit, Neglect, Patience: A total of thirty-four items (6 for exit, 7 for aggressive voice, 5 for patience, 11 for considerate voice, and 5 for neglect) developed by Hagedoom et al. (1999) were used to measure five categories of employee reactions. Sample items include "Consider possibilities to change job" (exit), "Try to come to an understanding with your supervisor" (considerate voice), "Describe the problem as negatively as possible to your supervisor" (aggressive voice), "Trust the decision-making process of the organization without your interference" (patience) and "Report sick because you do not feel like working" (neglect). Cronbach α value of E, CV, AV, PAT, NEG was found to be 0.838, 0.865, 0,913, 0.830 and 0.935 respectively.

3.4.3. Attitude towards Change

ATC was measured using 18 items scale from Dunham et al.'s (1989). This instrument comprised of three subscales: affective, behavioural, and cognitive tendency. Each of the subscale comprise of six items. Such as items that forms affective subscale are: "Change usually benefits the organization", "Most of my co-workers benefit from change". Sample items for cognitive subscale are "I don't like change"; "I usually resist new ideas". Sample items for behavioural tendency subscale are: "I look forward to changes at work"; "I am inclined to try new ideas". Yousaf (2017) also throw their weigh in favour of this scale that it is used for measuring ATC by highlighting that this scale has a good validity. Cronbach α value of ATC was found to be 0.913.

3.5. Analytical Procedure

Bryman et al., (2009) proposed a research quality criterion that was used in this research to meet the standards of quality required for the research. AMOS v.23 was used to apply Confirmatory factor analysis (CFA) to ensure the model fitness. The internal consistency and reliability of the variables were determined by calculating 'Cronbach alpha' of variables (Chronbach, 1951). 'Regression Analysis' was run to test the hypotheses relationships and the mediation of the hypothesis was tested

using PROCESS macro (Preacher et al., 2007; Hayse et al., 2012) in SPSS V.23 software. Other procedures carried out on the collected data during this research are discussed in detail below:

3.5.1. Data Screening

Prior to the testing of hypotheses, the collected data was screened to identify the unengaged responses, missing values, and outliers. To cater the missing values assessed on Likert Scale the mean of the responses was obtained to fill those values. Whereas, the missing values in demographic were filled by determining the responses from respondents that were matching or of similar nature. Correspondingly, to deal with the unengaged responses the standard deviation of each response was calculated and all responses that had standard deviation below 0.5 were not carried forward for further analysis. Furthermore, considering our selection criteria we also identified such responses that had overall experience of less than one year and after removing these we were left with a total of 430 responses from 447 responses that were carried forward for further analysis.

In the light of Tabachinck and Fidell (2007) work, processes such as linearity, normality, homoscedasticity, and multicollinearity were also performed for this purpose. Firstly, linear regression ensures that the relationship between the independent variable (IV) and dependent variables (DV) are aligned alongside check for outliers. This was tested with the help of scatter plots. Secondly, it is important in the linear regression analysis that all variables taken should multivariate normal. Therefore, to check normality histogram was used. Data normality was further evaluated to check the regularity of the data (Park, 2015; Dos Reis, Flach, Matwin, & Batista, 2016). Homoscedasticity is describes as "a situation in which the error term (that is, the random disturbance in the relationship between the independent variables and the dependent variables) is the same across all values of independent variable" (Yang, Tu, & Chen, 2019, p.5). So, scatter plot of independent variables versus dependent variables was a used to check for homoscedasticity.

Kurtosis and skewness were the two main tests that were used for this purpose. According to Cain et al., (2017), while the skewness of a variable assist in determining the dispersal or segregation of data, Kurtosis on the other hand check the distribution of data by using visualizing standard deviation and the altitude of bell-shaped graph. According to Cain, Zhang, & Yuan (2017), "skewness is a measure of symmetry, or more precisely, the lack of symmetry" (p.8). The distribution of the data over the scale is symmetric to both sides with a middle point. Kurtosis is calculated to determine whether the data set is light tailed or heavy tailed about a normal distribution curve. Those data sets that have

higher value of kurtosis tends to have outliers. Whereas, data sets that has lower kurtosis tend to lack any of the outliers. The normal distribution of a data sets is rare case and their skewness is zero whereas the standard normal distribution for kurtosis is three. The scholars consider histogram as an effective graphical technique used to represent both; the skewness and kurtosis (Bali, Hu, & Murray, 2019).

3.5.2. Reliability Analysis

Reliability Analysis also known to be internal consistency analysis is significant for the data analysis process (Melcher & Beck, 2018). This is used to determine the regularity of the items used in data collection (Vaske et al., 2017). Reliability analysis ascertains that if the items used by the researcher in this study are re-administered to the same respondents than the possibility of getting similar results is greater. Cronbach's alpha is more frequently used for reliability analysis and it is considered to have an acceptable value of 0.60 according to Sekaran and Bougie (2006) whereas majority of the researchers stand with the stance of O'Leary- Kelly & Vokruka's (1998) of 0.70 being an acceptable value of Cronbach's alpha.

3.5.3. Correlation Analysis

Cohen et al., (2014) stated that correlation analysis is applied to compute the linkage that subsists between variables and it is the demonstration of the linearity that prevail between two variables. The range for the correlation coefficient value is considered to be from +1 to -1, where '+1' represents occurrences of a complete positive relationship between the variables while -1 represents occurrences of a complete negative relationship, 0 on the other hand means that no relationship exists (Cohen et al., 2014).

3.5.4. Multicollinearity analysis

Multicollinearity analysis is one of the crucial elements used for the assessment and analysis of the model. Multicollinearity exists when the independent variables in the study are extremely correlated with one another. This analysis is applied to ensure that the issue of multicollinearity does not influence the significance of the relationships that are under study (Mansfield & Helms, 1982).

Multicollinearity can be tested using one of the three criteria: "Correlation Matrix, Tolerance and Variance Inflation Factor (VIF)". Variance Inflation Factor (VIF) is opted to measure multicollinearity using SPSS and the results of lesser than three are the effective outcome of this test (Salmeron Gomez, Garcia Perez, Lopez Martin, & Garia, 2016).

3.5.5. Common Method Variance (CMV)

CMV is considered a problem that arises when the data for both the variables (i.e. explanatory and dependent) is taken from the same person (Kock, 2017). This issue is more prevalent in the studies in which the data is collected from single source via self-reported questioning gathered at one point in time (cross-sectional research design). Chang et al. (2010) came up with four solutions divided into two categories (i.e. "ex ante research design stage" and "ex post statistical analyses") to resolve the issue of CMV. Harman's one –factor method one of the solutions that lies in "ex post statistical analyses" category and is used to assess any issue related to CMV. Around 76.2% of articles use this method to avoid CMV (Fuller et al., 2016). Moreover, to avoid any further issue pertinent to CMV, common latent factor method was carried out and all the values were found to be within the limits (i.e. below 20%). This method encapsulated CMV among all the variables that were part of the model and the resulted showed no sign of common method bias in them. If the value of variance with respect to the first factor is lesser than 50% it can be stated with full credence about no sign of common method bias.

3.5.6. Summary of the Chapter

This chapter encapsulates different aspects of methodological and analytical procedures that were applied on this research. The chapter started with explaining the underlying research philosophies alongside the sampling techniques used to determine the targeted population and various data collection procedures. Further down the chapter, the details about measures and their related adopted scales to gather the required data from the decided population are discussed. The chapter ends with highlighting the critical aspects of the analysis and the procedures used in this process.

CHAPTER 4

5. Results and Analysis

This chapter portrays the analysis of the numerous processes that were carried out on the data gathered from the respondents. The chapter will initially state the descriptive statistics of collected data, demographic attributes of the respondents followed by the description of the variables, CMV and VIF results, CFA and analysis off structural model, test of reliability and validity of the structural model, model fitness and mediation analysis performed/executed on PROCESS macro using 5000 bootstrap.

4.1. Sample Descriptive

Data set for this research was gathered from the employees working in the banking sector of Pakistan. Majority of the responses were from the employees working in Islamabad, Upper and Central Punjab region were invited for this research. Our focus was on getting responses from all those employees who had an overall of at least one year and above. Also, the employees targeted were mainly from the lower management and were not a part of the top management of these organizations. Moreover, the criterion of selecting the respondents was limited to only those employees who previously had an experience of organizational change. The total of 475 questionnaires were distributed, out of 447 responses that were collected, 430 fulfilled our criteria. With respect to demographics, respondents were asked to provide details about gender, age, marital status, qualification, current salary range, and domicile, company of employment, employment status, employment type and type of change experienced.

4.1.1. Control Variables

Age (1=below 25 years to 7=50+), gender (female=1, male=2, other=3 and prefer=4 not to say) and education (1=Primary i.e. 5 years of education to 8=PhD i.e. 18+ years of education and 9=others) were used as control variables for this study. These were identified as the control variables for this study keeping in view the work of Yousaf (2017), Heveul et al, (2017), Akhter et. al., (2016), and Day et. al., (2017). These researchers pointed out that age, gender, and education have an influence in shaping employee responses like attitude towards change, job control, perceived supervisor support and turnover intention.

Out of 430 responses 39.3 % were females and 60.2 % were males while 0.5 % opted for the "other" option and 2 decided against disclosing this information (and selected the option of "prefer not to say"). 40.9 % of the respondents were married whereas 59.5 % were unmarried.

Out of 430 respondents, 10.5% were in the age bracket of "less than or equal to 25 years", 47.2 % were in the age bracket of 25-30 years, 15.3 % were between of 30 – 35 years, 11.9 % were in the age bracket of 35 – 40, 10.2 % were among the age group range from 40 – 45, 4.0 were in the range of 45 – 50 years and 0.9 respondents were above the age of 50 years. Answering the question regarding the qualification of the respondents, majority of the respondents were highly qualified with 41.9 percent consist of undergraduate degree (16 years), 30.5 percent having undergraduate degree (14 years), 21.6 percent with master's degree (18 years), whereas only 0.5 percent of the respondents were having higher secondary school certificate, 4.0 percent of the respondents opted the option of "other" they had professional accountancy related certification and 1.6 percent of the respondents had completed 18+ years of education. Majority of the respondents work on full time basis i.e. 73.5 %, 17.7 % work on a one year or more renewable contract basis whereas others 8.8 % were insurance company employees working in the banks or hired through a third party. This research is about organizations that have gone through highly impactful and more frequent major organizational changes in the past three years e.g. merger and acquisition. Therefore, the respondents for this study have to be employed for at least 1 to 2 years minimum because this study is about post-major organizational changes experience and test the link between experience of major organizational changes, and behavioral responses of employees toward these major organizational changes. Hence, most of the employees have 3 or more years of experience in their organization i.e. 25. 8 % for 3 – 5 years, 13.7 % for 5 – 10 years, 12.6 % for 10 to 15 years and 10.0 % for 15 above years that altogether makes an estimate of 61.8 % in comparison to the 38. 2 % of that altogether constitute for 27.8 % for 1 – 3 years and 10.0 % of less than 1 year.

The skewness and kurtosis in case of gender was 0.44 and -1.82 respectively. Similarly, Skewness in case of age was found to be 0.95 and kurtosis was found to be 0.12. In case of education skewness was found to be -0.60 and kurtosis was found to be 2.64. Table 4.1 provides description of the demographic details of the respondents on age, gender and education. The skewness and kurtosis in case of marital status was -0.39 and -1.86 respectively. Moreover, detailed description of these and other demographic

variables in the form of frequency mean, standard deviation, Skewness and Kurtosis can be found at the end of the thesis in Annexure B.

4.1: Demographic Details of the Respondents mentioning Mean, Standard Deviation

Demographic Variable	Code	Frequency	% of Total Sample	Mean	S.D.
Gender	Female	169	39.3	1.39	0.489
	Male	259	60.2		
	Other	2	0.5		
	Prefer Not to Say	0	0		
Age	Less than or equal to 25 Years	45	10.5	2.80	1.374
	25 - 30 Years	203	47.2		
	30 - 35 Years	66	15.3		
	35 - 40 Years	51	11.9		
	40 - 45 Years	44	10.2		
	45 - 50 Years	17	4.0		
	50+	4	0.9		
Education	Inter (12 Years)	2	0.5	5.84	0.915
	Bachelors (14 Years)	131	30.5		
	Bachelors/Masters (16 Years)	180	41.9		
	Masters (18 Years)	93	21.6		
	PhD (18+ Years)	7	1.6		
	Others	17	4.0		
Marital Status	Married	174	40.5	1.60	0.491
	Single	256	59.5		
	Other	0	0		
Domicile	Punjab	350	81.4	1.43	1.000
	Sindh	28	6.5		
	Baluchistan	6	1.4		
	KPK	6	1.4		
	FATA/Islamabad	40	9.3		
	Gilgit Baltistan	14	3.2		
	AJK	9	2.1		
Type of Employment	Permanent	316	73.5	1.34	0.653
	Contractual	76	17.7		
	Other	38	8.8		

Overall Work Experience	**Less than or equal to 1 year**	45	10.5	3.20	1.482
	1 - 3 Years	118	27.4		
	3 - 5 Years	111	25.4		
	5 - 10 Years	59	13.7		
	10 - 15 Years	54	12.6		
	15+ Years	43	10.0		
Total		430	100%		

Note: n=430, S.D. = Standard Deviation

4.2. Variables Description

This study uses Attitudes toward Change (ATC), job control (JC), perceived supervisor support (PSS), experience of organizational change (EOC), exit (EXIT), considerate voice (CV), aggressive voice (AVOICE), patience (PAT) and neglect (NEG). CJ covers the matters related to the control of a person over his/her job content, freedom to decide about the way a task should be performed, and the authority provided to initiate a project. PSS covers the matter related to minimum levels of support available to the employee from the supervisor or superior. It covers support in the form of advice, feedback, and knowledge building assignments. EOC covers the previous and current experience of employees related to change that is either favorable or unfavorable. This covers all form of the changes that take place in a transformational form of change. Moreover, it also takes in consideration the impact of these changes on the employees' environment of work as teamwork, management uncertainties, rigor in objective of the organization, flexibility and ability of change and decision-making power. This experience also determines the employees' plan of action in case of further change. Skewness of EOC was found to be -0.148, for JC it was found to be -0.411 and for PSS it was -0.191. Meanwhile Kurtosis for these constructs was -0.603, -1.235 and -1.105 respectively [refer to Annexure C].

Attitude towards change basically covers the affective, behavioural, and cognitive dimensions of employees' attitude toward change; however, in this study it is treated as unidimensional. Furthermore, the ATC also incorporates the positive – negative emotional relationship related to change, actions, or intentions to act in response to the change and thoughts and belief regarding the process of change. Skewness and Kurtosis of this variable were found to be -0.679 and -0.428 respectively. Outcome variables for this study were exit, aggressive voice, considerate voice,

neglect, and patience. Exit had six elements which assessed the respondent's intention to remain affiliated with the organization of current employment. Skewness and Kurtosis of exit were found to be 0.254 and -0.976 respectively. Considerate voice had eleven elements which assessed the way respondent resolve their issues in calm and procedural way rather that raising an outcry over the issues faced during the organizational change process. Skewness and Kurtosis of considerate voice were found to be -0.515 and -0.604 respectively. Aggressive voice had seven elements which assessed the way respondent deal with their problems and raise their voice in vigorous and hostile manner. Skewness and Kurtosis of this variable were found to be 0.316 and -1.394 respectively. Patience had five elements which assessed the willingness of respondent to stay with the organization despite having low time there and wait for the better times. Skewness and Kurtosis of this variable were found to be -0.004 and -1.116 respectively. Lastly, neglect also had five elements that determined that does the respondent passively allow conditions to deteriorate through reduced interest, effort of absence. Skewness and Kurtosis of this variable were found to be 0.310 and -1.435 respectively.

The results showed that respondents have experienced highly impactful and more frequent organizational change experience in their respective organizations i.e. yielded the mean for the experience of organizational is (Mean = 3.26, SD = 0.57). This means result is more than its middle value i.e. 3 that demonstrates a high level of reporting major organizational change experience as favorable by employees. Similarly, more employees reported that they had more control over their job while working in the organization as the mean for job control is slightly near to the middle value 3 (Mean = 3.28, SD = 0.979). The results also indicate that the perceived supervisor support was also higher as the value of mean for PSS (Mean = 3.18, SD = 1.106) is greater than the middle value 3. It is also indicated in the results that the attitude of the respondent towards change was positive as the value of mean for ATC (Mean = 3.34, SD = 0.808) is greater than the middle value 3.

The average score of negative behavioral responses of employees towards the experience of organizational change, job control and perceived supervisor support were relatively lower than the middle value. For instance, the average score of exit (Mean = 2.89, SD = 1.07) that is lesser than the middle value 3, aggressive voice (Mean = 2.73, SD = 1.26) that is lower than the middle value 3 and neglect (Mean = 2.75, SD = 1.32) that is also lesser than the middle value 3. This shows that positive experience of organizational change leads to lesser exit, raise of aggressive voice and

neglect on behalf of the respondent. On the contrary, the average score of positive behavioral responses of employees towards the experience of organizational change, job control and perceived supervisor support were higher than the middle value. Such as, the average score of considerate voice (Mean = 3.43, SD = 1.07) that is higher than the middle value 3, patience (Mean = 3.18, SD = 1.11) that is slightly higher than the middle value 3.

Table 4.2.: Descriptive Statistics

Variable	N	Mean	SD	Skewness	Kurtosis
Job Control	430	3.28	1.23	-0.411	-1.235
Perceived Supervisor Support	430	3.19	1.11	-0.191	-1.105
Experience of Organizational Change	430	3.26	0.57	-0.148	-0.603
Considerate Voice	430	3.43	0.88	-0.515	-0.604
Patience	430	3.18	1.11	-0.004	-1.116
Exit	430	2.89	1.07	0.254	-0.976
Aggressive Voice	430	2.73	1.26	0. 361	-1.394
Neglect	430	2.75	1.32	0.216	-1.341
Attitude Toward Organizational Change	430	3.34	0.81	-0.310	-1.435

Note: n = 430; EOC = Experience of Organizational Change; JC = Job Control; PSS = Perceived Supervisor Support; AVOICE = Aggressive Voice; CV = Considerate Voice; PAT = Patience; NEG = Neglect; ATC = Attitude toward Organizational Change. SD = Standard Deviation.

4.3. Variance Inflation Factor (VIF)

To identify any problems that might be associated with multicollinearity, variance inflation factors (VIF) is calculated (Salmerón Gómez et al., 2016). As a rule of thumb, a VIF value of less than three is desirable. We ran a series of collinearity diagnostics tests on SPSS and found that none of the VIF values were above 3. In fact, all values that we calculated were equal to 1.000 which was within the desirable range.

4.4. Common Method Variance (CMV)

According to Kock (2017), when a dependent and independent variable is gathered from the same respondent then there are higher possibilities of encountering issues related to common-method bias

or common method variance (CMV). Therefore, to cater this problem in this research, Harman's single factor test was applied to test CMV. The results, as stated in table 4.3, are found to be within the limits (i.e. must be below 50%) as it was specified by Fuller et al., (2016) and Eichhorn (2014). This concludes that the results show no sign of concern related to CMV in the responses collected from the respondents. Moreover, to further authenticate this, a common latent factor (CLF) method was also used to rule out any signs of CMV. AMOS was used to carry out this process and the latent factor was specified in the CFA model. The standard regression weight of the original model (i.e. the model without CLF) was compared with the model with CLF. It was found that the difference that existed in all the cases between the two models was less than 0.30 (refer to the table in Annexure D for details).

Table 4.3: CMV calculated through Herman's Single Factor Test

Component Initial Eigen Values				**Extraction Sums of Squared Loadings**		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	21.698	29.322	29.322	21.698	29.322	29.322

Note. Extraction Method – Principal Component Analysis

4.5. Reliability Analysis

John and Benet-Martinez (2014) refers to reliability of a scale as a consistency of indices and measurement procedure of reliability is used to decipher the level to which the results revealed by the measurement procedure are reproducible when tested in different situations. Therefore, owing to this reason the Cronbach's α was calculated for all the variables. The Cronbach's Alpha was applied using SPSS V.21 to test scale reliability for each measure at individual level. Several researchers have urged the acceptable reliability of the instrument be higher above 0.70 or at least may be marginally acceptable 0.60 when the instrument is selected for further analysis (Vaske et al., 2017). Mostly the scales are at a very good acceptable standard ranging from maximum 0.90 to 0.77 minimum in all measures. Thus, the questionnaire is considered acceptable for further analytical procedures. The Cronbach's α value for the scales of all variables were found to be above the threshold value of 0.70 and ranged between 0.800 to 0.935 (EOC = 0.81, JC = 0.87, PSS = 0.83, EXIT = 0.84, AVOICE = 0.91, CV = 0.87, PAT = 0.83, NEG = 0.94, ATC = 0.91). The Cronbach's α values are provided below in Table 4.4.

Table 4.4.: The values of Cronbach's Alpha – scale reliability of measure

Measures	Cronbach's Alpha
Job Control (JC)	0.874
Perceived Supervisor Support (PSS)	0.828
Experience of Organizational Change (EOC)	0.811
Attitude towards Organizational Change (ATC)	0.913
Exit	0.838
Aggressive Voice (AVOICE)	0.913
Considerate Voice (CV)	0.865
Patience (PAT)	0.830
Neglect (NEG)	0.935

Note: n = 430; EOC = Experience of Organizational Change; JC = Job Control; PSS = Perceived Supervisor Support; AVOICE = Aggressive Voice; CV = Considerate Voice; PAT = Patience; NEG = Neglect; ATC = Attitude toward Organizational Change

4.6. Correlation Analysis

Correlation analysis is performed in order to assess the relationship that exists between all our latent variables (Cohen et al., 2013). JC was positively related with CV (r = 0.497), PAT (r = 0.470) and ATC (r = 0.510) therefore, on the contrary negatively related with EXIT (r = -0.380), NEG (r = -0.670) and AVOICE (r = -0.687). PSS was also positively related with CV (r = 0.547), PAT (r = 0.523) and ATC (r =0.490) however, on the other hand negatively related with EXIT (r = -0.303) , NEG (r =-0.545) and AVOICE (r = -0.507). EOC was positively related with CV (r = 0.469) , PAT (r = 0.475) and ATC (r = 0.442) whereas on the contrary negatively related with EXIT (r = -0.273), NEG (r = -0.398) and AVOICE (r = -0.397). Lastly, ATC was positively related with CV (r = 0.610) and PAT (r = 0.566) whereas on the contrary negatively related with EXIT (r = -0.391), NEG (r = -0.519) and AVOICE (r = -0.489). Having stated this all these values were significant at the 0.01 level (***p < 0.01)***. These results are in accordance with our expectations as narrated in hypotheses. Table 4.4 below provides mean, standard deviation, and correlation results. A detailed version of the table (output files) is also provided in the annexure.

Table 4.4: 'Correlation Scores, Standard Deviations, Means, and the values of Cronbach's α for all variables under examination'

Variable No.	Variable	Mean	S.D.	1	2	3	4	5	6	7	8	9
1.	**JC**	3.28	0.97890	**0.874**								
2.	**PSS**	3.19	1.10594	*0.626***	**0.828**							
3.	**EOC**	3.26	0.57106	*0.469***	*0.593***	***0.811***						
4.	**ATC**	3.34	0.80770	*0.510***	*0.490***	*0.442***	***0.913***					
5.	**EXIT**	2.89	1.05671	*-0.380***	*-0.303***	*-0.273***	*-0.391***	***0.838***				
6.	**CV**	3.43	0.87674	*0.497***	*0.547***	*0.484***	*0.610***	*-0.409***	***0.865***			
7.	**PAT**	2.97	1.09562	*0.470***	*0.523***	*0.475***	*0.566***	*-0.312***	*0.652***	**0.830**		
8.	**AVOICE**	2.73	0.871991	*-0.687***	*-0.507***	*-0.397***	*-0.489***	*0.406***	*-0.483***	*0.500***	**0.913**	
9.	**NEG**	2.73	1.26036	*-0.676***	*-0.545***	*-0.398***	*-0.519***	*0.479***	*-0.526***	*-0.523***	*0.875***	**0.935**

Notes. n = 436. JC = Job control, PSS = Perceived Supervisor Support, ATC = Attitude towards Change, CV = Considerate Voice, AVOICE = Aggressive Voice, PAT = Patience, NEG = Neglect. Cronbach's α score of each variable are in diagonal places (italic). **Correlation is significant at the 0.01 level (2-tailed). * Correlation is significant at the 0.05 level (2-tailed).

