

**The Roles of LMX, Readiness for Change and  
Organizational Trust on Employee Behaviours:  
The Moderating Effects of Organizational Support Constructs**

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## **Abstract**

Leader member exchange (LMX) is linked to a number of employee behaviours, although the influence within the context of change is unknown. The present study focuses on those experiencing change at work and tests both readiness for change and organizational trust as mediators of the LMX-work outcome relationships. In addition, Organizational Support Theory suggests that employees may reciprocate with stronger behaviours if they perceive greater support from their organization or identify that their supervisor shares characteristics of the organization. Using data from 393 New Zealand employees and PROCESS analysis with perceived organizational support (POS) and supervisor's organization embodiment (SOE) as moderators, we find that the LMX-work outcome relationships are mediated by both readiness for change and organizational support. In addition, we find that both SOE and POS moderate the LMX-organizational trust relationship, SOE moderates citizenship behaviour benefiting the organization, while POS moderates counter-productive work behaviour during change. The findings are discussed in terms of their implications for organizational change initiatives.

The dissertation fills a gap around understanding of organizational context in relation to change reactions, and it is argued the mediated pathway approach sheds light on the way support perceptions build readiness for change and organizational trust which ultimately impacts upon change recipient work behaviours.

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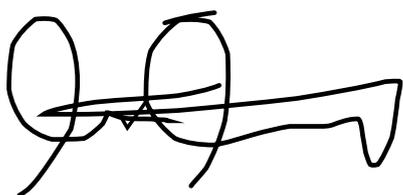
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## Attestation of Authorship

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person (except where explicitly defined in the acknowledgements), nor material which to a substantial extent has been submitted for the award of any other degree or diploma of a university or other institution of higher learning.

A handwritten signature in black ink, consisting of two large, overlapping loops followed by a long horizontal stroke that ends in a small hook.

Lee Thompson

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## **Chapter I**

### **Introduction**

For contemporary employees of today, the experience of organizational change is an ever present phenomenon. Organizational attempts to adapt to changing operating environments provides the impetus for change. For example, increasing globalisation, competition, innovation, governmental policy and changing workforce demographics are often the environmental antecedents preceding a planned change initiative (Pfeffer, 1994). In response to environmental events, organizations may employ different approaches to change simultaneously (Choi & Ruona, 2011). Moreover, organizational members may be actively involved in multiple change initiatives which are episodic or intermittent in nature (e.g. work process change) or incremental, emergent and continuous (e.g. culture change) (Weick & Quinn, 1999).

Importantly, this ever changing context means leaders must be prepared to be effective ‘change agents’ on a continuous basis, as successful outcomes will be generated by the internal processes within the firm (Neves, 2009). As George and Jones (2001, p. 420) stated, “organizations only change and act through their members and even the most collective activities that take place in organizations are the result of some amalgamation of the activities of individual organizational members”. Therefore, understanding how to improve change outcomes at the individual level of analysis should be important to improving collective outcomes.

According to Bouckennooghe (2010), the positive approach to understanding organizational change includes identifying which factors influence individual readiness

for change, as opposed to factors which reduce resistance behaviour. Understanding the enablers and facilitators of readiness is important, given that employees may participate in multiple change events, each having a variable state of readiness. As Backer (1995, p. 40) suggested, “readiness for change is not a fixed element of individuals or systems, it may vary due to changing external or internal circumstance, the type of change being introduced, or the characteristics of potential adopters and change agents”. Hence, readiness for a change can be viewed as an ongoing process in which the readiness of change recipients is both “continuous and recursive ... occurring throughout the larger context of the given change implementation” (Stevens, 2013, p. 334). Vakola (2013, p.103) also argued “rather than creating readiness each time the organization attempts to implement change, readiness could be perceived and ‘invested’ in as a constant state, which is conceived as a core competency to cope with continuous changing external, as well as internal, conditions”.

Historically, factors concerning content (i.e. what needs to change) and process (i.e. how to enact change) in relation to change outcomes has received considerable attention in the change literature (Oreg, et al., 2011; Armenakis & Bedian, 1999). Researchers have advocated for a renewed focus on individual differences and contextual factors which influence change recipient reactions (e.g. Armenakis & Harris, 2009; Herold, Fedor, & Caldwell, 2007). A number of individual dispositions such as, openness to change, self-efficacy and locus of control, have all been associated with positive reactions towards change (Oreg, et al., 2011).

According to Mowday and Sutton (1993), individual beliefs, attitudes and behaviour are subject to influence by the existing internal factors within the organization.

As such, *context factors* represent the internal “situational opportunities and constraints that affect the occurrence and meaning of organizational behaviour” (Johns, 2006, p. 386). Within the change literature, a number of internal context factors have been researched as the antecedents of change reactions. For example, management support (e.g. Coyle-Shapiro & Marrow, 2003), social support (e.g. Cunningham, et al. 2002) and organizational culture (e.g. Jones, Jimmieson, & Griffiths, 2005).

At the present time, no studies have assessed the quality of leader-member exchange as it relates to readiness for change. In addition, a further context variable, trust in management, has been shown to predict resistance to change (e.g. Oreg, 2006; Stanley, Meyer & Topolnytski, 2005). However, no studies to date have shown the relationship between leader-member exchange and perceptions of organizational trust as a specific reaction to change events. Similarly, the potential moderating role of perceived organizational support in these change context–outcome relationships has yet to be empirically evaluated. The present study adopts both the positive approach to understanding change (Bouckenooghe, 2010) and the process based view (Stevens, 2013) as the basis of investigation to address these current gaps in the change literature.

## Chapter II

### Literature Review

#### Readiness for Change

Employee reactions to change can vary depending on the interaction between individual attributes, the content of change, the change process, and the internal context in which change is occurring (Holt, Armenakis, Feild, & Harris, 2007). The empirical literature has primarily centred on negative reactions to change, and for the most part, resistance (Ford & Ford, 2010). Generally, resistance to change has been defined as “any conduct that serves to maintain the status quo in the face of pressure to alter the status quo” (Zaltman & Duncan, 1997, p. 63). Kurt Lewin (1947) had originally conceived resistance to represent the *systemic* rather than the *individual* factors maintaining the status quo, thus preventing the expected change outcomes. However, the conceptualisation of resistance has since evolved, as an individual disposition encompassing three dimensions: affective, cognitive and behavioural (intentions) focussing (Piderit, 2000; Oreg, 2006).

Researchers have argued that the fundamental shift from Lewin’s systemic resistance to one of individual resistance is problematic. Firstly, resistance is viewed as something to be expected, and is an inherent human response to change events (Ford, Ford, & D’Amelio, 2008). However, as Oreg (2006) points out, people do not inherently resist change itself, but rather resist negative consequences resulting from the content and process of change. However, in practice, resistance is believed to a negative event, something to be managed, minimised, or eliminated by change agents. Therefore, resistance is not viewed as a positive feedback loop providing valuable information to change agents regarding the legitimate concerns of change recipients (Nord & Jermier,

1994). The conceptualisation of resistance as an individual disposition is also problematic because it obviates the need for change agents to evaluate how they may be contributing to the resistance (Ford, et al., 2008). In other words, resistance resides within the individual, in the change recipient as “other”, therefore change agents are discouraged from evaluating the ways in which they may foster resistance. Moreover, organizations may lose the opportunity to understand and deal with systemic problems related to the changes (Oreg, 2006).

These arguments aside, the development of a tri-dimensional resistance construct has been useful in providing a more complete understanding of recipient reactions to change. More specifically the inclusion of affective, cognitive, and behavioural reactions in resistance measures is important because these are not necessarily experienced at the same time, being activated at different points during the change process (George & Jones, 2001; Piderit, 2000). For example, recipients may be able to recognise the positive benefits of change to the organization (cognitive reaction) but have anxiety (affective reaction) about the implications to his–her own job (Piderit, 2000). Moreover, each dimension may be differentially related to predictors and outcomes. Oreg’s (2006) path analysis showed that the affective dimension of resistance was negatively related to job satisfaction, behavioural (intentions) was positively related to intentions to quit, while cognitive was negatively related to continuance commitment.

In summary, the research findings support the use of a tri-dimensional measure of resistance with three distinct components. By extension, this should also apply to other reactions, such as individual readiness for change, and provide for a more complete understanding of its relationship with its predictors and outcomes during times of change.

Consistent with the positive view of understanding change, Armenakis, Harris, and Mossholder (1993, p. 683) remarked “creating readiness [for change] involves proactive attempts by a change agent to influence beliefs, attitudes, intentions, and ultimately the behaviours of a change target”. According to the process based model of readiness (Stevens, 2013) ongoing attempts to influence readiness are important because individual cognitive and affective evaluations of change conditions (e.g. perceived benefits) will vary over time as conditions change. Nevertheless, failure to invest in readiness may result in organizational change agents having to actively manage resistance behaviour (e.g. withdrawal) and putting at risk achievement of desired change outcomes.

Armenakis, et al. (1993, p.681) originally defined readiness for change to include the positive “beliefs, attitudes, and intentions regarding the extent to which changes are deemed necessary, and the capacity of both the individual and organization to enact the change required”. Readiness has been considered as the “cognitive precursor to the behaviours of either resistance to, or support for, a change effort” (Armenakis, et al., 1993, P.691). Bouckennooghe (2010) suggests that this distinction highlights the assessment of readiness as proactive attempts by change agents to engage with recipients as coaches and champions of change, rather than monitoring and ameliorating resistance behaviour. Furthermore, assessing readiness identifies the gap between the current state of recipients, and the future desired state, including the valid consideration of recipient concerns and needs. However, assessing individual readiness for change has often been hindered by a limited conceptualisation of the construct.

A review of 60 years of change research by Oreg, Vakola and Armenakis (2011) review highlights how affective, cognitive and behavioural reactions to change have

predominantly been studied as separate components. Furthermore, of the few studies to have included readiness for change as a dependent variable (e.g. Madsen, Miller, & John; 2005; Cunningham et al., 2002; Eby, Adams, Russell, Gaby, 2000) readiness measures have largely focused on cognitive or behavioural facets, neglecting affective reactions to change. Consistent with the resistance literature, Rafferty, Jimmieson and Armenakis (2013) argue that affective reactions are important because these have a significant influence on cognitive and behavioural intentions to support change. In another review, Bouckenooghe (2010) found only seven studies adopting the positive view of organizational change, at the individual level of analysis, in which readiness was operationalised as a tri-dimensional dependent variable. Moreover, there is a lack of evidence supporting the integration of affective-attitudinal contributions to behavioural intentions and then subsequent behaviour supportive of change efforts (the so-called attitude behaviour gap) (Ajzen, 1991). In the present study, it is proposed that readiness for change is related to several relevant work outcomes during change.

Based on Armenakis et al.'s (1993) original conceptualisation of readiness, Bouckenooghe et al. (2009) empirically validated a new tri-dimensional measure: readiness for change. The scale consists of affective, cognitive and behavioural components. As outlined by the researchers, both the emotional and intentional dimensions of the readiness scale are designed to capture individual reactions towards a specific change while the cognitive dimension concerns more global "beliefs and thoughts organizational members hold about the outcomes of change" (Bouckenooghe, et al., 2009, p. 576). Moreover, the emotional and intentional readiness dimensions capture "the feelings about a specific change project being introduced" and "the effort organizational members are willing to invest in the change process" respectively (Bouckenooghe, et al., 2009, p.576). The present study adopts the tri-dimensional scale

developed by Bouckenoghe and colleagues in order to provide for a more complete understanding of the relationships with the predictor and the work outcome variables under investigation. The work outcomes expected to be relevant during times of change include: organizational citizenship behaviour, counterproductive work behaviour, and turnover intentions.

Organizational citizenship behaviour (OCB) is defined as being workplace behaviour which goes above and beyond formal job role requirements and which collectively enhances the overall functioning of the organization (Podsakoff & MacKenzie, 1994). Furthermore, OCB can be delineated into two categories, extra-role performance targeted towards individuals (e.g. helping a co-worker) or benefiting the organization (e.g. providing suggestions for improvement) (McNeely & Meglino, 1994). According to the general counter-productive work behaviour and organizational citizenship model proposed by Spector and Fox (2002) an employee's cognitive appraisals of the work environment (e.g. current or anticipated job conditions) leads to the experience of positive or negative emotions. In turn, positive affect leads to the performance of citizenship behaviour whilst negative affect encourages counterproductive work behaviour. Counter-productive work behaviour (CPWB) has been defined as "intentional behaviour that harms or intends to harm organizations and its members" (Spector et al., 2006, p.447). Dimensions of CPWB include: abuse against others (e.g. undermining), production deviance (e.g. failure to perform job tasks), sabotage (e.g. defacing property), theft (e.g. property) and withdrawal (e.g. absence) (Spector et al., 2006).

Prior change research has illustrated the influence of affective reactions to change on both OCB and CPWB. For example, Avey, Wernsing, and Luthans (2008) investigated change recipients psychological capital (made up of four positive psychology factors: hope, efficacy, optimism, & resilience) and experience of positive emotions (i.e. excitement & attentiveness). Positive emotions were found to mediate the positive relationship between psychological capital and OCB while mediating the negative relationship found between psychological capital and CPWB. However, one study limitation pertains to the selected measure of citizenship behaviour (i.e. Lee & Allen, 2002) which captured extra-role performance targeted towards individuals and did not include the organization. In the present study, both extra role performance targeted towards individuals and the organization is included to provide a more complete understanding of the relationship between readiness and OCB. In summary, based on previous findings there is reason to expect that the affective dimension of readiness for change of change will be positively related to OCB and negatively so with CPWB.

According to Choi (2011), change recipient cognitive evaluations concern the formation of “assumptions, expectations, and impressions regarding the need for organizational change and the extent to which such changes are likely to have positive implications for them as individuals and for the wider organization” (p. 481). In the study conducted by Jones et al. (2005) a cognitive measure of readiness was used to capture evaluations concerning the degree to which changes were perceived as personally beneficial and job enhancing. These authors found that recipient perceptions regarding the extent of organizational capability to respond to internal and external changes in the environment (termed; re-shaping capability) were positively related to change implementation success. Jones et al. (2005) show that recipient perceptions regarding re-shaping capabilities were also positively related to a measure of readiness. Moreover,

readiness fully mediated the relationship between re-shaping perceptions and the change success outcome measure (Jones, et al., 2005). These findings show the importance of positive cognitive evaluations in producing desired change outcomes. Importantly, as a mediating variable, the cognitive dimension of readiness appears to explain the nature of this relationship.

Neves (2009) found that beliefs concerning the expected benefits of a change initiative (using a measure of affective commitment) were negatively related to change recipient's turnover intentions (i.e. how likely they were to leave their current organization). Furthermore, affective commitment served to mediate the relationship between recipients change appropriateness appraisals and their turnover intentions. As previously mentioned, the items specified within the cognitive dimension of the readiness for change scale developed by Bouckenooghe et al. (2009) (and used in the present study) relate to change recipients' global beliefs concerning the expected outcomes and benefits of change to the organization. According to Bouckenooghe et al. (2009), the cognitive scale items share similarity to measures of cynicism about organization change. Thus, high cognitive readiness, reflects low change cynicism when using this scale. Wanous, Reichers, and Austin (2000, p. 133) defined individual cynicism about organizational change as a malleable state which includes a "pessimistic viewpoint about change efforts being successful". Mishra and Spreitzer (1998) argue that cynicism develops as a result of employees negative experiences of a change initiative. In summary, positive experiences of the change process would be expected to reduce recipient levels of change cynicism.

Wu, Neubert, and Yi (2007) found that informational justice (i.e. extent to which leaders share change information openly) reduced recipient cynicism about organizational change. Thundiyil, Chiaburu, Oh, Banks and Peng (2015) meta-analysis utilised the more specific outcome measure: cynicism about organizational change. These authors show that both perceived organizational and supervisor support, together with managerial trustworthiness were all negatively related. In terms of work outcomes, cynicism about organizational change was positively related to both turnover intentions and CWB, while being negatively related to OCB (Thundiyil et al., 2015). In the present study, it is expected that positive change experiences lead to increased cognitive readiness for change, by reducing levels of cynicism. Moreover, it is expected that high cognitive readiness reduces both turnover intentions and CWB, while increasing the occurrence of OCB.

