

**A COGNITIVE-APPRAISAL BASED MODEL OF CHANGE
RECIPIENTS' BEHAVIORAL RESPONSES TO A MAJOR
ORGANIZATIONAL CHANGE**



By

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National University of Sciences & Technology (NUST)

Islamabad, Pakistan (2023)

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A thesis submitted to the National University of Sciences and Technology,
Islamabad, in partial fulfillment of the requirements for the degree of
**Doctor of Philosophy in
Business Administration**

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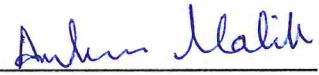
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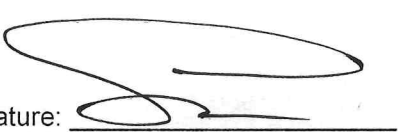
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I dedicate this work to my family, to my friends, to Late Faiza Rasool, and to my younger
self.

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Abstract

Organizations plan changes to mitigate problems, and to capitalize upon available opportunities in the market for sustainable development. Practically, it is necessary to bring these transformational changes from time to time to maintain the status quo in the market. In this study, a transformational change in terms of compliance regulations was studied in the commercial banks of Pakistan. To contribute towards the organizational change theory this research analysed how cognitive appraisal in terms of coping potential and person-organization goal fitness impacts change recipients' behavioural responses over the passage of time. The research aims to study how workplace factors: transformational leadership, organizational identification, overall justice judgments, organizational trust, participation in change, and perceived organizational social support create an indirect effect on the behavioural responses of employees: change acceptance, change resistance, change proactiveness, and change disengagement via cognitive appraisal. This study employed hypothetical deductive research approach, in three waves of data collection with a final sample size of 184 (Sample size, Time 1=552, Time 2=252, and Time 3=184). The data were compiled in three waves to consider the development of cognitive appraisal process and the reflection of mature behaviours of employees the transformational change at hand. Data were collected through survey questionnaires from employees working in commercial banks of Pakistan. Hypotheses were tested through multiple regression analyses and mediation procedures in PROCESS Macro.

Overall, the findings suggested that cognitive appraisal theory plays an critical role in characterizing the change recipients' behavioural response circumplex with the maturity of change. It is found that P-O fit, and coping potential with change has a direct relationship with change recipients' behavioural response circumplex. P-O fit (as primary cognitive appraisal) mediates the connection between organizational identification, and transformational leadership (factors that helps to decrease the psychological distance of change recipients and the transformational change at hand) with change recipients' behavioural response circumplex. P-O fit (as primary cognitive appraisal) mediates the relationship of organizational trust, and overall justice judgments (factors that helps to retain confidence on management about change implementation) with change recipients' behavioural response circumplex. Coping potential with change (as secondary appraisal) mediates the relationship of perceived organizational social support, and participation in change (factors that helps to maintain a control over change) with change recipients' behavioural response circumplex.

This study provided empirical evidence to the practitioners about the process formation of change recipients' behavioural responses towards transformational changes. These behaviours towards change emerged after the test of time through cognitive appraisal mechanism. Therefore, change agents can understand that these are the actual responses towards change rather a pre-dispositional behaviour towards any change. It would be helpful for change agents to foresee and rely on the potential long-term benefits of change from employees' perspective. This research also sheds light on the degree of activation of behaviours, so managers should ponder upon the implicit and explicit nature of responses as well. Overall, this study unfolded a new perspective in change management studies through investigating behaviours, differentiated by their innate degree of activation, and valence.

Key words

Organizational change, change recipients' behavioural responses, cognitive appraisal, person-organization fit, and coping potential.

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List of abbreviations

TL Transformational leadership

OI Organizational identification

OJJ Overall justice judgments

OT Organizational trust

POSS Perceived organizational social support

PC Participation in change

P-O fit Person-Organization Fit

CPC Coping Potential with change

CA Change Acceptance

CP Change proactiveness

CR Change resistance

CD Change disengagement

FATF Financial Action Task Force

Chapter 1: Introduction

1.0 Introduction

In organizational change management literature, researchers widely focused on post-change outcomes in terms of individual behaviours, attitudes, emotions, and organizational outcome (Stouten et al., 2018). Mostly, the change related attitudes are discussed to understand the change recipients' general perspective towards major organizational changes at their workplaces (Oreg, 2006; Oreg et al., 2011). The organizational outcomes discussed were change failures or successes, mostly specific to the tangible outcomes of change (By, 2005; Choi et al., 2011). It is noticed that there resides another side of change that is the process nature of change that goes unattended by many researchers, which builds specific behaviours towards change (Stouten et al., 2018; Wrede et al., 2020). Therefore, it can be said that change management studies revolve around attitudes, processes, outcomes, and reactions to change in individual capacity. But a well-integrated study involving processes and behaviours from change recipients' perspective would be able to support an in-depth examination of the field.

It is noticed that there is a dire need to examine the causes for determining the sustainable triumph of change, and the explanation of change recipients' behaviours requires a clear justification of the cognitive processes that develop with time. Without a long-term analysis of a change process, it is difficult to predict the future of other changes solely based upon change agents' previous experiences. Thus, it is necessary to consider employees as a primary unit of analysis, which defines the grounds for overall success of change for the organization. Otherwise, change agents are found to implement large scale change in the organizations to meet with the external opportunities or problems in the market, without any quantitative examination of human factors. Sometimes this happens due to the non-measurable nature of variables during the change process, difficulty in identifying the stages of change, and unavailability of the same participants through the process of a real transformational change. Still the serious need of practical and theoretical insight at the right time cannot be ignored before allocation of multiple resources to prevent failed changes.

Stouten, Rousseau, and De Cremer (2018) has integrated the literature on this field and came up with the conclusion that change is a process that lags many a time in organizations due to non-application of scientific research at the right time, which leads to ineffective change management. Keeping in view the practical need of research in this niche this study is designed

to gather empirical evidence about the workplace factors that can influence change dynamics, employee cognitions, and their ultimate behavioural responses. The variables for the proposed theoretical notion will be defined in the later sections in detail. Overall, the theoretical framework is based on the cognitive appraisal theory (Lazarus, 1991). This study scrutinised the development of change recipients' behavioural response circumplex formation (resistance, acceptance, proactiveness, disengagement) via cognitive appraisal of workplace factors (perceived organizational social support, participation in change, overall justice judgements, organizational identification, organizational trust, and transformational leadership). This detailed analysis has provided support to the importance of life cycle of a transformational change from inception till maturity.

1.1 Background of the study

Several researchers have studied organizational change from change recipients' perspective in the last decade (Peng et al., 2021; Akhtar et al., 2016; Oreg et al., 2013; van der Bartunek et al., 2006;). Mostly, they have raised questions on the usual resistance behaviour associated with employees in change scenarios (Dent & Goldberg, 1999; Oreg et al., 2018; Ford et al., 2008), other behaviours associated with change context in their literature reviews e.g., cynicism, withdrawal behaviour, readiness, support, commitment, and many others (Oreg et al., 2011; Choi et al., 2011). In a recent study, Oreg et al., 2018, identified the relative nature of these behaviours in terms of their level of stimulation and valency whether change resistance and disengagement should always be considered negative behaviours despite of the prior's active and latter's passive nature. Likewise, acceptance and proactiveness as positive behaviours despite of the prior's passive and latter's active nature (*ibid*). They argued that these behaviours have a relatively different importance for the organizations, with a very minor distinction. These arguments are in line with the appraisal theory i.e., employees' appraisal of the environmental factors and the ongoing changes affect their emotions, attitudes, and behaviours (Roczniowska et al., 2020; Beaudry & Sinsonneault, 2010; Fugate et al., 2011; Smollan, 2006).

These studies highlighted that change events are cognitively appraised by the employees due to the factors that are attributable to the organizational climate. Resultantly, change recipients' show varying behaviours such as change eagerness, change resistance, openness to change, obligation to change etc. Present study focused that when a nation-wide regulatory change program was introduced in the compliance regulations throughout the banking sector in 2018 how the process of change took place. These changes were

transformational and influenced almost all the customer related operations in the banking sector. A brief history of this change includes the listing of Pakistan in the FATF's grey list due to allegations of money laundering. As a result, State Bank of Pakistan issued some new compliance regulations that were mandatory to follow for all the commercial banks. Such regulations include verification of source of income, tax records maintenance, and are evaluation of customer's legal identity. The present study focused on this change process to analyse the organizational antecedents of change, the cognitive evaluation of the change linked occasions (coping potential with change, and P-O fit) and change recipients' (employees who are implementing this change) behaviours.

1.2 Research gap/Justification for the Research Topic

Oreg et al., (2018) has proposed that the mediating role of cognitive appraisal between factors that influence perceptions of control, support, and feelings of interest's consideration by the organization, and employees' behavioural responses to change is required to be studied. Further, the categorization of change recipients' behaviours consists of the following: 1) resistance, 2) acceptance, 3) disengagement, and 4) proactiveness which provide a comprehensive view of varying degree of behavioural states relevant to the same change events. Similarly, Stouten et al., (2018), claimed that change is a practice that is affected by both individual and organizational level aspects. They have indicated that it is essential to study each stage of this process separately with respect to organizational and individual factors.

Change is not a one-time incident but rather a cycle that involves multiple factors stakeholders and a wider time span, in which recipients' behaviours keep on evolving as explained by Stouten, Rousseau, and De Cremer (2018). For change agents, it is necessary to have an insight about recipients' behaviour in each stage about the change, so that changes can be made successful strategically (Wrede et al., 2020). The problem statement devised for the transformational change happening in the private commercial banks of Pakistan is based upon the same lines that we need to analyse the process behind change recipients' behaviours. This study was planned to provide empirical evidence to test the theoretical propositions available in the literature in a practical context that is a transformational change (change in compliance regulations) happening in the banking sector of Pakistan. Practically, it highlights the importance of intellectual thought processes that happens during the implementation of a transformational change.

Also, in countries like Pakistan little to no importance is given to the sustainability of human resources. Sustainability does not alone mean to ensure the retention of employees but rather optimum utilization of the human resources skills. The circumstances that can impact to the achievement of change and bringing positivity in the behavioural circumplex should be given due importance in the business (Roczniewska et al., 2020). For instance, the job of social support, participation in change cannot be ignored while implementation a big scale change, because these factors are beneficial for employees to cope effectively. Similarly, factors like transformational change, trust, identification, and justice can define common grounds for employees and organization. So, this study was planned to analyse the cognitive mechanism behind the behavioural circumplex of employees, who experienced transformational change in the banking sector of Pakistan.

1.3 Problem statement

Organizational changes are generally made to keep the organizations a going concern (Stouten et al., 2018). There could be multiple agendas behind transformational changes (organization wide structural or functional changes (Smissen, Schalk, and Freese ,2013) either an opportunity in the market or a challenging problem with a strategic agenda. While change agents design changes at a large scale, change recipients face multiple challenges in dealing with the implementation of such changes at grass root level (Oreg et al., 2018; Wrede et al., 2020). Therefore, varying degrees of recipients' behaviours are observed during the life cycle of change that has an impact on the sustainability of change, as well as human resource development over the passage of time. A widely believed idea is that a change that carries operational challenges is destined to face pre-dispositional resistance from the recipients in the early stage of change (Zhang et al., 2020). However, a transformational change carries strategic importance, and its sustainability depends upon the long-term emotional investment from all its stake holders.

Considering this importance of change recipients' behaviours in the strategic success of a change, problem considered for this study is the strategic sustainability of compliance regulations change. This change was implemented in commercial banking sector of Pakistan due because of FATF (Financial action task force) regulatory sanctions and in this study, it is examined from human resource perspective at change recipient's level. This change was transformational in nature and influenced almost all the customer related operations in the banking sector, a big hassle for the frontline workers in customer dealing. At one side it impacted the regulatory policies of all the banking institutions for a greater good, but on the

other side it required a lot of psychological labour from the change recipients. It could be impossible to gauge the long-sighted success of this variation on the preliminary beliefs, but rather a test of time would be required to understand the psychological dynamics of change recipients. As, mostly the cross-sectional views are unable to describe the psychological dynamics associated with the change at hand and rather influenced by previous experiences of the employees. Organizations need to understand these behaviours developed over the passage of time to manage such major changes more efficiently and effectively in future.

Also, the common behaviours practically observed and studied in literature are change resistance and change readiness. But the recent narrative indicated that there is an underlying degree of activation and valence for behaviour that defines the implicit or explicit nature of behaviours (Oreg et al., 2018). Not every positive behaviour can be promised as a helpful behaviour and not every negative behaviour is a challenge all the time. There is a dire need to explore the hidden side of a certain behaviour to investigate whether it will be a productive behaviour for the organization or not. For example, acceptance is widely discussed as a positive behaviour, but across the social sciences acceptance is also contested as a silent behaviour (Morrison and Milliken, 2000; Takhsha et al., 2020). An acceptance behaviour implicitly carries threats for the sustainable existence of organization in terms of sustaining trained human resource. So, it is considered important to examine the change acceptance, resistance, proactiveness, and disengagement according to their inherent nature.

This concern was observed in the banking sector of Pakistan, where a transformational change was happening through implementation of new compliance regulations to meet with the FATF standards. The need of the hour was/is to focus on the human factor of this change along with the social success of this change. Keeping in view the theoretical significance of cognitive appraisal through the test of time in paving human behaviours, it was considered necessary to measure change recipients' circumplex in a time wave study. As, immediate guesses about the change that usually mislead the change agents to make abrupt decisions, a time wave examination of workplace factors, cognitive appraisal, change recipients' behavioural circumplex would be more helpful to analyse the human impact of such changes.

Overall, the study of change recipients' behavioural response circumplex with the lens of cognitive appraisal of antecedent factors will help the change agents to make the necessary proactive amendments in future change processes. As transformational changes are complex in nature and carry a long-term impact therefore it is necessary to study the psychological

impact on the change recipients to avoid unnecessary damage to change design and implementation. For instance, in the current scenario compliance regulations process was re-invigorated across the country by the central bank. Since Pakistan came into FATF's (financial action task force) grey list in June 2018 (Dawn, 2021)¹ there were multiple changes in the banking sector to fulfil the 27 monitoring items (given by FATF) to implement international financial standards in the country. The series of changes across the commercial banks included a comprehensive change in know your customer policy. Customers' accounts were seized because of the non-availability of tax records, source of income, and supporting identity documents. It was now the responsibility of front-line employees to deal with the existing and the prospective customers, who have very minimal financial literacy. The workload of employees was increased tremendously, and the capital targets for commercial banks' branches were still there. This research was devised considering the effect of this transformational change on the day-to-day operational tasks of the front-line banking employees. The purpose is to understand that how antecedent factors (organizational identification, trust in organization, transformational leadership, overall justice judgements, perceived organizational social support, and participation in change) at workplace can impact the cognitions of employees, that affects the nature of behavioural response circumplex over the passage of time.

This quantitative research design helped to have concrete empirical findings about the behavioural circumplex, about which previously there were only propositions in the literature (Oreg et al., 2018). It is reflected in literature that workers who are barred to take part in the decision-making processes at workplace are inclined towards negative emotions as compared to the employees who are welcomed to participate (Welsh., et al. 2021). And it is not a onetime incident rather it develops throughout the lifetime of important events at workplace (Grosz et al., 2021). Therefore, the participants were contacted at three different times alongside the development of transformational change in the context to analyse the psychological dynamics of behavioural circumplex. The study was proposed in 2018, when the change was initiated, and data collection for the third wave was concluded in 2020 when the change was matured. The findings are helpful for the change agents to understand that complacent acceptance is present in the results. And this can be a possible threat to the sustainability of employees with the organization in the future. This research pays equal attention to the passive behaviours

¹ Accessed 16 March 2022: <https://www.dawn.com/news/1631409>

(acceptance, and disengagement) and active behaviours (resistance, and proactiveness). Change agents need to pay attention to somehow hidden behaviours because the success of the current transformational change depends on the complete execution of the plan. And change recipients' i.e., the banking sector's employees are an important stakeholder that will determine the success of this change in coming years. Also, from organizational psychology perspective this study investigated the cognitive appraisal of the antecedents of change.

1.4 Research aim

This study is aimed at examining the long-term change recipients' behavioural response circumplex (CA, CP, CR, and CD) through cognitive appraisal of the organizational factors that play an important role during organizational change. As, these factors can influence change recipient's psychological distance with change, consideration of employees' interests during change, and support and control for managing change, resultantly have a strong impact on employees' behaviours.

1.5 Research objectives

The following research objectives are considered for this research:

- ✓ To analyse the result of person-organization fit (P-O fit) on change recipients' behavioural circumplex.
- ✓ To examine the effect of coping potential with change at change recipients' behavioural circumplex.
- ✓ To assess the mediating effect of P-O fit between change recipients' behavioural circumplex and transformational leadership and, organizational identification
- ✓ To check the intervening effect of P-O fit between change recipients' behavioural circumplex and overall justice judgments, and organizational trust.
- ✓ To analyse the mediating effect of coping potential with change between change recipients' behavioural circumplex and participation in change, perceived organizational social support.
- ✓ To analyse the change recipient's behavioural response circumplex, through cognitive appraisal of workplace factors that play an influential role in change management in a time wave study covered in three phases.

1.6 Research questions

Following are the research questions for this study:

- ✓ What is the effect of person-organization fit on change recipients' behavioural response circumplex?
- ✓ What is the effect of coping potential with change at change recipients' behavioural response circumplex?
- ✓ Does P-O fit mediate between change recipients' behavioural response circumplex, and transformational leadership and organizational identification?
- ✓ Does P-O fit mediate between change recipients' behavioural response circumplex, and overall justice judgments and organizational trust?
- ✓ Does coping potential with change mediate between change recipients' behavioural response circumplex, and participation in change and perceived organizational social support?
- ✓ What are the change recipients' behavioural responses because of their cognitive appraisal of change measured in three wave study?

1.7 Significance and scope of the study

Change is not a one occasion, rather it is a procedure that begins with propagation of exciting ideas, solution for a problem or capitalizing a market opportunity. The change idea initiation, its implementation, growth, and maturing (either success or failure) has its own significance for organizations at every stage. As, mentioned earlier, this study is focused on analysing the behavioural circumplex of change recipients, when they go through the execution of a transformational change. This circumplex is helpful to understand the nature of behaviours over the passage of time i.e., not all the positive behaviours are good for an organization, nor all the negative behaviours of employees are a threat for the organization. Previously, it was difficult to classify these behaviours due to mixed nature of emotions attached to each behaviour. In this study, these are classified on the degree of activation and valence: acceptance (passive, positive), resistance (active, negative), proactiveness (active, positive), and disengagement (active, negative) (Oreg et al., 2018).

Change recognition is perceived as a positive employee behaviour by managers, but the passiveness in this behaviour creates silence in the context of change. An employee with an acceptance tendency would be less likely to come up with valuable suggestions for change. So, the front-line employees' hands on experience cannot be of any significant help for increasing the benefit of transformational change. Similarly, disengagement is a negative yet passive behaviour. It's very much likely that a disengaged behaviour can sustain unnoticed for

a longer time. However, employees would have certain logical reasons to negate the implementation of change. Change agents can get benefit from resisting behaviours and innovate the smooth implementation of change. Here, the outcomes of this study advise that the behaviours should be gauged in relevance to the present transformational change rather believing on the pre-disposition of employees towards the changes happened in past.

1.8 Dissertation structure

This dissertation is based upon 5 chapters. Below is the structure for each chapter.

Chapter 1 Introduction: Comprises of the background or research, significance and scope of the topic, research aim, research questions, and objectives and research gap. Chapter 2 Literature Review: This chapter comprises of the detailed academic literature review on the variables of the study, research theories, and the hypotheses of this study. Chapter 3 Research methods: It contains a detailed information on the philosophical grounds of research, research design, analytical process, and research ethics considered for this dissertation. Chapter 4 Results: This chapter contains detailed report on the demographic details, preliminary data analysis, hypotheses testing and interpretations of results. Chapter 5 Discussion and conclusion: It explains the results of hypotheses and how the study contributes to the practical field, theoretical literature, and methodological value addition.

1.9 Summary

In this introduction section the practical and academic background of the study is discussed at the very beginning. Research gap/justification of the topic, problem statement is discussed followed by the definition of research aims, research questions and objectives. And in the end, significance and scope of the study are discussed.

Chapter 2: Literature Review

2.0 Introduction

In this segment a detailed overview about the previous research is given. Section 2.1 to 2.5 is focused on transformational changes, the factors that affect change related outcomes, and employees' positive/negative, and active/passive behaviours, and the basics of cognitive appraisal theory. In section 2.6, hypotheses are developed based upon cognitive appraisal theory. Primary and secondary appraisal in terms of person-organization fit, and coping potential with change are discussed as mediators, change acceptance, change resistance, change proactiveness, change disengagement are discussed as dependent variables. Perceived organizational social support, participation in change, organizational identification, organizational trust, transformational leadership, overall justice judgements are discussed as independent variables.

2.1 Organisational Change and the Changing Context in Organizations

This section highlights the scope of transformational changes in the organizations. Organizational change is part of an organization's daily and strategic operations for growth and development. Various forms of change were discussed in organizational change literature before. For instance, downsizing or restructuring the hierarchy (Rafferty and Griffin, 2006), changes in growth opportunities and pay scale (Pate et al., 2000), change in HR policies and procedures, (Pate et al., 2000), and other big transformations like mergers and acquisitions (Bellou, 2007). Before implementing any of these changes, organizations prepare to deal with the reactions of employees because of change. In literature, generally there are two major categories of change: 1. transformative, and 2. accommodative (Oreg et al., 2011, Smissen et al., 2013, Akhtar et al., 2016). Transformational changes are revolutionary in nature and change the definition of relationship between stakeholders specially change agents and the change recipients. However, accommodative changes are day to day basis changes to adjust in the existing system. McNamara (2006) defined transformational and accommodative change with an illustration of changes in hierarchy. Transformative changes can have a giant influence on the formation of organization for instance change from top to bottom orientation to bottom-up approach. Whereas, incremental are mostly continuous and have a lower threshold level like a routine adjustment to a knowledge management system. Tushman (1995) also classified these changes based on a spectrum, one is broad and other is narrow in scope.

Transformational changes have been a top concern for organizations for quite a good time because of its broad impact on the sustainability of organizations. We all know that these changes have always been inevitable, therefore the repercussions are difficult to manage for the change agents (top and middle level management). The unpredictability associated with the outcomes of change, and the fears of stakeholders to absorb this change leads to mixed behaviours towards change at different stages. Contemporary organizations are struggling to implement strategic and sustainable changes due to varying degree of behaviours depending upon the context and the behaviour of recipients.

It is not enough to identify the positive and negative reactions to change alone. The nature of responses could be different for example a negative voice response may not be always resistance. Similarly, a silent behaviour of people may not always mean that they are happy with the change. This no voice culture in an organization may lead to disengaged behaviours of employees (Harlos, and Knoll, 2021; Milken, Morrison, and Hewlin, 2003). Behind each behaviour of change recipients there is a certain meaning, and it develops through a certain process. The change recipients' behaviours are not only positive or negative (Choi, 2011; Oreg and Goldenberg, 2015), but are also distinguished in the activation level of these responses (Oreg, Bartunek, Lee, and Do, 2018). Therefore, it is mandatory to identify the true meaning of each behaviour, the philosophy behind all negative behaviours of positive behaviours could never be the same. Here is the detailed analysis of literature about change recipients' behaviours to change:

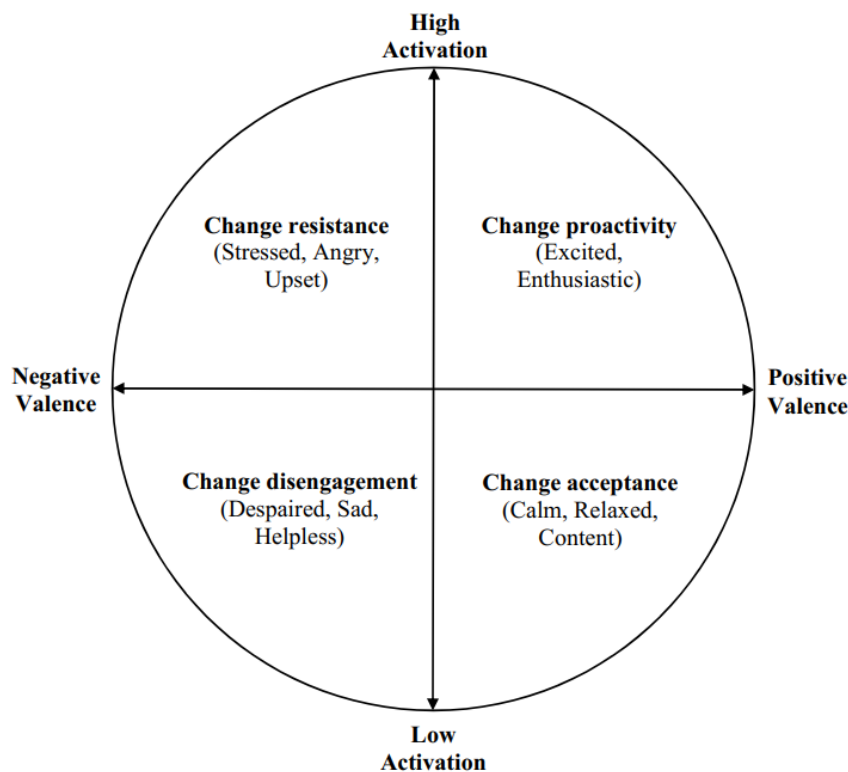
2.2 Change Recipients' Behavioral Reactions to Organizational Change

Recently, the academic scholarship has witnessed number of studies on change management from change recipients' perspective (see for example: Malhotra et al., 2021; Endrejat et al., 2020; Oreg, Michel, and By, 2013; Oreg et al., 2011). Resistance is one of the widely discussed behaviours of change recipients in organization change management studies (Piderit, 2000; Ford, Ford, & D'Amelio, 2008). In the past two decades, Choi, (2011); Oreg et al., (2011); and Rafferty et al., (2013) have discussed this interest of scholars in the meta-analysis of organizational change related studies. These authors have discussed that the widely studied resistance behaviour is not enough to explain the phenomenon of employee's perspective towards change. There is a wide variety of change recipients' behaviours beyond resistance (George and Jones, 2001; Oreg, 2006), e.g., readiness to change (Armenakis et al., 2007; Gharagozloo et al., 2021), quitting intention (Martin, Jones, and Callan, 2005), commitment to change (Herscovitch and Meyer, 2002), support for change (Meyer et al.,

2007), employee cynicism (Stanley, Meyer, and Topolnytsky, 2005), and many other attitudes as discussed by Oreg et al., 2011 which holds importance in change management studies.

The meta-analysis studies in change management highlighted that the worst response of employees is change resistance behaviour. The passive support to change is being considered as a positive behaviour with openness to change as a pro change behaviour in employees. There is also a tremendous shift in the approach of authors towards resistance that is no more considered typically ‘as a bad behaviour of employees to halt change process’ originally coined by Lewin, 1947. Resistance comes with a voice, which shows that employees are concerned about the change at hand and its repercussions (Oreg, 2006). This voice or resistance can be utilized to evolve change for a successful implementation. Therefore, resistance cannot always be a negative behaviour but could provide supporting information to the management for improvement.

Circumplex of Change Recipient Responses to Change and Underlying Core Affect



Source: Oreg, S., Bartunek, J. M., Lee, G., & Do, B. (2018). An affect-based model of recipients' responses to organizational change events. *Academy of Management Review*, 43(1), 65-86.

Researchers have studied the multidimensional reactions to change based upon the valency and degree of activation, the behaviours are classified as positive or negative, and passive or active responses (Kuppens, Tuerlinckx, Russel and Barrett, 2013, Oreg et al., 2018). A positive response is represented by feelings of joy, encouragement, and happiness, whereas a negative response would be expressed through stress and anger (Seo, Barrett, & Bartunek, 2004). These responses have a bipolar categorization based upon the degree of activity like calm or apathetic, and excitement, or anger (Seo et al., 2004). Employees' positive emotions towards a change result in change supportive behaviours, and negative emotions results in behaviours that are against change implementation. Based upon the valence and degree of activation of change recipients' behaviours, four types of behaviours have been examined in this study: 1) change resistance, change proactiveness, change disengagement, and change acceptance. Here is a discussion on each:

2.2.1 Change acceptance

Acceptance is a positive yet a deactivated behaviour e.g., contentment, calmness etc. (Barrett and Russell, 1998). Change recipients' behaviour that depicts a passive support for the change is categorized as their acceptance behaviour (Zhang et al., 2020; Oreg et al., 2018). Employees, who listen to the change news and stood firm silently, and do not halt the implementation of change through any of their action fall in acceptance category. In the organizational change studies, many researchers have coined this type of behaviour specifically as 'change acceptance' (Sagie and Koslowsky, 1994; Paterson and Cary, 2002), 'willingness to support change' (Miler, Johnson, and Grau, 1994), 'change readiness' (Holt, Armenakis, Field, and Harris, 2007), 'intention to support change' (Dalay and Geyer, 1994), and 'openness to change' (Wanberg and Banas, 2000).

Many of the time in literature, it is mentioned that change acceptance is a passive supportive behaviour of employees that shows their understanding for the change at hand. They are responsive for the tasks associated with change in a positive manner. This behaviour in turn is connected to the positive outcomes from employee's perspective that is good wellbeing (Oreg et al., 2011), and positive outcomes for organization in terms of effective implementation of change (Holt et al., 2007, Logan and Ganster, 2007). Therefore, managers/change agents perceive this acceptance behaviour as a positive sign for the effective implementation of the change.

However, there is another school of thought behind acceptance behaviour of employees in change management literature. Change acceptance may lead to implementation of change without any question but does not bring constructive feedback/suggestions/arguments from the change recipients that leads to underutilization of resources and unsuccessful changes (Leyerer et al., 2021; March 1991). In such conditions, change agents remain blind to the opportunities that could be capitalized and threats that could be minimized timely and bring forth a successful implementation of change. Therefore, change acceptance exhibited at different levels of change can have a differential effect on the overall impact of change. Here, for change agents it is a big challenge to understand the phenomenon behind recipients' acceptance of change. Change agents could not implement corrective measures timely to bring forth the implementation and growth of change endeavour successfully, in some cases. That poses a challenge for the researchers, who have considered acceptance behaviour as a positive outcome of change (Paterson and Cary, 2002; Sagie and Koslowsky, 1994), and did not notice the potential threats associated with this passive positive behaviour of employees.

2.2.2 Change proactiveness

Barrett and Russell (1998) have defined proactiveness as an active, pleasant, enthusiastic emotion for a certain thing. Consistently, there is an understanding of academics that change proactiveness is a positive enthusiastic behaviour of employees that facilitates the implementation of change in the short run (Molina, and O'Shea, 2020; Morrison, 2011). It is a change focussed behaviour that brings forth timely improvement in the change that fetches long term benefits for the organization. However, change proactiveness is a response to a change that is initiated by others i.e., by change agent or organization. Ryan and Deci (2010) elaborated that proactiveness is instigated by intrinsic motivation but have an external locus of control for causality. Therefore, a change proactive employee would be more likely to work in collaboration with the change agents for the productive completion of change. It is expressed in terms of identification with change, support for the change, and active participation for initiating and implementing change.

Campbell (2000, p:57) has coined the term 'initiative paradox', a counter narrative of the positive definition of proactivity. According to him, "employees are expected to use independent judgment and initiative, and simultaneously expected to think and act like their bosses" (Campbell, 2000, p:57). This put forward a lot of burden on change agents to plan change by taking insight from many employees, therefore the implementation of change would be subject to number of delays. As, it involves a lot of work and moment in time to manage all

the changes at the initial stage, and recurrent effort to incorporate the related actions during the process of change. On the other side, it promotes collaboration and coordination between the change agents and change recipients. Employees get an opportunity to raise their voice in the favour or against change and it is taken as a positive gesture by the management that change recipients are providing support and work for the effective implementation of change.

Employees' creativity, and active participation in change can bring substantial improvement in the long run for the organization (Jiang et al.,2021; Baas, De Dreu, and Nijstad, 2008). Employees' proactive behaviour is favourable for the growth of an organization (Dutton, Ashford, O'Neill, & Lawrence, 2001), as this results in constructive feedback that leads to optimum utilization of human resource for the change management. Change recipients identify themselves with the change and put forward every effort to make it successful. Seeing this behaviour of employees, management feels more confidence in future growth and development related tasks. Such goals require dedicated work force, who can devote themselves for the successful outcome of change and show ownership of responsibility (Parker, Bindl, and Strauss, 2010).