4.7. Measurement Model

Common factor analysis and confirmatory factor analysis (CFA) were performed for the evaluation of the measurement model. This was done with the objective of enhancing model specification (and re-specification if required) and factor lessening that was subject to the validity and reliability of the questions and the construct (Bryant & Yarnold, 1995; Brown, 2014). Furthermore, assessment of discriminant and convergent validity was also the reason behind this part of the analysis.

In common factor analysis, loading of items and squared multiple correlation (SMC) were evaluated (Gefen et al., 2000). The first one gives a signal of variable validation while the latter is the demonstration of the degree of association that exists between the items of the main factors (Gefen et al., 2000). As a rule of thumb, SMC value of above 0.20 and FL value of above 0.50 is considered as

acceptable. Findings of this test are provided in Annexure E. These findings depict that all values are within the acceptable ranges and therefore no alteration or re-specification was required.

4.8. Confirmatory Factor Analysis (CFA)

There was a series confirmatory factor analyses that was performed on various possible models to justify the distinctiveness of the variables and their respective items used in this research. Various combinations of variables were tested in order to identify one of the best models and best fit. Initially, the baseline model (9 factor model) was put to test. Although there were some of the values of fit indices that could not meet the aspired levels but an overlook of comparison of the values of all models against fit indices translucently depicts that the values obtained in the baseline model (i.e. nine factor model) are within the acceptable range and are in aligned with or are nearer to the goodness of fit criteria referred with respect to these indices. For example, in case of nine factor model RMSEA was found to be 0.039, GFI was found to be 0.883, CFI = 0.936, NFI = 0.887 and NNFI = 0.938. On the other hand, the one factor model turned out to be the worst fit with RMSEA = 0.076, GFI = 0.700, CFI = 0.827, NFI = 0.731 and NNFI = 0.843. The values in case of nine factor model were within the acceptable limits and were significantly better as compared to the values that we obtained while evaluating other models. Results are presented in the table below:

Table 4.5.: Output of Confirmatory Factor Analysis

Model	χ^2	df	CMIN/df	RMSEA	GFI	CFI	NFI	NNFI	$\Delta\chi^2$	Δdf
Range			1-3	0.05-1.	>0.90	>0.90	>0.90	>0.90		
1 Factor	2764.876***	2017	3.245	0.076	0.700	0.827	0.731	0.843	567.087	95
3 Factor	2197.789***	2112	2.969	0.068	0.759	0.854	0.754	0.894	755.307	33
5 Factor	3989.145***	2103	1.992	0.048	0.822	0.916	0.835	0.918	225.614	39
7 Factor	3763.531***	2064	1.823	0.044	0.841	0.924	0.856	0.913	462.474	60
9 Factor	3301.057***	2004	1.647	0.039	0.883	0.936	0.887	0.938	Baseline Model	

Note. 9 Factor Model: baseline model, 7 Factor Model = 2 Positive DVs merged. 5 Factor Model = All IVs merged. 3 Factor = All IVs merged & all DVs merged. 1 Factor = All taken as single factor. "CFI = Comparative Fit Index; GFI = Goodness of Fit Index; NFI = Non normal Fit Index; df = Degree of Freedom; RMSEA = Root Mean Square Error of Approximations" (IS).

4.9. Hypotheses Testing

This part presents the results that were obtained after performing regression analysis, and mediation analysis through PROCESS macro v. 3.0. Age, gender, and education were used as control variables.

To test hypothesis H1a we ran regression analysis to assess the relationship between our predictors (i.e. JC) and employee responses in terms of CV and PAT. The results of these tests are provided in the Tables 4.6. JC was found to be significantly related to CV ($\beta = 0.494$, $p < 0.001$) and PAT ($\beta = 0.475$, $p < 0.001$). Hence, these results prove that the presence of JC results in higher level of CV and PAT as was stated in hypothesis H1a. Considering the results that we obtained corresponding to the tests that we ran for hypotheses H_{1a} we can conclude that this hypothesis is fully supported.

Table 4.6: Results of Regression Analysis for testing relationship of JC with CV and PAT as specified in Hypothesis H1a

Hypothesis 1a (JC – CV)			
Hypothesis 1a		**Model 1**	**Model 2**
0utcome Variable: CV			
Step 1			
	Gender	-0.079	-0.065
	Age	0.012	-0.008
	Edu	0.066	0.051
Step 2			
Independent Variable	**JC**		0.494***
	F	1.325	35.845
	R^2	0.009	0.252
	Adjusted R^2	0.002	0.245
	Δ Adjusted R^2		0.243
Hypothesis 1a (JC – PAT)			
Hypothesis 1a		**Model 1**	**Model 2**
0utcome Variable: PAT			
Step 1			
	Gender	0.027	0.040
	Age	-0.111	-1.129
	Edu	0.078	0.063
Step 2			
Independent Variable	**JC**		0.475***
	F	2.980	34.592

	R^2	0.021	0.246
	Adjusted R^2	0.014	0.239
	Δ Adjusted R^2		0.225

*Notes: n = 430; *p <0.05; **p <0.01; ***p <0.001;* JC = Job Control; CV: Considerate Voice; PAT = Patience.

To test hypothesis H1b we ran regression analysis to assess the relationship between our predictors (i.e. JC) and employee responses in terms of EXIT, NEG and AVOICE. The results of these tests are provided in the Tables 4.7. JC was found to be significantly related to EXIT ($\beta = -0.382$, $p < 0.001$), NEG ($\beta = -0.674$, $p < 0.001$) and AVOICE ($\beta = -0.688$, $p < 0.001$). Hence, the negative coefficient in this case represents that presence of JC results in lower level of EXIT, AVOICE and NEG as was stated in hypothesis H1b. Considering the results that we obtained corresponding to the tests that we ran for hypotheses H_{1b} we can conclude that this hypothesis is fully supported as the relationship.

Table 4.7: Results of Regression Analysis for testing relationship of JC with EXIT, AVOICE and NEG as specified in Hypothesis H1b

Hypothesis 1b (JC – EXIT)			
Hypothesis 1b		**Model 1**	**Model 2**
0utcome Variable: EXIT			
Step 1			
	Gender	-0.031	-0.042
	Age	-0.047	-0.032
	Edu	0.081	0.092
Step 2			
Independent Variable	**JC**		-0.382***
	F	1.167	19.328
	R^2	0.008	0.154
	Adjusted R^2	0.001	0.146
	Δ Adjusted R^2		0.145
Hypothesis 1b (JC – AVOICE)			
Hypothesis 1b		**Model 1**	**Model 2**
0utcome Variable: AVOICE			
Step 1			
	Gender	0.004	-0.015
	Age	0.014	0.041
	Edu	-0.093	0.072
Step 2			
Independent Variable	**JC**		-0.688***
	F	1.239	98.159
	R^2	0.009	0.480

	Adjusted R^2	0.002	0.475
	Δ Adjusted R^2		0.473
Hypothesis 1b (JC – NEG)			
Hypothesis 1b		**Model 1**	**Model 2**
0utcome Variable: NEG			
Step 1			
	Gender	0.007	0.012
	Age	-0.038	-0.011
	Edu	-0.094	-0.073
Step 2			
Independent Variable	**JC**		-0.674***
	F	1.464	91.654
	R^2	0.010	0.463
	Adjusted R^2	0.003	0.458
	Δ Adjusted R^2		0.455

*Notes: n = 430; *p <0.05; **p <0.01; ***p <0.001;* JC = Job Control; AVOICE= Aggressive Voice NEG = Neglect.

The hypothesis H_{2a} determined the relationship between our predictors (i.e. PSS) and employee responses in terms of CV and PAT we ran regression analysis via SPSS v. 23. The results are presented in Tables 4.8. Our analysis revealed that PSS is significantly related with CV ($\beta = 0.546$, $p < 0.001$) and PAT ($\beta = 0.519$, $p < 0.001$). Therefore, the findings conclude that presence of PSS results in higher considerate voice and patience among the employees. These findings are in accordance with what was hypothesized in H_{2a}. Considering the results that we obtained corresponding to the tests that we ran for hypotheses H_{2a} we can conclude that this hypothesis is fully supported.

Table 4.8: Results of Regression Analysis for testing relationship of PSS with CV and PAT as specified in Hypothesis H2a

Hypothesis 2a (PSS – CV)				
Hypothesis 2a			**Model 1**	**Model 2**
0utcome Variable: CV				
Step 1				
	Gender		-0.079	-0.046
	Age		0.012	0.045
	Edu		0.066	0.032
Step 2				
Independent Variable	**PSS**			0.546***
		F	1.325	46.620
		R^2	0.009	0.305
		Adjusted R^2	0.002	0.298
		Δ Adjusted R^2		0.296
Hypothesis 2a (PSS – PAT)				
Hypothesis 2a			**Model 1**	**Model 2**
0utcome Variable: PAT				
Step 1				
	Gender		0.027	0.058
	Age		-0.111	-0.079
	Edu		0.078	0.045
Step 2				
Independent Variable	**PSS**			0.519***
		F	2.980	42.915
		R^2	0.021	0.288
		Adjusted R^2	0.014	0.281
		Δ Adjusted R^2		0.267

Notes. PSS = Perceived Supervisor Support, PAT = Patience.

To test hypothesis H2b we ran regression analysis to assess the relationship between our predictors (i.e. PSS) and employee responses in terms of EXIT, NEG and AVOICE. The results of these tests are provided in the Tables 4.9. PSS was found to be significantly related to EXIT ($\beta = -0.313$, $p < 0.001$), NEG ($\beta = -0.547$, $p < 0.001$) and AVOICE ($\beta = -0.505$, $p < 0.001$). Hence, the negative coefficient in this case represents that presence of JC results in lower level of EXIT and NEG as was stated in hypothesis H1b. Considering the results that we obtained corresponding to the tests that we ran for hypotheses H_{2b} we can conclude that this hypothesis is fully supported.

Table 4.9: Results of Regression Analysis for testing relationship of PSS with EXIT, AVOICE and NEG as specified in Hypothesis H2b

Hypothesis 2b (PSS – EXIT)			
Hypothesis 2b		**Model 1**	**Model 2**
0utcome Variable: EXIT			
Step 1			
	Gender	-0.031	-0.050
	Age	-0.047	-0.066
	Edu	0.081	0.101
Step 2			
Independent Variable	**PSS**		-0.313***
	F	1.167	12.510
	R^2	0.008	0.105
	Adjusted R^2	0.001	0.097
	Δ Adjusted R^2		0.096
Hypothesis 2b (PSS – AVOICE)			
Hypothesis 2b		**Model 1**	**Model 2**
0utcome Variable: AVOICE			
Step 1			
	Gender	0.004	-0.027
	Age	0.014	-0.016
	Edu	-0.093	-0.061
Step 2			
Independent Variable	**PSS**		-0.505***
	F	1.239	37.710
	R^2	0.009	0.262
	Adjusted R^2	0.002	0.255
	Δ Adjusted R^2		0.253
Hypothesis 2b (PSS – NEG)			
Hypothesis 2b		**Model 1**	**Model 2**
0utcome Variable: NEG			
Step 1			
	Gender	0.007	-0.027
	Age	-0.038	-0.071
	Edu	-0.094	-0.059
Step 2			
Independent Variable	**PSS**		-0.547***
	F	1.464	46.970
	R^2	0.010	0.307
	Adjusted R^2	0.003	0.300
	Δ Adjusted R^2		0.297

Notes. PSS = Perceived Supervisor Support; AVOICE = Aggressive Voice; NEG = Neglect.

The hypothesis H3a covered the relationship between our predictors (i.e. EOC) and employee responses in terms of CV and PAT. We conducted regression analysis to assess the relationship

between them. The results of these tests are provided in the Tables 4.10. EOC was found to be significantly related to CV ($\beta = 0.485$, $p < 0.001$) and PAT ($\beta = 0.483$, $p < 0.001$). Hence, these results prove that the presence of favorable EOC results in higher level of CV and PAT for the employees as was stated in hypothesis H1a. Considering the results that we obtained corresponding to the tests that we ran for hypotheses H_{1a} we can conclude that this hypothesis is fully supported.

Table 4.10: Results of Regression Analysis for testing relationship of EOC with CV and PAT as specified in Hypothesis H3a

Hypothesis 3a (EOC – CV)			
Hypothesis 3a		**Model 1**	**Model 2**
0utcome variable: CV			
Step 1			
	Gender	-0.079	-0.010
	Age	0.012	0.046
	Edu	0.066	0.052
Step 2			
Independent Variable	**EOC**		0.485***
	F	1.325	33.405
	R^2	0.009	0.239
	Adjusted R^2	0.002	0.232
	Δ Adjusted R^2		0.230
Hypothesis 3a (EOC – PAT)			
Hypothesis 3a		**Model 1**	**Model 2**
0utcome Variable: PAT			
Step 1			
	Gender	0.027	0.096
	Age	-0.111	-0.077
	Edu	0.078	0.064
Step 2			
Independent Variable	**EOC**		0.483***
	F	2.980	35.263
	R^2	0.021	0.249
	Adjusted R^2	0.014	0.242
	Δ Adjusted R^2		0.228

Notes. EOC = Experience of Organizational Change, CV = Considerate Voice, PAT = Patience.

To test hypothesis H3b we ran regression analysis to assess the relationship between our predictors (i.e. EOC) and employee responses in terms of EXIT, NEG and AVOICE. The results of these tests

are provided in the Tables 4.11. EOC was found to be significantly related to EXIT (β = -0.285, $p < 0.001$), NEG (β = -0.408, $p < 0.001$) and AVOICE (β = -0. 404, $p < 0.001$). Hence, the negative coefficient in this case represents that presence of favorable EOC results in lower level of EXIT, AVOICE and NEG as was stated in hypothesis H1b. Considering the results that we obtained corresponding to the tests that we ran for hypotheses H_{3b} we can conclude that this hypothesis is fully supported.

Table 4.11: Results of Regression Analysis for testing relationship of EOC with EXIT, AVOICE and NEG as specified in Hypothesis H3b

Hypothesis 3b (EOC – EXIT)			
Hypothesis 3b		**Model 1**	**Model 2**
0utcome Variable: EXIT			
Step 1			
	Gender	-0.031	-0.072
	Age	-0.047	-0.067
	Edu	0.081	0.089
Step 2			
Independent Variable	**EOC**		-0.285***
	F	1.167	10.203
	R^2	0.008	0.088
	Adjusted R^2	0.001	0.079
	Δ Adjusted R^2		0.078
Hypothesis 3b (EOC – AVOICE)			
Hypothesis 3b		**Model 1**	**Model 2**
0utcome Variable: AVOICE			
Step 1			
	Gender	0.004	-0.054
	Age	0.014	-0.014
	Edu	-0.093	-0.081
Step 2			
Independent Variable	**EOC**		-0.404***
	F	1.239	21.530
	R^2	0.009	0.168
	Adjusted R^2	0.002	0.161
	Δ Adjusted R^2		0.159
Hypothesis 3b (EOC – NEG)			
Hypothesis 3b		**Model 1**	**Model 2**
0utcome Variable: NEG			
Step 1			
	Gender	0.007	-0.052
	Age	-0.038	-0.066
	Edu	-0.094	-0.082
Step 2			

Independent Variable	**EOC**		-0.408***
	F	1.464	22.191
	R^2	0.010	0.173
	Adjusted R^2	0.003	0.165
	Δ Adjusted R^2		0.162

Notes. EOC = Experience of Organizational Change, AVOICE = Aggressive Voice, NEG = Neglect.

Hypothesis H4 covered the relationship between individual characteristics (i.e. JC, PSS and EOC) and ATC we conducted the regression analysis via SPSS v. 23. The results of the analysis are represented in the table 4.12. The finding indicate that individual characteristic is significantly related to ATC ($\beta = 0.514$, $p < 0.001$, $\beta = 0.493$, $p < 0.001$ and $\beta = 0.458$, $p < 0.001$ respectively). Furthermore, the positive coefficient in this case also suggests that the presence of JC, PSS and EOC results in higher ATC in employees. This is in accordance with what we proposed in hypothesis H4. Therefore, hypothesis H4 is fully supported.

Table 4.12: Results of Regression Analysis for testing relationship of JC, PSS and EOC with ATC as specified in Hypothesis H4

Hypothesis 4 (JC - ATC)			
Hypothesis 4		**Model 1**	**Model 2**
0utcome Variable: ATC			
Step 1			
	Gender	0.062	0.076
	Age	-0.043	-0.063
	Edu	0.043	0.027
Step 2			
Independent Variable	**JC**		0.514***
	F	1.337	39.801
	R^2	0.009	0.273
	Adjusted R^2	0.002	0.266
	Δ Adjusted R^2		0.264
Hypothesis 4 (PSS - ATC)			
Hypothesis 4		**Model 1**	**Model 2**
0utcome Variable: ATC			
Step 1			
	Gender	0.062	0.092
	Age	-0.043	-0.013
	Edu	0.043	0.012
Step 2			
Independent Variable	**PSS**		0.493***
	F	1.337	35.418
	R^2	0.009	0.250

	Adjusted R^2	0.002	0.243
	Δ Adjusted R^2		0.241
Hypothesis 4 (EOC – ATC)			
Hypothesis 4		**Model 1**	**Model 2**
0utcome Variable: ATC			
Step 1			
	Gender	0.062	0.127
	Age	-0.043	-0.011
	Edu	0.043	0.030
Step 2			
Independent Variable	**EOC**		0.458***
	F	1.337	29.027
	R^2	0.009	0.215
	Adjusted R^2	0.002	0.207
	Δ Adjusted R^2		0.205

Notes. ATC = Attitude towards Organizational Change, JC = Job Control, PSS = Perceived Supervisor Support, EOC = Experience of Organizational Change.

Hypothesis H5a covers the linkage between attitude towards change and employee reactions (i.e. CV and PAT). The results of the regression analysis conducted to assess this hypothesis are presented in Tables 4.13. Our findings revealed a significant relationship between ATC and CV ($\beta = 0.691$, $p < 0.001$) and ATC and PAT ($\beta = 0.559$, $p < 0.001$). These findings are in accordance with what was proposed in the hypothesis H5a and therefore, we can conclude that positive attitude towards change results in higher patience and considerate voice.

Table 4.13: Results of Regression Analysis for testing relationship of ATC with CV and PAT as specified in Hypothesis H5a

Hypothesis 5a (ATC – CV)			
Hypothesis 5a		**Model 1**	**Model 2**
0utcome Variable: CV			
Step 1			
	Gender	-0.079	-0.117
	Age	0.012	0.038
	Edu	0.066	0.040
Step 2			
Independent Variable	**ATC**		0.691***
	F	1.325	67.604
	R^2	0.009	0.389
	Adjusted R^2	0.002	0.383
	Δ Adjusted R^2		0.381

Hypothesis 5a (ATC – PAT)			
Hypothesis 5a		**Model 1**	**Model 2**
0utcome Variable: PAT			
Step 1			
	Gender	0.027	-0.008
	Age	-0.111	-0.086
	Edu	0.078	0.054
Step 2			
Independent Variable	**ATC**		0.559***
	F	2.980	52.268
	R^2	0.021	0.330
	Adjusted R^2	0.014	0.323
	Δ Adjusted R^2		0.309

Notes. ATC = Attitude towards Organizational Change, CV = Considerate Voice, PAT = Patience.

H5b predicted that positive attitude towards change in lower exit, neglect and aggressive voice. The findings of the analysis conducted to test this hypothesis are presented in Table 4.14. These findings reveal a significant relationship between ATC and EXIT ($\beta = -0.399$, $p < 0.001$), ATC and NEG ($\beta = -0.522$, $p < 0.001$) and ATC and AVOICE ($\beta = -0.489$, $p < 0.001$). The negative coefficient represents that an increase in ATC results in lower EXIT, NEG and AVOICE which is in accordance with what was proposed in H5b. Therefore, hypothesis H5b is fully supported.

Table 4.14: Results of Regression Analysis for testing relationship of ATC with EXIT, AVOICE and NEG as specified in Hypothesis H5b

Hypothesis 5b (ATC – EXIT)			
Hypothesis 5b		**Model 1**	**Model 2**
0utcome Variable: EXIT			
Step 1			
	Gender	-0.031	-0.006
	Age	-0.047	-0.064
	Edu	0.081	0.098
Step 2			
Independent Variable	**ATC**		-0.399***
	F	1.167	21.095
	R^2	0.008	0.166
	Adjusted R^2	0.001	0.158
	Δ Adjusted R^2		0.157
Hypothesis 5b (ATC – AVOICE)			
Hypothesis 5b		**Model 1**	**Model 2**
0utcome Variable: AVOICE			

Step 1			
	Gender	0.004	0.034
	Age	0.014	-0.007
	Edu	-0.093	-0.072
Step 2			
Independent Variable	**ATC**		-0.489***
	F	1.239	34.496
	R^2	0.009	0.245
	Adjusted R^2	0.002	0.238
	Δ Adjusted R^2		0.236
Hypothesis 5b (ATC – NEG)			
Hypothesis 5b		**Model 1**	**Model 2**
0utcome Variable: NEG			
Step 1			
	Gender	0.007	0.039
	Age	-0.038	-0.060
	Edu	-0.094	-0.071
Step 2			
Independent Variable	**ATC**		-0.522***
	F	1.464	41.315
	R^2	0.010	0.280
	Adjusted R^2	0.003	0.273
	Δ Adjusted R^2		0.270

Notes. ATC = Attitude towards Organizational Change, AVOICE = Aggressive Voice, NEG = Neglect.

4.10. Mediation Analyses

H6a, H6b and H6c predicted that Attitude toward Organizational Change mediates the relationship between individual characteristic (JC, PSS, EOC) and employee responses (EXIT, CV, AVOICE, PAT, NEG). To test this, we ran mediation analyses with the help of PROCESS macro v. 3.0 with 5000 bootstrap and at 95% CI. Findings of these mediation analyses are presented in Tables 4.15 to 4.17. The results suggest significant indirect relationship of JC with EXIT ($\beta = -0.1223$, $p < 0.001$), CV ($\beta = 0.1816$, $p < 0.001$), PAT ($\beta = 0.1970$, $p < 0.001$), NEG ($B = -0.1306$, $p < 0.001$) and AVOICE ($\beta = -0.0954$, $p < 0.001$). Likewise, a significant indirect relationship between PSS and EXIT, CV, PAT, NEG and AVOICE was also found ($\beta = -0.1524$, $p < 0.001$, $\beta = 0.1790$, $p < 0.001$, $\beta = 0.1953$, $p < 0.001$, $\beta = -0.1949$, $p < 0.001$ and $\beta = -0.1761$, $p < 0.001$ respectively). Lastly, similar results were achieved while analysing the indirect relationship of EOC with EXIT ($\beta = -0.2918$, $p < 0.001$), CV ($\beta = 0.3547$, $p < 0.001$), PAT ($\beta = 0.3804$, $p < 0.001$), NEG ($\beta = -0.4521$, $p < 0.001$) and AVOICE ($\beta =$

-0.3900, $p < 0.001$).These results are in accordance with what was hypothesized in H6 and therefore, hypothesis H4 is fully supported.