In times of change, supportive behavioural intentions concern the degree to which recipients are willing to participate in the change process. Fedor, Caldwell, and Herold's (2006) study assessed recipient's commitment to change, their intentions to support, recipients expected outcomes of change (i.e., favourable vs unfavourable) and the impact of change. The study findings showed that the highest level of intentions to support occurred when recipients perceived favourable change outcomes. Fedor et al. (2006) demonstrated a link between positive cognitive evaluations about a change and subsequent intentions to support, however the impact on work outcomes is unknown. Oreg's (2006) resistance study, showed that several context variables (i.e. trust in management, information & social influence) were all negatively related to behavioural resistance to change. Importantly, behavioural resistance (e.g. preventing the change from happening, complaining about the change) was positively related with the turnover intentions of recipients. According to Organ (1988), cooperation with change is an

example of citizen behaviour. Therefore, the present study proposes that behavioural readiness coupled with affective and cognitive readiness should be positively related to the performance of OCB while being negatively related to CPWB. In addition, based on Oreg's (2006) findings, the present study also expects that increased behavioural readiness (supportive intentions) should be negatively related with the turnover intentions of recipients.

In summary, prior research findings indicate that positive affective reactions to change are positively associated with citizenship behaviour and negatively with workplace deviance. Similarly, favourable cognitive evaluations concerning the expected benefits or positive outcomes of change have been shown to be negatively related to recipient's intentions to leave the organization. Prior research findings also suggest that in the absence of cynicism about organizational change, recipients would be more likely to engage in citizenship behaviour, less likely to engage in workplace deviance, and be less concerned about leaving the organization. In terms of behavioural reactions, evidence from the resistance literature would suggest that behavioural intentions to support a change effort would be negatively related to turnover intentions. Therefore, based on the review of relationships between the affective, cognitive, and behavioural [intentions] dimensions of readiness and work outcomes, the following is Hypothesised:

*Hypothesis 1. Readiness for change is (a) positively related to OCB, while being negatively related to (b) CPWB and (c) turnover intentions.*

### **Trust in the Organization**

Armenakis et al. (1993) emphasised the importance of building trust between change agents and recipients in order to influence readiness for change. Specifically, these

authors suggest that trust in management improves cognitive evaluations regarding the ability of the organization to enact change consistent with their original definition of readiness. Furthermore, change agent credibility, trustworthiness, and sincerity are believed to enhance readiness for change. Oreg's (2006) resistance study found that trust in management was negatively related to affective, cognitive, and behavioural resistance to change. Moreover, trust had a particularly strong negative effect on cognitive resistance consistent with Armenakis et al.'s (1993) earlier proposition (but in the opposite direction).

Oreg's (2006) measure of trust evaluated management decision making ability and recipient's faith in the organizations reasons for the change. Oreg (2006) explains that "lack of faith in the organizations leadership was strongly related to reports of anger, frustration, and anxiety...and in particular to negative evaluations for the need for, and value of, the organizational change". Importantly, trust in management was found to be indirectly and negatively related to recipient's evaluations of whether to remain with the organization (i.e. continuance commitment) through cognitive resistance. Thus, as a contextual variable open to influence, trust in the organization can be considered a positive attitudinal response to organizational events (Robinson, 1996). Therefore, trust may play an important role during times of change. In the present study, trust in the organization is examined as a positive reaction to change and in relation to the three work outcomes of interest (i.e. OCB, CPWB, & turnover intentions).

During times of change, trust in the organization is particularly relevant because recipients evaluate the expected outcomes of change (i.e., organizational & personal impact) and evaluate the risks and benefits of engaging in the change process. Similarly,

recipients become dependent on, and are vulnerable to, organizational change decision making and the actions of the organization and its representatives (e.g. implementation of change). The study findings of Morgan and Zeffane (2003) indicate that trust in management is impacted upon negatively regardless of the type of change (i.e., minor to major). However, trust was found to be positively related to the level of recipient involvement in the change decision making and when favourable outcomes for recipients were anticipated. These researchers suggest that recipient involvement in the decision making process of change improves the honesty and integrity facets contributing to trust (Morgan & Zeffane, 2003). Fiorelli and Margolis (1993) suggested that under conditions of trust, greater receptivity, commitment to change, and less resistance should occur as a result. Michaelis, Stegmaier and Sonntag's (2009) provided evidence in support. In their study, trust in the organization was shown positively related to affective commitment to change and the level of innovative behaviour change. Although not the focus of the current study, these findings suggest the positive influence of organizational trust on change outcomes (Stegmaier and Sonntag, 2009).

Trust appears to share similarity with readiness for change, in so far as, being influenced by content and process factors. However, more research is required to understand how organizational context factors influence trust during change. Moreover, both the immediate supervisor and organization are important contextual referents of trust. As is common practice with organizational change processes, a recipient may infer the trustworthiness of the organization, by evaluating the qualitative facets of trust in their immediate supervisor, as the organizations change representative. Robinson (1996, p. 576) conceptually defined trust as "one's expectations, assumptions, or beliefs about the likelihood that another's future actions will be beneficial, favourable, or at least not detrimental to one's interests". McAllister (1995) also defined trust as "an individual's

belief in, and willingness to act on the basis of the words, actions, and decisions of another” (p.25). The findings from meta-analysis show that trust is strongly associated with having positive expectations of others (Colquitt, Scott, & LePine, 2007).

The two main views on how trust develops are referred to as the character-based and relationship-based perspectives (Dirks & Ferrin, 2002). According to the character-based perspective, perceptions regarding the trustworthy characteristics of another influence the level of trust (Mayer, Davis, & Schoorman, 1995). Clark and Payne (1997) found empirical support for a number of qualitative facets thought to be characteristic of a trustworthy entity. These facets include: integrity, competence, consistent behaviour, loyalty, and openness, all of which are particularly important in the context of organizational change (Clark & Payne, 1997). For example, consistent with the positive view of change, change agents can demonstrate their trustworthiness by showing concern for recipient’s welfare, having benevolent motives, and providing consistent support throughout the change process. Colquitt et al. (2007) also specify several trustworthy characteristics which include: ability, benevolence, and integrity. Ability refers to the degree to which another has the knowledge, skills and abilities to succeed (e.g. decision making ability). Benevolence relates to the motives of another and whether or not these are grounded by a sense of caring, loyalty, openness, and supportiveness. Integrity, as the third and final characteristic, refers to the ethical and principled conduct of the trust referent, which includes perceptions of fairness, justice, consistency and promise fulfilment (Mayer et al., 1995). Colquitt et al.’s (2007) meta-analysis shows that all three characteristics have a strong positive correlation with trust. In the present study, it is expected that change agents, who demonstrate a high degree of trustworthy characteristics, have a positive influence on perceptions of trust.

In accordance with social exchange theory (Blau, 1964), high quality exchange relationships are characterised by trust, goodwill, and feelings of mutual obligations to reciprocate. The relationship-based perspective of trust suggests that trust develops (and is reciprocated) as a result of repeated beneficial exchanges between leaders and followers (e.g. information exchange, favour doing, etc.) (Whitener, Brodt, Korsgaard, Werner, 1998). However, mutually beneficial exchanges, in order to be deemed trustworthy, may still require the demonstration of ability, benevolence, and integrity. Organ (1988) suggested that fair treatment by the supervisor increases the probability of OCB through the social exchange relationship that develops. Konovsky and Pugh's (1994) study findings demonstrated that the positive relationship between procedural fairness (trust characteristic) and citizenship behaviour (reciprocal exchange behaviour) was fully mediated by trust in the supervisor. However, further research is required to establish whether trust mediates social exchange relationships involving other trustworthy characteristics of leaders and work outcomes in the context of change.

The present study seeks to evaluate trust in the *organization* rather than trust in the direct supervisor. However, the perceptions of trust existing within a supervisor-subordinate relationship is likely to exert some influence on the level of trust perceived in the organization. For example, results of post-hoc analysis involving 6 primary studies (included in meta-analysis) indicate a moderate positive correlation between trust in the supervisor and trust in the organization (termed 'trust in organizational leadership') (Dirks & Ferrin, 2002). Therefore, the present study examines the quality of the exchange relationship between a supervisor and subordinate as a predictor of trust in the organization. A further explanation of this postulated relationship will be provided in the next section dealing with leader-member exchange.

Dirks and Ferrin (2001) suggested that trusting employees are more likely to engage in behaviours benefiting the organization rather than seeking to harm the organization or its members. Consistent with the findings of Konovsky and Pugh (1994), meta-analysis shows support for a positive relationship between both trust in the supervisor, and trust in the organization, with OCB (Marcus & Schuler, 2004; Dirks & Ferrin, 2002). Marcus and Schuler (2004) also found trust to be negatively related to CPWB while similarly, Dirks and Ferrin (2002) showed that trust in the organization was negatively related with turnover intentions. In a study involving a complex organizational merger, trust in the organization was shown to be positively related to openness to change, while being negatively with turnover intentions and CPWB (termed 'neglect') (Chawla & Kelloway, 2004). The present study expects trust in the organization to have a positive influence on citizenship behaviour while being negatively related to counterproductive work behaviour and intentions to leave the organization. The following is Hypothesised based on review of the literature and the evidence presented:

*Hypothesis 2. Trust in the Organization is (a) positively related to OCB, while being negatively related to (b) CPWB and (c) turnover intentions.*

### **Leader-Member Exchange and Readiness for Change**

From the recipient's point of view, the change implementation process is played out on a daily basis which requires an exchange between the recipient and his or her supervisor. In the present study, the quality of Leader-member exchange (LMX) is posited as a contextual predictor of change related work outcomes. A further research question relates to the roles of readiness for change in the relationships between LMX, OCB, CPWB, and turnover intentions.

The main tenet of LMX is that differentiated relationships are formed between leaders and followers based on repeated interpersonal exchanges that occur within the daily work context (Sparrowe & Liden, 1997). The so called ‘in-group’ subordinates are provided with high levels of communication, support, and trust by the supervisor (Gerstner & Day, 1997). Loyalty, liking and respect also characterise high quality exchange relationships (Brower, Schoorman, & Tan, 2000; Dienesch & Liden, 1986). In contrast, low quality exchange relationships are viewed as largely transactional, in which meeting contractual obligations between parties is of primary concern. During change, it is expected that the dimensions of LMX, when demonstrated by the change agent, increase the probability of a positive change experience for recipients.

According to Blau (1964, p. 94), high quality exchange relationships are characterised by “feelings of personal obligations, gratitude, and trust”, with subsequent behaviour benefiting the individual perceived to be investing in the relationship (Karriker & Williams, 2009). Furthermore, dyadic exchanges can be viewed as a pattern of reciprocal transactions in which “outcomes are based on a combination of parties efforts” (Cropanzano & Mitchell, 2005, p. 876). According to Blau (1964), the degree of mutual support and investment in workplace relationships is evident through the reciprocal exchange of benefits and favours between parties. Consistent with a norm of reciprocity (Blau, 1964), support exchanges within a supervisor-subordinate dyad are highly likely to be reciprocated during subsequent in-role and extra role performance. As the findings of meta-analysis show, LMX is positively related to both job performance and forms of citizenship behaviour (Dulebohn, 2012).

Aligned with the positive view of change and the process based view of readiness, LMX is expected to be related to both readiness for change and recipient work outcomes. However, no studies have empirically tested these relationships. However, findings from prior research suggest that variables characteristic of high quality exchange relationships have a positive influence on recipient reactions. For example, greater change acceptance and willingness to cooperate was found for individuals who perceived management as more trusting, supportive, and respectful (Kiefer, 2005; Coyle-Shapiro & Morrow, 2003; Cunningham et al., 2002; Eby et al., 2000; Wanberg & Banas, 2000). Trust in leadership communication was also found to predict individual levels of readiness for change (Rafferty & Simons, 2006) as was the general support provided by supervisors (Bouckenooghe, Devos, & Van den Broeck, 2009).

Other research has highlighted a positive association between flexible leadership practices high in human relations values (e.g. open communication & participative decision making) and individual readiness for change (Jones, Jimmieson & Griffiths, 2005). Van Dam, et al. (2008) found that the negative relationship between LMX and resistance to change was fully mediated by participation, information and trust. Hence, high quality LMX combined with effective change processes (which show positive regard for employees) appear to reduce negative affective, cognitive, and behavioural intentions of change recipients. Moreover, change recipients in high quality exchange relationships may be in a better position to negotiate personally beneficial change outcomes increasing their behavioural intentions to support the change through reciprocal obligations.

Dulebohn, et al.'s (2012) meta-analysis confirms associations between LMX and affective outcomes (e.g. affective commitment), cognitive outcomes (e.g. satisfaction

with supervisor) and behavioural intentions (e.g. turnover intentions). Prior studies also support a direct relationship between LMX and the study work outcomes of interest. For example, LMX has been shown positively related to organizational citizenship behaviour (OCB) and negatively with counter-productive work behaviour (CWB) and turnover intentions (Schyns & Schilling, 2013; Dulebohn, et al., 2012). In addition, previous research findings suggest that affective, cognitive, and behavioural reactions to change serve to mediate change context–outcome relationships (Avey, et al., 2008; Jones et al., 2005; Neves, 2009 & Oreg, 2006). Given these findings, the present study expects that during change:

*Hypothesis 3. LMX is (a) positively related to OCB, while being negatively related to (b) CPWB and (c) turnover intentions.*

*Hypothesis 4. LMX is positively related to readiness for change.*

### **LMX and Trust in the Organization**

In line with the relationship-based perspective, trust develops through repeated beneficial exchanges, and according to the character-based perspective, trust develops through an assessment of trustworthy characteristics (e.g. ability, benevolence & integrity) (Colquitt et al., 2007). The study expects that LMX is positively related to trust in the organization. A further research question relates to the role of organizational trust in the relationships between LMX, OCB, CPWB, and turnover intentions.

Borgen (2001, p. 224) suggested that “trust in leader is integrally related to the capacity to predict and affect the other party’s behaviour”. Consistent with the character based perspective, a subordinate, as trustor, assesses the ability, benevolence, and

integrity of the supervisor (Mayer et al., 1995). These three categories are considered the antecedents of trust (Dirks & Ferrin, 2002) each having a subset of related factors, such as: competence, loyalty, openness, caring, fairness and promise fulfilment (Colquitt et al., 2007). In their review, Schriesheim, Castro and Cogliser (1999) found that six dimensions of LMX were commonly reported in the literature, including: mutual support, trust, liking, latitude, attention, and loyalty. Hence, there appears to be considerable overlap between the antecedents of trust and LMX.

Brower, Schoorman and Tan (2000) illustrated the similarities between LMX and trust. For example, the loyalty dimension of LMX shares similarity with integrity and credibility antecedents of trust. In another example, ability and competence are considered antecedents of both LMX and trust. The findings from meta-analysis indicate that LMX is highly correlated with trust in leader (Dulebohn et al., 2012) and trust in organizational leadership (Dirks & Ferrin, 2002). Wong et al. (2006) also found trust in the supervisor and trust in the organization to be moderately correlated, indicating that these constructs share conceptual similarity. However, it is unclear how the different dimensions of LMX, and in particular the trust dimension, contributes to perceived trust in the organization and further research is required in this area (Brower, Schoorman, & Tan, 2000).

Although not studied within the context of change, evidence from the justice literature would suggest favourable outcomes resulting from fair and consistent treatment by both the supervisor and organization. For example, both procedural and distributive justice (fairness) perceptions were found positively related to trust in the organization and OCB (Wong, Ngo & Wong, 2006). Furthermore, trust in the organization fully mediated

this relationship. These findings differ somewhat from the previously cited Konovsky and Pugh (1994) study, which showed the positive relationship between procedural fairness (trust characteristic) and citizenship behaviour (reciprocal exchange behaviour) was fully mediated by trust in the supervisor. During times of change, it may be the case that positive perceptions of fairness (related to change content and process) are causally attributed to both the supervisor and organization enhancing the level of trust. Outside of change contexts, the findings from meta-analysis do indicate a consistent pattern of positive correlations between both trust referents (supervisor & organization) and measures of justice (Dirks & Ferrin, 2002). However, fairness perceptions only partially explain the variance in levels of trust.