2.2.3 Change resistance

Resistance is defined as an active unpleasant response of a person (Alzahrani et al., 2021; Barrett and Russell, 1998), expressed in the shape of anger, anxiety, and stress. Lewin (1947), named this type of behaviour in the context of change as change resistance that is an active force to stop the implementation of change (Stewart, 1957). This active resistance to change resembles with the voice, and exit behaviour when employees are dissatisfied with the change (Hershman, 1970; Farrell, 1983). In literature, resistance has been studied widely as anger (Fugate, Kinicki, and Scheck, 2002), stress (Bordia, Jones, Gallois, Callan, and Difonzo, 2006), and as antagonism (Ramirez and Bartunek, 1989). Employees who develop these kinds of behaviours are more likely to halt the process of change actively through spreading nuisance like trouble making or spreading pessimistic news about change (Maynes and Podsakoff, 2014; Ramirez and Bartunek, 1989).

The critical form of resistance is the exit behaviour (Fugate, Harrison, and Kinicki, 2011), as it not only costs the organization with the cost of losing an experienced employee but also adds to the cost in terms of new hiring and training them (Shaw, Delery, Jenkins, and Gupta, 1998; Ohunakin, Adeniji, and Oludayo, 2018). When trained employees leave the company during the change implementation process it results in compromised team

performance. It becomes very difficult to completely engage the newly hired employees in the company because of their lower classification with the organization (Ton and Huckman, 2008). Also, the withdrawal of few employees or their resistive behaviour creates a bad impact on other employees resulting in their diminished morale and hopelessness (Felps et al., 2009). Therefore, change resistance is harmful to the implementation of change and overall, for the organization in different ways. Previous studies have observed that resistance halts the functions of an organization, and it is most observed in terms of strikes by employee unions (Kanter, Stein, and Jick, 1992). Following, resistance from change recipients, change agents suffer and would not be able to implement the change effectively in the long run (Alzahrani et al., 2021; Ramirez and Bartunek, 1989).

But there is also a comprehensive debate in literature about the positive side of resistance. The change resistance behaviour depicts that the employees are actively thinking about the pros and cons of change, and their upfront realistic concerns can have a positive affect on the successful implementation of change (Oreg, 2011). Morrison (2011), while reflecting on the literature on voice claimed that resistance is a stress relieving therapy for employees to bring forth their voice in front of the change agents. Through, voice expression, the threshold of withdrawal behaviour would decrease, thus proving to be less harmful for the organization (Batt, Colvin, & Keefe, 2002). For change agents it is difficult to segregate amongst the disengagement and acceptance behaviours, both carries negative tendencies for change implementation, but it is easier to identify the resistance behaviour easily (Van Dyne et al., 2003). Through resistance behaviour, change agents clearly get an understanding about the mottos and concerns of employees, therefore they can adapt the improvement strategies accordingly and timely. Employees having the right to voice their aggression or critique about the change at hand feel more confidence, have a participatory role in the execution of change and thus their identification with the organization increases. Hence, phenomenologically change resistance is a negative active behaviour in the short run but carries positive aspects for the change agents and organization itself in the long run.

2.2.4 Change disengagement

Unlike acceptance, disengagement is a passive negative behaviour that is expressed in terms of detachment, unpleasantness, boredom, or depression (Azeem et al., 2020; Barret and Russell, 1998). Such expressions lead to the withdrawal behaviour of employees from work (Pinder and Harlos, 2001), and dissatisfaction with job (Hirschman, 1970). An employee doing nothing, sitting idle, making conscious or unconscious mistakes without bothering is a

disengaged worker. This type of disengaged behaviour is also associated with silence as against to voice or whistleblowing behaviour. Van Dyne, Ang, and Botero (2003) coined two terms for disengagement, acquiescent silence that is withholding important information and the second term was acquiescent voice i.e., withdrawal from work/resignation. Specifically, in change management studies it is studied that employees show disengagement when they become fatigued with the interventions in their work due to change. They detach themselves from work, get indulge into boredom with no intentions to bring forth any improvement in their work (Oreg, 2006; Pierce and Dunham, 1992).

Contrary to acceptance, change disengagement is a form of employee cynicism (Reichers, Wanous, and Austin, 1997). Disengaged employees have less work engagement (Kahn, 1990), negative work outcomes (Ram and Prabhakar, 2011), neglect behaviour (Hirschman, 1970, Farrell, 1983). Due to the overlapping of characteristics between disengagement and acceptance, disengagement may seem like acceptance and change agent may not be able to identify it especially when it is not practiced as an overt behaviour. Therefore, it is inevitable for change agents to misinterpret the true meaning behind this passive behaviour at different stages of change. Although disengagement is not as challenging as other negative active behaviours like resistance, and it poses lessor direct threats to the implementation of change, but it can cause an undocumented loss to the organization in terms of inactive human resource.

Thus, it is observed that each behaviour of change recipients in the context of organizational change holds significance. Each behaviour has its pros and cons on which the management or the change agents can capitalize and make efforts to ensure successful strategic execution of change. Now, in the next section the formation process of these behaviours will be discussed.

2.3 Cognitive Appraisal Theory: The formation of change recipients' behaviours

Cognitive appraisal or the value that an individual gives to certain event in the natural environment plays an essential role in defining his/her emotions, attitudes, and behaviours (Lazarus and Folkman, 1984; Dewe, 1991; Fugate et al., 2008; Biggane et al., 2017). Researchers have identified a variety of appraisals based on Lazarus emotion and stress model. For instance, in case of downsizing, an employee who loses his/her job would do the cognitive appraisal of the underlying factor associated with job loss and the employability in the job market. In this way, the appraisal of ongoing organizational change is important for the

employees as it defines the way in which they appraise the cause and effects of organizational change. Previous researchers have concluded that predominantly employees appraise the change as negative, harmful, and threatful for their existence in the organization (Fugate, Kinicki, and Prussia, 1984). Employees perceive a change as harmful that can occur after the evaluation of losses in future (Lazarus and Folkman, 1984). Lazarus (1999) has introduced a variety of emotions and widened the spectrum of appraisal theory. A particular incident say change, instigates emotions in the employees that triggers their inner instincts to appraise a particular situation as negative or positive. This segregation ultimately paves their actual behaviour towards organizational change (Folkman, Lazarus, Dunkel-Schetter, DeLongis, and Gruen, 1986; Smith & Ellsworth, 1985).

There is a sequence of two appraisal stages one is primary appraisal and the other is secondary appraisal: *primary appraisal* in which “people evaluate the event’s relevance to the self, and secondary appraisal in which people evaluate their ability to cope with change” (Lazarus, 1991, p. 352). The combination of these two appraisals defines the behaviour of people that emerges. There is wide evidence of contradictory arguments on the appraisal theory by previous researchers (Scherer, 1984; Smith and Ellsworth, 1985; Frijda, 1986; Lazarus, 1991; Roseman, 2001). However, there is an agreement of researchers on the fact that primary appraisal has two independent stages i.e., goal congruence and goal relevance. Where the preceding depicts the organizational goal congruence with employee’s self, and the following depicts the relevance of goals between the organization and the individual. Secondary appraisal is the employee’s own supposed capability to cope with a situation or event i.e., called coping potential (Moors et al., 2013; Selzer et al., 2021).

A small number of research have used this appraisal theory to depict the change recipients’ behaviours to change events (Beaudry & Pinsonneault, 2010; Fugate et al., 2011; Liu and Perrewé, 2005; Smollan, 2006; Oreg et al., 2018). These studies had a common argument that employees behave in a certain manner in a context i.e., change event or change process due to their cognitive appraisal of that context (Fugate, Prussia, & Kinicki, 2012). However, in previous findings cognitive appraisal was not studied as a two-stage mechanism but rather a combined content for the appraisal of emotions and resulting behaviours. Liu and Perrewé (2005), have studied cognitive appraisal only as a predictor of emotional responses to change. Previously, there is rare evidence in research about the role of cognitive appraisal in defining different dimensions of emotions. Oreg et., (2018) have proposed that the cognitive appraisal components also define the actual reaction/behaviour of employees to change. Ability

to cope with the change event defines the behaviour of employees in terms of degree of activation and person-organization fit defines the valence of behaviour.

2.3.1 Cognitive appraisal in terms of P-O fit, and coping potential

Positive and negative emotions are triggered by the cognitive processing of person's beliefs about surroundings (Lazarus, 1991). Several researchers have studied varying responses of change recipients as consequences of transformational organizational changes. Turnley and Feldman (1999), studied that employee who perceive less support from organization are more inclined towards negative emotions and behaviours such as exit, decreased organizational behaviour, and withdrawal from the change. It's the thinking process about the causes, procedures, and the management that defines employees' emotions and attitudes (Arnold et al., 1995). These emotions become consistent over the passage of time depending upon the cognitive processing of information available and challenges at hand (Gibson, 2007). Oreg et al. (2011) summarized that the appraisal of organization matters such as trustworthiness, procedural justice, participation in decision making, job description plays a pivotal role in defining reactions to organizational change. Therefore, during transitional changes, employees are observed to show different emotions that define their behaviours (Oreg et al., 2018). The cognitive appraisal is simultaneously done in terms of assumptions of personal and organizational goal relevance/goal congruence and coping potential. These are the primary and secondary stages of cognitive appraisal that usually takes place in parallel (Oreg et al., 2018).

A major factor that influences the psychological distance with the organization is confidence in the organization that employees' interests will be taken care of and that is the primary appraisal of the change event. The primary appraisal of change antecedents i.e., the organizational factors such as participation, management role, support, leadership style if turn favourable, leads to employee perceptions of goal relevance (Fugate et al., 2012; Oreg et al., 2018). For instance, if change recipients find these organizational factors in alliance with his personal approach towards change, then it can be termed as person- organization fit. As, Scherer (2013), has studied that when person's goals are aligned with organizations in terms of person-organizational goal fitness, results in positive affect on employee's well-being. This P-O fit promotes satisfaction and sense of safety amongst employees because they know that they have the organizational support for dealing with the challenges linked with change (Liu et al., 2021; Youngs et al., 2015). Thus, primary appraisal is the processing of the contextual factors that decides the person-organization goal fitness.

Secondary appraisal of the context including change process and the organizational environment is the ability to deal with with the change at hand. *Coping potential* of employees, the secondary appraisal (Moors et al., 2013), is built through adaptation (Frijda et al.,1989), and self-control (Folkman, 1984). In organizational behaviour literature, coping potential is vastly discussed from stress perspective. Vagg and Spielberger (1998) explained coping potential as a mechanism to deal with the challenge at hand depending upon personal and environmental resources. Change comes with unpredictability and a new norm, in which challenges are inevitable so the worker's capability to manage with change depends upon the support from the management. Workers survive with the challenges of change event with social support from organization, resultantly they themselves support the smooth implementation of change (Samuel et al., 2020; Gibbson et al., 2017; Kiken & Fredrickson, 2017). Social support and participation in change improves the perceive power over the operational tasks associated with the long-term change and thus we can say that the change recipient can cope up with change with better coping potential.

With respect to the current study, coping potential to change is an important mechanism because change at hand is a change in the compliance regulations that is affecting the job role of each participant. The affect control theory says that “display of human behaviours is in congruence with affective emotions” (Robinson & Smith, 1999). This emotional experience is an outcome of psychological evaluations that is secondary cognitive appraisal or ability to cope depending upon the social support and participatory role. Theory of coping says that coping potential helps people to minimize negative and promote positive attitude towards stimulus (Lazarus, 1993).

Therefore, it is suggested that the behavioural reactions of change recipients i.e., resistance, acceptance, proactiveness, and disengagement are the result of cognitive appraisal of the associated processes and events. There are certain attributes of the environment in which the change event occurs. These attributes or factors in the atmosphere have a certain impact on the cognitive appraisal (person-organization fit, and coping potential) of the situation that result in actual behaviour of employees. In the next section there is literature discussion of these predictors in the change context and how appraisal of these factors plays a role in defining behaviours.

2.4 Antecedents of primary appraisal (*Person-organization goal fit*)

Person organization goal fit is the primary appraisal of the change event, and it depends upon factors in the organizational context as discussed above. P-O fit depends upon the psychological distance amongst the change receiver and the company with a transformational change happening around. In this section, predictors that can affect psychological distance i.e., person-organization fit will be discussed.

Term psychological distance is defined by Trope & Liberman, (2010) as: defining oneself “being here and now”. It explains the hypothetical situation that is supposed to occur or may not in contingent with certain event. The observations of psychological distance with the change agent, with the top management, and change information influence the change recipients’ behaviour (Oreg et al., 2018). Employees who have understood the perceptions of change agents and have the knowledge about change that is going to take place would be more likely to have positive behaviours towards change (Miller et al., 1994). Factors like leadership styles and role in change would be defining the recipients’ psychological distance with the organizational goals.

In the following section organizational identification and transformational changes will be discussed as antecedents of change as they have the potential to minimize the psychological distance and therefore can influence P-O fit. Oreg et al., (2011) argued that leadership styles strongly impact the change recipients’ behaviour. For instance, *transformational leadership* at workplace would decrease the psychological distance between change recipient and change agent (Oreg et al., 2018; Atwater & Carmeli, 2009; Shamir et al., 1998). Shamir et al., (1998), has named this decreased psychological distance as shared values. Similarly, *organizational identification* as “perceived oneness with the workplace” is another factor of decreased psychological distance (Shamir et al., 1998). Kreiner & Ashforth (2004) have studied that organizational identification decreases the psychological distance with organization in accordance social identity theory. Here is a detailed literature review of transformational leadership, and organizational identification in the change context:

2.4.1 Transformational leadership

“What it takes to be a leader in the 1990’s and beyond is really handling change (Roberto Goizueta, late Chairman and CEO of the Coca-Cola Company).”

With the advent of 21st century, change related events have become more sensitive with the type of leadership operating or controlling that change. In literature, widely discussed styles of leadership are transactional, and transformational. Burns (1978) introduced these terms initially

in the context of organizations. Transactional leadership is a phenomenon of give and take, where employees put in the desired efforts and the leader reciprocate in terms of rewards (Bass et al., 2003). On the other side transformational leadership is somewhat more than transactional, in which leaders have the capability to motivate their subordinates to work selflessly for the visualisation of the company and motivate them to serve the organization selflessly (Bass, 1985; Sarros and Santora, 2001; Islam et al., 2021;). Bass (1985) defined transformational leaders as charismatic and influencers on whom followers can put in a blind trust, intellectual stimulation where subordinates can question their decisions, and individual liberty where employees are delegated with assignments and given free hand to accomplish the target according to their own ways. Tichy and Devanna (1990) studied that transformational leadership is a process in the setting of change. First, the leader identifies the need for change, plan the change and then implement it. Unanimously, long ago researchers have concluded that leadership name it transformational, charismatic, or visionary have the same agenda.

Pawar and Eastman (1997) said that employees are more receptive to transformational leadership in the scenarios where organizational target is adaptation rather than efficiency. Transformational leaders can dissolve the status quo in the change context through their cooperative behaviour at the right time in the change process. Thus, they set an ideal example of empathy that is somehow different from the general management of the organization (Hermann et al., 2012). They are less conservative and open to suggestions to mend their ways for the successful execution of change. This provides a motivational focus to the subordinates making them inspirational and committed (Boomer et al., 2005). Transformational leadership nurtures satisfaction in the employees with the hierarchy in the organization instead of discontent with the status quo and provides them an engaging vision for the opportunity (Kouzes and Posner, 1988). In the change literature, it is widely discussed it is necessary for the leaders to encourage participation, opinion, and critique for the successful implementation of change (Ford and Ford, 1998; Peng et al., 2021). Once a leader develops this thinking, the change process should start. When the frontline employee is facing difficulties in implementing change, transformational leader can provide support and flexibility to favour change and employee as well.

Transformational leadership perpetuates positive attitudes amongst its subordinates like change commitment (Herold, Fedor, Caldwell, and Liu, 2008), readiness to change (Herrmann et al., 2012), and minimize negative attitudes like cynicism (DeCelles et al., 2013). Employees' performance is said to be enhanced in a change context if the leader shows transformational

leadership skills (Carter, Armenakis, Field, & Mossholder, 2013). Such change recipients show better social support for change (Chou, 2015). It is found that in the presence of transformational leader, employees' affective commitment to change and self-efficacy increases substantially (Chou, 2015). Thus, if the change agents possess transformational leadership traits it is more likely that the environment of change will become more favourable and encourage the change recipients to take part in the change actively.

2.4.2 Organizational identification

Organizational identification (OI) literature is very comprehensive, and it dates back to 1960's. One of the most initial and comprehensive definitions of OI have been proposed by Patchen (1970, p.155) “(1) feelings of solidarity with the organization; (2) [attitudinal and behavioural] support for the organization; and (3) perception of shared characteristics with other organizational members.” Social identity theory explains that “an individual's conception of the self is affected by his or her membership of social groups, such as organizations” (Brewer & Gardner, 1996, p. 83; Hogg, 2003; Hogg & Abrams, 1988; Tajfel & Turner, 1986; Turner, Hogg, Oakes, Reicher, & Wetherell, 1987). Mael and Ashforth (1992, p. 104) defined organizational identification as: “it is the perception of oneness with or belongingness to an organisation, where the individual defines him or herself in terms of the organisation(s) in which he or she is a member”. As part of the group person's perceptions, attitudes and behaviours are greatly inspired by the group norms. Greater the tendency to identify oneself with the group the greater is the probability that group norms will highly influence individuals' attachment with the organization. Identification with the organization relies on the meaningfulness that employees give to their association with the workplace, the more central place it gets the more will employees trust the organization and strive for the achievement of its goals (Mael & Ashforth, 1992).

Employees identify themselves with the workplace because they want to avoid the uncertainty and get security that results in better self-esteem. This greater self-esteem makes them eligible to participate in organizational/group goals which could not be achieved in parts alone (Peng et al., 2020; Ashforth & Mael, 1989). Employees having a perception of strong identification are more prone to greater job satisfaction and commitment with their job tasks (Pratt, 1998). Before change, organization identification can affect the behaviour towards change both positively and negatively. Also, the identification during the change process is very important. An employee with high levels of identification may resist the change because he might be so comfortable with the existing norms and culture within the organization. Many

studies found that usually during organizational change especially major ones like mergers and acquisitions, organizational identification tends to decrease thus leads to negative behaviours of employees (Gleibs, Mummendey, and Noack, 2008; Jetten, O'Brien, and Trindall, 2002; van Knippenberg, and Ellemers, 2003). However, when employees see desirable outcomes at workplace their identification increases and counterproductive behaviours like turnover, absenteeism, disengagement etc. tends to decrease substantially (Jetten, O'Brien, and Trindall; Jimmieson and White, 2011; Lipponen, Olkkonen, and Moilanen, 2004; van Dick, Ullrich, and Tissington, 2006; van Dick, Wagner, and Lemmer, 2004).

2.4.3 Overall Justice Judgements

The employees' perceptions of fairness at workplace refers to their justice judgments (Foldger & Cropanzano, 1998) that increases their job satisfaction and commitment with work (Leung, Wang and Smith 2001; Tremblay and Roussel 2001; Haar and Spell 2009). In literature four dimensions of justice have been widely examined and discussed. 'Distributive Justice' perceptions about fairness of the outcomes an employee is receiving (Adams, 1963); 'Procedural Justice' the evaluations of employees about the procedures that's happening in the organization. Are they fair enough? (Thibaut and Walker 1975); 'Informational justice' the kind of explanations and social information that employees receive from the organization during major change events (Colquitt 2001; Rupp 2011); 'Interpersonal justice' during the policy making, decision making procedures, and the execution of procedures the interaction of employees with other authorities i.e., how explicitly and easily the information was available to employees (Arnéguy et al., 2020; Colquitt 2001; Rupp 2011). Lately, there has been a debate in literature that instead of focussing on a particular dimension of justice it is more natural to measure the overall justice judgements that would provide a global image of justice in the said context (Lind and van den Bos 2002; Ambrose and Arnaud 2005; Ambrose and Schminke 2009). This universal measure of justice is more appropriate for the measurement of overall thoughts and behaviours such as turnover intention, job satisfaction, job commitment (Colquitt and Shaw 2005; Ambrose and Schminke 2009). Therefore, it is wiser to use overall justice judgments instead of dimensions of justice when the purpose is to measure global behaviours.

Overall justice judgments became an important phenomenon for an organization when it is undergoing some major transformational changes (Colquitt & Chertkoff, 2002; Saunders, Thornhill, & Lewis, 2002; Van den Bos & Lind, 2002). Employees make a clear judgment in their minds how the organization have been before, the experiences of the past change events, how fairly they were treated, and then reflect upon the current situation. As the individuals'

behaviours are largely influenced by the peers and environment where they live. The short term and long-term experiences pave their thoughts about a certain element and events. A significant body of research has predicted that fairness is the primary embodiment of employee's perceptions regarding processes and their tentative outcomes at workplace (Tyler & Blader, 2000). The overall justice judgments or fairness is said to be an important predictor of several employee job outcomes (Conlon, Meyer, & Nowakowski, 2005).

Ambrose and Schminke (2009) developed this special theory of overall justice judgements apart from the traditional definition of four dimensions of justice procedural, interpersonal, distributive, and informational justice. Several researchers have incorporated this whole new justice concepts in studies and predicted significant results (Ambrose, Wo, & Griffin, 2015). In a transformational organizational change context just like other dimensions of justice, employees develop a justice concept in their minds at different levels like introductions of event, event level, and later growth stages (Rodell and Colquitt, 2009, Melkonian et al., 2015, Soenen et al., 2016). For instance, Seoneon & Melkonian (2017) have studied overall justice judgment in the context of merger and acquisition. They argued that employees develop a global image of justice/fairness in their minds that how fairly organization/mangers treated them in the previous matters. Based upon the previous experience's employee analyse the current scenario of change and made their own justice judgments that ultimately affect their behavioural outcomes. The negative justice judgments result in a weak bonding with the organization (Bansal, and King, 2020; Haslam, 2004), and vice versa.

2.4.4 Organizational Trust

It is defined as: "a person's or group's willingness to make themselves vulnerable to another person or group, relying on the confidence that the other party exhibits the following characteristics or facets: benevolence, reliability, competence, honesty, and openness" (Hoy and Tschannen-Moran, 1999, p. 189). Also, recently trust is accepted as "the decision to rely on another party under a condition of risk" (Currall & Epstein, 2003, p.1). Overall, in management studies trust has been discussed at multiple levels from relational to societal levels (Cook & Schilke, 2010). Although, there is huge variety of literary evidence on trust but one common theme amongst all the definition of trusts is the element of "vulnerability" (Tschannen-Moran and Hoy, 1998). It suggests that the one who trusts relies on the trustee, and in case he gets deceived the amount of trust and the relative opportunity cost will be lost (Tschannen-Moran and Hoy, 2000). The organizational success is widely dependent upon the

trust it gains from the employees, and the success of managers is in the blind trust they win from their followers (Men et al., 2020; Verburg et al., 2018).

Therefore, employees examine the administrative atmosphere to decide whether to put their trust in the managing or not. Organizations fully aware of the reality that the employees' trust is an intangible asset, makes sure to give a chance for participation, and freedom of expression to gain unconditional confidence. Those organizations whose physical infrastructure, policies, procedures, environment gives a gesture of distrust over the employees for example, strict surveillance rules, would be reciprocated by distrust by the employees (Archimi, Reynaud, Yasin, & Bhatti 2018).

The benefits of trust in the management during organizational change are tremendous and it could be hazardous when there is distrust. Usual causes of distrust in the organization are external, for instance government mandate, policy change by the regulatory bodies, and resource deficit (Petersen, 2008). When employees rely on the organization that it will take care of their rights in turbulence with a firm belief that honesty, empathy, and reliability will be served their trust becomes stronger (Currall & Epstein, 2003; Yang & Lim, 2009).

In the change context, the degree to which change recipients trust the company defines the communication and cooperation level of these employees (Rawlins, 2008). These employees have a firm belief that the organization know what it is doing, and their interests will be well taken care of by the organization. Previous research suggested that trust in organization cultivates a positive relationship between the management and the organization and results in positive attitudes towards change (Ertürk, 2008; Devos et al., 2007; Alwiyanti, Bastaman, & Utomo, 2020). Contrarily, the distrust on the management creates suspicions about the validity of the change resulting in counterproductive behaviours such as with drawl, resistance, and less readiness (Oreg, 2006). Nevertheless, the preservation of trust all through the development of change is an important element for the success of change (Gustafsson et al., 2020).

2.5 Antecedents of secondary appraisal (Coping potential with change)

2.5.1 Perceived organizational social support

Social support that breeds the perceptions in employees that their organization will stand by them in the hour of need while performing job responsibilities. Perceived organizational social support is the amount of back up that an employee feels that he has and will be available in the challenging situations (Schwarzer and Leppin, 1991). This is a judgment about the expected support transactions at workplace from one's official connections in the hour of need

(House, 1981; Sarason et al., 1996). Perceived organizational social support is therefore a perception that inculcates in the mind of an employee depending upon the experiences at work when organization acted as a survivor for an employee in key situations.

These perceptions of organizational support are nurtured on daily basis when employee gets a support from seniors, peers, and organization for performing work operations (Eisenberger et al., 2001; Rhoades & Eisenberger, 2002). The higher exchange of backing from these support groups breed positive outcomes and extra role behaviours (French, Dumani, Allen, & Shockley, 2018). The judgment of an employee that: “organization is giving support, there is an open communication, feedback on projects is honest, and the evaluations are non-judgmental”, leads to extra ordinary workplace behavior, participation in challenging tasks, innovative and creative ideas (Gregory et al., 2010).

The overall orientation of employees in the change context depends highly on the quality of social support they are receiving from the change agents group including managers, and higher management personnel. A positive social support account from the organization results in positive outcomes from employees in the favour of change (Younis et al., 2021; Kurtessis et al., 2017). Also, the sincerity of this support in terms of workplace ethics and long-term sustainability of employees’ rights resulting from change is also a point of concern for change recipients (Myer, Thoroughgood, & Mohammed, 2016). Haslam et al. (2005) have argued that social support acts as a buffer against workplace stressors and helps to cope with the challenges associated with difficult work tasks. Social support from organization itself is a coping strategy to tackle the tasks at hand to reduce strain and increase productivity (Frisch et al., 2014).

Coping is an essential element of secondary appraisal in the change context. An employee who is witnessing a transformational change have vulnerable thoughts of failure, at that time greater social support perceptions can act as an asset to agreement with change and behave positively towards the implementation of change. Those employees who are entitled to organizational support can mobilize the resources in a precise way as compared to those employees who are lagging confidence due to lack of social resources i.e., organizational support (van Dick & Haslam, 2012; Jolly, Kong, & Kim, 2020). Therefore, organizational social support is an important provision in a change context where the major transformations make the resource availability susceptible. In such scenarios perceived organizational support can act as a decisive element in determining the future of change.

2.5.2 Participation in change

The concept of participation in change was first introduced by Armenakis et al. (1979) while conducting research in an organization. They found that when the employees were given the chance to communicate their concerns and had an outright role in taking measures, they were able to bridge the gap between planned change outcomes and actual results. They identified it later that once workers are allowed to take part in change and express their concerns freely, they would be empowered to report any discrepancies well in time making the change outputs meet the projected targets. Gouldner (1960) explained that those employees who witnessed positive behaviour from their peers in work matters are more expected to reciprocate in a positive way as an evidence of social exchange theory. Such reciprocal relations can be amongst employees-colleagues, employer-employee, and supervisor-employee dyad (Shore & Wayne, 1993). Recent research has suggested that the closer the relationship or reciprocity between these dyads the stronger are the chances that employees will show positive attitude in change intrusions (Byrne & Hochwarter, 2008; Rhoades & Eisenberger, 2002; Jurburg et al., 2019). That means when workers are encouraged to participate in conversation and decision making by the colleagues and authorities, they are more likely to take the change initiatives positively and serve for its implementation in every possible way.

Further, when employees psychologically own the change project through positive attitude, they are more likely to show active participation throughout the change process (Pierce, O'Driscoll, & Coghlan, 2004; Pierce & Jussila, 2011; Van Dyne & Pierce, 2004; Lleo, Viles, Jurburg, & Lomas, 2017). When, employees actively participate in a change they bring in their experiences, learn from the mistakes, and communicate with the management with confidence (Van Dyne, & Pierce 2004; Sebastian, & Rea 2014). A well-planned transformational change would be the one that should let the change recipients to participate in change that can facilitate communication, and on the spot, decision making (Bordia et al., 2004; Van der Voet & Vermeeren, 2017). This participation can no doubt increase the success rate of change but would also promote satisfaction in employees (Teo, Nguyen, Shafaei, & Pick 2020). Thus, participation in change should be a prerequisite for planning and implementation of change to make it successful. The lessor participation would promote communication gap, delayed decision making thus compromise the quality effectiveness of change.

Further, participation in change can curb the anxiety about the change because due to participation employees are capable to conserve the means to trade with the challenges associated with change (Teo et al., 2020; Westman et al., 2005, p. 169). The cynicism during

change is so obvious as it can be a turmoil for many to leave the routine and set a new channel to absorb and implement change i.e., a questionable thing for maintaining the wellbeing as well (Nguyen et al., 2018). So, in order to nip the change in a bud maintaining one's wellbeing is important that can be nurtured when employees own their work. Thus, participation in change could be the best opportunity that management can give to its employees for successful change implementation.

2.6 Theoretical framework and hypotheses development

Organizations can support the positive behaviour of employees through catering their needs by giving a perception that the environment is conducive for growth and development (Scott, 2001). Employers can enhance the innovative behaviours amongst employees through encouraging environment or can diminish the positive environment through curbing the possibilities of individualistic growth (Perry, 2000; Perry & Vandenberg, 2008). As there is a continuous link between individual's motives and organizational motives (Van, Vandenberg, & Leisink, 2017). Person environment fit is defined as: "the compatibility between an individual and a work environment that occurs when their characteristics are well matched" (Kristof-Brown et al., 2005, p. 281). This is a broader definition that enquires individual, supervisors, work, peers, and organization. An employee tries to resonate his/her energies with each of this factor to get fit in to the organization (Edwards & Shipp, 2007). However, in the transformational change context the person organization fit carries central importance in the retention of employees and breeding positive behaviours (Caldwell, 2011). The more an employee identify him/herself with the workplace, trust the organization, have supportive leadership, and gets a fair share of change the more such employees will deem themselves fit with the organization. When an employee is satisfied with the organizational environment, it is very much likely to result in positive and active behaviours.

A vast range of evidence exists on the operationalization of person organization fit in literature (Verquer, Beehr, and Wagner 2003). I have already discussed some in the above-mentioned literature. Overall, the subjective definition of person organization fit means it's the belief of employees that their goals resemble with that of the organization. Similarly, objectively we can prove person organization fit of an employee through gauging the individual traits and comparing it with the organizational rating on the same list of characteristics. It is understood in literature that the personnel understanding of the person organization fit defines his/her attitude and behaviours towards work (Kristof 1996; Kristof-Brown, Zimmerman, and Johnson 2005).

During organizational change it is observed that employees went through multiple stressors that inhibit their quality of work (Noblet, Rodwell, and McWilliams 2006; Teo et al., 2013). It is widely examined that organizational change usually result in negative employee behaviours and attitudes such as job dissatisfaction because of the stressors associated with change (Noblet et al., 2005). As there is a lack of resources, inability to manage the new circumstances, fear of unpredictable future etc. that creates a fear for the change events and employee may not behave positively to the change. However, if the change implementation is proper with lessor side effects the workplace, employee’s affective commitment to the change increases (Rafferty and Restubog 2010). In such scenarios, it is likely to have higher job satisfaction, work engagement, and positive attitude towards change. Organizations that do not pay due attention to the change processes, do not disseminate the information properly, and do not understand the situational needs of the employees, who are at the receiving end of change nurtures stressors at workplace that ultimately results in negative behaviour. Following is the proposed theoretic framework for this study.

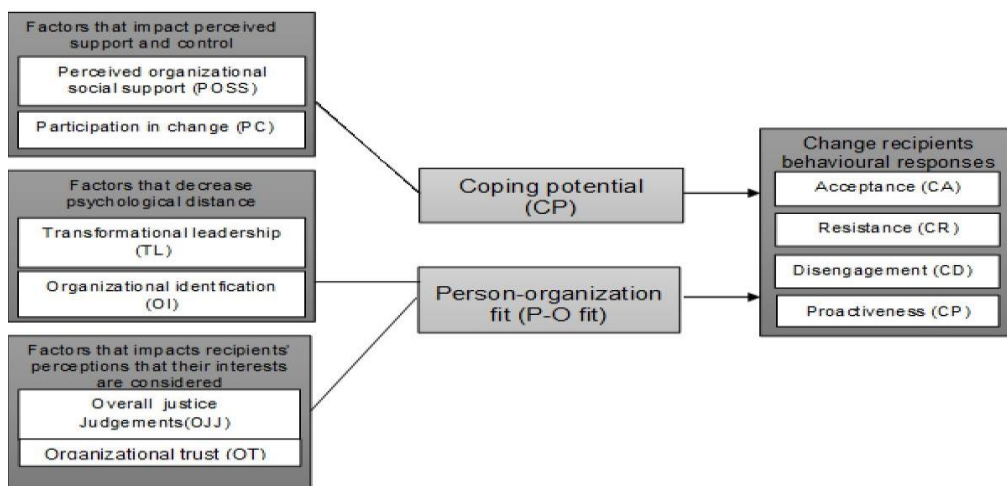


Figure 1 Theoretical Framework

2.6.1 P-O fit, coping potential, and change recipients’ behaviours

McCulloch & Turban (2007, p.181) defined Person–organization (P–O) fit as “compatibility between the personality of the individual and the characteristics of the organization.” It is the compatibility between the individual norms and traits and that of the organization (Chatman, 1989). Employees seek for environment and organizational fit throughout their workplace life (Cable & DeRue, 2002). More an employee gives value to the goals of the organization the more he will get inclined to own these goals and work for their fulfilment. It has been widely concluded that better person organization fit leads to employees’

positive workplace outcomes (Dhir and Dutta, 2020; Alniaçik et al., 2013; Van Vianen, 2000). Person organization fit is the goal congruence amongst the organization and the employee that results in behaviours that adds to the organizational and individual success. P-O fit has a strong significance in the area of change management, as change involves variety of emotions and behaviours at multiple levels, and P-O fit can serve to inhibit and flourish certain attitudes towards change (Alniaçik *et al.*, 2013; Jehanzeb, and Mohanty, 2018). Therefore, it is more likely that an employee with higher rating of P-O fit will stay in job and contribute to the organization mission in change scenario rather showing counter productive work behaviours.

