

T.C.
MARMARA ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ
İNGİLİZCE İŞLETME ANABİLİM DALI
ORGANIZATIONAL BEHAVIOR BİLİM DALI

**THE ROLE OF TRUST IN ORGANIZATION IN THE RELATIONSHIP
BETWEEN RESISTANCE TO CHANGE AND COMMUNICATION.
THE MODERATING EFFECTS OF ORGANIZATIONAL JUSTICE AND
PSYCHOLOGICAL CAPITAL ON THIS RELATIONSHIP**

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DANIŞMAN: DOÇ. DR. GÜLER İSLAMOĞLU

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SOSYAL BİLİMLER ENSTİTÜSÜ MÜDÜRLÜĞÜ

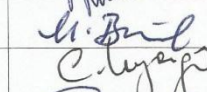
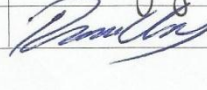
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ÖZET

İLETİŞİMİN, KURUMA GÜVEN ARACILIĞIYLA DEĞİŞİME DİRENÇ İLE OLAN İLİŞKİSİNDE PSİKOLOJİK SERMAYE VE ALGILANAN KURUMSAL ADALETİN ŞARTLI DEĞİŞKEN ROLÜ

Sürekli değişim içerisinde olan ekonomik ve pazar koşullarında, kurumlar rekabet üstünlüklerini korumak için stratejik, yapısal ve iş yapma şekilleri gibi farklı alanlarda değişim uygulamaları gerçekleştirmektedirler. Kotter ve Schlesinger'e (1978) göre pek çok kurum her yıl orta düzeyde bir değişim gerçekleştirirken, dört-beş yıl içerisinde rekabet koşulları, teknolojik gelişmeler, büyüme ve iş gücündeki değişimler çerçevesinde büyük ölçekli bir değişim gerçekleştirmelidir. Bu çalışmada kurumsal değişimlerin daha başarılı sonuçlar elde etmesi için çalışanların değişime gösterdiği tepkiler ve bu tepkileri etkileyen unsurlar incelenmiştir. Araştırma kapsamında değişime direnci etkileyen unsurlar olarak, *kurum içindeki iletişim, kuruma güven, algılanan kurumsal adalet, psikolojik sermaye*, ele alınmıştır. Bu çalışmada, iletişimin kuruma güven aracılığıyla değişime direnç olan etkisi incelenmiştir. Ayrıca, psikolojik sermayenin, kuruma güven ile değişime direnç arasındaki şartlı değişken rolü ve algılanan örgütsel adaletin, iletişim ile kuruma güven arasındaki şartlı değişken rolü incelenmiştir.

Bu çalışmaya farklı kurumlarda çalışan toplam 583 kişi katılmıştır. Analizlerin sonucunda kuruma güvenin iletişim ile değişime direnç arasında ara değişken rolü üstlendiği bulunmuştur. Diğer yandan, algılanan kurumsal adaletin iletişim ile kuruma güven arasında şartlı değişken rolü üstlenmediği bulunmuştur. Psikolojik sermayenin kuruma güven ile değişime direnç arasında şartlı değişken rolü üstlenmediği bulunmuştur.

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ABSTRACT

THE ROLE OF TRUST IN ORGANIZATION IN THE RELATIONSHIP BETWEEN RESISTANCE TO CHANGE AND COMMUNICATION. THE MODERATING EFFECTS OF ORGANIZATIONAL JUSTICE AND PSYCHOLOGICAL CAPITAL ON THIS RELATIONSHIP

Due to dynamic business environments, organizations must implement changes in their strategies, structures and/or processes when existing conditions are not sufficient to create a competitive advantage in the market. According to Kotter and Schlesinger (1978), most companies must undertake moderate organizational changes at least once a year and major changes every four or five years because of increasing demands from government, growth, competition, technological development, and changes in workforce. With all this movement, organizational change has become a very popular topic for scholars. In this research, factors affecting an individual's response to organizational change were investigated in order to determine how organizational changes can be more successful. The contribution of *communication* on *resistance to change* through *trust in organization* was explored. Also, the moderating effect of *perception of organizational justice* on the relationship between *communication* and *trust in organization* and the moderating effect of *psychological capital* on the relationship between *trust in organization* and *resistance to change* were analyzed. The research was conducted among 583 employees. The results of the regression analysis showed that trust in organization plays a mediating role between communication to resistance and change. On the other hand, perception of organizational justice does not play a moderating role between communication and trust in organization. In addition, psychological capital does not play a moderating role between trust in organization and resistance to change.

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ABBREVIATIONS

RTC	Resistance to Change
PsyCap	Psychological Capital

1. INTRODUCTION

It is not the strongest of the species that survives, nor the most intelligent. It is the one that is the most adaptable to change. - Evolutionary Theory

Global competition, new age information technologies, global economic crises, new political strategies and rapidly evolving consumption trends are stimulants for organizational change. Organizations must implement continuous and transformational change to remain competitive (Cohen, 1999). For instance, Forbes published its first Top 100 Companies list in 1917. It re-printed it in 1987, showing that 61 of the original 100 companies has no longer existed (Foster & Kaplan, 2001). This shows that in today's dynamic world, organizations must change or go out of business.

As change is an inevitable part of an organization's day-to-day processes, organizations spend huge amounts of money, time and human capital to be successful in their change efforts. However, Beer, Eisenstat and Spector (1990) noted that change programs often failed or made situations worse. A recent study showed that 58% of change initiatives failed, while 20% created an added value less than expected (LaClair & Rao, 2002). As Kotter (1995) stated, when organizations fail to realize successful change efforts, they lose a great deal of time, money and human resources. Such results have led researchers and practitioners to search how organizations can successfully accomplish change processes. Research has found that reasons for failure in the change process included technological difficulties and lack of money, but most importantly, human related problems (Lawrence, 1954 cited in Foster, 2008). People are still the key to organizational success. Bridges (1991) observed that without employee support, the change process was just a rearrangement of chairs.

Over the last few decades, several studies have focused on understanding and predicting employee reaction to organizational change (Morgan & Zeffane, 2003; Oreg & Sverdlik, 2011; Foster, 2010; Dent & Goldberg, 1999; Bovey & Hede, 2001). Researchers have examined several factors that affect employee reaction and ability to adjust to new conditions, such as participation (Chawla & Kelloway, 2004), perceived

justice (Cobb, Foleger & Wosten, 1995), cynicism (Bernerth, Armenakis, Field & Walker, 2007), supervisor/organizational trust and engagement (Mayer & Davis, 1999) and effective communication (Armenakis & Harris, 2002). These antecedents show that many change efforts fail due to underestimating the importance of the individual differences during organizational change.

This study is based on an individual level perspective of change implementation. So, resistance to change is conceptualized by Oreg's dispositional resistance to change theoretical framework. Oreg stated that people show different responses to change implementations. In order to explain individual differences he developed resistance to change (RTC) scale that contains four factors. These factors are routine seeking, emotional reaction to imposed change, short-term focus and cognitive rigidity. These factors also reflect the behavioral, affective and cognitive aspects of resistance to change.

Beside, Armenakis & Bedian (1999) in their review of the organizational change literature, attempted to provide a theoretical framework for organizational change. They indicated that three factors can shape employees' reactions to change efforts. These factors are content factors indicating substance and nature of change such as restructuring, reengineering. Contextual factors indicating forces and conditions existing in a change environment such as culture & climate of organization, trust in organization, perceived organizational support and process factors indicating the actions taken in the implementation of a change such as employee participation, commitment, fairness, and open communication.

This research examined employees' reactions to change in the light of Oreg's theoretical framework of dispositional resistance to change. Also, contextual and process factors were examined in order to understand employees' reactions. Trust in organization was considered as a contextual factor while communication and perception of justice were considered as process factors. In order to gain a comprehensive understanding of organizational change, it is essential to add an individual factor. So, psychological capital is considered as an individual factor that would have a significant positive effect on diminishing employees' resistance to organizational change.

The first dimension in this research is *trust in the organization*. Today, establishing long-term employee relationships is difficult because organizations experience constant turnover due to a fiercely competitive business market (Burke & Stets, 1999). When trust within the organization is low, any kind of change may be seen as suspicious and threatening. There is much empirical evidence on the effects of trust on organizational change. Shaw (1997) pointed out that employee trust is an integral component of competitive organizational change because it increases the likelihood of successful change. Moreover, trust is a vital factor in enhancing an organization's long-term success and survival, especially as the global economy becomes increasingly uncertain and competitive (Waterman, 1987 and Gambetta, 1988). Bordia, Hunt, Paulsen, Tourist and DiFonzo (2004) and Oreg (2006) noted that participation, trust in management and the timely and accurate provision of information were potential eliminators of employee resistance to change.

So, *Communication* is considered as a second research variable which also plays an important role during the change process. Communication is the means by which organizations compete and survive in the global economy, especially as business environments become more complex. Thus, understanding effective communication is an indispensable goal for all organizations (Spillan, Mino & Rowles, 2002). If employees are satisfied with the communication process they are likely to develop positive working relationships and experience higher levels of work satisfaction (Rubin, 1993), increase their performance (Clampitt and Downs, 1993) and be more loyal and committed to the organization (Varona, 1996).

In addition to the significant role of communication in day-to-day processes, several researchers have explored the crucial function of effective communication during the change process specifically. Armenakis, Harris and Mossholder (1993) and Wanberg and Banas (2000) stated that accurate communication about change process enhances management credibility and employee reaction to change. Communication also provides information on how the intervention will take place and its consequences, which provides employees a sense of control over the change process (Neves & Caetano, 2006). As a result, they become less resistant to it (Miller, Johnson & Grau, 1994 ; Wanberg & Banas, 2000). In addition, communication has strong relationship with trust

in organization. For example, Folger and Konovsky (1989) found that management whose communication is perceived as accurate and forthcoming is more likely to be trusted.

These findings indicated that both effective communication and trust in organization have positive effects on decreasing employees' aversive reaction to organizational change. However, it is predicted that communication does not always decrease employee resistance to organization change. So, effective communication would create positive attitudes toward change process through first creating trust in organization.

During the change process, it is common to reallocate organizational resources, and how resources are distributed affects the *perception of organizational justice* in the workplace. Several studies confirm the role of perceived justice in the organization during organizational change. Cobb, Folger and Wooten (1995) found that positive perception of justice during the change process resulted in organizational commitment, trust and willingness to accept change. Other findings indicated that the amount of information shared by employees, participation in decision making and employee perception of the need for change (Kilbourne, O'Leary-Kelly & Williams, 1996) all contributed to employee perception of organizational justice. Not surprisingly, perception of justice is also related to trust in organization. (Alexander & Ruderman, 1987; Cohen-Charash & Spector, 2001; Colquitt, Coston, Wesson, Porter & Leens, 2001) and thus the effect of organizational justice perception (distributive justice, procedural justice and interactional justice) on the interaction between organizational trust and communication during the change process is analyzed.

The final variable of this research is *psychological capital* and many researchers have been exploring the effect of positive psychology in the workplace. At the beginning of the twenty-first century, psychologists began to move away from focusing only on the negative aspects of human behavior to focusing on the positive aspects. In other words, (clinical) psychology began to place greater emphasis on examining what is right for people and what contributes to human flourishing and growth (Seligman & Csikszentmihalyi, 2000). Studies were then extended to the workplace by focusing on the value of positivity in individuals (Luthans, 2002a; Luthans 2002b; Luthans, Youssef

& Avolio, 2007). Luthans and his colleagues developed the Positive Organizational Behavior (POB) concept, which focuses on the individual in the organization, particularly on the development process that can be leveraged for performance improvement. Luthans et al. (2007) defined psychological capital (PsyCap) as an individual's positive psychological state of development, characterized by self-efficacy, optimism, hope and resiliency.

Many empirical researchers have indicated the positive effects of high psychological capital on employee performance. According to Toor and Ofori (2010), PsyCap plays an important role in positive organizational behavior and individual outcomes. Avey, Wernsing and Luthans (2008) state that PsyCap helps overcome stress and facilitate positive organizational change. Besides, several research found positive relationship between trust in organization and less resistance to change. Although, both PsyCap and trust in organization have positive effects on diminishing employee's resistance to change, there exists no research taking these variables together while examining change process. This research will examine the effect of employees' PsyCap on the relationship between trust in organization and resistance to change.

This research investigated the factors affecting individual response to organizational change. The findings, then, may contribute to better understanding how organizational change process could be more successful. Specifically, the contribution of communication on resistance to change through trust in organization is an important finding of this study. The moderating effect of perception of organizational justice on the relationship between communication and trust in organization and the moderating effect of psychological capital on the relationship between trust in organization and resistance to change are also analyzed.