As Whitener, Brodt, Korsgaard and Werner (1998) stated “employees observe the consistency between manager’s words and deeds and make attributions about their integrity, honesty, and moral character” (p. 516). As has been previously discussed, trustors assess the trustworthiness of trustees through an examination of demonstrated ability, benevolence, and integrity (i.e. the character-based perspective). Lindenberg (1997) asserts that the demonstration of trustworthy attributes serves as relational signals. Importantly, these behavioural signals indicate trustees have an interest in maintaining a mutually beneficial and rewarding social relationship with the trustor. Six and Sorge (2008) suggest that consistency in relational signalling, between parties, contributes to mutual obligations to reciprocate. As described by Butler (1991), trust is a cyclical and mutually reinforcing process, as would be expected in high quality exchange relationships. By integrating both the relationship and character based perspectives, the relational signalling concept provides for a more complete understanding of how trust develops.

Six, Nooteboom and Hoogendoorn (2010) provided evidence showing the positive relationship between a number of relational signal behaviours and level of trust. Many of these signals would be expected in high quality LMX relationships during times of change. For example, “providing help and assistance”, “showing care and concern for the other person” and “being open and honest about your motives” (Six et al., 2010, p. 300). These findings are consistent with previous research which indicates, trust in the organization, as positively related with change content and process variables representative of relational signalling behaviours building trust (Morgan & Zeffane, 2003).

The present study posits that supervisors positive relational signalling to change recipients during LMX enhances the trustworthiness of the supervisor, but also, that the relational signalling by the supervisor generalises as signalling by the organization helping to build levels of trust with both. Importantly, this provides confirmation to the recipient regarding the continuation of a mutually beneficial and rewarding relationship, thus increasing felt obligations for trust reciprocation. Mayer, Davies and Schoorman (1995) also suggest that trust serves to reduce the risk of behaviour uncertainty. For example, engaging in discretionary OCB to support change efforts may be seen as risky by recipients in low trust conditions (e.g. go unnoticed). Conversely, under conditions of high trust, positive expectations regarding the future actions of others are increased. In turn, uncertainty is reduced, while the probability of engaging in risky discretionary behaviour increases. Moreover, positive expectations of others actions and risk taking have both been shown positively related to trust using meta-analysis (Colquitt, et al., 2007). Nevertheless, LMX has been consistently linked to trust in the organization, and both LMX and trust in the organization, have been shown related to OCB, CPWB, and turnover intentions. Therefore, the present study expects that during change:

*Hypothesis 5. LMX is positively related to organizational trust.*

In addition to the direct relationships between LMX and the work outcomes of interest in the study, it is expected that both readiness for change and trust in the organization serve to mediate these relationships based on the evidence presented for both constructs. Hence, the following Hypotheses.

*Hypothesis 6. (a) Readiness for Change and (b) Organizational Trust mediate the relationships between LMX and OCB, LMX and CPWB, and LMX and turnover intentions.*

### **Perceived Organizational Support**

Consistent with the positive view of change, Fuchs and Prouska (2014, p. 364) stated “employees are more willing to engage psychologically in an organization when they have positive feelings over how the organization is treating them”. Hence, in addition to perceptions regarding the quality of social exchange (LMX) that occurs between supervisor and subordinate (change agent and recipient in the present study), subordinates form global beliefs concerning “the extent to which the organization values their contributions and cares about their well-being”, or perceived organizational support (POS) (Eisenberger et al., 1986, p. 501). The present study expects that a high level of POS enhances the relationship between LMX and the two mediators: readiness for change and organizational trust, as well as having a flow on effect on the work outcomes of interest (specifically a moderated mediation effect).

According to Eisenberger et al. (1986), subordinate support beliefs are thought to develop through the personification of the organization. In other words, supervisors are thought to represent the organization, acting on its behalf. Moreover, the favourable (e.g.

gaining a promotion) or unfavourable (e.g. having feedback ignored) treatment received by the supervisor is partially attributed as treatment by the organization. Hence, treatment events influence the organizational support perceptions of the subordinate. According to Chen, Eisenberger, Johnson, Sucharski, and Aselage, (2009, p. 120) “workers act in accord with the norm of reciprocity, trading their effort and dedication to the organization for POS and its promise of future benefits”. In addition, POS encompasses the general beliefs held by the subordinate regarding the organizations care and concern for their wellbeing and welfare (Rhoades & Eisenberger, 2002). Hence, POS strengthens employee performance-reward expectancies while supporting the socioemotional needs of organizational members (Eisenberger et al., 1986). During times of change, POS would be expected to enhance subordinate efforts to support change, with the expectation that these efforts will be rewarded by the organization.

POS has been found to be positively related, but differentiated, from both leader-member exchange and perceived supervisor support (Kurtessis et al., 2017; Rhoades & Eisenberger, 2002; Wayne, Shore & Liden, 1997) as well as trust in the organization (Dirks & Ferrin, 2002). Although not studied within a change context, Wayne et al.’s (1997) path analysis showed that leader-member exchange and POS both had different antecedents and accounted for unique variance in work outcomes. For example, POS was positively related to affective commitment, job performance, and OCB while being negatively related with turnover intentions. Similarly, LMX was positively related to both job performance and OCB. However, in addition, LMX was positively associated with favour doing but unrelated to both affective commitment and turnover intentions (Wayne et al., 1997).

Rhoades and Eisenberger's (2002) meta-analysis showed that along with in-role and extra-role performance relationships, POS was positively related with affective commitment, a positive mood at work, and negatively with withdrawal (i.e. a form of CWB) Although not studied specifically within the context of change, POS was shown to be positively associated with employee feelings of obligation to support the organizations welfare and goal achievement (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001). Other research findings have shown that POS reduces both general organizational cynicism and the more relevant cynicism about organizational change (Chiaburu et al., 2013; Thundiyil et al., 2015). Across two studies the findings of DeConinck (2010) showed that POS was positively related to organizational trust. In the present study, POS is expected to be related to readiness for change, having an influence on all three dimensions (affective, cognitive, & behavioural [intentions]). In addition, the evidence suggests that POS has a significant relationship to organizational trust and the three work outcome variables of interest (OCB, CPWB, & turnover intentions).

The organizational change study of Self, Armenakis, and Schraeder (2007) showed that as the negative personal impact of change increased for recipients (no threat to high threat of job loss) perceptions of the organizations change justification (reason for change) were negatively related. When the researchers included LMX as a contextual variable moderator, no significant effect was found. However, when POS was included as a second contextual moderator, and when recipients reported high POS (versus low POS), a positive relationship between personal impact and change justification was found. Thus, it appears that even in the face of a negative outcome, positive reactions to change can be influenced, provided there is a high level of POS.

There have been no other studies to date which have included POS as a potential moderating variable, and more specifically how POS may interact with LMX during times of change. In the present study it is expected that POS moderates positively (enhances) the effect of LMX in the LMX–readiness for change and LMX–organizational trust relationships. Under conditions of both high POS *and* high LMX it is expected that positive reactions to change are produced, increasing the levels of individual readiness for change and trust in the organization. In addition, the enhancing effect of POS on LMX should carry over to the work outcomes through both readiness for change and organizational trust. It is proposed that under conditions of both high POS and LMX the reciprocal performance environment is enhanced, with both the supervisor (as change agent) and organization the beneficiaries of recipients change supportive behaviour. Before Hypothesising these effects, I also explore supervisor organizational embodiment as another potential moderator of the mediated relationships examined earlier.

### **Supervisor Organizational Embodiment**

The finding by Self et al. (2007) that LMX was not a significant moderator of the change content–reaction relationship indicates a potential limitation of LMX as a contextual predictor of positive reactions to change. More specifically, when changes are perceived by the recipient as being initiated by the organization, LMX appears to have no moderating influence on reactions. This is potentially troubling as many change initiatives are instigated by the senior leaders of organizations with direct supervisors acting as a change agent responsible for communicating and implementing change within supervisor-subordinate dyads. Importantly, the degree to which recipients perceive the supervisor (as change agent) as being representative of the organization during change,

may impact upon the ability of the change agent to influence positive change reactions, such as readiness for change.

Eisenberger et al. (2010) posited that subordinates “form a perception concerning the extent of their supervisors shared identity with the organization” (p. 2) and developed a new measure: supervisor’s organizational embodiment (SOE). Subordinate SOE perceptions concern the degree to which the motives, values, and goals of the supervisor are similar to those of the organization (Eisenberger, et al. 2014). As previously mentioned, organizational support theory (Eisenberger et al., 1986) suggests that treatment received from a supervisor is partially attributed as treatment by the organization. Thus, the SOE construct is intended to capture both perceptions of the supervisors shared identity with the organization (e.g. values and goals) and the degree to which treatment received by the supervisor is also interpreted as treatment by the organization. Eisenberger et al. (2010) found that the supervisors expressed favourable attitudes about the organization (e.g. favourable attitudes towards organizational leadership) to subordinates positively predicted SOE. Eisenberger, et al. (2014) also suggest that the degree of power and influence the supervisor possesses is related to the perceived level of SOE. Nevertheless, the higher the level of SOE the more that any favourable (or unfavourable) treatment received from the supervisor is generalised as treatment by the organization. Thus, SOE enhances subordinate POS (under conditions of favourable treatment) and in turn subordinates reciprocal support behaviour is directed towards the organization.

Although not studied within the context of change, Eisenberger, et al. (2014) found that the relationship between LMX and POS was stronger when subordinates

perceived a high (versus low) degree of SOE. Furthermore, this interaction was significantly negatively related to subordinates' withdrawal behaviour (a form of CPWB). The findings of Eisenberger et al. (2010) show that high SOE (versus low) enhances the positive relationship between LMX and affective commitment. Moreover, the interaction between LMX and SOE was significantly and positively related to both in-role (i.e. job task) and extra-role (i.e. OCB) performance and these relationships were fully mediated by affective commitment. In summary, the evidence suggests that subordinates view of the supervisors shared characteristics with the organization (SOE) strengthens the relationship between LMX and POS. These interactions also carry over and have a significant effect on work outcomes. Furthermore, when SOE is high (vs low) it appears that subordinates attribute high quality LMX relationships to the organization, thereby enhancing POS and subsequent performance behaviour.

During times of change, the influence of LMX on both readiness for change and organizational trust is expected to be enhanced when both POS and SOE (two moderators) are high. In effect, this maximises the influence potential of the supervisor (both as an independent agent and organizational representative) regardless of whether the change was initiated by the supervisor or the organization. Inclusion of both moderators should address the concern previously identified in the study conducted by Self et al. (2007). Furthermore, readiness for change and organizational trust are proposed as the two mediating mechanisms explaining the relationships between LMX, OCB, CPWB, and turnover intentions depending on the level of POS and SOE (high vs low). Hayes and Preacher (2013) call this approach *conditional process modelling*, which Hayes (2017) defines as “an analytical strategy focused on quantifying the boundary conditions of mechanisms and testing Hypotheses about the contingent nature of processes, meaning whether “mediation is moderated”” (p. 2). Importantly, Hayes (2017) notes the ability to

test such relationships are only now possible due to analytical advancements (specifically PROCESS). Thus, the study proposes a number of moderated-moderated mediation Hypotheses:

*Hypothesis 7. The positive relationship between LMX and readiness for change in the mediated model pathway will be moderated (enhanced) by SOE and POS with significant two and three-way interactions.*

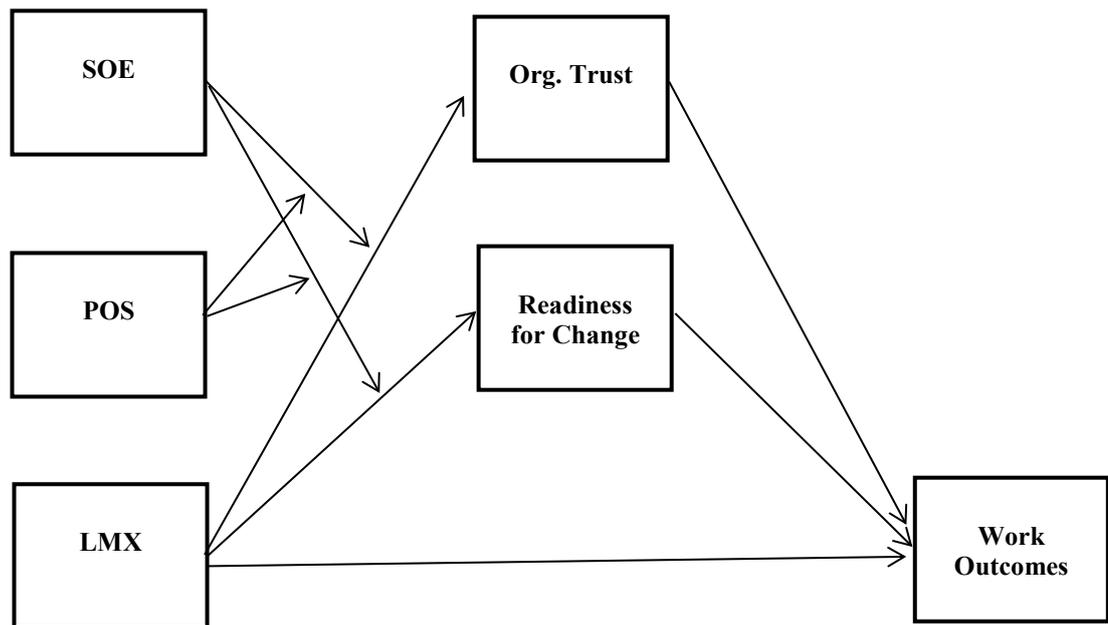
*Hypothesis 8. The positive relationship between LMX and organizational trust in the mediated model pathway will be moderated (enhanced) by SOE and POS with significant two and three-way interactions.*

*Hypothesis 9. The positive relationship between LMX and OCB, mediated by Readiness for Change and Organizational Trust, will be moderated (enhanced) by SOE and POS with significant two-way and three-way interactions.*

*Hypothesis 10. The negative relationship between LMX and CPWB, mediated by Readiness for Change and Organizational Trust, will be moderated (enhanced) by SOE and POS with significant two-way and three-way interactions.*

*Hypothesis 11. The negative relationship between LMX and turnover intentions, mediated by Readiness for Change and Organizational Trust, will be moderated (enhanced) by SOE and POS with significant two-way and three-way interactions.*

The study model is shown in Figure 1.



*Figure 1.* Study Model. Note. Work outcome variables included in the study are: OCB, CPWB, and Turnover Intentions. Each outcome is tested independently within the Hypothesised model.

## Chapter III

### Methods

#### Participants and Sample

A total of 500 participants were recruited in 2017 via a Qualtrics survey panel of New Zealand employees. This methodology towards collecting data has yielded positive samples and has enjoyed growth as suitable for testing quantitative relationships (e.g. Morrison & Macky, 2017; Brandon, Long, Loraas, Mueller-Phillips, & Vansant, 2013; Clouse, Giacalone, Olsen, & Patelli, 2017; Kaplan, Berkley, & Fisher, 2016; Lanz, & Bruk-Lee, 2017; Shoss, Jiang, & Probst, 2016). Qualtrics respondents are voluntary and employing a panel design assured the confidentiality and anonymity of the participants. In addition, Qualtrics software safeguards against multiple respondents and monitors response times. Participants who answer too quickly or slowly are automatically removed to ensure the quality of the data collected. Survey respondents had to be working a minimum of 20 hours a week and be aged 18 years and over. Participants were compensated for their time, however these amounts remain proprietary knowledge (Brandon, Long, Loraas, Mueller-Phillips, & Vansant, 2013).

Due to the present study's interest on organizational change, a question was included that asked "please indicate the amount of change in your organisation that you have been experiencing in the last 90 days?" with responses coded 0=no change, 1=change (minor to major). Respondents who reported no change were removed from the study, resulting in 393 usable responses. The majority of the 393 participants were female (55.7%) followed by males (44%) with one participant identifying as other (.3%). Females had an average age of 37.7 years (SD=12.3), while males were slightly older with a mean age of 41.8 years (SD=13.2). In terms of education, the majority of

participants (53.7%) had achieved degree level or higher, followed by 24.9% holding a technical qualification and the remaining 21.4% at the level of high school only. The sample was comprised of 52.2% New Zealand Europeans with the remainder identifying as being of non-New Zealand European ethnicity.