Person organization fit can enhance the tolerance level of employees with the stressors of change and let the employees accept the change, in this way a well-informed employee would be proactive with the change (Kristof-Brown et al., 2005). It happens as the personnel develop a perception that their personal career goals are aligned with the organizational goals of change. P-O fit enables the employees to take the change positively and accept the ongoing daily basis changes for a greater goal i.e., the success of the organization and the employee him/herself. Employee proactiveness is also largely associated with person organization fit (Jehanzeb, 2020; Saraç, Efil, & Eryilmaz, 2014). Employees who are closely associated with the organization in challenging times (e.g., change, as they are expecting a win-win situation) are likely to be more creative for the change at par (Seong & Choi, 2019).

Change acceptance is a passive positive behaviour, as discussed in the earlier sections the realisation of change varies upon the understanding of employees for the change and its implementation procedures. Person organization fit performs a tremendous role in the acceptance of change through creation of meaning about change context, need, and valuing its occurrence (Lines, 2004). Bovey and Hede (2001) defined the two dimensions of acceptance; first is agreeableness with active support that resembles proactivity, and the second is agreeableness but with passive support. The passive support is the form of change acceptance in which the employee gives up coming forward with any suggestions but just simply comply with the change at hand (Johannsdottir et al., 2015; Islam et al., 2020). Bansal, and King (2020) examined that during transformational changes such as acquisition the level of communication of change to the frontline workers define the satisfaction level of employees and later their perspective towards change. In such scenarios, employees do recognize their association with organization but show a passive acceptance to change. So, the P-O fit results in positive behaviours of employees towards change but the degree of activeness of the behaviour defines the true nature of behaviour. A positive and active behaviour would be called as a proactive

behaviour, and a positive passive behaviour will be called as change acceptance. Therefore, the following hypothesis is suggested:

H1a: P-O fit is positively related to change acceptance and change proactiveness.

As, discussed earlier P-O fit naturally provides a buffer in a change scenario and helps the employees to understand change and behave positively towards the accomplishment of organizational goals. On the contrary, a lower perception of person organization fit in employees perpetuates the lack of interest in change or other counter-productive behaviour such as quitting (Wu and Chi, 2020). As, the employees perceive organizational goals that is a transformational change in the current scenario a threat to their existence in organization and their future growth. Widely, observed negative behaviours during organizational change events are job dissatisfaction, turnover intentions, silence, permanent withdrawal, voice, resistance, disengagement etc (Oreg et al., 2006).

In this study, specifically change context related behaviours are observed. Such as resistance to change and change disengagement which are generally considered as negative behaviours of employees, where they all together negate the importance of change. However, they both vary in degree of activation as discussed earlier change resistance is a negative and vigorous behaviour, contrarily change disengagement is a negative submissive behaviour. Both the behaviours are unsupportive for the successful implementation of change. Where the prior inhibits the implementation and the late results in zero or low support for the constructive support to change. Afsar et al. (2015) examined that the person organization fit channelizes the workers' energies into innovate behaviour for a making the change better in the strategic way. When employees consider themselves to be the part of organization and foresee the goal alignment with the organization, they are expected to be exposed to change, proactive towards new challenges, and less likely to resist (Bindl and Parker, 2011). An employee resists a change when he/she considers that the organization is not taking care of employees' rights and ignoring the personal growth and development while pursuing a new transformational change (Tepeci, 2001; Laumer et al., 2016). Similarly, change disengagement arises when employees give up their hopes with the organization. The misfit with the workplace creates a silent discord between the employee and the organization and the work engagement declines (Memon et al., 2018; Ashfaq, 2020). Change recipients instead shows the worse behaviour chose to remain silent unlike resistance, and so not show support for change. Hence, the following hypothesis is proposed:

H1b: P-O fit is negatively related to change resistance and change disengagement.

Transformational change is a stressful event in any organization for all the stakeholders as everything is going to change its years long routine. Organizational change changes the everyday 'known' to 'unknown' for the employees. Employees at the receiving end of change have to cope with the stressors of change, those who easily cope with change show commitment to change and those who cannot show negative behaviours (Mukerjee et al., 2021; Dahl, 2011; Elrod and Tippett, 2002; Liu and Perrewe, 2005). Change is usually considered to be a tough task for any organization as it requires a re-institution of resources but there is a vast amount of evidence which proved that it is not a hindering event for the employees most of the time. Employees who cope with the stressors of change and facilitate the re-installment of available resources to fulfil the organizational goals get a win-win reward (Will, 2015). Apart from the associated anxiety related to change, employees can foresee the productive outcome of change that because of their effort's organization can succeed in achieving the predicted feasibility of change (Li et al., 2021; Marinova et al., 2015). Employees experience joy when they predict that the change can add value to their job and future growth, thus contribute to the change proactively. Thus, change is not a hindering procedure itself for the future of personnel in the group. It depends upon the coping potential of employees how they perceive the change and acts accordingly. The successful employment of the change can provide fruitful results to the employees in future in terms of growth, promotion, and job enrichment (Aslam et al., 2018). Depending upon the resources available and the ability to combat the stressors of change an employee cognitively appraise the change event relevant to the personal traits and behave accordingly towards change. Therefore, it is hypothesized that:

H2a: Coping potential is positively related to change acceptance and change proactiveness.

Due to the stressors associated with its implementation change sometimes lead to several negative outcomes of employees such as work-family conflict, compromised wellbeing, job threats, physical ailments etc. (Greubel and Kecklund, 2011; Rafferty and Jimmieson, 2017; Vakola and Petrou, 2018). Change itself is a challenging endeavour from idea inception to the final growth stages. It requires aggressive, and comprehensive planning. The environmental moderators or factors rarely let the organization to achieve the proposed outcomes. Where, material, and monetary resources can be managed easily, but the human emotional resource is difficult to manage. Change recipients continuously evaluate the change

depending upon the everyday tasks that they had to deal with due to change that happened or about to happen (Chaudhry et al., 2009). Here, the cognitive appraisal plays a crucial role in defining employees' emotions, attitude towards change and final behaviour. Employees whose coping potential is not strong enough are likely to have more negative outcomes vis a vis a higher coping potential would help to curb these negative behaviours. Coping begins far before the actual change event hits, when the change news is being broadcasted across the organization (Mao et al., 2019). Employees start to evaluate the previous change events in the organization and relates to their own position and gain in that change event along with the overall success of change. When the evaluation of the current change and the previous change events make them realise that the current change initiated by the organization may be harmful for their existence in the organization it results in negative emotions, attitudes, and behaviours.

“Appraisal theory of stress” classifies the cognitive appraisal in to two stages: primary appraisal that is meant to evaluate the degree of danger associated with change that can affect employee's position in the job, and secondary appraisal i.e., the coping potential that determines the ability to cope with the challenging situation (Rafferty, and Restubog, 2017). The lower coping potential would lead to negative behaviours such as absenteeism, withdrawal, silence, quitting intentions, resistance, disengagement, etc. (Choi et al., 2019). As discussed in the earlier sections, change resistance, and change disengagement are both considered to be negative behaviours, but they differ in terms of degree of activation. Resistance is a negative and vigorous behaviour where employees not only negate the implementation of change but also resist the implementation all together. Contrarily, change disengagement is the negative passive behaviour of employees where they completely withdraw from the change event and do not put any effort for the success of change. In defining these behaviours of employees, the appraisals of stressors i.e., coping potential to deal with change stressors plays an important role (Afrahi et al., 2021). With low coping potential the employees are less able to manage the lack of resources and change stressors appear to be a threat to their existence, and task performance in future. Therefore, there will be an inverse relationship between coping potential, and employee behaviours that lies in negative valence. Thus, it is hypothesized that:

H2b: Coping potential is negatively related to change resistance and change disengagement.

2.6.2 The mediating role of P-O fit and coping potential with change

Lazarus (1991) explained the appraisal process of a change event in two stages primary and secondary appraisal. These two processes run in parallel and defines the actions and behaviours of employees. Primary appraisal represents the goal relevance of the individual with that of the organization, which is transformational change in this study. And secondary appraisal is the coping potential in a worker to pact with the challenges of change. Here, in this study person organization fit as primary appraisal, and coping potential as secondary appraisal of the change stressors in the presence of organizational will be studied as mediator to predict the change recipients' behaviours.

As, it is discussed earlier that a change initiative by the organization comes with change stressors for the employees or change recipients. The secondary appraisal in terms of coping potential will be discussed below i.e., employees cope with the workplace stressors through making an estimate of the resources and behave accordingly. The cognitive appraisal theory (Lazarus, 1991) suggested that in the primary appraisal employees gauge their goal relevance with the organizational goals while dealing with the change stressors and this appraisal pave the way of change related favourable/unfavourable behaviours. Employees question themselves about the relevance of organizational goals i.e., organizational change in the current scenario with their goals. This evaluation defines their own wellbeing due to the change. The appraisal helps them to determine the intensity of change stressors, weigh the resources available to manage these stressors and shape their emotions towards change. So, when an employee gets an answer that his/her goals are relevant and congruent with that of the organization he/she acts positively. And where the goal relevance is distant apart the chances of negative behaviours are higher.

Here, the role of workplace factors is very important in defining the behaviours of employees and appraisal of transformational change. The primary appraisal/ goal relevance / person-organization fit is dependent upon number of factors. Leadership is one important factor that designs the workplace environment and employee work related behaviours. Amongst leadership styles, transformational leadership is supposed to promote employees innovative and proactive behaviours (Men et al., 2020; Hansen and Pihl-Thingvad, 2018). Transformational leadership, and organizational identification are supposed to minimize the psychological distance between employee and the organizational change. Oreg et al. (2011) proposed that leadership styles have a decisive role in building subordinate's behaviours.

Transformational leadership is exceptionally beneficial style as compared to other leadership types such as authoritative, and transactional leadership. A transformational leadership represents selfless attitude of a leader to uplift subordinates, fulfilling their needs and wants along with getting the work done. Sudibjo and Prameswari (2021), studied that transformational leadership is a predictor for strengthening employees' perception of person organization fit. P-O fit is the similarity or relevance between the values and goals of the employee with the norms of organization (Afsar et al., 2015). This fit predicts that there is a compatibility between the goals and objectives of the employee and the organization. Also, a congruence between the job description and the employees' skills. P-O fit according to Schneider (1987) is the successful explanation of interactionism theory that says if a person senses that he/she is a perfect fit in the organization that results in his/her positive work behaviours. Similarly, where the opposite scenario exists when an employee struggle to fit in the organization negative behaviours are likely to emerge. In scenarios such as transformational changes happening in the organizations requires a lot of emotional stability to sustain the work pressure, Afsar and Badir (2016) concluded that personnel who rate higher for P-O fit stay strong during the challenging situations and their work creativity excels even in unpredictable scenarios. In occupational studies, researchers have related P-O fit with worker positive behaviours such as work commitment (Caldwell et al., 2004), acceptance of job description (Carless, 2005), social capital (Raja et al., 2018), and personnel wellbeing (Koburtay et al., 2021). Hence, it is proposed that P-O fit clearly influence proactive, and acceptance behaviour for change, and has a negative connection with change resistance and change disengagement behaviour of employees. According to appraisal theory by Lazarus (1991), primary appraisal or goal relevance that is operationalized as P-O fit in the current study will mediate the relationship between transformational leadership and change recipients' behaviours. The following hypothesis is formulated based upon the theoretical evidence:

H3a: P-O fit mediates the relationship between transformational leadership and change recipients' behavioural responses (i.e., change acceptance, change proactiveness, change resistance, and change disengagement).

Organizational identification is the subjective attachment of employees with that of the organization due to the social identity an employee observes with respect to his/ her relationship with the organization (Bao and Zhong, 2021; Dutton et al., 1994; Mael and Ashforth, 1992). In the transformational change framework, Oreg et al., (2018) explained that the behaviours of change recipients are dependent upon the psychological distance amid an

individual and the scope of change. The shorter the perceived distance i.e., a change recipient clearly understands the purpose of change and find his/her personal goals close to the scope of change the more positive behaviours are likely to occur. However, there are factors which defines individual's psychological distance with the change event. Transformational leadership has already been discussed before as a factor that effects psychological distance of an employee with the organization and its purpose. Organizational identification can form the attitudes and behaviours of employees through effecting their psychological relationship with the organization (Edward, 2005; Demir, 2011).

Previous research examined that individual higher in organizational identification work for longer working hours (Sluss et al., 2008), show affective commitment to change (Malik et al., 2019), have higher job satisfaction (Piccoli et al., 2017), and lessor with drawl intentions (Suifan et al., 2020). Individuals with lower level of organizational identification have a weakened link with the organization mission and thus more likely to show negative behaviours. As, organizational identification is the evidence of change recipients' social association with the change. For a transformational change it is very important to the change agents that change recipients should own the change and work for its successful implementation. Here, the person organization fit as part of primary appraisal segment of appraisal theory by Lazarus (1991) can perform an essential role in making a stronger bond between the shift and the employee. As, person organization fit is the integration of character's goals and believes with that of the business. It is the similarity between the individual interests and the vocational demands of the organization (Carless, 2005; Christensen and Wright, 2011). In literature, it has been studied as a precedent of employees' workplace performance and behaviours that can influence the success of an organization (Nikolaou, 2003). Employees who have a resonance with the collective believes, scope, and mission of the organization have a higher tendency to support the innovative tasks happening in the organization (Vogel, and Feldman, 2009). Employers consider the person organization fit at the time of selection and continue to assess the fit of employees with their ongoing job operations. Evidence have revealed that a dissonance between employee and organization goals i.e., a poor person job fit leads to disengagement and withdrawal of employees (Cheema et al., 2020; Demir, 2011). Thus, organizational identification itself has a positive effect on workers' behaviour such as acceptance and proactiveness. Similarly, a lower identification with the organization can perpetuate counter-productive work behaviours such as: disengagement, and resistance behaviours. Considering

the nature of change recipients' behaviours, it is therefore proposed to study the mediating role of person organization fit with organizational identification.

H3b: P-O fit mediates the relationship between organizational identification and change recipients' behavioural responses (i.e., change acceptance, change proactiveness, change resistance, and change disengagement).

The behaviours of change recipients in a transformational change event are largely shaped by the environment of the organization whether they are being listened by the authorities or a fair share of benefits is given to them or not. Oreg et al. (2018) argued that factors that affect the perceptions amongst change recipients that their interest is being considered by the management in the post change scenario have potential to create an impact upon change resistance, change proactiveness, change disengagement, and change acceptance. Oreg et al. (2011) categorized organizational trust and justice perceptions as the factors that determine the attitude and behaviours of workers in the change situation. A good account of organizational trust and justice judgments about the fairness of change process leads to positive behaviours towards change.

As discussed earlier, organizational trust is different from the universal definition of trust. Here, it means the believe of employees about the collective efforts of organization in good faith of employees in terms of monetary value matters (Whitley, 1987). As an antecedent of change, organizational trust is considered as a job resource by change recipients to fit with the organizational goals. In the organizations where the employees trust the management for their policies and procedures employees would be willing to take risks and outperform in the hour of need. The employees would consider the workplace favourable for innovation and bring forth new ideas for organizational developmental and personal growth (Su et al., 2020; Aryee et al., 2015). Therefore, change proactiveness and change acceptance will be higher when employees trust in the organization is greater. Contrarily, a lower trust in the management for the implementation of change leads to negative behaviours of employees (Ozyilmaz et al., 2018). Change is associated with an invention or re-designing of existing operations, vision, and mission of the organizations that directly effects the jobs of the change recipients. Trust in the policies and procedures adopted by the organization for the practical implementation of change leads to supportive behaviour for change. However, a lack of trust breeds suspicions. In scenarios, where the future of change is not clear, and employees perceive change as a threat to their existence at workplace or a treat to their job description employees are expected to

resist the change (Yue et al., 2019). Withdrawal is another behaviour that is witnessed in the authoritative settings, where the front-line employees do not have the right of voice. Dupret (2019), conceptualized the concept of disengagement or performative silence, when employees do not question the organizational change leading to embeddedness of old and new policies without their (change recipients') constructive feedback. Considering, the role of primary appraisal it is hypothesized that organizational trust effects the change recipients' behaviours via P-O fit as:

H4a: P-O fit mediates the relationship between organizational trust and change recipients' behavioural responses (i.e., change acceptance, change proactiveness, change resistance, and change disengagement).

Organizational justice during change has an interesting value for the employees, it is not a direct gain but a believe that organization will fairly distribute the share of change amongst the stakeholders. It is not just in terms of monetary value that is gained afterwards, but also a fair distribution of responsibilities, and entitlement for success of change. For this study the universal nature of justice in terms of overall justice judgments of change recipients is studied as an antecedent in this thesis. Pan et al. (2018) examined in an experimental study that organizational justice in an organization leads to higher positive organizational behaviours of employees and less negative organizational behaviours emerge in such cases. The existing theory on organizational change suggests that the achievement of change varies upon the policies and procedures used by the management to implement change fairly (Chemers, 2001, De Cremer & Alberts, 2004). Managers or the change agents that ensure a fair distribution of rights and rewards to all the stakeholders can expect a positive support from the change recipients (Judge, Piccolo, and Ilies, 2004).

For change recipients, during the turmoil of new happenings in the organization the behaviour of association in terms of fair and just treatment is very important. Silva and Caetano (2014) examined those transformational changes are ongoing processes in any organization, one preceding the other change, or sometimes more than one change happening parallel. In these scenarios the employees' overall justice judgments defines their final behaviour towards the organization. Hence, justice is conducive for maintaining positive environment in the organization for managing change. Malhotra et al., (2020) examined that organizations where the internal resources like justice perceptions and identification with the organizations are ranked higher by the employees, it is more likely that they will rate person organization fit

higher. The proactive behaviour of employees in support of change is strongly associated with the pay justice from the change agents/managers, and the person organization fit that is developed over a passage of time (Halbusi et al., 2020; Saether,2019). Georgalis et al. (2015) emphasized the importance of justice associated with change to curb the resistance behaviour of employees. A common rationale associated with change is the resistance behaviour of the stakeholders, Foster (2010) wrote a detailed account on resistance to change and its interaction with justice and commitment towards change, found that resistance may not always be associated with the organizational factors but also dependent upon person's own traits how he/she ranks his/her goals with that of the organizational goals. Similarly, a disengaged or withdrawal behaviour of employees is associated with moral corruption at workplace. Tang et al. (2018) examined that the moral corruption in a sample of Chinese companies in association with injustice happening at workplace leads to moral disengagement of employees towards the progress of organization. Unfair attitude of the change agents with respect to the current and future of employees, can result in disengaged or silent (acceptance) behaviour of change recipients. Tangirala, and Ramanujam (2008) studied that employee tends to remain silent or silently accept the orders in critical workplace events such as transformational change due to the absence of organizational justice. Therefore, considering the importance of overall justice judgments, rationale of primary appraisal and change behaviours it is proposed that:

H4b: P-O fit mediates the relationship between overall justice judgements and change recipients' behavioural responses (i.e., change acceptance, change proactiveness, change resistance, and change disengagement).

As discussed earlier, coping potential is a secondary appraisal of the resources available in the organization that defines the behaviours of employees. It is also discussed that amongst these resources social support and participation in change holds key importance. Perceived organizational social support creates a sense of attachment with the organization, a belief that organization will stay with the employee through thick and thin while dealing with the change. Wood et al. (2001) studied that employee who are entitled to social support from the management in the change context can manage the tasks and processes in a much efficient manner as compared to those employees who do not have such support. The more the POSS, the more employee thinks that organization respects his/her support for the change and thus behaves in a positive manner for the change (Day et al., 2017). Such organizational social support enables the employees to proactively support the change because they have a firm belief that management will stand by them throughout the change to provide maximum support

for dealing with change stressors (Kern and Zepf, 2021; Strobel et al., 2017). The scenarios where the change agents or the higher authorities do not levy the necessary support, they deprive the change recipients with the required resources for managing the stressors of change resulting in employees' negative response to change. Amongst the negative responses, the change resistance is the most popular and widely examined behaviours. When employees are aware that management never supported them in dealing with the challenges at job all together, they would have less resources to manage the change themselves and thus, resistance would be the ultimate response (Thakur, and Srivastava, 2018). As Srivastava and Agrawal (2020) examined that resistance arises when employees believe that the management announced an irrelevant or understated change that is difficult to implement and will affect the job routine of employees. The lack of support from the management leads to active negation of the change event by the employees as they know that the supervisor will not provide the necessary help to cope with change. An even worse behaviour that can arise due to lack of social support is change disengagement. This type of behaviours arises when the employees completely give up the hope in management and have no resources to cope up with change (Fida et al., 2017). Therefore, considering the role of perceived organizational support as a coping resource the mediating role of coping potential is hypothesized as:

H5a: Coping potential mediates the relationship between social support and change recipients' behavioural responses (i.e., change acceptance, change proactiveness, change resistance, change disengagement)

Changes are introduced in the organizations to minimize the problems or to capitalize on the opportunities present in the market. In both the case, there lies opportunities for the employees to learn from the ongoing change. In some transformational changes such as downsizing an employee entirely lacks the confidence in the organization. But as we know that a change is not always a hazard for employees' existence in the organization. In rest of the transformational changes there are multiple learning opportunities for the employees. For instance, a change in technology used in the organization, can open learning avenues for the employees, minimize their working hours, and give them more leverage to work effectively. It also largely depends upon the participation of employees in the change occurrence, right from the beginning of change (Onyeneke and Abe, 2021; Fabio and Gori, 2016). As discussed earlier, participation in change enhance the ownership of employees in the change, thus their commitment to change elevates. The coping along with the stressors of change helps the employees to positively respond to the change. However, the coping potential of employees is

largely dependent upon organizational supportive elements such as social support and participation in change. Employees' participation in change tends to fetch them more rewards, and they treat the associated challenges of change very well (Marinova et al., 2015.)

Considering the nature of change recipients' behaviour in this study the intervening role of coping potential among participation in change and employee's behaviours will be studied. Fuchs, and Prouska (2014) studied that a positive employee change evaluation results in positive behaviours and participation in change presents a catalytic role in giving birth to positive outcomes. Coping potential gives birth to the positive behaviours like job satisfaction, increased physical and psychological wellbeing. The organizations where workers are allowed to participate in decision making and given roles to design change are likely to breed better coping ability amongst its employees for dealing with change stressors (Imada, 2008; Hirzel et al., 2017). The first commonly known behaviour of employees is resistance i.e., the active negative behaviour against the change. Lines (2004) studied that resistance has an inverse relationship with change success, however organizations can cope up with this challenge with employee empowerment through change participation. Contrarily, change disengagement is a negative passive behaviour where employees do not choose to speak up instead remain silent due to lack of coping potential to deal with change stressors. Change agents are sometimes considered responsible for the silent, withdrawal, or disengaged behaviour of its employees because when employees are deprived to speak up/ participate in change their capacity to cope with change stressors declines (Sievert, and Scholz 2017; Hejas et al., 2019). Similarly change proactiveness and change acceptance as discussed earlier are dependent upon the ownership of change by the employees. Johannsdottir et al. (2015) proposed that the sustainability of change is dependent upon the acceptance of change, and employees who actively participate in change have a higher tendency to proactively support change. Considering the importance of change participation as a workplace factor that has a convincing role in determining the behaviour of employees, and coping potential in dealing with the stressors of change, it is theorized that:

H5b: Coping potential mediates the relationship between participation in change and change recipients' behavioural responses (change acceptance, change proactiveness, change resistance, and change disengagement).

2.7 Summary

In this chapter the detailed rationale of organizational change is explained. Behavioural circumplex is explained in the light of degree of activation and valence with reference to dependant variables of the study. Later mediators, and independent variables of the study are discussed. Followed by hypotheses development based upon cognitive appraisal theory. The primary and secondary appraisal in terms of P-O fit and coping potential with change are hypothesised to mediate between the antecedents of change and change recipients' behaviours. In the next chapter, analytical intent will be discussed followed by data analysis. Following is the list of hypotheses proposed for this research:

H1a	P-O fit→CA	+ive
	P-O fit→CP	+ive
H1b	P-O fit→CR	-ive
	P-O fit→CD	-ive
H2a	CPC→CA	+ive
	CPC→CP	+ive
H2b	CPC→CR	-ive
	CPC→CD	-ive
H3a	TL→ P-O fit→CA	+ive
	TL→ P-O fit→CP	+ive
	TL→ P-O fit→CR	-ive
	TL→ P-O fit→CD	-ive
H3b	OI→ P-O fit→CA	+ive
	OI→ P-O fit→CP	+ive
	OI→ P-O fit→CR	-ive
	OI→ P-O fit→CD	-ive
H4a	OT→ P-O fit→CA	+ive
	OT→ P-O fit→CP	+ive
	OT→ P-O fit→CR	-ive
	OT→ P-O fit→CD	-ive
H4b	OJJ→ P-O fit→CA	+ive
	OJJ→ P-O fit→CP	+ive
	OJJ→ P-O fit→CR	-ive
	OJJ→ P-O fit→CD	-ive
H5a	POSS→ CPC→CA	+ive
	POSS→ CPC→CP	+ive
	POSS→ CPC→CR	-ive
	POSS→ CPC→CD	-ive
H5b	PC→ CPC→CA	+ive
	PC→ CPC→CP	+ive
	PC→ CPC→CR	-ive
	PC→ CPC→CD	-ive

TL Transformational leadership, OI Organizational identification, OJJ Overall justice judgments, OT Organizational trust, POSS Perceived organizational social support, PC Participation in change, P-O fit Person-Organization Fit, CPC Coping Potential with change, CA Change Acceptance, CP Change proactiveness, CR Change resistance, CD Change disengagement.

Chapter 3: Research Methodology

3.0 Introduction

Saunders et al. (2016, p. 4) defined research methodology as: ‘the theory of about how research should be taken’. Here, it is necessary to clear the distinction between methods and methodology. Methods is “the technique used to obtain and analyse data” (Saunders et al., 2016). Research methodology is the overall selection of strategy, philosophy, and approach that decides the selection of appropriate methods. For empirical studies, research methodology decides the methods and subsequently the analytical procedures to be taken for analysing the study aim. For this thesis, research aim is to analyse the circumplex of change recipients’ behaviour in a transformational change context. Therefore, in this chapter research type, philosophy, approach, strategy, time of study, research methods, sampling, participants and procedures, measures, survey questionnaire design, analytical procedures and ethical considerations will be discussed that will provide the theoretical support for further statistical procedures.

3.1 Research Philosophy

This section will provide the justification of the chosen research methodology with an explanation of the relevant philosophy of this study. Research philosophy is interchangeably used with research paradigm defined as: “is a way of thinking about and conducting research. It is not strictly a methodology, but more of a philosophy that guides how the research is to be conducted” (Gliner et al., 2000, p:17). This research paradigm is based upon the world view i.e., the philosophy about the existence of an object and how a person defines the rationale of that object (Crotty,1998). This worldview defines the nature of the study, gives directions to the study objectives and the rationale to answer those objectives. These worldviews are based upon subjective or objective assumptions of ontology and epistemology. Sekaran and Bougie (2016, p, 18): defined: “ontology *as*: ‘what can be said to exist’, and *epistemology*, which concerns ‘how do we acquire knowledge?’. Further there are three other assumptions that are important to define the ethical considerations i.e., ‘axiology’, ‘methodology’ that determines the research process, and ‘rhetoric’ i.e., the language of research (Creswall and Clark, 2017). So, any research philosophy has a distinguished ontology, epistemology, axiology, methodology, and rhetoric.

In academic research, widely used philosophies are: “pragmatism, positivism, interpretivism, and realism” (Saunders, 2014). Saunders (2011) emphasized that a philosophy cannot be explained or understood without its epistemology and ontology. Where, ontology deals with the apparent reality of the object, and epistemology deals with the socially constructed phenomenon about that object (Saunders, 2011; Bryman and Bell, 2015). Saunders (2016) added the fifth type of philosophy i.e., post modernism. Many authors have debated on the philosophical grounds, like Sekran and Bougie (2016) argued that in business management studies the predominant philosophies are: “positivism, pragmatism, critical realism, and social constructionism”. While Neuman (2016) argued that only positivism, and interpretivism are the most common philosophies adopted by social scientists. Creswell and Clark (2017) gave for distinguished philosophies with a distinguished explanation of each philosophy’s worldview. There are: “post positivism, constructivism, pragmatism and transformative”. Here, it can be observed that positivism remained a common interest for all these authors. As in social sciences, the primary aim of the researchers is to assess the reality present either in terms of primary or secondary data to get a generalizable result. Therefore, it is observed that to cater such research questions positivism is the appropriate philosophy to get the required answers.

Post-positivism or positivism is based upon deductive approach in which the research methodology is based upon hypothesis, tested through empirical observations to draw facts that can be generalized to a larger population (Saunders et al., 2016). Constructivism involves the participants in early stage of the research design that generates a context specific theory following the inductive approach (Creswell and Clark, 2017). As compared to positivism, constructivism is less generalizable because it is difficult to involve a larger sample size. Transformative paradigm is used for social causes like human rights, justice, gender disparity etc., in which the researchers involve participants in all stages of research process. It is more like action-based research which can be quantitative or qualitative research or a mixed method research to find solutions of social issues. (Mertens, 2009; Creswell, and Clark 2017). Pragmatism is a mixed method approach that involves positivism and constructionism, a combination of deduction and induction certainly called as abduction (Saunders et al., 2016)

After a critical analysis of examine philosophes, this study is aimed to examine the change recipients’ behaviors, when they go through a transformational organizational change based upon positivistic philosophy. As, the objective reality needs to be determined behind the behaviors that may emerge in a particular situation over the passage of time or with maturity of change. Based upon cognitive appraisal theory, the hypotheses are deduced based upon

quantifiable variables. The detailed research methodology for this dissertation is discussed in the following sections based upon objective epistemology and singular reality.

3.2 Research Approach

This research is based upon the positivistic philosophy i.e., quantitative research methods. It is aimed to examine the change recipients' behaviours after a transformational change, and to get out that how certain workplace factors influence the cognitive appraisal of workers and defines their ultimate behaviour towards change. Based upon the positivistic philosophy, this study is formulated on deductive approach. The theoretical framework is designed according to theory of cognitive appraisal to examine the change recipients' behaviours. The positivistic philosophy supports the argument that the reality is ontologically objective, and the epistemology is not influenced by the external factors but rather based upon the cognitive appraisal of change related organizational factors. According to Slevitch (2011), a positivistic deductive approach based upon objective ontology, is not influenced by external phenomenon's nor does it affect the other phenomenon epistemologically. For this study, positivistic philosophical approach is found to be useful to quantitatively test the theoretical perspectives of change recipients behavioural circumplex through generalizable conclusions from a larger sample size.

3.3 Research Design

Creswell (2017) has recommended two basic designs for empirical studies called as quantitative, and qualitative research. The quantitative research is based upon quantifiable data that is objectively deduced from a theoretical framework. On the other hand, qualitative research relies on subjective facts about the defined sample i.e., difficult to generalize because they are influenced by the relevant environmental factors mostly in an abstract form of reality. The present study adopts quantitative research design based on hypothetico-deductive research approach following the cognitive appraisal theory to support the theoretical framework. There were multiple reasons for selecting the deductive research methods or quantitative research design. Firstly, there were theoretical propositions available on the change recipients behavioural circumplex in the transformational change context, but the industry specific literature was missing. Cognitive appraisals, emotions and behaviours were needed to examine for investigating the factors associated with change in the banking sector. Secondly, the process of this behavioural circumplex was measured over the passage of time in this research. In the first stage, the workplace antecedents were measured during the early development of change, the cognitive appraisal in terms of coping potential, and P-O fit was measured during the

maturity stage of change. Lastly, the behavioural circumplex at the maturity stage of change. This quantitative research design was helpful to measure the complex nature of behaviours in terms of valence and degree of activation. The deductive approach helped to gather data from a bigger sample size and the results could be generalized over the population.