2. LITERATURE REVIEW

2.1. Organizational Change

Today's rapidly changing economy and technology underline the fact that organizations need continuous commitment to organizational change. Due to this condition, organizational change has become a very popular subject for scholars and researchers have indicated the importance of change for long-term sustainability of an organization. Connor and Lake (1994) observed that diversity, globalization, change in customer needs, economic conditions and information technology are the main environmental factors that lead a change.

According to Kotter and Schlesinger (1979) most companies undertake moderate organizational changes at least once a year and major changes every four to five years, due to change in government regulations, technological developments, workforce, continuous growth and competition. Similarly, Reeves-Ellington (1995) indicated the need for organizational change in strategy, structure, process and culture when existing organizational forms are not sufficient.

The concept of organizational change is wide, comprehensive and concerned with development and growth within an organization. Organizational change has three main purposes: a) *To accomplish the present task more efficiently*. Change programs may apply to individuals and/or the whole organization. b) *To adapt to new economic and social circumstances*. Change programs for different purposes, such as new software for the accounting department or a new production system, may be necessary to adapt to external conditions. c) *To get ready for the future*. The organization may apply a change program to be prepared for changing customer expectations, economic conditions, etc. (Şimşek, 2005).

2.1.1 Antecedents of Organizational Change

When existing organizational structure is insufficient to create competitive advantage in the market, organizations must implement changes in strategy, finance structure and/or corporate systems (<http://www.organizational-change-management.com/causes-of-organizational-change.php>). The main antecedents of organizational change are

- ❖ **Mergers and acquisitions.** These are one of the most frequent reasons for organizational change. Merging the existing operations of two competitors results in merging departments and processes, cutting costs and redeploying resources.
- ❖ **Exit strategy at the end of the product lifecycle:** As a product reaches maturity, firms begin to lose money due to severe competition. Changes in consumer purchasing habits or introduction of a new technology by competitors may be a reason for change.
- ❖ **Change in government:** A change in political ideology brings requirements for new organizational behavior patterns in companies (Senior, 2002). For example, a government's environmental policies may require new standards to be implemented and thus force organizations to apply new technology to produce products according to the standards.
- ❖ **Strategic refocus:** When a company decides to change its business focus, organizational change is inevitable. For instance, if a company shifts from product-centered to customer-centered appraisals, it must develop new manufacturing specifications, a new marketing strategy and new logistics.
- ❖ **Structural change:** When new administrative processes are introduced, organizational change becomes a must. For instance, if there is a change in centralizing an archiving process using computer technology, the old processes will be replaced by new software and hardware and staff members will need to be trained to operate the new systems.

- ❖ **Change in production processes:** When a company reworks its manufacturing operations due to new market conditions, warehousing and logistic operations will need to change. The structural shift in the way a product is created has a domino effect on organizational change (<http://www.organizational-change-management.com/causes-of-organizational-change.php>).

These antecedents demonstrate that it is not possible to avoid change in a firm's environment. Cushman and King (1994) indicated that organizational change has increased over the past few decades and will continue to be a crucial element for organizations in the decades to come. The type of change, however, depends on the antecedents of the change process.

2.1.2 Types of Organizational Change

An important factor that distinguishes between the three types of organizational change (transitional, transformational and developmental) is the amount of discretion that employees have in adapting to the change (Oreg and Sverdlik, 2011). Some changes are transitional, involving small or incremental changes, while others are transformational, requiring change deeper in the mindset of the organization. Developmental changes require organization-wide changes in the philosophy of growth and development. Reactions to any change are influenced by how employees feel about the change. Reaction to transitional change may be slight and manageable, while reactions to transformational and developmental changes may be more severe and more difficult to manage.

- ❖ **Transitional Change:** This is a first-order change. It represents small, gradual, even incremental changes in people, procedures, technology, culture or structures. This type of change is usually applied by department or division management to improve a situation.

- ❖ **Transformational Change:** This is a second-order change, representing radical shifts in underlying assumptions, deep-seated mindsets, or the culture or organizational strategy (Kuhn 1970). For example, to differentiate themselves in the market, firms may need to change their sales structure and/or focus on maintaining customer relationships.

- ❖ **Developmental Change:** This is a third-order change and refers to an organization-wide philosophy of continuous growth and development (Abrahamson, 2000). According to Gilley and Maycunich, (2000), developmental changes occur when firms continually scan their internal and external environments to create work settings that encourage individual innovation, growth and development. Encouraging a “learning organization” environment to keep abreast of information technology developments or implementing new production structures are examples of developmental change.

2.1.3. Process of Change

Organizational change is considered as a stepwise process in change implementation theory as well as in organizational change efforts. Several change implementation models in the organizational studies literature (Judson, 1991; Kotter, 1995; Armenakis, Harris, Field, 1999) are based on Lewin’s (1947 cited in Dent & Goldberg, 1999) three-phase change model of unfreezing, moving and refreezing .

Before discussing Lewin’s Change Process Model, it would be beneficial to understand the Lewin’s Field Theory (1951 cited in Foster 2010). In this theory, Lewin (1951 cited in Foster, 2010) indicated; a) driving forces that are pushing person towards a particular direction. For example, these forces tend to initiate a change and keep it going such as encouragement from supervisor. b) Restraining forces that are acting to restrain or decrease the driving forces. For example, these forces tend to decrease initiated actions by showing hostility towards change implementation process. Then c) equilibrium is reached when the sum of the driving forces equals the sum of the restraining forces.

Lewin's model in an organizational setting is explained by an example below. In this example, an organization has been dealing with low sales volume and thus a low profit rate due to severe competition in the market. The firm thus decides to implement several changes in its sales structure.

1. **Unfreezing:** This first step in the change process unfreezes the present behavior. In this step, it must be determined which employees need to change. This phase requires changes in the forces. Currently restraining forces and driving forces are maintaining equilibrium. Driving forces push new behavior in a particular direction while restraining forces decrease driving forces. So, successful change implementation inevitably requires encouraging individuals to adopt to new behaviors while blocking restraining behaviors so that the desired change is achieved.

In the example given, the sales force attributed its low sales volume and profit to factors other than their failure to meet customer needs. Further, sales personnel tended to maintain the equilibrium (current sales structure). To achieve new behavior, restraining forces such as hostility and low motivation should be decreased and driving forces such as training on how to satisfy customer needs and new sales practices should be increased. At the end of this process, the new equilibrium (new sales structure) should be reached and the change process be successfully completed.

At this stage, employee's beliefs and attitudes about a pending change should be altered so that they perceive the change as both necessary and likely to be successful. Resistance to change is a possible outcome of the change process and is often defined as a restraining force. Effective communication, participation, trust in organization and psychological capital could be considered driving forces. If resistance to change is encountered, effective communication within the organization about the change process, high trust between employees and towards the organization, a high perception of fairness in the workplace and high psychological capital could help in the unfreezing process to mitigate it.

2. **Moving:** This step moves the person or organization towards the new, desired behavior. In this stage, a shift in the restraining and driving forces moves the equilibrium point away from the status quo to the desired state (Judson, 1991).

In the example, the sales team decreased restraining forces such as hostility and low motivation and increased driving forces such as getting training and applying new sales practices. It reached a new equilibrium of higher sales volume and profits by greater concentration on customer relations, and improving the number of customer visits and increasing motivation.

3. **Refreezing:** This stage establishes ways to demonstrate the behavior, integrating it into daily routines or establishing patterns in significant emotional relationships (Schein, 1987 and Hersey, Blanchard & Johnson, 2001). Refreezing has two parts:

- a) Personal: Helping organizational members feel comfortable with the behavior required for successful change and relating the new behavior to their self-concept.
- b) Interpersonal: Ensuring that the new behavior fits well with other individuals related to the organization

In the sample firm, the sales team reached a new equilibrium of higher sales volume and profits by means of new behaviors. To maintain these changes, the team must integrate the new behavior patterns into their daily activities. To do so, an employee must feel comfortable with the behaviors and consider them part of him- or herself. Further, suppliers, logistic companies, clients, etc. should also be comfortable with the new behaviors. Otherwise, the refreezing process cannot be successfully completed.

2.1.4. Outcomes of Organizational Change

As a result of individual interpretations of the change process, employees respond to organizational change efforts differently. Employees with positive attitudes towards the change effort will usually support its implementation because they feel it will result in, for example, an optimal amount of task variety, a new position, better working conditions, a new promotion structure, etc.

Some employees view organizational change in a negative way due to unfavorable consequences of the change efforts. For example, major change processes will create a great deal of uncertainty and stress. Bordia, Hobman, Jones, Gallois and Callan (2004) conceptualized uncertainty during the change process as strategic uncertainty, structural uncertainty and job-related uncertainty.

- ❖ *Strategic uncertainty* refers to uncertainty regarding organizational-level issues, such as reasons for the change, direction of the organization and/or the nature of the business environment the organization will face. For example, employees may perceive that there has been a significant shift in the firm's business strategy but do not know where the shift is leading. According to Kotter (1995), uncertainty often reflects a lack of vision in the change leaders.
- ❖ *Structural uncertainty* refers to uncertainty arising from changes in the inner functions of the organization, such as reporting structures, rules and regulations, changes in power, status and/or prestige and changes in workload. For example, with mergers and acquisitions, business units often combine, services are reallocated and the office structure changes.
- ❖ *Job-related uncertainty* refers to the fear of job/position loss, new job evaluation criteria and changes in compensation and benefit structures and/or unclear job descriptions and responsibilities. For example, reallocating business units will lead to changes in job roles, which may result in loss of a job, status and/or prestige. In addition, there may be new job evaluation and promotion criteria that might affect employee expectations.

Walsh and Charalambides (1990, cited in Erim, 2009) claimed that employees perceive their business environment through their schemas, which help understand and interpret external events. The development of a schema is based on a person's experiences and beliefs; thus, some people have positive attitudes towards new experiences and consider them as opportunities to improve themselves. Others have negative attitudes towards new ideas and situations and generally resist change efforts. To determine what shapes a positive attitude towards change and to avoid developing negative attitudes, resistance to change is reviewed in detail in the next section.

2.2. Resistance to Organizational Change

Due to huge money and time invested in organizational change, how individuals respond to changes has become a topic of interest in the organizational studies literature (Bovey & Hede, 2001; Morgan & Zeffane, 2003; Dent & Goldberg, 1999; Oreg & Sverdluk, 2011; Foster, 2010) and a variety of definitions of resistance to change have been put forth (see Table 1). Several studies attempt to explain why change efforts in technology, production methods, management practices and compensation systems have fallen short of expectations or resulted in failure (Oreg, 2006).

The human factor for resistance to change has been examined since 1940's. Initially, Coch and French (1948 cited in Foster, 2010) observed that when employees experience change, they often feel a loss of territory and uncertainty about the future. For some people, change may result in unclear job descriptions and increase in workload, and others may enjoy a decrease in workload. So, employees must modify their behaviors according to these new expectations. However, when faced with new tasks, they may fear failure. Creating new behavioral habits is not an easy process, and thus may result in resistance to the change.

Bovey and Hede's (2001) summary of studies showed that management usually focuses on the technical elements of change and tends to neglect the critical human factor. According to Palmer (2004), employees should be considered the cornerstones of any kind of organizational change because employee resistance is one of the biggest problems to contend with.

Bruckman (2008) reviewed the individual reasons of resistance to change in organization. He found that resistance occurs because change threatens the status quo (Beer, 1980; Hannan & Freeman, 1988), increases fear of real or imaginary consequences (Morris & Raben, 1995; Smith & Berg, 1987), leads to less confidence in the ability to perform (O'Toole, 1995), creates distrust toward leaders of change process (Bridges, 1980; Bryant, 1989; O'Toole, 1995) and difficulty in understanding need of change efforts (Morris & Raben, 1995).

Table1. Definition of Resistance to Change

Agoes (1997, cited in Erim, 2009)	A pattern of organizational behavior that actively denies, rejects and refuses to implement change proposals and initiatives.
Folger & Sharlicki (1999, cited in Erim, 2009)	Employee behaviors that seek to challenge or disrupt prevailing assumptions, discourses and power relations.
Jermier et.al., (1994, cited in Erim, 2009)	A response to managerial control.
Dent & Goldberg (1999)	Behaviors that are intended to protect an individual from the effects of real or imagined changes.
Brower & Abolafia (1995)	Particular kinds of actions or inactions.
Ashforth & Mael (1998)	Intentional acts of defiance.
Piderit (2000)	A tridimensional (negative) attitude towards change.
Chawla & Kelloway (2004)	An adherence to any attitudes or behaviors that spoil organizational change goals.

2.2.1.Theoretical Foundation of Resistance to Change

The phrase ‘resistance to change’ gained popularity in the 1970s (Foster, 2010) and the phenomenon has become generally accepted as part of the change process. Previous approaches towards resistance to change focused on situational antecedents (Coch & French, 1948 cited in Foster, 2010; Zander, 1950; Tichy, 1983), but recent studies have begun to focus on factors related with the individual (Wanberg & Banas, 2000; Oreg, 2003; Foster, 2010). The following section summarizes the history of resistance-to-change models.