The average tenure of the sample was 6.8 years (SD=6.6), with the number of hours worked per week (including overtime) averaging 37.7 (SD=9.0). A total of 65.6% of the participants were employed in the private sector, 27.2% in the public sector, and 7.1% working for non-profits. By salary range, 65.9% earned between NZ\$0 – 100,000 per year with the remainder earning more than this amount. By firm size, the majority came from small sized firms with 50 employees or less (30.8%), followed by 1000 or more employees (25.7%), 50 - 100 employees (14.5%), 101 - 250 employees (11.7%), 251 – 500 employees (9.7%), with the smallest proportion coming from firms with 501 – 1000 employees (7.6%). A diverse range of occupations were held by the participants which included: accountant, engineer, manager, nurse, teacher, office administrator and retail sales person to name but a few.

## **Measures**

### Predictor Variable:

Leader Member Exchange (LMX) was measured using the seven item scale by Scandura and Graen (1984), with responses coded in various directions. This construct using bi-polar scoring (see below). Questions followed the stem “The following set of questions relate to your immediate supervisor” and the items and their coded responses are:

1. “I rarely know where I stand with my leader and how satisfied they are with what I do” (coded 1) versus “Very often, I know where I stand with my leader and how satisfied they are with what I do” (coded 5).

2. “My leader understands my job problems and needs not a bit” (coded 1) versus “My leader understands my job problems and needs a great deal” (coded 5).
3. “My leader recognizes my potential not at all” (coded 1) versus “My leader recognizes my potential fully” (coded 5).
4. “Regardless of how much formal authority they have built into their position, the chances that my leader would use his/her power to help you solve problems in my work are none” (coded 1) versus “Regardless of how much formal authority they have built into their position, the chances that my leader would use his/her power to help you solve problems in my work are very high” (coded 5).
5. “Again, regardless of the amount of formal authority your leader has, the chances that he/she would “bail me out,” at his/her expense, is none” (coded 1) versus “Again, regardless of the amount of formal authority your leader has, the chances that he/she would “bail me out,” at his/her expense, is very high” (coded 5).
6. “I strongly disagree that I have enough confidence in my leader and would defend them if they were not present to do so” (coded 1) versus “I strongly agree that I have enough confidence in my leader and would defend them if they were not present to do so” (coded 5).
7. “I would characterize my working relationship with my leader as extremely ineffective” (coded 1) versus “I would characterize my working relationship with my leader as extremely effective” (coded 5).

An overall higher score (higher LMX) represents a stronger relationship between the employee and their supervisor. The measure has excellent reliability ( $\alpha = .92$ ).

### Mediator Variables:

Readiness for Change was measured across three readiness dimensions (affective, cognitive, and behavioural intention) using the nine items by Bouckenooghe, et al. (2009), coded 1=strongly disagree, 5=strongly agree. The three items used to assess affective readiness were: “I have a good feeling about the change project”, “I experience the change as a positive process” and “I find the change refreshing”. The four items used to assess cognitive readiness were: “Plans for future improvement will not come to much (reverse coded), “I want to devote myself to the process of change”, “I think that most changes will have a negative effect on the customers/clients we serve” (reverse coded), “Most change projects that are supposed to solve problems around here will not do much good” (reverse coded). The two items used to assess intentional readiness were “I am willing to make a significant contribution to the change” and “I am willing to put energy into the process of change”. Like Bouckenooghe et al. (2009), the items were summed to create a single-factor composite measure of Readiness for Change, and this scale had very good reliability ( $\alpha = .86$ ).

Organizational Trust was measured using five items by Robinson (1996), coded 1=strongly disagree, through to 5=strongly agree. The items were “I believe my employer has high integrity”, “My employer is not always honest and truthful” (reverse coded), “In general, I believe my employer's motives and intentions are good”, “My employer is open and upfront with me” and “I am not sure I fully trust my employer” (reverse coded). The measure has very good reliability ( $\alpha = .87$ ).

### Moderator Variables:

Supervisor's Organizational Embodiment (SOE) was measured using the nine item scale by Eisenberger et al. (2010), coded 1=strongly disagree, 7=strongly agree. This

measure has only been used a few times, although its psychometric properties appear solid:  $\alpha = .87$  (Eisenberger et al., 2010) and across three samples  $\alpha = .92-.95$  (Shoss, Eisenberger, Restubog, & Zagenczyk, 2013). The items were: “When my supervisor encourages me, I believe that my organization is encouraging me”, “When my supervisor is pleased with my work, I feel that my organization is pleased”, “When my supervisor compliments me, it is the same as my organization complimenting me”, “When my supervisor pays attention to my efforts, I believe that my organization is paying attention to my efforts”, “My supervisor is characteristic of my organization”, “My supervisor and my organization have a lot in common”, “When I am evaluated by my supervisor, it is the same as being evaluated by my organization”, “My supervisor is representative of my organization”, and “My supervisor is typical of my organization”.

Perceived Organizational Support (POS) was measured with four items from Eisenberger et al. (1986), coded 1=strongly disagree, 5=strongly agree. The four items included: “My organization would fail to notice if I did the best job possible” (reverse coded), “My organization fails to appreciate any extra effort from me” (reverse coded), “My organization shows very little concern for me” (reverse coded), “My organization would ignore any compliant from me” (reverse coded). Short measures of POS have been used including the eight item POS-short by Eisenberger, Cummings, Armeli, and Lynch (1997) and the six items by Eisenberger, Armeli, Rexwinkel, Lynch, and Rhoades (2001). Rhoades and Eisenberger (2002) stated that “Because the original scale is unidimensional and has high internal reliability, the use of shorter versions does not appear problematic” (p. 699). Thus, using four high-loading items is likely to be adequate. The scale had excellent reliability ( $\alpha = .90$ ).

Outcome Variables:

Organizational Citizenship Behaviours (OCBs) were measured using four items from Lee and Allen (2002), coded 1= never, 5= always. Researchers have used shorter items than the original 8-items per construct (e.g., de Lara, 2008) and the present study utilised Saks (2006) short measure, focusing on the organizational dimension only. Questions followed the stem “How often do you engage in the following behaviours at work” and the items used were: “Attend functions that are not required but that help the organizational image”, “Offer ideas to improve the functioning of the organization”, “Take action to protect the organization from potential problems”, and “Defend the organization when other employees criticize it”. This scale had very good reliability ( $\alpha = .82$ ).

Counter Productive Work Behaviours (CPWBs) were measured using the ten item short construct by Spector, et al. (2010), based on the full version by Fox and Spector (1999). Responses are coded on a frequency of 1= never, 2=a few times a year, 3=a few times a month, 4=a few times a week, 5=every day. The items are: “Purposely wasted your employer’s materials/supplies”, “Complained about insignificant things at work”, “Told people outside the job what a lousy place you work for”, “Came to work late without permission”, “Stayed home from work and said you were sick when you weren’t”, “Insulted someone about their job performance”, “Made fun of someone’s personal life”, “Ignored someone at work”, “Started an argument with someone at work”, and “Insulted or made fun of someone at work”. As per Spector et al. (2010), the items are summed to make a single CPWBs construct, and the measure achieved excellent reliability ( $\alpha = .92$ ).

Turnover Intentions was measured using four items by Kelloway, Gottlieb and Barham (1999), coded 1=strongly disagree, 5=strongly agree. The items are “I am

thinking about leaving my organization”, “I am planning to look for a new job”, “I intend to ask people about new job opportunities” and “I don’t plan to be at my organisation much longer”. The scale had excellent reliability ( $\alpha = .93$ ).

#### Control Variables:

A number of demographic variables typical of the behavioural outcomes literature (e.g., Haar, Roche, & Taylor, 2012; Roche & Haar, 2013; Hansen, Dunford, Boss, Boss, & Angermeier, 2011) were controlled for. These were Gender (1=female, 0=male), Union Status (1=union member, 0=non-union member), Job Tenure (years) and Private Sector (1=private sector, 0=public sector and not-for-profit sector). In their meta-analysis, Griffeth, Hom, and Gaertner (2000) found tenure was significantly and negatively related to turnover, hence these effects are controlled for. However, the meta-analysis on gender is mixed, with values crossing zero (Griffeth et al., 2000). Within the support literature though, gender is significant (Rhoades & Eisenberger, 2002). Similarly, private sector and union status were controlled for because private sector individuals may face greater pressures on their job influencing turnover intentions (negatively), as well work behaviours. Union members may feel greater responsibilities to work and thus react differently. Thus, these factors were included in the current study to ensure that if there were significant effects from these variables were controlled for.

#### **Analysis**

Hypotheses were tested using PROCESS version 3.0 (Hayes, 2013) in SPSS (version 24). The PROCESS macros allow more complex models to be analysed using SPSS and initially model 4 was run (mediation only) followed by model 73, which allows for analysis of moderated-moderated mediation effects (models are shown in Appendix A). To test whether the influence of LMX on employee change related outcomes is

mediated by both Readiness for Change and Organizational Trust, PROCESS (Hayes, 2013) mediation analysis was used, which Lewis and Sznitman (2017) describes as “an SPSS macro that uses a path analytical framework for estimating direct and indirect effects based on OLS regression models’. This approach involves bootstrapping the sampling distribution of the indirect effect and obtaining its confidence interval” (pp. 192-193). The bootstrapping analysis for mediation (and moderated mediation) is based on 5,000 bootstraps. Regarding the robustness of the PROCESS approach, Hayes, Montoya, and Rockwood (2017) compared SEM and PROCESS analysis of moderated mediation equations and found them to be practically identical.

## Chapter IV

### Results

Table 1 presents the descriptive statistics and the intercorrelation matrix of the study variables. Concerning the first Hypothesis, readiness for change is expected to be positively related to OCB, while being negatively related to CPWB and Turnover Intentions. As shown in Table 1, support was found. Readiness for Change was significantly and positively correlated with OCB,  $r(391) = .29, p < .01$ , while being negatively correlated with both CPWB,  $r(391) = -.26, p < .01$  and Turnover Intentions,  $r(391) = -.43, p < .01$ . Support was also found for Hypothesis 2, which specified the expected relationship between Organizational Trust and the three work outcome variables. Organizational Trust was significantly and positively correlated with OCB,  $r(391) = .13, p < .05$ , while being negatively correlated with both CPWB,  $r(391) = -.26, p < .01$  and Turnover Intentions,  $r(391) = -.43, p < .01$  (see Table 1). Support for Hypothesis 3 was also found. As shown in Table 1, LMX is significantly and positively correlated with OCB,  $r(391) = .16, p < .01$ , while negatively correlated with both CPWB,  $r(391) = -.11, p < .01$  and turnover intentions,  $r(391) = -.36, p < .01$ . Both Hypothesis 4 and 5 specified the relationship between LMX and the two Hypothesised mediating variables. As seen in Table 1 support was found for both Hypothesised relationships,

LMX is significantly and positively correlated with both Readiness for Change,  $r(391) = .41, p < .01$  and Organizational Trust,  $r(391) = .54, p < .01$ .

The results of the mediation and then moderated-mediation regression analysis in PROCESS is shown below. Initially, the mediated pathways for all three outcomes are shown in Figures 2-4 respectively. This is using Model 4 (Hayes, 2013) as it allows for multiple mediators to be included in the models. These are displayed visually to show the mediation effects of Readiness for Change and Organizational Trust on the relationships between LMX and outcomes. The control variable effects are presented in the final moderated-moderated mediation models (shown below).

Table 1  
*Descriptive Statistics and Intercorrelation Matrix of Study Variables (N = 393)*

<i>Variable</i>	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10	11
1. Age	39.4	12.8	—										
2. Education	2.49	1.01	-.07	—									
3. Tenure	6.83	6.59	.48**	-.06	—								
4. LMX	3.43	.92	-.02	.03	-.03	—							
5. Readiness for Change	3.52	.63	.04	-.08	-.09	.41**	—						
6. Organisational Trust	3.39	.86	.001	-.01	-.06	.54**	.58**	—					
7. SOE	4.83	1.17	-.05	-.08	-.13*	.38**	.47**	.61**	—				
8. POS	3.38	.97	.04	-.05	-.01	.49**	.52**	.67**	.45**	—			
9. OCB	2.98	.97	.02	.05	.03	.16**	.29**	.13*	.26**	.12*	—		
10. CWB	1.64	.74	-.30**	.05	-.11*	-.11**	-.26**	-.28**	-.08	-.27**	.09	—	
11. Turnover intentions	2.78	1.13	-.19**	.11*	-.14**	-.36**	-.43**	-.52**	-.32**	-.53**	.02	.36**	—

Notes: Mean age is in years. Education was coded as: 1 = high school, 2 = technical / polytechnic, 3 = bachelor's degree, 4 = postgraduate education. Tenure is in years. LMX = leader-member exchange, SOE = supervisors organizational embodiment, POS = perceived organizational support, OCB = organizational citizenship behaviour, CWB = counter-productive work behaviour. SD = standard deviation. \* $p < .05$ , \*\* $p < .01$  (two-tailed).

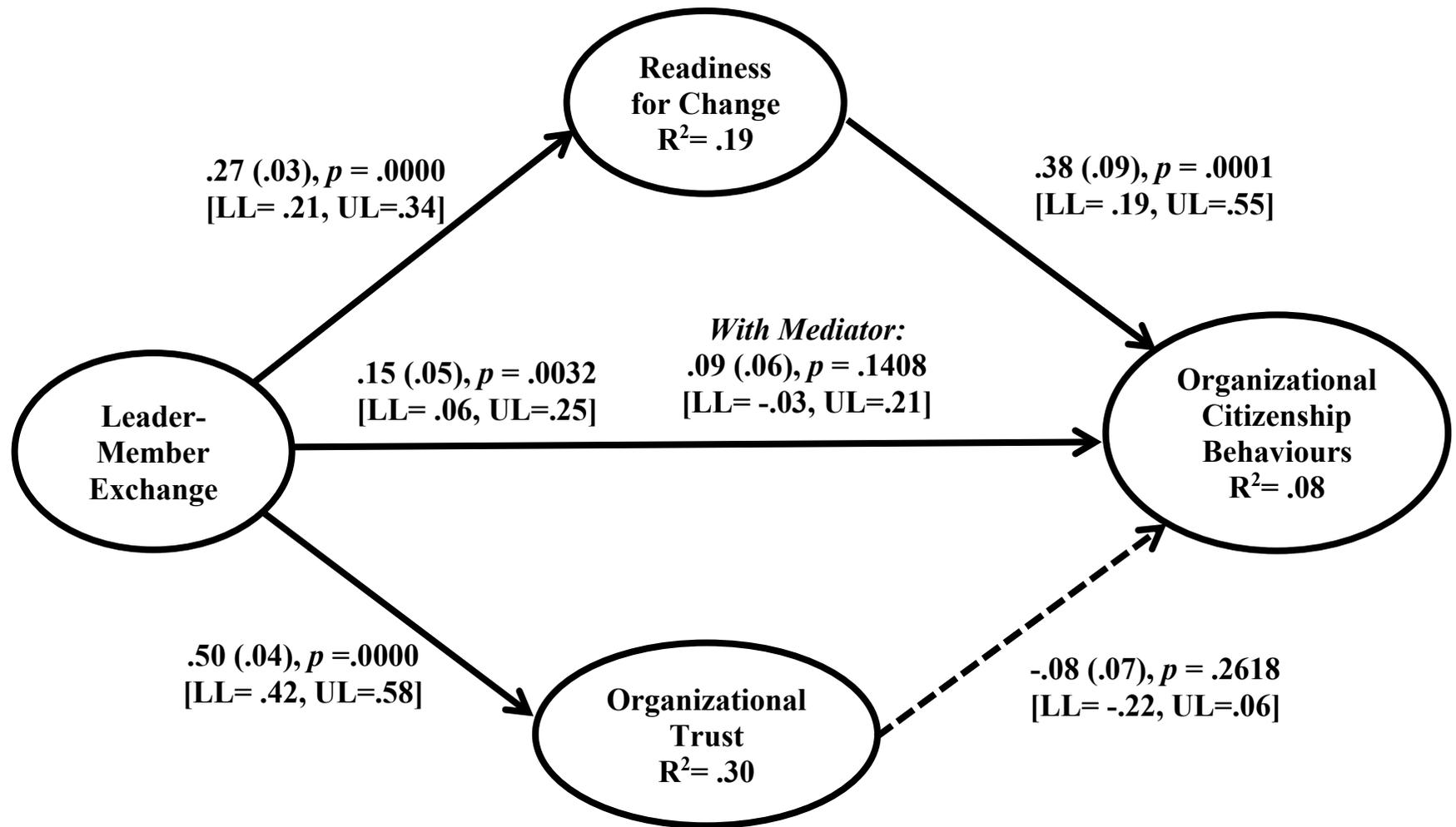


Figure 2. Mediation Effects for LMX to OCBs with Readiness for Change and Organizational Trust as Mediators.