3.4 Survey design and time horizon

To understand the rationale of transformational change as a process and the functionality of cognitive appraisal theory it is proposed to investigate the hypotheses in multiple waves theoretically. Also, for the causal relationships, mediation should theoretically be hypothesized in a time wave or longitudinal study in the scenarios where appraisal is involved (Preacher, 2015). The current theoretical design confirms to these assumptions; therefore, methodologically this study is designed in three waves. Also, the common method variance effect can be mitigated with data collection in multiple waves. For collecting quantitative data survey questionnaires were used. The questionnaire consisted of two parts: section A was related to the demographic details of the participants, and section B consisted of items related to the measurement variables of the stage. In this multi-wave research design data for demographics and predictor variables were collected at time 1 in March- April 2019, mediator data was collected at time 2 in December 2019 - January 2020, and the data for dependant variables were collected at time 3 in November- December 2020. Three approaches were used to collect data. First, where possible the researcher visited the branches to drop off and collect the filled surveys. Secondly, questionnaires were sent to the resource people in different cities via emails, these people got the prints of survey, got them filled from the branch employees and send them back to the researcher via courier. Thirdly, printed surveys were sent to the resource people through post, they get them filled by their colleagues and send them back to the researcher via courier. It is necessary to explain here that during the second and third wave of data collection there were unavoidable Covid-19 related restrictions that led to the smaller sample size at the end.

3.5 Research methods (data collection)

In this section sampling techniques, participants and procedures, survey design and administration will be discussed.

3.5.1 Sampling Techniques

Two main types of sampling are probability and non-probability sampling, they have their own sub types. Probability sampling is considered ideal in empirical research because

each part of the people has an equal occasion to get nominated as a sample, thus nonbiased and more generalizability of results is possible on the overall population. But there is no denying of the fact that probability sampling is time consuming, challenging, and expensive. Contrarily, non-probability sampling is the opposite of probability i.e., not every single member of the population has equal occasion to get selected, therefore its convenient, less expensive but biased as compared to probability sampling research (Bryman and Bell, 2014)

Nonprobability sampling was the only option according to the budget, time, and access resources available for this research. Purposive convenience, and snowball methods were used for sampling, as the list of employees in all the banks was impossible to access, neither it was possible to access the same number of employees from each bank. It was then decided to access the branches and regional offices of all these banks on hit and trial basis to see, who can provide access to the employees for data collection. Kothari (2004) justified purposive sampling a sub type of non-probability sampling as a mean to contact participant on purpose, when the researcher is aware of the sample's involvement with the aim of research. Snowball sampling is an effective means of accessing more sample from the population, when the population size is not available (Goodman, 1961). Initially the referrals from different banks in Pakistan were contacted on purpose, and later more participants were contacted through snowball sampling to maintain the maximum possible sample size for this research.

3.5.2 Participants and Procedures

This study is aimed at examining the change recipients' behaviours in a transformational change context. For this purpose, private commercial banks of Pakistan were considered to study the transformational change, particularly, change in compliance regulations mainly affecting operational job of front-line workers. Although, the change in compliance regulations was implemented throughout the banking sector in Pakistan including public and private sector banks. This research was performed only in the private commercial banking sector of Pakistan to examine the change recipients' behavioural response circumplex towards this transformational change with the help of cognitive appraisal rationale. The reason for selecting commercial private banks was to maintain context uniformity amongst the participants of research. As, the workplace dynamics such as: job security, hierarchy, management system, salary scale, and allowances of private banks are different as compared to public sector banks. It is also observed that private commercial banks have an entirely different strategy for implementing changes as assessed to the public sector. Therefore, the change recipients' behaviour would be entirely different as equated to the public area banks' employees provided

that the demographical details are poles apart. Regional offices and branches of private commercial banks in the metropolitan cities of Pakistan were considered for data collection.

Another reason to move out this research in the banking sector was the ongoing compliance regulation (transformational) changes in this sector because FATF (Financial Action Task Force) listed Pakistan on its grey list. Currently, FATF has imposed 27 conditions to regulate the financial sector according to international standards. In the past 12 years, Pakistan has been listed in the grey list three times due to the noncompliance with the international financial regulations, accusations of money laundering, and terror financing. The existence in the grey list means that the country struggles for getting loans and funding from international organizations such as IMF, World Bank etc. FATF lists the countries on grey list for pushing them to take corrective measures immediately to avoid listing in the blacklist i.e., the worst situation. FATF gave the 27-point action plan to Pakistan in 2018 to get out of the grey list. As of June 2021, Pakistan remained on the grey list, and expected to continue to stay on the grey list despite fulfilling 24 points out of the 27 list.

Since 1990's, Pakistan has been involved in the war on terror due to its geographical location that has its roots back into the Russian invasion into Afghanistan in late nineties, and then 9/11 incidents in USA that later led to US invasion in Afghanistan (Nasir et al., 2012). The terrorist agencies continued to operate across the borders to counter with USA forces. Where, the air bases in Pakistan were the need of USA forces, the terrorist agencies could channel their finances through Pakistan due to the common cultural grounds they shared with their Pakhtoon brothers (residents of Khebar Pakhtoonkuwa, province of Pakistan). FATF (Financial task force) first came into existence in 1987 by the G7 countries to curb the money laundering, and terrorist financing countries. In 2000, for the first time it published a blacklist for the stated that were not complying with the FATF's money regulations, and a grey list comprising of those countries that lacked some fundamental strategic compliance to FATF regulations.

In 2012, due to the continued war on terror, and internal insurgencies in Pakistan it was listed on grey list of FATF with strict conditions to get its financial institutions aligned with FATF and United Nations Security regulation 1267 that means travel bans, accounts freezing, and arms ban on terrorist agencies such as Taliban, and Al Qaeda. Pakistan remained in grey list from 2012-2015, with Anti-Terrorism Act (2013) in place we successfully fulfilled the conditions of FATF and got out of grey list in 2015. But in 2018, due to allegations of tax

invasion, suspicious bank accounts, money laundering, and terror financing Pakistan was again included in the grey list with a 27-point plan to obey to get out of grey list². It was the same time, when Trump government of USA (i.e., also one of the biggest financers of FATF) announced its evacuation plan from Afghanistan. This was a critical time for Pakistan to maintain law and order, curb swapping of terrorists across the borders with Afghanistan in the absence of USA forces.

In this volatile situation, NACTA (National Counter Terrorism Authority) came into action and with the help of FIA (Federal Investigation Agency), SBP (State Bank of Pakistan), and SECP (Security Exchange commission of Pakistan) made an action force to deal with the strategic deficiencies in the financial system of Pakistan. In this study, the strategic changes introduced by State Bank of Pakistan are considered for the context. It included freezing of suspicious accounts, strict audits, and new compliance regulations for KYCs (know your customer)³. Later, Covid-19 also added a turmoil to the financial structure of Pakistan and thus a great difficult to comply with the 27 points plan of FATF.

The situation of Afghanistan, US forces evacuation, and Covid-19 has led Pakistan to stay in the grey list for the unprecedented time. The war on terror in Afghanistan raised many militant agencies across the borders of Pakistan, and the loopholes in the country's financial system helped terror financing through Pakistani banks as claimed by FATF. The evacuation plan of US forces in 2020-21, and another influx of refugees from Afghanistan to Pakistan led to another turmoil about identification of Afghans that made confirmation to compliance regulations even more difficult. Covid-19 has further added pressure to the financial sector of the country, the profitability of banks was impacted largely due to less business activities. In such scenarios, meeting the FATF tough set of regulations and maintaining the profits at the same time was a daunting challenge for commercial banks in the country⁴. Resultantly, as of 2022 Pakistan is still on the watch list of FATF and setting out of the grey list seems to be a farsighted dream.

The presence of Pakistan in the grey list has always been a bad fate for its banks with a continuous fear to get into blacklist in case of noncompliance with the FATF regulations. As it requires stricter measures for foreign currency clearance, foreign transaction operations, and

² <https://pide.org.pk/research/fatf-asks-pakistan-to-do-more-once-again/>

³ <https://pide.org.pk/research/fatf-asks-pakistan-to-do-more-once-again/>

⁴ <https://www.firstpost.com/world/explainer-what-is-fatf-and-why-pakistan-has-been-struggling-to-get-out-of-its-grey-list-9742991.html>

credit checks. As a result of these tough regulations the profitability of banks have shrunk because need to impose strict compliance regulations to meet the policies and procedures of State Bank of Pakistan, which are regulated by the government to meet the standards of FATF. This dissertation is focused upon the psychological aspect of such transformational changes happening in the banking sector of Pakistan i.e., how the operational changes, changes in the policies and procedures, changes in compliance regulations etc., have affected the behaviour of employees towards this work-related change⁵. Following is the list of private commercial banks regulated by SBP⁶ which are considered for this study:

Local Private Banks	
<u>Habib Bank Limited</u>	<u>United Bank Limited</u>
<u>MCB Bank Limited</u>	<u>Allied Bank limited</u>
<u>Bank Al-Falah Limited</u>	<u>Bank Al-Habib Limited</u>
<u>Habib Metropolitan Bank Limited</u>	<u>JS Bank Limited</u>
<u>Faysal Bank Limited</u>	<u>Askari Bank Limited</u>
<u>Standard Chartered Bank (Pakistan) Limited</u>	<u>Soneri Bank Limited</u>
<u>SILKBANK Limited</u>	<u>Summit Bank Limited</u>
<u>Samba Bank Limited</u>	

3.5.3 Survey design and administration

Employees, who are directly involved in implementing compliance regulations as part of their daily operational job were selected as sample of the study to examine the research hypotheses. In the first wave of data compilation 552 completed questionnaires were collected, the second wave only 252 of the initial participants responded, and in the third wave 184 participants replied to the survey questionnaires. Initially it was proposed to achieve at least 250 sample size in the third wave provided with the available accessibility resources. But there were multiple unprecedented constraints due to Covid-19 countrywide lockdown that led to the sample size of only 184 in third wave of study.

⁵ Source: <https://www.dawn.com/news/1537125>

⁶ https://www.sbp.org.pk/f_links/f-links.asp

Table 1 Survey response

Time of study	Distributed questionnaires	Complete questionnaires received
Time 1	900	552
Time 2	500	252
Time 3	210	184

To maintain the anonymity of the respondents the coding of survey questionnaires was shared between the researcher and the official resource person only; the respondents were promised that the survey will be used only for educational reasons. The data for IV were collected at time wave 1, the data for mediating variables was collected at time wave 2, and data for dependent variables was collected at time wave 3. The target participants were the same in subsequent stages. Some of the participants did not respond in the later stages. Only those participants, who agreed to participate in the next waves with the assurance of maintaining their's and organizations' anonymity by the researcher were contacted in the second, and third wave of study. Covid-19, turnover of employees, promotions to other roles, and the anonymity concern of employees led to a shrinkage of sample size in the third wave. The higher-level management such as policy makers, and directors were not considered for sample selection. As this study was explained from the change recipients' perspective that is why only the employees who directly dealt with the implementation of policies and procedure were included.

3.6 Measures

Survey questionnaires were designed and administered in three-waves for the study. In the first phase, data were collected for the predictors, followed by mediators in the second phase and for outcome variables in the final phase. A five-point Likert-type scale was used where e.g., 1= strongly disagree, 2=disagree, 3=neutral, 4=agree, 5= strongly agree. Demographic information for age, marital status, years of experience, types of changes recently experienced, job type, job status, and education were also collected.

3.6.1 Transformational leadership (TL)

Transformational leadership predicts the task related relationship of the leader and subordinate that effects the task performance, behaviours and attitudes of the subordinates (Wang et al., 2011). Gracia (2008) studied that transformational leadership can empower the employees at workplace and can push them to achieve the collective organizational goal. The measure used by Gracia (2008) and many other studies, was originally developed by Podaskoff et al., (1996) to measure the perceptions of transformational leadership. The purpose of using this measure is justified by the above evidence that somehow the role of transformational leadership effects the behaviours of employees. As Gracia (2008), has studied it in association with knowledge and innovation that is adapted in transformational change context for this study that comprised of five-items used to measure the perception of change recipients towards transformational leadership at workplace. A sample item was: “The firm's management succeeds in motivating the rest of the company”.

3.6.2 Organizational identification (OI)

Riketta (2005) did the meta-analytic review of organizational identification and attitudinal organization commitment (AOC) based on the analysis of 96 independent studies that OI is a narrower concept as compared to AOC. Similarly, Mael's scale (of what?) (Mael, 1992) is so far the best plausible measure to quantify behaviors of employees. So, in consideration of OI acceptance as an antecedent of work-related behaviors, change recipients' behaviors can be studied through using Mael's scale, for instance, “This organization's successes are my successes”, (Mael,1992). There exists a critique on Mael's scale as its items measure the affective state of identification rather cognitive (Edwards, 2005) and there is only one counter study available to deal with this issue that presents one item scale by Bergami et al. (2000). This has its own limitations for being only a one item scale.

Another review on OI by Blader et al, (2017) has revealed that OI predicts the work behavior of employees. Their framework shows two distinct sides of behavior either confirmatory or deviant towards organization. Most of the studies are still following the Mael Scale for measuring OI like Jones & Volpe, (2011), Saks et al., (2002), and Boivie et al., (2011). Though, in change management studies few authors like Soenen et al., (2017) have used the visual construct of social identification proposed by Bergami et al., (2000), along with Mael Scale, the validity of Mael scale cannot be completely negated. Despite of the critique of being totally affective measure of social identity, it has one item that globally covers the concept of social categorization with the group i.e., “When I talk about

[organization], I usually say ‘we’ rather than ‘they’. As the aim of my research is to generally gauge the identification of employees with the company i.e., the whole is more important for the current study as compared to the sub dimensions of OI. This is evident from change management studies that Mael Scale can validate the purpose of measuring OI causing change related behaviours amongst employees (Hameed et al., 2013; Van et al, 2006)

Organizational identification was assessed through a six-item scale adopted from the research of Jones & Volpe, (2011), which was first proposed by Mael (1992). The perception of change recipients about the uniqueness of their organizations, level of association with it based on the competitive advantage in market is a notion for their collective identity. A sample item is: “This organization’s successes are my successes”.

3.6.3 Overall justice judgements (OJJ)

Justice and fairness were treated earlier as synonyms but now their distinct nature has been accepted i.e., “Justice and fairness are not the same thing” Goldman et al., (2015). Ambrose et al. (2009), have conceptualized fairness in terms of overall justice judgements because this term defines an employee’s global analysis of the fairness of his/her workplace experiences. The purpose of using this scale is to analyse how employees assess the overall just view of the organization. However, in the same paper Ambrose et al. (2009) have studied distributive, procedural and interactional justice as separate variables. Ambrose et al., (2015) have reviewed the work on overall justice as a construct in the last 15 years that recognizes the worth of global view of organizational justice perceptions by employees determine their behaviors. In the change scenario, OJJ is a view that is built because of experiences within the group or organization. In the change context, this is very likely for employees to develop the justice judgments about organization with respect to the changes happening (Soenen et al., 2017).

So, it was considered better to opt for OJJ as compared to the actual three dimensions of justice because the purpose is to identify a general view (Gestalt: whole is better than components) of the justice treatment in organization. OJJ is measured through a six-item scale adopted from the study of Ambrose & Schminke, (2009). Overall justice judgements of employees about the organization are considered here i.e. whether their rights are being fulfilled by the organization with respect to procedural, distributive, and interactional dimensions of justice. A sample item is: “Overall, I’m treated fairly by my organization”.

3.6.4 Organizational trust (OT)

In prior research, numerous scholars have theorized and developed the concept of “trust” in organizational settings. The most renowned and widely used concept and measure of “trust in organization” was given by Mayer et al. (1995), and McAllister (1995) based on the personal relationship of the employees with that of the organization. Sally Atkinson (2004) has given a comprehensive account of trust and explained that it is unlikely to use the same definition of trust in all the organizational studies. As, the trust measurement depends upon the context, person, and time in which the question of trust in organization is being asked. Therefore, for this study ‘trust in organization’ is conceptualized in the framework of organizational change.

Trust is the measure of extent to which employee believe in the integrity of organization in every situation. So, the conceptualization of trust in quantitative studies is a matter of context and level of analysis as well. In the context of organizational change, trust in management would be a deciding factor in determining the behaviour of employees towards a prospective change. Oreg (2006) used 3 items for measuring trust in management in relationship with resistance to change behaviour of employees. Also, Oreg et al. (2011) used the term trust in management to predict the resistance to change amongst employees. The trust in change agent in the current context would be helpful in determining the four dimensions of recipients’ behaviour as per the nature of trust discussed above. Employees’ faith in management’s capacity to steer the organization. A sample item of three item scale used was: “I believe that if management suggested any change, they are always well informed and have good reasons for it”.

3.6.5 Perceived organizational social support (POSS)

Social support from organization provides the employees to have information, affection, reassurance, and encouragement to deal with the job tasks e.g., a new change in organization as in the current scenario. Keeping in view of its understanding by the employees, three item scale was considered appropriate for this study given by Wanberg et al., (2000). As the purpose is not to study the impact on the wellbeing of employee but rather the behaviours towards change. The main aim of using this three-item scale is to analyse the presence of social support with respect to change that is happening in organization. A sample item is: “Your immediate supervisor is available and willing to listen to your concerns about this change”.

3.6.6 Participation in change (PC)

Change recipients’ “participation in change” measure was measured with a four-item scale adapted from the research of Lines, (2004). PC is the opportunity for employees to participate

in change process. Lines (2004) has followed the concept of participation in change proposed by Wooldridge and Floyd (1990), and Pasmore and Fagans. They suggested that participation should be measured in relevance with the context. Here in this study participants were asked about the participation opportunities they got in relevance to the proposed organizational change. A sample item is: “Steps were taken by management to involve you in the change event at an early stage of the change process”.

3.6.7 Coping potential (CP)

Eight-item scale from the established measure of “Coping potential with change” by Judge et al., (1999) adapted for this study. Those items are selected that best ensembles the intent of this study i.e., the reactance to change, how they manage the challenges associated with change. A sample item is: “When dramatic changes happen in this company, I feel I handle them with ease”. Cunningham et al., (2006) has used the same measure for examining the mediating role of CP between commitment to change and turnover intentions. This measure best defines the purpose of coping potential in the organizational change management studies and unanimously justified for measurement in quantitative studies (Oreg et al., 2011).

3.6.8 P-O fit

P-O fit is the personal judgment of comparison between one’s personal values, and organizational values. In this study it is measured by a three-item scale adopted from the research paper of Cable, and DeRue (2002). A sample item is: My personal values match my organization’s values and culture. Witt et al., (1992), have coined the concept of P-O fit and defined it in terms of goal congruence of employee and organization that leads to positive job attitudes. In the meta-analysis of 172 studies, Brown et al., (2005) have concluded that P-O fit is the values fit between the two i.e., person and organization that relates with job attitudes. The measure of Cable Derue (2002) is a perceived measure of values. Other measures present in literature are subjective or objective. Similarly, values, goals and personality congruence are another side of P-O fit. However, the most sought side is values side (Verquer et al., 2003). The most sought measure is Organizational Culture Profile scale a 54-item scale (O’Reilly et al., 1991). But the requirement of my research is to measure goal congruence. Caldwell et al., (2004) have used the same scale by Cable (2002), to measure the P-O fit and operationalized it as: “This type of fit represents judgments about the level of congruence between attributes of organizations (e.g., norms, values, and goals) and those of the individual”. So, the use of this measure can be justified that in the presence of factors like justice, trust, identification, and TL

employees cognitively align their goals with the organizational i.e., change for the current study.

3.6.9 Change acceptance (CA)

Oreg et al. (2018) have defined change acceptance as a passive and obstructive attitude of employees towards change. Previously, it was studied as acceptance, readiness, and openness to change. However, the reality cannot be negated that this unchallenged acceptance results in silence or unhelpful mindset of workers towards change. The change execution could be successful in such case, but the optimum positive input would be lacking from the employees who showed change acceptance. Hibbard et al. (2001) have operationalized the acceptance behaviour in terms of positive passive attitude. To measure change acceptance in a passive yet positive definition this study has adapted the three-item scale of acceptance proposed by Hibbard et al., (2001). A sample item is: "I said nothing about the change and remained loyal to the employer".

3.6.10 Change proactiveness (CP)

Change proactiveness is the tendency to effect environmental change. Change proactiveness is the tendency to effect environmental change. It was be measured through a four-item scale adapted from the research of Parker et al., (2006). A sample item is: "I am excellent at identifying opportunities". This is the example of self-explanatory proactive behaviour. Other authors have also measured in terms of peer related or leader's perceptions about subordinate's proactive behaviour (Den et al., 2012). However, there is no evidence could be found about change proactiveness measure. Much of the research is saturated with entrepreneurial proactive behaviour. In this study it is measured with a four-item scale adapted from the study of Parker et al., (2006). An example item is: "I am excellent at identifying opportunities".

3.6.11 Change resistance (CR)

Change resistance is an inevitable behaviour of change recipients when a new change is announced and to be carried out according to the change agent's instructions. Inherently, resistance is meant to obstruct the smooth flow of operations and a potential threat to the effective execution of change. In the change management studies, change resistance is the most sought negative behaviour of employees.

Oreg, and Shaul (2003), and Oreg (2006) have studied resistance in terms of dispositional resistance in post-change scenarios. Dispositional resistance is said to have a strong impact on the employee's behavioural reactions. It is discussed in these papers that in a post change

scenario the dispositional resistance measured is basically an attitude that is supposed to be observed in terms of actual behaviour of employees. But in 2006 paper, it is used as an IV for quitting, job satisfaction type variables. A sample item is: “Changing plans seems like a real hassle to me”. Stanley et al., (2005) have studied resistance as intention to resist, a sample item is ‘I will resist any efforts to impose this change’. Similarly, Lines (2004), has measured resistance to change from change agents’ perspective as “Implementation tasks were carried out unwillingly”. In this study, change resistance was evaluated through a five-item scale adopted from the study of Oreg & Shaul, (2003), a sample item is: “Changing plans seems like a real hassle to me”.

3.6.12 Change disengagement (CD)

Disengagement is the self-choice of employee to distance himself from an event or content of his work. Lack of psychological identification and meaningfulness. So far, in quantitative studies employee engagement is the predominantly discussed phenomenon as compared to disengagement. In some psychological studies there exists purely disengagement concept (Wanberg et al., 2010; Worsch et al., 2009; Worsch et al., 2011). Disengagement of employees depends upon the behavior of their leaders and trust levels between them (Pech et al., 2006). Further, it is argued that despite of the increased tendency of its existence in organizations methods to quantify this behavior are rare. Demerouti et al., (2001) have quantified disengagement as a subdimension of job burnout due to inadequate resources at workplace such as support for employer, participation, security threats etc. So far, this is the only measure found to be the best to gauge change disengagement behavior as the antecedents of my theoretical model are the same. It was measured with a three-item adapted from the research of Demerouti et al., (2001). A sample item is: “I usually talk about my work in a derogatory way”.

3.7 Analytical Procedures

Data screening was done initially in each wave for incomplete questionnaires, missing data, and non-matching participants in each wave of the experiment that leads to a sample size of 185 in the final stage. The outliers were removed using standard deviation formula in Excel. First data was coded and entered in to an excel file, in which primary data screening was done. Then, data were exported to SPSS 22 for further analysis. Data normality was checked through skewness and kurtosis.

For measuring model fitness confirmatory factor analysis, correlation analysis, and reliability of items were checked. CFA was conducted in AMOS 2022, where base line model fitness was

assessed with standard values of RMSEA, chi-square, GFI, NNFI, and CFI. Correlation investigation was conducted to see the association between variables to check whether there is any correlation that is greater than 0.9, which was not the case. Reliability of each measure was measured through Cronbach alpha values. Common method bias was not in question for this analysis because the survey was conducted in three different waves. After these preliminary steps, hypotheses were tested with linear regression, mediation hypotheses were checked with Preacher and Hayes Process Macros.

3.8 Ethical considerations

The survey questionnaire was agreed by the committee of ethics at university and by the general evaluation committee. It was made sure that no human, or environmental factor would be compromised during this study. Before data collection, the determination of the study was supported to the branch managers, resource people (who provided help for accessing participants) and individual participants. It was assured to them that anonymity of participants will be maintained, the original names would be coded by the researcher, and their personal information will be kept confidential. Also, it was assured that each participant has the right to retract from research at any time and every participant should take part in the survey with their free will. Also, the approval was taken from the branch managers before conducting/distributing surveys in their branches with a clear declaration that data, analysis, and results will be used only for academic purposes. During, Covid-19 many branch managers did not allow to conduct the surveys due to the restrictions to maintain physical distance, 50% employees were working from home. Due to the official emails' privacy, branch managers did not allow the researcher to distribute surveys electronically. Therefore, as explicitly mentioned earlier during the first phase of data collection, no employee was forced to participated in the 2nd and 3rd waves of study.

3.9 Chapter Summary

The purpose of this section was to discuss the study methodology for examining the research objectives of the study. Research philosophy, design, and approach are predominantly discussed followed by details of sampling, participants, procedures, survey design and administration, analytical intent, and ethical considerations. This was the necessary basic discussion for the data analysis that is going to be presented in the next chapter.

Chapter 4: Results

4.0 Introduction

This segment comprises of the descriptive findings, model fitness, and hypotheses results.

4.1 Analytical intent

Demographical details are represented through percentage results. Data normality is measured through skewness and kurtosis values. Reliability of measures is calculated through Cronbach's alpha values, and confirmatory factor analysis is done to measure model validity. Later, hypotheses are tested through Preacher and Hayes Process Macros.

4.2 Preliminary analysis

This section comprises of initial data screening in which treatment of disengaged responses and missing values is explained. Later, demographics with details of age groups, education, and work experience are given. Correlation and reliability analyses are then provided to analyse the normality of measures and co linear relationship between variables.

4.2.1 Data screening

This section includes the important steps before analysis of structural model. First data screening and data matching was done. As this research was carried out in three different phases, so the matching of responses in each phase was essential. Disengaged responses where the standard deviation was significantly above 0.5, and the responses with significant missing values were excluded. In the first two waves there was no pattern observed for missing data so list wise deletion was done. However, in the third phase the filled forms were received from the respondents. For which, each response was given a code number that was matched in every phase. In all the phases data was collected from people who willingly participated. In the third/last phase only 184 respondents gave completely engaged responses. These were considered for further data analysis.

4.2.2 Demographic results

The details of demographical results are given in Table (2). Almost half of the participants belonged to the age group 20-29 i.e., 54.9 percent, and 3.3 percent belonged to 50-59 age group. Masters was the predominant level of education amongst the participants i.e., 63.6 percent, and 14.1 percent has Mphil qualification. 40.8 percent participants had salary ranged from 20- 40 thousand, and only 6 percent of participants had salaries above 100

thousand. 38.6 percent participants had work experience of 1-3 years, and 10.3 percent had work experience of more than 12 years. It gives an overview of the demographics that the greatest representation was from young age groups, minimum average salary, Masters i.e., 16 years of education and experience of 1-3 years at banks.

4.2.3 Normality

The skewness values fall between +3 to -3 and the kurtosis values for the items were between -10 to +10 (See appendix section).

Table 2 Demographical details

		Percentage		Percentage	
Age (years)	20-29	54.9	Education	Bachelors	21.2
	30-39	37.5		Masters	63.6
	40-49	4.3		MPhil	14.1
	50-59	3.3		Others	1.1
Salary (000')	20,000-40,000	40.8	Experience (years)	Less than 1	5.4
	40,001-60,000	35.9		1-3	38.6
	60,001-80,000	11.4		4-7	32.6
	80,001-100,000	6.0		8-11	13.0
	100,001 & above	6.0		12 & above	10.3

Notes: n=184

4.2.4 Co-efficient Results

Further, correlation analysis was done in accordance with the recommendation of Cohen et al., (2013) to assess the relationship between latent variable, where no relationship should be more than 0.9 to ensure that there is no common method variance. Table (3) shows that no co-efficient value exceeds the threshold level of 0.9 that eliminates the chances of common method variance. The correlation analysis explains that there is a positive relationship between POSS→CPC($r=.556^{***}$), PC→CPC ($r=.578^{***}$), TL→POF ($r=.210^{**}$), OI→POF($r=.526^{***}$), OJJ→POF ($r=.535^{**}$), OT→POF ($r=.474^{***}$), CPC→CP ($r=.705^{***}$), CPC→CA ($r=.582^{***}$), POF→CP ($r=.650^{***}$), POF→CA ($r=.523^{***}$), POSS→CP ($r=.538^{***}$), POSS→CA ($r=.554^{***}$), PC→CP ($r=.538^{***}$), PC→CA ($r=.554^{***}$), TL→CP ($r=.227^{**}$), TL→CA ($r=.341^{***}$), OI→CA ($r=.503^{***}$), OI→CP ($r=.509^{***}$), OJJ→CA ($r=.535^{***}$), OJJ→CP ($r=.516^{***}$), OT→CA ($r=.541^{***}$). OT→CP

($r=.513^{***}$), and negative relationship between $POF \rightarrow CR$ ($r=-.469^{***}$), $POF \rightarrow CD$ ($r=-.409^{***}$), $POSS \rightarrow CR$ ($r=-.439^{***}$), $POSS \rightarrow CD$ ($r=-.353^{***}$), $PC \rightarrow CR$ ($r=-.427^{***}$), $PC \rightarrow CD$ ($r=-.345^{***}$), $TL \rightarrow CR$ ($r=-.133$), $TL \rightarrow CD$ ($r=-.251^{***}$), $OI \rightarrow CR$ ($r=-.391^{***}$), $OI \rightarrow CD$ ($r=-.327^{***}$), $OJJ \rightarrow CR$ ($r=-.433^{***}$), $OJJ \rightarrow CD$ ($r=-.360^{***}$), $OT \rightarrow CR$ ($r=-.440^{***}$), $OT \rightarrow CD$ ($r=-.292^{***}$).

Table 3 Correlation

Variable	1	2	3	4	5	6	7	8	9	10	11	12
1 POSS												
2 PC	.799***											
3 TL	.496***	.471***										
4 OI	.718***	.737***	.563***									
5 OJJ	.805***	.801***	.478***	.725***								
6 OT	.698***	.722***	.401***	.720***	.704***							
7 POF	.538***	.516***	.210**	.526***	.535***	.474***						
8 CPC	.556***	.578***	.190*	.560***	.581***	.558***	.879***					
9 CR	-.439***	-.427***	-.133	-.391***	-.433***	-.440***	-.469***	-.552***				
10 CD	-.353***	-.345***	-.251***	-.327***	-.360***	-.292***	-.409***	-.450***	.550***			
11 CA	.554***	.554***	.341***	.503***	.535***	.541***	.523***	.582***	-.485***	-.450**		
12 CP	.538***	.538***	.227**	.509***	.516***	.513***	.650***	.705***	-.394***	-.403***	.639***	

Notes: $n=184$, ($***p < 0.001$; $**p < 0.01$; $*p < 0.05$). TL Transformational leadership, OI Organizational identification, OJJ Overall justice judgments, OT Organizational trust, POSS Perceived organizational social support, PC Participation in change, P-O fit Person-Organization Fit, CPC Coping Potential with change, CA Change Acceptance, CP Change proactiveness, CR Change resistance, CD Change disengagement

4.2.5 Descriptive statistics

The descriptive results in Table (4) shows that the mean values of POS, PC, TL, OI, OJJ, OT, POF, CPC, CA, and CP are on the agreeable side i.e., above the neutral value. The mean value of CR and CD is below the neutral value on the disagreeable side. The minimum frequency of computed variables is 1 and the highest frequency is 5. The SD values in table 4 suggests that the data is less deviated from the normal.

Table 4 Descriptive statistics

Variable	MEAN	SD	Min	Max
1 POS	4.1812	.63954	1.00	5.00
2 PC	4.2092	.61878	1.50	5.00
3 TL	4.0837	.64592	1.20	5.00
4 OI	4.2074	.63590	1.50	5.00
5 OJJ	4.1413	.59722	1.67	5.00
6 OT	4.1975	.62260	1.00	5.00
7 POF	4.3333	.54321	1.67	5.00
8 CPC	4.3370	.55591	1.50	5.00
9 CR	1.7435	.38590	1.20	4.40
10 CD	1.9438	.37996	1.00	4.00
11 CA	4.2663	.65822	1.00	5.00
12 CP	4.2215	.61087	1.00	5.00

Notes: n=184, (** $p < 0.001$; ** $p < 0.01$; * $p < 0.05$). TL Transformational leadership, OI Organizational identification, OJJ Overall justice judgments, OT Organizational trust, POSS Perceived organizational social support, PC Participation in change, P-O fit Person-Organization Fit, CPC Coping Potential with change, CA Change Acceptance, CP Change proactiveness, CR Change resistance, CD Change disengagement

4.3 Tests of reliability and validity

4.3.1 Reliability Statistics

Reliability of a variable defines the consistency of its items whether they give consistent results over the range of each participant or not. The acceptable range of reliability for variables is 0.7 and above (Carlson et al., 2009). The reliability- Cronbach's α value for each variable of this study was found to be above 0.7 i.e., an acceptable range. α value for OJJ= 0.88, POSS= 0.89, PC= 0.90, OT= 0.82, OI= 0.91, TL= 0.86, POF= 0.78, CPC= 0.90, CR= 0.62, CP= 0.88, CD= 0.86, CA= 0.82 (Table:5).