Table 4.15: Indirect effect of JC on EXIT, CV, PAT, NEG and AVOICE

			95% CI	
Indirect effect of JC	**Effect**	**S.E.**	**LL**	**UL**
EXIT Mediator: ATC	-0.1223	0.0290	-0.1846	-0.0697
CVOICE Mediator: ATC	0.1816	0.0260	0.1332	0.2359
PAT Mediator: ATC	0.1970	0.0249	0.1496	0.2479
NEG Mediator: ATC	-0.1306	0.0274	-0.1898	-0.0826
AVOICE Mediator: ATC	-0.0954	0.0236	-0.1467	-0.0538

Notes. JC = Job Control; ATC = Attitude towards Change; CVOICE = Considerate Voice; PAT = Patience; NEG = Neglect and AVOICE = Aggressive Voice. LL = lower limit; UL = upper limit; CI = confidence interval. Bootstrap sample size = 5,000

Table 4.16: Indirect effect of PSS on EXIT, CV, PAT, NEG and AVOICE

			95% CI	
Indirect effect of PSS	**Effect**	**S.E.**	**LL**	**UL**
EXIT Mediator: ATC	-0.1524	0.0301	-0.2132	-0.0971
CVOICE Mediator: ATC	0.1790	0.0268	0.1294	0.2349
PAT Mediator: ATC	0.1953	0.0260	0.1476	0.2504
NEG Mediator: ATC	-0.1949	0.0343	-0.2641	-0.1300
AVOICE Mediator: ATC	-0.1761	0.0321	-0.2455	-0.1175

Notes. PSS = Perceived Supervisor Support; ATC = Attitude towards Change; CVOICE = Considerate Voice; PAT = Patience; NEG = Neglect and AVOICE = Aggressive Voice. LL = lower limit; UL = upper limit; CI = confidence interval. Bootstrap sample size = 5,000

Table 4.17: Indirect effect of EOC on EXIT, CV, PAT, NEG and AVOICE

			95% CI	
Indirect effect of EOC	**Effect**	**S.E.**	**LL**	**UL**
EXIT Mediator: ATC	-0.2918	0.0544	-0.4059	-0.1914
CVOICE Mediator: ATC	0.3547	0.0474	0.2658	0.4525
PAT Mediator: ATC	0.3804	0.0481	0.2910	0.4807
NEG Mediator: ATC	-0.4521	0.0713	-0.6026	-0.3236
AVOICE Mediator: ATC	-0.3900	0.0650	-0.5287	-0.2708

Notes. EOC = Experience of Organizational Change; ATC = Attitude towards Change; CVOICE = Considerate Voice; PAT = Patience; NEG = Neglect and AVOICE = Aggressive Voice. LL = lower limit; UL = upper limit; CI = confidence interval. Bootstrap sample size = 5,000

4.11.Summary of Findings

The findings of the analysis that we conducted for the purpose of testing our hypotheses are presented in the Table 4.17. These findings suggest that our hypotheses ranging from H1a to H4 were all accepted. Therefore, we can conclude that individual characteristics (measured via JC, PSS and EOC) not only result in higher CV and PAT but also in lower EXIT, NEG and AVOICE but in this case these relationships are also mediated by ATC.

Table: 4.18: Results of Hypotheses Testing

Hypothesis No.	**Hypothesized Relationship**	**Supported or Not Supported**
H_{1a}	Job Control (JC) positively relates to patience (PAT) and considerate voice (CV).	SUPPORTED
H_{1b}	Job Control (JC) negatively relates to exit (E), neglect (NEG) and aggressive voice (AVOICE).	SUPPORTED

H_{2a}	Perceived Supervisor Support (PSS) positively relates to patience (PAT) and considerate voice (CV).	SUPPORTED
H_{2b}	Perceived Supervisor Support (PSS) negatively relates to exit (E), neglect (NEG) and aggressive voice (AVOICE).	SUPPORTED
H_{3a}	Favorable Experience of organizational change (EOC) positively relates to patience (PAT) and considerate voice (CV).	SUPPORTED
H_{3b}	Favorable Experience of organizational change (EOC) negatively relates to exit (E), neglect (NEG) and aggressive voice (AVOICE).	SUPPORTED
H_{4}	Job Control (JC), Perceived Supervisor Support (PSS) and Favorable Experience of organizational change (EOC) positively relate to attitude toward change (ATC).	SUPPORTED
H_{5a}	Attitude towards change (ATC) positively relates to patience (PAT) and considerate voice (CV).	SUPPORTED
H_{5b}	Attitude toward change (ATC) negatively relate to exit (E), neglect (NEG) and aggressive voice (AVOICE).	SUPPORTED
H_{6a}	Attitude towards change (ATC) mediates the relationship between Job Control (JC) and Employee Behaviours [Exit, Voice, Patience and Neglect].	SUPPORTED
H_{6b}	Attitude towards change (ATC) mediates the relationship between Perceived Supervisor Support (PSS) and Employee Behaviours [Exit, Voice, Patience and Neglect].	SUPPORTED
H_{6c}	Attitude towards change (ATC) mediates the relationship between Favorable Experience of organizational change (EOC) and Employee Behaviours [Exit, Voice, Patience and Neglect].	SUPPORTED

4.1. Summary of the Chapter

This chapter covers the analysis and results part of the thesis. The chapter starts with covering the sample descriptive which specifies the characteristics of the respondents who participated in this research. Mean, standard deviation, skewness and kurtosis along with frequencies are covered in this section. Next, we provide description of the variables with the same statistics as were covered in previous part. Before moving to correlation analysis and testing of hypothesis through regression analysis and PROCESS macro, results of CMV and reliability analysis are also covered. Confirmatory factor analysis results are also covered to justify the fitness of the model. The chapter ends with hypotheses testing. The results identified that antecedents (JC, PSS & EOC) were positively related to the constructive behaviours (CV & PAT) and negatively linked to destructive behaviours (Exit, AV, & NEG). It also revealed that ATC mediated the relationship between antecedents and behaviours.

CHAPTER 5

5. Discussion, Limitation, Future Recommendations, and Implications

This chapter further built on the results of the tests conducted in previous chapter. The results were discussed about the relevant studies from the literature. As the analysis chapter concluded that job control, perceived supervisor support and experience of organisational change play effective role in deriving employees' positive attitude towards organisational change. Moreover, it led to more constructive behaviours from employees in form of rising considerate voice rather than aggressive voice and waiting patiently rather than adopting more negative approach of leaving the organisation or neglecting their official duties. The chapter linked all these finding with the existing research in the literature. It also comprehensively discussed the research constraints, implications and shed light on the avenues for the future research.

5.1. Discussion

This study was aimed at examining the mediating role of attitude towards change that it plays in examining the relationship between individual characteristic and employee responses. The foundation of this study was based on the work of Choi (2011), Yousaf (2015; 2016; 2017), Heuvel (2017) and Fernandez and Rainey (2017) who identified that at least two third of the change projects are unsuccessful because of the under estimation of the notable role that employees play in the organisational change process. Moreover, these researchers through their studies highlighted the crucial role employees play in the success of the organisational change process and emphasised on inclusion of employees as one of the main stakeholders in the change process by change agents. The true contribution of the employees in the change process and the impact of organisational change on the employees' attitudes and behaviours could only be understood when studied with the underline mechanises that govern it. Keeping in view the importance of an employee playing positive role in the organisational change process we focused our attention on determining the impact of individual factors as job control, perceived supervisor support and experience of organisational change on the employee in the presence of attitude towards organisational change as a mediating variable.

On the other hand, the reason behind the selection of Exit, CV, AV, PAT and NEG as employee responses for this research was based on the identification of these being the crucial outcome variables

that impact an organisation in a significant manner. This understanding was founded following the work of Ynema et al., (2010), Akhter (2016), Ramadhani, (2019) and Heuvel (2017), who associated them with being direct and most important contributor in organization's overall performance. Furthermore, we also considered previous relevant research conducted on impact of individual factors i.e. experience of organizational change, job control and perceived supervisor support on employee responses, while being supported by sense making theory (Heuvel, 2017), Day (2017) and Akhter et. al (2016). We identified banking industry as the right industry for conducting this research considering it well acclaimed as an industry which has gone through several organizational changes in recent past as the result of the policy issued by the State bank of Pakistan to maintain certain financial benchmark in order to operate in the country.

Our findings reveal that existence of job control has a positive impact on the employees. The job control not only results in positive responses from employees in the form of higher patience and considerate voice and lesser exit, neglect, and aggressive voice but also it enhances the employees' positive attitude towards organisational change. As Nasabi, N. A., and Bastani, P. (2018) in their study had indicated that the jobs with low control and high demands are hypothesized to be the most dissatisfying and lead to raising voices i.e. employee voices for their due rights. Berntson, Naswall, and Sverke, (2010) also indicated that individuals who had higher employability had more chances of gaining control over their working life. They also empirically proved that lack of job control was established to be related with higher degree of exit as well as with lower degree of voice and loyalty.

While studying the relationship of perceived supervisor support and positive employee responses i.e. considerate voice and patience, our analysis also depicted a positive significant relationship between them. The results depict that greater support from supervisor lead to employee being more considerate about the organisation, have more acceptance and patience. This was also indicated by Smollan (2015) in his study that high supervisor support shows that the support helps the employees through the change process whereas employees who report low supervisor support reveal that the lack of support contributed to their stress. We found similar results when studied perceived supervisor support with exit and neglect in the research conducted by Aravopoulou, Mitsakis, and Malone, (2017). Our analysis reveals that presence of perceived supervisor support promotes lower exit, neglect and neglect. These results identify that availability of support overcomes the issues of employees that previously lead them to leave the organisation, show negligence in their work and raise voice against

the organisation in form of protests or fights. Lee and Varon (2020) stated that employee exit, loyalty, neglect and voice in response to dissatisfying organisational situations depends on supervisory relationship quality. If the relationship is good, then there are higher chances of employee behaving in positively manner.

The findings stated that the existence of favourable experience of organisational change is significantly positively related to considerate voice and patience and negatively related to exit, aggressive voice, and neglect. These finding are in congruence with the work of Akhter et al (2017) who elaborated in their study that employees who experience frequent changes that are impactful at a personal level, they had higher tendency to respond negatively, as frequent and impactful changes created anxiety and job insecurity. Hence, result in drop of employees' loyalty and voice behaviours and employees' neglect their work and more likely thinking to leave the organization (Akhter et al, 2016).

While studying the relationship of job control, perceived supervisor support and experience of organizational change with attitude toward change we found significant positive relation between them. These findings suggest that presence of job control, availability of supervisor support and then having favorable previous experience of organizational change enhance the employees' attitude towards change. This finding to some extent also coincide with what has been mentioned by Bouckenooghe, (2010), Iglesias(2012) and Stensaker and Meyer (2012) in the literature that if the prior employees' experience of change is not good then it will likely to have negative impact on his attitude towards change.

We evaluated the relationship between attitude towards change and employee responses on the bases of the data we conducted. The results of this study revealed that attitude towards change has positive influence on considerate voice and patience whereas has a negative relationship with exit, neglect, and aggressive voice. These results depict that existence of positive attitude towards change has potential of resulting in higher patience and considerate voice among the employees, and on the same time decrease in the employee exit, negligence and raise of aggressive voice. Employees with positive attitude towards change are more loyal to the organization and more considerate in dealing their issues in an amicable way. Similarly, in this scenario employees are lesser inclined towards quitting the organization or showing negligence in their work or retaliating on each issue in harsh and aggressive manner. These findings are consistent with the work of Yousef (2016) and Nafei (2014). Moreover,

Heuval et al., (2017) has also empirically tested the affective, behavioral and cognitive dimensions of attitude toward change with turnover intention and had determined the negative relation between them.

Lastly, the results of mediation analysis reveal the role of attitude toward change as a mediating variable in the relationship between job control, perceived supervisor support and experience of organizational change and employee responses. The results are in accordance with the sense making theory. Based on the findings, it can be stated that presence job control, perceived supervisor support and favourable experience of organizational change results in enhancement of attitude towards change resulting in positive responses from employees. The results conclude that an indirect link exist between the contextual components (JC, PSS & EOC) and employee behaviours (Exit, CV, AVOICE, PAT, NEG) in the presence of attitude towards change as a mediator. This results clearly indicates that the organisation that are planning to go through change process successfully should keep in view that if importance is given to employee related contextual components (JC, PSS & EOC) than it is more likely that employee has positive attitude towards change and led to increase in CV, PAT and lower Exit, AVOICE, NEG. Bin (2019) stated that organisational change have strong impact on employees including their attitude and behavioural responses. It stated that prior negative experience lead to negative attitude towards change and destructive behaviours (burnout, stress, and turnover). Thompson and Prottas (2006) in their research illustrated that job autonomy and received support lead to positive attitude towards change and contributes positively to employee well-being. Day et al., (2017) also specified the role of attitude towards change as mediator in its paper in the relationship between organisational change and employee burnout. The study indicated that major organisational change lead to negative ATC and employee burnout whereas the moderating role of job control and supervisor support reversed the result leading to positive ATC and burnout (Day et al., 2017).

5.2. Limitations of the Study

This study answers the call for determining the impact of individual characteristics on the employee responses. Moreover, by taking into consideration the mediating role of attitude towards change that it plays in the relationship between of individual characteristics and employees' responses, this study embarks the strategic link that persists between job control, perceived supervisor support and experience of organizational change and employee responses. This link can ultimately win the sustainable competitive advantage by successfully generating more positive behavioral responses from employees. However, there is yet a lot to be explored as there are still a lot of unexplored dimensions

and connections with respect to the framework studied in this research. Thus, the study conducted also has certain constraints and limitations.

The first limitation of the research is that the nature of the design of this study is cross sectional. That shows that the data set for this research has been gathered in one point in time. Therefore, this study has might missed out on the temporal effects of this relationship. As this research did not longitudinally study the relationships among the variables and hence, the study cannot assure the time span between organisational changes and employees' behavioural responses to these change initiatives. Therefore, even though the bootstrap analyses portrayed it to some extent however, the causality in these relationships cannot be ascertained. So, it is most likely that the relationships might have been different in nature, and therefore it suggests that a future research should be conducted to determine the impact of organizational changes over the passage of time and how they influence employees in longer run.

Secondly, this study is a self-based report. The data was gathered from non-managerial employees as it is viewed that managers are mostly involved in execution of organizational change process. So, it is crucial to reduce such influence on perceptual variables. Especially extreme care should be used to separate the simultaneous answers from employees in response to both independent and dependent variables due to this the section for independent and dependent variables are separated so that employees cannot answer them simultaneously. Additionally, multi-item constructs are framed to reduce the prejudiced replies from the participants.

Third limitation of this study is that it specifically targeted banking sector and the organisational change that take place in this sector might be different in comparison to other industries. Therefore, the findings of this study cannot be generalized on other industries.

Another restriction of the study is the choice of the site of study: Pakistan. The data collected from a specific region may inhibit the contemplation of the findings of equal value in other areas. Most of the other research that are associated with major organizational changes have been conducted in western countries, providing a result like some key research, hence confirming their generalizability.

The study highlights the vital organizational changes in a post organisational phase to inspect the aftereffects of organisational changes. Therefore, to achieve more specific result, the significant factor of pre-organisational changes was not considered. The employees' sense-making on the other hand may have had some slightly discrete effects on patience, exit, voice, and neglect behaviours in the

implementation phase than in the post organisational change period. The questionnaire already had five dependent variables and so further addition of the three dimension of the mediator (ATC) in the analysis, i.e. “three dimensions of ATC affective, behavioural or cognitive”, would have had resulted in a perplexing testing of the model. Additionally, another vital setup for such a situation i.e. health outcomes also remain unmeasured, owing to exceptionally long questionnaire which would have had result in mistakes on behalf of the participants. Apart from this, testing a complex research model is arduous work.

5.3. Future Recommendations

Considering the limitation of this study, it is proposed to conduct a longitudinal research and follow additional quantitative analytical tools to have an in-depth assessment of the relationship tested. The studies conducted in different time may reveal some other interesting aspects of employee responses toward organizational changes.

It is suggested that all future research should involve the triangulation method research i.e. quantitative and qualitative research options. It is highly recommended to look for a research design that not only involves a positive position consisting of qualitative research to highlight further insights in the journey to empower great employment relationship. In addition to this, it is stated that change management be transferred from traditional ways of enforcing change to further circumstantial basis of organisation change policies by not only learning from the previous experiences but also personal endeavours of employees’ because circumstantial factors do undermine employment relationships.

The present research consists upon the organizations within a single industry that have survived through the most reforming, frequent and highly inspirational in the history of organizations. It may be fascinating to inspect the organizations which have faced the least amount of changes along with keeping up well organised, organizational change administrations in the past in contrast with those which have faced continuous, negative and highly impactful organisational changes. It may help to include in the research, various types of organizations from varied industries in the future. Due to this employment relations will get more generalized and strengthened input in both stable and unstable organizations. The current study has employed a sample size of 430 from three different organizations. It is however, highly advised to utilise larger sample size across varied organizations and not just stay restricted to only one single organization as is the case of the current study. In addition to this, Pakistan’s context can be elaborated to other related attributes such as developing countries with

relative examinations of such research models to see much substantial and in-depth picture equally significant and generalizable at large. It is also suggested that use of managerial and non-managerial respondents along with age factor of the respondent.

5.4. Research Implications

This study adds to the knowledge gap that existed in literature regarding studies conducted from employee perspective in an organisational change environment. Till date, almost negligible research exists that have paid attention to the impact of individual factors (JC, PSS and EOC) and attitude towards change on micro level outcomes (employee responses). This study contributes to the literature by determining the factors that generate positive attitude form employees in an organisational change setting. The sense making theory for the first time is studied in this context with these variables, the way experience of organisational change perfectly set aligned with the sense making theory to support the model in whole. Furthermore, this study has contributed to the existing research by testing the mediating effects of a construct which has previously been ignored while studying the impact of organisational change on employee responses. This study embarks the strategic link that persists between contextual components (job control, perceived supervisor support and experience of organizational change) and employee responses. This link win's the sustainable competitive advantage by successfully generating more positive behavioural responses from employees. This research respond to the recommendations (not studied by any one yet) made by Ynema et al., (2010), Akhter (2016), Ramadhani, S. A., (2019) and Heuvel (2017) about assessing the underlying mechanisms that influence the relationship between individual characteristics and employee outcomes also open the corridors for future research.

5.5. Theoretical Implications

This research examines the applicability of attitude towards organizational change in services sector context i.e. banking industry. The theoretical model was used in a distinct context to determine its relation to employees' characteristics and reactions. Even though scholars suggest that it is important to test attitude towards change in different dimension, this distinction has not been applied widely (Choi, 2011; Heuvel et al., 2017). After examining the concept of ATC, Yousaf (2017) therefore proposed to not only study this concept alone, but also to view its tendencies individually as well. The results of this study revealed the impact of attitude toward change construct on employee behaviours and thereby provide insights in their orientation towards each other.

As also referred by other researchers (Day et al., 2017), this research has concluded that attitude towards change is linked to individual characteristics i.e. Job control and perceived supervisor support. However, an individual working in an organization is not isolated; hence, this study also revealed that attitudes can be affected by other factors than solely individual characteristic. These other determinants were the experience of the organizational change (Akhter et al., 2016) and demographic factors such as age, education, experience, and designation. This combination of these determinants provided a new outlook to attitude towards organizational change.

The results of this study suggest that antecedents of employee attitude and behaviours (job control, perceived supervisor support and favourable experience of organisational change) are positively related to attitude towards change and constructive behaviours (Considerate voice and patience) whereas they are negatively related to obstructive behaviours (exit, aggressive voice, and neglect). Moreover, attitude towards change mediates the relationship between the antecedents and behaviours. The results conclude that employee's resourceful and active presence in the organisational change process is pivotal for successful organisational change process.

In order to enhance our knowledge about the factors of successful organizational change, it is important to consider the change recipient's viewpoint and perspectives (employee) when working on organizational change related projects. A very little literature is available on employee's issues from employee's perspective in relation to organizational change. So, this study broadens and extends research on change recipients' attitude toward change, and internal context variables as potential predictor of these attitudes. As this research contributes in literature by determining what impact organizational change have on employees, how employees react towards future changes and what effect it has on their behaviours. Secondly, this research contributes to the literature on experience of organizational change as very little literature exists on it. Lastly, the variables taken in this study have either individually or with any one or two of the other variables have been empirically tested but in this research for the first time these all variable will be studied together.

5.6. Practical Implications

Owing to the great impact that employee have on the possible failure or success of an organizational change in order to execute the organizational change initiative in a prosperous manner, the change agents or managers would certainly want to change the future responses of their employees' in accordance to the changes being made by the organization (Giessner, 2011; Martinsuo, M., &

Hoverfalt, P., 2018). However, it is quite strenuous to not only predict but also to influence the future behaviour of the individual employees. Fortunately, an employee's attitude towards organisational change is known as a good determinant of employee future behaviour (Lee, Rhee, & Dunham, 2009; Day et al., 2017).

This research provides the change agents with an in-depth knowledge on the factors that have facilitated in determining an individual's positive attitude towards organizational change. Therefore, having a better understanding of the factors that influence one's attitude can not only help in more effective implementation of a change process but also develops best practices for other organisations within the same field going through change process to follow them in order to succeed. It assists in developing a constructive attitude of employee towards the organizational change also leading them to more productively contribute in the organisational change process.

Although, many a time's change is often associated with having negative consequences for individuals, therefore, this study has positively contributed in identifying the ways employee can in fact perceive change as an opportunity rather than a threat (Svensen et al., 2007; Zheng et al., 2015). As stated by the scholars that an optimistic attitude towards change is a promising start for gathering support for the organisational change itself and can potentially decrease the resistance of individuals towards the change initiative (Ajzen & Fishbein, 1980; Haffer at al., 2019).

5.7. Conclusion

The foundation of the relationships studied in this research was based on the sense making theory. This research filled the dearth of knowledge existing in the literature for further studying the effected of individual factors on influences the micro level outcomes in a post organizational change context. This study also answers the call for studying the underlying mechanism that exits in the relationship of individual factors and employee responses with the attitude towards change. It takes bi-directional approach employee related issues, from one end it focuses on how well the factors taken can facilitate an employee during the organizational change process whereas on the other hand it is looking into how these factors also influence the employee's attitude towards future change.

The study was aimed at determining the mediating role that attitude towards change played in the relationship between individual factors i.e. job control, supervisor support and experience of organizational change and employee reactions (Exit, Aggressive voice, Considerate Voice, Neglect

and Patience). The data was collected from the employees working in banking sector. The findings of the analysis of this research indicate that not only a significant relationship exists between individual constructs (EOC, JC and PSS) and employee responses (EXIT, CV, AVOICE, NEG and PAT) but also an impactful relationship is seen as a result when individual constructs and employee responses are mediated with attitude towards organizational change. The study not only takes strategic edge in analysing these relationships but also open new avenues for the future research where the impact of attitude towards change can be studied in various contexts. Furthermore, it also signifies the importance of employee involvement in the organizational change process for a successful organizational change.

In a nutshell, this research has open new arenas for the future research that might focus on interlinking concepts from various branches of management. Moreover, from practitioners' perspective, that highlights the need to take in consideration the importance of employees in the change process by the change agents and managers so that maximum organizational change process results in success.

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Annexures

6.1. Annexure A – Survey Questionnaire

How organizational change influence employee work related responses

Dear Sir / Ma'am,

Thank you for taking out time from your schedule and showing interest in this survey. This research is targeted towards employees currently working in Services Industry of Pakistan and aims at studying the impact of organizational change on employees. By analyzing such impacts will benefit the organizations that will go through change process in future. This survey should take approximately 15 – 20 minutes to complete. Rest assured that all answers you provide will be kept in the strictest confidentiality. In case if you are interested in knowing the results or would like to get hold of the statistics that might help the industry than please feel free to get in touch with the principal researcher at alihazainab9@gmail.com .

Instructions: Please select and tick (✔) one option from the following.