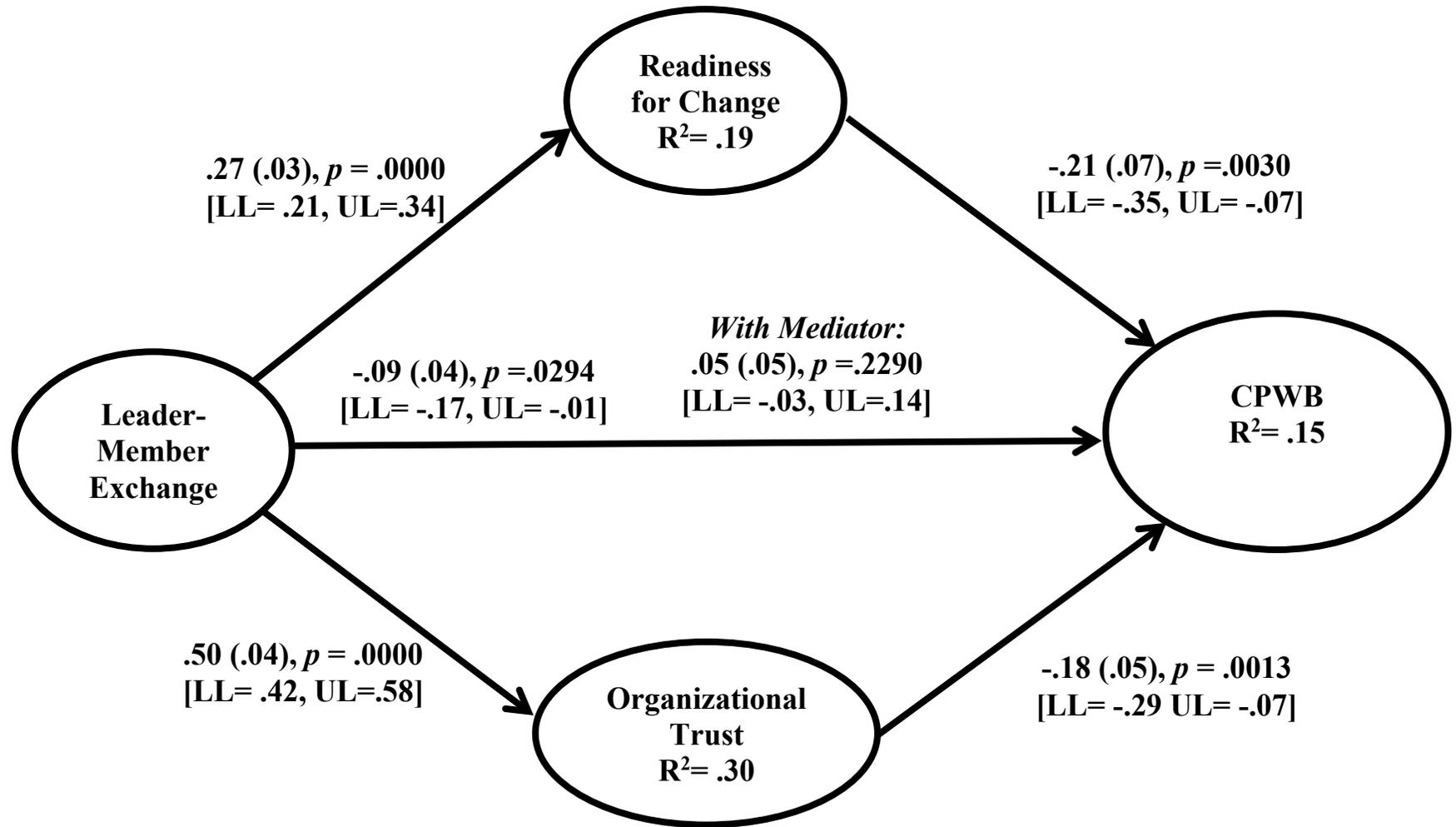


Figure 3. Mediation Effects for LMX to CPWB with Readiness for Change and Organizational Trust as Mediators.

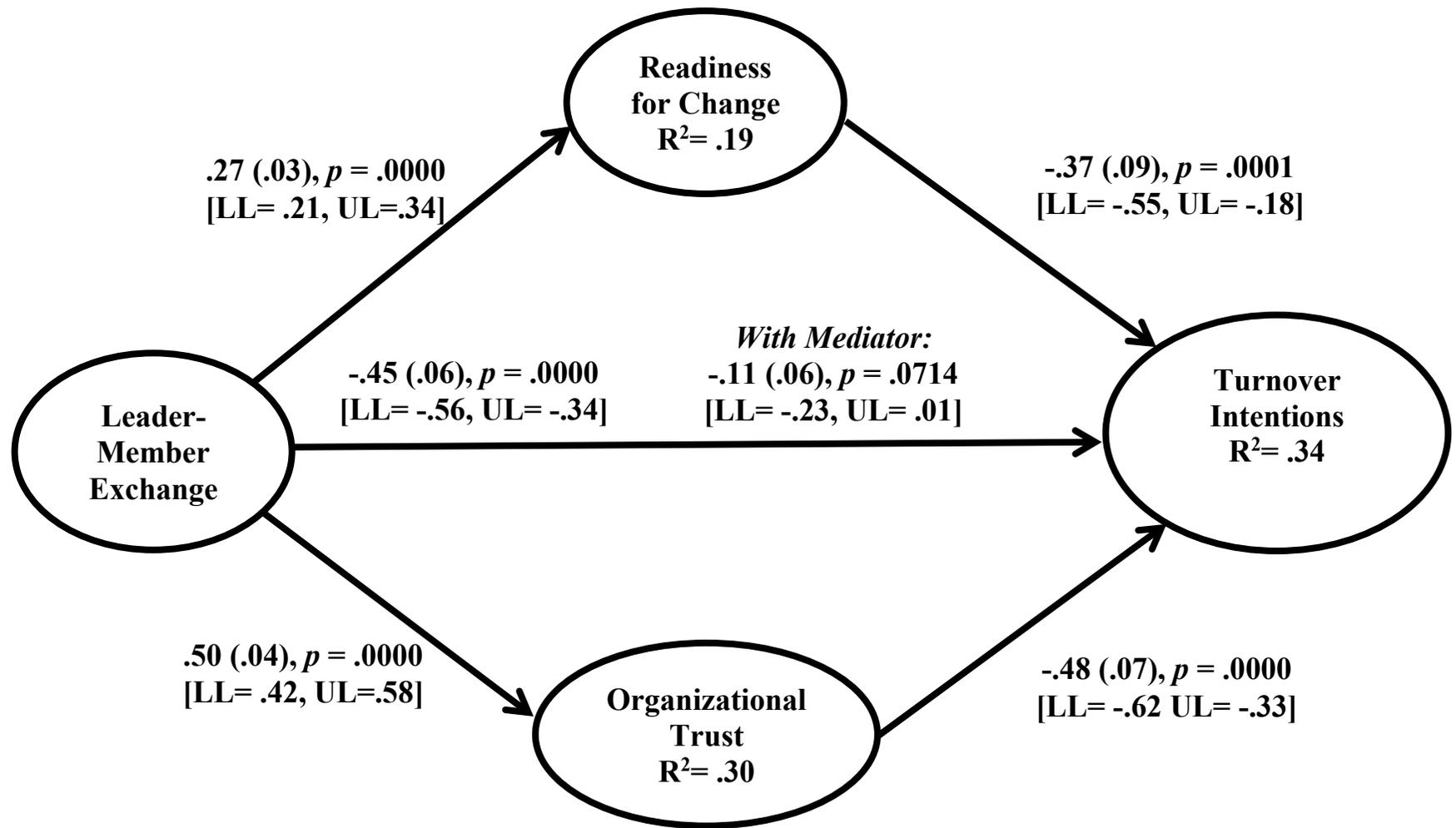


Figure 4. Mediation Effects for LMX to Turnover Intentions with Readiness for Change and Organizational Trust as Mediators.

Hypothesis 6 states that both Readiness for Change and Organizational Trust (modelled in parallel) mediate the relationships between LMX and the three change related work outcomes. Figure 2 shows that while LMX is significantly related to OCBs ( $\beta = .15 (.05), p = .0032$  [LL= .06, UL= .25]) this effect is fully mediated when Readiness for Change and Organizational Trust are included in the model. Readiness for Change is significantly related to OCBs ( $\beta = .38 (.09), p = .0001$  [LL= .19, UL= .55]) but Organizational Trust is not significantly related ( $\beta = -.08 (.07), p = .2618$  [LL= -.22, UL= .06]). The effect of the mediators results in the influence of LMX on OCBs to become non-significant ( $\beta = .09 (.06), p = .1408$  [LL= -.03, UL=.21]).

Despite the two mediators fully mediating the effects of LMX on OCBs, the bootstrapping analysis (5000 bootstraps, 95% confidence) shows the total indirect effect of Readiness for Change and Organizational Trust has confidence intervals that cross zero ( $\beta = .06 (.04),$  [LL= -.01, UL= .13]). The details show that while Readiness for Change has a positive indirect effect ( $\beta = .10 (.03),$  [LL= .05, UL= .16]) the issue lies with Organizational Trust which is negative ( $\beta = -.04 (.04),$  [LL= -.12, UL= .03]). Given that Organizational Trust is significant and positive in the mediation model, this reflects that when tested *in conjunction* with Readiness for Change, the effect becomes modified from positive to negative. Despite the drop in beta-weight to non-significance, the bootstrapping shows there is insufficient support for mediation effects from the two mediators when assessed together.

Finally, significant control variables on the Readiness for Change model are union status ( $\beta = .19 (.07), p = .0079$  [LL= .05, UL= .34]), and on the Organizational Trust model the significant control variables are union status ( $\beta = .23 (.09), p = .0121$  [LL= .05, UL= .42]) and private sector ( $\beta = -.18 (.08), p = .0307$  [LL= -.34, UL= -.02]). Finally, on the

OCBs model the significant control variable is private sector ( $\beta = .21 (.10)$ ,  $p = .0405$  [LL= .01, UL= .42]).

Figure 3 shows that while LMX is significantly related to CPWBs ( $\beta = -.09 (.04)$ ,  $p = .0220$  [LL= -.17, UL= -.01]) this effect is fully mediated when Readiness for Change and Organizational Trust are included in the model. Readiness for Change is significantly related to CPWBs ( $\beta = -.21 (.07)$ ,  $p = .0030$  [LL= -.35, UL= -.07]) as is Organizational Trust ( $\beta = -.18 (.05)$ ,  $p = .0013$  [LL= -.29, UL= -.07]). The effect of the mediators results in the influence of LMX on CPWBs to become non-significant ( $\beta = .05 (.05)$ ,  $p = .2290$  [LL= -.03, UL=.14]).

Unlike the bootstrapping effects on OCBs, the two mediators are found to fully mediate the effects of LMX on CPWBs, with the bootstrapping analysis showing the total indirect effect of Readiness for Change and Organizational Trust has confidence intervals that do not cross zero ( $\beta = -.15 (.03)$ , [LL= -.20, UL= -.10]). The details show that both Readiness for Change and Organizational Trust have a negative effect on CPWBs, as expected. Overall, there is support that both mediators had an indirect effect on the relationship between LMX and CPWB. These findings provide partial support for Hypothesis 6.

Finally, significant control variables on the CPWBs model show two significant control variables: private sector ( $\beta = .26 (.08)$ ,  $p = .0020$  [LL= .09, UL= .42]) and job tenure ( $\beta = -.01 (.01)$ ,  $p = .0294$  [LL= -.02, UL= -.00]).

Figure 4 shows that while LMX is significantly related to Turnover Intentions ( $\beta = -.45 (.06)$ ,  $p = .0000$  [LL=  $-.56$ , UL=  $-.34$ ]) this effect is fully mediated when Readiness for Change and Organizational Trust are included in the model. Readiness for Change is significantly related to Turnover Intentions ( $\beta = -.37 (.09)$ ,  $p = .0001$  [LL=  $-.55$ , UL=  $-.18$ ]) as is Organizational Trust ( $\beta = -.48 (.07)$ ,  $p = .0000$  [LL=  $-.62$ , UL=  $-.33$ ]). The effect of the mediators results in the influence of LMX on Turnover Intentions to become non-significant ( $\beta = -.11 (.06)$ ,  $p = .0714$  [LL=  $-.23$ , UL=  $.01$ ]).

Similar to the bootstrapping findings for CPWBs, the bootstrapping analysis on Turnover Intentions shows the total indirect effect of Readiness for Change and Organizational Trust has confidence intervals that do not cross zero ( $\beta = -.33 (.04)$ , [LL=  $-.43$ , UL=  $-.25$ ]). The details show that both Readiness for Change and Organizational Trust have a negative effect on Turnover Intentions, as expected. Overall, there is support that both mediators, mediate the influence of LMX on Turnover Intentions. These results provide additional partial support for Hypothesis 6.

Finally, significant control variables on the Turnover Intentions model show two significant control variables: private sector ( $\beta = .24 (.11)$ ,  $p = .0251$  [LL=  $.03$ , UL=  $.45$ ]) and job tenure ( $\beta = -.03 (.01)$ ,  $p = .0002$  [LL=  $-.04$ , UL=  $-.01$ ]).

The results of the moderated-moderated mediation regression analysis in PROCESS is shown in Tables 2-6. Table 2 shows the moderated-moderated effects towards the first mediator (Readiness for Change) and Table 3 shows the model for Organizational Trust (the second mediator).

Table 2 Results of Moderated Regression Analysis for Readiness for Change

Variables	Readiness for Change		
	B (SE)	Confidence Intervals	p-value
Gender	-.02 (.05)	LL= -.12, UL= .08	.6400
Job Tenure	-.00 (.00)	LL= -.01, UL= .01	.5453
Union Status	.14 (.07)	LL= .00, UL= .26	.0481
Private Sector	.00 (.06)	LL= -.11, UL= .12	.9880
<i>Predictor:</i>			
LMX	.12 (.04)	LL= .05, UL= .19	.0010
<i>Moderators:</i>			
SOE	.14 (.03)	LL= .09, UL= .19	.0000
POS	.21 (.03)	LL= .14, UL= .27	.0000
<i>Interactions</i>			
LMX x SOE	-.00 (.03)	LL= -.06, UL= .05	.8867
LMX x POS	-.01 (.03)	LL= -.07, UL= .05	.6434
POS x SOE	.00 (.02)	LL= -.04, UL= .05	.9560
LMX x POS x SOE	-.02 (.02)	LL= -.05, UL= .02	.3464
Total R <sup>2</sup>		.37	
F Statistic		20.08 (p=.0000)	

$\beta$  = unstandardized regression coefficients, SE= standard error.  
All significance tests were two-tailed.

Table 3 Results of Moderated Regression Analysis for Organizational Trust

Variables	Organizational Trust		
	B (SE)	Confidence Intervals	p-value
Gender	.01 (.05)	LL= -.12, UL= .08	.6400
Job Tenure	.03 (.05)	LL= -.01, UL= .01	.5453
Union Status	.12 (.07)	LL= -.01, UL= .26	.0841
Private Sector	-.13 (.06)	LL= -.26, UL= -.01	.03890
<i>Predictor:</i>			
LMX	.23 (.04)	LL= .15, UL= .30	.0000
<i>Moderators:</i>			
SOE	.27 (.03)	LL= .21, UL= .32	.0000
POS	.36 (.04)	LL= .29, UL= .43	.0000
<i>Interactions</i>			
LMX x SOE	-.05 (.03)	LL= -.11, UL= .01	.1080
LMX x POS	.01 (.03)	LL= -.04, UL= .07	.5410
POS x SOE	-.03 (.02)	LL= -.08, UL= .01	.1632
LMX x POS x SOE	-.04 (.02)	LL= -.08, UL= -.01	.0236
Total R <sup>2</sup>		.61	
F Statistic		54.60 (p=.0000)	

$\beta$  = unstandardized regression coefficients, SE= standard error.  
All significance tests were two-tailed.