Coch and French (1948 cited in Foster, 2010) asked two questions in their classic study: a) Why do people resist change so strongly? and b) What can be done to overcome this resistance? (p.512). To answer their questions, they conducted a series of experiments with groups working in a pajama factory. They found that employees tended to resist change when they did not participate in its planning and development (cited in Holt, 2002). To encourage employees to support change, the authors advised managers to hold group meetings to communicate the need for change and to solicit employee involvement in its planning.

Then, Lawrence (1954 cited in Foster, 2008) pointed out that change has technical and social dimensions. Although this argument would be regarded as an ordinary statement today, it was not been widely accepted in 1954. Lawrence also noted the importance of effective communication between management and employees to deal better with employee resistance.

During the 1980s and 1990s, several researchers described resistance to change through employees’ emotional frustrations and feelings of anxiety (Diamond, 1986; Vince & Broussine, 1996), while others focused on employees’ negative reactions to the change process (Brower & Abolafia, 1995; Ashforth & Mael, 1988). Likewise Judge et.al. (1999)’s study emphasized a broad range of potential dispositional antecedents of organizational change. These are locus of control, self-efficacy, self-esteem, openness to experience, risk aversion, tolerance to ambiguity, positive affectivity. The factor analysis showed that these seven variables measure two underlying factors; namely positive self-concept and risk tolerance.

In 2000, Piderit defined resistance as a tridimensional (negative) attitude, suggesting a model of three different expressions of an employee's evaluation of an object or situation: a) the emotional dimension (an individual's feelings in response to the object, e.g., angry, anxious), b) the intentional dimension (an individual's evaluations of an attitude towards the object, based in past behaviors and intentions to act, e.g., complaining about the change, trying to convince others that the change is bad) and c) the cognitive dimension (the individual's beliefs about the object, e.g., Is it necessary? Will it be beneficial?). Like Piderit, Oreg (2003) conceptualized resistance to change with a comprehensive approach by noting affective, behavioral and cognitive dimensions, but on an individual level.

Oreg et al. (2008) noted that change is everywhere. It affects all individuals and every aspect of their lives. However, people exhibit different responses to change. Some people accept the notion of change and actively seek it out, other people avoid it if possible and resist it otherwise. Oreg (2006) observed that people with a high dispositional resistance to change are less likely to voluntarily incorporate change into their lives. Usually, these people have stable personality traits. When change is imposed upon them they are more likely to experience negative emotional reactions, such as anxiety, anger and fear. To explain individual differences in reactions to change, Oreg (2003) developed a 16-item resistance-to-change (RTC) scale, in which he extracted four factors: a) routine seeking, b) emotional reaction to imposed change, c) short-term focus and d) cognitive rigidity. These factors can be conceptualized as reflecting the behavioral, affective and cognitive aspects of resistance to change, respectively.

Oreg (2003) stated that the RTC scale complemented institutional determinants of resistance to change (Hannan & Freeman, 1984) and the psychological processes underlying resistance (George & Jones, 2001) by bringing individual differences into the organizational behavior literature.

- a) **Routine seeking:** A behavioral dimension consisting of people's inclination to adopt routines. People prefer to test behaviors before they believe that they will comfort them for future. Routine seeking involves the extent to which one enjoys and seeks out stable and routine environments (Oreg et. al., 2008).

Organizational theorists discuss the reluctance to give up old habits as a common characteristic of resistance to change (Tcihy, 1983; Watson, 1971). When individuals encounter new stimuli, familiar responses may be incompatible with the situation, which may produce stress. This stress then becomes associated with the new stimulus (Oreg, 2003). In addition, the change will be viewed either as an interruption to routines or as an opportunity to increase stimulation. The level of routine seeking is a measure of how individuals perceive routines (Foster, 2010).

- b) **Emotional reaction:** This factor reflects the amount of stress and uneasiness an individual experiences when confronted with change. Loss of control has been cited as the primary cause of resistance to change (Conner, 1992), and thus an employee may feel uncomfortable in response to *imposed* organizational change (Oreg et.al., 2008). For example, when employees perceive that change will reduce the control they have over their lives, they will feel stressed and will more likely resist organizational changes. Because of such reaction to change, Kanter (1985) claims that management should focus on the human side of change. Employees have different types of reactions to different parts of the change effort; if these reactions are not correctly interpreted, there will likely be several negative outcomes that will result in loss of efficiency.
- c) **Short-term focus:** Individuals become distracted by the short-term inconveniences involved in change such that they do not see the long-term benefits. (Oreg et.al., 2008). Because the initial aspects of change often involve more work and exerting more energy than spent for maintaining the status quo, some employees resist change (Kanter, 1985), even though they may support the particular change in principle (Oreg, 2003).
- d) **Cognitive rigidity:** This factor refers to the frequency and ease with which people change their minds. Cognitive rigidity represents a form of stubbornness and an unwillingness to consider alternative ideas and perspectives (Oreg et.al., 2008). Several researchers examined the cognitive processes underlying

people's response to organizational change (Bartunek & Moch, 1987; Lau & Woodman, 1995) and determined that the way employees process information about change determine how they react to it. Someone rigid and closed-minded might be less willing and unable to adjust to new situations. Oreg noted that some form of cognitive rigidity would be implicated in an individual's resistance to change.

On the other side, Armenakis and Bedeian (1999) provided a theoretical framework that would classify and integrate organizational change literature. They indicated that employees' reactions to change process were shaped by three factors namely content based factors, context based factors and process based factors.

- a) *Content Based factors* deal with the substance and nature of a particular change. In other words, the content variables identify the "what" in initiatives of the change process (Self, Armenakis, Schraeder, 2001). There would be several content models that have been applied to organizational change such as restructuring, reengineering, and change in corporate culture (Devos, Buelengs and Bouckennooghe, 2007). Futhermore, Self et.al.(2001) reviewed several organizational models (Burke-Litwin, 1993; Vollman, 1996; Robertson et.al., 1993 cited in Self et. al. (2001)) and then indicated that content factors in organizational change process are change in structure, human resources practices, technology, total quality management. These factors mainly describe the management and organizational factors in order to improve organizational effectiveness.

The impact of these organizational change implementations show difference on employees' attitudes (Self et.al., 2001; Beer & Nohria, 2000). These studies indicate that some change efforts result in serious impact on the position of the employee. For example, a number of employees would be terminated due to downsizing on the other hand some changes would only indicate change in rules and regulation and no

serious impact on the employees such as revision on coffee-break time schedule.

- b) *Contextual Based factors* deal with forces and conditions existing in an organization's internal and external environment. In addition, contextual factors are described as organizational conditions that influence employees' beliefs, attitudes, intentions and behavior (Mowday & Sutton, 1993). These would influence organizational effectiveness. The interpretations of the change will be influenced by the existing organizational circumstances. For example, if employees' attitudes toward change are rigid due to contextual factors, there would be resistance to change (Self et.al., 2001). Johns (2001) indicated that contextual factors might be responsible for explaining why a change initiative did not produce favorable effects. So, the perception of organizational conditions to describe contextual factor while implementing organizational change would be useful in order to overcome employees' negative reactions to change. Several contextual factors that were investigated through change process are cynicism (Bernerth et al., 2007), perceived organizational support (Self et al., 2001; Eisenberger et al., 1990), leader-member exchange (Self et al., 2001 & Larkin & Larkin, 1994), trust in organization (Devos et.al, 2007) and organizational climate (Schneider et al., 1996).
- c) *Process Based factors* deal with the actions taken in the implementation of an intended change. In other words, how change is implemented influence the reactions of employees. Armenakis & Bedirian (1999) indicated that process factor generally addresses the enactment of an intended change.

Implementation of change consists of different phases and several researchers (Armenakis, Harris & Field, 1999; Judson, 1991, Kotter, 1995 and Galpin, 1996) developed various models to describe the phases of the organizational change. However, most of these researchers used Lewin's (1947 cited in Dent & Goldberg, 1999) three-step change process model as a framework for introducing organizational change.

Armenakis and Bedeian (1999) reviewed the organizational change literature to conceptualize the change process as related to Lewin's (1947 cited in Dent & Goldberg, 1999) three phase change model. This model consists of three phases: unfreezing, moving, refreezing discussed in detail at previous section. Armenakis and Bedeian (1999) indicate that this model regards a) unfreezing as readiness or in other case resistance to change b) moving as adaption and exploration c) refreezing as institutionalization. As it was stated before, unfreezing step requires some change in the force acting to maintain equilibrium. This can be the result of the reduction of forces that resists change (Foster, 2010) and disappearance of the negative barriers to change (Dent & Goldberg, 1999). So, during unfreezing phase individuals are encouraged to replace old behaviors and attitudes with new ones attained due to change process. At this point, the process factors used during change implementation process will certainly affect the reactions of the employees to these changes. Process factors investigated during change process are persuasive communication (Armenakis et al., 1993; Armenakis and Bedeian, 1999), participation (Armenakis & Harris, 2002; Devos, 2007; Wanberg & Banas, 2000), and justice (Foster, 2010).

After discussing theoretical foundation of resistance to change, it would be beneficial to examine antecedents of resistance in order to attain complete picture about employees' reaction towards organizational change.

2.2.2. Antecedents of Resistance to Change

Because organizations invested too much time and money for implementing organizational change, scholars have started researching the reasons of failure in change in technology, production methods, management practices and compensation systems (Oreg, 2006). Of all the factors (lack of training, technological difficulties, in adequate cash and time investment) that are very crucial in a planned organizational change, none is as important as employee reaction. As it was indicated by the study of Bovey and Hede (2001), management usually focuses on the technical elements of change and tends to neglect the critical human factor. Likewise, Palmer (2004) stated that employees should be considered the cornerstones of any kind of organizational change because employee resistance is one of the biggest problems to contend with.

So, researchers have examined the factors that influence individuals' willingness and ability to adjust to new organizational circumstances (Oreg & Sverdlik, 2011). Many studies have focused on identifying and predicting employee reactions to change (Armenakis et al., 2007; Wanberg & Banas, 2000). Among these studies, several different variables have been determined as the main antecedents of the change reaction: uncertainty and fear of poor outcome, participation, personality factors, leadership styles, communication problems, perception of justice, and lack of trust in organization.

- ❖ **Uncertainty about the future and fear of poor outcome:** Since the status quo is more familiar, many employees will prefer to maintain it. For example, if an employee believes that the change will alter his or her current position and power, he or she will be more likely to resist to the change. Organizational change often requires people to change their behaviors or attitudes, or at least change the way they do their work, and most people find it difficult to do this. Employees may also fear that the change will result in negative consequences for themselves and/or their co-workers (Mink et al., 1993, cited in Erim, 2009). The combination of fear of uncertainty and difficulty changing old habits may create employee resistance to organizational change efforts.

- ❖ **Participation:** Dent and Goldberg (1999) found that employees resist the negative consequences of change (e.g., losing a job, status or workload), not necessarily the change process itself. Employees must modify their behaviors according to the new expectations. But, they are afraid of failure when faced with new tasks. Coch and French's (1948 cited in Foster, 2010) study showed that employees' participation in decision making process during organizational implementations would have positive effect on diminishing resistance to organizational change. Kotter and Schlesinger (1979) analyzed the successful and unsuccessful organizational change efforts and they indicated that participation is critical during organizational change process. Managers should listen their employees' ideas and consider their advices before implementing change.
- ❖ **Personality factors:** Organizational change efforts create stress among employees because of anticipated unfavorable outcomes of the change. However, people with low psychological capital often show negative emotions such as anger, anxiety and frustration during a change process even if the change may result in positive outcomes for them (Toor and Ofori, 2010). In addition to negative emotions, employees will present hostile, quarrelsome and pessimistic behaviors, which often result in reduction of output, work slowdowns, absenteeism and an increase in sick leaves. Organizational behavior scholars noted the relationship between psychological capital and positive attitudes towards the change process (Avey, Wernsing & Luthans, 2008; Luthans, Norman, Avolio & Avey, 2008): employees with high PsyCap, i.e., high self-efficacy, optimism, hope and resiliency, show less stress and more favorable behavior towards organizational change.
- ❖ **Leadership styles:** Several scholars and practitioners have emphasized the importance of leadership during organizational change process (Eisenbach, Watson, Pillai, 1999; Herold, Fedor, Caldwell, Liu, 2008; Kull, 2003). It was indicated that leaders and managers are being asked to serve as change agents, capable of implementing change initiatives and reducing resistance to change efforts (Hyland, 2007). Likewise, Kull (2003) found that transformational

leadership was positively associated with attitudes toward organizational change.