1. Gender

☐ Male ☐ Female ☐ Other ☐ Prefer not to say

2. Age

☐ Below 25 ☐ 25 – 30 ☐ 30 – 35 ☐ 35 – 40

☐ 40 – 45 ☐ 45 – 50 ☐ 50 +

3. Marital Status

☐ Single ☐ Married ☐ Other

4. Domicile

☐ Punjab ☐ Sindh ☐ KPK ☐ Baluchistan

☐ FATA/Islamabad ☐ Gilgit Baltistan ☐ AJK

5. Qualification/Education

☐ Primary (5 Years) ☐ Middle (8 Years) ☐ Matric (10 Years) ☐ Inter (12 Years)

☐ Bachelors (14 Years) ☐ Bachelors/Masters (16 Y ☐ Masters (18 Years) ☐ PhD (18+ Years)

☐ Other ----------

6. Current Salary

☐ Below 25,000 ☐ 25,001 – 50,000 ☐ 50,001 – 75,000 ☐ 75,001 – 100,000

☐ 100,001 – 150,000 ☐ 150,001 – 200,000 ☐ 200,001 – 300,000 ☐ Above 300,000

7. Overall Work experience in Years (Number of Years employed)

☐ Less than 1 ☐ 1 – 3 ☐ 3 – 5 ☐ 5 – 10

☐ 10 – 15 ☐ 15+

8. Work experience in this Organization in Years (Number of Years employed)

☐ Less than 1 ☐ 1 – 3 ☐ 3 – 5 ☐ 5 – 10

☐ 10 – 15 ☐ 15+

9. Industry of Current Employment

☐ Banking ☐ Insurance ☐ Others (Please Specify) _____

10. Please specify company name: _____

11. Current Position/Status in the organization

☐ Entry Level ☐ Lower Management ☐ 0ther

12. Current Employment Type

☐ Permanent ☐ Contractual ☐ Other (Please Specify) _____

13. Type of Organizational Changes that you experienced (Please select as many as you have experienced)

☐ Technological Change ☐ Change in Policies ☐ Mission/Vision Change ☐ Structural Change
☐ Cultural Change ☐ Process Change ☐ Change in Target Customer ☐ Relocation
☐ Change in Leadership ☐ Merger / Acquisition ☐ Others _____

14. Type of Organizational Change that you are experiencing right now (Please select only one)

☐ Technological Change ☐ Change in Policies ☐ Mission/Vision Change ☐ Structural Change
☐ Cultural Change ☐ Process Change ☐ Change in Target Customer ☐ Relocation
☐ Change in Leadership ☐ Merger / Acquisition ☐ Others _____ .

SECTION B –

<u>Instructions:</u> This section has been designed on a Likert Scale ranging from 1 to 5 with 1 = Strongly Disagree to 5 = Strongly Agree. You are requested to please tick (✔) one option that most closely expresses your views against the statements. Please fill this section carefully as certain statements have been made in reverse order and might convey an opposite meaning as compared to the one that you actually intended.

Please indicate the extent of your agreement or disagreement with each statement after careful CONSIDERING THE ORGANISATIONAL CHANGES YOU HAVE EXPERIENCED or ARE EXPERIENCING.

ITEM CODE	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
ATC1	**I look forward to changes at work.**	1	2	3	4	5
ATC2®	**I usually resist new ideas.**	1	2	3	4	5
ATC3	**I am inclined to try new ideas.**	1	2	3	4	5
ATC4	**Change usually benefits the organization.**	1	2	3	4	5

ATC5	**I usually support new ideas.**	1	2	3	4	5
ATC6	**Most of my co-workers benefit from change.**	1	2	3	4	5
ATC7®	**I don't like change.**	1	2	3	4	5
ATC8®	**Change frustrates me.**	1	2	3	4	5
ATC9	**Changes tend to stimulate me.**	1	2	3	4	5
ATC10®	**Most changes at work are irritating.**	1	2	3	4	5
ATC11	**I often suggest new approaches to things.**	1	2	3	4	5
ATC12	**Change often helps me perform better.**	1	2	3	4	5
ATC13	**I intend to do whatever possible to support change**	1	2	3	4	5
ATC14	**Other people think that I support change.**	1	2	3	4	5
ATC15®	**I usually hesitate to try new ideas.**	1	2	3	4	5
ATC16	**Change usually helps improve unsatisfactory situati work.**	1	2	3	4	5
ATC17	**I find most changes to be pleasing.**	1	2	3	4	5
ATC18	**I usually benefit from change**	1	2	3	4	5

Please indicate the extent of your agreement or disagreement with each statement after careful consideration KEEPING IN VIEW THE ORGANISATIONAL CHANGE(s) THAT YOU ARE EXPERIENCING or HAVE EXPERIENED:

ITEM CODE	**Statement**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
EXIT1	Consider possibilities to **change my job**	1	2	3	4	5
EXIT2	Actively look for a job **outside** my current field of work	1	2	3	4	5
EXIT3	Actively looking for a job elsewhere **within** my current work	1	2	3	4	5
EXIT4	I intend to **change employers**	**1**	**2**	**3**	**4**	**5**
EXIT5	Intend to **change my field of work**	1	2	3	4	5
EXIT6	Look for **job advertisements** in newspapers to whic apply	1	2	3	4	5

CV1	Try to **come to an understanding** with my **supervisor**	1	2	3	4	5
CV2	In **collaboration with my supervisor**, try to find a solut is satisfactory to everybody	1	2	3	4	5
CV3	Try to **work out an ideal solution** in collaboration v supervisor	1	2	3	4	5
CV4	Together with my supervisor, **explore each other's o** until the problems are solved	1	2	3	4	5
CV5	Try to **compromise with** my supervisor	1	2	3	4	5
CV6	Talk with my supervisor about the problem until you **rea agreement**	1	2	3	4	5
CV7	**Suggest solutions** to my supervisor	1	2	3	4	5
CV8	Immediately **report the problem** to my supervisor	1	2	3	4	5
CV9	Immediately try to **find a solution**	1	2	3	4	5
CV10	Try to think of **different solutions** to the problem	1	2	3	4	5
CV 11	**Ask** my supervisor **for a compromise**	1	2	3	4	5
PAT1	Trust the **decision-making process of the organ** without my interference	1	2	3	4	5
PAT2	Trust the **organization to solve the problem** without n	1	2	3	4	5
PAT3	Have faith that something like this will be **taken care of organization** without you contributing to the problem-solving process	1	2	3	4	5
PAT4	Assume that in the end **everything will work out.**	1	2	3	4	5
ITEM CODE	**Statement**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
PAT5	Optimistically **wait for better times**	1	2	3	4	5
AVOICE1	**Describe the problem as negatively** as possible supervisor	1	2	3	4	5
AVOICE2	Try to **win the case**	1	2	3	4	5
AVOICE3	Deliberately **make the problem sound more prob** than it really is	1	2	3	4	5

AVOICE4	Being **persistent with my supervisor** in order to get w want	1	2	3	4	5
AVOICE5	Starting a **`fight'** with my supervisor	1	2	3	4	5
AVOICE6	Try to prove in all possible ways to my **supervisor that is right**	1	2	3	4	5
AVOICE7	By definition, **blame the organization for the problem**	1	2	3	4	5
NEG1	**Report sick** because I do not feel like working	1	2	3	4	5
NEG2	**Come in late** because I do not feel like working	1	2	3	4	5
NEG3	**Put less effort into my work** than may be expected of	1	2	3	4	5
NEG4	Now and then, **do not put enough effort** into my work	1	2	3	4	5
NEG5	**Missing out on meetings** because I do not feel like at them	1	2	3	4	5

This section has been designed on a Likert Scale ranging from 1 to 5 with 1 = Very Little to 5 = Very Much. You are requested to please tick (✔) one option that most closely expresses your views against the statements

ITEM CODE	Statement	Very little	Little	A moderate amount	Much	Very Much
JC1	**I control the content of my job.**	**1**	**2**	**3**	**4**	**5**
JC2	**I have a lot of freedom to decide how I perform assigned tasks**	**1**	**2**	**3**	**4**	**5**
JC3	**I set my own schedule for completing assigned tasks**	**1**	**2**	**3**	**4**	**5**
JC4	**I have the authority to initiate projects at my job.**	**1**	**2**	**3**	**4**	**5**
PSS1	**To what extent does your supervisor provide helpful advice on how to perform your Job tasks?**	**1**	**2**	**3**	**4**	**5**
PSS2	**To what extent does your supervisor give feedback about y performance?**	**1**	**2**	**3**	**4**	**5**
PSS3	**To what extent does your supervisor provide task assignments improve skills and knowledge?**	**1**	**2**	**3**	**4**	**5**

THIS SECTION COVERS YOUR PREVIOUS EXPERIENCES OF CHANGE THAT YOU ALSO IDENTIFIED IN Q.13. AND Q.14 OF THE SURVEY

Please indicate the extent of your agreement or disagreement with each statement after careful consideration:

	Previously in my organization I have experienced

ITEM CODE		None	Not muc at all	A little	Some	A lot
TOC 1	Process re-engineering, process redesign, or process improvem	1	2	3	4	5
TOC 2	Significant redundancies	1	2	3	4	5
TOC 3	Team working for non-managerial employees	1	2	3	4	5
TOC 4	Total quality management as an organization-wide initiative	1	2	3	4	5
TOC 5	A major stress management program for all staff	1	2	3	4	5
TOC 6	Multi-skilling, at any organizational level	1	2	3	4	5
TOC 7	Culture change, organization wide.	1	2	3	4	5
TOC 8	Empowerment for non-managerial employees	1	2	3	4	5
TOC 9	Acquisitions of new operations	1	2	3	4	5
TOC 10	Organization restructuring, organization-wide	1	2	3	4	5

PLEASE INDICATE HOW THE CHANGES THAT YOU EXPERIENCED HAD AN INFLUENCE ON:

ITEM CODE	Items, and Response scale	Very Unfavourable	Unfavourable	Neutral	Favorable	Very Favorable
IOC 1	Teamwork	1	2	3	4	5
IOC 2	Management of uncertainties	1	2	3	4	5
IOC 3	Rigor in objectives	1	2	3	4	5
IOC 4	Flexibility and adaptability to change	1	2	3	4	5
IOC 5	Decision making power	1	2	3	4	5

6.2. Annexure B – Demographic Description of the Respondents

Demographic Variable	Code	Frequency	% of Total Sample	Mean	S.D.	Skewness	Kurtosis
Gender	Female	169	39.3	1.39	0.489	0.44	-1.82
	Male	261	60.7				
	Other	2	0.5				
	Prefer Not to Say	0	0				
Age	Less than or equal to 25 Years	45	10.5	2.80	1.374	0.95	0.119
	25 - 30 Years	203	47.2				
	30 - 35 Years	66	15.3				
	35 - 40 Years	51	11.9				
	40 - 45 Years	44	10.2				
	45 - 50 Years	17	4.0				
	50+	4	0.9				
Marital Status	Single	174	40.5	1.60	0.491	-0.390	-1.857
	Married	256	59.6				
	Other	0	0				
Domicile	Punjab	350	81.4	1.43	1.000	2.235	3.540
	Sindh	28	6.5				
	Baluchistan	6	1.4				
	KPK	40	9.3				
	FATA/Islamabad	69	15.8				
	Gilgit Baltistan	6	1.4				
	AJK	0	0				
Education	Inter (12 Years)	2	0.5	5.84	0.915	-0.599	2.642
	Bachelors (14 Years)	21	4.8				

	Bachelors/Masters (16 Years)	209	47.9				
	Masters (18 Years)		42.7				
	PhD (18+ Years)	7	1.6				
	Others	17	4.0				
Salary	**Less than or equal to 25,000**	70	16.3	2.57	1.491	1.599	2.313
	25,001 - 50,000	228	53.0				
	50,001 - 75,000	37	8.6				
	75,001 - 100,000	19	4.4				
	100,001 - 150,000	20	4.7				
	150,001 - 200,000	5	1.2				
	200,001 - 300,000	6	1.4				
	Above 300,000	0	0				
Industry	**Banking**	430	100.0	1.00	0.000		
	Insurance	0	0				
	Others (Please Specify)	0	0				
Current Position/ Status in the organization	**Entry Level**	85	19.8	2.27	0.846	0.059	-0.721
	Lower Management	288	72.2				
	Other	26	6.0				
Employment Type	**Contractual**	148	33.9	1.34	0.653	1.435	1.173
	Permanent	288	66.1				
Overall Work experience in Years (Number of Years employed)	**Less than 1**	45	10.5	3.20	1.482	0.426	-0.804
	1 – 3	118	27.4				
	3 – 5	111	25.8				
	5 – 10	59	13.7				
	10 – 15	54	12.6				
	15+	43	10.0				
	Less than 1	87	20.2	2.77	1.387	O.521	-0.611

Work experience in this Organization in Years (Number of Years employed)	**1 – 3**	123	28.6				
	3 – 5	101	23.5				
	5 – 10	56	13.0				
	10 – 15	49	11.4				
	15+	14	3.3				
Total		436	100%				

Output Files

Statistics

		Gen	Age	MStat	Dmcile	Edu	Salary	CEmp	EStatus	EType
N	Valid	430	430	430	430	430	430	430	430	430
	Missing	0	0	0	0	0	0	0	0	0
Mean		215.50	2.70	1.64	2.31	6.46	3.83	2.92	2.11	1.66
Std. Deviation		.437	1.151	.517	1.854	.837	1.561	1.381	.953	.474
Skewness		-.565	1.311	-.180	.943	-.286	.466	.118	-.196	-.680
Std. Error of Skewness		.117	.117	.117	.117	.117	.117	.117	.117	.117
Kurtosis		2.633	2.066	-1.087	-.696	6.232	-.416	-1.152	-1.844	-1.544
Std. Error of Kurtosis		.233	.233	.233	.233	.233	.233	.233	.233	.233

Gen

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	259	60.2	60.2	60.2
	Female	169	39.3	39.3	99.5
	Other	2	0.5	0.5	100.0
	Not Prefer to say	0	0	0	
	Total	430	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25	45	10.5	10.5	10.5
	25 - 30 Years	203	47.2	47.2	57.7
	30 - 35 Years	66	15.3	15.3	73.0
	35 - 40 Years	51	11.9	11.9	84.9
	40 - 45 Years	44	10.2	10.2	95.1
	45 - 50 Years	17	4.0	4.0	99.1
	50+	4	.9	.9	100.0
	Total	430	100.0	100.0	

Mstatus

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	174	40.5	40.5	40.5
	Married	256	59.5	59.5	100.0
	Other	0	0	0	100.0
	Total	430	100.0	100.0	

Domicile

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Punjab	273	62.6	62.6	62.6
	Sindh	19	4.4	4.4	67.0
	Balochistan	5	1.1	1.1	68.1
	KPK	47	10.8	10.8	78.9
	FATA/Islamabad	69	15.8	15.8	94.7
	Gilgit Baltistan	14	3.2	3.2	97.9
	AJK	9	2.1	2.1	100.0
	Total	436	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Inter (12 Years)	2	.5	.5	.5
	Other	17	4.0	4.0	4.4
	Bachelors (14 Years)	131	30.5	30.5	34.9
	Bachelors/Masters (16 Years)	180	41.9	41.9	76.7
	Masters (18 Years)	93	21.6	21.6	98.4
	PhD (18+ Years)	7	1.6	1.6	100.0
	Total	430	100.0	100.0	

Csalary

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than or Equal to 25,000	70	16.3	16.3	16.3
	25,001 - 50,000	228	53.0	53.0	69.3
	50,001 - 75,000	45	10.5	10.5	79.8
	75,001 - 100,000	37	8.6	8.6	88.4
	100,001 - 150,000	19	4.4	4.4	92.8
	150,001 - 200,000	20	4.7	4.7	97.4

	200,001 - 300,000	5	1.2	1.2	98.6
	Above 300,000	6	1.4	1.4	100.0
	Total	430	100.0	100.0	

OWorkExp

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1	45	10.5	10.5	10.5
	1 – 3	118	27.4	27.4	37.9
	3 – 5	111	25.8	25.8	63.7
	5 – 10	59	13.7	13.7	77.4
	10 – 15	54	12.6	12.6	90.0
	15+	43	10.0	10.0	100.0
	Total	430	100.0	100.0	

WExpCurrent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1	87	20.2	20.2	20.2
	1 – 3	123	28.6	28.6	48.8
	3 – 5	101	23.5	23.5	72.3
	5 – 10	56	13.0	13.0	85.3
	10 – 15	49	11.4	11.4	96.7
	15+	14	3.3	3.3	100.0
	Total	430	100.0	100.0	

Industry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Banking	430	100.0	100.0	100.0

Current Position in the Organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Entry Level	85	19.8	19.8	19.8
	Lower Management	170	39.5	39.5	59.3
	Middle Management	149	34.7	34.7	94.0
	Senior Management	26	6.0	6.0	100.0
	Total	430	100.0	100.0	

Employment Type

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		5	1.2	1.2	1.2
	Permanent	311	72.3	72.3	73.5
	Contractual	76	17.7	17.7	91.2
	Other	38	8.8	8.8	100.0
	Total	430	100.0	100.0	

6.3. Annexure C –Description of the Variables

Item Code	STATEMENT	Mean	Std. Deviation	Skewness	Kurtosis
Job Control (JC)		**3.2797**	**1.23002**	**-0.411**	**-1.235**
JC1	"I control the content of my job."	3.3930	1.45530	-0.464	-1.167
JC2	"I have a lot of freedom to decide how I perform assigned tasks."	3.4000	1.50151	-0.450	-1.315
JC3	"I set my own schedule for completing assigned tasks."	3.3442	1.44282	-0.337	-1.288
JC4	"I have the authority to initiate projects at my job."	2.9814	1.37226	0.039	-1.210
Perceived Supervisor Support		**3.1938**	**1.11576**	**-0.191**	**-1.105**
PSS1	"To what extent does your supervisor provide helpful advice on how to perform your job tasks?"	3.1581	1.27669	-0.184	-0.928
PSS2	"To what extent does your supervisor give feedback about your job performance?"	3.3395	1.25197	-0.348	-0.805
PSS3	"To what extent does your supervisor provide task assignments which improve skills and knowledge?"	3.0837	1.35098	-0.113	-1.173
Experience of Organizational Change		**3.2620**	**0.57106**	**-0.148**	**-0.603**
TOC1	"Process re-engineering, process redesign or process improvement."	3.4535	1.19300	-0.601	-0.503
TOC2	"Significant redundancies"	3.3279	0.97374	-0.209	-0.482
TOC3	"Team working for non-managerial employees"	3.1628	1.20856	-0.061	-1.009
TOC4	"Total quality management as an organization-wide initiative"	3.4163	0.97580	-0.247	-0.474
TOC5	"A major stress management program for all staff"	3.0116	1.05881	-0.189	-0.529
TOC6	"Multi-skilling, at any organizational level"	3.3000	1.20440	-0.288	-0.834
TOC7	"Culture change, organization-wide."	3.3698	1.07331	-0.278	-0.504
TOC8	"Empowerment for non-managerial employees"	3.1163	0.98967	0.200	-0.790
TOC9	"Acquisitions of new operations"	3.5349	0.97160	-0.597	0.124
TOC10	"Organization restructuring, organization-wide"	3.8233	0.92185	-0.629	-0.021
IOC 1	"Teamwork"	3.2744	1.23999	-0.194	-1.184
IOC 2	"Management of uncertainties"	2.9070	1.03130	0.238	-0.618

IOC 3	"Rigor in objectives"	2.9395	1.01782	0.122	-0.445
IOC 4	"Flexibility and adaptability to change"	3.0744	1.21146	-0.191	-1.118
IOC 5	"Decision making power"	3.2186	1.20938	-0.299	-1.067
Attitude towards Organizational Change		**3.3426**	**0.80770**	**-0.679**	**-0.428**
ATC1	"I look forward to changes at work."	3.3977	1.35443	-0.455	-0.997
ATC2	"I usually resist new ideas."	2.7628	1.10287	0.501	-0.732
ATC2®	"I usually resist new ideas."	3.2372	1.10287	-0.501	-0.732
ATC3	"I am inclined to try new ideas."	3.6744	1.30484	-0.809	-0.494
ATC4	"Change usually benefits the organization."	3.5953	1.34285	-0.695	-0.743
ATC5	"I usually support new ideas."	3.6814	1.31457	-0.825	-0.500
ATC6	"Most of my co-workers benefit from change."	3.4093	1.33621	-0.473	-0.935
ATC7	"I don't like change."	2.6605	1.34184	0.393	-1.101
ATC7®	"I don't like change."	3.3395	1.34184	-0.393	-1.101
ATC8	"Change frustrates me."	2.7488	1.34743	0.402	-1.106
ATC8®	"Change frustrates me."	3.2512	1.34743	-0.402	-1.106
ATC9	"Changes tend to stimulate me."	2.8674	1.09613	0.329	-0.718
ATC10	"Most changes at work are irritating."	2.9395	1.20839	0.292	-1.084
ATC10®	"Most changes at work are irritating."	3.0605	1.20839	-0.292	-1.084
ATC11	"I often suggest new approaches to things."	3.4512	1.37788	-0.526	-1.013
ATC12	"Change often helps me perform better."	3.6767	1.27927	-0.787	-0.444
ATC13	"I intend to do whatever possible to support change"	3.4674	1.33890	-0.530	-0.904
ATC14	"Other people think that I support change."	3.4884	1.31110	-0.545	-0.800

ATC15	"I usually hesitate to try new ideas."	3.0512	1.35948	0.036	-1.348
ATC15®	"I usually hesitate to try new ideas."	2.9488	1.35948	-0.036	-1.348
ATC16	"Change usually helps improve unsatisfactory situations at work."	3.1814	1.16660	-0.260	-0.941
ATC17	"I find most changes to be pleasing."	3.2628	1.08530	-0.361	-0.767
ATC18	"I usually benefit from change."	3.1767	1.12874	-0.342	-0.549
Exit (E)		**2.8363**	**1.06936**	**0.254**	**-0.976**
E1	"Consider possibilities to change my job."	2.3302	1.46530	0.415	-1.277
E2	"Actively look for a job outside my current field of work."	2.0209	1.43289	0.046	-1.368
E3	"Actively looking for a job elsewhere within my current field of work."	2.1233	1.44234	0.147	-1.377
E4	"I intend to change employers."	2.0512	1.45233	0.048	-1.425
E5	"Intend to change my field of work."	2.9767	1.42878	0.022	-1.367
E6	'Look for job advertisements in newspapers to which I can apply.'	3.1953	1.41223	-0.210	-1.290
Considerate Voice (CV)		**3.4281**	**0.87746**	**-0.515**	**-0.604**
CV1	"Try to come to an understanding with my supervisor."	3.3814	1.37022	-0.422	-1.099
CV2	"In collaboration with my supervisor, try to find a solution that is satisfactory to everybody."	3.4186	1.39984	-0.503	-1.095
CV3	"Try to work out an ideal solution in collaboration with my supervisor."	3.4023	1.33222	-0.469	-0.948
CV4	"Together with my supervisor, explore each other's opinions until the problems are solved."	3.3884	1.33287	-0.447	-0.970
CV5	"Try to compromise with my supervisor."	3.3651	1.34466	-0.427	-1.008
CV6	"Talk with my supervisor about the problem until you reach total agreement."	3.0860	1.41076	-0.108	-1.324
CV7	"Suggest solutions to my supervisor."	3.5512	1.29404	-0.639	-0.686
CV8	"Immediately report the problem to my supervisor."	3.5256	1.32681	-0.633	-0.784
CV9	"Immediately try to find a solution."	3.6233	1.31954	-0.767	-0.607
CV10	"Try to think of different solutions to the problem."	3.5349	1.29638	-0.629	-0.706
CV11	"Ask my supervisor for a compromise."	3.4326	1.34973	-0.502	-0.975

Patience (PAT)		**3.1200**	**1.10620**	**-0.010**	**-1.116**
PAT1	"Trust the decision-making process of the organization without my interference."	2.8070	1.42323	0.183	-1.341
PAT2	"Trust the organization to solve the problem without my help"	2.8930	1.45570	0.091	-1.428
PAT3	"Have faith that something like this will be taken care of by the organization without you contributing to the problem-solving process."	3.1256	1.38651	-0.062	-1.2705
PAT4	"Assume that in the end everything will work out."	3.1093	1.43699	-0.145	-1.374
PAT5	"Optimistically wait for better times."	3.1651	1.46861	-0.204	-1.414
Aggressive Voice (AVOICE)		**2.7316**	**1.26141**	**0.361**	**-1.394**
AVOICE1	"Describe the problem as negatively as possible to your supervisor."	2.6465	1.57506	0.388	-1.461
AVOICE2	"Try to win the case."	2.9907	1.55097	0.049	-1.574
AVOICE3	"Deliberately make the problem sound more problematic than it really is."	2.6279	1.54079	0.432	-1.399
AVOICE4	"Being persistent with my supervisor in order to get what you want."	2.7326	1.56167	0.310	-1.480
AVOICE5	"Starting a `fight' with my supervisor."	2.6372	1.51865	0.433	-1.353
AVOICE6	"Try to prove in all possible ways to my supervisor that he/she is right."	2.7628	1.56581	0.292	-1.498
AVOICE7	"By definition, blame the organization for the problem."	2.7233	1.57046	0.327	-1.510
Neglect (NEG)		**2.7479**	**1.32464**	**0.310**	**-1.435**
NEG1	"Report sick because I do not feel like working."	2.7512	1.52246	0.299	-1.472
NEG2	"Come in late because I do not feel like working."	2.7000	1.47576	0.352	-1.364
NEG3	"Put less effort into my work than may be expected of me."	2.7279	1.47802	0.328	-1.387
NEG4	"Now and then, do not put enough effort into my work."	2.7698	1.49919	0.289	-1.435
NEG5	"Missing out on meetings because I do not feel like attending them."	2.7907	1.46375	0.259	-1.389

Note: JC = Job Control, PSS = Perceived Supervisor Support, EOC= Experience of Organizational Change, ATC = Attitude towards Change, E = Exit, CV = Considerate Voice, PAT = Patience, AVOICE = Aggressive Voice, NEG = Neglect. JC2, JC7, JC8, JC10 and JC15 were reverse coded and ATC2®, ATC7®, ATC8®, ATC10® and ATC15® were created for further analysis.