Hypothesis 7 states that the positive relationship between LMX and Readiness for Change will be moderated by both SOE and POS. Table 2 shows that LMX is significantly and positively related to Readiness for Change ( $\beta = .12 (.04)$ ,  $p = .0010$  [LL = .05, UL = .19]). Both moderators were significantly and directly related to Readiness for Change: SOE ( $\beta = .14 (.03)$ ,  $p = .0000$  [LL = .09, UL = .19]) and POS ( $\beta = .21 (.03)$ ,  $p = .0000$  [LL = .14, UL = .27]). However, there was no support for moderating effects, with the two-way interactions between LMX, SOE and POS being non-significant and similarly so for the three-way interaction. Overall, this model accounted for a medium amount of variance towards Readiness for Change (37%) and the model was significant ( $F = 20.08$ ,  $p = .0000$ ). Therefore, Hypothesis 7 was not found to be supported.

Hypothesis 8 states that the positive relationship between LMX and Organizational Trust will be moderated by both SOE and POS. Table 3 shows that LMX is significantly and positively related to Organizational Trust ( $\beta = .23 (.04)$ ,  $p = .0000$  [LL = .15, UL = .30]). Both moderators were significantly and directly related to Organizational Trust: SOE ( $\beta = .27 (.03)$ ,  $p = .0000$  [LL = .21, UL = .32]) and POS ( $\beta = .36 (.04)$ ,  $p = .0000$  [LL = .29, UL = .43]). While there was no support for two-way interactions between LMX, SOE and POS, there was a significant three-way interaction between LMX x SOE x POS: ( $\beta = -.04 (.02)$ ,  $p = .0236$  [LL = -.08, UL = -.01]). To facilitate interpretation of the significant three-way interaction effects, interactions are presented in Figure 5.

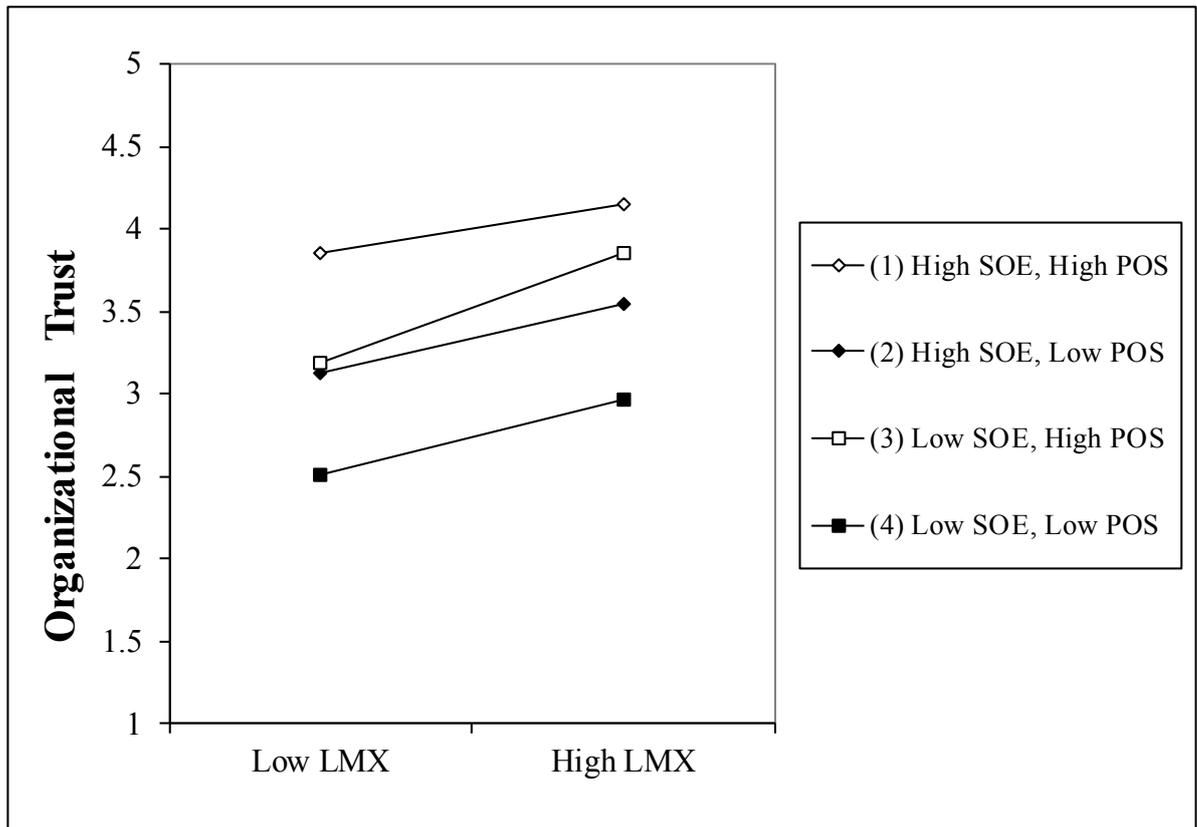


Figure 5. Interaction between LMX x SOE x POS with Organizational Trust as Dependent Variable.

The significant three-way interaction effect (Figure 5) shows that at low levels of LMX, there is a large spread of differences across respondent groups towards their Organizational Trust. The highest levels of Organizational Trust are those group of respondents with high LMX, high SOE and high POS. This is especially when compared to the bottom group with low LMX, SOE and POS. The point difference is 1.35. When the low LMX group is compared to the high LMX group all respondents in the latter group report increased Organizational Trust. Again, those respondents with high LMX, SOE and POS report the highest Organizational Trust and those with high LMX but low SOE and POS report the lowest Organizational Trust. This confirms the enhancing effect on LMX as hypothesized and provides partial support for Hypothesis 8.

Overall, this model accounted for a large amount of variance towards Organizational Trust (61%) and the model was significant ( $F=54.60, p =.0000$ ). The

results of the moderated moderated mediation regression analysis in PROCESS towards OCBs is shown in Table 4 (shown below).

Table 4

*Results of Moderated-Mediated Regression Analysis for OCBs as Dependent Variable*

Variables	B (SE)	OCBs	
		Confidence Intervals	p-value
Gender	-.01 (.08)	LL= -.26, UL= .08	.3122
Job Tenure	.01 (.01)	LL= -.00, UL= .03	.1226
Union Status	.05 (.11)	LL= -.17, UL= .28	.6331
Private Sector	.17 (.10)	LL= -.03, UL= .38	.0957
<i>Predictor:</i>			
LMX	.10 (.07)	LL= -.05, UL= .24	.1906
<i>Mediator:</i>			
Readiness for Change (RFC)	.39 (.10)	LL= .19, UL= .60	.0002
Organizational Trust (OT)	-.17 (.09)	LL= -.35, UL= .01	.0611
<i>Moderators:</i>			
SOE	.20 (.06)	LL= .09, UL= .31	.0004
POS	-.07 (.07)	LL= -.20, UL= .07	.3226
<i>Interactions</i>			
LMX x SOE	.13 (.06)	LL= .02, UL= .24	.0239
LMX x POS	-.17 (.07)	LL= -.31, UL= -.04	.0118
RFC x SOE	.04 (.09)	LL= -.13, UL= .20	.6341
RFC x POS	.12 (.11)	LL= -.09, UL= .33	.2596
OT x SOE	-.06 (.07)	LL= -.20, UL= .09	.4308
OT x POS	.19 (.09)	LL= .01, UL= .36	.0428
SOE x POS	-.10 (.06)	LL= -.21, UL= .01	.0964
LMX x SOE x POS	.00 (.01)	LL= -.07, UL= .08	.9532
RFC x SOE x POS	.06 (.11)	LL= -.14, UL= .13	.9020
OT x SOE x POS	-.01 (.05)	LL= -.10, UL= .09	.8742
Total R <sup>2</sup>		.16	
F Statistic		3.67 (p=.0000)	

$\beta$  = unstandardized regression coefficients, SE= standard error.

All significance tests were two-tailed.

As already calculated and discussed (Figure 1), we understand that the influence of LMX on OCBs is mediated by Readiness for Change and Organizational Trust. Table 4 shows that only Readiness for Change is significantly and positively related to OCBs ( $\beta = .39 (.10)$ ,  $p = .0002$  [LL= .19, UL= .60]) while Organizational Trust is not significantly related ( $\beta = -.17 (.09)$ ,  $p = .0611$  [LL= -.35, UL= .01]). Similarly, amongst the moderators, SOE is significantly related ( $\beta = .20 (.06)$ ,  $p = .0004$  [LL= .09, UL= .31])

but POS is not ( $\beta = -.07 (.07), p = .3226$  [LL= -.20, UL= .07]). While the three three-way interactions are all non-significant, there are three significant two way interactions: LMX x SOE ( $\beta = .13 (.06), p = .0239$  [LL= .02, UL= .24]), LMX x POS ( $\beta = -.17 (.07), p = .0118$  [LL= -.31, UL= -.04]), and Organizational Trust x POS ( $\beta = .19 (.09), p = .0428$  [LL= .01, UL= .36]). To facilitate interpretation of the significant two-way interaction effects, interactions are presented in Figures 6-8.

The significant interaction effect (Figure 6) shows that at low levels of LMX, there is little difference between respondent groups towards their engagement in OCBs. However, the other comparison groups with high LMX show significant increases – and the highest levels – of OCBs for those who also report high SOE. The group with high LMX but low SOE reports similar levels as those with low LMX and low SOE. Thus, the enhancing effect on LMX appears only to benefit those respondents high on LMX and SOE. The finding of a significant two way interaction between LMX and SOE towards OCB provides partial support for Hypothesis 9.

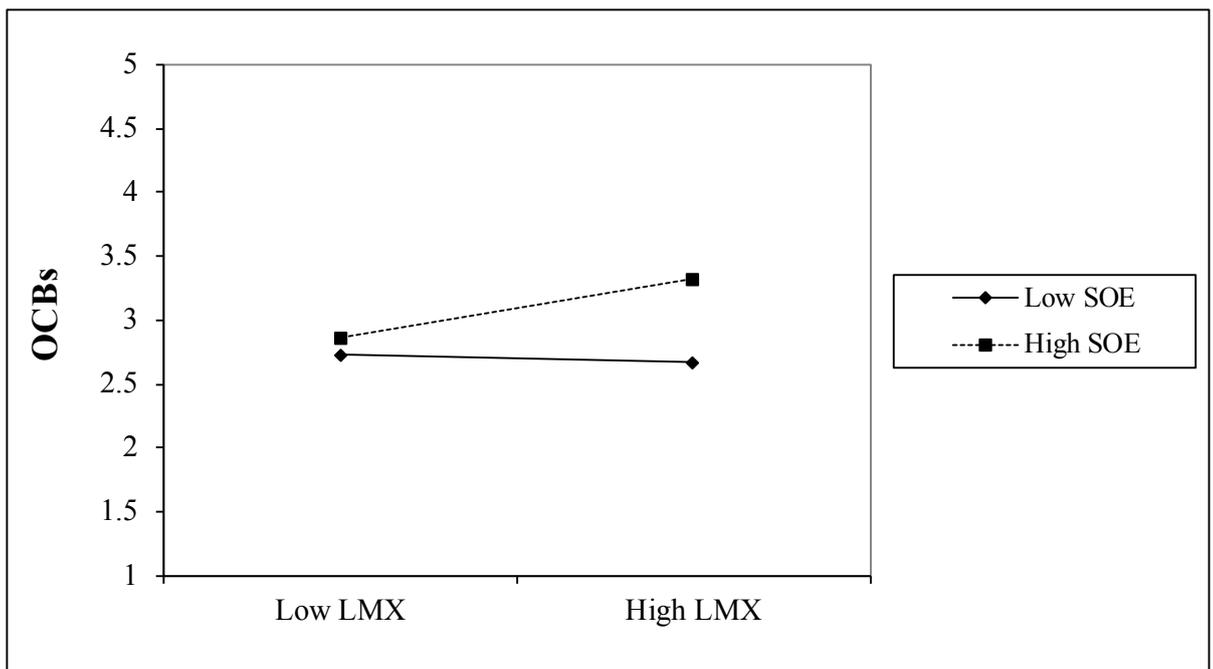


Figure 6. Interaction between LMX x SOE with OCBs as Dependent Variable

The significant interaction effect (Figure 7) shows reverse effects from POS compared to SOE (Figure 6). Again, at low levels of LMX there is little difference between respondent groups towards their engagement in OCBs. However, the other comparison groups with high LMX show significant increases – and the highest levels – of OCBs for those who also report low POS. The group with high LMX but high POS reports a slight decrease in levels as those with low LMX and low POS. Thus, the enhancing effect on LMX appears not to work with POS with the effect being the opposite to that hypothesized.

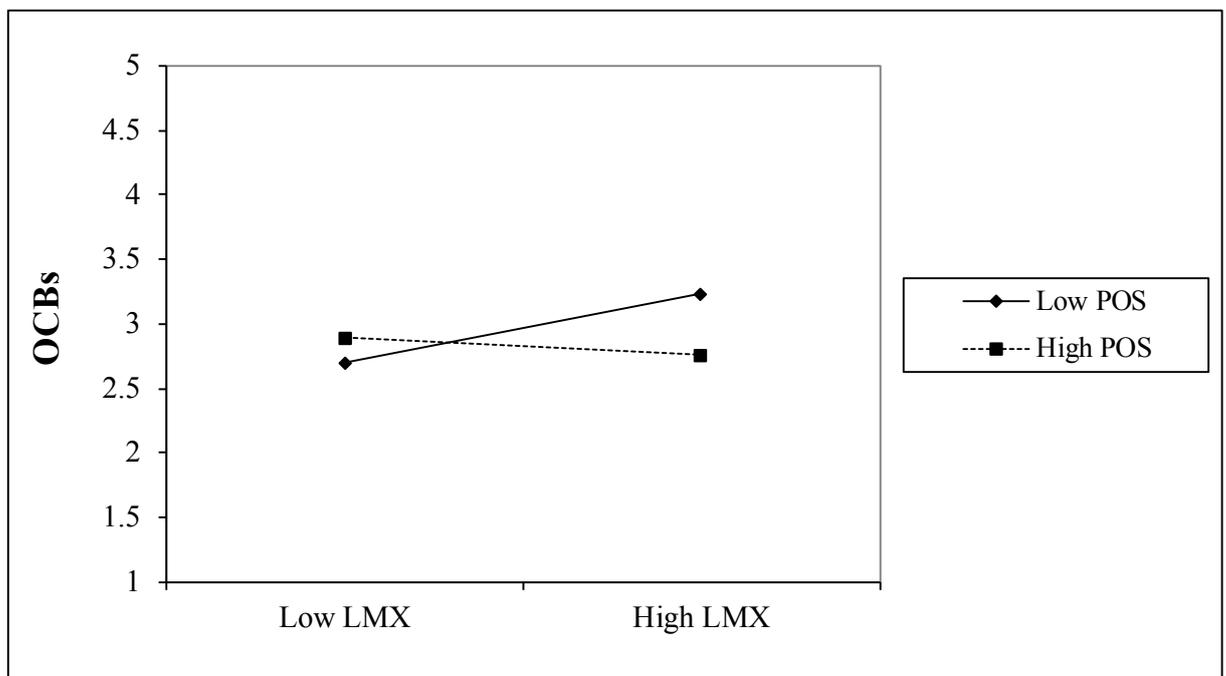


Figure 7. Interaction between LMX x POS with OCBs as Dependent Variable.

Finally, the last significant interaction effect (Figure 8) shows at low levels of the mediator (Organizational Trust) there is significant differences between respondent groups towards their engagement in OCBs. Those reporting low Organizational Trust and low POS report the highest OCBs. In the comparison groups with high Organizational Trust those with high POS report flat levels of OCBs (similar to high POS but low Organizational Trust group), while those with high Organizational Trust but low POS

report a significant decrease in OCBs. Again, the hypothesized enhancing effect is not supported.