- ❖ **Communication problems:** Poor communication is regarded as one of the main antecedents of resistance to change. Several studies have indicated the importance of effective communication in general, and especially during the change process (Miller et al., 1994; Wanberg & Banas, 2000; Rogers, 2003). Ineffective communication results due to providing inadequate information about the change and using inappropriate communication channels. Nelson et al. (2007) note that if employees consider the information received inadequate and irrelevant, they will likely feel suspicious about the change effort and react negatively.

- ❖ **Low perception of justice:** This is one of the most important antecedents of resistance to change. Since organizational change corresponds with adaptation and exploration, the perception of justice in the organization can have a significant effect on employee reaction to desired behaviors. Change efforts usually involve reallocation of resources, which fundamentally affect perceptions of how fair the change effort is. Tyler and Lind (1992) note that when employees feel they are being treated fairly, they will accept changes and sometimes comply voluntarily with unfavorable decisions. If employees thus perceive fairness during resource allocation, they will exhibit more positive behaviors, such as trust, organizational commitment and a willingness to accept change.

- ❖ **Lack of organizational trust:** Employee observations of the organizational environment and the work experiences shape their evaluation of risk and the vulnerability of the organization. From these observations, employees decide how much to trust the organization (McCauley & Kuhnert, 1992). Due to the risk factors entailed in the change process, the perception of organizational trust is highly important. When the trust between the employee and the organization is weak, employees will be reluctant to support the change process.

The purpose of this research is to investigate the factors affecting individual response to organizational change. So, Oreg's theoretical framework of dispositional resistance to change was used to examine employees' reactions to change process. Also, the attitudes of employees toward organizational change implementations were examined by content and contextual factors. Trust in organization was considered as a content factor in this research to study its contribution in resistance to change.

2.3. Trust

Over the past several decades, organizations have experienced rapid economic changes, new technology, new customer demands and severe market competition. These new global conditions have resulted in mergers and acquisitions and downsizing or reengineering processes. In order for firms to compete in such an environment, organizational effectiveness has become a key element. Numerous studies have found a positive relationship between work efficiency and trust; these studies have also stressed the importance of organizational trust in improving productivity. Nyhan and Marlowe (1987) found that employee productivity is the one of the most positive outcomes of trust in organization. Shea (1984) indicated that if employees have less trust in a company, the company will be less productive.

Trust is an important organizational value for the twenty-first century business environment for four main reasons. a) Trust is key to interpersonal relationships; b) it enables cooperative human behaviors such as effective information flow between departments and commitment to organizational strategies and goals; c) it provides feelings of security and d) it improves productivity.

Carnevale (1995, p. 4) stated that *"there is no organization without trust. Trust is what holds the social fabric of the organization together"*. Similarly, Mishra and Morrissey (1990, p. 446) noted that *"trust is at the core of every relationship because it holds people together and gives them the feeling of security"*. Mayer et al. (1995, p. 710) also

suggested that *“Working together often involves interdependence and people must therefore depend on others in various ways to accomplish their personal and organizational goals. The development of mutual trust provides one mechanism for enabling employees to work together more effectively”*.

Several empirical studies have documented the importance of trust in organization (McCauley & Kuhnert, 1992; Neves & Caetano, 2006; Mishra & Mishra, 1994; Morgan & Zeffane, 2003; Gilbert & Tang, 1998). For example, Cook & Wall (1980) found that trust between individuals and groups in an organization is highly important for a firm’s long-term stability and its members’ well-being. Trust is vital to the success of strategic planning to obtain and maintain a competitive edge in today’s global business environment (Jones & George, 1998).

It can be concluded that organizational trust plays a critical role in a firm’s effectiveness and sustainability. It is thus important to understand the concept of trust and its relationship to the organizational change process.

2.3.1 Definition of Trust

The general meaning of trust may be understood by nearly everyone, but the concept is nevertheless difficult to define. The word ‘trust’ originates from the German ‘*trost*’ which means ‘comfort’ (Capine, 2006). The *Longman Dictionary of Contemporary English* (2001) defines trust as “a strong belief in the honesty, goodness, etc., of someone or something” and as “a belief that something is true without having any proof”.

Although there are myriad definitions of trust, Mayer et al.’s (1995) definition is the most widely used in organizational studies: *“Trust is the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party”*. This definition implies a person’s willingness to take a risk, making him or her vulnerable to uncertain and possibly perilous conditions.

The definition also implies the expectation of a positive delivery from the other party. The table2 lists several other definitions from the organizational studies literature, highlighting other aspects of trust.

Table2. Definitions of Trust

Rotter (1967)	An expectation held by an individual or group that the word, promise, verbal or written statement of another individual or group can be relied upon.
Cook and Wall (1980)	The extent to which one is willing to ascribe good intentions to and have confidence in the words and actions of other people.
Mc Allister (1995)	The degree to which a person is confident in, and is willing to act on the basis of, the words, actions and decisions of another.
Costa (2003)	Manifestation of the psychological background of behaviors that could be directed towards others based on their perceived intention and motivations.
Hosmer (1995)	An individual's optimistic expectation about the outcome of an event.
Robbins (2003)	A positive expectation that another will not - through words, actions, or decisions - act opportunistically.
Sheppard & Sherman (1998)	Accepting the risks associated with the type and depth of the interdependence inherent in a given relationship.
Rousseau, Sitkin, Burt, Camerer (1998)	A psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another.

As implied by most of the above definitions, trust is a psychological state that provides a representation of how an individual understands his or her relationship with another party in a situation that involves risk or vulnerability. Within these definitions, trust embodies the accumulated experience and knowledge about the other party in situations involving vulnerability (Dirks & Ferrin, 2001).

There are three main types of trust in the organizational studies literature: “trust in organization” (employee-organization), “trust in supervisor” (employee-supervisor) and “trust in coworker” (employee-employee). It is believed that without trust between the employee and organization, employees do not feel secure and confident and they do not develop a feeling of trust towards their supervisor(s) and coworkers. Because of the importance of trust in organization, it is taken as an important predictor of resistance to change in this study.

2.3.2. Trust in Organization

Global business is currently experiencing a significant change in its long-established structures. The diversity of the workforce and the focus on human resources strategies (creating or improving employee commitment, productivity, engagement, etc.) are emerging areas. Trust in organization has become a critical concept for managing modern human capital.

Several researchers have presented evidence showing that trust significantly influences employees’ attitudes and behaviors. Carnevale (1995) emphasized trust as an important organizational value for twenty-first century organizations, due to increasing emphasis on empowerment rather than control. Dirks and Ferrin (2001) stated that higher levels of trust are expected to result in higher levels of cooperation and other positive forms of workplace behavior as well as superior performance levels.

It is important to note that “trust in organization” is a different construct than “trust in management”. Kaneshiro (2008) determined that trust in organization is related to beliefs that proper impersonal structures (e.g., regulations, guarantees and contracts) are in place to enable individuals to anticipate successful future outcomes. McCauley and Kuhnert (1992) stated that trust in organization derives from the roles, rules, and structured relations of the organizations while trust in management is interpersonal in nature. According to Gibert and Tang (1998), trust in organization refers to employee faith in corporate goal attachment and to the belief that ultimately, organizational action

will prove beneficial for employees. Tan and Tan (2000) define trust in organization as the global evaluation of an organization's trustworthiness as perceived by the employee. Morin (1990) indicated that trust in organization stems from a mutual understanding of expectations, experiences and responsibilities developed over time as a result of consistent behavior between parties within an organization. These descriptions imply employee confidence in an organization as well as expected positive actions from the organization. Employees believe that the organization will act in ways that are beneficial, or at least not detrimental, to the employee.

2.3.3. Antecedents of Trust in Organization

In assessing whether or not to trust their organization, employees constantly observe the organization to get information about the organization's view towards employees and their roles in the organization. This view will affect the relationship between employees and the organization.

Several antecedents affect the trust relationship between employees and the organization, but the main ones are fairness perception, perceived organizational support and communication.

- ❖ **Fairness perception:** Many researchers believe that organizational justice contributes a great deal to employee's perception of the organizational environment (Folger & Greenberg, 1985; Greenberg, 1990). When an employee perceives the fair distribution of resources (distributive justice) by means of fair procedural methods and guidelines (procedural justice), he or she reflects more positive behaviors towards the organization. Further, he or she likely believes that the organization will not engage in activities that are unfavorable to employees. A high perception of fairness results in increased trust in the organization.

Several empirical studies point to the positive effects of procedural justice and distributive justice on trust in organization. Lind and Tyler (1988) found that fair procedures lead employees to behave in a positive way towards the group, the

leader and the organization. Konovsky and Cropanzano (1991) found a positive relationship between procedural justice and trust. When an employee perceives that the process used to distribute organizational resources is fair, he or she exhibits positive feelings towards the organization.

Moorman (1991) found that fair distribution of resources, such as money, title, office, etc., results in positive employee behavior. When an employee feels that an organization values his or her contributions to the organization, he or she increases his or her trust in the organization.

- ❖ **Perceived organizational support:** Organizational support theory indicates that employees form global beliefs that the organization values employees' contributions and cares about their well-being (Eisenberger, Huntington, Hutchison & Sowa, 1986). Several studies have noted the significant relationship between perceived organizational support and trust in organization (Eisenberger, Fasolo & Davis-LaMastro, 1990; Gilbert & Tang, 1998).

According to Tan and Tan (2000, p. 246), "perceived organizational support is part of a reciprocal exchange agreement in which good treatment by the organization creates an obligation in employees that they should treat the organization well in return". When employees believe that the organization is concerned about employees' welfare, they will develop more positive attitudes towards the organization, such as increase in trust towards organization.

In addition, Eisenberger et al. (1990) stated that trust mediates the relationship between employee perception of organizational support and commitment. Whitener (2001) found that perceived organizational support has direct and indirect relationships with commitment through trust in management. These studies regarded perceived organizational support as antecedes of trust in organization.

❖ **Communication:**

How organizations communicate the roles and positions of employees within organization will affect trust relations between employees and the organization (Tan & Tan, 2000). Several studies have shown that communication is one of the most essential elements of trust in organization (Mishra & Morrissey, 1996; Gilbert & Tang, 1998; Shockley-Zalabak, Ellis & Winograd, 2000; O'Reilly and Roberts, 1977). If organization provides a) accurate information to employees; b) explains decisions or outcomes related to employees and c) is transparent about those decisions, employees will regard the organization as reliable and will develop trust in it.

As it was indicated above, effective communication is one of the main antecedents of trust in organization. Effective communication provides openness within organization by presenting accurate information and explanations for decisions of top management. In line with this argument, the study of Bovee, Thill & Schatzman (2003) stated that cooperation and inter-personal relationships develop much more easily with good communication leading to increase in trust in organization. In addition, Folger and Konovsky (1989) found that management whose communication is perceived as accurate and forthcoming is more likely to be trusted. Several research mentioned the positive relationship between trust in organization and less resistance to change (Shaw, 1997, Bordia et.al., 2004 & Oreg, 2006).

On the other side, numerous researchers have examined the relationship between communication and positive organizational outcomes such as organizational effectiveness and openness to organizational change and found a valid relationship between communication and organizational development (Duck, 1998; Larkin & Larkin, 1994; Anderson & Anderson, 2001; Kegan & Lahey, 2001; cited in Lewis, Schmisser, Stephens & Weir, 2006). However, effective communication might not be adequate to improve employee's positive behavior towards organizational change efforts. As mentioned above accurate information and open communication that creates trust in organization might be more effective in increasing employee's openness to change process. In the following section, communication within organization will be discussed in detail.

2.4. Communication

The fundamental goal of communication within an organization is to share information about the organization's goals and employees' duties. Coordinating and integrating employee responsibilities is possible only if there is an effective system of communication that allows exchanging information and sharing ideas (Raina, 2010). Keyton (2005) stated that a good communication system is necessary to give people the right information.

Communication is centrally important for all aspects of organizational functioning (Rodwell, Kienzle & Shadur, 1998), with particular implications for long-term productivity and organizational effectiveness (Nelson, Brunetto, Wharton, Ramsay, 2007). Lashley and Lee-Ross (2003) suggested that communication is most effective when it is timely and appropriate and enables employees to better understand how to perform their jobs well.

2.4.1. Definition of Communication

Definitions of communication vary between researchers, but distill to transmitting a message from one person to another. Below there are several definitions of communication.

Table 3. Definitions of Communication

Robbins (2003)	A communication process is the steps between a source and a receiver that result in the transference and understanding of meaning.
Frank and Brownell, 1989 cited in Ertürk et al. (2005)	Organizational communication is defined as a transaction process between individuals and/or groups at various levels and in different areas of specialization, which are intended to design and redesign organizations and to coordinate day-to-day activities.