Table Annexure C. Mean, Standard Deviation, Skewness and Kurtosis of the Variables and Corresponding Items

6.4. Annexure D – CLF Comparisons

Standardized Regression Weights: Without CLF					**Standardized Regression Weights: With CLF**				**Difference**
			Estimate					Estimate	

ATCQ1	<---	ATCa	1.000		ATCQ1	<---	ATCa	0.892	**0.108**
ATCQ2R	<---	ATCa	0.672		ATCQ2R	<---	ATCa	0.581	**0.091**
ATCQ3	←-	ATCa	1.016		ATCQ3	←-	ATCa	0.829	**0.187**
ATCQ4	<---	ATCa	1.095		ATCQ4	<---	ATCa	0.869	**0.226**
ATCQ5	<---	ATCa	0.992		ATCQ5	<---	ATCa	0.807	**0.185**
ATCQ6	<---	ATCa	0.816		ATCQ6	<---	ATCa	0.674	**0.142**
ATCQ7R	<---	ATCa	0.979		ATCQ7R	<---	ATCa	0.785	**0.194**
ATCQ8R	<---	ATCa	0.977		ATCQ8R	<---	ATCa	0.784	**0.193**
ATCQ9	<---	ATCa	0.448		ATCQ9	<---	ATCa	0.388	**0.060**
ATCQ10R	<---	ATCa	0.665		ATCQ10R	<---	ATCa	0.518	**0.147**
ATCQ11	<---	ATCa	0.795		ATCQ11	<---	ATCa	0.607	**0.188**
ATCQ12	<---	ATCa	0.943		ATCQ12	<---	ATCa	0.784	**0.159**
ATCQ13	<---	ATCa	0.697		ATCQ13	<---	ATCa	0.558	**0.139**
ATCQ14	<---	ATCa	0.799		ATCQ14	<---	ATCa	0.644	**0.155**
ATCQ15R	<---	ATCa	0.638		ATCQ15R	<---	ATCa	0.500	**0.138**
ATCQ16	<---	ATCa	0.326		ATCQ16	<---	ATCa	0.268	**0.058**
ATCQ17	<---	ATCa	0.643		ATCQ17	<---	ATCa	0.558	**0.085**
ATCQ18	<---	ATCa	0.581		ATCQ18	<---	ATCa	0.485	**0.096**
EXIT1	<---	Exita	1.000		EXIT1	<---	Exita	0.804	**0.196**
EXIT2	<---	Exita	1.011		EXIT2	<---	Exita	0.822	**0.189**
EXIT3	<---	Exita	0.879		EXIT3	<---	Exita	0.703	**0.176**
EXIT4	<---	Exita	0.904		EXIT4	<---	Exita	0.699	**0.205**
EXIT5	<---	Exita	0.816		EXIT5	<---	Exita	0.665	**0.151**

EXIT6	<---	Exita	0.891		EXIT6	<---	Exita	0.759	**0.132**
CV1	<---	CVoice	0.900		CV1	<---	CVoice	0.778	**0.122**
CV2	<---	CVoice	0.924		CV2	<---	CVoice	0.742	**0.182**
CV3	<---	CVoice	0.980		CV3	<---	CVoice	0.753	**0.227**
CV4	<---	CVoice	0.925		CV4	<---	CVoice	0.640	**0.285**
CV5	<---	CVoice	0.920		CV5	<---	CVoice	0.630	**0.290**
CV6	<---	CVoice	0.843		CV6	<---	CVoice	0.556	**0.287**
CV7	<---	CVoice	0.971		CV7	<---	CVoice	0.695	**0.276**
CV8	<---	CVoice	0.981		CV8	<---	CVoice	0.684	**0.297**
CV9	<---	CVoice	0.816		CV9	<---	CVoice	0.564	**0.252**
CV10	<---	CVoice	0.877		CV10	<---	CVoice	0.626	**0.251**
CV11	<---	CVoice	0.103		CV11	<---	CVoice	0.069	**0.034**
PAT1	<---	PATa	0.900		PAT1	<---	PATa	0.635	**0.265**
PAT2	<---	PATa	1.011		PAT2	<---	PATa	0.747	**0.264**
PAT3	<---	PATa	1.018		PAT3	<---	PATa	0.752	**0.266**
PAT4	<---	PATa	0.946		PAT4	<---	PATa	0.714	**0.232**
PAT5	<---	PATa	0.845		PAT5	<---	PATa	0.635	**0.210**
AVOICE 1	<---	AVoice a	0.900		AVOICE 1	<---	AVoice a	0.758	**0.142**
AVOICE 2	<---	AVoice a	0.816		AVOICE 2	<---	AVoice a	0.629	**0.187**
AVOICE 3	<---	AVoice a	0.977		AVOICE 3	<---	AVoice a	0.823	**0.154**
AVOICE 4	<---	AVoice a	0.805		AVOICE 4	<---	AVoice a	0.615	**0.190**
AVOICE 5	<---	AVoice a	1.006		AVOICE 5	<---	AVoice a	0.863	**0.143**
AVOICE 6	<---	AVoice a	0. 959		AVOICE 6	<---	AVoice a	0.726	**0.233**
AVOICE 7	<---	AVoice a	0.959		AVOICE 7	<---	AVoice a	0.822	**0.137**
NEG1	<---	Neglec ta	1.000		NEG1	<---	Neglec ta	0.847	**0.153**
NEG2	<---	Neglec ta	1.036		NEG2	<---	Neglec ta	0.901	**0.135**
NEG3	<---	Neglec ta	1.015		NEG3	<---	Neglec ta	0.881	**0.134**

NEG4	<---	Neglec ta	1.002		NEG4	<---	Neglec ta	0.863	**0.139**
NEG5	<---	Neglec ta	0. 895		NEG5	<---	Neglec ta	0.790	**0.105**
JC1	<---	JContr ol	1.000		JC1	<---	JContr ol	0.870	**0.130**
JC2	<---	JContr ol	1.059		JC2	<---	JContr ol	0.892	**0.167**
JC3	<---	JContr ol	0.915		JC3	<---	JContr ol	0.803	**0.112**
JC4	<---	JContr ol	0 .648		JC4	<---	JContr ol	0.599	**0.049**
PSS1	<---	PSSa	1.000		PSS1	<---	PSSa	0.782	**0.218**
PSS2	<---	PSSa	0.929		PSS2	<---	PSSa	0.733	**0.196**
PSS3	<---	PSSa	1.130		PSS3	<---	PSSa	0.834	**0.296**
TOCE1	<---	EOCa	1.000		TOCE1	<---	EOCa	0.749	**0.251**
TOCE2	<---	EOCa	0.376		TOCE2	<---	EOCa	0.116	**0.260**
TOCE3	<---	EOCa	0.713		TOCE3	<---	EOCa	0.575	**0.138**
TOCE4	<---	EOCa	0.802		TOCE4	<---	EOCa	0.505	**0.197**
TOCE5	<---	EOCa	0.993		TOCE5	<---	EOCa	0.732	**0.161**
TOCE6	<---	EOCa	0.503		TOCE6	<---	EOCa	0.487	**0.016**
TOCE7	<---	EOCa	0.843		TOCE7	<---	EOCa	0.709	**0.134**
TOCE8	<---	EOCa	0.620		TOCE8	<---	EOCa	0.491	**0.129**
TOCE9	<---	EOCa	0.839		TOCE9	<---	EOCa	0.679	**0.160**
TOCE10	<---	EOCa	0.801		TOCE1 0	<---	EOCa	0.652	**0.149**
IOC1	<---	EOCa	0.763		IOC1	<---	EOCa	0.678	**0.085**
IOC2	<---	EOCa	0.789		IOC2	<---	EOCa	0.624	**0.165**
IOC3	<---	EOCa	0.753		IOC3	<---	EOCa	0.552	**0.101**
IOC4	<---	EOCa	0.767		IOC4	<---	EOCa	0.662	**0.105**
IOC5	<---	EOCa	0.847		IOC5	<---	EOCa	0.716	**0.131**

Output File – Harman's Single Factor Test

Total Variance Explained

	Initial Eigenvalues	Extraction Sums of Squared Loadings

Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	21.698	29.322	29.322	21.698	29.322	29.322
2	4.300	5.811	35.133			
3	3.787	5.118	40.250			
4	2.738	3.699	43.950			
5	2.640	3.568	47.517			
6	2.233	3.018	50.535			
7	1.934	2.613	53.148			
8	1.724	2.329	55.478			
9	1.621	2.191	57.669			
10	1.465	1.979	59.648			
11	1.369	1.850	61.498			
12	1.281	1.730	63.228			
13	1.160	1.567	64.795			
14	1.090	1.474	66.269			
15	1.060	1.433	67.702			
16	1.022	1.381	69.082			
17	.990	1.337	70.420			
18	.926	1.251	71.671			
19	.879	1.188	72.859			
20	.833	1.125	73.984			
21	.798	1.079	75.063			
22	.795	1.075	76.138			
23	.762	1.030	77.168			
24	.718	.970	78.138			
25	.668	.903	79.041			
26	.660	.893	79.933			
27	.639	.863	80.796			
28	.620	.838	81.634			
29	.606	.819	82.453			
30	.599	.809	83.262			
31	.553	.747	84.009			
32	.534	.722	84.730			
33	.523	.707	85.437			
34	.510	.690	86.127			
35	.473	.639	86.766			
36	.466	.630	87.396			
37	.442	.597	87.993			
38	.436	.589	88.582			

39	.417	.563	89.145			
40	.393	.532	89.676			
41	.377	.510	90.186			
42	.368	.498	90.684			
43	.358	.483	91.167			
44	.337	.455	91.622			
45	.332	.449	92.071			
46	.320	.433	92.503			
47	.316	.428	92.931			
48	.307	.414	93.345			
49	.287	.388	93.733			
50	.285	.385	94.119			
51	.270	.364	94.483			
52	.259	.349	94.832			
53	.256	.347	95.179			
54	.245	.331	95.510			
55	.236	.319	95.829			
56	.229	.309	96.138			
57	.220	.298	96.436			
58	.207	.280	96.716			
59	.205	.277	96.994			
60	.199	.269	97.262			
61	.186	.252	97.514			
62	.179	.242	97.756			
63	.178	.241	97.997			
64	.169	.228	98.224			
65	.161	.218	98.442			
66	.153	.207	98.649			
67	.146	.197	98.846			
68	.143	.193	99.039			
69	.141	.191	99.230			
70	.130	.176	99.405			
71	.119	.161	99.567			
72	.118	.160	99.726			
73	.108	.146	99.872			
74	.095	.128	100.000			

Extraction Method: Principal Component Analysis.

6.5. Annexure E – Cronbach's α Values

S. No.	Variable	Code	No. of Items	Cronbach's Alpha
01	Experience of Organizational Change	EOC	15	0.811
02	Job Control	JC	4	0.874
03	Perceived Supervisor Support	PSS	3	0.828
04	Attitude Towards Change	ATC	18	0.913
05	Exit	EXIT	6	0.838
06	Considerate Voice	CV	11	0.865
07	Aggressive Voice	AVOICE	7	0.913
08	Patience	PAT	5	0.830
09	Neglect	NEG	5	0.935

Table Annexure D. Cronbach's Alpha Values of Variables used in this Study

Output Files

Scale: EOC

Reliability Statistics

Cronbach's Alpha	N of Items
.811	15

Scale: JCONTROL

Reliability Statistics

Cronbach's Alpha	N of Items

.874	4

Scale: PSS

Reliability Statistics

Cronbach's Alpha	N of Items
.828	3

Scale: ATC

Reliability Statistics

Cronbach's Alpha	N of Items
.913	18

Scale: EXIT

Reliability Statistics

Cronbach's Alpha	N of Items
.838	6

Scale: CVOICE

Reliability Statistics

Cronbach's Alpha	N of Items
.865	11

Scale: PAT

Reliability Statistics

Cronbach's Alpha	N of Items
.830	5

Scale: AVOICE

Reliability Statistics

Cronbach's Alpha	N of Items
.913	7

Scale: NEG

Reliability Statistics

Cronbach's Alpha	N of Items
.935	5

6.6. Annexure F – Factor Loading and SMC Values

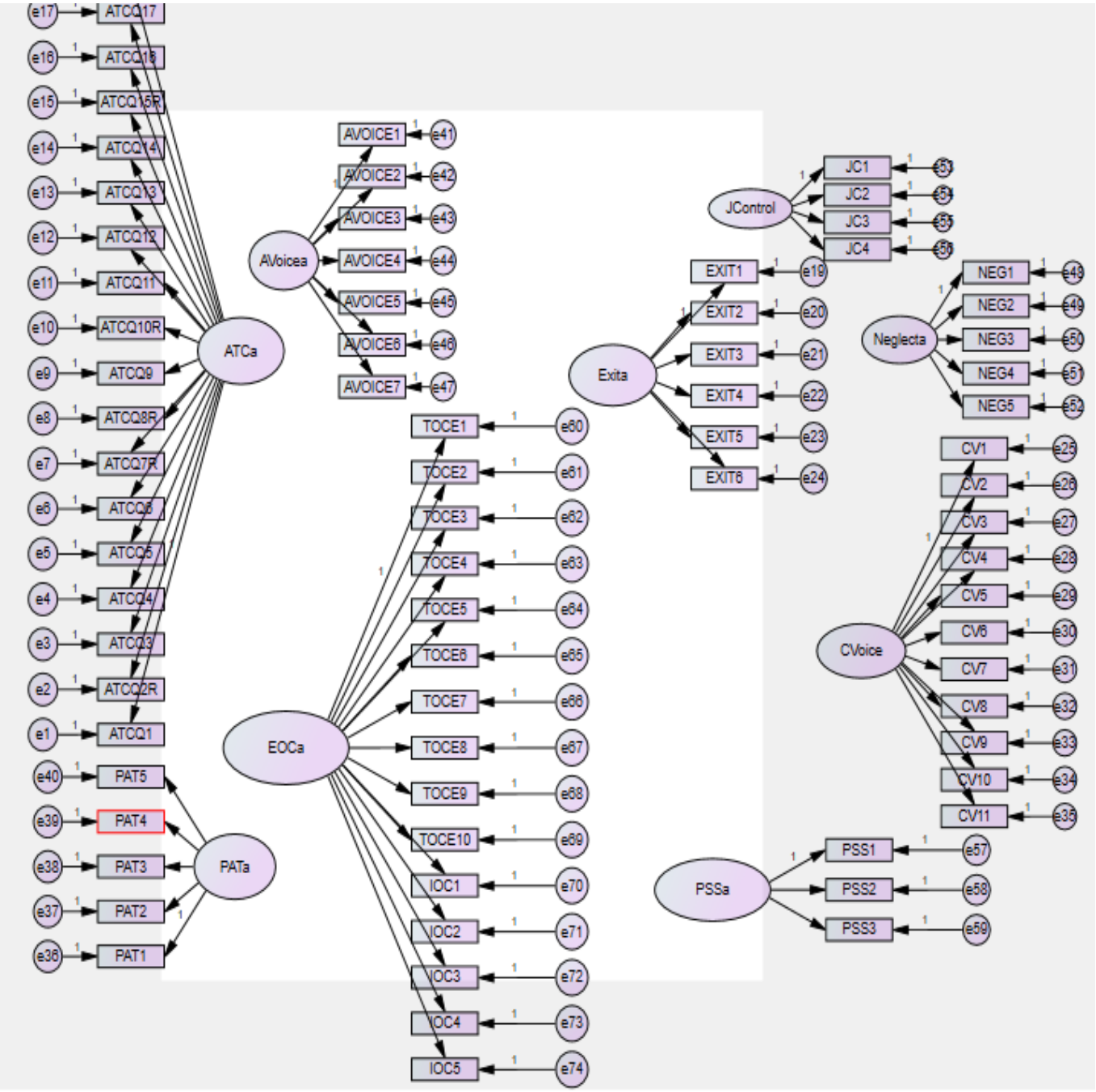

Fig. 7.8. Confirmatory Factor Analysis of Measurement Model

6.7. Annexure H – Output Files

Correlation Coefficients

Correlations

		Gen	Age	Qual	JCONTROL	PSS	EOC	ATC	EXIT	CVOICE	PAT	AVOICE	NEG
Gen	Pearson Correlation	1	-.176**	.181**	-.029	-.039	-.126**	.077	-.008	-.069	.060	-.015	-.004
	Sig. (2-tailed)		.000	.000	.547	.422	.009	.111	.867	.153	.212	.751	.941
	N	430	430	430	430	430	430	430	430	430	430	430	430
Age	Pearson Correlation	-.176**	1	.015	.045	-.049	-.044	-.053	-.040	.027	-.114*	.012	-.040
	Sig. (2-tailed)	.000		.752	.356	.312	.361	.269	.405	.581	.018	.804	.403
	N	430	430	430	430	430	430	430	430	430	430	430	430
Qual	Pearson Correlation	.181**	.015	1	.026	.051	.002	.053	.074	.052	.081	-.092	-.093
	Sig. (2-tailed)	.000	.752		.592	.288	.969	.270	.123	.279	.093	.057	.054
	N	430	430	430	430	430	430	430	430	430	430	430	430
JCONTROL	Pearson Correlation	-.029	.045	.026	1	.626**	.469**	.510**	-.380**	.497**	.470**	-.687**	-.676**

	Sig. (2-tailed)	.547	.356	.592		.000	.000	.000	.000	.000	.000	.000	.000
	N	430	430	430	430	430	430	430	430	430	430	430	430
PSS	Pearson Correlation	-.039	-.049	.051	.626**	1	.593**	.490**	-.303**	.547**	.523**	-.507**	-.545**
	Sig. (2-tailed)	.422	.312	.288	.000		.000	.000	.000	.000	.000	.000	.000
	N	430	430	430	430	430	430	430	430	430	430	430	430
EOC	Pearson Correlation	-.126**	-.044	.002	.469**	.593**	1	.442**	-.273**	.484**	.475**	-.397**	-.398**
	Sig. (2-tailed)	.009	.361	.969	.000	.000		.000	.000	.000	.000	.000	.000
	N	430	430	430	430	430	430	430	430	430	430	430	430
ATC	Pearson Correlation	.077	-.053	.053	.510**	.490**	.442**	1	-.391**	.610**	.566**	-.489**	-.519**
	Sig. (2-tailed)	.111	.269	.270	.000	.000	.000		.000	.000	.000	.000	.000
	N	430	430	430	430	430	430	430	430	430	430	430	430
EXIT	Pearson Correlation	-.008	-.040	.074	-.380**	-.303**	-.273**	-.391**	1	-.406**	-.312**	.406**	.479**
	Sig. (2-tailed)	.867	.405	.123	.000	.000	.000	.000		.000	.000	.000	.000
	N	430	430	430	430	430	430	430	430	430	430	430	430
CVOICE	Pearson Correlation	-.069	.027	.052	.497**	.547**	.484**	.610**	-.406**	1	.652**	-.483**	-.526**
	Sig. (2-tailed)	.153	.581	.279	.000	.000	.000	.000	.000		.000	.000	.000
	N	430	430	430	430	430	430	430	430	430	430	430	430

PAT	Pearson Correlation	.060	-.114*	.081	.470**	.523**	.475**	.566**	-.312**	.652**	1	-.500**	-.523**
	Sig. (2-tailed)	.212	.018	.093	.000	.000	.000	.000	.000	.000		.000	.000
	N	430	430	430	430	430	430	430	430	430	430	430	430
AVOICE	Pearson Correlation	-.015	.012	-.092	-.687**	-.507**	-.397**	-.489**	.406**	-.483**	-.500**	1	.857**
	Sig. (2-tailed)	.751	.804	.057	.000	.000	.000	.000	.000	.000	.000		.000
	N	430	430	430	430	430	430	430	430	430	430	430	430
NEG	Pearson Correlation	-.004	-.040	-.093	-.676**	-.545**	-.398**	-.519**	.479**	-.526**	-.523**	.857**	1
	Sig. (2-tailed)	.941	.403	.054	.000	.000	.000	.000	.000	.000	.000	.000	
	N	430	430	430	430	430	430	430	430	430	430	430	430

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Regression Analysis- JC and CV

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Qual, Age, Gen[b]	.	Enter
2	JCONTROL[b]	.	Enter

a. Dependent Variable: CVOICE
b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.096[a]	.009	.002	.87646
2	.502[b]	.252	.245	.76232

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.054	3	1.018	1.325	.266[b]
	Residual	327.249	426	.768		
	Total	330.303	429			
2	Regression	83.322	4	20.830	35.845	.000[c]
	Residual	246.981	425	.581		
	Total	330.303	429			

a. Dependent Variable: CVOICE
b. Predictors: (Constant), Qual, Age, Gen
c. Predictors: (Constant), Qual, Age, Gen, JCONTROL

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.233	.299		10.807	.000
	Gen	-.142	.089	-.079	-1.585	.114
	Age	.007	.031	.012	.239	.811
	Qual	.064	.047	.066	1.353	.177
2	(Constant)	2.162	.276		7.842	.000
	Gen	-.117	.078	-.065	-1.506	.133
	Age	-.005	.027	-.008	-.179	.858

	Qual	.049	.041	.051	1.205	.229
	JCONTROL	.352	.030	.494	11.753	.000

a. Dependent Variable: CVOICE

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	JCONTROL	.494[b]	11.753	.000	.495	.997

a. Dependent Variable: CVOICE

b. Predictors in the Model: (Constant), Qual, Age, Gen

Regression Analysis- JC and PAT

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Qual, Age, Gen[b]	.	Enter
2	JCONTROL[b]	.	Enter

a. Dependent Variable: PAT

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.143[a]	.021	.014	1.09862
2	.496[b]	.246	.239	.96531