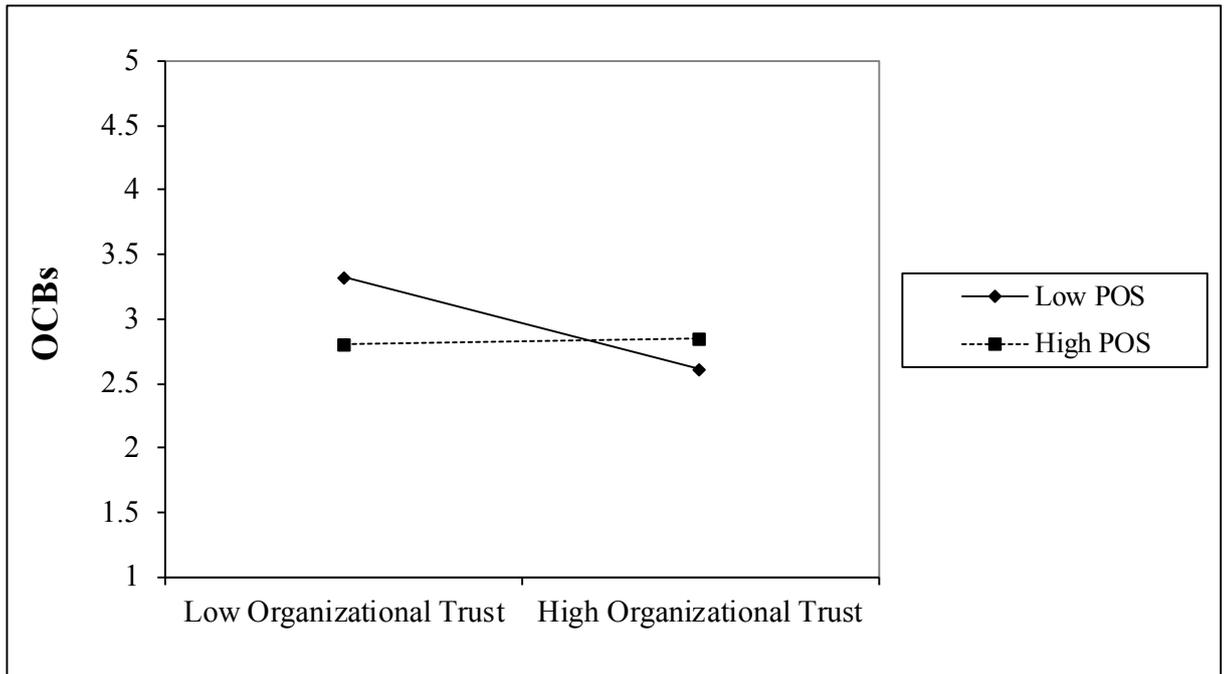


Figure 8. Interaction between Organizational Trust x POS with OCBs as Dependent Variable.

Overall, this model accounted for a modest amount of variance towards OCBs (16%) and the model was significant ( $F=3.67$ ,  $p=.0000$ ). The results of the moderated mediation regression analysis in PROCESS towards CPWBs is shown in Table 5 (shown below).

Table 5

*Results of Moderated-Mediated Regression Analysis for CPWBs as Dependent Variable*

Variables	CPWBs		
	B (SE)	Confidence Intervals	p-value
Gender	-.13 (.07)	LL= -.26, UL= .00	.0512
Job Tenure	-.01 (.01)	LL= -.02, UL= -.00	.0280
Union Status	-.09 (.09)	LL= -.26, UL= .08	.2917
Private Sector	.17 (.08)	LL= .02, UL= .33	.0253
<i>Predictor:</i>			
LMX	.10 (.05)	LL= -.00, UL= .21	.0604
<i>Mediator:</i>			
Readiness for Change (RFC)	-.28 (.08)	LL= -.43, UL= -.12	.0004
Organizational Trust (OT)	-.24 (.07)	LL= -.38, UL= -.11	.0005
<i>Moderators:</i>			
SOE	.07 (.04)	LL= -.01, UL= .16	.0732
POS	-.12 (.05)	LL= -.22, UL= -.02	.0233
<i>Interactions</i>			
LMX x SOE	.06 (.04)	LL= -.02, UL= .14	.1495
LMX x POS	-.12 (.05)	LL= -.22, UL= -.02	.0237
RFC x SOE	.10 (.06)	LL= -.03, UL= .22	.1301
RFC x POS	-.17 (.08)	LL= -.32, UL= -.01	.0429
OT x SOE	-.08 (.05)	LL= -.20, UL= .09	.1303
OT x POS	.07 (.06)	LL= -.06, UL= .20	.3076
SOE x POS	-.04 (.04)	LL= -.12, UL= .05	.3736
LMX x SOE x POS	-.03 (.03)	LL= -.08, UL= .03	.3632
RFC x SOE x POS	.14 (.05)	LL= .04, UL= .24	.0061
OT x SOE x POS	-.01 (.04)	LL= -.09, UL= .06	.6858
Total R <sup>2</sup>		.24	
F Statistic		6.05 (p=.0000)	

$\beta$  = unstandardized regression coefficients, SE= standard error.

All significance tests were two-tailed.

As already calculated and discussed (Figure 2), we understand that the influence of LMX on CPWBs is fully mediated by Readiness for Change and Organizational Trust. Table 5 shows that Readiness for Change is significantly and negatively related to CPWBs ( $\beta = -.28 (.08)$ ,  $p = .0004$  [LL= -.43, UL= -.12]) as is Organizational Trust ( $\beta = -.24 (.07)$ ,  $p = .0005$  [LL= -.38, UL= -.11]). In terms of the moderators, SOE is not significantly related ( $\beta = .07 (.04)$ ,  $p = .0732$  [LL= -.01, UL= .12]) but POS is ( $\beta = -.12 (.05)$ ,  $p = .0233$  [LL= -.22, UL= -.02]). There are two significant two-way interactions towards CPWBs: LMX x POS ( $\beta = -.12 (.05)$ ,  $p = .0237$  [LL= -.22, UL= -.02]) and Readiness for Change x POS ( $\beta = -.17 (.08)$ ,  $p = .0429$  [LL= -.32, UL= -.01]). There was

also one significant three-way interaction between Readiness for Change x SOE x POS: ( $\beta = .14 (.05), p = .0061 [LL = .04, UL = .24]$ ). To facilitate interpretation of the significant two-way and three-way interaction effects, interactions are presented in Figures 9-11.

The significant interaction effect (Figure 9) shows that at low levels of LMX, there is no difference between respondent groups towards their CPWBs irrespective of POS. However, the other comparison groups with high LMX show significant increases – and the highest levels – of CPWBs for those who also report low POS. The group with high LMX but high POS reports similar levels as those with low LMX and high POS. Thus, a buffering effect on LMX towards CPWBs is confirmed, providing support for Hypothesis 10.

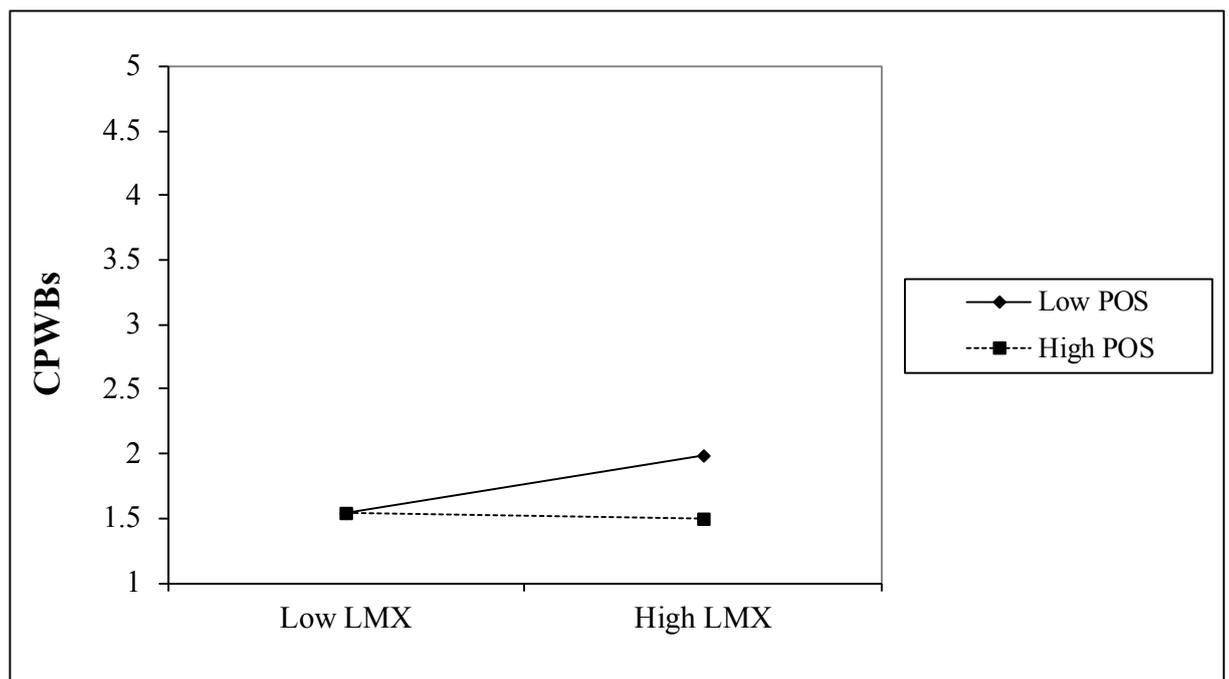


Figure 9. Interaction between LMX x POS with CPWBs as Dependent Variable.

The significant interaction effect (Figure 10) shows that at low levels of Readiness for Change, there is no difference between respondent groups towards their CPWBs irrespective of POS. However, the other comparison groups with high Readiness for Change show significant decreases – and the lowest levels – of CPWBs for those who

also report high POS. The group with high Readiness for Change but low POS reports a slight drop in CPWBs. Overall, the enhancing effect of POS on Readiness for Change towards CPWBs is confirmed, providing partial support for Hypothesis 10.

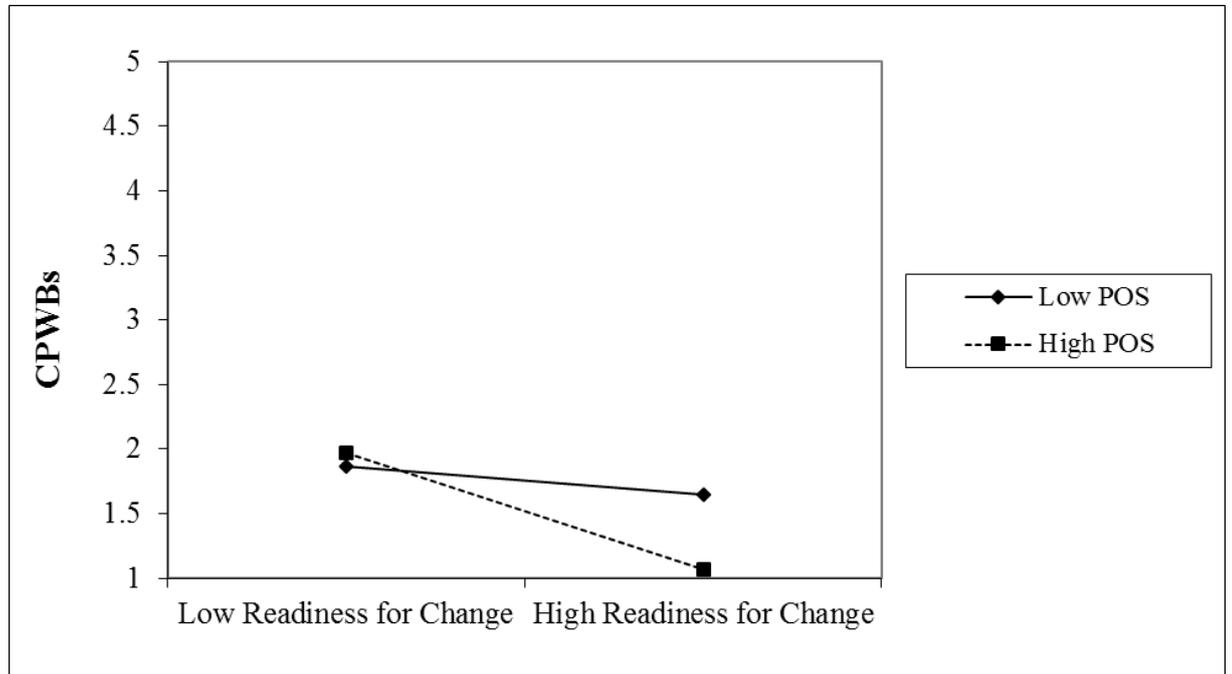


Figure 10. Interaction between Readiness for Change x POS with CPWBs as dependent variable.

The significant three-way interaction effect (Figure 11) shows that at low levels of Readiness for Change, there is a little spread across respondent groups towards their CPWBs. However, at high levels of Readiness for Change all groups report a decrease in CPWBs. The largest decrease – and the lowest overall levels of CPWBs – is the group of respondents with high Readiness for Change, low SOE but high POS. The worst group – with the highest levels of CPWBs in the high Readiness for Change side of the figure – are those who report high SOE but low POS. Overall, the effectiveness of SOE and POS

in enhancing the mediator's (Readiness for Change) negative influence on CPWBs is confirmed, providing further support for Hypothesis 10.

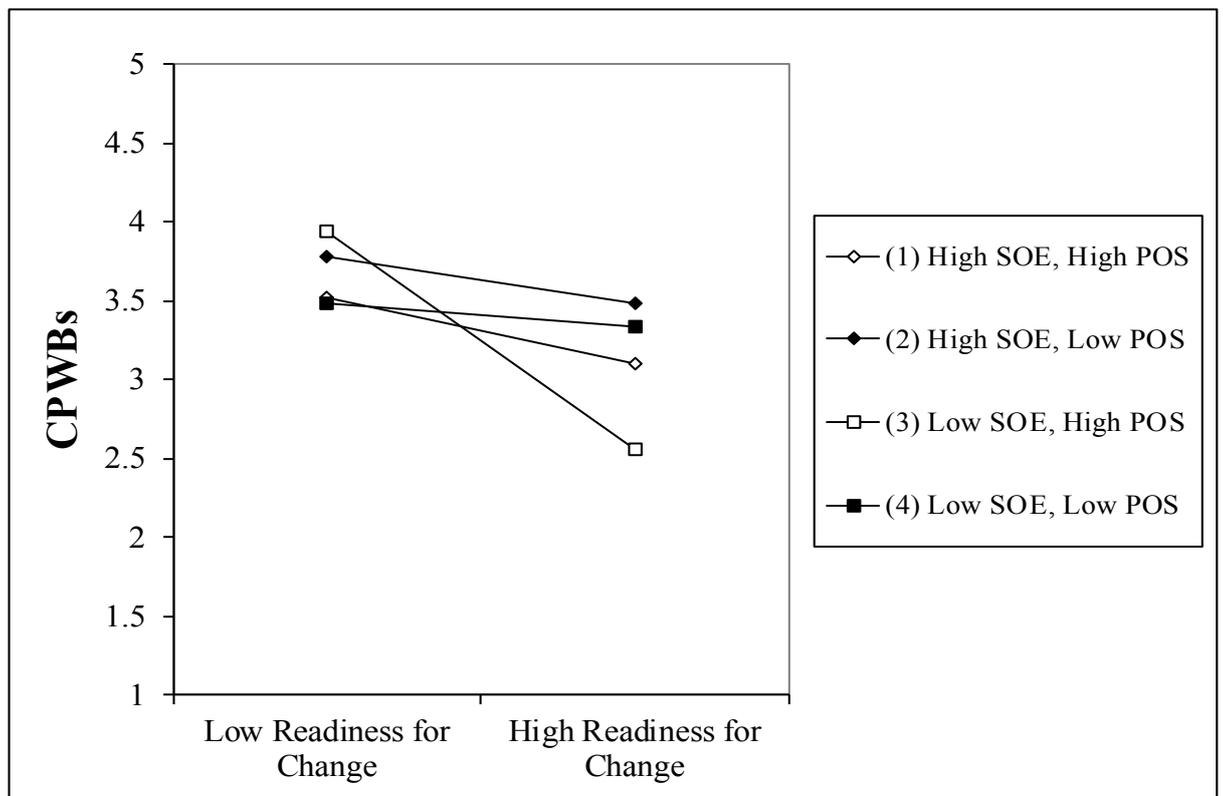


Figure 11. Interaction between Readiness for Change x SOE x POS with CPWBs as Dependent Variable.