Bakan ve Büyükbeşe (2004)	Organizational communication is a transaction process through which a message passes from one person to another by means of face-to-face conversation, videoconference, telephone, mail messages, memos, letters, etc.
Drenth & Thierry & DeWolff (1998)	Communication is to pass or receive a message by means of symbols.
Smidts et al. (2001)	Communication is defined as the process whereby individuals and/or groups perform in a variety of ways and within different areas with the aim of carrying out organizational goals.

2.4.2 Communication Process and Organizational Change

Organizations have had to deal with more frequent organizational change due to advancements in technology, global economic conditions and severe competition. At this point, communication plays a strategic role in implementation of the change process as well as in organizational continuity. Management must recognize that communication is a strategic issue for the organization and should integrate communication into overall company strategies. Similarly, Raina (2010) noted that communication is the process that plays the most central role in a firm's success or failure.

Miller et al. (1994) and Wanberg and Banas (2000) studied the direct influence of effective communication on organizational change. They found that when employees received detailed information about the change process, the benefits and possible outcomes of the change, they were less likely to show resistance. From this finding, it can be concluded that since the amount and quality of information might influence how members will react to change, organizations should initially focus on the communication process and bridge any communication gaps between employees and management (Fox, 2001). If employees are not satisfied with the information they receive, they are likely to be uncertain about a range of organizational issues (e.g.

organizational changes) as well as their roles and responsibilities (Nelson et al., 2007). Rogers (2003) found that a person's response to change depends on his or her opinion of the extent of innovation associated with the change. How and when the change is accepted relies largely on the methods of communication used and their perceived appropriateness by the individual.

These days, management should realize that communication is the key ingredient for becoming a profitable organization and that it needs to focus on the communication process and use communication tools effectively. Many studies show that information may be interpreted differently depending on the medium with which it is delivered (Nelson et al. 2007). Therefore, choosing the appropriate medium or channel (informal or formal) is very important.

Informal communication channels (social gatherings, small group networks and the grapevine) are not established by management and do not follow a chain of authority. They are relatively less structured and more spontaneous than formal channels and informal communication channels may last when the rules and hierarchies that usually coordinate activities are eliminated. Kraut et al. (1990) note that informal communication is spontaneous, interactive and rich. The grapevine grows spontaneously from employees' desire to learn (more) about issues affecting them such as promotions, transfers, layoffs and/or organizational changes. Informal channels are fast, effective means of transmitting information and usually reliable (Fisher, 1993). However, during a change process there will likely be much negative information about the future of the organization transmitted through the grapevine. Smeltzer's (1991) study about the importance of communication provided during the change process of 43 organizations showed that the most commonly cited reason for failure of a change effort was inaccurate and negative rumors. So, managers should not allow any inaccurate and negative rumors about the change process within organization but they should learn to use informal channels effectively to achieve the goals of the change process. As it was indicated by several studies, informal communication is important for improving employee productivity and performance and for positive organizational outcomes (Argenti, 1998; Clampitt & Downs, 1993).

Formal communication channels (face-to-face communication, memorandum, newsletters, booklets, annual reports) are established by the organization and transmit messages about the firm's professional activities. Formal channels follow an organization's authority chain and are divided into two categories: vertical communication and horizontal (lateral) communication.

Whereas formal channels are used to transmit authorized information about the organizational process and change management, informal channels must also be controlled by management to eliminate rumors. Kotter (1995) advised management to use every possible vehicle in communicating change and Larkin and Larkin contended that organizations must be strategic when it comes to communication efforts. Management should use formal and informal channels effectively to activate positive employee behaviors regarding the change goals.

Formal communication channels are analyzed more in detail to evaluate the relationship between communication and organizational change.

2.4.3. Vertical Communication

Vertical communication flows in two directions:

Downward: Communication flows from one level of a group to a lower level, for example, from managers to their employees. Managers identify processes of instruction, give feedback on sustainability and emphasize organizational procedures (Katz and Kahn, 1966). Then they communicate with employees to assign tasks and goals, explain company policies and strategies, discuss employee behavior and give performance feedback performance. Downward communication helps employees understand their responsibilities and how the firm can assist to improve their performance. Channels of downward communication are face-to-face contact, email, memos and letters or company newsletters.

Larkin and Larkin (1994) found that downward communication is most effective if management uses direct communication channels such as face to face communications, meetings. Raina (2010) showed that there is a significant positive relationship between perceived organizational effectiveness and downward communication.

Due to traditional hierarchies in the organizations, managers make decisions, pass judgments, give assignments and determine success or failures (French & Bell & Zawacki, 2000). In hierarchical organizations, messages must pass through several operational levels, where sizable portions of the original message may be filtered, lost or destroyed. So, bureaucracy results in a loss of critical employee input such as suggestions about new product development or new trends in the market (Chambers, 1998). This challenge can be overcome by upward feedback, as long as effective procedures and channels exist (Melikoğlu, 2009).

Upward: Communication also flows from lower to higher levels. Employees communicate with managers about progress reports, suggestions for improvement, proposals of innovation, (Daft, Lengel & Trevino, 1987), problems with their job, customers or market conditions, and/or new technologies. Above mentioned messages can be generalized as information about employees themselves, information about their problems, information about organizational practices and policies and information about what needs to be done (Katz and Kahn, 1966).

Upward communication keeps managers aware of conditions within the company and in the market and can be a source of good ideas. Channels of upward communication include employee surveys, suggestion boxes, face-to-face meetings and open-door policies (Daft et.al., 1987).

Fisher et al. (1997) noted that two-way communication is essential for good workplace relationships and improves the communication exchange. Vertical communication is crucial for disseminating strategic information about an organization's rules, operations and procedures. In this research, vertical communication assumes professional communication through the organizational hierarchy (downward and upward communication).

Glover (2001) found that the most preferred communication form for employees is two-way communication. Horizontal communication (e.g., one-to-one meetings with peers) should be followed by vertical communication (sending memos to subordinates, establishing communication meetings and briefs to subordinates). Thus it is essential to examine horizontal communication to understand the organizational communication process.

2.4.4.Horizontal (Lateral) Communication

Horizontal communication occurs among members of the same group. Andrews and Herschel (1996) defined it as passing messages between individuals on the same organizational level. McClelland and Wilmont (1990) highlight the importance of information shared among peers at the same levels either in the same or different departments. Horizontal communication occurs during staff meetings, information presentation and at shift changes (Spillan et al., 2002).

Horizontal communication is used to keep personnel informed of current practices, policies and procedures (Spillan et al. 2002). Effective horizontal communication exchanges information between and among all organization members. Although information flows top down in vertical communication, peers at each level will quickly interpret and communicate messages among themselves. It is critical for an organization to understand the structure of information flow to use it effectively.

Communication among peers has three fundamental goals: a) to provide support among colleagues; b) to develop coordination between coworkers, which in turn increases productivity and c) to establish control (supervision) of one's tasks among peers (Myers and Myers, 1982). Peers use horizontal communication to coordinate a task, to provide information or to determine the best solution to a problem. Lateral communication saves time and facilitates coordination among departments, thus increasing productivity. Horizontal communication will establish the opportunity to create a spirit of collaboration and teamwork by empowering employees at every level to work together effectively (Thamara, 2000).

2.4.5. Communication, Trust in Organization and Organizational Change

Last two decades, scholars have been emphasizing the individual level perspectives while examining the attitudes of employees during change implementation process (Piderit 2000; Oreg, 2003). Oreg (2003) indicated that people show different reactions toward change process. So, he developed RTC (resistance to change) scale in order to explain individual differences in reaction to change efforts.

On the other hand, these differences in attitudes of employees during organizational change would be affected by content factors, contextual factors and process factors that were developed by Armenakis & Bedeian (1999). In this study, trust in organization was chosen as contextual factors and communication as process factor. Both of these factors exhibit very serious impacts on employees' behaviors during change efforts.

Trust as a social construct is the center of interpersonal relationships. Trust keeps people connected and provides feelings of security. Carnevale (1995) maintained that there would be no organizations without trust because trust holds organizations together. Although trust is a crucial concept for an effective organization, it is considered a semi-stable construct as it is based on the trustee's numerous experiences with the organization over a long period of time (Lines et al, 2005). If employees feel that an environment has become risky and vulnerable, trust can be destroyed quickly and easily.

Organizational change efforts are relatively high in risk because they usually require a radical shift in the norms of the organization. Because such changes need the support of all employees to ensure a smooth transition (Armenakis et al., 1993), trust is a central component of the process. However, because change efforts often result in unfavorable outcomes for many employees, they have a negative effect on the trust relationship between employees and the organization. Two things, then, are indispensable to the success of the change effort: maintaining trust in organization and a general feeling that employees can count on management to do what is best for the organization and its members (Morgan & Zeffane, 2003; Lines et al., 2005).

Several researchers have found that resistance to change is often due to lack of trust within an organization (Kotter & Schlesinger, 1979; Beer, 1987). However, it is important to note that the relationship between trust and change should be seen as reciprocal rather than linear. If we consider trust to be a fundamental concept for success in the change efforts, this success will increase employees' confidence towards organization and increase their trust in management (Mayer & Davis, 1999, cited in Neves & Caetano, 2006).

Besides, the communication process is considered as a very crucial aspect in order to achieve successful results in organizational change. Cooperation and inter-personal relationships occur much more easily with good communication and appropriate social interaction (Bovee, Thill & Schatzman, 2003). Then, these aspects will assist to reduce anxiety and uncertainty about the results of change implementations. There are several research indicating positive relationship between communication and employee support for change effort (Wanberg & Banas, 2000; Milliken, 1987; Miller & Monge, 1985). However, effective communication is not enough to decrease negative attitudes of employees towards organizational change process. To be successful with change efforts, the communication should create trust towards the organization. For example, Mayfield & Mayfield (2002) found that the type of communication affects the level of trust within the organization; valid and accurate communication disseminated through memos, notice boards, open-door policies and information meetings increase trust in organization. Then, trust in organization reflects employee's faith in corporate strategies and indicates a belief that organizational action will result in favorable outcomes for employees. As a result, effective communication that creates trust in the organization expected to create less resistance by the employees to organizational change process believing that whatever the organization does is for their good.

In addition, in a study conducted by Schweige and DeNisi (1991) (cited in Wanberg & Banas, 2000), experimental setting is arranged such that employees in one plant received a planned program of information about an upcoming merger. Employees in a second plant receive only limited information. Employees in the first plant felt less uncertainty and considered their company to be more trustworthy, honest and caring than did employees in the second plant. This example illustrates that effective

communication helps to improve trust in an organization and then assists to reduce employee's anxiety related with uncertainty about the consequence of the change process. It can be concluded that communication will improve employee's behavior towards a change process by first creating trust in organization. So, it is hypothesized that communication within the organization will contribute to a decrease in resistance to change through increasing trust in the organization

Hypothesis 1: The relationship between communication and resistance to change is mediated by trust in organization.

Another important variable contributing to the explanation of trust is the perception of the fairness within an organization. Organizational justice, which often refers to perceptions of fairness in workplace outcomes, has also been much studied in relation to trust in organization (Alexander & Ruderman, 1987; Cohen-Charash & Spector, 2001; Colquitt et al., 2001).

Organizations are responsible for the distribution of outcomes in the change process; Cohen-Charash & Spector (2001) noted that procedural justice perceptions are related with trust in organization because procedural fairness implies that the organization is acting fairly as a rule and hence can be trusted. Hubbell and Chory-Assad (2005) found that all three justice types (distributive, procedural, interactional) were related to organizational and management trust, but that procedural justice appeared to be the strongest predictor of trust.

There is also a strong relationship between effective communication and perception of justice in an organization, and several researchers have examined the relationship between communication, perception of justice and organizational trust. Chawla (1999) used procedural justice as the mediating variable in the relationship between communication and organizational trust. So, it was believed that perception of justice would have an impact on the relationship between communication and trust in organization.

2.5. Perception of Organizational Justice

The earlier theories of justice perception, which noted the key role of perceived fairness in life, were developed mainly for general society rather than organizations. Until the early 1970s, perceived fairness was discussed only in the social science literature (Greenberg, 1987). Several researchers then noted that perceptions of justice within an organization are fundamental for understanding employee behaviors.

The basic premise behind the theories on the perception of justice in the organizations is that fair treatment is important to people and is a major determinant in their reactions to decisions. Greenberg (1990, p. 399) noted that the “social scientist has long recognized the importance of the ideals of justice as basic requirements for the effective functioning of organizations and the social satisfaction of individuals they employ”. In addition, Fryxell and Gordon (1989) found justice to be a fundamental issue in the relationship between the employees and management.

In addition to theoretical findings, several empirical studies point out the importance of fairness perception in organization. Lind and Tyler (1988) indicated that employees who perceive their organizations as fair develop loyalty to, commitment to and trust in the organization. Similarly, according to Konovsky and Folger (1991), when employees believe that their organizations are fair, they are more likely to adjust to change efforts. Deutsch found that an organization’s effectiveness is increased when resources are fairly distributed instead of focusing on the interests of an individual or group (Deutsch, 1985). Human resource managers have also recognized the importance of the relationship between organizational justice and organizational effectiveness (Tang & Sarsfield-Baldwin, 1996).