Table 5 Reliability results

Variables	Cronbach's Alpha
OJJ	0.88
POSS	0.89
PC	0.90
OT	0.82
OI	0.91
TL	0.86
POF	0.78
CPC	0.90
CR	0.62
CP	0.88
CD	0.86
CA	0.82

Notes: n=184. TL Transformational leadership, OI Organizational identification, OJJ Overall justice judgments, OT Organizational trust, POSS Perceived organizational social support, PC Participation in change, P-O fit Person-Organization Fit, CPC Coping Potential with change, CA Change Acceptance, CP Change proactiveness, CR Change resistance, CD Change disengagement

4.3.2 Validity Tests - Confirmatory factor analysis

CFA is a means to check the validity of measurement model. Valid measurement model is the fundamental requirement for analysis of structural model. This study examined the 12 factor base model for measurement model fitness test and the results shown in table (7) shows that the CFI (comparative fit index) =0.93, NNFI (non-normed fit index)=0.88, TLI (Tucker-Lewis index)=0.93, RMSEA (root mean square error of approximation) =0.04, GFI (goodness of fit index)=0.043 are according to the established standards given by Hu and Bentler (1999). The

reduced factor models i.e., 3 factor model and 1 factor model showed a worse fit as compared to the base line model (table:6)

Table 6 Confirmatory factor analysis

Model	χ^2	df	GFI	RMSEA	CFI	NNFI	TLI	$\Delta\chi^2$	Δdf
1 factor	3394.05***	1224	.043	0.09	0.63	0.55	0.64		
3 Factor	2490.209***	1221	0.58	0.07	0.80	0.674	0.79		
12 Factor	1542.84***	1158	0.87	0.04	0.93	0.88	0.93		Base line model

Note: (n=184) 12 factor model (base line model), 3 factor model (IVs merged, mediators merged into one variable, and DVs merged into one variable). *GFI* = goodness of fit index; *RMSEA* = root mean square error of approximation; *CFI* = comparative fit index; *NNFI* = non-normed fit index.

4.4 Hypotheses testing

4.4.1 Regression analysis

Simple linear regression is used for testing the impact of P-O fit, and coping potential with change at change recipients' acceptance, proactive, disengaged, and resistance behaviours. Table (7) shows that P-O fit is significantly and positively related to change acceptance ($\beta = 0.642$, $p < 0.001$), significantly positively related to change proactiveness ($\beta = 0.739$, $p < 0.001$), significantly negatively related to change resistance ($\beta = -0.329$, $p < 0.001$), and significantly negatively related to change disengagement ($\beta = -0.296$, $p < 0.001$). Hence, hypotheses 1a, and 1b are accepted.

Table 7 Regression analysis: the impact of P-O fit on change recipients' behaviours

Variable	CA		CP		CR		CD	
	Model	Model	Model	Model	Model	Model	Model	Model
	<i>B</i>	<i>B</i>	β	β	β	β	β	β
Age	-0.005	-0.090	.105	.006	-0.064	-0.020	.008	.008
Salary	.072	.055	-0.019	-0.039	-0.011	-0.002	-0.001	-0.001
Exp	-0.071	-0.036	-0.046	-0.005	.012	-0.006	.018	.018
POF		0.642***		0.739***		-0.329***		-0.296***
R^2	0.014	0.287	.009	.428	.015	-.002	.004	.179
ΔR^2	-.002	0.271	-.008	.416	.223	.206	-.013	.160
<i>F</i>	0.863	18.032	.516	33.550	.885	12.849	.232	9.739

Notes: n=184, (***) $p < 0.001$. CA Change Acceptance, CP Change proactiveness, CR Change resistance, CD Change disengagement

Table (8) shows the linear regression results for the relationship of coping potential with change at change recipients' behaviours. It is observed that CPC is significantly positively related with change acceptance ($\beta = 0.782$, $p < 0.001$), significantly positively related with change proactiveness ($\beta = 0.880$, $p < 0.001$), significantly negatively related with change resistance ($\beta = -0.401$, $p < 0.001$), and significantly negatively correlated to change disengagement ($\beta = -0.358$, $p < 0.001$). Hence, hypotheses 2a, and 2b are accepted.

Table 8 Regression analysis: the impact of CPC on change recipients' behaviours

Variable	CA		CP		CR		CD	
	Model 1	Model 2	Model 1	Model 2	Model 1	Model 2	Model 1	Model 2
	β	β	<i>B</i>	β	β	β	β	β
Age	-0.005	-0.090	.105	.009	-.064	-.020	.008	.047
Salary	0.072	0.044	-.019	-.051	-.011	-.004	-.001	.012
Exp	-0.071	-0.036	-.046	-.007	.012	.006	.018	.002
CPC		0.782***		.880***		-.401***		-.358***
<i>R</i> ²	.014	.353	.009	.507	.015	.274	.004	.223
ΔR^2	-.002	.339	-.008	.496	-.002	.258	-.013	.205
<i>F</i>	.863	24.419	.516	45.985	.885	16.906	.232	12.829

Notes: n=184, (***) $p < 0.001$. CA Change Acceptance, CP Change proactiveness, CR Change resistance, CD Change disengagement

4.4.2 Mediation analysis

For analysing the mediating role of P-O fit, and coping potential with change between change recipients' behaviours towards change and the workplace factors, preacher and Hayes PROCESS Macros is used with a bootstrap size of 5000. With a sample size of 184 bootstrapping helps to give robust results (Preacher et al., 2007). For testing the multi-wave conceptual model, data for IVs were collected at time 1, for mediators at time 2, and for DVs at time 3. Age, salary, and experience were used as control variables that are considered to have an impact on the structural model as studied in the previous studies (Bayiz et al., 2020).

Table (9) shows mediation effect of P-O fit between transformational leadership and change recipients' behaviours. It is observed that TL is significantly positively related to POF ($\beta = 0.1841$, $p < 0.001$), significantly positively related to CA ($\beta = 0.2480$, $p < 0.001$), and POF is also significantly positively related to CA ($\beta = 0.5756$, $p < 0.001$). Also, the indirect relationship shows that the upper limit and lower limit values of POF for an indirect effect of

TL on CA are .0068 to 0.2529. Therefore, the hypothesis 3a is accepted for the relationship of TL → POF → CA. TL is positively related to CP ($\beta = 0.0835$, $p = ns$), POF is significantly positively related to CP ($\beta = 0.07158$, $p < 0.001$). The indirect effect of TL on CP via POF shows that the upper limit and lower limit values are both positive from 0.0104 to 0.3161. Therefore, the hypothesis 3a is accepted for the relationship of TL → POF → CP.

TL is negatively related to CR ($\beta = -0.0237$, $p = ns$), POF is significantly negatively related to CR ($\beta = -0.3225$, $p < 0.001$). The indirect effect of TL on CR via POF shows that the upper limit and lower limit values are both negative from -0.1611 to -0.0016. Therefore, the hypothesis 3a is accepted for the relationship of TL → POF → CR. TL is negatively related to CD ($\beta = -0.0975$, $p < 0.01$), POF is significantly negatively related to CD ($\beta = -0.2705$, $p < 0.001$). The indirect effect of TL on CD via POF shows that the upper limit and lower limit values range from -0.1434 to 0.0001. Therefore, the hypothesis 3a is not accepted for the relationship of TL → POF → CR, as the direct effects are partially significant, but the indirect effect of TL on CD is not significant.

Table 9 Mediating effect of P-O fit between TL and change recipients' behaviours

	$\beta(SE)$				
	POF	CA	CP	CR	CD
Experience	-.0587(.0479)	-.0440(.0492)	-.0080(.0423)	-.0050(.0313)	.0046(.0312)
Age	.1383(.0745)	-.0749(.0769)	.0114(.0662)	-.0216(.0490)	-.0419(.0489)
Salary	.0327(.0429)	.0645(.0440)	-.0354(.0378)	-.0029(.0280)	.0035(.0279)
TL	.1841(.0606)**	.2480(.0636)***	.0835(.0547)	-.0237(.0405)	-.0975(.0404)**
POF		.5756(.0765)***	.07158(.0658)***	-.3225(.0487)***	-.2705(.0486)***
F	3.5862***	18.6141***	27.5417***	10.3101***	9.168***
R ²	0.0742	0.3433	0.4362	0.2246	0.2048

Notes: n=184, (*** $p < 0.001$; ** $p < 0.01$; * $p < 0.05$). TL Transformational leadership, P-O fit Person-Organization Fit, CA Change Acceptance, CP Change proactiveness, CR Change resistance, CD Change disengagement.

Table 10 Indirect effect of TL on CA, CP, CR, and CD via mediator POF at 95% confidence interval

	$\beta(SE)$	Lower level	Upper level
CA	0.1060(0.0645)	0.0068	0.2529
CP	0.1318(0.0787)	0.0104	0.03161
CR	-0.0237(0.0405)	-0.1611	-0.0016
CD	-0.0498(0.0377)	-0.1434	0.0001

Notes: n=184. TL Transformational leadership, P-O fit Person-Organization Fit, CA Change Acceptance, CP Change proactiveness, CR Change resistance, CD Change disengagement.

Table (11) shows mediation effect of P-O fit between organizational identification and change recipients' behaviours. It is observed that OI is significantly positively related to POF

($\beta = 0.4455$, $p < 0.001$), significantly positively related to CA ($\beta = 0.3342$, $p < 0.001$), and POF is also significantly positively related to CA ($\beta = 0.4333$, $p < 0.001$). Also, the indirect relationship shows that the upper limit and lower limit values of POF for an indirect effect of OI on CA are 0.0304 to 0.3545. Therefore, the hypothesis 3b is accepted for the relationship of OI \rightarrow POF \rightarrow CA. OI is positively related to CP ($\beta = 0.2212$, $p < 0.001$), POF is significantly positively related to CP ($\beta = 0.6006$, $p < 0.001$). The indirect effect of OI on CP via POF shows that the upper limit and lower limit values are both positive from 0.0657 to 0.4403. Therefore, the hypothesis 3b is accepted for the relationship of OI \rightarrow POF \rightarrow CP.

OI is negatively related to CR ($\beta = -0.1211$, $p < 0.01$), POF is significantly negatively related to CR ($\beta = 0.2533$, $p < 0.001$). The indirect effect of OI on CR via POF shows that the upper limit and lower limit values are both negative from -0.2285 to -0.0069. Therefore, the hypothesis 3b is accepted for the relationship of OI \rightarrow POF \rightarrow CR. OI is negatively related to CD ($\beta = -0.0926$, $p < 0.05$), POF is significantly negatively related to CP ($\beta = 0.2387$, $p < 0.001$). The indirect effect of OI on CD via POF shows that the upper limit and lower limit values are both negative from -0.2187 to -0.0044. Therefore, the hypothesis 3b is accepted for the relationship of OI \rightarrow POF \rightarrow CD.

Table 11 Mediating effect of P-O fit between OI and change recipients' behaviours

	$\beta(SE)$				
	POF	CA	CP	CR	CD
Experience	-.0609(.0417)	-.0515(.0486)	-0.0156(0.0412)	-.0001(.0308)	.0057(.0315)
Age	.1054(.0650)	-.0835(.0757)	.0106(.0643)	-.0226(.0481)	.0461(.0491)
Salary	.0341(.0374)	.0660(.0434)	-.0314(.0368)	-.0060(.0275)	.0041(.0281)
OI	.4455(.0537) ***	.3342(.0731) ***	.2212(.0621) ***	-.1211(.0464) **	-.0926(.0474) *
POF		.4333(.0865) ***	.6006(.0734) ***	-.2533(.0549) ***	-.2387(.0561) ***
F	18.8933***	20-2084***	31.1362***	11.9720***	8.6774***
R ²	0.2969	0.3621	0.46666	0.2517	0.196

Notes: n=184, (*** $p < 0.001$; ** $p < 0.01$; * $p < 0.05$). OI Organizational identification, P-O fit Person-Organization Fit, CA Change Acceptance, CP Change proactiveness, CR Change resistance, CD Change disengagement

Table 12 Indirect effect of OI on CA, CP, CR, and CD via mediator POF at 95% confidence interval

	$\beta(SE)$	Lower level	Upper level
CA	0.1930(0.08369)	0.0304	0.3545
CP	0.2676(0.0957)	0.0657	0.4403
CR	-0.1128(0.0576)	-0.2285	-0.0069
CD	-0.1063(0.0553)	-0.2187	-0.0044

Notes: n=184. OI Organizational identification, P-O fit Person-Organization Fit, CA Change Acceptance, CP Change proactiveness, CR Change resistance, CD Change disengagement

Table (13) shows mediation effect of P-O fit between organizational trust and change recipients' behaviours. It is observed that OT is significantly positively related to POF ($\beta = 0.4185, p < 0.001$), significantly positively related to CA ($\beta = 0.4410, p < 0.001$), and POF is also significantly positively related to CA ($\beta = 0.4025, p < 0.001$). Also, the indirect relationship shows that the upper limit and lower limit values of POF for an indirect effect of OT on CA are 0.0234 to 0.3190. Therefore, the hypothesis 4a is accepted for the relationship of $OT \rightarrow POF \rightarrow CA$.

OT is positively related to CP ($\beta = 0.2746, p < 0.001$), POF is significantly positively related to CP ($\beta = 0.5896, p < 0.001$). The indirect effect of OT on CP via POF shows that the upper limit and lower limit values are both positive from 0.0466 to 0.4246. Therefore, the hypothesis 4a is accepted for the relationship of $OT \rightarrow POF \rightarrow CP$. OT is negatively related to CR ($\beta = -0.1760, p < 0.001$), POF is significantly negatively related to CR ($\beta = 0.2333, p < 0.001$). The indirect effect of OT on CR via POF shows that the upper limit and lower limit values are both negative from -0.2046 to -0.0016. Therefore, the hypothesis 4a is accepted for the relationship of $OT \rightarrow POF \rightarrow CR$. OT is negatively related to CD ($\beta = -0.0890, p=ns$), POF is significantly negatively related to CD ($\beta = -0.2482, p < 0.001$). The indirect effect of OT on CD via POF shows that the upper limit and lower limit values are both negative from -0.2161 to -0.0043. Therefore, the hypothesis 4a is accepted for the relationship of $OT \rightarrow POF \rightarrow CD$.

Table 13 Mediating effect of P-O fit between OT and change recipients' behaviours

	$\beta(SE)$				
	POF	CA	CP	CR	CD
Experience	-.0902(.0434)*	-.0857(.0470)	-.0363(.0409)	.0142(.0306)	.0114(.0319)
Age	.0975(.0673)	-.0963(.0724)	.0024(.0631)	-.0178(.0471)	.0492(.0491)
Salary	.0403(.0387)	.0755(.0415)	-.0259(.0362)	-.0102(.0270)	.0031(.0282)
OT	.4185(.0577)***	.4410(.0702)***	.2746(.0611)***	-.1760(.0457)***	-.0890(.0476)
POF		.4025(.0800)***	.5896(.0696)***	-.2333(.0520)***	-.2482(.0542)***
F	14.7149***	25.4016***	33.7483***	14.0483***	8.5983***
R ²	0.2475	0.4164	0.4866	0.283	0.1945

Notes: n=184, (***) $p < 0.001$. OT Organizational trust, P-O fit Person-Organization Fit, CA Change Acceptance, CP Change proactiveness, CR Change resistance, CD Change disengagement

Table 14 Indirect effect of OT on CA, CP, CR, and CD via mediator POF at 95% confidence interval

	$\beta(SE)$	Lower level	Upper level
CA	0.1684(0.0761)	0.0234	0.3190
CP	0.2567(0.0974)	0.0466	0.4246
CR	-0.0976(0.0529)	-0.2046	-0.0016
CD	-0.1039(0.0550)	-0.2161	-0.0043

Notes: n=184. OT Organizational trust, P-O fit Person-Organization Fit, CA Change Acceptance, CP Change proactiveness, CR Change resistance, CD Change disengagement

Table (15) shows mediation effect of P-O fit between overall justice judgments and change recipients' behaviours. It is observed that OJJ is significantly positively related to POF ($\beta = 0.4733, p < 0.001$), significantly positively related to CA ($\beta = 0.3952, p < 0.001$), and POF is also significantly positively related to CA ($\beta = 0.4116, p < 0.001$). This shows the partial mediation role of POF between OI and CA. Also, the indirect relationship shows that the upper limit and lower limit values of POF for an indirect effect of OJJ on CA are 0.0311 to 0.3521. Therefore, the hypothesis 4b is accepted for the relationship of $OJJ \rightarrow POF \rightarrow CA$. OJJ is positively related to CP ($\beta = 0.2487, p < 0.001$), POF is significantly positively related to CP ($\beta = 0.5938, p < 0.001$). The indirect effect of OJJ on CP via POF shows that the upper limit and lower limit values are both positive from 0.0760 to 0.4618. Therefore, the hypothesis 4b is accepted for the relationship of $OJJ \rightarrow POF \rightarrow CP$.

OJJ is negatively related to CR ($\beta = -0.1638, p < 0.001$), POF is significantly negatively related to CR ($\beta = 0.2334, p < 0.001$). The indirect effect of OJJ on CR via POF shows that the upper limit and lower limit values are both negative from -0.2260 to -0.0044. Therefore, the hypothesis 4b is accepted for the relationship of $OJJ \rightarrow POF \rightarrow CR$. OJJ is negatively related to CD ($\beta = -0.1299, p < 0.01$), POF is significantly negatively related to CD ($\beta = -0.2208, p < 0.001$). The indirect effect of OJJ on CD via POF shows that the upper limit and lower limit values are both negative from -0.2157 to -0.0024. Therefore, the hypothesis 4b is accepted for the relationship of $OJJ \rightarrow POF \rightarrow CD$.

Table 15 Mediating effect of P-O fit between OJJ and change recipients' behaviours

	$\beta(SE)$				
	POF	CA	CP	CR	CD
Experience	-.0396(.0417)	-.0355(.0478)	-.0050(.0410)	-.0059(.0304)	.0013(.0312)
Age	.0989(.0650)	-.0882(.0748)	.0075(.0640)	.0210(.0475)	.0473(.0487)
Salary	.0026(.0375)	-.410(0.0428)	-.0474(.0367)	.0038(.0272)	.0118(.0279)
OJJ	.4733(.0575)***	.3952(.0733)***	.2487(.0662)***	-.1638(.0492)***	-.1299(.0504)**
POF		.4116(.0854)***	.5938(.0732)***	-.2334(.0543)***	-.2208(.0556)***
F	18.9106***	21.6732***	31.6215***	18.9106***	9.3679***
R ²	0.2971	0.3784	0.4704	0.2971	0.2083

Notes: n=184, (***) $p < 0.001$. OJJ Overall justice judgments, P-O fit Person-Organization Fit, CA Change Acceptance, CP Change proactiveness, CR Change resistance, CD Change disengagement

Table 16 Indirect effect of OJJ on CA, CP, CR, and CD via mediator POF at 95% confidence interval

	β (SE)	Lower level	Upper level
CA	0.1965(0.0826)	0.0311	0.3521
CP	0.2834(0.1004)	0.0760	0.4618
CR	-0.1114(0.0572)	-0.2260	-0.0044
CD	-0.1054(0.0557)	-0.2157	-0.0024

Notes: n=184. OJJ Overall justice judgments, P-O fit Person-Organization Fit, CA Change Acceptance, CP Change proactiveness, CR Change resistance, CD Change disengagement

Table (17) shows mediation effect of coping potential with change between perceived organizational social support and change recipients' behaviours. It is observed that POSS is significantly positively related to CPC ($\beta = .4244$, $p < 0.001$), significantly positively related to CA ($\beta = 0.3479$, $p < 0.001$), and CPC is positively related to CA ($\beta = 0.5328$, $p < 0.001$). The indirect relationship shows that the upper limit and lower limit values of CPC for the effect of POSS on CA are 0.348 to 0.1440. Therefore, the hypothesis 5a is accepted for the relationship of POSS \rightarrow CPC \rightarrow CA. POSS is positively related to CP ($\beta = 0.2006$, $p < 0.001$), CPC is positively related to CP ($\beta = 0.7363$, $p < 0.001$). The indirect effect of POSS on CP via CPC shows that the upper limit and lower limit values range from 0.0824 to 0.5031. Therefore, the hypothesis 5a is accepted for the relationship of POSS \rightarrow CPC \rightarrow CP.

POSS is negatively related to CR ($\beta = -0.1297$, $p < 0.01$), CPC is significantly negatively related to CR ($\beta = -.3084$, $p < 0.001$). The indirect effect of POSS on CR via CPC shows that the upper limit and lower limit values are both negative from -0.2759 to -0.0029. Therefore, the hypothesis 5a is accepted for the relationship of POSS \rightarrow CPC \rightarrow CR. POSS is negatively related to CD ($\beta = -0.0891$, $p < 0.01$), CPC is significantly negatively related to CD ($\beta = -0.2939$, $p < 0.001$). The indirect effect of POSS on CD via CPC shows that the upper limit and lower limit values are both negative from -0.2620 to -0.0028. Therefore, the hypothesis 5a is accepted for the relationship of POSS \rightarrow CPC \rightarrow CD.

Table 17 Mediating effect of CPC between POSS and change recipients' behaviours

	β (SE)				
	CPC	CA	CP	CR	CD
Experience	-.0375(.0374)	-.0417(.0457)	-.0098(.0383)	-.0035(.0296)	.0032(.0307)
Age	.0711(.0584)	-.0937(.0714)	.0066(.0598)	-.0189(.0462)	.0484(.0479)
Salary	.0319(.0335)	.0491(.0409)	-.0478(.0343)	.0018(.0265)	.0109(.0275)
POSS	.4244(.0480)***	.3479(.0700)***	.2006(.0586)***	-.1297(.0454)**	-.0891(.0470)*
CPC		.5328(.09109)***	.7363(.0762)***	-.3084(.0589)***	-.2939(.0611)***
F	21.3959***	27.0592***	41.3288***	15.7018***	10.7600***
R ²	.3235	.4318	.5372	.3061	.2321

Notes: n=184, (***p* < 0.001; ***p* < 0.01; **p* < 0.05). POSS Perceived organizational social support, CPC Coping Potential with change, CA Change Acceptance, CP Change proactiveness, CR Change resistance, CD Change Disengagement

Table 18 Indirect effect of POSS on CA, CP, CR, and CD via mediator CPC at 95% confidence interval

	$\beta(SE)$	Lower level	Upper level
CA	0.2261(0.0910)	0.0348	0.3956
CP	0.3125(0.1603)	0.0824	0.5031
CR	-0.1309(0.0699)	-0.2759	-0.0029
CD	-0.1247(0.658)	-0.2620	-0.0028

Notes: n=184. POSS Perceived organizational social support, CPC Coping Potential with change, CA Change Acceptance, CP Change proactiveness, CR Change resistance, CD Change Disengagement

Table (19) shows mediation effect of coping potential with change between participation in change and change recipients' behaviours. It is observed that PC is significantly positively related to CPC ($\beta = .4590$, $p < 0.001$), significantly positively related to CA ($\beta = .3623$, $p < 0.001$), and CPC is positively related to CA ($\beta = .5128$, $p < 0.001$). The indirect relationship shows that the upper limit and lower limit values of CPC for the effect of PC on CA are 0.0380. to .4148. Therefore, the hypothesis 5b is accepted for the relationship of PC → CPC → CA. PC is related to CP ($\beta = .2204$, $p < .001$), CPC is positively related to CP ($\beta = 0.7196$, $p < 0.001$). The indirect effect of PC on CP via CPC shows that the upper limit and lower limit values range from .0937 to .5103. Therefore, the hypothesis 5b is accepted for the relationship of PC → CPC → CP.

PC is negatively related to CR ($\beta = -0.1180$, $p < 0.01$), CPC is significantly negatively related to CR ($\beta = -.3154$, $p < 0.001$). The indirect effect of PC on CR via CPC shows that the upper limit and lower limit values are both negative from -0.3004 to -.0045. Therefore, the hypothesis 5b is accepted for the relationship of PC → CPC → CR. PC is negatively related to CD ($\beta = -0.0770$, $p = ns$), CPC is significantly negatively related to CD ($\beta = -0.3016$, $p < 0.001$). The indirect effect of PC on CD via CPC shows that the upper limit and lower limit values range from -0.2795 to -0.0065. Therefore, the hypothesis 5b is accepted for the relationship of PC → CPC → CD.

Table 19 Mediating effect of CPC between PC and change recipients' behaviours

	$\beta(SE)$				
	CPC	CA	CP	CR	CD
Experience	-.047(.0366)	-.0514(.0459)	-.0487(.0366)	-.0006(.0298)	.0050(.0308)
Age	.0873(.0570)	-.0728(.0715)	.0873(.0570)	-.0241(.0465)	.0449(.0481)
Salary	.0339(.0328)	.0513(.0410)	.0339(.0328)	.0013(.0267)	.0106(.0276)
PC	.4590(.0484)***	.3623(.0740)***	.2204(.0617)***	-.1180(.0481)**	-.0770(.0497)
CPC		.5182(.0932)***	.7196(.0777)***	-.3154(.0606)***	-.3016(.0626)***

F	24.3915***	26.8413***	41.7581***	15.1062***	10.4543***
R ²	.3528	.4299	.5398	.2979	.2270

Notes: n=184 (*** $p < 0.001$; ** $p < 0.01$). PC Participation in change, CPC Coping Potential with change, CA Change Acceptance, CP Change proactiveness, CR Change resistance, CD Change Disengagement

Table 20 Indirect effect of PC on CA, CP, CR, and CD via mediator CPC at 95% confidence interval

	$\beta(SE)$	Lower level	Upper level
CA	0.2378(0.0957)	0.0380	0.4148
CP	0.3303(0.1046)	0.0937	0.5103
CR	-0.1448(0.0761)	-0.3004	-0.0045
CD	-0.1384(0.0701)	-0.2795	-0.0065

Notes: n=184. PC Participation in change, CPC Coping Potential with change, CA Change Acceptance, CP Change proactiveness, CR Change resistance, CD Change Disengagement

Table 21 Summary of results

H1a	P-O fit → CA	+ive	Accepted
	P-O fit → CP	+ive	Accepted
H1b	P-O fit → CR	-ive	Accepted
	P-O fit → CD	-ive	Accepted
H2a	CPC → CA	+ive	Accepted
	CPC → CP	+ive	Accepted
H2b	CPC → CR	-ive	Accepted
	CPC → CD	-ive	Accepted
H3a	TL → P-O fit → CA	+ive	Accepted
	TL → P-O fit → CP	+ive	Accepted
	TL → P-O fit → CR	-ive	Accepted
	TL → P-O fit → CD	-ive	Not accepted
H3b	OI → P-O fit → CA	+ive	Accepted
	OI → P-O fit → CP	+ive	Accepted
	OI → P-O fit → CR	-ive	Accepted
	OI → P-O fit → CD	-ive	Accepted
H4a	OT → P-O fit → CA	+ive	Accepted
	OT → P-O fit → CP	+ive	Accepted
	OT → P-O fit → CR	-ive	Accepted
	OT → P-O fit → CD	-ive	Accepted
H4b	OJJ → P-O fit → CA	+ive	Accepted
	OJJ → P-O fit → CP	+ive	Accepted
	OJJ → P-O fit → CR	-ive	Accepted
	OJJ → P-O fit → CD	-ive	Accepted
H5a	POSS → CPC → CA	+ive	Accepted
	POSS → CPC → CP	+ive	Accepted
	POSS → CPC → CR	-ive	Accepted
	POSS → CPC → CD	-ive	Accepted
H5b	PC → CPC → CA	+ive	Accepted
	PC → CPC → CP	+ive	Accepted
	PC → CPC → CR	-ive	Accepted
	PC → CPC → CD	-ive	Accepted

4.5 Chapter summary

In this section the preliminary data analysis, and hypotheses analysis is presented and interpreted. A detailed overview of demographics, data screening procedure, descriptive results, reliability and validity tests, regression and mediation results are explained. From the summary of results, it can be witnessed that hypothesis 3a is not completely accepted i.e., the impact TL on CD via POF, rest of the hypotheses are accepted. In the next chapter discussion and conclusion will be based upon these empirical results.

Chapter 5: Discussion, Implications, Limitations, and Conclusion

5.0 Introduction

This chapter will cover empirical findings of previous chapter theoretically in relation with the aims and objectives of the study. In the previous chapters, the introduction, detailed literature review, theoretical framework, research methodology, hypotheses testing, and results were explained. This discussion chapter consists of of detailed review of the empirical outcomes, their theoretical and practical significance, limitations, and future implications.

5.1 Discussion

The first two hypotheses of the study i.e., H1a, H1b, H2a, and H2b examined the influence of P-O fit and CPC on the change recipients' behavioural response circumplex that also answered the first two objectives of this study. The results depicted that person-organization fit, and coping potential with change have a substantial positive correlation with change acceptance and change proactiveness confirming hypotheses H1a, and H2a. A strong cognitive appraisal of the change event happening in the organization results in positive behaviours from the employees. However, these findings are in contrast with the cross-sectional studies on the change recipients' behaviours, where it is identified that resistance and voice are the psychological behaviours observed because of change (Oreg, 2006; Akhtar et al., 2016). The change recipients are supposed to indulge in resistance behaviours mostly due to the challenges associated with the implementation of change and lack of workplace identity (Van and Van, 2009). Where in the current scenario, it is observed that over the passage of time employees developed strong association with the organization ultimately developed a better outlook towards change. With a strong cognitive appraisal where P-O fit and CPC works as primary and secondary appraisal, employees tend to accept the change and proactiveness also appears to be potentially high.

Hypotheses 1b and 2b proved the negative rapport of P-O fit and coping potential with change with change resistance and change disengagement. P-O fit again as a primary appraisal hence supported the notion that higher the tendency of organizational identification with respect to common goals, the lessor will be the negative behaviours towards change. Also, P-O fit is supposedly less influential in the early stages of change and potentially results in lower readiness to change as compared to the maturity stages of change (Caldwell, 2011). Similarly, CPC as a secondary appraisal, helps the employees to gather the innate and external resources to deal with the change (Fugate et al., 2008). Also, coping potential is developed with time

after a careful evaluation of the existing resources of self and the environment also in the presence of primary appraisal, it is evident that the coping potential is further strengthened and leads to positive behavioural outcomes (Liu and Perrere, 2005). In the current scenario, the time lagged correlation of P-O fit and CPC confirms to the process nature of change, importance of time during change, and the employees' cognitive appraisal of the change. Hence, where change resistance is the common behaviour during the early stages of change as discussed in literature (Van and Van, 2009; Akhtar et al., 2016), its observed that after a time lagged study, employees are inclined to have a mature and more positive gesture towards organizational changes.

It is evident that change recipients' behaviours do not develop in isolation (Ruck et al., 2017), there are certain thought processes that channel a person's attitude and behavioural outcomes (Rigby, & Ryan, 2018). In this study, cognitive appraisal theory was used to understand the cognition of employees about their work circumstances. Lazarus (1999) defined two stages of cognitive appraisal, primary and secondary stages in which employees deals with the stressors in the environment and manage their emotions and behaviours accordingly. This cognitive appraisal is directly related to the psychological wellbeing of personnel and has a direct effect on the emotions, attitudes, and behaviours. Therefore, the primary and secondary cognitive appraisal in terms of P-O fit and coping potential with change can affect the positive and negative behaviours towards change. It is already observed above through empirical results that P-O fit, and CPC are positively related to acceptance, and proactiveness, and negatively related to disengagement and resistance.

In this study P-O fit (primary appraisal) was conceptualized to examine whether the employees feel that their personal career goals are aligned with the organizational change related goals. And coping potential (secondary appraisal) was operationalized to see how employees cope with the challenging situations in life, in the current scenario it was a transformational change. P-O fit and CPC were hypothesized (H3, H4, H5) to mediate the connection between workplace factors and change recipients behavioural circumplex in 3rd, 4th, and 5th objective. The literature suggests that people appraise their surrounding factors to gauge their situation in the workplace and behave accordingly (Shuck et al., 2018). In H1 and H2 that if an employee perceives that his/her long-term career goals are aligned with the organizational goals, the resistance and disengagement become less and proactiveness and acceptance becomes higher. Kooij and Boon (2018) suggested that commitment of employees with the larger organizational goals largely depends upon the perceived goal alignment with the

organization. In the current study, it is observed that disengagement and resistance that are unanimously perceived as counterproductive behaviours in change scenarios were lessened when P-O fit was higher. Similarly, proactive and acceptance tendency for present and future changes increases in employees with higher levels of P-O fit.