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.790	3	3.597	2.980	.031[b]
	Residual	514.170	426	1.207		
	Total	524.960	429			
2	Regression	128.936	4	32.234	34.592	.000[c]
	Residual	396.024	425	.932		
	Total	524.960	429			

a. Dependent Variable: PAT

b. Predictors: (Constant), Qual, Age, Gen
c. Predictors: (Constant), Qual, Age, Gen, JCONTROL

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.615	.375		6.974	.000
	Gen	.060	.112	.027	.539	.590
	Age	-.089	.039	-.111	-2.268	.024
	Qual	.094	.059	.078	1.596	.111
2	(Constant)	1.316	.349		3.769	.000
	Gen	.090	.099	.040	.915	.361
	Age	-.104	.035	-.129	-3.014	.003
	Qual	.077	.052	.063	1.480	.140
	JCONTROL	.427	.038	.475	11.260	.000

a. Dependent Variable: PAT

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	JCONTROL	.475[b]	11.260	.000	.479	.997

a. Dependent Variable: PAT
b. Predictors in the Model: (Constant), Qual, Age, Gen

Regression Analysis- JC and EXIT

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Qual, Age, Gen[b]	.	Enter
2	JCONTROL[b]	.	Enter

a. Dependent Variable: EXIT
b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.090[a]	.008	.001	1.06874
2	.392[b]	.154	.146	.98825

a. Predictors: (Constant), Qual, Age, Gen
b. Predictors: (Constant), Qual, Age, Gen, JCONTROL

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.762	.365		7.572	.000
	Gen	-.068	.109	-.031	-.621	.535
	Age	-.037	.038	-.047	-.957	.339
	Qual	.094	.057	.081	1.644	.101
2	(Constant)	3.773	.357		10.557	.000
	Gen	-.091	.101	-.042	-.901	.368
	Age	-.025	.035	-.032	-.704	.482
	Qual	.108	.053	.092	2.032	.043
	JCONTROL	-.332	.039	-.382	-8.557	.000

a. Dependent Variable: EXIT

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	JCONTROL	-.382[b]	-8.557	.000	-.383	.997

a. Dependent Variable: EXIT
b. Predictors in the Model: (Constant), Qual, Age, Gen

Regression Analysis- JC and AVOICE

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Qual, Age, Gen[b]	.	Enter
2	JCONTROL[b]	.	Enter

a. Dependent Variable: AVOICE
b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.093[a]	.009	.002	1.26036

2	.693[b]	.480	.475	.91370

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.906	3	1.969	1.239	.295[b]
	Residual	676.701	426	1.588		
	Total	682.606	429			
2	Regression	327.794	4	81.948	98.159	.000[c]
	Residual	354.813	425	.835		
	Total	682.606	429			

a. Dependent Variable: AVOICE

b. Predictors: (Constant), Qual, Age, Gen

c. Predictors: (Constant), Qual, Age, Gen, JCONTROL

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	JCONTROL	-.688[b]	-19.636	.000	-.690	.997

a. Dependent Variable: AVOICE

b. Predictors in the Model: (Constant), Qual, Age, Gen

Regression Analysis- JC and NEG

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Qual, Age, Gen[b]	.	Enter
2	JCONTROL[b]	.	Enter

a. Dependent Variable: NEG

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.101[a]	.010	.003	1.32250
2	.681[b]	.463	.458	.97514

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.680	3	2.560	1.464	.224[b]
	Residual	745.073	426	1.749		
	Total	752.753	429			
2	Regression	348.617	4	87.154	91.654	.000[c]
	Residual	404.136	425	.951		
	Total	752.753	429			

a. Dependent Variable: NEG

b. Predictors: (Constant), Qual, Age, Gen

c. Predictors: (Constant), Qual, Age, Gen, JCONTROL

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.616	.451		8.012	.000
	Gen	.018	.135	.007	.134	.893
	Age	-.036	.047	-.038	-.771	.441
	Qual	-.135	.071	-.094	-1.907	.057
2	(Constant)	5.823	.353		16.514	.000
	Gen	-.032	.100	-.012	-.326	.745
	Age	-.011	.035	-.011	-.313	.754
	Qual	-.106	.052	-.073	-2.021	.044
	JCONTROL	-.726	.038	-.674	-18.935	.000

a. Dependent Variable: NEG

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	JCONTROL	-.674[b]	-18.935	.000	-.676	.997

a. Dependent Variable: NEG

b. Predictors in the Model: (Constant), Qual, Age, Gen

Regression Analysis- PSS and CV

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method

1	Qual, Age, Gen[b]	.	Enter
2	PSS[b]	.	Enter

a. Dependent Variable: CVOICE

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.096[a]	.009	.002	.87646
2	.552[b]	.305	.298	.73496

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.054	3	1.018	1.325	.266[b]
	Residual	327.249	426	.768		
	Total	330.303	429			
2	Regression	100.731	4	25.183	46.620	.000[c]
	Residual	229.572	425	.540		
	Total	330.303	429			

a. Dependent Variable: CVOICE

b. Predictors: (Constant), Qual, Age, Gen

c. Predictors: (Constant), Qual, Age, Gen, PSS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.233	.299		10.807	.000
	Gen	-.142	.089	-.079	-1.585	.114
	Age	.007	.031	.012	.239	.811
	Qual	.064	.047	.066	1.353	.177
2	(Constant)	1.912	.269		7.099	.000
	Gen	-.082	.075	-.046	-1.092	.276
	Age	.029	.026	.045	1.088	.277
	Qual	.031	.040	.032	.772	.441
	PSS	.430	.032	.546	13.447	.000

a. Dependent Variable: CVOICE

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics: Tolerance
1	PSS	.546[b]	13.447	.000	.546	.991

a. Dependent Variable: CVOICE

b. Predictors in the Model: (Constant), Qual, Age, Gen

Regression Analysis- PSS and PAT

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Qual, Age, Gen[b]	.	Enter
2	PSS[b]	.	Enter

a. Dependent Variable: PAT

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.143[a]	.021	.014	1.09862
2	.536[b]	.288	.281	.93799

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.790	3	3.597	2.980	.031[b]
	Residual	514.170	426	1.207		
	Total	524.960	429			
2	Regression	151.031	4	37.758	42.915	.000[c]
	Residual	373.929	425	.880		
	Total	524.960	429			

a. Dependent Variable: PAT

b. Predictors: (Constant), Qual, Age, Gen

c. Predictors: (Constant), Qual, Age, Gen, PSS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.615	.375		6.974	.000
	Gen	.060	.112	.027	.539	.590
	Age	-.089	.039	-.111	-2.268	.024
	Qual	.094	.059	.078	1.596	.111
2	(Constant)	1.033	.344		3.004	.003
	Gen	.132	.096	.058	1.377	.169
	Age	-.064	.034	-.079	-1.898	.058
	Qual	.054	.050	.045	1.078	.281
	PSS	.515	.041	.519	12.625	.000

a. Dependent Variable: PAT

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	PSS	.519[b]	12.625	.000	.522	.991

a. Dependent Variable: PAT

b. Predictors in the Model: (Constant), Qual, Age, Gen

Regression Analysis- PSS and EXIT

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Qual, Age, Gen[b]	.	Enter
2	PSS[b]	.	Enter

a. Dependent Variable: EXIT

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.090[a]	.008	.001	1.06874
2	.325[b]	.105	.097	1.01622

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.999	3	1.333	1.167	.322[b]
	Residual	486.576	426	1.142		
	Total	490.575	429			
2	Regression	51.675	4	12.919	12.510	.000[c]
	Residual	438.900	425	1.033		
	Total	490.575	429			

a. Dependent Variable: EXIT

b. Predictors: (Constant), Qual, Age, Gen

c. Predictors: (Constant), Qual, Age, Gen, PSS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.762	.365		7.572	.000
	Gen	-.068	.109	-.031	-.621	.535
	Age	-.037	.038	-.047	-.957	.339
	Qual	.094	.057	.081	1.644	.101
2	(Constant)	3.684	.372		9.892	.000
	Gen	-.110	.104	-.050	-1.054	.293
	Age	-.051	.036	-.066	-1.411	.159
	Qual	.118	.055	.101	2.149	.032
	PSS	-.300	.044	-.313	-6.795	.000

a. Dependent Variable: EXIT

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	PSS	-.313[b]	-6.795	.000	-.313	.991

a. Dependent Variable: EXIT

b. Predictors in the Model: (Constant), Qual, Age, Gen

Regression Analysis- PSS and AVOICE

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method

1	Qual, Age, Gen[b]	.	Enter
2	PSS[b]	.	Enter

a. Dependent Variable: AVOICE

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.093[a]	.009	.002	1.26036
2	.512[b]	.262	.255	1.08876

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.906	3	1.969	1.239	.295[b]
	Residual	676.701	426	1.588		
	Total	682.606	429			
2	Regression	178.808	4	44.702	37.710	.000[c]
	Residual	503.799	425	1.185		
	Total	682.606	429			

a. Dependent Variable: AVOICE

b. Predictors: (Constant), Qual, Age, Gen

c. Predictors: (Constant), Qual, Age, Gen, PSS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.429	.430		7.972	.000
	Gen	.010	.129	.004	.079	.937
	Age	.013	.045	.014	.288	.773
	Qual	-.128	.068	-.093	-1.892	.059
2	(Constant)	5.186	.399		12.996	.000
	Gen	-.069	.111	-.027	-.622	.534
	Age	-.015	.039	-.016	-.389	.698
	Qual	-.084	.059	-.061	-1.432	.153
	PSS	-.571	.047	-.505	-12.077	.000

a. Dependent Variable: AVOICE

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics: Tolerance
1	PSS	-.505[b]	-12.077	.000	-.505	.991

a. Dependent Variable: AVOICE

b. Predictors in the Model: (Constant), Qual, Age, Gen

Regression Analysis- PSS and NEG

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Qual, Age, Gen[b]	.	Enter
2	PSS[b]	.	Enter

a. Dependent Variable: NEG

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.101[a]	.010	.003	1.32250
2	.554[b]	.307	.300	1.10825

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.680	3	2.560	1.464	.224[b]
	Residual	745.073	426	1.749		
	Total	752.753	429			
2	Regression	230.760	4	57.690	46.970	.000[c]
	Residual	521.994	425	1.228		
	Total	752.753	429			

a. Dependent Variable: NEG

b. Predictors: (Constant), Qual, Age, Gen

c. Predictors: (Constant), Qual, Age, Gen, PSS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.616	.451		8.012	.000
	Gen	.018	.135	.007	.134	.893
	Age	-.036	.047	-.038	-.771	.441
	Qual	-.135	.071	-.094	-1.907	.057
2	(Constant)	5.611	.406		13.815	.000
	Gen	-.072	.113	-.027	-.637	.525
	Age	-.068	.040	-.071	-1.723	.086
	Qual	-.085	.060	-.059	-1.431	.153
	PSS	-.649	.048	-.547	-13.477	.000

a. Dependent Variable: NEG

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	PSS	-.547[b]	-13.477	.000	-.547	.991

a. Dependent Variable: NEG

b. Predictors in the Model: (Constant), Qual, Age, Gen

Regression Analysis- EOC and CV

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Qual, Age, Gen[b]	.	Enter
2	EOC[b]	.	Enter

a. Dependent Variable: CVOICE

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.096[a]	.009	.002	.87646
2	.489[b]	.239	.232	.76895

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.054	3	1.018	1.325	.266[b]
	Residual	327.249	426	.768		
	Total	330.303	429			
2	Regression	79.008	4	19.752	33.405	.000[c]
	Residual	251.295	425	.591		
	Total	330.303	429			

a. Dependent Variable: CVOICE

b. Predictors: (Constant), Qual, Age, Gen

c. Predictors: (Constant), Qual, Age, Gen, EOC

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.233	.299		10.807	.000
	Gen	-.142	.089	-.079	-1.585	.114
	Age	.007	.031	.012	.239	.811
	Qual	.064	.047	.066	1.353	.177
2	(Constant)	.647	.348		1.861	.063
	Gen	-.017	.079	-.010	-.215	.830
	Age	.029	.028	.046	1.057	.291
	Qual	.050	.041	.052	1.217	.224
	EOC	.745	.066	.485	11.334	.000

a. Dependent Variable: CVOICE

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	EOC	.485[b]	11.334	.000	.482	.979

a. Dependent Variable: CVOICE

b. Predictors in the Model: (Constant), Qual, Age, Gen

Regression Analysis- EOC and PAT

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Qual, Age, Gen[b]	.	Enter
2	EOC[b]	.	Enter

a. Dependent Variable: PAT

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.143[a]	.021	.014	1.09862
2	.499[b]	.249	.242	.96302

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.790	3	3.597	2.980	.031[b]
	Residual	514.170	426	1.207		
	Total	524.960	429			
2	Regression	130.814	4	32.703	35.263	.000[c]
	Residual	394.146	425	.927		
	Total	524.960	429			

a. Dependent Variable: PAT

b. Predictors: (Constant), Qual, Age, Gen

c. Predictors: (Constant), Qual, Age, Gen, EOC

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.615	.375		6.974	.000
	Gen	.060	.112	.027	.539	.590
	Age	-.089	.039	-.111	-2.268	.024
	Qual	.094	.059	.078	1.596	.111
2	(Constant)	-.635	.435		-1.459	.145
	Gen	.217	.099	.096	2.189	.029
	Age	-.062	.035	-.077	-1.793	.074
	Qual	.077	.052	.064	1.494	.136
	EOC	.936	.082	.483	11.376	.000

a. Dependent Variable: PAT

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics: Tolerance
1	EOC	.483[b]	11.376	.000	.483	.979

a. Dependent Variable: PAT

b. Predictors in the Model: (Constant), Qual, Age, Gen

Regression Analysis- EOC and EXIT

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Qual, Age, Gen[b]	.	Enter
2	EOC[b]	.	Enter

a. Dependent Variable: EXIT

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.090[a]	.008	.001	1.06874
2	.296[b]	.088	.079	1.02624

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.999	3	1.333	1.167	.322[b]
	Residual	486.576	426	1.142		
	Total	490.575	429			
2	Regression	42.981	4	10.745	10.203	.000[c]
	Residual	447.594	425	1.053		
	Total	490.575	429			

a. Dependent Variable: EXIT

b. Predictors: (Constant), Qual, Age, Gen

c. Predictors: (Constant), Qual, Age, Gen, EOC

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.762	.365		7.572	.000
	Gen	-.068	.109	-.031	-.621	.535
	Age	-.037	.038	-.047	-.957	.339
	Qual	.094	.057	.081	1.644	.101
2	(Constant)	4.614	.464		9.943	.000
	Gen	-.157	.106	-.072	-1.485	.138
	Age	-.052	.037	-.067	-1.416	.157
	Qual	.104	.055	.089	1.885	.060
	EOC	-.534	.088	-.285	-6.084	.000

a. Dependent Variable: EXIT

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	EOC	-.285[b]	-6.084	.000	-.283	.979

a. Dependent Variable: EXIT

b. Predictors in the Model: (Constant), Qual, Age, Gen

Regression Analysis- EOC and AVOICE

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Qual, Age, Gen[b]	.	Enter
2	EOC[b]	.	Enter

a. Dependent Variable: AVOICE

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.093[a]	.009	.002	1.26036
2	.410[b]	.168	.161	1.15564

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.906	3	1.969	1.239	.295[b]
	Residual	676.701	426	1.588		
	Total	682.606	429			
2	Regression	115.013	4	28.753	21.530	.000[c]
	Residual	567.593	425	1.336		
	Total	682.606	429			

a. Dependent Variable: AVOICE

b. Predictors: (Constant), Qual, Age, Gen

c. Predictors: (Constant), Qual, Age, Gen, EOC

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.429	.430		7.972	.000
	Gen	.010	.129	.004	.079	.937
	Age	.013	.045	.014	.288	.773
	Qual	-.128	.068	-.093	-1.892	.059
2	(Constant)	6.528	.523		12.492	.000
	Gen	-.139	.119	-.054	-1.170	.243
	Age	-.013	.041	-.014	-.313	.754
	Qual	-.112	.062	-.081	-1.803	.072
	EOC	-.893	.099	-.404	-9.039	.000

a. Dependent Variable: AVOICE

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	EOC	-.404[b]	-9.039	.000	-.402	.979

a. Dependent Variable: AVOICE

b. Predictors in the Model: (Constant), Qual, Age, Gen

Regression Analysis- EOC and NEG

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Qual, Age, Gen[b]	.	Enter
2	EOC[b]	.	Enter

a. Dependent Variable: NEG

b. All requested variables entered.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.101[a]	.010	.003	1.32250
2	.416[b]	.173	.165	1.21044

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.680	3	2.560	1.464	.224[b]
	Residual	745.073	426	1.749		
	Total	752.753	429			
2	Regression	130.054	4	32.513	22.191	.000[c]
	Residual	622.699	425	1.465		
	Total	752.753	429			

a. Dependent Variable: NEG

b. Predictors: (Constant), Qual, Age, Gen

c. Predictors: (Constant), Qual, Age, Gen, EOC

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.616	.451		8.012	.000
	Gen	.018	.135	.007	.134	.893
	Age	-.036	.047	-.038	-.771	.441
	Qual	-.135	.071	-.094	-1.907	.057
2	(Constant)	6.898	.547		12.602	.000
	Gen	-.140	.125	-.052	-1.124	.262
	Age	-.064	.043	-.066	-1.474	.141
	Qual	-.118	.065	-.082	-1.821	.069
	EOC	-.945	.103	-.408	-9.139	.000

a. Dependent Variable: NEG

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics: Tolerance
1	EOC	-.408[b]	-9.139	.000	-.405	.979

a. Dependent Variable: NEG

b. Predictors in the Model: (Constant), Qual, Age, Gen

Regression Analysis- JC and ATC

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Qual, Age, Gen[b]	.	Enter
2	JCONTROL[b]	.	Enter

a. Dependent Variable: ATC

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.097[a]	.009	.002	.80675
2	.522[b]	.273	.266	.69214

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.611	3	.870	1.337	.262[b]
	Residual	277.259	426	.651		
	Total	279.870	429			
2	Regression	76.269	4	19.067	39.801	.000[c]
	Residual	203.601	425	.479		
	Total	279.870	429			

a. Dependent Variable: ATC

b. Predictors: (Constant), Qual, Age, Gen

c. Predictors: (Constant), Qual, Age, Gen, JCONTROL

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.051	.275		11.081	.000
	Gen	.102	.082	.062	1.235	.217
	Age	-.025	.029	-.043	-.881	.379
	Qual	.038	.043	.043	.873	.383
2	(Constant)	2.025	.250		8.091	.000
	Gen	.125	.071	.076	1.771	.077
	Age	-.037	.025	-.063	-1.505	.133
	Qual	.024	.037	.027	.647	.518
	JCONTROL	.337	.027	.514	12.400	.000

a. Dependent Variable: ATC

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	JCONTROL	.514[b]	12.400	.000	.515	.997

a. Dependent Variable: ATC

b. Predictors in the Model: (Constant), Qual, Age, Gen

Regression Analysis- PSS and ATC

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Qual, Age, Gen[b]	.	Enter
2	PSS[b]	.	Enter

a. Dependent Variable: ATC

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.097[a]	.009	.002	.80675
2	.500[b]	.250	.243	.70277

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.611	3	.870	1.337	.262[b]
	Residual	277.259	426	.651		
	Total	279.870	429			
2	Regression	69.969	4	17.492	35.418	.000[c]
	Residual	209.901	425	.494		
	Total	279.870	429			

a. Dependent Variable: ATC

b. Predictors: (Constant), Qual, Age, Gen

c. Predictors: (Constant), Qual, Age, Gen, PSS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.051	.275		11.081	.000
	Gen	.102	.082	.062	1.235	.217
	Age	-.025	.029	-.043	-.881	.379
	Qual	.038	.043	.043	.873	.383
2	(Constant)	1.955	.258		7.589	.000
	Gen	.151	.072	.092	2.106	.036
	Age	-.008	.025	-.013	-.311	.756
	Qual	.010	.038	.012	.272	.786
	PSS	.357	.031	.493	11.678	.000

a. Dependent Variable: ATC

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	PSS	.493[b]	11.678	.000	.493	.991

a. Dependent Variable: ATC

b. Predictors in the Model: (Constant), Qual, Age, Gen

Regression Analysis- EOC and ATC

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Qual, Age, Gen[b]	.	Enter
2	EOC[b]	.	Enter

a. Dependent Variable: ATC

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.097[a]	.009	.002	.80675
2	.463[b]	.215	.207	.71918

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.611	3	.870	1.337	.262[b]
	Residual	277.259	426	.651		
	Total	279.870	429			
2	Regression	60.052	4	15.013	29.027	.000[c]
	Residual	219.818	425	.517		
	Total	279.870	429			

a. Dependent Variable: ATC

b. Predictors: (Constant), Qual, Age, Gen

c. Predictors: (Constant), Qual, Age, Gen, EOC

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.051	.275		11.081	.000
	Gen	.102	.082	.062	1.235	.217
	Age	-.025	.029	-.043	-.881	.379
	Qual	.038	.043	.043	.873	.383
2	(Constant)	.803	.325		2.468	.014
	Gen	.210	.074	.127	2.835	.005
	Age	-.007	.026	-.011	-.255	.799
	Qual	.026	.039	.030	.677	.499
	EOC	.648	.061	.458	10.538	.000

a. Dependent Variable: ATC

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics: Tolerance
1	EOC	.458[b]	10.538	.000	.455	.979

a. Dependent Variable: ATC

b. Predictors in the Model: (Constant), Qual, Age, Gen

Regression Analysis- ATC and CV

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Qual, Age, Gen[b]	.	Enter
2	ATC[b]	.	Enter

a. Dependent Variable: CVOICE

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.096[a]	.009	.002	.87646
2	.624[b]	.389	.383	.68918

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.054	3	1.018	1.325	.266[b]
	Residual	327.249	426	.768		
	Total	330.303	429			
2	Regression	128.440	4	32.110	67.604	.000[c]
	Residual	201.863	425	.475		
	Total	330.303	429			

a. Dependent Variable: CVOICE

b. Predictors: (Constant), Qual, Age, Gen

c. Predictors: (Constant), Qual, Age, Gen, ATC

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.233	.299		10.807	.000
	Gen	-.142	.089	-.079	-1.585	.114
	Age	.007	.031	.012	.239	.811
	Qual	.064	.047	.066	1.353	.177
2	(Constant)	1.181	.267		4.423	.000
	Gen	-.210	.070	-.117	-2.982	.003
	Age	.025	.025	.038	.996	.320
	Qual	.038	.037	.040	1.033	.302
	ATC	.672	.041	.619	16.248	.000

a. Dependent Variable: CVOICE

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	ATC	.619[b]	16.248	.000	.619	.991

a. Dependent Variable: CVOICE

b. Predictors in the Model: (Constant), Qual, Age, Gen

Regression Analysis- ATC and PAT

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Qual, Age, Gen[b]	.	Enter
2	ATC[b]	.	Enter

a. Dependent Variable: PAT

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.143[a]	.021	.014	1.09862
2	.574[b]	.330	.323	.90990

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.790	3	3.597	2.980	.031[b]
	Residual	514.170	426	1.207		
	Total	524.960	429			
2	Regression	173.094	4	43.273	52.268	.000[c]
	Residual	351.866	425	.828		
	Total	524.960	429			

a. Dependent Variable: PAT

b. Predictors: (Constant), Qual, Age, Gen

c. Predictors: (Constant), Qual, Age, Gen, ATC

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.615	.375		6.974	.000
	Gen	.060	.112	.027	.539	.590
	Age	-.089	.039	-.111	-2.268	.024
	Qual	.094	.059	.078	1.596	.111
2	(Constant)	.280	.352		.796	.427
	Gen	-.017	.093	-.008	-.187	.852
	Age	-.070	.033	-.086	-2.139	.033
	Qual	.065	.049	.054	1.334	.183
	ATC	.765	.055	.559	14.001	.000

a. Dependent Variable: PAT

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	AT C	.559[b]	14.001	.000	.562	.991

a. Dependent Variable: PAT

b. Predictors in the Model: (Constant), Qual, Age, Gen

Regression Analysis- ATC and EXIT

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Qual, Age, Gen[b]	.	Enter
2	ATC[b]	.	Enter

a. Dependent Variable: EXIT

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.090[a]	.008	.001	1.06874
2	.407[b]	.166	.158	.98137