Because justice perception in an organization plays a critical role on the firm’s effectiveness and sustainability, it is important to understand the construct of justice in detail and its relationship to organizational change process. The following section examines the definition of justice perception, the perception of justice in the organization and the role of justice during organizational change.

2.5.1. Definition of Perception of Organizational Justice

Organizational justice has generally been defined in the literature as employees' perceptions of fair treatment by their organization. The idea central to all theories on justice perception in organizations is fair treatment among employees.

Table 4: Definitions of Perception of Organizational Justice

Cropanzano & Greenberg (1997)	Perceptions of fairness and evaluations regarding the appropriateness of workplace outcomes or processes.
Hendrix et al., (1998)	An employee's perception of the fairness of the exchange he or she has with an organization in relation to rewards and procedures.
Byrne & Cropanzano (2001)	Perceptions of fairness in the workplace and the extent to which people perceive organizational events and experiences as being fair.
Moorman (1991)	Employees' conclusion about whether they have been treated fairly in their jobs, and the ways in which those conclusions influence other work-related variables.
Greenberg (1996)	People's perceptions of fairness in organizational settings.
Koys & DeCotiis (1991)	An individual's perception that organizational practices are equitable and non-arbitrary or non-capricious.

Although the definitions may seem to be discussing the same concepts, justice perception is a highly complex construct comprising the dimensions of distributive justice, procedural justice and interactional justice.

2.5.2. Distributive Justice

Distributive justice refers to fairness in the firm's distribution of rewards such as salary, benefits, promotions, etc.. Issues of distributive justice arise when something valuable is scarce, when not everyone can have what he/she deserves (Hubbell & Chory-Assad, 2005); distributive justice occurs when individuals do not get the rewards that they expected in comparison with the rewards others received, such as new tasks, new responsibilities, power, rewards and/or promotions (Folger & Konovsky, 1989).

The concept of distributive justice developed in the 1960s and 1970s. Initially, Homans (1961 cited in Colquitt et.al., 2001) proposed his fairness theory, which depends on social exchange theory. He claimed that participants determine the fairness of a social exchange based on a subjective assessment of profits or outcomes received in relation to costs incurred or investments made. From an organizational point of view, distributive justice is present when employees perceive that compensation, rewards and responsibilities are allocated consistently and fairly.

Then, Adams (1965 cited in Colquitt et.al., 2001) introduced equity theory, which evaluates outcomes on equity or a perceived ratio. Equity theory suggests that for a given task individuals evaluate the ratio of their inputs to outcomes in relation to a comparative referent (Adams, 1965 cited in Colquitt et.al., 2001 Walster, Walster & Berscheid, 1978). Bernerth et al. (2007) used the term 'conceptually equal' because fairness is a subjective construct; individuals react according to their opinions, regardless of whether their perceptions are correct or not.

According to equity theory, then, perceptions of fairness in the workplace are formulated through comparing an individual's perceived inputs (e.g., ability, experience, seniority, education, performance, intelligence, effort, time) and outcomes (e.g., rewards, recognition, pay, working conditions, status, privileges) and the inputs and outcomes of other individuals. Equity or distributive fairness occurs when an employee's ratio of inputs to outcomes is conceptually equal to those of a compared

other. Inequity or perceived injustice exists if the ratios are not equal (Bernierth et al., 2007).

Greenberg (1990) stated that if ratios are unequal, the people whose ratio is higher may feel overpaid and they may feel guilty, whereas the people whose ratio is lower may feel underpaid and they may feel angry. So, those people may then either make behavioral adjustments such as altering their job performance or psychological (cognitive) adjustments such as modifying the meaning of the equity ratio to restore their internal balance.

We can conclude that distributive justice focuses on social exchanges between employees.

2.5.3. Procedural Justice

Procedural justice refers to fairness in organization policies and procedures while distributing resources. The concept of procedural justice developed between the mid-1970s and the mid-1990s. Thibaut and Walker (1975) are regarded as pioneers of the concept. Their research focused on legal process and the perception of fairness within the process. They indicated that if procedures were followed during the distribution of outcomes, people perceived the outcomes fair and acceptable. Similarly, scholars of organizational studies found that employees not only cared about the outcomes of decisions, but also about the procedures used while making the decisions (Korsgaard, Schweiger & Sapienza, 1995).

Leventhal, Karuza and Fry (1980) extended the notion of procedural justice into organizational settings. They found that individuals used several procedural dimensions to assess the fairness of resource distribution procedures:

- ❖ Procedures are applied consistently across individuals and time
- ❖ Procedures are free of bias (i.e., decision makers are neutral)
- ❖ Procedures incorporate accurate and relevant information Procedures allow participants to take corrective actions if they disagree with the outcome
- ❖ Procedures conform to ethical standards

- ❖ Procedures incorporate the opinions of those affected by the outcome

Procedural justice theory is concerned with the impact of the fairness of decision-making procedures on the attitudes and behaviors of the individuals. Theorists have argued that fair procedures serve two purposes. The first purpose is to protect individuals' interests so that each will receive what he or she deserves. Procedural fairness is therefore associated with positive outcomes of a decision such as satisfaction, agreement and commitment. The second purpose of fair procedures is symbolic, and helps to strengthen an individual's relationships with a group, trust in the leader(s) and commitment to the organization. Fair procedures serve as a signal to individuals that they are viewed as valued and respected members of the organization, which promotes harmony and trust in relationships (Lind & Tyler, 1988, cited in Kaneshiro, 2008). Folger and Konovsky (1989) researched pay raise procedures, measuring process control, consistency and accuracy. At the end of the research, they found that employees show higher levels of commitment and trust when procedural justice methods are perceived.

If employees perceive that decisions are based on fair procedures, they are more likely to accept them than if they believe they are based on unfair procedures (Imberman, 2009). Several scholars noted that perceptions of procedural justice have been very important to support acceptance of outcomes even when employees consider the results unfavorable (Cohen-Charash & Spector, 2001; Folger & Cropanzano, 1998).

Some researchers feel that in focusing on outcomes and procedures, the perception of justice model neglects interpersonal justice. However, Bies and Moag (1986) suggested that being treated well has a positive effect on the perception of interactional justice.

2.5.4. Interactional Justice

Interactional justice refers to the fairness and quality of treatment people receive when procedures are implemented. In the mid-1980s, Bies and Moag (1986) modified the overall fairness perceptions. They began to focus not only on outcomes and process control during resources distribution but also on how people were treated during the

process. They referred to these aspects of justice as ‘interactional justice’ and identified four communication criteria for fair treatment: a) trustfulness (behavior characterized as open, honest, candid and with an absence of deception), b) justification (adequate explanations), c) respect (behavior characterized as sincere, dignifying, courteous and neither rude nor attacking) and d) propriety of questions (refraining from prejudicial statements or questions regarding age, race, religion, etc.). When individuals perceive they have been communicated with in a sensitive and respectful manner, they are more likely to judge this communication as fair. Justifying the decision-making process by providing decision making criteria will also improve the perception of fair treatment.

Today, interactional justice consists of two distinctive constructs:

- ❖ *Interpersonal Justice* refers to the social interaction between an individual and others in the workplace, such as colleagues, supervisors and subordinates. It focuses on perceived fairness in interpersonal relationships. Interactional justice is characterized by the politeness, dignity and respect shown by authorities or the third party involved in executing procedures or determining outcomes. Bies and Moag (1986) claimed that interpersonal justice deals with respectful, proper and/or appropriate treatment between an individual and others.
- ❖ *Informational Justice* focuses on explanations about why procedures were used in a certain way or why outcomes were distributed in a certain fashion (Colquitt et al., 2001); it is based on the quality and quantity of relevant information. Informational justice addresses issue that managers a) were candid in communicating, b) explained procedures thoroughly, c) offered reasonable explanations, d) offered information in a timely manner and e) tailored information to individual needs (Colquitt, 2001). Some other researchers suggest that information should be relevant and logical related with outcome distribution and based on legitimate factors (Greenberg, 1993). In addition, the content should be accurate (Roberson & Stewart, 2006). It should justify and explain both decisions and actions (Bies & Moag, 1986; Folger, Rosenfield & Robinson, 1983). Informational justice is associated with how freely those in positions of authority share information and how those affected by the decision, regardless of the outcome or process, perceive the adequacy of the explanations (Imberman, 2009).

2.5.5. Perception of Organizational Justice, Communication and Trust in Organization within the Organizational Change Process

Theories on organizational justice indicate that fair treatment is central to people's relationships and is a major determinant in their reactions to third-party decisions. So, the notion of organizational justice perception (Cohen-Charash & Spector, 2001; Chawla, 1999) and its relationship with trust (Hubbell& Chory-assad, 2005; Morgan & Zeffane, 2003; Gilbert & Tang, 1998), communication (Chawla & Kelloway, 2004) have received considerable research attention.

Armenakis & Bedeian (1999) indicated that employee' reactions toward organizational change process show difference due to content factors, contextual factors and process factors. Contextual factors include organizational conditions such as cynicism, perceived organizational support, trust in organization and organizational climate. Those conditions influence employees' beliefs, attitudes, intentions and behavior. In this study, trust in organization was chosen as contextual factors. On the other hand, process factors are actions such as participation, justice and persuasive communication. Those actions are taken in the implementation of an intended change. Communication and organizational justice were chosen as process factors.

Distribution of power, prestige, authority, responsibility, technology and financial resources will fundamentally affect perceptions fairness in the organization. Several empirical studies have found a strong relationship between trust and justice. If distribution of resources is perceived to be fair, employees will show organizational trust in organization (Cobb et al., 1995; Konovsky & Cropanzano,1991; Lind & Tyler, 1988). For instance, Folger and Konovsky (1989) found that if employees perceive fairness during the decision-making processes, they tend to believe that management considers their needs, which results in trust in management. Hubbell & Chory-Assad (2005) found that distributive, procedural and interactional justice were all related to trust in organization, but found procedural justice to be the strongest predictor of trust. Korsgaard, Sapienza and Schweiger (2002) noted that the enactment of procedural

fairness during the planning of organizational change affected employees' obligations to the organization, their trust in management and their intention to remain with the organization.

On the other hand, Kilbourne et al. (1996) claimed that a) the amount of information shared by the organization, b) the degree of employee participation and c) employee sense of the need for change are the key elements of perception of fairness in the workplace. Other researchers have also emphasized the importance of effective communication on justice perception. Daly and Geyer (1994) found that the positive effects of communication on acceptance of change and turnover intention are mediated by the perception of fairness. Chawla (1999) indicated that providing accurate information during change process results in positive perceptions of justice, which in turn can decrease resistance to change.

Many studies discussed above noted the strong relationship between communication, trust in organization and perception of justice. Several of these studies examined the mediating role of perception of justice between trust and communication. For example, in the research of Chawla (1999), it is found procedural justice is the mediating variable in the relationship between communication and trust in organization. Yamaguchi (2009) indicated that perceived procedural justice had a partially mediating effect on the relationship between communication and trust.

Although there were strong relationship between perception of justice and trust in organization and perception of justice and communication as stated above, the theories on the perception of justice stated that fair treatment is a major determinant of people's reactions. For example, as it was indicated in Fryxell and Gordon's (1989) study, a fundamental issue in the relationship between workers and management is fairness perception in the organization. So, perception of fairness would be considered as a general concept that would affect both communication and trust in organization. As a result, this study intends to investigate the impact of perception of justice on the relationship between communication and trust in organization. It was predicted that the relationship between communication and trust in organization will become stronger when there is high perceived justice within the organization.

H2: The relationship between communication and trust in organization is moderated by perception of organizational justice in the organization, such that this relationship will be stronger when there is high perceived organizational justice in organization.

In addition to contextual and process factors, in order to gain a comprehensive understanding of organizational change, psychological capital is considered as individual factor that supposed to have a positive effect on diminishing employees' resistance the change process.

As indicated in Friedman's (2005) book, cutthroat competition and easy access to information on a global scale have created a world that is "flat". In flat-world competition, competitive advantage can no longer be attained only by new technological developments and overcoming market entry barriers. Human capital has become the key source in dealing with severe competition. As the value and impact of human capital (education, experience, knowledge resources) on organizational performance have increased, organizational studies have begun to focus on how to improve people's performance. Sheldon and King (2001, p. 216) noted the importance of positive approach to human capital and stated that "positive psychology revisits the average person with an interest in finding out what works, what is right, and what is improving".

Luthans and his colleagues focused on applying a positive approach to human resources applications in today's workplace (Luthans & Youssef, 2007; Luthans, Youssef & Avolio, 2007). They defined psychological capital as an individual's positive psychological state that consists of self-efficacy, hope, optimism and resiliency.