This higher P-O fit is combined with favourable factors at workplace that were: transformational leadership, overall justice, organizational identification, and organizational trust. The presence of these factors with a positive rating from employees depicted that the change agents provided a generous environment to the employees that helped them to align person-organizational goals (primary appraisal). Resultantly, despite the contextual challenges associated with transformational change, employees were able to manage the stressors of change and showed proactiveness and acceptance at the final stage of this study and disengagement, and resistance were less visible (H3, H4).

H3a, and H3b examined the mediating role of P-O fit between transformational leadership, and organization identification with change recipients' behaviours. OI and TL were conceptualized as the factors that decrease the psychological distance between employee and the change that is initiated by organization. Here, it is necessary to understand that when P-O fit is higher employee feels harmonized with the organizational goals. But this does not happen in vacuum, workplace factors play an important role in primary appraisal (P-O fit) in the current scenario and defines employees' behaviours (Miao et al., 2019). Here, P-O fit was measured in wave 2 when the contextual transformational change was entering in the maturity stage. The change recipients' behaviours were measured after approximately one and a half year of the initial change implementation.

The importance of workplace factors could not be negated in this context, where organizational wide transformation change process was in action. Here it has been recognized through empirical results that a presence of transformational leadership and organizational identification indirectly effected the acceptance, proactiveness, resistance, and disengagement parts of behavioural response circumplex via P-O fit. TL, and OI observed in the initial stages of change have a long-term impact on the employees' thought processes towards change. That is proven in this time wave study that with the passage of time as the change event grows/mature, employees accept the change at hand and their proactiveness is also observed to be higher. On the contrary, with higher levels of P-O fit, resistance and disengagement are far suppressed because TL, and OI helped to decrease the psychological distance between the

change recipients and the change, change agents, and the organization. Therefore, employees are more expected to own the change and have higher positive and less negative behaviours.

Findings suggested that support of leaders in terms of transformational leadership and the organizational identification helps to reduce the psychological distance between the work and employee aligning their personal goals with organization. It is observed that OI helped the employees to associate with the change positively because of the perceived oneness with organizational goals. The higher OI led to proactive behaviours and acceptance of the change as observed in this study. It has been examined before that organizational identification in the transformational change scenarios inhibit the withdrawal intentions and increase employee commitment (Malik et al., 2019). Similarly, transformational leadership from the change agents at workplace helps to create a mutual goal with the organization and decreases the withdrawal tendency in challenging situations (Boga et al., 2009). Leadership styles plays an important role in defining the emotional designation of employee within the organization that can decrease the psychological distance with the change. Transformational leadership in the current scenario helped the employees/change recipients to develop morale capacity to deal with change, understanding change and positive attitude towards its successful implementation.

The presence of organizational identification and transformational leadership in the context helped employees to deal with the complexities associated with change in compliance regulations of the banks. It was overall a daunting situation to explain the process to existing and new customers with a 180-degree shift of the routine KYCs procedures. Without transformational leadership and organizational identification, it could be impossible to implement this change specially with the ongoing economic and Covid-19 crisis at the time of survey. In the results section, it is observed that employees have rated OI and TL higher during the initial phase of change process that helped them to align their goals with the management and with positive behaviours towards change at later stages. The result of this study suggests that according to cognitive appraisal theory, employee's identification with the organization, and the transformational leadership plays an significant role in flourishing positive behaviours amongst employees and curbs their negative behaviours as their perceive higher P-O fit.

H4a and H4b examined organizational trust, and overall justice judgments (factors that helps to develop a sense of security amongst the employees), related with change recipients' behaviours via mediator P-O fit that was the fourth purpose of this study. Extending the conceptual framework of Oreg et al. (2018), this study examined the role of appraisal theory in

terms of P-O fit as mediator between OJJ, OT and change recipients' behaviours. The hypotheses were accepted, an important explanation for this is the multi-wave hypothesis. The findings for cross sectional study at any stage of change could have different results. But after the maturity of change, employees develop positive behaviours as they have been through all the challenges of change. Justice environment and trust in the organization is a matter of concern for every employee to foresee their future with the company. Jnaneswar and Ranjit (2021), studied that employees' work ownership is reliant upon the organizational justice. Similarly, trust in the leadership and organization that it will take care of the employees' benefits enhances employee's extra role behaviours (Kerse, 2019). In the present case, it is seen that where the organizations have overall justice perceptions and their trust is higher in the management regarding the change, P-O fit is better. Therefore, the mediating relationship of OI and TL with proactiveness and acceptance can be seen as significantly positive, and significantly negative with resistance and disengagement. In the changing context, the foremost concern of employees is their job security at workplace during and after change (Akhtar et al., 2016). The time wave study helped to analyse the primary appraisal of these antecedents of change. It is seen that when the employees have stronger belief about the organizations, it would have a positive indirect impact on change recipients' behavioural response circumplex.

H5a, H5b proposed the mediating role of coping potential with change (secondary appraisal) amongst perceived organizational social support, participation in change and change recipients' behavioural response circumplex. Coping potential is a learnt process that depends upon person's own traits and the environmental factors (Yih et al., 2020). It is considered as an essential mechanism for any employee to survive in a challenging workplace. Here, coping potential with change as a secondary appraisal mediates the relationship of POSS, and PC with acceptance, proactive, resistance, and disengagement behaviour towards transformational changes. Perceived organizational social support and participation in change increased the control of employees over the change in compliance regulations. That helped them to cope with the current challenges of change and strong potential with other alike challenges. Previous studies also suggested that coping potential acts as a potential mechanism to deal with the stressors of change and curbs their counterproductive behaviours such as emotional withdrawal (D'Arcy et al., 2014; Fullana et al., 2020). In the current scenario, change in compliance regulations was impacting the day-to-day operations of participants' job thus providing an everyday challenge during the initial stages of change. With the three waves of this study, it is

observed that employees developed strong CPC, therefore POSS, and PC have a strong positive indirect relationship with CA, and CP, and negative indirect relationship with CR, and CD.

It is a well-known fact that transformational changes itself are challenge for the employees from the initiation till maturity. As secondary appraisal, it was hypothesized that change recipients' potential to deal with the challenges of change past, present, and future would impact their behaviours towards change. Factors like social support and participation in decision making help the employees to maintain work-life balance, engagement, and commitment with work (Cohen and Mckay, 2020). In the current scenario, these factors enhanced the perceived control over change that determined a strong indirect effect on change recipients' behavioural response circumplex.

Continuing with the hypotheses results, it is important to learn the contextual grounds of the transformational change and its impact on the behavioural response outcomes with the passage of time. Previously, several researchers found that environmental factors at workplace defines the reactions of employees (Morin et al., 2016; Schalk et al.,1998). There are chances that other factors might have happened along the life cycle of change that further convinced the employees to favour change and build a positive behaviour towards change. As, it was a nationwide change, and every bank must obey by the regulations implemented by State Bank of Pakistan. In the banking sector, employees do not have any option other than obeying the change and implementing it. Provided with this strict audit requirement, compliance regulations are crucial matters that specially in the banking sector it's impossible to forgo any requirement. On the other side, the financial literacy amongst the common masses is largely scarce, and on the front desk it's difficult to practice/implement the new regulations for branch workers.

Also, Covid-19 came in late 2019 and stayed active throughout 2020 with nationwide lockdowns and the last two waves of the study were covered in this context. In such circumstances, there were very few job opportunities, due to lessor business activities, employees were largely dependent upon the jobs at hand. Although it is seen earlier that employees show resistance/voice to transformational changes in organizations (Akhtar et al. 2016), but in this study resistance and disengagement behaviours were found to be entirely suppressed. At one side it is proven that employees cognitively appraise the situation and the organizational factors that helped them to develop a positive perspective towards change. Other market conditions could be the slow job market, employees were afraid of losing their current

jobs so obeying the compliance regulations procedures was inevitable. As, anticipation is an important factor that defines employees' behaviours, prediction about employability would have an impact on acceptance of change as it is. The ongoing economic crisis due to slow business all around the world also convinced the organizations to take care of the current employees, as hiring and training new employees are expensive procedures. The crisis convinced both the employees and employers to work in coordination. As, it was difficult for the organizations as well to hire trained employees and for the employees as well, so it leads to the success of change. According to Khan (2018) the necessity of change makes the participants to understand and implement the change. Therefore, national crisis due to continue presence of Pakistan in grey list by Financial Action Task Force, strict regulatory policies of State Bank of Pakistan left no loophole for any of the employee to bypass the compliance regulations changes.

5.2 Theoretical and methodological implications

Change is a process, and transformational changes undergo a strategic process involving multiple stakeholders i.e., broadly categorized as change agents, and change recipients. Organizations before undergoing a change like mergers, downsizing, technological revolutions make feasibility plans for the resources and estimated output value. For making a sustainable change, it is vital to include the people's perspective in change, to have a long-term value addition to the company (Clegg and Matos, 2017). Many organizations fail to implement a successful change because they do not give due diligence to the change process from change recipients' viewpoint. Stouten et al. (2018) have emphasized upon the procedure of change and considering the importance of stakeholders associated with change at each stage. Oreg et al. (2018) conceptualized the nature of different behaviours with respect to their valence and degree of activation into resistance, disengagement, proactiveness, and acceptance. This study was aimed to examine the change recipients' behaviours in a transformational change context that was implemented and matured during the research period. This dissertation adds to the theoretical implications of Oreg et al. (2018) through empirically investigating the change recipients' behaviour in context of a transformational change. Also, it examines the process nature of change i.e., how workplace factors play a role in cognition and defines change recipients' behaviours. The process analysis of change itself is very rare in organizational change studies due to the prolonged time associated with change. It is a step forward to the conceptualization of change process, as the mediating process of cognitive appraisals is empirically tested.

In this study multidimensional behaviours of employees in a transformational change context through cognitive appraisal of antecedent factors. The transformational change observed was new compliance regulations implemented in the banking sector of Pakistan. The findings suggested that change recipients' (frontline workers) experiencing positive workplace factors largely showed positive behavioural response outcomes. The support of management, participation in change let the workers to cope with the challenges of change thus proactiveness and acceptance were the dominant behaviours. Similarly, in change context employees are concerned about their strategic personal interests with the organization, and they feel a psychological distance between themselves and the organization. Factors: transformational leadership, trust in organization, identification, and overall justice judgments are supposed to create an environment that helps to align personal and organizational goals. These mechanisms define the ultimate behaviour of employees towards change. This thesis supports the findings of Krogh's (2018) theory that when employees feel less psychological distance between themselves and the people, organization, and its goal they show desired behaviours to favour current and future changes.

Also, it is not enough for an organization to get a positive acceptance from the stakeholders involved but a recipients' active participation shows a vital role in the achievement of a change (Eliyana, & Ma'arif, 2019). Similarly, resistance has been studied widely in literature as a negative or counterproductive behaviour in organizational change studies (King et al., 2020). However, it is unanimously agreed upon that resistance is an active behaviour that shows the involvement of employees with the change, their level of understanding about the impact of change on the organizations and their jobs. The outcomes of this study suggested that personnel show more proactiveness and less resistance in the third wave of study. Also, the disengagement was less prominent behaviour, but acceptance was a prominent behaviour in the last stage.

Altogether, proactiveness as an employee behaviour in the change studies is rarely sought off, which is a theoretical addition in change management studies. As the process of change is largely influenced by the proactive willingness of employees for absorbing current or future changes. The success of change depends upon the recipients' willingness to implement new policies and procedures and to take up the challenges associated with them (Katsaros et al., 2020). Whereas disengagement is the most drastic behaviour of all that usually go unnoticed but costs the organizations heavily in terms of uncooperative human resource however in this study it was a suppressed behaviour. Employee, who neither resist nor voice

their unwillingness to accept the change cause the most damage to the organization by depriving it from valuable opinion and therefore timely decision making. Further, it is observed that acceptance does exist at the maturity level of change, and resistance was less predominant in the last wave of study. Considering the degree of activation and valence of these behaviours lower resistance is appreciable. As resistance is a predominant behaviour observed in the early stages of change usually due to unpredictability linked with the future of change (Oreg, 2006). Towards the maturity of change it is understandable that the employees get to know the change well and have overcome the challenges associated with change therefore show less or no resistance to change now. However, acceptance with respect to its theoretical passive nature with a positive valence is not a very promising situation. It is dependent upon the culture of the organizations and alternative job opportunities that employees chose to accept the changes as part of job.

5.3 Practical implications

This research has practical repercussions for the organization of transformational changes in the banking sector of Pakistan. It is highlighted that in implementing large scale changes, organizations should understand the cognitions of employees. Considering the life cycle of a large-scale change, it is studied that the cognitive appraisal of employees is highly dependent upon the antecedents of change. It is not a onetime behaviour but rather a notion that impacts the sustainability of human resources. There could be demographical factors that paves ones' behaviours in organizations but organizational factors such as social support and participation in change positively helps the employees to cope with change and behave positively in the current scenario. However, it should be noticed that employees have ranked proactive change behaviour i.e., considered as a personal trait, they have also showed acceptance behaviour that is passive positive in nature. Oreg et al., (2018) has labelled acceptance as a positive passive behaviour is misunderstood in the change management studies as a helpful reaction of employees. The passiveness in acceptance deprives the organizations from value addition from employees. In a challenging situation employees/change recipients choose to stay silent, do not object the policies and follow the rule book. In this scenario there are little to no chances that the front desk problems, suggestions and opinions will reach the top management. Also, the cultural implicit barriers of communication either wilful or implied cannot be negated in the current context that leads to passive behaviours.

At a larger extent, it is observed that employees perceived that their goals are aligned with organizational goals that means they do understand the worth of change in compliance

regulations despite of the challenges associated with it. Trust in organization, identification with organization, the justice environment at workplace and transformational leadership played an important role to help the employees in positive primary appraisal of change event. Where, on one side the turnover intentions are critical to organizational sustainability (Malik et al, 2019), change agents or managers can promote positive behaviours in every sector through positive workplace factors.

Another, important factors during the data collection were that the overall job market was squeezed during the covid times. With the limited job substitutes in the market, there are greater chances that employees would adjust to the challenges in the current jobs. So, the inevitable national need of applying this transformational change are the additional reasons for positive behaviours of employees towards change. However, the change managers should consider that the passive acceptance could not fetch strategic gains for organizations. Neither a complete absence of resistance is not always a good thing, as the voice can bring forth new suggestions for improving the change. The timeline of this study is very important, in the first wave, organizational factors affecting the change scenario and employees' perceptions towards change and management were measured. In the second wave, the appraisal of change by the employees in terms of P-O fit (primary), and coping potential (secondary) was measured, while change recipients were going through the change process. In the third wave, the behaviours of employees towards the success of change were observed. The empirical results predicted that the positive cognitive appraisal in terms of better coping potential, and P-O fit employees showed positive behaviours i.e., acceptance and proactiveness, and disengagement and resistance were the nominal behaviours at the third wave (the time when change in context matured). Practically, change agents need to understand that employees take time to appraise the changing workplace factors and develop certain behaviours over the passage of time. Where, external factors are out of control of the employers, but the internal factors can be controlled to ensure positive active behaviour of employees in the long run.

This study encourages change agents to focus on the organizational factors during the initial change implementation phase. This is the time when employees assess their perceived worth in the organization through the lens of support resources, justice mechanisms, and say in policy making. It is observed that employees with a better account of support from the higher management, role in decision making, perceived justice, and trust in organization are more probable to associate themselves with long term organizational goals and thus develop positive behaviours towards change.

The behaviours of employees do not grow in isolation, nor they are innate behaviours alone. Rather it is studied that antecedent variables i.e., transformational leadership, trust in organization, participation in change, perceived organizational social support, transformational leadership, and organizational identification highlights the importance of management in paving the behaviours of its employees. Throughout the growth of change employees cognitive appraise the organizational events and the role of management, therefore the ultimate behaviours are a consequence of organizational resources. Also, the context cannot be ignored in the current scenario, where the Covid-19 outbreak minimized the job opportunities in the market and could compelled the employees to agree with change without questioning.

5.4 Limitations and future recommendations

While this study provided a detailed theoretical distinction of change recipients circumplex; differentiated positive behaviours into proactiveness, and acceptance, and negative behaviours into disengagement and resistance. Future studies can study the change recipients' behaviours from change agents' perspective. It is not necessary that change agents would take change proactiveness as a positive gesture. It may resemble to change resistance for the managers, when they do not agree with the proactive behaviour of subordinates (Courpasson, Dany, & Clegg, 2012). Therefore, a step forward to change recipients behavioural circumplex would be a detailed analysis of change agents' definition of these behaviours, whether they agree with the recipients or not.

Methodologically, change can also be studied in a longitudinal scenario as well studying change behaviours repeatedly at different stages. In this study, organizational factors were studied as independent variables, future studies can examine the demographic details of employees as independent variables or moderators. Also, substitute job availability could also play an important role in defining the behaviours of employees towards organizational change events. Change recipients' behaviours may vary in other contexts, future studies can make a comparison of different industries to come up with a comparison of cross-cultural studies.

Although, it was aimed to analyse the theoretical framework in the normal business routine hours in the commercial banks. However, there were different contextual factors acting throughout the process of change which could not be controlled, one major factor was COVID-19. In the latter two stages of data collection, the situation of employees' working hours, and the market conditions were totally changed. In such scenarios, the cognitive appraisal process of change recipients was influenced majorly with the unprecedented occupational fluctuations.

Therefore, it is recommended that in future studies the moderating factors such as alternative job opportunities, work-life balance, job security should be studied as second cycle moderators.

It's a multi wave study covered in three stages/waves, in future longitudinal studies can be employed with a detailed analysis of the specific time gap between each stage. It will be helpful to control the contextual factors that can influence the behavioural circumplex. Currently, the researcher could not stick to the proposed time for data collection because the of Covid-19 pandemic and its restrictions. Although, the announced change was matured at the third wave but still it is undergoing some upgrades. Therefore, further stages of change recipients' behavioural evolution can be studied. Provided that the IMF has imposed further changes, and Pakistan's banking sector is still on the strict watch list of FATF (despite getting out of the grey list) specifically for compliance regulations.

The participants for this study were selected from the private commercial banks of Pakistan, and purposive convenience sampling was used. Due to the data access limitations the probability sampling could not be used that somehow compromised the generalizability of this quantitative study. Future research can opt for a more systematic way of data collection through systematic sampling techniques. This research considered first line employees as the sample, who themselves rated the antecedents of change, their cognitive appraisal, and behaviours. However, it is recommended that future studies can use multi-level sampling, considering the supervisors to gauge employees' behaviours towards change that can depict the other side of the mirror. Similarly, the same theoretical model can be used for public sector commercial banks, by controlling for their demographical details to assess their behaviours towards change in compliance regulations.

Due to Covid the sample size at the third stage achieved was very small because researcher must follow the lock down restrictions. Also, the employees were working on rotation, shortage of banking sector employees on sick leave, and fewer working hours. The uncertainty in the official tasks and the restrictions of entry into the banks for data collection did not allow me to target all the employees in the subsequent waves. Also, it is recommended to observe the emotional responses of employees as this can provide valuable information to gauge everyday problems associated with change as suggested by Van Dam (2018). The emotions are more complex in nature and there is a tendency of overlapping between negative and positive emotions. Emotions are difficult to measure, and observation-based studies can be conducted to understand the emotional circumplex of employees towards change.

The multi wave data collection process eliminates the common method variance. But as discussed in the practical implications there is a possibility that employees themselves would refrain from rating themselves higher on negative behaviours vice versa. A multi-level study would be helpful to observe change recipients' behavioural circumplex from managerial perspective. For this study, it was difficult to maintain a segregation of departments in the sample due to sample selection constraints. Future studies can study this model in different functional departments within the same organizations and measure the difference in behaviours towards change with respect to employees' job descriptions.

5.5 Conclusion

This dissertation analysed the behaviours of employees in the light of workplace factors having an influence on change, employee's cognitive appraisal in terms of P-O fit and coping potential with change and change recipients' (employees) behavioural response circumplex. This was an attempt to cover a transformational change process i.e., compliance regulations change in the banking sector of Pakistan from initial implementation till its maturity. The results proposed that P-O fit and coping potential with change plays a vital role in designing employees' behavioural response circumplex towards change. It is concluded that better organizational/leadership role support factors, justice environment, participation in events of change helps to strengthen the association of change recipients with work. But as said earlier this research is not free from its limitations. Specially the chronological contextual factors could also have played an imperative role in defining the behaviours of employees. This study has exclusively examined the role of workplace factors in defining behaviours because of a transformational change. This framework can be further extended by including contextual factors such as job market conditions and personal traits of individuals in defining cognitive appraisal of employees. Also, with further development in FATF regulations, there are further reforms in the compliance regulations that are in process. Future research can carry forward this theoretical framework in longitudinal research to examine the human resources' psychological development perspective with further policy changes.

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Appendix A

Scale: ALL VARIABLES

Reliability Statistics

Cronbach's Alpha	N of Items
.890	3

Item Statistics

	Mean	Std. Deviation	N
POS1 t1	4.16	.682	184
POS2 t1	4.18	.713	184
POS3 t1	4.20	.723	184

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
POS1 t1	8.38	1.800	.774	.855
POS2 t1	8.36	1.675	.811	.821
POS3 t1	8.34	1.702	.773	.856

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
12.54	3.681	1.919	3

RELIABILITY

```

/VARIABLES=PC1T1 PC2T1 PC3T1 PC4T1
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE
/SUMMARY=TOTAL.

```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

	N	%
Cases Valid	184	100.0
Excluded ^a	0	.0
Total	184	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.900	4

Item Statistics

	Mean	Std. Deviation	N
PC1 t1	4.20	.720	184
PC2 t1	4.20	.676	184
PC3 t1	4.16	.698	184
PC4 t1	4.28	.728	184

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PC1 t1	12.64	3.521	.772	.873
PC2 t1	12.64	3.588	.813	.858
PC3 t1	12.67	3.631	.755	.878
PC4 t1	12.56	3.505	.768	.874

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
16.84	6.126	2.475	4

RELIABILITY

```

/VARIABLES=TL1T1 TL2T1 TL3T1 TL4T1 TL5T1
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/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE
/SUMMARY=TOTAL.

```

Reliability

Scale: ALL VARIABLE

Case Processing Summary

	N	%
Cases Valid	184	100.0
Excludeda	0	.0
Total	184	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.869	5

Item Statistics

	Mean	Std. Deviation	N
TL1 t1	3.97	.833	184
TL2 t1	4.05	.756	184
TL3 t1	4.12	.794	184
TL4 t1	4.11	.809	184
TL5 t1	4.17	.795	184

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TL1 t1	16.45	7.013	.618	.860
TL2 t1	16.37	6.988	.718	.835
TL3 t1	16.30	6.834	.715	.835
TL4 t1	16.31	6.958	.660	.849
TL5 t1	16.25	6.680	.758	.824

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
20.42	10.430	3.230	5

RELIABILITY

```

/VARIABLES=OI1T1 OI2T1 OI3T1 OI4T1 OI5T1 OI6T1
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE
/SUMMARY=TOTAL.

```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	184	100.0
	Excluded ^a	0	.0
	Total	184	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.912	6

Item Statistics

	Mean	Std. Deviation	N
OI1 t1	4.16	.779	184
OI2 t1	4.11	.756	184
OI3 t1	4.16	.820	184
OI4 t1	4.30	.777	184
OI5 t1	4.27	.724	184
OI6 t1	4.24	.715	184

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OI1 t1	21.08	10.578	.665	.909
OI2 t1	21.13	10.180	.789	.892
OI3 t1	21.08	10.086	.729	.901

OI4 t1	20.95	9.975	.810	.888
OI5 t1	20.98	10.262	.813	.889
OI6 t1	21.01	10.639	.731	.900

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
25.24	14.557	3.815	6

RELIABILITY

```

/VARIABLES=OJJ1t1 OJJ2t1 OJJ3t1 OJJ4t1R OJJ5t1 OJJ6t1R
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/STATISTICS=DESCRIPTIVE SCALE
/SUMMARY=TOTAL.

```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	184	100.0
	Excludeda	0	.0
	Total	184	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.886	6

Item Statistics

	Mean	Std. Deviation	N
OJJ1 t1	4.17	.685	184
OJJ2 t1	4.20	.681	184
OJJ3 t1	4.17	.663	184
OJJ4t1R	4.15	.813	184
OJJ5 t1	4.08	.723	184
OJJ6t1R	4.08	.899	184

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OJJ1 t1	20.68	9.334	.726	.862
OJJ2 t1	20.65	9.135	.787	.853
OJJ3 t1	20.67	9.358	.750	.859
OJJ4t1R	20.70	8.877	.681	.869
OJJ5 t1	20.77	9.022	.758	.856
OJJ6t1R	20.77	9.000	.563	.895

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
------	----------	----------------	------------

24.85	12.840	3.583	6
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RELIABILITY

```

/VARIABLES=OT1t1 OT2t1 OT3t1
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/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE
/SUMMARY=TOTAL.

```

Reliability

Scale: ALL VARIABLE

Case Processing Summary

		N	%
Cases	Valid	184	100.0
	Excludeda	0	.0
	Total	184	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.821	3

Item Statistics

	Mean	Std. Deviation	N
OT1 t1	4.16	.758	184
OT2 t1	4.23	.735	184
OT3 t1	4.20	.681	184

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OT1 t1	8.43	1.623	.668	.762
OT2 t1	8.36	1.685	.662	.767
OT3 t1	8.40	1.760	.700	.733

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
12.59	3.489	1.868	3

RELIABILITY

```

/VARIABLES=POF1t2 POF2t2 POF3t2
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/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE
/SUMMARY=TOTAL

```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%

Cases	Valid	184	100.0
	Excludeda	0	.0
	Total	184	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.784	3

Item Statistics

	Mean	Std. Deviation	N
POF1 t2	4.29	.635	184
POF2 t2	4.36	.655	184
POF3 t2	4.35	.660	184

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
POF1 t2	8.71	1.441	.533	.799
POF2 t2	8.64	1.216	.699	.621
POF3 t2	8.65	1.266	.642	.685

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
13.00	2.656	1.630	3

RELIABILITY

```

/VARIABLES=CPC1t2R CPC3t2R CPC5t2R CPC6t2R CPC7t2R CPC8t2R
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE
/SUMMARY=TOTAL.

```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

	N	%
Cases		
Valid	184	100.0
Excludeda	0	.0
Total	184	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.902	6

Item Statistics

	Mean	Std. Deviation	N
CPC1t2R	4.20	.625	184
CPC3t2R	4.15	.599	184
CPC5t2R	4.09	.530	184
CPC6t2R	4.14	.574	184
CPC7t2R	4.15	.649	184
CPC8t2R	4.20	.651	184

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CPC1t2R	20.73	6.339	.687	.892
CPC3t2R	20.78	6.324	.733	.885
CPC5t2R	20.84	6.461	.798	.878
CPC6t2R	20.79	6.427	.733	.885
CPC7t2R	20.79	6.015	.772	.879
CPC8t2R	20.73	6.207	.697	.891

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
24.93	8.892	2.982	6

RELIABILITY

```

/VARIABLES=CR1t3 CR2t3 CR3t3 CR4t3 CR5t3
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE
/SUMMARY=TOTAL.

```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	184	100.0
	Excluded ^a	0	.0
	Total	184	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.622	5

Item Statistics

	Mean	Std. Deviation	N
CR1 t3	1.77	.620	184
CR2 t3	1.65	.653	184
CR3 t3	1.76	.573	184
CR4 t3	1.72	.586	184

CR5 t3	1.82	.623	184
--------	------	------	-----

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CR1 t3	6.95	2.565	.389	.561
CR2 t3	7.07	2.580	.342	.587
CR3 t3	6.96	2.649	.400	.557
CR4 t3	6.99	2.508	.469	.521
CR5 t3	6.90	2.738	.289	.611

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
8.72	3.723	1.930	5

RELIABILITY

```

/VARIABLES=CD1t3 CD2t3 CD3t3
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE
/SUMMARY=TOTAL.

```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	184	100.0
	Excludeda	0	.0
	Total	184	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.862	3

Item Statistics

	Mean	Std. Deviation	N
CD1 t3	1.95	.422	184
CD2 t3	1.95	.422	184
CD3 t3	1.93	.444	184

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CD1 t3	3.88	.620	.756	.789
CD2 t3	3.88	.609	.779	.767

CD3 t3	3.90	.624	.681	.860
--------	------	------	------	------

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
5.83	1.299	1.140	3

RELIABILITY

```

/VARIABLES=CA1t3 CA2t3 CA3t3
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/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE
/SUMMARY=TOTAL.

```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	184	100.0
	Excludeda	0	.0
	Total	184	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.829	3

Item Statistics

	Mean	Std. Deviation	N
CA1 t3	4.22	.768	184
CA2 t3	4.29	.774	184
CA3 t3	4.29	.746	184

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CA1 t3	8.58	1.950	.634	.815
CA2 t3	8.51	1.727	.773	.673
CA3 t3	8.51	1.967	.658	.791

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
12.80	3.899	1.975	3

RELIABILITY

```

/VARIABLES=CP1t3 CP2t3 CP3t3 CP4t3
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE
/SUMMARY=TOTAL.