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.999	3	1.333	1.167	.322[b]
	Residual	486.576	426	1.142		
	Total	490.575	429			
2	Regression	81.266	4	20.317	21.095	.000[c]
	Residual	409.309	425	.963		
	Total	490.575	429			

a. Dependent Variable: EXIT

b. Predictors: (Constant), Qual, Age, Gen

c. Predictors: (Constant), Qual, Age, Gen, ATC

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.762	.365		7.572	.000
	Gen	-.068	.109	-.031	-.621	.535
	Age	-.037	.038	-.047	-.957	.339
	Qual	.094	.057	.081	1.644	.101
2	(Constant)	4.372	.380		11.502	.000
	Gen	-.014	.100	-.006	-.140	.889
	Age	-.050	.035	-.064	-1.423	.155
	Qual	.114	.053	.098	2.167	.031
	ATC	-.528	.059	-.399	-8.957	.000

a. Dependent Variable: EXIT

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics: Tolerance
1	ATC	-.399[b]	-8.957	.000	-.398	.991

a. Dependent Variable: EXIT

b. Predictors in the Model: (Constant), Qual, Age, Gen

Regression Analysis- ATC and AVOICE

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Qual, Age, Gen[b]	.	Enter
2	ATC[b]	.	Enter

a. Dependent Variable: AVOICE

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.093[a]	.009	.002	1.26036
2	.495[b]	.245	.238	1.10112

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.906	3	1.969	1.239	.295[b]
	Residual	676.701	426	1.588		
	Total	682.606	429			
2	Regression	167.304	4	41.826	34.496	.000[c]
	Residual	515.302	425	1.212		
	Total	682.606	429			

a. Dependent Variable: AVOICE

b. Predictors: (Constant), Qual, Age, Gen

c. Predictors: (Constant), Qual, Age, Gen, ATC

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.429	.430		7.972	.000
	Gen	.010	.129	.004	.079	.937
	Age	.013	.045	.014	.288	.773
	Qual	-.128	.068	-.093	-1.892	.059
2	(Constant)	5.757	.427		13.497	.000
	Gen	.088	.113	.034	.779	.436
	Age	-.006	.039	-.007	-.162	.871
	Qual	-.099	.059	-.072	-1.676	.095
	ATC	-.763	.066	-.489	-11.538	.000

a. Dependent Variable: AVOICE

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	AT C	-.489[b]	-11.538	.000	-.488	.991

a. Dependent Variable: AVOICE

b. Predictors in the Model: (Constant), Qual, Age, Gen

Regression Analysis- ATC and NEG

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Qual, Age, Gen[b]	.	Enter
2	ATC[b]	.	Enter

a. Dependent Variable: NEG

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.101[a]	.010	.003	1.32250
2	.529[b]	.280	.273	1.12929

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.680	3	2.560	1.464	.224[b]
	Residual	745.073	426	1.749		
	Total	752.753	429			
2	Regression	210.755	4	52.689	41.315	.000[c]
	Residual	541.998	425	1.275		
	Total	752.753	429			

a. Dependent Variable: NEG

b. Predictors: (Constant), Qual, Age, Gen

c. Predictors: (Constant), Qual, Age, Gen, ATC

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.616	.451		8.012	.000
	Gen	.018	.135	.007	.134	.893
	Age	-.036	.047	-.038	-.771	.441
	Qual	-.135	.071	-.094	-1.907	.057
2	(Constant)	6.227	.437		14.235	.000
	Gen	.105	.116	.039	.910	.363
	Age	-.058	.040	-.060	-1.440	.151
	Qual	-.103	.061	-.071	-1.699	.090
	ATC	-.856	.068	-.522	-12.619	.000

a. Dependent Variable: NEG

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	ATC	-.522[b]	-12.619	.000	-.522	.991

a. Dependent Variable: NEG

b. Predictors in the Model: (Constant), Qual, Age, Gen

Mediation Analysis – JC, ATC and CV

```
Run MATRIX procedure:

***************** PROCESS Procedure for SPSS Version 3.4 *****************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2018). www.guilford.com/p/hayes3
```

```
**************************************************************************
Model  : 4
    Y  : CVOICE
    X  : JCONTROL
    M  : ATC

Covariates:
 Gen      Age      Qual

Sample
Size:  430

**************************************************************************
OUTCOME VARIABLE:
 ATC

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .5220      .2725      .4791    39.8012     4.0000   425.0000      .0000

Model
             coeff         se          t          p       LLCI       ULCI
constant    2.0252      .2503     8.0914      .0000     1.5332     2.5171
JCONTROL     .3374      .0272    12.3997      .0000      .2839      .3909
Gen          .1252      .0707     1.7713      .0772     -.0137      .2642
Age         -.0373      .0248    -1.5046      .1332     -.0859      .0114
Qual         .0241      .0372      .6471      .5179     -.0490      .0972

Standardized coefficients
             coeff
JCONTROL     .5139
Gen          .0758
Age         -.0634
Qual         .0273

**************************************************************************
OUTCOME VARIABLE:
 CVOICE

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .6563      .4307      .4435    64.1677     5.0000   424.0000      .0000

Model
             coeff         se          t          p       LLCI       ULCI
constant    1.0719      .2587     4.1436      .0000      .5634     1.5804
JCONTROL     .1707      .0306     5.5860      .0000      .1106      .2307
ATC          .5381      .0467    11.5302      .0000      .4464      .6298
Gen         -.1847      .0683    -2.7053      .0071     -.3189     -.0505
Age          .0152      .0239      .6344      .5262     -.0318      .0621
Qual         .0364      .0358     1.0165      .3100     -.0340      .1068

Standardized coefficients
             coeff
JCONTROL     .2393
ATC          .4953
```

```
Gen          -.1029
Age           .0237
Qual          .0380

************************** TOTAL EFFECT MODEL ****************************
OUTCOME VARIABLE:
 CVOICE

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .5023      .2523      .5811    35.8446     4.0000   425.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     2.1617      .2757     7.8417      .0000     1.6199     2.7035
JCONTROL      .3523      .0300    11.7526      .0000      .2933      .4112
Gen          -.1173      .0779    -1.5065      .1327     -.2703      .0357
Age          -.0049      .0273     -.1795      .8576     -.0585      .0487
Qual          .0493      .0410     1.2046      .2290     -.0312      .1299

Standardized coefficients
              coeff
JCONTROL      .4938
Gen          -.0654
Age          -.0077
Qual          .0515

************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI       c_ps
c_cs
      .3523      .0300    11.7526      .0000      .2933      .4112      .4014
.4938

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI      c'_ps
c'_cs
      .1707      .0306     5.5860      .0000      .1106      .2307      .1945
.2393

Indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC      .1816      .0260      .1332      .2359

Partially standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC      .2069      .0278      .1542      .2643

Completely standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC      .2545      .0343      .1898      .3243

********************** ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
  95.0000
```

```
Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

------ END MATRIX -----
```

Mediation Analysis – JC, ATC and PAT

```
Run MATRIX procedure:

***************** PROCESS Procedure for SPSS Version 3.4 *****************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2018). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : PAT
    X  : JCONTROL
    M  : ATC

Covariates:
 Gen      Age      Qual

Sample
Size:  430

**************************************************************************
OUTCOME VARIABLE:
 ATC

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .5220      .2725      .4791    39.8012     4.0000   425.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     2.0252      .2503     8.0914      .0000     1.5332     2.5171
JCONTROL      .3374      .0272    12.3997      .0000      .2839      .3909
Gen           .1252      .0707     1.7713      .0772     -.0137      .2642
Age          -.0373      .0248    -1.5046      .1332     -.0859      .0114
Qual          .0241      .0372      .6471      .5179     -.0490      .0972

Standardized coefficients
              coeff
JCONTROL      .5139
Gen           .0758
Age          -.0634
Qual          .0273
```

```
**************************************************************************
OUTCOME VARIABLE:
 PAT

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .6146      .3778      .7704    51.4819     5.0000   424.0000      .0000

Model
             coeff         se          t          p       LLCI       ULCI
constant      .1334      .3410      .3913      .6958     -.5368      .8036
JCONTROL      .2304      .0403     5.7210      .0000      .1512      .3095
ATC           .5837      .0615     9.4893      .0000      .4628      .7046
Gen           .0171      .0900      .1904      .8491     -.1597      .1940
Age          -.0824      .0315    -2.6156      .0092     -.1442     -.0205
Qual          .0627      .0472     1.3291      .1845     -.0300      .1555

Standardized coefficients
             coeff
JCONTROL      .2562
ATC           .4262
Gen           .0076
Age          -.1023
Qual          .0519

************************* TOTAL EFFECT MODEL ****************************
OUTCOME VARIABLE:
 PAT

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .4956      .2456      .9318    34.5924     4.0000   425.0000      .0000

Model
             coeff         se          t          p       LLCI       ULCI
constant     1.3156      .3491     3.7688      .0002      .6294     2.0017
JCONTROL      .4274      .0380    11.2601      .0000      .3528      .5020
Gen           .0902      .0986      .9151      .3607     -.1036      .2840
Age          -.1041      .0345    -3.0144      .0027     -.1720     -.0362
Qual          .0768      .0519     1.4799      .1396     -.0252      .1787

Standardized coefficients
             coeff
JCONTROL      .4752
Gen           .0399
Age          -.1293
Qual          .0635

************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI       c_ps
c_cs
      .4274      .0380    11.2601      .0000      .3528      .5020      .3863
.4752

Direct effect of X on Y
```

```
     Effect         se          t          p       LLCI       ULCI       c'_ps
c'_cs
      .2304      .0403     5.7210      .0000      .1512      .3095      .2083
.2562

Indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC      .1970      .0249      .1496      .2479

Partially standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC      .1781      .0217      .1370      .2219

Completely standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC      .2190      .0266      .1677      .2724

************************ ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
  95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

------ END MATRIX -----
```

Mediation Analysis – JC, ATC and EXIT

```
Run MATRIX procedure:

***************** PROCESS Procedure for SPSS Version 3.4 *****************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2018). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : EXIT
    X  : JCONTROL
    M  : ATC

Covariates:
 Gen      Age      Qual

Sample
Size:  430

**************************************************************************
OUTCOME VARIABLE:
```

```
 ATC

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .5220      .2725      .4791    39.8012     4.0000   425.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     2.0252      .2503     8.0914      .0000     1.5332     2.5171
JCONTROL      .3374      .0272    12.3997      .0000      .2839      .3909
Gen           .1252      .0707     1.7713      .0772     -.0137      .2642
Age          -.0373      .0248    -1.5046      .1332     -.0859      .0114
Qual          .0241      .0372      .6471      .5179     -.0490      .0972

Standardized coefficients
              coeff
JCONTROL      .5139
Gen           .0758
Age          -.0634
Qual          .0273

**************************************************************************
OUTCOME VARIABLE:
 EXIT

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .4565      .2084      .9159    22.3287     5.0000   424.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     4.5066      .3718    12.1221      .0000     3.7759     5.2373
JCONTROL     -.2102      .0439    -4.7866      .0000     -.2965     -.1239
ATC          -.3624      .0671    -5.4038      .0000     -.4943     -.2306
Gen          -.0455      .0981     -.4642      .6428     -.2384      .1473
Age          -.0384      .0343    -1.1183      .2641     -.1059      .0291
Qual          .1166      .0514     2.2669      .0239      .0155      .2178

Standardized coefficients
              coeff
JCONTROL     -.2418
ATC          -.2737
Gen          -.0208
Age          -.0493
Qual          .0998

************************ TOTAL EFFECT MODEL ****************************
OUTCOME VARIABLE:
 EXIT

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .3923      .1539      .9766    19.3279     4.0000   425.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     3.7726      .3574    10.5567      .0000     3.0702     4.4750
```

```
JCONTROL     -.3325      .0389    -8.5567      .0000     -.4088     -.2561
Gen          -.0909      .1009     -.9008      .3682     -.2893      .1075
Age          -.0249      .0354     -.7039      .4819     -.0944      .0446
Qual          .1079      .0531     2.0320      .0428      .0035      .2123

Standardized coefficients
             coeff
JCONTROL     -.3824
Gen          -.0416
Age          -.0320
Qual          .0923

************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI       c_ps
c_cs
     -.3325      .0389    -8.5567      .0000     -.4088     -.2561     -.3109
-.3824

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI      c'_ps
c'_cs
     -.2102      .0439    -4.7866      .0000     -.2965     -.1239     -.1965
-.2418

Indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC     -.1223      .0290     -.1846     -.0697

Partially standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC     -.1144      .0269     -.1711     -.0653

Completely standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC     -.1407      .0330     -.2103     -.0810

********************** ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
  95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

------ END MATRIX -----
```

Mediation Analysis – JC, ATC and AVOICE

```
Run MATRIX procedure:
```

```
***************** PROCESS Procedure for SPSS Version 3.4 *****************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2018). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : AVOICE
    X  : JCONTROL
    M  : ATC

Covariates:
 Gen      Age      Qual

Sample
Size:  430

**************************************************************************
OUTCOME VARIABLE:
 ATC

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .5220      .2725      .4791    39.8012     4.0000   425.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     2.0252      .2503     8.0914      .0000     1.5332     2.5171
JCONTROL      .3374      .0272    12.3997      .0000      .2839      .3909
Gen           .1252      .0707     1.7713      .0772     -.0137      .2642
Age          -.0373      .0248    -1.5046      .1332     -.0859      .0114
Qual          .0241      .0372      .6471      .5179     -.0490      .0972

Standardized coefficients
              coeff
JCONTROL      .5139
Gen           .0758
Age          -.0634
Qual          .0273

**************************************************************************
OUTCOME VARIABLE:
 AVOICE

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .7100      .5040      .7984    86.1847     5.0000   424.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     6.1462      .3471    17.7062      .0000     5.4639     6.8285
JCONTROL     -.6100      .0410   -14.8790      .0000     -.6906     -.5294
ATC          -.2827      .0626    -4.5146      .0000     -.4058     -.1596
Gen          -.0035      .0916     -.0385      .9693     -.1836      .1765
Age           .0272      .0321      .8499      .3959     -.0358      .0903
Qual         -.0925      .0480    -1.9253      .0549     -.1869      .0019
```

```
Standardized coefficients
             coeff
JCONTROL     -.5948
ATC          -.1810
Gen          -.0014
Age           .0297
Qual         -.0671

************************* TOTAL EFFECT MODEL ****************************
OUTCOME VARIABLE:
 AVOICE

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .6930      .4802      .8349    98.1591     4.0000   425.0000      .0000

Model
             coeff         se          t          p       LLCI       ULCI
constant    5.5736      .3304    16.8689      .0000     4.9242     6.2231
JCONTROL    -.7054      .0359   -19.6357      .0000     -.7760     -.6348
Gen         -.0389      .0933     -.4172      .6768     -.2224      .1445
Age          .0378      .0327     1.1556      .2485     -.0265      .1020
Qual        -.0993      .0491    -2.0224      .0438     -.1958     -.0028

Standardized coefficients
             coeff
JCONTROL     -.6879
Gen          -.0151
Age           .0411
Qual         -.0720

************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI       c_ps
c_cs
     -.7054      .0359   -19.6357      .0000     -.7760     -.6348     -.5592
-.6879

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI      c'_ps
c'_cs
     -.6100      .0410   -14.8790      .0000     -.6906     -.5294     -.4836
-.5948

Indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC     -.0954      .0236     -.1467     -.0538

Partially standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC     -.0756      .0188     -.1164     -.0427

Completely standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC     -.0930      .0229     -.1427     -.0526
```

```
************************ ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
  95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

------ END MATRIX -----
```

Mediation Analysis – JC, ATC and NEG

```
Run MATRIX procedure:

***************** PROCESS Procedure for SPSS Version 3.4 *****************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2018). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : NEG
    X  : JCONTROL
    M  : ATC

Covariates:
 Gen      Age      Qual

Sample
Size:  430

**************************************************************************
OUTCOME VARIABLE:
 ATC

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .5220      .2725      .4791    39.8012     4.0000   425.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     2.0252      .2503     8.0914      .0000     1.5332     2.5171
JCONTROL      .3374      .0272    12.3997      .0000      .2839      .3909
Gen           .1252      .0707     1.7713      .0772     -.0137      .2642
Age          -.0373      .0248    -1.5046      .1332     -.0859      .0114
Qual          .0241      .0372      .6471      .5179     -.0490      .0972

Standardized coefficients
              coeff
```

```
JCONTROL      .5139
Gen           .0758
Age          -.0634
Qual          .0273

**************************************************************************
OUTCOME VARIABLE:
 NEG

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .7097      .5037      .8812    86.0487     5.0000   424.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     6.6071      .3647    18.1184      .0000     5.8903     7.3239
JCONTROL     -.5954      .0431   -13.8229      .0000     -.6800     -.5107
ATC          -.3871      .0658    -5.8842      .0000     -.5164     -.2578
Gen           .0160      .0962      .1667      .8677     -.1731      .2052
Age          -.0253      .0337     -.7525      .4522     -.0915      .0408
Qual         -.0966      .0505    -1.9136      .0563     -.1958      .0026

Standardized coefficients
              coeff
JCONTROL     -.5528
ATC          -.2360
Gen           .0059
Age          -.0263
Qual         -.0667

************************* TOTAL EFFECT MODEL ****************************
OUTCOME VARIABLE:
 NEG

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .6805      .4631      .9509    91.6538     4.0000   425.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     5.8232      .3526    16.5137      .0000     5.1300     6.5163
JCONTROL     -.7260      .0383   -18.9351      .0000     -.8013     -.6506
Gen          -.0324      .0996     -.3256      .7449     -.2282      .1633
Age          -.0109      .0349     -.3129      .7545     -.0795      .0577
Qual         -.1059      .0524    -2.0209      .0439     -.2089     -.0029

Standardized coefficients
              coeff
JCONTROL     -.6741
Gen          -.0120
Age          -.0113
Qual         -.0731

************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
```

```
     Effect         se          t          p       LLCI       ULCI       c_ps
c_cs
     -.7260      .0383   -18.9351      .0000     -.8013     -.6506     -.5481
-.6741

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI      c'_ps
c'_cs
     -.5954      .0431   -13.8229      .0000     -.6800     -.5107     -.4494
-.5528

Indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC     -.1306      .0274     -.1898     -.0826

Partially standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC     -.0986      .0206     -.1433     -.0624

Completely standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC     -.1213      .0249     -.1742     -.0769

************************ ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
  95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

------ END MATRIX -----
```

Mediation Analysis – PSS, ATC and CV

```
Run MATRIX procedure:

***************** PROCESS Procedure for SPSS Version 3.4 *****************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2018). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : CVOICE
    X  : PSS
    M  : ATC

Covariates:
 Gen      Age      Qual
```

```
Sample
Size:  430

**************************************************************************
OUTCOME VARIABLE:
 ATC

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .5000      .2500      .4939    35.4176     4.0000   425.0000      .0000

Model
             coeff         se          t          p       LLCI       ULCI
constant     1.9546      .2576     7.5887      .0000     1.4483     2.4609
PSS           .3567      .0305    11.6783      .0000      .2966      .4167
Gen           .1513      .0719     2.1055      .0358      .0101      .2926
Age          -.0078      .0252     -.3115      .7556     -.0573      .0416
Qual          .0103      .0378      .2716      .7860     -.0641      .0846

Standardized coefficients
          coeff
PSS       .4927
Gen       .0916
Age      -.0133
Qual      .0116

**************************************************************************
OUTCOME VARIABLE:
 CVOICE

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .6819      .4650      .4168    73.7091     5.0000   424.0000      .0000

Model
             coeff         se          t          p       LLCI       ULCI
constant      .9313      .2521     3.6940      .0002      .4358     1.4269
PSS           .2505      .0322     7.7692      .0000      .1871      .3139
ATC           .5019      .0446    11.2626      .0000      .4143      .5894
Gen          -.1580      .0664    -2.3809      .0177     -.2885     -.0276
Age           .0326      .0231     1.4083      .1598     -.0129      .0780
Qual          .0254      .0347      .7302      .4657     -.0429      .0937

Standardized coefficients
          coeff
PSS       .3185
ATC       .4620
Gen      -.0881
Age       .0510
Qual      .0265

************************ TOTAL EFFECT MODEL ****************************
OUTCOME VARIABLE:
 CVOICE

Model Summary
```

```
          R       R-sq        MSE          F        df1        df2          p
      .5522      .3050      .5402    46.6204     4.0000   425.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     1.9123      .2694     7.0991      .0000     1.3828     2.4417
PSS           .4295      .0319    13.4472      .0000      .3667      .4923
Gen          -.0821      .0752    -1.0918      .2755     -.2298      .0657
Age           .0286      .0263     1.0877      .2773     -.0231      .0804
Qual          .0305      .0396      .7718      .4407     -.0472      .1083

Standardized coefficients
          coeff
PSS       .5461
Gen      -.0457
Age       .0448
Qual      .0318

************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI       c_ps
c_cs
      .4295      .0319    13.4472      .0000      .3667      .4923      .4895
.5461

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI      c'_ps
c'_cs
      .2505      .0322     7.7692      .0000      .1871      .3139      .2855
.3185

Indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC      .1790      .0268      .1294      .2349

Partially standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC      .2040      .0287      .1504      .2639

Completely standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC      .2276      .0320      .1675      .2946

*********************** ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
  95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

------ END MATRIX -----
```

Mediation Analysis – PSS, ATC and PAT

```
Run MATRIX procedure:

***************** PROCESS Procedure for SPSS Version 3.4 *****************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2018). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : PAT
    X  : PSS
    M  : ATC

Covariates:
 Gen      Age      Qual

Sample
Size:  430

**************************************************************************
OUTCOME VARIABLE:
 ATC

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .5000      .2500      .4939    35.4176     4.0000   425.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     1.9546      .2576     7.5887      .0000     1.4483     2.4609
PSS           .3567      .0305    11.6783      .0000      .2966      .4167
Gen           .1513      .0719     2.1055      .0358      .0101      .2926
Age          -.0078      .0252     -.3115      .7556     -.0573      .0416
Qual          .0103      .0378      .2716      .7860     -.0641      .0846

Standardized coefficients
          coeff
PSS       .4927
Gen       .0916
Age      -.0133
Qual      .0116

**************************************************************************
OUTCOME VARIABLE:
 PAT

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .6384      .4076      .7335    58.3456     5.0000   424.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     -.0376      .3345     -.1124      .9105     -.6950      .6198
```

```
PSS           .3193      .0428     7.4654      .0000      .2353      .4034
ATC           .5476      .0591     9.2635      .0000      .4314      .6638
Gen           .0492      .0880      .5586      .5767     -.1239      .2223
Age          -.0595      .0307    -1.9382      .0533     -.1198      .0008
Qual          .0488      .0461     1.0589      .2903     -.0418      .1394

Standardized coefficients
          coeff
PSS       .3221
ATC       .3998
Gen       .0217
Age      -.0738
Qual      .0404

************************** TOTAL EFFECT MODEL ****************************
OUTCOME VARIABLE:
 PAT

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .5364      .2877      .8798    42.9146     4.0000   425.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     1.0327      .3438     3.0041      .0028      .3570     1.7084
PSS           .5146      .0408    12.6252      .0000      .4345      .5948
Gen           .1321      .0959     1.3766      .1694     -.0565      .3206
Age          -.0637      .0336    -1.8976      .0584     -.1298      .0023
Qual          .0544      .0505     1.0783      .2815     -.0448      .1536

Standardized coefficients
          coeff
PSS       .5191
Gen       .0584
Age      -.0792
Qual      .0450

************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI       c_ps
c_cs
      .5146      .0408    12.6252      .0000      .4345      .5948      .4652
.5191

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI      c'_ps
c'_cs
      .3193      .0428     7.4654      .0000      .2353      .4034      .2887
.3221

Indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC      .1953      .0260      .1476      .2504

Partially standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
```

```
ATC      .1766      .0226      .1350      .2242

Completely standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC      .1970      .0251      .1497      .2504

************************ ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
  95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

------ END MATRIX -----
```