Several studies have indicated that positive organizational behavior may offer insight into how to improve employee performance and how to develop positive feelings towards organizational changes (Luthans et al. 2007; Çetin, 2011; Toor & Ofori, 2010).

2.6. Psychological Capital

2.6.1. Positive Psychology

During the first half of the twentieth century, the field of psychology focused on treating mentally ill individuals and studying talented and gifted individuals. After World War II, most clinical psychologists focused on treating people with mental illnesses and few focused on positive aspects of psychology. One who did, however, was Abraham Maslow, (1954 cited in Luthans, Avolio, Avey & Norman, 2007) the leader in the humanistic psychology movement. He mentioned positive psychology in his influential book *Motivation and Personality* (cited in Hodges, 2010). Furthering these ideas, Carl Rogers (1961 cited in Wisner, 2008) suggested that the goal of every individual, consciously or unconsciously, is to become fully one's self. He introduced a person-centered approach to therapy that encouraged growth and positive change in individuals through the development of self-understanding and self-confidence (Rogers, 1980, cited in Wisner, 2008).

When Seligman (1999) became president of the American Psychological Association (APA), he changed the focus of psychology from healing and alleviating mental illness to making people's lives more fulfilling and productive, calling it "positive psychology". Seligman challenged psychologists to study and develop positive attributes that would improve people's well-being, and help combat negativity and symptoms of depression (Hodges, 2010).

"Psychology is not just the study of disease, weakness, and damage; it also is the study of strength and virtue. Treatment is not just fixing what is wrong; it also is building what is right. Psychology is not just about illness or health; it is also about work, education, insight, love, growth, and play. And in this quest for what is best, positive psychology does not rely on wishful thinking, self-deception, or hand waving; instead, it tries to adapt what is best in the scientific method to the unique problems that human behavior presents in all its complexity" Seligman (2002, p. 4).

Seligman & Csikszentmihalyi (2000) state that positive psychology is a human science field studying how positive traits and values contribute to subjective experiences such as contentment, satisfaction and happiness. Thus, it can be said that this new movement in psychology addresses the average person and determines how to improve his or her strengths (Sheldon & King, 2001).

There are several theoretical indications regarding positive psychology. Peterson and Seligman (2004) note that positive psychology emphasizes the development of individual strengths and the nurture of what is right and good in people. Seligman & Csikszentmihalyi (2000) suggest that positive psychology can promote well-being and prevent mental illness by encouraging competencies in human strengths, such as courage, hope and perseverance. Moreover, the field of positive psychology claims that a person can change and develop his or her character strengths and virtues to make the “good life” possible.

Focusing on strengths (rather than weaknesses and dysfunctions), positive psychology studies how people can grow and thrive (rather than be fixed or maintained). Positive psychology works toward a more balanced focus of understanding (Luthans et al., 2008).

Severe competition on a global scale has created a world in which only effective operations will survive long term. Enhancing human performance in the workplace plays a significant role in achieving higher performance (Luthans & Youssef, 2007). For this reason, positive psychology scholars have begun to pay more attention to the human factor to improve productivity in organizations.

Because it is recognized that human capital is key to dealing with severe competition in the market, a significant amount of research is being conducted on how to improve employee performance. At this point, the concept of positive organizational behavior was established in order to use the abilities of employees to improve organizational productivity.

2.6.2. Positive Organizational Behavior

Youssef & Luthans (2007) defined positive organizational behavior as the implication of positive psychology in the workplace, which attempts to place renewed emphasis on the importance of a positive approach. Luthans (2002b, p. 59) defined positive organizational behavior as *“the study and application of positively oriented human resources, strengths and psychological capabilities that can be measured, developed and effectively managed for performance improvement in today’s workplace.”*

From a historical perspective, Luthans, Youssef and Avolio (2007) noted that *human capital theories* (i.e., what you know) treat knowledge, experience, skills and education as currencies or resources. For example, if an organization has highly educated and skilled employees, it has valuable resources. *Social capital theories* (i.e., who you know) have since emerged. These theories describe networking, relationships and friends as currencies. For example, an organization may have highly skilled and experienced employees, but without good networks and relationships, the organization will have no social capital. Lastly, there is *psychological capital (PsyCap)*, which emphasizes the development and growth of individuals from “who they are” to “who they are becoming”. In other words, “psychological capital represents individual motivational propensities that accrue through positive psychological constructs such as self-efficacy, optimism, hope and resilience” (Luthans et al., 2007, p. 542).

Luthans and his colleagues defined PsyCap as an individual’s positive psychological state of development characterized by:

- ❖ having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks.
- ❖ making a positive attribution (optimism) about succeeding now and in the future.
- ❖ persevering towards goals and, when necessary, redirecting paths to goals (hope) to succeed.

- ❖ bouncing back and even surpassing one's original state (resiliency) to attain success when faced by problems and adversity (Luthans, Youssef & Avolio (2007).

Although positive organizational behavior and psychological capital are new concepts in organizational studies, researchers are paying significant attention to the effects of psychological capital in the workplace. Several studies have noted the relationship between Psychological Capital (PsyCap) and desired employee behaviors, attitudes (e.g., satisfaction and commitment) and performance (Luthans et al., 2007).

Empirical studies on Psychological Capital (PsyCap) have shown that it helps overcome stress and facilitate positive organizational change (Avey, Wernsing and Luthans, 2008). Further, commitment and job satisfaction have been found to be positively related with Psychological Capital (PsyCap) (Çetin, 2011). Psychological Capital (PsyCap) also mediates the relationship between a supportive organizational climate and employee performance (Luthans, Norman, Avolio and Avey, 2008).

Other studies have shown that there is a significant relationship between psychological capital and other organizational behavior concepts. Toor and Ofori (2010) found that Psychological Capital plays an important role in positive organizational and individual outcomes; transformational leaders with greater psychological capital generate more positive leadership outcomes (effectiveness, extra effort and satisfaction). Walumbwa et al. (2011) stated that psychological capital leads to employees' positive behavior such as organizational citizenship.

Peterson et al. (2011) found that employees' psychological capital changes overtime and that a change in psychological capital affects a change in supervisor-rated and objective (sales revenue) employee performance. For instance, employees who demonstrated an increase (or decrease) in psychological capital also showed an increase (or decrease) in performance.

Thus, a sustainable growth and increase in organizational performance can be an outcome of developing and managing the psychological capital factors of hope,

resilience, optimism and self-efficacy (Luthans, Youssef & Avolio (2007). Below, each factor of Psychological Capital (PsyCap) explained in detail.

2.6.3. Self-efficacy

Self-efficacy as a positive construct is based on Bandura, Adams & Beyer's (1977) comprehensive theory and extensive research . Self-efficacy was conceptualized as "*judgments of how well one can execute courses of action to deal with prospective situations*" (Bandura, 1982, p. 122, cited in Hodges, 2010) and "*beliefs in one's capabilities to organize and execute the courses of action required to produce given attainments*" (Bandura, 1997, p. 3, cited in Hodges, 2010).

While Bandura (2007) linked self-efficacy to positive psychology, it was Stajkovic and Luthans (1998, p.66). who applied it to the workplace, defining it as "*one's conviction (or confidence) about his or her abilities to mobilize the motivation, cognitive resources and courses of action needed to successfully execute a specific task within a given context*" In their meta-analysis, they found a strong positive relationship between self-efficacy and work-related performance.

Bandura (1997, cited in Luthans et al., 2010) stated that self-efficacy can be enhanced in four specific ways.

- ❖ First, efficacy is developed when an employee experiences success (task mastery). In other words, when individuals successfully accomplish a challenging task, they are generally more confident in their abilities to accomplish the task again. This task mastery enables personal efficacy over that specific task.
- ❖ Second, employees' efficacy can be developed when they vicariously learn how to do something by observing others (i.e., modeling). Employees observe the behaviors of their relevant comparison group that accomplished the task and then the group is rewarded. The impact of such modeling is dependent on how similar the individual sees him- or herself to the role model. The more similar he or she is to the role model, the more effective the efficacy development process becomes.

- ❖ Third, efficacy is developed when being persuaded by or receiving positive feedback from respected others. In other words, individuals can be persuaded by respected and relevant others to be more confident. For instance, a respected leader convinces an employee that he or she has the capacity to accomplish a given task. Providing feedback about employee progress also builds efficacy. The effectiveness of this method depends on the degree to which the persuader has credibility with the recipient.
- ❖ Fourth, efficacy is developed and enhanced through physiological and/or psychological arousal and wellness. For instance, if an organizational leader provides emotional support and appreciation to employees, this will prevent burnout and help keep employees mentally and physically fit.

Several studies have noted theoretical and empirical relationships between self-efficacy and work performance in a variety of areas, including leadership development (Chemers, Watson & May, 2000), goal choice and task performance (Locke, Fredrick, Lee & Bobko, 1984), commitment and job satisfaction (Cetin, 2011) authentic and transformational leadership (Toor & Ofori, 2010), and better leadership performance among female leaders (Hoyt and Blascovich (2007).

Individuals with high self-efficacy will set high goals for themselves and deliberately choose challenging tasks. They are self-motivated, seek challenges and make the effort necessary to accomplish their goals. Self-efficacious individuals will also persevere towards their goals through setbacks or obstacles (Luthans et al., 2007).

A person with high self-efficacy will take more initiative, expend more effort, and be more motivated to accomplish tasks and more readily persist in the face of failure and significant obstacles (Luthans, 2002a).

2.6.4. Hope

Hope is widely used in everyday language. However, hope as a concept is more complex. The Longman Dictionary of Contemporary English defined hope as “*to want something to happen or to be true, and to believe it is possible.*” Snyder, Irving and

Anderson (1991, p. 287) defined hope as “*a positive motivational state that is based on an interactively derived sense of successful agency (goal-directed energy) and pathways (planning to meet goals)*”. Snyder and colleagues established hope theory, which is widely recognized in clinical and positive psychology (Snyder et al., 1996, Snyder 2000, 2002). In several studies, they found that hope was linked to academic and athletic success (Snyder 2000, 2002).

Snyder, Rand and Sigmon (2002, p. 257) claimed that “hopeful thought reflects the belief that one can find pathways to desired goals and become motivated to use those pathways”. Snyder (1995) stated that individuals with higher hope are likely to approach a goal with positive feelings, a sense of challenge and thoughts of success. Those with lower hope may focus more closely on deficiencies, negative feelings and thoughts of failure.

The most accepted definition of hope is persevering toward goals and when necessary, redirecting paths to goals in order to succeed. Snyder (2002) posited that hopeful thinking involves the dynamic interaction between *agency* (willpower) and *pathways* (waypower). Agency leads to the creation of new pathways for reaching a goal and the creativity engaged in developing those pathways contributes to the belief that a goal can be achieved. Thus, hope can be viewed as consisting of three distinct but complementary components: *agency* (willpower), *pathways* (waypower) and *goals* (Snyder et al., 1996).

- ❖ *Agency* (willpower) can be viewed as the will to accomplish a specific task or goal. It includes the motivation or goal-directed energy to succeed at a given task in a specific context. Agency represents an individual’s capacity or motivation to start work on a given goal and to continue down the path of accomplishing that goal. Although motivation to accomplish given goals is important at all points in goal pursuit, it becomes especially critical when impediments or goal blockages arise (Snyder, 2000, cited in Luthans et al., 2010). The agency capacity of hope is evident in *positive self talk*, such as *I can do this* or *I will not be stopped* (Snyder, Lapointe, Crowson & Early, 1998).
- ❖ *Pathways* (waypower) are how to accomplish a task or goal. People with high hope proactively generate one or more pathways to goal accomplishment in a

given situation. If a pathway becomes blocked, those with advanced pathways thinking can launch into predetermined alternative pathways to continue towards goal accomplishment (Luthans et al., 2010).

- ❖ Humans are *goal directed*. Snyder (2002) noted that goals can be either “approach goals,” such as getting a promotion or “avoidance goals,” such as not losing a customer. Goals can be short term or long term. Averill, Catlin and Chon (1990) found that hope is strongest when the likelihood of attaining a goal is intermediate, with some risk involved (cited in Hodges, 2010).

Snyder and his colleagues suggested that one component on its own is not sufficient for hope; individuals must have a task to focus on, the will to succeed at the task, as well as the practical means or ways to accomplish that task (Luthans et al., 2008). From the information above, then, it can be suggested that the mechanism of agency appears to support organizational members to be motivated towards accomplishing work-related goals, which in turn positively affects their performance. Pathways thinking provides managers and their employees with the capacity to generate multiple ways to attain a given goal (e.g., a contingency plan), especially when pathways become blocked (Luthans et al., 2010).