```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	184	100.0
	Excludeda	0	.0
	Total	184	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.880	4

Item Statistics

	Mean	Std. Deviation	N
CP1 t3	4.18	.700	184
CP2 t3	4.28	.714	184
CP3 t3	4.23	.718	184
CP4 t3	4.19	.718	184

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CP1 t3	12.70	3.708	.657	.876
CP2 t3	12.60	3.355	.805	.820
CP3 t3	12.66	3.396	.778	.831
CP4 t3	12.70	3.513	.721	.853

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
16.89	5.971	2.443	4

CORRELATIONS

```

/VARIABLES=POS PC TL OI OJJ OT POF CPC CR CD CA CP
/PRINT=TWOTAIL NOSIG
/STATISTICS DESCRIPTIVES
/MISSING=PAIRWISE.
    
```

Descriptive Statistics

	Mean	Std. Deviation	N
POS	4.1812	.63954	184
PC	4.2092	.61878	184
TL	4.0837	.64592	184
OI	4.2074	.63590	184
OJJ	4.1413	.59722	184
OT	4.1975	.62260	184
POF	4.3333	.54321	184

CPC	4.1558	.49699	184
CR	1.7435	.38590	184
CD	1.9438	.37996	184
CA	4.2663	.65822	184
CP	4.2215	.61087	184

Correlations

	POS	PC	TL	OI	OJJ	OT	POF	CPC	CR	CD	CA	CP
PO Pearson S Correlati on Sig. (2- tailed) N	1 .000 184	.799* .000 184	.496* .000 184	.718* .000 184	.805* .000 184	.698* .000 184	.538* .000 184	.556* .000 184	-.439* .000 184	-.353* .000 184	.554* .000 184	.538* .000 184
PC Pearson Correlati on Sig. (2- tailed) N	.799* .000 184	1 .000 184	.471* .000 184	.737* .000 184	.801* .000 184	.722* .000 184	.516* .000 184	.578* .000 184	-.427* .000 184	-.345* .000 184	.560* .000 184	.557* .000 184
TL Pearson Correlati on Sig. (2- tailed) N	.496* .000 184	.471* .000 184	1 .000 184	.563* .000 184	.478* .000 184	.401* .000 184	.210* .004 184	.190* .010 184	-.133 .073 184	-.251* .001 184	.341* .000 184	.227* .002 184
OI Pearson Correlati on Sig. (2- tailed) N	.718* .000 184	.737* .000 184	.563* .000 184	1 .000 184	.725* .000 184	.720* .000 184	.526* .000 184	.560* .000 184	-.391* .000 184	-.327* .000 184	.503* .000 184	.509* .000 184
OJ Pearson J Correlati on Sig. (2- tailed) N	.805* .000 184	.801* .000 184	.478* .000 184	.725* .000 184	1 .000 184	.704* .000 184	.535* .000 184	.581* .000 184	-.433* .000 184	-.360* .000 184	.535* .000 184	.516* .000 184
OT Pearson Correlati on Sig. (2- tailed) N	.698* .000 184	.722* .000 184	.401* .000 184	.720* .000 184	.704* .000 184	1 .000 184	.474* .000 184	.558* .000 184	-.440* .000 184	-.292* .000 184	.541* .000 184	.513* .000 184
PO Pearson F Correlati on Sig. (2- tailed) N	.538* .000 184	.516* .000 184	.210* .004 184	.526* .000 184	.535* .000 184	.474* .000 184	1 .000 184	.879* .000 184	-.469* .000 184	-.409* .000 184	.523* .000 184	.650* .000 184
CP Pearson C Correlati on Sig. (2- tailed) N	.556* .000 184	.578* .000 184	.190* .010 184	.560* .000 184	.581* .000 184	.558* .000 184	.879* .000 184	1 .000 184	-.522* .000 184	-.450* .000 184	.582* .000 184	.705* .000 184

CR Pearson Correlation	.439*	.427*	-.133	.391*	.433*	.440*	.469*	.522*	1	.550*	.485*	.394*
Sig. (2-tailed)	.000	.000	.073	.000	.000	.000	.000	.000	.000	.000	.000	.000
N	184	184	184	184	184	184	184	184	184	184	184	184
CD Pearson Correlation	.353*	.345*	.251*	.327*	.360*	.292*	.409*	.450*	.550*	1	.450*	.403*
Sig. (2-tailed)	.000	.000	.001	.000	.000	.000	.000	.000	.000	.000	.000	.000
N	184	184	184	184	184	184	184	184	184	184	184	184
CA Pearson Correlation	.554*	.560*	.341*	.503*	.535*	.541*	.523*	.582*	.485*	.450*	1	.639*
Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
N	184	184	184	184	184	184	184	184	184	184	184	184
CP Pearson Correlation	.538*	.557*	.227*	.509*	.516*	.513*	.650*	.705*	.394*	.403*	.639*	1
Sig. (2-tailed)	.000	.000	.002	.000	.000	.000	.000	.000	.000	.000	.000	.000
N	184	184	184	184	184	184	184	184	184	184	184	184

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

REGRESSION

Variables Entered/Removeda

Model	Variables Entered	Variables Removed	Method
1	Exp T1, Salary T1, Age T1b	.	Enter
2	POFb	.	Enter

- a. Dependent Variable: CA
b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.119a	.014	-.002	.65895
2	.536b	.287	.271	.56188

- a. Predictors: (Constant), Exp T1, Salary T1, Age T1
b. Predictors: (Constant), Exp T1, Salary T1, Age T1, POF

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.125	3	.375	.863	.461b
	Residual	78.160	180	.434		
	Total	79.284	183			
2	Regression	22.772	4	5.693	18.032	.000c
	Residual	56.512	179	.316		

Total	79.284	183			
-------	--------	-----	--	--	--

- a. Dependent Variable: CA
 b. Predictors: (Constant), Exp T1, Salary T1, Age T1
 c. Predictors: (Constant), Exp T1, Salary T1, Age T1, POF

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.333	.139		31.211	.000
	Age T1	-.005	.093	-.005	-.052	.959
	Salary T1	.072	.053	.126	1.353	.178
	Exp T1	-.071	.060	-.120	-1.190	.235
2	(Constant)	1.619	.349		4.645	.000
	Age T1	-.090	.080	-.100	-1.132	.259
	Salary T1	.055	.046	.096	1.206	.229
	Exp T1	-.036	.051	-.060	-.698	.486
	POF	.642	.077	.530	8.280	.000

- a. Dependent Variable: CA

Excluded Variablesa

Model		Beta	In	t	Sig.	Partial Correlation	Collinearity Statistics
							Tolerance
1	POF	.530b		8.280	.000	.526	.974

- a. Dependent Variable: CA
 b. Predictors in the Model: (Constant), Exp T1, Salary T1, Age T1

Regression

Variables Entered/Removeda

Model	Variables Entered	Variables Removed	Method
1	Exp T1, Salary T1, Age T1b	.	Enter
2	POFb	.	Enter

- a. Dependent Variable: CP
 b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.092a	.009	-.008	.61330
2	.655b	.428	.416	.46694

a. Predictors: (Constant), Exp T1, Salary T1, Age T1

b. Predictors: (Constant), Exp T1, Salary T1, Age T1, POF

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.583	3	.194	.516	.672b
	Residual	67.705	180	.376		
	Total	68.288	183			
2	Regression	29.260	4	7.315	33.550	.000c
	Residual	39.028	179	.218		
	Total	68.288	183			

a. Dependent Variable: CP

b. Predictors: (Constant), Exp T1, Salary T1, Age T1

c. Predictors: (Constant), Exp T1, Salary T1, Age T1, POF

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.228	.129		32.719	.000
	Age T1	.105	.086	.125	1.210	.228
	Salary T1	-.019	.050	-.035	-.376	.708
	Exp T1	-.046	.056	-.083	-.825	.410
2	(Constant)	1.104	.290		3.811	.000
	Age T1	.006	.066	.007	.092	.927
	Salary T1	-.039	.038	-.072	-1.019	.310
	Exp T1	-.005	.042	-.009	-.120	.905
	POF	.739	.064	.657	11.468	.000

a. Dependent Variable: CP

Excluded Variablesa

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics	
					Tolerance	
1	POF	.657b	11.468	.000	.651	.974

a. Dependent Variable: CP

b. Predictors in the Model: (Constant), Exp T1, Salary T1, Age T1

Regression

Variables Entered/Removeda

Model	Variables Entered	Variables Removed	Method

1	Exp T1, Salary T1, Age T1b	.	Enter
2	POFb	.	Enter

- a. Dependent Variable: CR
b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.121a	.015	-.002	.38627
2	.472b	.223	.206	.34392

- a. Predictors: (Constant), Exp T1, Salary T1, Age T1
b. Predictors: (Constant), Exp T1, Salary T1, Age T1, POF

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.396	3	.132	.885	.450b
	Residual	26.856	180	.149		
	Total	27.252	183			
2	Regression	6.079	4	1.520	12.849	.000c
	Residual	21.173	179	.118		
	Total	27.252	183			

- a. Dependent Variable: CR
b. Predictors: (Constant), Exp T1, Salary T1, Age T1
c. Predictors: (Constant), Exp T1, Salary T1, Age T1, POF

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1.830	.081		22.484	.000
	Age T1	-.064	.054	-.121	-1.176	.241
	Salary T1	-.011	.031	-.032	-.348	.728
	Exp T1	.012	.035	.036	.353	.725
2	(Constant)	3.220	.213		15.097	.000
	Age T1	-.020	.049	-.038	-.412	.681
	Salary T1	-.002	.028	-.006	-.073	.942
	Exp T1	-.006	.031	-.017	-.185	.853
	POF	-.329	.047	-.463	-6.932	.000

- a. Dependent Variable: CR

- a. Dependent Variable: CR
- b. Predictors in the Model: (Constant), Exp T1, Salary T1, Age T1

```

REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT CD
  /METHOD=ENTER AgeT1 SalaryT1 ExperienceT1
  /METHOD=ENTER POF.

```

Regression

Variables Entered/Removeda

Model	Variables Entered	Variables Removed	Method
1	Exp T1, Salary T1, Age T1b	.	Enter
2	POFb	.	Enter

- a. Dependent Variable: CD
- b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.062a	.004	-.013	.38237
2	.423b	.179	.160	.34816

- a. Predictors: (Constant), Exp T1, Salary T1, Age T1
- b. Predictors: (Constant), Exp T1, Salary T1, Age T1, POF

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.102	3	.034	.232	.874b
	Residual	26.318	180	.146		
	Total	26.420	183			
2	Regression	4.722	4	1.181	9.739	.000c
	Residual	21.698	179	.121		
	Total	26.420	183			

- a. Dependent Variable: CD
- b. Predictors: (Constant), Exp T1, Salary T1, Age T1
- c. Predictors: (Constant), Exp T1, Salary T1, Age T1, POF

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1.881	.081		23.355	.000
	Age T1	.008	.054	.016	.158	.875
	Salary T1	-.001	.031	-.002	-.027	.979
	Exp T1	.018	.035	.052	.510	.610
2	(Constant)	3.135	.216		14.519	.000
	Age T1	.048	.049	.092	.971	.333
	Salary T1	.007	.028	.022	.254	.800
	Exp T1	.001	.032	.004	.042	.967
	POF	-.296	.048	-.424	-6.174	.000

a. Dependent Variable: CD

Excluded Variablesa

Model	Beta	In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	POF	-.424b	-6.174	.000	-.419	.974

a. Dependent Variable: CD

b. Predictors in the Model: (Constant), Exp T1, Salary T1, Age T1

Regression

Variables Entered/Removeda

Model	Variables Entered	Variables Removed	Method
1	Exp T1, Salary T1, Age T1b	.	Enter
2	CPCb	.	Enter

a. Dependent Variable: CA

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.119a	.014	-.002	.65895
2	.594b	.353	.339	.53531

a. Predictors: (Constant), Exp T1, Salary T1, Age T1

b. Predictors: (Constant), Exp T1, Salary T1, Age T1, CPC

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.125	3	.375	.863	.461b
	Residual	78.160	180	.434		
	Total	79.284	183			
2	Regression	27.990	4	6.998	24.419	.000c
	Residual	51.294	179	.287		
	Total	79.284	183			

a. Dependent Variable: CA

b. Predictors: (Constant), Exp T1, Salary T1, Age T1

c. Predictors: (Constant), Exp T1, Salary T1, Age T1, CPC

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.333	.139		31.211	.000
	Age T1	-.005	.093	-.005	-.052	.959
	Salary T1	.072	.053	.126	1.353	.178
	Exp T1	-.071	.060	-.120	-1.190	.235
2	(Constant)	1.173	.345		3.398	.001
	Age T1	-.090	.076	-.100	-1.184	.238
	Salary T1	.044	.044	.076	1.006	.316
	Exp T1	-.036	.049	-.061	-.746	.456
	CPC	.782	.081	.590	9.683	.000

a. Dependent Variable: CA

Excluded Variablesa

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance
1	CPC	.590b	9.683	.000	.586	.972

a. Dependent Variable: CA

b. Predictors in the Model: (Constant), Exp T1, Salary T1, Age T1

Regression

Variables Entered/Removeda

Model	Variables Entered	Variables Removed	Method
1	Exp T1, Salary T1, Age T1b	.	Enter
2	CPCb	.	Enter

a. Dependent Variable: CP

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.092a	.009	-.008	.61330
2	.712b	.507	.496	.43376

a. Predictors: (Constant), Exp T1, Salary T1, Age T1

b. Predictors: (Constant), Exp T1, Salary T1, Age T1, CPC

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.583	3	.194	.516	.672b
	Residual	67.705	180	.376		
	Total	68.288	183			
2	Regression	34.609	4	8.652	45.985	.000c
	Residual	33.679	179	.188		
	Total	68.288	183			

a. Dependent Variable: CP

b. Predictors: (Constant), Exp T1, Salary T1, Age T1

c. Predictors: (Constant), Exp T1, Salary T1, Age T1, CPC

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.228	.129		32.719	.000
	Age T1	.105	.086	.125	1.210	.228
	Salary T1	-.019	.050	-.035	-.376	.708
	Exp T1	-.046	.056	-.083	-.825	.410
2	(Constant)	.672	.280		2.401	.017
	Age T1	.009	.062	.011	.143	.886
	Salary T1	-.051	.035	-.095	-1.441	.151
	Exp T1	-.007	.039	-.012	-.170	.865
	CPC	.880	.065	.716	13.448	.000

a. Dependent Variable: CP

Excluded Variablesa

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics	
					Tolerance	
1	CPC	.716b	13.448	.000	.709	.972

a. Dependent Variable: CP

b. Predictors in the Model: (Constant), Exp T1, Salary T1, Age T1

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Exp T1, Salary T1, Age T1 ^b	.	Enter
2	CPC ^b	.	Enter

- a. Dependent Variable: CR
 b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.121a	.015	-.002	.38627
2	.524b	.274	.258	.33242

- a. Predictors: (Constant), Exp T1, Salary T1, Age T1
 b. Predictors: (Constant), Exp T1, Salary T1, Age T1, CPC

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.396	3	.132	.885	.450 ^b
	Residual	26.856	180	.149		
	Total	27.252	183			
2	Regression	7.473	4	1.868	16.906	.000 ^c
	Residual	19.780	179	.111		
	Total	27.252	183			

- a. Dependent Variable: CR
 b. Predictors: (Constant), Exp T1, Salary T1, Age T1
 c. Predictors: (Constant), Exp T1, Salary T1, Age T1, CPC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.830	.081		22.484	.000
	Age T1	-.064	.054	-.121	-1.176	.241
	Salary T1	-.011	.031	-.032	-.348	.728
	Exp T1	.012	.035	.036	.353	.725
2	(Constant)	3.451	.214		16.098	.000
	Age T1	-.020	.047	-.038	-.431	.667
	Salary T1	.004	.027	.011	.139	.890
	Exp T1	-.006	.030	-.016	-.182	.855
	CPC	-.401	.050	-.517	-8.003	.000

a. Dependent Variable: CR

Excluded Variables^a

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics	
					Tolerance	
1	CPC	-.517b	-8.003	.000	-.513	.972

a. Dependent Variable: CR

b. Predictors in the Model: (Constant), Exp T1, Salary T1, Age T1

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Exp T1, Salary T1, Age T1 ^b	.	Enter
2	CPC ^b	.	Enter

a. Dependent Variable: CD

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.062a	.004	-.013	.38237
2	.465b	.217	.199	.34004

a. Predictors: (Constant), Exp T1, Salary T1, Age T1

b. Predictors: (Constant), Exp T1, Salary T1, Age T1, CPC

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.102	3	.034	.232	.874b
	Residual	26.318	180	.146		
	Total	26.420	183			
2	Regression	5.722	4	1.431	12.372	.000c
	Residual	20.698	179	.116		
	Total	26.420	183			

a. Dependent Variable: CD

b. Predictors: (Constant), Exp T1, Salary T1, Age T1

c. Predictors: (Constant), Exp T1, Salary T1, Age T1, CPC

Coefficients^a

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
-------	-----------------------------	---------------------------	---	------

		B	Std. Error	Beta		
1	(Constant)	1.881	.081		23.355	.000
	Age T1	.008	.054	.016	.158	.875
	Salary T1	-.001	.031	-.002	-.027	.979
	Exp T1	.018	.035	.052	.510	.610
2	(Constant)	3.327	.219		15.168	.000
	Age T1	.047	.048	.091	.983	.327
	Salary T1	.012	.028	.037	.443	.659
	Exp T1	.002	.031	.005	.057	.954
	CPC	-.358	.051	-.468	-6.972	.000

a. Dependent Variable: CD

Excluded Variables^a

Model	Beta In	t	Sig.	Partial Correlation	Collinearity	
					Statistics	
					Tolerance	
1	CPC	-.468b	-6.972	.000	-.462	.972

a. Dependent Variable: CD

b. Predictors in the Model: (Constant), Exp T1, Salary T1, Age T1

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.00 *****

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

Model : 4
Y : CA
X : TL
M : POF

Covariates:
AgeT1 SalaryT1 Experien

Sample
Size: 184

OUTCOME VARIABLE:
POF

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.2724	.0742	.2793	3.5862	4.0000	179.0000
	.0077					

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.4690	.2740	12.6592	.0000	2.9282	4.0097

TL	.1841	.0606	3.0383	.0027	.0645	.3037
AgeT1	.1383	.0745	1.8575	.0649	-.0086	.2853
SalaryT1	.0327	.0429	.7608	.4478	-.0520	.1174
Experien	-.0587	.0479	-1.2256	.2220	-.1531	.0358

OUTCOME VARIABLE:

CA

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.5860	.3433	.2925	18.6141	5.0000	178.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	.8733	.3861	2.2621	.0249	.1115	1.6351
TL	.2480	.0636	3.9005	.0001	.1225	.3735
POF	.5756	.0765	7.5256	.0000	.4247	.7266
AgeT1	-.0749	.0769	-.9732	.3318	-.2267	.0769
SalaryT1	.0645	.0440	1.4652	.1446	-.0224	.1513
Experien	-.0440	.0492	-.8954	.3718	-.1411	.0530

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

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.2480	.0636	3.9005	.0001	.1225	.3735

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
POF .1060	.0645	.0068	.2529

***** 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

NOTE: Variables names longer than eight characters can produce incorrect output.

Shorter variable names are recommended.

----- END MATRIX -----

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.00 *****

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

Model : 4
Y : CP
X : TL

M : POF

Covariates:

AgeT1 SalaryT1 Experien

Sample

Size: 184

OUTCOME VARIABLE:

POF

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.2724	.0742	.2793	3.5862	4.0000	179.0000
	.0077					

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.4690	.2740	12.6592	.0000	2.9282	4.0097
TL	.1841	.0606	3.0383	.0027	.0645	.3037
AgeT1	.1383	.0745	1.8575	.0649	-.0086	.2853
SalaryT1	.0327	.0429	.7608	.4478	-.0520	.1174
Experien	-.0587	.0479	-1.2256	.2220	-.1531	.0358

OUTCOME VARIABLE:

CP

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.6604	.4362	.2163	27.5417	5.0000	178.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	.8472	.3320	2.5519	.0116	.1920	1.5023
TL	.0853	.0547	1.5603	.1205	-.0226	.1932
POF	.7158	.0658	10.8829	.0000	.5860	.8456
AgeT1	.0114	.0662	.1727	.8631	-.1191	.1420
SalaryT1	-.0354	.0378	-.9355	.3508	-.1101	.0393
Experien	-.0080	.0423	-.1888	.8505	-.0915	.0755

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

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.0853	.0547	1.5603	.1205	-.0226	.1932

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI	
POF	.1318	.0787	.0104	.3161

***** 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

NOTE: Variables names longer than eight characters can produce incorrect output.

Shorter variable names are recommended.

----- END MATRIX -----

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.00 *****

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

Model : 4
Y : CR
X : TL
M : POF

Covariates:
AgeT1 SalaryT1 Experien

Sample
Size: 184

OUTCOME VARIABLE:
POF

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.2724	.0742	.2793	3.5862	4.0000	179.0000
	.0077					

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.4690	.2740	12.6592	.0000	2.9282	4.0097
TL	.1841	.0606	3.0383	.0027	.0645	.3037
AgeT1	.1383	.0745	1.8575	.0649	-.0086	.2853
SalaryT1	.0327	.0429	.7608	.4478	-.0520	.1174
Experien	-.0587	.0479	-1.2256	.2220	-.1531	.0358

OUTCOME VARIABLE:
CR

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.4739	.2246	.1187	10.3101	5.0000	178.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.2918	.2460	13.3834	.0000	2.8064	3.7772
TL	-.0237	.0405	-.5861	.5586	-.1037	.0562
POF	-.3225	.0487	-6.6174	.0000	-.4186	-.2263

AgeT1	-.0216	.0490	-.4412	.6596	-.1184	.0751
SalaryT1	-.0029	.0280	-.1047	.9167	-.0583	.0524
Experien	-.0050	.0313	-.1593	.8736	-.0668	.0569

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

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
-.0237	.0405	-.5861	.5586	-.1037	.0562

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
POF	-.0594	.0417	-.1611	-.0016

***** 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

NOTE: Variables names longer than eight characters can produce incorrect output.

Shorter variable names are recommended.

----- END MATRIX -----

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.00 *****

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

Model : 4
Y : CD
X : TL
M : POF

Covariates:

AgeT1 SalaryT1 Experien

Sample

Size: 184

OUTCOME VARIABLE:

POF

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.2724	.0742	.2793	3.5862	4.0000	179.0000
	.0077					

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.4690	.2740	12.6592	.0000	2.9282	4.0097
TL	.1841	.0606	3.0383	.0027	.0645	.3037
AgeT1	.1383	.0745	1.8575	.0649	-.0086	.2853
SalaryT1	.0327	.0429	.7608	.4478	-.0520	.1174
Experien	-.0587	.0479	-1.2256	.2220	-.1531	.0358

OUTCOME VARIABLE:

CD

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.4525	.2048	.1180	9.1680	5.0000	178.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.4286	.2452	13.9802	.0000	2.9446	3.9125
TL	-.0975	.0404	-2.4150	.0167	-.1773	-.0178
POF	-.2705	.0486	-5.5665	.0000	-.3664	-.1746
AgeT1	.0419	.0489	.8579	.3921	-.0545	.1384
SalaryT1	.0035	.0279	.1244	.9012	-.0517	.0586
Experien	.0046	.0312	.1481	.8825	-.0570	.0663

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

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
-.0975	.0404	-2.4150	.0167	-.1773	-.0178

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
POF	-.0498	.0377	-.1434
			.0001

***** 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

NOTE: Variables names longer than eight characters can produce incorrect output.

Shorter variable names are recommended.

----- END MATRIX -----

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.00 *****

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

Model : 4
Y : CA
X : OI
M : POF

Covariates:
 AgeT1 SalaryT1 Experien

Sample
 Size: 184

 OUTCOME VARIABLE:
 POF

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.5449	.2969	.2121	18.8933	4.0000	179.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.4012	.2408	9.9720	.0000	1.9261	2.8764
OI	.4455	.0537	8.2970	.0000	.3395	.5514
AgeT1	.1054	.0650	1.6228	.1064	-.0228	.2336
SalaryT1	.0341	.0374	.9130	.3624	-.0396	.1079
Experien	-.0609	.0417	-1.4598	.1461	-.1432	.0214

 OUTCOME VARIABLE:
 CA

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.6018	.3621	.2841	20.2084	5.0000	178.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	1.1283	.3476	3.2461	.0014	.4424	1.8142
OI	.3342	.0731	4.5712	.0000	.1899	.4785
POF	.4333	.0865	5.0088	.0000	.2626	.6040
AgeT1	-.0835	.0757	-1.1029	.2715	-.2330	.0659
SalaryT1	.0660	.0434	1.5226	.1296	-.0195	.1516
Experien	-.0515	.0486	-1.0596	.2907	-.1473	.0444

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

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.3342	.0731	4.5712	.0000	.1899	.4785

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
POF	.1930	.0836	.3545

***** 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

NOTE: Variables names longer than eight characters can produce incorrect
output.

Shorter variable names are recommended.

----- END MATRIX -----

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.00 *****

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

Model : 4
Y : CP
X : OI
M : POF

Covariates:
AgeT1 SalaryT1 Experien

Sample
Size: 184

OUTCOME VARIABLE:
POF

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.5449	.2969	.2121	18.8933	4.0000	179.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.4012	.2408	9.9720	.0000	1.9261	2.8764
OI	.4455	.0537	8.2970	.0000	.3395	.5514
AgeT1	.1054	.0650	1.6228	.1064	-.0228	.2336
SalaryT1	.0341	.0374	.9130	.3624	-.0396	.1079
Experien	-.0609	.0417	-1.4598	.1461	-.1432	.0214

OUTCOME VARIABLE:
CP

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.6830	.4666	.2046	31.1362	5.0000	178.0000
	.0000					

Model	coeff	se	t	p	LLCI	ULCI
constant	.7791	.2950	2.6410	.0090	.1969	1.3612
OI	.2212	.0621	3.5646	.0005	.0987	.3436
POF	.6006	.0734	8.1815	.0000	.4558	.7455
AgeT1	.0106	.0643	.1652	.8690	-.1162	.1375
SalaryT1	-.0314	.0368	-.8522	.3952	-.1040	.0413
Experien	-.0156	.0412	-.3775	.7063	-.0969	.0658

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

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.2212	.0621	3.5646	.0005	.0987	.3436

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
POF .2676	.0957	.0657	.4403

***** 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

NOTE: Variables names longer than eight characters can produce incorrect output.
Shorter variable names are recommended.

----- END MATRIX -----

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.00 *****

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

Model : 4
Y : CR
X : OI
M : POF

Covariates:
AgeT1 SalaryT1 Experien

Sample
Size: 184

OUTCOME VARIABLE:
POF

Model Summary

	R	R-sq	MSE	F	df1	df2
p						

.5449 .2969 .2121 18.8933 4.0000 179.0000
 .0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.4012	.2408	9.9720	.0000	1.9261	2.8764
OI	.4455	.0537	8.2970	.0000	.3395	.5514
AgeT1	.1054	.0650	1.6228	.1064	-.0228	.2336
SalaryT1	.0341	.0374	.9130	.3624	-.0396	.1079
Experien	-.0609	.0417	-1.4598	.1461	-.1432	.0214

 OUTCOME VARIABLE:
 CR

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.5017	.2517	.1146	11.9720	5.0000	178.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.3981	.2207	15.3954	.0000	2.9625	3.8336
OI	-.1211	.0464	-2.6075	.0099	-.2127	-.0294
POF	-.2533	.0549	-4.6113	.0000	-.3617	-.1449
AgeT1	-.0226	.0481	-.4703	.6387	-.1175	.0723
SalaryT1	-.0060	.0275	-.2183	.8274	-.0604	.0483
Experien	-.0001	.0308	-.0023	.9982	-.0609	.0608

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

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
-.1211	.0464	-2.6075	.0099	-.2127	-.0294

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
POF	-.1128	.0576	-.2285	-.0069

***** 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

NOTE: Variables names longer than eight characters can produce incorrect output.

Shorter variable names are recommended.

----- END MATRIX -----

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.00 *****

Model : 4
Y : CD
X : OI
M : POF

Covariates:
 AgeT1 SalaryT1 Experien

Sample
 Size: 184

 OUTCOME VARIABLE:
 POF

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.5449	.2969	.2121	18.8933	4.0000	179.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.4012	.2408	9.9720	.0000	1.9261	2.8764
OI	.4455	.0537	8.2970	.0000	.3395	.5514
AgeT1	.1054	.0650	1.6228	.1064	-.0228	.2336
SalaryT1	.0341	.0374	.9130	.3624	-.0396	.1079
Experien	-.0609	.0417	-1.4598	.1461	-.1432	.0214

 OUTCOME VARIABLE:
 CD

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.4427	.1960	.1193	8.6774	5.0000	178.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.2712	.2253	14.5218	.0000	2.8267	3.7157
OI	-.0926	.0474	-1.9539	.0523	-.1861	.0009
POF	-.2387	.0561	-4.2582	.0000	-.3494	-.1281
AgeT1	.0461	.0491	.9398	.3486	-.0507	.1430
SalaryT1	.0041	.0281	.1472	.8831	-.0513	.0596
Experien	.0057	.0315	.1812	.8564	-.0564	.0678

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

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
-.0926	.0474	-1.9539	.0523	-.1861	.0009

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI	
POF	-.1063	.0553	-.2187	-.0044

***** 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

NOTE: Variables names longer than eight characters can produce incorrect output.
Shorter variable names are recommended.

----- END MATRIX -----

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.00 *****

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

Model : 4
Y : CA
X : OT
M : POF

Covariates:
AgeT1 SalaryT1 Experien

Sample
Size: 184

OUTCOME VARIABLE:
POF

Model Summary	R	R-sq	MSE	F	df1	df2
p	.4974	.2475	.2270	14.7149	4.0000	179.0000
.0000						

Model	coeff	se	t	p	LLCI	ULCI
constant	2.6032	.2458	10.5918	.0000	2.1182	3.0882
OT	.4185	.0577	7.2504	.0000	.3046	.5324
AgeT1	.0975	.0673	1.4481	.1493	-.0354	.2303
SalaryT1	.0403	.0387	1.0402	.2997	-.0361	.1166
Experien	-.0902	.0434	-2.0766	.0393	-.1758	-.0045

OUTCOME VARIABLE:
CA

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.6453	.4164	.2599	25.4016	5.0000	178.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	.9166	.3354	2.7326	.0069	.2547	1.5785
OT	.4410	.0702	6.2772	.0000	.3023	.5796
POF	.4025	.0800	5.0324	.0000	.2447	.5603
AgeT1	-.0963	.0724	-1.3294	.1854	-.2392	.0466
SalaryT1	.0755	.0415	1.8170	.0709	-.0065	.1575
Experien	-.0857	.0470	-1.8238	.0699	-.1785	.0070

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

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.4410	.0702	6.2772	.0000	.3023	.5796

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
POF	.1684	.0761	.0234

***** 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

NOTE: Variables names longer than eight characters can produce incorrect output.

Shorter variable names are recommended.

----- END MATRIX -----

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.00 *****

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

Model : 4
Y : CP
X : OT
M : POF

Covariates:

AgeT1 SalaryT1 Experien

Sample

Size: 184

OUTCOME VARIABLE:
POF

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.4974	.2475	.2270	14.7149	4.0000	179.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.6032	.2458	10.5918	.0000	2.1182	3.0882
OT	.4185	.0577	7.2504	.0000	.3046	.5324
AgeT1	.0975	.0673	1.4481	.1493	-.0354	.2303
SalaryT1	.0403	.0387	1.0402	.2997	-.0361	.1166
Experien	-.0902	.0434	-2.0766	.0393	-.1758	-.0045

OUTCOME VARIABLE:
CP

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.6976	.4866	.1969	33.7483	5.0000	178.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	.6664	.2920	2.2824	.0236	.0902	1.2425
OT	.2746	.0611	4.4912	.0000	.1540	.3953
POF	.5896	.0696	8.4694	.0000	.4522	.7270
AgeT1	.0024	.0631	.0381	.9696	-.1220	.1268
SalaryT1	-.0259	.0362	-.7164	.4747	-.0973	.0455
Experien	-.0363	.0409	-.8869	.3763	-.1170	.0445

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

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.2746	.0611	4.4912	.0000	.1540	.3953

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
POF	.2467	.0974	.4246

***** 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

NOTE: Variables names longer than eight characters can produce incorrect output.

Shorter variable names are recommended.

----- END MATRIX -----

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.00 *****

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

Model : 4
Y : CR
X : OT
M : POF

Covariates:
AgeT1 SalaryT1 Experien

Sample
Size: 184

OUTCOME VARIABLE:
POF

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.4974	.2475	.2270	14.7149	4.0000	179.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.6032	.2458	10.5918	.0000	2.1182	3.0882
OT	.4185	.0577	7.2504	.0000	.3046	.5324
AgeT1	.0975	.0673	1.4481	.1493	-.0354	.2303
SalaryT1	.0403	.0387	1.0402	.2997	-.0361	.1166
Experien	-.0902	.0434	-2.0766	.0393	-.1758	-.0045

OUTCOME VARIABLE:
CR

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.5319	.2830	.1098	14.0483	5.0000	178.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.5007	.2180	16.0595	.0000	3.0705	3.9308
OT	-.1760	.0457	-3.8555	.0002	-.2661	-.0859
POF	-.2333	.0520	-4.4890	.0000	-.3359	-.1307
AgeT1	-.0178	.0471	-.3777	.7061	-.1107	.0751
SalaryT1	-.0102	.0270	-.3775	.7062	-.0635	.0431
Experien	.0142	.0306	.4647	.6427	-.0461	.0745

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

Effect	se	t	p	LLCI	ULCI
-0.1760	.0457	-3.8555	.0002	-.2661	-.0859

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
POF	-.0976	.0529	-.2046	-.0016

***** 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

NOTE: Variables names longer than eight characters can produce incorrect output.

Shorter variable names are recommended.

----- END MATRIX -----

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.00 *****

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

Model : 4
Y : CD
X : OT
M : POF

Covariates:

AgeT1 SalaryT1 Experien

Sample

Size: 184

OUTCOME VARIABLE:

POF

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.4974	.2475	.2270	14.7149	4.0000	179.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.6032	.2458	10.5918	.0000	2.1182	3.0882
OT	.4185	.0577	7.2504	.0000	.3046	.5324
AgeT1	.0975	.0673	1.4481	.1493	-.0354	.2303
SalaryT1	.0403	.0387	1.0402	.2997	-.0361	.1166
Experien	-.0902	.0434	-2.0766	.0393	-.1758	-.0045

OUTCOME VARIABLE:

CD

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.4411	.1945	.1196	8.5983	5.0000	178.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.2771	.2275	14.4065	.0000	2.8282	3.7260
OT	-.0890	.0476	-1.8689	.0633	-.1830	.0050
POF	-.2482	.0542	-4.5753	.0000	-.3552	-.1411
AgeT1	.0492	.0491	1.0020	.3177	-.0477	.1462
SalaryT1	.0031	.0282	.1084	.9138	-.0525	.0586
Experien	.0114	.0319	.3587	.7202	-.0515	.0744

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

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
-.0890	.0476	-1.8689	.0633	-.1830	.0050

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
POF	-.1039	.0550	-.2161	-.0043

***** 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

NOTE: Variables names longer than eight characters can produce incorrect output.

Shorter variable names are recommended.

----- END MATRIX -----

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.00 *****

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

Model : 4
Y : CA
X : OJJ
M : POF

Covariates:

AgeT1 SalaryT1 Experien

Sample

Size: 184

OUTCOME VARIABLE:

POF

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.5450	.2971	.2121	18.9106	4.0000	179.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.3110	.2507	9.2189	.0000	1.8163	2.8057
OJJ	.4773	.0575	8.3011	.0000	.3639	.5908
AgeT1	.0989	.0650	1.5214	.1299	-.0294	.2272
SalaryT1	.0026	.0375	.0685	.9455	-.0714	.0765
Experien	-.0396	.0417	-.9490	.3439	-.1220	.0428

OUTCOME VARIABLE:

CA

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.6152	.3784	.2769	21.6732	5.0000	178.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	1.0036	.3478	2.8852	.0044	.3172	1.6900
OJJ	.3952	.0773	5.1104	.0000	.2426	.5477
POF	.4116	.0854	4.8194	.0000	.2431	.5801
AgeT1	-.0882	.0748	-1.1801	.2395	-.2357	.0593
SalaryT1	.0410	.0428	.9582	.3393	-.0435	.1256
Experien	-.0355	.0478	-.7422	.4589	-.1298	.0589

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

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.3952	.0773	5.1104	.0000	.2426	.5477

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
POF	.1965	.0826	.3521

***** 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

NOTE: Variables names longer than eight characters can produce incorrect output.