Mediation Analysis – PSS, ATC and EXIT

```
Run MATRIX procedure:

***************** PROCESS Procedure for SPSS Version 3.4 *****************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2018). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : EXIT
    X  : PSS
    M  : ATC

Covariates:
 Gen      Age      Qual

Sample
Size:  430

**************************************************************************
OUTCOME VARIABLE:
 ATC

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .5000      .2500      .4939    35.4176     4.0000   425.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     1.9546      .2576     7.5887      .0000     1.4483     2.4609
PSS           .3567      .0305    11.6783      .0000      .2966      .4167
Gen           .1513      .0719     2.1055      .0358      .0101      .2926
```

```
Age          -.0078      .0252     -.3115      .7556     -.0573      .0416
Qual          .0103      .0378      .2716      .7860     -.0641      .0846

Standardized coefficients
          coeff
PSS       .4927
Gen       .0916
Age      -.0133
Qual      .0116

**************************************************************************
OUTCOME VARIABLE:
 EXIT

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .4283      .1835      .9447    19.0540     5.0000   424.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     4.5195      .3796    11.9060      .0000     3.7734     5.2657
PSS          -.1477      .0485    -3.0415      .0025     -.2431     -.0522
ATC          -.4273      .0671    -6.3696      .0000     -.5592     -.2955
Gen          -.0448      .0999     -.4488      .6538     -.2413      .1516
Age          -.0547      .0348    -1.5711      .1169     -.1231      .0137
Qual          .1219      .0523     2.3307      .0202      .0191      .2247

Standardized coefficients
          coeff
PSS      -.1541
ATC      -.3228
Gen      -.0205
Age      -.0703
Qual      .1043

************************** TOTAL EFFECT MODEL ****************************
OUTCOME VARIABLE:
 EXIT

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .3246      .1053     1.0327    12.5097     4.0000   425.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     3.6843      .3724     9.8920      .0000     2.9522     4.4163
PSS          -.3001      .0442    -6.7946      .0000     -.3869     -.2133
Gen          -.1095      .1039    -1.0537      .2926     -.3138      .0948
Age          -.0513      .0364    -1.4108      .1590     -.1229      .0202
Qual          .1175      .0547     2.1491      .0322      .0100      .2250

Standardized coefficients
          coeff
PSS      -.3131
Gen      -.0501
Age      -.0660
Qual      .1006
```

```
************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI       c_ps
c_cs
     -.3001      .0442    -6.7946      .0000     -.3869     -.2133     -.2806
-.3131

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI      c'_ps
c'_cs
     -.1477      .0485    -3.0415      .0025     -.2431     -.0522     -.1381
-.1541

Indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC     -.1524      .0301     -.2132     -.0971

Partially standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC     -.1425      .0277     -.1993     -.0916

Completely standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC     -.1590      .0306     -.2220     -.1014

*********************** ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
  95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

------ END MATRIX -----
```

Mediation Analysis – PSS, ATC and AVOICE

```
Run MATRIX procedure:

***************** PROCESS Procedure for SPSS Version 3.4 *****************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2018). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : AVOICE
    X  : PSS
```

```
    M  : ATC

Covariates:
 Gen      Age      Qual

Sample
Size:  430

**************************************************************************
OUTCOME VARIABLE:
 ATC

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .5000      .2500      .4939    35.4176     4.0000   425.0000      .0000

Model
             coeff         se          t          p       LLCI       ULCI
constant     1.9546      .2576     7.5887      .0000     1.4483     2.4609
PSS           .3567      .0305    11.6783      .0000      .2966      .4167
Gen           .1513      .0719     2.1055      .0358      .0101      .2926
Age          -.0078      .0252     -.3115      .7556     -.0573      .0416
Qual          .0103      .0378      .2716      .7860     -.0641      .0846

Standardized coefficients
          coeff
PSS       .4927
Gen       .0916
Age      -.0133
Qual      .0116

**************************************************************************
OUTCOME VARIABLE:
 AVOICE

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .5804      .3369     1.0676    43.0822     5.0000   424.0000      .0000

Model
             coeff         se          t          p       LLCI       ULCI
constant     6.1507      .4035    15.2425      .0000     5.3575     6.9438
PSS          -.3954      .0516    -7.6612      .0000     -.4968     -.2939
ATC          -.4937      .0713    -6.9223      .0000     -.6338     -.3535
Gen           .0054      .1062      .0508      .9595     -.2034      .2142
Age          -.0190      .0370     -.5140      .6075     -.0918      .0537
Qual         -.0788      .0556    -1.4178      .1570     -.1881      .0305

Standardized coefficients
          coeff
PSS      -.3497
ATC      -.3161
Gen       .0021
Age      -.0207
Qual     -.0572

************************* TOTAL EFFECT MODEL ****************************
```

```
OUTCOME VARIABLE:
 AVOICE

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .5118      .2619     1.1854    37.7101     4.0000   425.0000      .0000

Model
             coeff         se          t          p       LLCI       ULCI
constant    5.1858      .3990    12.9957      .0000     4.4014     5.9701
PSS         -.5714      .0473   -12.0772      .0000     -.6644     -.4784
Gen         -.0693      .1114     -.6225      .5340     -.2882      .1496
Age         -.0152      .0390     -.3886      .6978     -.0918      .0615
Qual        -.0839      .0586    -1.4321      .1528     -.1991      .0313

Standardized coefficients
          coeff
PSS      -.5055
Gen      -.0269
Age      -.0165
Qual     -.0609

************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI       c_ps
c_cs
     -.5714      .0473   -12.0772      .0000     -.6644     -.4784     -.4530
-.5055

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI      c'_ps
c'_cs
     -.3954      .0516    -7.6612      .0000     -.4968     -.2939     -.3134
-.3497

Indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC     -.1761      .0321     -.2455     -.1175

Partially standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC     -.1396      .0252     -.1938     -.0936

Completely standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC     -.1557      .0281     -.2153     -.1046

*********************** ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
  95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

------ END MATRIX -----
```

Mediation Analysis – PSS, ATC and NEG

```
Run MATRIX procedure:

***************** PROCESS Procedure for SPSS Version 3.4 *****************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2018). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : NEG
    X  : PSS
    M  : ATC

Covariates:
 Gen      Age      Qual

Sample
Size:  430

**************************************************************************
OUTCOME VARIABLE:
 ATC

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .5000      .2500      .4939    35.4176     4.0000   425.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     1.9546      .2576     7.5887      .0000     1.4483     2.4609
PSS           .3567      .0305    11.6783      .0000      .2966      .4167
Gen           .1513      .0719     2.1055      .0358      .0101      .2926
Age          -.0078      .0252     -.3115      .7556     -.0573      .0416
Qual          .0103      .0378      .2716      .7860     -.0641      .0846

Standardized coefficients
          coeff
PSS       .4927
Gen       .0916
Age      -.0133
Qual      .0116

**************************************************************************
OUTCOME VARIABLE:
 NEG

Model Summary
```

```
          R       R-sq        MSE          F        df1        df2          p
      .6244      .3898     1.0833    54.1764     5.0000   424.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     6.6796      .4065    16.4326      .0000     5.8806     7.4785
PSS          -.4542      .0520    -8.7367      .0000     -.5564     -.3520
ATC          -.5465      .0718    -7.6068      .0000     -.6877     -.4053
Gen           .0105      .1070      .0983      .9217     -.1998      .2208
Age          -.0727      .0373    -1.9494      .0519     -.1460      .0006
Qual         -.0797      .0560    -1.4234      .1554     -.1898      .0304

Standardized coefficients
          coeff
PSS      -.3826
ATC      -.3332
Gen       .0039
Age      -.0754
Qual     -.0551

************************* TOTAL EFFECT MODEL ****************************
OUTCOME VARIABLE:
 NEG

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .5537      .3066     1.2282    46.9703     4.0000   425.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     5.6114      .4062    13.8152      .0000     4.8131     6.4098
PSS          -.6491      .0482   -13.4769      .0000     -.7438     -.5544
Gen          -.0722      .1133     -.6368      .5246     -.2950      .1506
Age          -.0684      .0397    -1.7231      .0856     -.1464      .0096
Qual         -.0853      .0596    -1.4310      .1532     -.2026      .0319

Standardized coefficients
          coeff
PSS      -.5467
Gen      -.0266
Age      -.0709
Qual     -.0590

************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI       c_ps
c_cs
     -.6491      .0482   -13.4769      .0000     -.7438     -.5544     -.4900
-.5467

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI      c'_ps
c'_cs
     -.4542      .0520    -8.7367      .0000     -.5564     -.3520     -.3429
-.3826
```

```
Indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC     -.1949      .0343     -.2641     -.1300

Partially standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC     -.1471      .0258     -.1985     -.0983

Completely standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC     -.1642      .0286     -.2210     -.1094

************************ ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
  95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

------ END MATRIX -----
```

Mediation Analysis – EOC, ATC and CV

```
Run MATRIX procedure:

***************** PROCESS Procedure for SPSS Version 3.4 *****************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2018). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : CVOICE
    X  : EOC
    M  : ATC

Covariates:
 Gen      Age      Qual

Sample
Size:  430

**************************************************************************
OUTCOME VARIABLE:
 ATC

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .4632      .2146      .5172    29.0266     4.0000   425.0000      .0000
```

```
Model
              coeff         se          t          p       LLCI       ULCI
constant      .8027      .3252     2.4682      .0140      .1635     1.4419
EOC           .6477      .0615    10.5384      .0000      .5269      .7685
Gen           .2102      .0741     2.8353      .0048      .0645      .3560
Age          -.0066      .0258     -.2548      .7990     -.0572      .0441
Qual          .0261      .0386      .6767      .4990     -.0498      .1021

Standardized coefficients
          coeff
EOC       .4579
Gen       .1273
Age      -.0112
Qual      .0296

**************************************************************************
OUTCOME VARIABLE:
 CVOICE

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .6625      .4389      .4371    66.3189     5.0000   424.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant      .2076      .3011      .6893      .4910     -.3843      .7994
EOC           .3900      .0635     6.1463      .0000      .2653      .5147
ATC           .5477      .0446    12.2824      .0000      .4601      .6354
Gen          -.1322      .0688    -1.9214      .0554     -.2674      .0030
Age           .0327      .0237     1.3816      .1678     -.0138      .0793
Qual          .0360      .0355     1.0116      .3123     -.0339      .1058

Standardized coefficients
          coeff
EOC       .2538
ATC       .5042
Gen      -.0737
Age       .0512
Qual      .0375

************************** TOTAL EFFECT MODEL ****************************
OUTCOME VARIABLE:
 CVOICE

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .4891      .2392      .5913    33.4055     4.0000   425.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant      .6472      .3477     1.8613      .0634     -.0362     1.3307
EOC           .7448      .0657    11.3338      .0000      .6156      .8739
Gen          -.0171      .0793     -.2152      .8298     -.1729      .1388
Age           .0291      .0276     1.0575      .2909     -.0250      .0833
Qual          .0503      .0413     1.2169      .2243     -.0309      .1315
```

```
Standardized coefficients
          coeff
EOC        .4847
Gen       -.0095
Age        .0456
Qual       .0524

************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI       c_ps
c_cs
      .7448      .0657    11.3338      .0000      .6156      .8739      .8488
.4847

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI      c'_ps
c'_cs
      .3900      .0635     6.1463      .0000      .2653      .5147      .4445
.2538

Indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC      .3547      .0474      .2658      .4525

Partially standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC      .4043      .0502      .3089      .5059

Completely standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC      .2309      .0294      .1756      .2908

*********************** ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
  95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

------ END MATRIX -----
```

Mediation Analysis – EOC, ATC and PAT

```
Run MATRIX procedure:

***************** PROCESS Procedure for SPSS Version 3.4 *****************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
```

```
    Documentation available in Hayes (2018). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : PAT
    X  : EOC
    M  : ATC

Covariates:
 Gen      Age      Qual

Sample
Size:  430

**************************************************************************
OUTCOME VARIABLE:
 ATC

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .4632      .2146      .5172    29.0266     4.0000   425.0000      .0000

Model
             coeff         se          t          p       LLCI       ULCI
constant      .8027      .3252     2.4682      .0140      .1635     1.4419
EOC           .6477      .0615    10.5384      .0000      .5269      .7685
Gen           .2102      .0741     2.8353      .0048      .0645      .3560
Age          -.0066      .0258     -.2548      .7990     -.0572      .0441
Qual          .0261      .0386      .6767      .4990     -.0498      .1021

Standardized coefficients
          coeff
EOC       .4579
Gen       .1273
Age      -.0112
Qual      .0296

**************************************************************************
OUTCOME VARIABLE:
 PAT

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .6274      .3936      .7508    55.0467     5.0000   424.0000      .0000

Model
             coeff         se          t          p       LLCI       ULCI
constant    -1.1066      .3946    -2.8044      .0053    -1.8823     -.3310
EOC           .5558      .0832     6.6841      .0000      .3924      .7193
ATC           .5873      .0584    10.0495      .0000      .4724      .7022
Gen           .0938      .0902     1.0407      .2986     -.0834      .2711
Age          -.0580      .0311    -1.8679      .0625     -.1190      .0030
Qual          .0620      .0466     1.3300      .1842     -.0296      .1535

Standardized coefficients
          coeff
EOC       .2869
```

```
ATC       .4288
Gen       .0415
Age      -.0720
Qual      .0512

************************** TOTAL EFFECT MODEL ****************************
OUTCOME VARIABLE:
 PAT

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .4992      .2492      .9274    35.2634     4.0000   425.0000      .0000

Model
             coeff         se          t          p       LLCI       ULCI
constant     -.6352      .4355    -1.4587      .1454    -1.4912      .2207
EOC           .9362      .0823    11.3763      .0000      .7745     1.0980
Gen           .2173      .0993     2.1887      .0292      .0222      .4125
Age          -.0619      .0345    -1.7926      .0738     -.1297      .0060
Qual          .0773      .0517     1.4941      .1359     -.0244      .1790

Standardized coefficients
          coeff
EOC       .4833
Gen       .0961
Age      -.0768
Qual      .0640

************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI       c_ps
c_cs
      .9362      .0823    11.3763      .0000      .7745     1.0980      .8463
.4833

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI      c'_ps
c'_cs
      .5558      .0832     6.6841      .0000      .3924      .7193      .5025
.2869

Indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC      .3804      .0481      .2910      .4807

Partially standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC      .3439      .0411      .2681      .4279

Completely standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC      .1964      .0240      .1513      .2451

********************** ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
```

```
  95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

------ END MATRIX -----
```

Mediation Analysis – EOC, ATC and EXIT

```
Run MATRIX procedure:

***************** PROCESS Procedure for SPSS Version 3.4 *****************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2018). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : EXIT
    X  : EOC
    M  : ATC

Covariates:
 Gen      Age      Qual

Sample
Size:  430

**************************************************************************
OUTCOME VARIABLE:
 ATC

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .4632      .2146      .5172    29.0266     4.0000   425.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant      .8027      .3252     2.4682      .0140      .1635     1.4419
EOC           .6477      .0615    10.5384      .0000      .5269      .7685
Gen           .2102      .0741     2.8353      .0048      .0645      .3560
Age          -.0066      .0258     -.2548      .7990     -.0572      .0441
Qual          .0261      .0386      .6767      .4990     -.0498      .1021

Standardized coefficients
          coeff
EOC       .4579
Gen       .1273
Age      -.0112
Qual      .0296
```

```
**************************************************************************
OUTCOME VARIABLE:
 EXIT

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .4226      .1786      .9504    18.4365     5.0000   424.0000      .0000

Model
             coeff         se          t          p       LLCI       ULCI
constant     4.9757      .4440    11.2069      .0000     4.1030     5.8484
EOC          -.2417      .0936    -2.5835      .0101     -.4256     -.0578
ATC          -.4506      .0658    -6.8526      .0000     -.5798     -.3213
Gen          -.0624      .1015     -.6154      .5386     -.2618      .1370
Age          -.0550      .0349    -1.5755      .1159     -.1237      .0136
Qual          .1157      .0524     2.2086      .0277      .0127      .2188

Standardized coefficients
          coeff
EOC      -.1291
ATC      -.3403
Gen      -.0285
Age      -.0707
Qual      .0991

************************ TOTAL EFFECT MODEL ****************************
OUTCOME VARIABLE:
 EXIT

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .2960      .0876     1.0532    10.2029     4.0000   425.0000      .0000

Model
             coeff         se          t          p       LLCI       ULCI
constant     4.6140      .4641     9.9427      .0000     3.7019     5.5261
EOC          -.5335      .0877    -6.0839      .0000     -.7059     -.3612
Gen          -.1572      .1058    -1.4854      .1382     -.3651      .0508
Age          -.0521      .0368    -1.4163      .1574     -.1244      .0202
Qual          .1040      .0551     1.8855      .0600     -.0044      .2123

Standardized coefficients
          coeff
EOC      -.2849
Gen      -.0719
Age      -.0669
Qual      .0890

************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI       c_ps
c_cs
     -.5335      .0877    -6.0839      .0000     -.7059     -.3612     -.4989
-.2849
```

```
Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI      c'_ps
c'_cs
     -.2417      .0936    -2.5835      .0101     -.4256     -.0578     -.2260
-.1291

Indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC     -.2918      .0544     -.4059     -.1914

Partially standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC     -.2729      .0497     -.3759     -.1814

Completely standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC     -.1558      .0284     -.2157     -.1032

************************ ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
  95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

------ END MATRIX -----
```

Mediation Analysis – EOC, ATC and AVOICE

```
Run MATRIX procedure:

***************** PROCESS Procedure for SPSS Version 3.4 *****************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2018). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : AVOICE
    X  : EOC
    M  : ATC

Covariates:
 Gen      Age      Qual

Sample
Size:  430

**************************************************************************
```

```
OUTCOME VARIABLE:
 ATC

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .4632      .2146      .5172    29.0266     4.0000   425.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant      .8027      .3252     2.4682      .0140      .1635     1.4419
EOC           .6477      .0615    10.5384      .0000      .5269      .7685
Gen           .2102      .0741     2.8353      .0048      .0645      .3560
Age          -.0066      .0258     -.2548      .7990     -.0572      .0441
Qual          .0261      .0386      .6767      .4990     -.0498      .1021

Standardized coefficients
          coeff
EOC       .4579
Gen       .1273
Age      -.0112
Qual      .0296

**************************************************************************
OUTCOME VARIABLE:
 AVOICE

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .5341      .2853     1.1507    33.8466     5.0000   424.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     7.0112      .4885    14.3517      .0000     6.0509     7.9714
EOC          -.5026      .1029    -4.8820      .0000     -.7050     -.3002
ATC          -.6022      .0724    -8.3234      .0000     -.7444     -.4600
Gen          -.0128      .1116     -.1143      .9090     -.2322      .2067
Age          -.0169      .0384     -.4403      .6599     -.0925      .0586
Qual         -.0962      .0577    -1.6684      .0960     -.2096      .0171

Standardized coefficients
          coeff
EOC      -.2275
ATC      -.3856
Gen      -.0049
Age      -.0184
Qual     -.0698

************************* TOTAL EFFECT MODEL ****************************
OUTCOME VARIABLE:
 AVOICE

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .4105      .1685     1.3355    21.5298     4.0000   425.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
```

```
constant     6.5278      .5226    12.4916      .0000     5.5006     7.5550
EOC          -.8926      .0988    -9.0387      .0000    -1.0867     -.6985
Gen          -.1394      .1191    -1.1697      .2428     -.3735      .0948
Age          -.0130      .0414     -.3132      .7542     -.0944      .0684
Qual         -.1120      .0621    -1.8031      .0721     -.2340      .0101

Standardized coefficients
          coeff
EOC      -.4041
Gen      -.0540
Age      -.0141
Qual     -.0812

************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI       c_ps
c_cs
     -.8926      .0988    -9.0387      .0000    -1.0867     -.6985     -.7076
-.4041

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI      c'_ps
c'_cs
     -.5026      .1029    -4.8820      .0000     -.7050     -.3002     -.3984
-.2275

Indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC     -.3900      .0650     -.5287     -.2708

Partially standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC     -.3092      .0511     -.4194     -.2163

Completely standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC     -.1766      .0296     -.2401     -.1225

*********************** ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
  95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

------ END MATRIX -----
```

Mediation Analysis – EOC, ATC and NEG

```
Run MATRIX procedure:

***************** PROCESS Procedure for SPSS Version 3.4 *****************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2018). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : NEG
    X  : EOC
    M  : ATC

Covariates:
 Gen      Age      Qual

Sample
Size:  430

**************************************************************************
OUTCOME VARIABLE:
 ATC

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .4632      .2146      .5172    29.0266     4.0000   425.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant      .8027      .3252     2.4682      .0140      .1635     1.4419
EOC           .6477      .0615    10.5384      .0000      .5269      .7685
Gen           .2102      .0741     2.8353      .0048      .0645      .3560
Age          -.0066      .0258     -.2548      .7990     -.0572      .0441
Qual          .0261      .0386      .6767      .4990     -.0498      .1021

Standardized coefficients
          coeff
EOC       .4579
Gen       .1273
Age      -.0112
Qual      .0296

**************************************************************************
OUTCOME VARIABLE:
 NEG

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .5613      .3151     1.2160    39.0073     5.0000   424.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     7.4581      .5022    14.8505      .0000     6.4709     8.4452
EOC          -.4932      .1058    -4.6604      .0000     -.7012     -.2852
ATC          -.6981      .0744    -9.3854      .0000     -.8442     -.5519
Gen           .0065      .1148      .0566      .9549     -.2191      .2321
```

```
Age          -.0685      .0395    -1.7334      .0837     -.1462      .0092
Qual         -.1002      .0593    -1.6901      .0918     -.2167      .0163

Standardized coefficients
          coeff
EOC      -.2126
ATC      -.4256
Gen       .0024
Age      -.0710
Qual     -.0692

************************** TOTAL EFFECT MODEL ****************************
OUTCOME VARIABLE:
 NEG

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .4157      .1728     1.4652    22.1908     4.0000   425.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     6.8978      .5474    12.6019      .0000     5.8219     7.9736
EOC          -.9453      .1034    -9.1390      .0000    -1.1487     -.7420
Gen          -.1403      .1248    -1.1239      .2617     -.3855      .1050
Age          -.0639      .0434    -1.4736      .1413     -.1492      .0213
Qual         -.1184      .0650    -1.8212      .0693     -.2463      .0094

Standardized coefficients
          coeff
EOC      -.4075
Gen      -.0518
Age      -.0663
Qual     -.0818

************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI       c_ps
c_cs
     -.9453      .1034    -9.1390      .0000    -1.1487     -.7420     -.7137
-.4075

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI      c'_ps
c'_cs
     -.4932      .1058    -4.6604      .0000     -.7012     -.2852     -.3723
-.2126

Indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC     -.4521      .0713     -.6026     -.3236

Partially standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
ATC     -.3413      .0532     -.4550     -.2450

Completely standardized indirect effect(s) of X on Y:
```

```
        Effect     BootSE   BootLLCI   BootULCI
ATC     -.1949      .0306     -.2597     -.1395

************************ ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
  95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

------ END MATRIX -----
```