Overall, this model accounted for a modest amount of variance towards CPWBs (24%) and the model was significant ( $F= 6.05, p=.0000$ ). The results of the moderated mediation regression analysis in PROCESS towards Turnover Intentions is shown in Table 6.

Table 6

*Results of Moderated-Mediated Regression Analysis for Turnover Intentions as Dependent Variable*

Variables	Turnover Intentions		
	B (SE)	Confidence Intervals	p-value
Gender	-.04 (.09)	LL= -.22, UL= .14	.6451
Job Tenure	-.03 (.01)	LL= -.04, UL= -.01	.0004
Union Status	.03 (.12)	LL= -.20, UL= .26	.8097
Private Sector	.18 (.11)	LL= -.03, UL= .39	.0843
<i>Predictor:</i>			
LMX	-.05 (.08)	LL= -.00, UL= .21	.4869
<i>Mediator:</i>			
Readiness for Change (RFC)	-.29 (.11)	LL= -.50, UL= -.07	.0087
Organizational Trust (OT)	-.32 (.09)	LL= -.51, UL= -.14	.0007
<i>Moderators:</i>			
SOE	.00 (.06)	LL= -.11, UL= .11	.9781
POS	-.31 (.07)	LL= -.45, UL= -.17	.0000
<i>Interactions</i>			
LMX x SOE	.08 (.06)	LL= -.04, UL= .19	.1870
LMX x POS	-.09 (.07)	LL= -.23, UL= .04	.1861
RFC x SOE	-.15 (.09)	LL= -.32, UL= .02	.0913
RFC x POS	-.02 (.11)	LL= -.24, UL= .20	.8348
OT x SOE	-.06 (.07)	LL= -.20, UL= .09	.4520
OT x POS	.09 (.09)	LL= -.09, UL= .28	.3165
SOE x POS	.01 (.06)	LL= -.11, UL= .12	.9280
LMX x SOE x POS	.00 (.04)	LL= -.08, UL= .08	.9403
RFC x SOE x POS	-.05 (.07)	LL= -.19, UL= .09	.4611
OT x SOE x POS	.03 (.05)	LL= -.08, UL= .13	.6253
Total R <sup>2</sup>		.39	
F Statistic		12.70 (p=.0000)	

$\beta$  = unstandardized regression coefficients, SE= standard error.

All significance tests were two-tailed.

As already calculated and discussed (Figure 3), we understand that the influence of LMX on Turnover Intentions is fully mediated by Readiness for Change and Organizational Trust. Table 6 shows that Readiness for Change is significantly and negatively related to Turnover Intentions ( $\beta = -.29 (.11)$ ,  $p = .0087$  [LL= -.50, UL= -.07]) as is Organizational Trust ( $\beta = -.32 (.09)$ ,  $p = .0007$  [LL= -.51, UL= -.14]). From the moderators, SOE is not significantly related ( $\beta = .07 (.04)$ ,  $p = .0732$  [LL= -.01, UL= .12]) but POS is ( $\beta = -.31 (.07)$ ,  $p = .0000$  [LL= -.45, UL= -.17]). There are no significant two-way or three-way interactions, providing no support for Hypotheses 11.

Overall, this model accounted for a modest amount of variance towards Turnover Intentions (39%) and the model was significant ( $F= 12.70$ ,  $p=.0000$ ).

## **Chapter V**

### **Discussion**

In response to calls for further empirical investigations of the role of context during the implementation of organizational change (Armenakis & Harris, 2009; Herold, et al. 2007) the study explored mediation and moderation to explain the link between LMX to OCB, CPWB and turnover intentions. The research was underpinned by social exchange theory and the positive view of understanding the organizational change phenomenon (Bouckennooghe, 2010). The study proposed that both readiness for change and organizational trust mediate the relationship between LMX and these work outcomes. In addition, the study proposed that strength of the relationship between LMX, mediators and work outcomes is moderated by POS and SOE. The data from 393 employee's currently experiencing change across different job roles, organizations, and sectors largely supported the study model. The study makes a number of important contributions to the organizational change literature which have practical implications during organizational change implementation.

The study provides insight on the nature of the relationship between LMX and recipient behaviour during change. The study shows that when recipients are in high quality exchange relationships with change agents, OCB increases, while CPWB and turnover intentions decrease. As expected, these findings are consistent with prior literature demonstrating the positive outcomes of LMX (Schyns & Schilling, 2013; Dulebohn, et al., 2012). The study argued that recipient's readiness for change is determined by a combination of their positive affective and cognitive evaluations which leads to behavioural intentions to support a change effort and work behaviour. The study

also proposed that during change, LMX would have a positive influence on the affective, cognitive, and behavioural [intentions] facets of readiness as well as perceptions of organizational trust. Overall, the study findings support these propositions, making a unique contribution to the change literature.

The study finds support for the mediating roles of both readiness for change and organizational trust in these relationships. Recipients who perceive a high quality exchange relationship with their supervisor also report higher levels of readiness for change and organizational trust. As a result, these recipients are less likely to engage in forms of counter-productive behaviour and have lower intentions to leave the organization. The study finds that when both mediators are assessed together and in relation to LMX and OCB as the dependent variable, readiness is significantly related to OCB, while organizational trust is not. Hence, recipients in high quality exchange relationships are more likely to engage in citizenship behaviour which helps the organization through higher levels of readiness rather than organizational trust.

Prior research shows LMX to be related to a composite measure of resistance which included affective, cognitive and behavioural items (Van Dam et al., 2008) However, Van Dam et al. (2008) did not provide evidence showing how resistance was related to recipient's work outcomes. Oreg's (2006) study also used a tri-dimensional measure of resistance and found that each dimension independently mediated the relationships between different change context variables (e.g. trust in management, information) and work outcome relationships. However, this study did not assess the role of LMX as a contextual predictor of change reactions. The present study builds upon the prior research to show LMX is an important contextual predictor of readiness for change

(as a positive alternative to resistance) along with organizational trust. Consistent with prior change research the study contributes to the empirical evidence showing the mediating role of affective, cognitive, and behavioural reactions to change in change context–outcome relationships (Bhal, et al., 2009; Neves, 2009; Avey, et al., 2008; Van Dam et al., 2008; Oreg, 2006; Jones et al., 2005).

The current research findings support application of the readiness for change scale originally developed by Bouckenoghe et al. (2009). At the time of the study, the scale had not been applied to a sample outside of initial validation studies. With regard to the cognitive dimension of the scale, Bouckenoghe et al. (2009) suggested that scale items reflect the level of cynicism about change. Hence, the study findings indicate that LMX may increase cognitive readiness by reducing the level of cynicism about the expected benefits and outcomes of change. Importantly, high levels of cognitive readiness appears to influence work outcomes in the expected direction, consistent with prior research on the effects of cynicism about change (Thundiyl et al., 2015). However, due to study's use composite measure of readiness, further research is required to understand the relationships between each of the three dimensions, along with predictors and outcomes. For example, Oreg (2006) found that affective, cognitive, and behavioural resistance reactions were differentially related with both predictors and outcomes.

The study also argued that organizational trust can be considered a positive reaction to change events. As expected LMX was found to be positively related to organizational trust, consistent with prior meta-analysis (Dirks & Ferrin, 2002). This is not surprising given items in the measure of LMX also assessed trust in the supervisor which has been shown positively related to organizational trust (Dirks & Ferrin, 2002).

The findings also lend support for the general notion that the dimensions of LMX share conceptual similarity with the antecedents of trust (Brower, et al., 2000) and serve as the relational signals of trust (Six & Sorge, 2008). Hence, the trust, respect and loyalty dimensions of the LMX scale (Scandura & Graen, 1984) used in the study appear to contribute to recipient's perceptions of organizational trust. However, further research is required to establish how each dimension uniquely contributes to the formation of organizational trust. Future research designs may wish to include alternative measures of LMX with additive or different dimensions (e.g. liking, leader contributions, etc). This should further illuminate the relationships between LMX, organizational trust and readiness for change. Overall, the study found that LMX consistently accounted for more variance in recipients organizational trust levels than readiness for change.

While the mediation model was significant overall, organizational trust was not significantly related to OCB when assessed together with readiness. The study findings indicate a direct but weak positive relationship between organizational trust and OCB ( $r = .13$ ). It may be the case that the three measurement items assessing OCB (Saks, 2006) and targeting the organization (but not other individuals) did not fully capture the different forms of citizenship applicable to the recipients change context during the study. Hence, a broader range of OCB behaviours may have been more strongly correlated with organizational trust. Future research could involve the use of more change-oriented measures of OCB (e.g. Choi, 2007; Vigoda-Gadot & Beerli, 2011) in which both the organization and individuals are the targets of citizenship. This should provide for a more complete understanding of the mediating role of organizational trust in the LMX–OCB relationship during change.

The study findings suggest that two organizational support variables have a moderating influence upon the LMX–work outcome relationships through both readiness for change and organizational trust. The study proposed that both SOE and POS would have an enhancing effect on these relationships. As expected, the study found a significant interaction between LMX, SOE and POS on levels of organizational trust when assessed together with readiness for change. In this case, the moderators had an enhancing effect, strengthening the relationship between LMX and organizational trust. SOE was also found to enhance the relationship between LMX and OCB when both mediators were included in the model. Hence, recipients in high quality exchange relationships in which the supervisor was identified as sharing characteristics (i.e. values, goals, motives) consistent with those of the organization and to a high degree, reciprocated with the highest levels of OCB. In contrast, the interaction between LMX and POS on OCB was found to have a reverse effect with recipients engaging in the highest levels of citizenship under conditions of low POS. Similarly, the interaction found between organizational trust and POS on OCB indicates that recipients report the highest levels of citizenship even when they perceive low POS and trust. Overall, the study findings would indicate that during change, SOE enhances the nature of the exchange relationship, increasing the reciprocation of OCB helping the organization.

For the recipient's counter-productive behaviour during change, when assessed with both readiness for change and organizational trust, POS slightly enhanced the effect of high quality LMX in reducing CPWB. High levels of POS was also shown to enhance the effect of recipient's high readiness for change levels on CPWB, further reducing the incidence. Similarly, the findings of a significant three way interaction shows that POS interacted with high readiness for change, even when SOE was perceived as being low, to further reduce the CPWB of recipients. Overall, the study finds that when POS is

included in the model, it has an enhancing effect on LMX and readiness further reducing CPWB during change.

Eisenberger et al. (2010) suggests that the positive treatment directed towards a subordinate from a supervisor should generalize as support from the organisation. Furthermore, this can occur through perceptions of POS or SOE. Importantly, felt obligations to reciprocate are strengthened, improving the exchange relationship with the organisation. The study proposed that under conditions of high quality LMX the inclusion of these support constructs as moderators should enhance the recipients obligations to reciprocate leading to behaviour supportive of change. In the present study, recipients did increase OCB under conditions of high SOE. The findings would suggest that if supervisors share more of their work identity with the organization then this directs more of the recipient's citizenship efforts towards helping the organization during change consistent with Eisenberger et al.'s (2010) findings. However, because the present study did not include a measure of OCB targeting other individuals, the moderating role of SOE in such cases is unknown. During change helping both the organization and other organizational members is important to support the change effort. Further research is required to unravel the nature of this relationship. Similarly, change recipients in the study reduced the incidence of CPWB under conditions of high POS but the intended targets of behaviour were not explored in the study. In any case, both SOE and POS played no moderating role in relation to recipient's turnover intentions.

## **Chapter VI**

### **Limitations/Implications**

#### **Limitations**

In addition to the measurement instrument limitations discussed, the study also has a number of other limitations. Firstly, the data were collected from the same source for both predictor and criterion variables, potentially raising concerns over common method bias. However, due to limited access to the employee sample, this design approach was necessitated as a practical matter. In addition, because the focus of the study was on recipient perceptions of their supervisor and the organizational context, it can be argued that this collection approach was appropriate. To minimize variance inflation effects, a number of recommendations in survey design were employed, following Podsakoff, MacKenzie, Lee and Podsakoff (2003). Secondly, data collection was cross-sectional, while the organizational change was occurring. Because of this, no causal inferences can be made regarding the significance of the relationships found. Third, given the evolving nature of organizational change, a longitudinal design would have been beneficial to assess changes to the study variables overtime. For example, assessing readiness or organizational trust levels pre-change, during, and post change. Thus, we encourage future research to employ a longitudinal design.

#### **Implications**

The research findings have a number of practical implications for the leaders of change, both for supervisors and organizational leadership. It appears from the study that during times of change, contextual variables make a valuable contribution to change specific reactions and work outcomes. Immediate supervisors positively impact upon

both readiness for change and organizational trust perceptions through the quality of their exchange relationships with subordinates. As such, it is critical that the organizations supervisors are provided with training and development opportunities, helping them to better manage the change process with recipients. Hence, interventions building supervisor skills and abilities related to the trust, respect and loyalty dimensions of LMX should contribute to recipients positive change reactions and subsequent work behaviours during change.

The finding that high levels of SOE enhanced recipient performance of OCB would suggest that organizations pay attention to the values and goals alignment between individual supervisors and the organization. For example, organizations may optimize their performance development system to better ensure that individual goals are aligned with overall organizational goals and that these are consistent with the organizations values. Furthermore, during change, it appears that improving perceptions of organizational support enhances the effect of LMX to further reduce the incidence of CPWB. Hence, organizational leadership should ensure that change related actions and behaviours, representative of support, align with those of supervisors. It should be noted that LMX serves as a context variable complementing effective change processes and content decision making. Thus, an integrated change management approach is recommended. Overall, the study findings would appear to suit organizational cultures and climates high in human relations values (Jones et al., 2005) in which building readiness and organizational trust are seen as imperative to change success as opposed to minimizing resistance as the key focus.

## **Conclusion**

In conclusion, the study sheds light on the nature of the relationship between organizational change variables. Specifically, the findings provide evidence to support the positive influence of LMX on change related work outcomes. Consistent with the positive view of change, the study finds support that these relationships are mediated by both readiness for change and organizational trust when assessed simultaneously. In addition, two organizational support constructs were found to have a moderating effect on outcomes. Generally, SOE was found to enhance the reciprocation of OCB targeting the organization, while POS enhanced relationships concerning CPWB, reducing such incidence. Overall, the study findings are generally consistent with both social exchange and organizational support theory. However, further research is required to fully understand the interaction of study variables in relation to work outcomes during different types of organizational change phenomena (e.g., transformational vs incremental).

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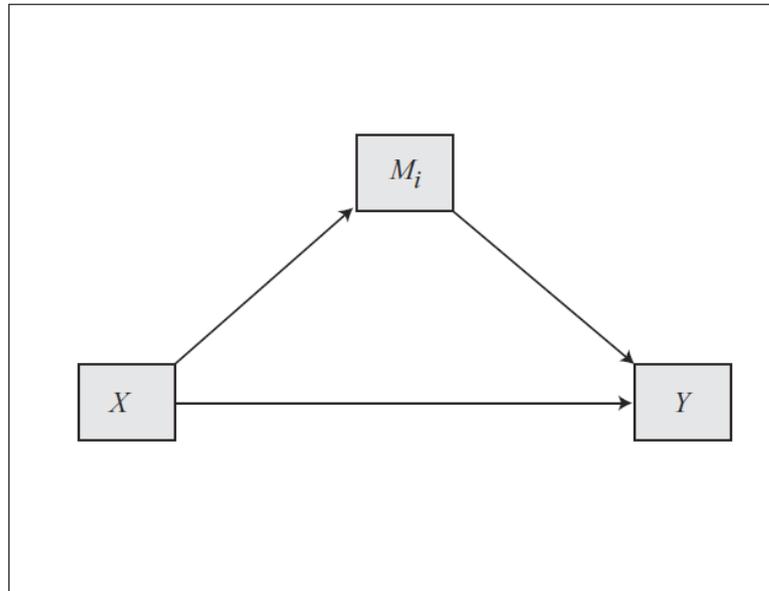
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**Appendix A.** Statistical Analysis Conceptual Diagrams (source: Model Templates for PROCESS for SPSS and SAS, Hayes, 2013; <http://www.afhayes.com>).

**Model 4**

Conceptual Diagram



**Model 73**

Conceptual Diagram