Shorter variable names are recommended.

----- END MATRIX -----

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.00 *****

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

Model : 4
Y : CP
X : OJJ
M : POF

Covariates:

AgeT1 SalaryT1 Experien

Sample

Size: 184

OUTCOME VARIABLE:

POF

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.5450	.2971	.2121	18.9106	4.0000	179.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.3110	.2507	9.2189	.0000	1.8163	2.8057
OJJ	.4773	.0575	8.3011	.0000	.3639	.5908
AgeT1	.0989	.0650	1.5214	.1299	-.0294	.2272
SalaryT1	.0026	.0375	.0685	.9455	-.0714	.0765
Experien	-.0396	.0417	-.9490	.3439	-.1220	.0428

OUTCOME VARIABLE:

CP

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.6859	.4704	.2032	31.6215	5.0000	178.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	.7165	.2980	2.4047	.0172	.1285	1.3046
OJJ	.2487	.0662	3.7541	.0002	.1180	.3794
POF	.5938	.0732	8.1161	.0000	.4494	.7381

AgeT1	.0075	.0640	.1164	.9075	-.1189	.1338
SalaryT1	-.0474	.0367	-1.2933	.1976	-.1199	.0250
Experien	-.0050	.0410	-.1219	.9031	-.0858	.0758

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

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.2487	.0662	3.7541	.0002	.1180	.3794

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
POF	.2834	.1004	.0760	.4618

***** 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

NOTE: Variables names longer than eight characters can produce incorrect output.

Shorter variable names are recommended.

----- END MATRIX -----

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.00 *****

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

Model : 4
Y : CR
X : OJJ
M : POF

Covariates:

AgeT1 SalaryT1 Experien

Sample

Size: 184

OUTCOME VARIABLE:

POF

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.5450	.2971	.2121	18.9106	4.0000	179.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.3110	.2507	9.2189	.0000	1.8163	2.8057
OJJ	.4773	.0575	8.3011	.0000	.3639	.5908

AgeT1	.0989	.0650	1.5214	.1299	-.0294	.2272
SalaryT1	.0026	.0375	.0685	.9455	-.0714	.0765
Experien	-.0396	.0417	-.9490	.3439	-.1220	.0428

OUTCOME VARIABLE:

CR

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.5183	.2687	.1120	13.0783	5.0000	178.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.4754	.2212	15.7111	.0000	3.0389	3.9119
OJJ	-.1638	.0492	-3.3312	.0011	-.2608	-.0668
POF	-.2334	.0543	-4.2976	.0000	-.3406	-.1262
AgeT1	-.0210	.0475	-.4426	.6586	-.1149	.0728
SalaryT1	.0038	.0272	.1385	.8900	-.0500	.0575
Experien	-.0059	.0304	-.1929	.8473	-.0659	.0541

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

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
-.1638	.0492	-3.3312	.0011	-.2608	-.0668

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
POF	-.1114	.0572	-.2260
			-.0044

***** 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

NOTE: Variables names longer than eight characters can produce incorrect output.

Shorter variable names are recommended.

----- END MATRIX -----

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.00 *****

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

Model : 4
Y : CD
X : OJJ

M : POF

Covariates:

AgeT1 SalaryT1 Experien

Sample

Size: 184

OUTCOME VARIABLE:

POF

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.5450	.2971	.2121	18.9106	4.0000	179.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.3110	.2507	9.2189	.0000	1.8163	2.8057
OJJ	.4773	.0575	8.3011	.0000	.3639	.5908
AgeT1	.0989	.0650	1.5214	.1299	-.0294	.2272
SalaryT1	.0026	.0375	.0685	.9455	-.0714	.0765
Experien	-.0396	.0417	-.9490	.3439	-.1220	.0428

OUTCOME VARIABLE:

CD

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.4564	.2083	.1175	9.3679	5.0000	178.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.3376	.2266	14.7284	.0000	2.8904	3.7848
OJJ	-.1299	.0504	-2.5794	.0107	-.2293	-.0305
POF	-.2208	.0556	-3.9684	.0001	-.3306	-.1110
AgeT1	.0473	.0487	.9716	.3326	-.0488	.1434
SalaryT1	.0118	.0279	.4224	.6732	-.0433	.0668
Experien	.0013	.0312	.0408	.9675	-.0602	.0627

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

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
-.1299	.0504	-2.5794	.0107	-.2293	-.0305

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI	
POF	-.1054	.0557	-.2157	-.0024

***** 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

NOTE: Variables names longer than eight characters can produce incorrect output.

Shorter variable names are recommended.

----- END MATRIX -----

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.00 *****

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

Model : 4
Y : CA
X : POS
M : CPC

Covariates:

AgeT1 SalaryT1 Experien

Sample

Size: 184

OUTCOME VARIABLE:

CPC

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.5687	.3235	.1708	21.3959	4.0000	179.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.3143	.2138	10.8253	.0000	1.8925	2.7362
POS	.4244	.0480	8.8412	.0000	.3296	.5191
AgeT1	.0711	.0584	1.2183	.2247	-.0441	.1863
SalaryT1	.0319	.0335	.9518	.3425	-.0343	.0981
Experien	-.0375	.0374	-1.0020	.3177	-.1114	.0364

OUTCOME VARIABLE:

CA

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.6572	.4318	.2531	27.0592	5.0000	178.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	.7648	.3347	2.2850	.0235	.1043	1.4253

POS	.3479	.0700	4.9690	.0000	.2098	.4861
CPC	.5328	.0910	5.8566	.0000	.3533	.7123
AgeT1	-.0937	.0714	-1.3134	.1907	-.2345	.0471
SalaryT1	.0491	.0409	1.2005	.2315	-.0316	.1299
Experien	-.0417	.0457	-.9119	.3631	-.1318	.0485

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

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.3479	.0700	4.9690	.0000	.2098	.4861

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
CPC	.2261	.0910	.0348	.3956

***** 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

NOTE: Variables names longer than eight characters can produce incorrect output.

Shorter variable names are recommended.

----- END MATRIX -----

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.00 *****

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

Model : 4
Y : CP
X : POS
M : CPC

Covariates:
AgeT1 SalaryT1 Experien

Sample
Size: 184

OUTCOME VARIABLE:

CPC

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.5687	.3235	.1708	21.3959	4.0000	179.0000
	.0000					

Model	coeff	se	t	p	LLCI	ULCI
constant	2.3143	.2138	10.8253	.0000	1.8925	2.7362
POS	.4244	.0480	8.8412	.0000	.3296	.5191
AgeT1	.0711	.0584	1.2183	.2247	-.0441	.1863
SalaryT1	.0319	.0335	.9518	.3425	-.0343	.0981
Experien	-.0375	.0374	-1.0020	.3177	-.1114	.0364

 OUTCOME VARIABLE:
 CP

Model Summary	R	R-sq	MSE	F	df1	df2
p	.7330	.5372	.1775	41.3288	5.0000	178.0000
	.0000					

Model	coeff	se	t	p	LLCI	ULCI
constant	.4361	.2803	1.5557	.1215	-.1171	.9894
POS	.2006	.0586	3.4211	.0008	.0849	.3164
CPC	.7363	.0762	9.6639	.0000	.5860	.8867
AgeT1	.0066	.0598	.1107	.9120	-.1113	.1245
SalaryT1	-.0478	.0343	-1.3935	.1652	-.1154	.0199
Experien	-.0098	.0383	-.2564	.7980	-.0853	.0657

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

Direct effect of X on Y	Effect	se	t	p	LLCI	ULCI
	.2006	.0586	3.4211	.0008	.0849	.3164

Indirect effect(s) of X on Y:	Effect	BootSE	BootLLCI	BootULCI
CPC	.3125	.1063	.0824	.5031

***** 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

NOTE: Variables names longer than eight characters can produce incorrect output.
 Shorter variable names are recommended.

----- END MATRIX -----

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.00 *****

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

Model : 4
Y : CR
X : POS
M : CPC

Covariates:
 AgeT1 SalaryT1 Experien

Sample
 Size: 184

 OUTCOME VARIABLE:
 CPC

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.5687	.3235	.1708	21.3959	4.0000	179.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.3143	.2138	10.8253	.0000	1.8925	2.7362
POS	.4244	.0480	8.8412	.0000	.3296	.5191
AgeT1	.0711	.0584	1.2183	.2247	-.0441	.1863
SalaryT1	.0319	.0335	.9518	.3425	-.0343	.0981
Experien	-.0375	.0374	-1.0020	.3177	-.1114	.0364

 OUTCOME VARIABLE:
 CR

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.5532	.3061	.1062	15.7018	5.0000	178.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.6036	.2169	16.6164	.0000	3.1757	4.0316
POS	-.1297	.0454	-2.8590	.0048	-.2192	-.0402
CPC	-.3084	.0589	-5.2328	.0000	-.4248	-.1921
AgeT1	-.0189	.0462	-.4087	.6832	-.1101	.0723
SalaryT1	.0018	.0265	.0665	.9471	-.0506	.0541
Experien	-.0035	.0296	-.1181	.9061	-.0619	.0549

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

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
-.1297	.0454	-2.8590	.0048	-.2192	-.0402

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
CPC	-.1309	.0699	-.2759
			-.0029

***** 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

NOTE: Variables names longer than eight characters can produce incorrect
output.
Shorter variable names are recommended.

----- END MATRIX -----

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.00 *****

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

Model : 4
Y : CD
X : POS
M : CPC

Covariates:
AgeT1 SalaryT1 Experien

Sample
Size: 184

OUTCOME VARIABLE:
CPC

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.5687	.3235	.1708	21.3959	4.0000	179.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.3143	.2138	10.8253	.0000	1.8925	2.7362
POS	.4244	.0480	8.8412	.0000	.3296	.5191
AgeT1	.0711	.0584	1.2183	.2247	-.0441	.1863
SalaryT1	.0319	.0335	.9518	.3425	-.0343	.0981
Experien	-.0375	.0374	-1.0020	.3177	-.1114	.0364

OUTCOME VARIABLE:
CD

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.4818	.2321	.1140	10.7600	5.0000	178.0000
	.0000					

Model	coeff	se	t	p	LLCI	ULCI
constant	3.4312	.2246	15.2753	.0000	2.9880	3.8745
POS	-.0891	.0470	-1.8962	.0596	-.1818	.0036
CPC	-.2939	.0611	-4.8132	.0000	-.4143	-.1734
AgeT1	.0484	.0479	1.0107	.3135	-.0461	.1429
SalaryT1	.0109	.0275	.3960	.6926	-.0433	.0651
Experien	.0032	.0307	.1028	.9183	-.0574	.0637

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

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
-.0891	.0470	-1.8962	.0596	-.1818	.0036

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
CPC	-.1247	.0658	-.2620	-.0028

***** 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

NOTE: Variables names longer than eight characters can produce incorrect output.
Shorter variable names are recommended.

----- END MATRIX -----

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.00 *****

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

Model : 4
Y : CA
X : PC
M : CPC

Covariates:
AgeT1 SalaryT1 Experien

Sample
Size: 184

OUTCOME VARIABLE:
CPC

Model Summary

	R	R-sq	MSE	F	df1	df2
p						

.5939 .3528 .1634 24.3915 4.0000 179.0000
 .0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.1599	.2160	10.0014	.0000	1.7337	2.5860
PC	.4590	.0484	9.4769	.0000	.3634	.5545
AgeT1	.0873	.0570	1.5319	.1273	-.0252	.1998
SalaryT1	.0339	.0328	1.0325	.3032	-.0309	.0986
Experien	-.0487	.0366	-1.3305	.1850	-.1210	.0235

 OUTCOME VARIABLE:
 CA

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.6556	.4299	.2539	26.8413	5.0000	178.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	.7542	.3361	2.2441	.0261	.0910	1.4175
PC	.3623	.0740	4.8976	.0000	.2163	.5083
CPC	.5182	.0932	5.5623	.0000	.3344	.7021
AgeT1	-.0782	.0715	-1.0936	.2756	-.2193	.0629
SalaryT1	.0513	.0410	1.2518	.2123	-.0296	.1323
Experien	-.0514	.0459	-1.1200	.2642	-.1419	.0391

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

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.3623	.0740	4.8976	.0000	.2163	.5083

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
CPC .2378	.0957	.0380	.4148

***** 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

NOTE: Variables names longer than eight characters can produce incorrect output.

Shorter variable names are recommended.

----- END MATRIX -----

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.00 *****

Model : 4
Y : CP
X : PC
M : CPC

Covariates:

AgeT1 SalaryT1 Experien

Sample

Size: 184

OUTCOME VARIABLE:

CPC

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.5939	.3528	.1634	24.3915	4.0000	179.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.1599	.2160	10.0014	.0000	1.7337	2.5860
PC	.4590	.0484	9.4769	.0000	.3634	.5545
AgeT1	.0873	.0570	1.5319	.1273	-.0252	.1998
SalaryT1	.0339	.0328	1.0325	.3032	-.0309	.0986
Experien	-.0487	.0366	-1.3305	.1850	-.1210	.0235

OUTCOME VARIABLE:

CP

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.7347	.5398	.1765	41.7581	5.0000	178.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	.4168	.2802	1.4874	.1387	-.1362	.9699
PC	.2204	.0617	3.5725	.0005	.0986	.3421
CPC	.7196	.0777	9.2636	.0000	.5663	.8729
AgeT1	.0159	.0596	.2671	.7897	-.1017	.1336
SalaryT1	-.0463	.0342	-1.3527	.1779	-.1137	.0212
Experien	-.0159	.0382	-.4153	.6784	-.0913	.0596

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

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.2204	.0617	3.5725	.0005	.0986	.3421

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
CPC	.3303	.1046	.0937
			.5103

***** 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

NOTE: Variables names longer than eight characters can produce incorrect output.
Shorter variable names are recommended.

----- END MATRIX -----

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.00 *****

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

Model : 4
Y : CR
X : PC
M : CPC

Covariates:
AgeT1 SalaryT1 Experien

Sample
Size: 184

OUTCOME VARIABLE:
CPC

Model Summary	R	R-sq	MSE	F	df1	df2
p	.5939	.3528	.1634	24.3915	4.0000	179.0000
.0000						

Model	coeff	se	t	p	LLCI	ULCI
constant	2.1599	.2160	10.0014	.0000	1.7337	2.5860
PC	.4590	.0484	9.4769	.0000	.3634	.5545
AgeT1	.0873	.0570	1.5319	.1273	-.0252	.1998
SalaryT1	.0339	.0328	1.0325	.3032	-.0309	.0986
Experien	-.0487	.0366	-1.3305	.1850	-.1210	.0235

OUTCOME VARIABLE:
CR

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.5458	.2979	.1075	15.1062	5.0000	178.0000
.0000						

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.5878	.2187	16.4080	.0000	3.1563	4.0193
PC	-.1180	.0481	-2.4520	.0152	-.2130	-.0230
CPC	-.3154	.0606	-5.2038	.0000	-.4350	-.1958
AgeT1	-.0241	.0465	-.5185	.6047	-.1159	.0677
SalaryT1	.0013	.0267	.0485	.9613	-.0514	.0540
Experien	-.0006	.0298	-.0198	.9842	-.0595	.0583

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

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
-.1180	.0481	-2.4520	.0152	-.2130	-.0230

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI	
CPC	-.1448	.0761	-.3004	-.0045

***** 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

NOTE: Variables names longer than eight characters can produce incorrect output.
Shorter variable names are recommended.

----- END MATRIX -----

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.00 *****

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

Model : 4
Y : CD
X : PC
M : CPC

Covariates:

AgeT1 SalaryT1 Experien

Sample

Size: 184

OUTCOME VARIABLE:

CPC

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.5939	.3528	.1634	24.3915	4.0000	179.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.1599	.2160	10.0014	.0000	1.7337	2.5860
PC	.4590	.0484	9.4769	.0000	.3634	.5545
AgeT1	.0873	.0570	1.5319	.1273	-.0252	.1998
SalaryT1	.0339	.0328	1.0325	.3032	-.0309	.0986
Experien	-.0487	.0366	-1.3305	.1850	-.1210	.0235

 OUTCOME VARIABLE:
 CD

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.4764	.2270	.1147	10.4543	5.0000	178.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.4157	.2259	15.1196	.0000	2.9699	3.8615
PC	-.0770	.0497	-1.5486	.1233	-.1751	.0211
CPC	-.3016	.0626	-4.8162	.0000	-.4252	-.1780
AgeT1	.0449	.0481	.9348	.3512	-.0499	.1398
SalaryT1	.0106	.0276	.3860	.7000	-.0438	.0650
Experien	.0050	.0308	.1615	.8719	-.0559	.0658

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

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
-.0770	.0497	-1.5486	.1233	-.1751	.0211

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI	
CPC	-.1384	.0701	-.2795	-.0065

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

Level of confidence for all confidence intervals in output:

95.0000

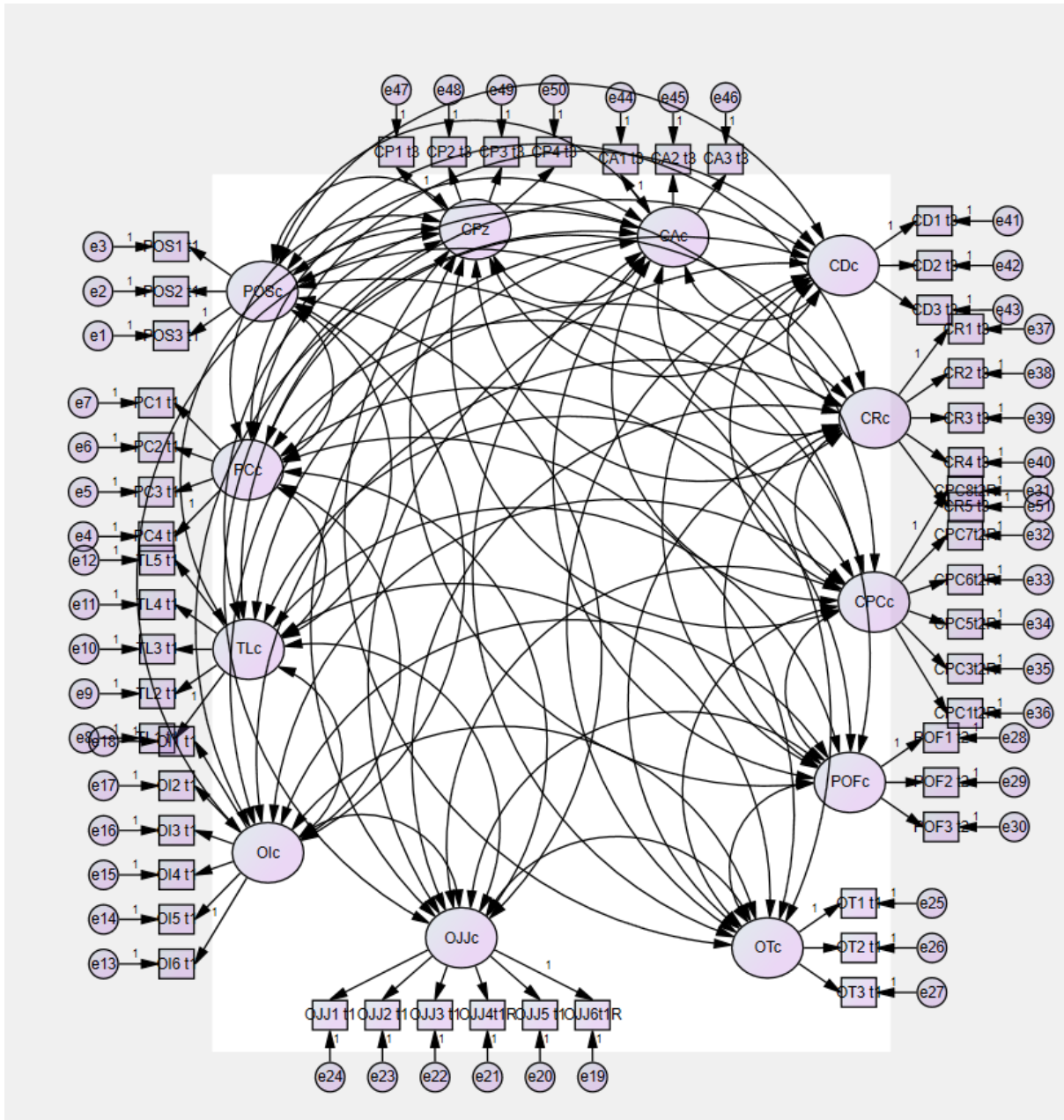
Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

NOTE: Variables names longer than eight characters can produce incorrect output.

Shorter variable names are recommended.

----- END MATRIX -----



12 factor Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	168	1542.847	1158	.000	1.332
Saturated model	1326	.000	0		
Independence model	51	7629.043	1275	.000	5.984

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.022	.773	.740	.675

Model	RMR	GFI	AGFI	PGFI
Saturated model	.000	1.000		
Independence model	.193	.111	.076	.107

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.798	.777	.941	.933	.939
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.908	.725	.853
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	384.847	286.728	491.041
Saturated model	.000	.000	.000
Independence model	6354.043	6082.310	6632.430

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	8.431	2.103	1.567	2.683
Saturated model	.000	.000	.000	.000
Independence model	41.689	34.722	33.237	36.243

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.043	.037	.048	.987
Independence model	.165	.161	.169	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	1878.847	2012.221	2418.956	2586.956
Saturated model	2652.000	3704.702	6915.005	8241.005
Independence model	7731.043	7771.531	7895.004	7946.004

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	10.267	9.731	10.847	10.996
Saturated model	14.492	14.492	14.492	20.244
Independence model	42.246	40.761	43.767	42.467

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	147	151
Independence model	33	34

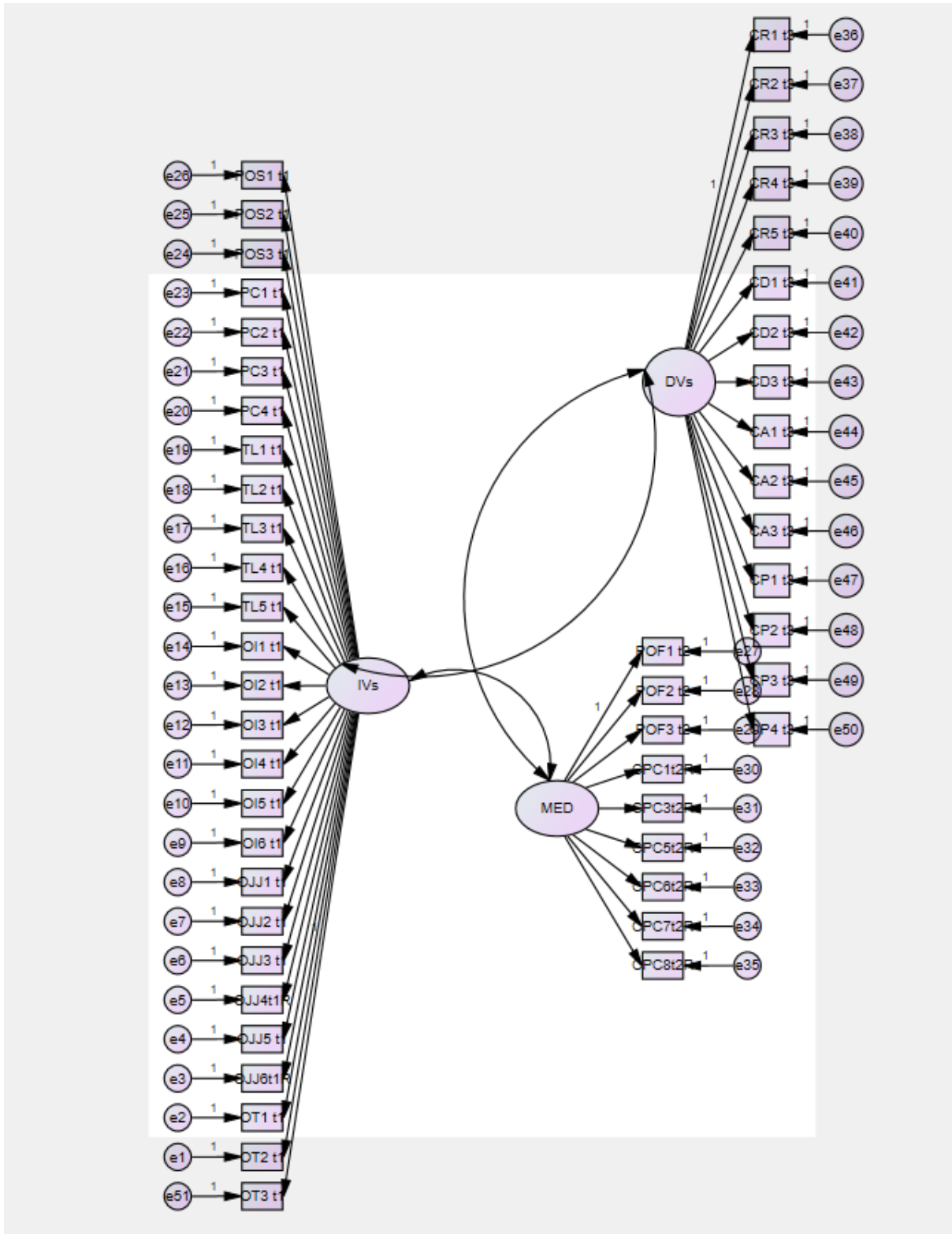
Minimization: .142

Miscellaneous: 4.375

Bootstrap: .000

Total: 4.517

3 Factor model



3 factor model output

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	105	2490.209	1221	.000	2.039
Saturated model	1326	.000	0		
Independence model	51	7629.043	1275	.000	5.984

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.035	.633	.601	.583
Saturated model	.000	1.000		
Independence model	.193	.111	.076	.107

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.674	.659	.802	.791	.800
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.958	.645	.766
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	1269.209	1130.406	1415.738
Saturated model	.000	.000	.000
Independence model	6354.043	6082.310	6632.430

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	13.608	6.936	6.177	7.736
Saturated model	.000	.000	.000	.000
Independence model	41.689	34.722	33.237	36.243

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.075	.071	.080	.000
Independence model	.165	.161	.169	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	2700.209	2783.568	3037.778	3142.778
Saturated model	2652.000	3704.702	6915.005	8241.005
Independence model	7731.043	7771.531	7895.004	7946.004

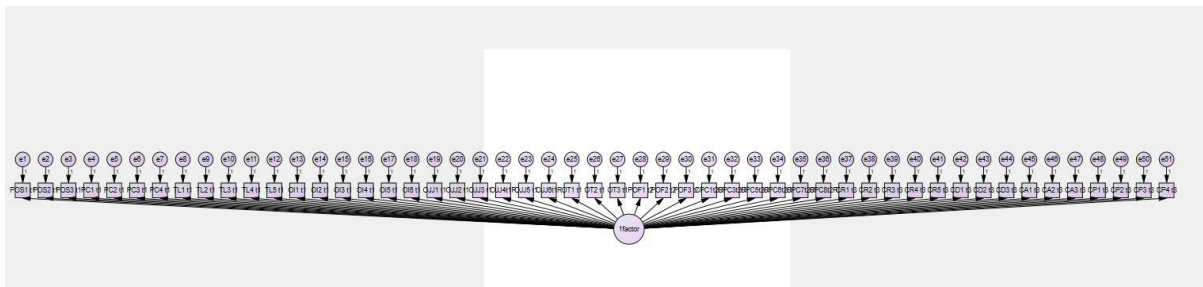
ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	14.755	13.997	15.556	15.211
Saturated model	14.492	14.492	14.492	20.244
Independence model	42.246	40.761	43.767	42.467

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	96	99
Independence model	33	34

1 Factor Model



1 factor model

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	102	3394.059	1224	.000	2.773
Saturated model	1326	.000	0		
Independence model	51	7629.043	1275	.000	5.984

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.045	.466	.422	.431
Saturated model	.000	1.000		
Independence model	.193	.111	.076	.107

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.555	.537	.661	.644	.658
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.960	.533	.632
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	2170.059	2000.277	2347.413
Saturated model	.000	.000	.000
Independence model	6354.043	6082.310	6632.430

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	18.547	11.858	10.930	12.827
Saturated model	.000	.000	.000	.000
Independence model	41.689	34.722	33.237	36.243

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.098	.094	.102	.000
Independence model	.165	.161	.169	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	3598.059	3679.036	3925.982	4027.982
Saturated model	2652.000	3704.702	6915.005	8241.005
Independence model	7731.043	7771.531	7895.004	7946.004

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	19.662	18.734	20.631	20.104
Saturated model	14.492	14.492	14.492	20.244
Independence model	42.246	40.761	43.767	42.467

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	71	73
Independence model	33	34

Appendix B

Items for Independent variables studied at Wave 1

Overall justice judgments

		<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
1.	Overall, I'm treated fairly by my organization.	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
2.	In general, I can count on this organization to be fair.	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
3.	Usually, the treatment I receive around here is fair.	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
4.	Usually, the way things work in this organization are not fair.	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
5.	For the most part, this organization treats its employees fairly.	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
6.	Most of the people who work here would say they are often treated unfairly.	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

Perceived organizational social support

		<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
1	Your immediate supervisor is available and willing to listen to your concerns about this change.	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
2	Your significant other, friends and relatives available and willing to listen to your concerns about this change.	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
3	Other people at work available and willing to listen to your concerns about this change.	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

Trust in organization

		<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
1	I have the feeling that the leader of this change knows what he or she is doing.	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
2	Overall, I get the feeling that you can count on the organization's management.	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
3.	I believe that if management is suggesting this change, they are well informed and have good reasons for it	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

Participation in change

		<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
1	Steps were taken by management to involve you in the change event at an early stage of the change process.	1	2	3	4	5
2	You became actively involved in the development of the change content.	1	2	3	4	5
3	You were actively involved in the development of solutions to identified problems in the change event that has been announced recently.	1	2	3	4	5
4	Suggestions from you are being considered seriously for the change event.	1	2	3	4	5

Organizational identification

		<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
1	When someone criticizes my organization, it feels like a personal insult.	1	2	3	4	5
2	I am very interested in what others think about my current organization.	1	2	3	4	5
3	When I talk about my organization I usually say "we" rather than "they."	1	2	3	4	5
4	This organization's successes are my successes.	1	2	3	4	5
5	When someone praises my organization, it feels like a personal compliment.	1	2	3	4	5
6	If a story in the media criticized my organization, I would feel embarrassed.	1	2	3	4	5

Transformational leadership

		<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
1	The firm's management is always on the lookout for new opportunities for the unit/department/organization.	1	2	3	4	5
2	The firm's management has a clear common view of its final aims.	1	2	3	4	5
3	The firm's management succeeds in motivating the rest of the company.	1	2	3	4	5
4	The firm's management always acts as the organization's leading force.	1	2	3	4	5
5	The organization has leaders who are capable of motivating and guiding their colleagues on the job (masters).	1	2	3	4	5

Mediators at Wave 2**Coping potential with change**

		<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
1	When dramatic changes happen in this organization, I feel I handle them with ease.	1	2	3	4	5
2	The rapid changes that have been occurring in this company are sometimes beyond the abilities of those within the organization to manage.	1	2	3	4	5
3	When changes happen in this company, I react by trying to manage the change rather than complain about it.	1	2	3	4	5
4	The changes occurring in this company cause me stress.	1	2	3	4	5
5	I see the rapid changes that are occurring in this company as opening new career opportunities for me.	1	2	3	4	5
6	When changes are announced, I try to react in a problem-solving, rather than an emotional, mode.	1	2	3	4	5
7	I often find myself leading change efforts in this company.	1	2	3	4	5
8	I think I cope with change better than most of those with whom I work.	1	2	3	4	5

Person-Organization fit

		<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
1	The things that I value in life are very close to the things that my organization values.	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
2	My personal values match my organization's values and culture.	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
3	My organization's values and culture provide a good fit with the things that I value in life	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

Dependant variables at wave 3

Change Disengagement		<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
1	I usually talk about my work in a derogatory way.	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
2	I don't see any interesting aspect in this change.	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
3	I get more and more engaged in my work.	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
Change acceptance		<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
4	I give my employer the benefit of doubt and didn't say anything to the employer about change.	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
5	I said nothing about the change and remained loyal to the employer.	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
6	I patiently wait for the problem to work itself out without complaining to the employer.	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
Change resistance		<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
9	Changing plans seems a real hassle to me.	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
10	When someone pressures me to change something, I tend to resist it even if I think the change may ultimately benefit me.	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
11	I sometimes find myself avoiding changes that I know will be good for me.	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
12	Once I've made plans, I'm not likely to change them.	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
13	Often, I feel a bit uncomfortable even about changes that may potentially improve my life.	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
Change proactiveness		<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
14	No matter what the odds, if I believe in something, I will make it happen.	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
15	I love being a champion for my ideas, even against others opposition.	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
16	I am excellent at identifying opportunities.	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
17	If I believe in an idea, no obstacle will prevent me from making it happen.	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>