Hope has been shown to relate to performance in various domains, including the workplace (Adams et al., 2002; Curry, Snyder, Cook, Ruby & Rehm, 1997; Snyder, 1995). Many studies have shown the relationship between hope and employees’ positive reactions. Luthans and his colleagues examined hope among Chinese factory workers and found that it was positively related to performance (Luthans, Avolio, Walumbwa, Li, 2005). Peterson and Luthans (2003) found a strong relationship between hope and unit financial performance, employee satisfaction and retention. Youssef and Luthans (2007) discovered a strong relationship between hope and employee performance, satisfaction, happiness and commitment.

Hope can have a positive effect on the organizational change process. The capacity for generating new pathways seems essential to navigating through unpredictable change processes (Weick & Quinn, 1999). Avey, Wernsing & Luthans (2008) indicated that

maintaining hope during times of crises and change seems imperative to employee well-being and is a necessary ingredient of positive organizational change.

2.6.5. Optimism

Seligman (1998) is the founder of optimism theory and in his positive organizational behavior studies considered optimism as a strength. Seligman (1998) used an attribution framework (i.e. explanatory style) to define optimism as making internal, relatively stable and global attributions of *positive events*, such as goal achievement. Pessimism is making an external, relatively unstable and specific attribution of *negative events*, such as failure to reach a goal (Luthans et al., 2008).

Carver and Scheier (2002) defined optimism as a positivity-oriented future expectation. A primary mechanism constituting this optimistic process is the expectation that a desirable outcome will result at the end of increased effort. Carver and Scheier (2002, p. 231) noted that “*optimists are people who expect good things to happen to them; pessimists are people who expect bad things to happen to them*”. When people have a positive expectancy, they will continue to put forth effort even in the face of increasing adversity. By contrast, because pessimists often lack a positive expectation for a desirable outcome they do not even initiate action towards a desired outcome. Consequently, their increased effort generally leads optimists to perform better than pessimists (Luthans et al., 2010).

In Scheier and Carver’s (1985) study, positivism was considered a dispositional characteristic. Seligman (1998) suggested that optimism can be developed, and he referred to it as learned optimism. Later, Carver and Scheier (2002) concluded that a person’s outlook could change over time. Schneider (2001) maintained that optimism can be learned and developed through recognized approaches such as leniency towards the past, appreciation for the present and seeking opportunity for the future.

Luthans and his colleagues stated that positive organizational behavior tends to emphasize realistic optimism (Luthans, 2002b & Youssef & Luthans, 2007) rather than false optimism, underscoring that optimism is not based on an unchecked process that has no realistic assessment. Realistic optimism includes an objective assessment of what

one can accomplish in a specific situation, given the available resources at that time (Peterson, 2000). Luthans and his colleagues employed realistic optimism in the objective research discussed below.

Optimism in the workplace has been empirically researched since the beginning of positive organizational behavior studies. Seligman (1998) studied insurance sales agents and found that optimism was significantly and positively related to their performance. Luthans et al. (2005) also noted that optimism has a significant relationship with employee performance. Youssef and Luthans (2007) found that employee optimism was related with performance, satisfaction and happiness. Seligman and Schulman (1986) found that an optimistic explanatory style is linked to higher productivity and lower turnover in insurance sales agents.

From the above studies, it can be said that optimism is the attribution style of an individual who attribute positive events to personal, permanent and pervasive causes; believing that good things always happen to him or her. Conversely, pessimism is the attribution style of individual who attributes negative events as external, temporary and situation-specific; believing that bad things happen to him or her.

2.6.6. Resilience

Resilience theory and related research are largely drawn from clinical psychology work with adolescents who have succeeded despite great adversity. Resilience is often characterized by positive coping and adaptation in the face of significant hardship or risk (Masten, 2001; Masten & Reed, 2002, cited in Luthans et al., 2008). Resilience is defined as “*the capability of individuals to cope successfully in the face of change, adversity, and risk*” (Stewart, Reid & Mangham, 1997, p. 22, cited in Hodges, 2010).

Several researchers have contended that resilience can be developed. Werner and Smith (1982) found that resilience will change over time. In his (1994) child psychology studies, Masten (1994) found that resilience is not entirely determined by genetics or the environment; it is regarded as a process of development across one’s lifespan. Sutcliffe and Vogus (2003) stated that resilience can develop over time through an individual’s

ongoing management of the challenges, risks and stresses of everyday life. Resiliency allows individuals and organizations to bounce back from adversity with additional resources and strength (cited in Hodges, 2010).

Masten and Reed (2002) noted that resiliency is a pattern of positive adaptation in the context of significant adversity or risk. Traditionally, resiliency has been conceptualized as an extraordinary capacity to be observed and admired in highly unique individuals. However, according to the positive organizational behavior perspective, resilience is a learnable capacity that can be developed in ordinary people (Youssef & Luthans, 2007). Luthans (2002, p.702) described resilience as “*the developable capacity to rebound or bounce back from adversity, conflict, failure or even positive events, progress and increased responsibility*”. Resiliency enables individuals to overcome obstacles, navigate through day-to-day stressors, bounce back from crisis and reach out through risk taking and challenging oneself to achieve (Reivich & Shatte, 2002).

Similar to other psychological capital concepts, several studies have examined resiliency in the workplace. Youssef & Luthans (2007) showed that resiliency was related to work attitudes of satisfaction, happiness and commitment. Hamel & Valikangas (2003) found that the concept of resiliency has emerged as a key in creating and sustaining successful changes in corporations. Youssef (2004) studied employees of 90 different organizations and found causal relationships between resiliency and enhanced performance, job satisfaction, work happiness and organizational commitment.

Luthans (2007) noted that resilience involves progress through potentially overwhelming events, whether negative or positive; thus resiliency is regarded as an important element in organizations’ day-to-day processes.

2.6.7. Psychological Capital, Trust in Organization and Organizational Change

Organizational changes are mainly initiated because of a mismatch with the environment (Porras & Silvers, 1994) and are motivated by gaps between the organization's goals and current results (Avey et al., 2008). While management may see the necessity of organizational change to survive in a competitive environment, employees' negative reactions towards the change process are the main reasons for its failure (Armenakis & Bedeian, 1999 ; Strebel, 1996).

As it was indicated in previous sections, effective and open communication that provides adequate and accurate information to employees will create trust in organization. Then trust in organization will have a positive effect on decrease in employee's resistance to change. In their studies Kotter & Schlesinger (1979) and Beer (1987) found that lack of trust in organization was one of the main reasons for employee resistance to change. For example, the main organizational change processes, such as mergers and acquisitions, downsizing and reengineering, negatively influence a firm's working climate, with organizational trust especially affected. Due to the high risk factors entailed in large-scale change processes, trust in organization is necessary for employees to feel that management does what is best for the organization and its members (Morgan & Zeffane, 2003; Lines, Selart, Espedal & Johanson, 2005). It was expected that trust in organization provides the right conditions to decrease employees' resistance to change.

On the other hand, several research has indicated the influence of personality characteristics such as dysfunctional attitudes (e.g., cynicism) and behavior (e.g., deviance) during change process. These personality characteristics can destroy attempts at organizational change (Reichers et al., 1997; Stanley et al., 2005, cited in Avey et al., 2008). Organizational behavior scholars have been exploring the reasons for employees' resistance to change and ways to overcome it. Positive organizational behavior may offer new perspectives on achieving organizational change. The theory indicates that positive behavior about organizational change may help employees cope with the changes and assist them in accepting and adjusting to new work conditions

At this point, psychological capital of employees will be regarded as an individual factor that will affect the relationship between trust in organization and employee's resistance to change. Clapp-Smith, Vogelgesang and Avey (2009) found that psychological capital of employees positively relates to the level of trust in organization. They indicated that employees with high psychological capital may create positive organizational climate within organization and thus higher level of trust in organization. As a result, psychological capital seems to be an important factor that interacts with trust in organization to influence positive emotions that support organizational change process. This study intends to investigate the impact of psychological capital on the relationship between trust in organization and resistance to change. It was predicted that the relationship between trust in organization and resistance to change will become stronger if an employee has a high psychological capital.

H3: The relationship between trust in organization and resistance to change is moderated by psychological capital such that this relationship will be stronger when employees have high psychological capital during organizational change.

2.7. RESEARCH MODEL AND HYPOTHESES

2.7.1. Aim of the Study

This research investigates the factors affecting individual response to organizational change. The findings, then, may contribute to better understanding how organizational change could be more successful. Specifically, the contribution of communication on resistance to change through trust in organization has been explored. The moderating effect of perception of organizational justice on the relationship between communication and trust in organization and the moderating effect of psychological capital on the relationship between trust in organization and resistance to change has been analyzed.

2.7.2. Research Model

As a summary of the theoretical framework, the study model is presented below:

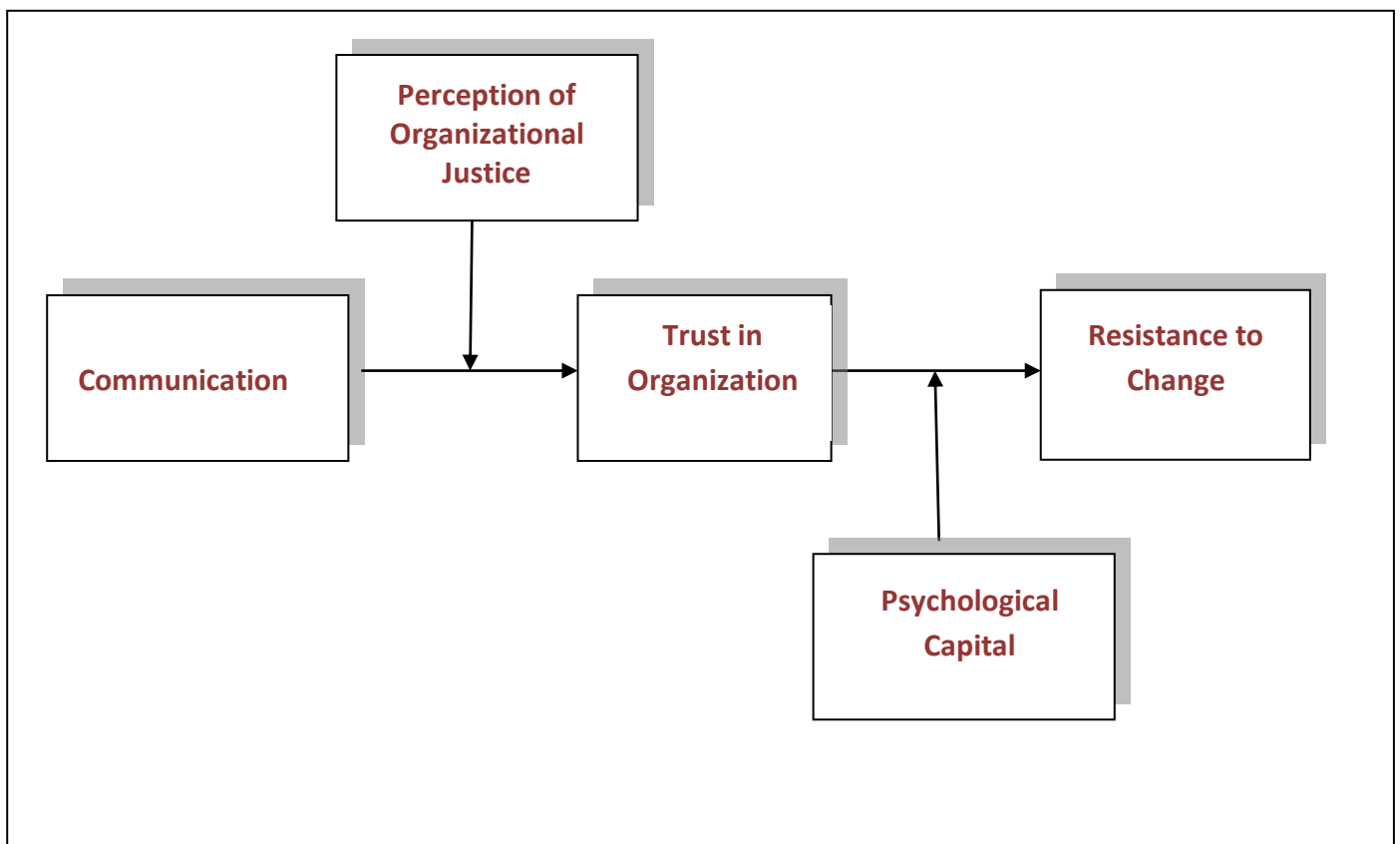


Figure 1: Research Model

2.7.3. Hypotheses

- H1:** *The relationship between communication and resistance to change is mediated by trust in organization*
- H2:** *The relationship between communication and trust in organization is moderated by perception of organizational justice in organization such that this relationship will be stronger when there is high perceived organizational justice in organization.*
- H3:** *The relationship between trust in organization and resistance to change is moderated by psychological capital such that this relationship will be stronger when employees have high psychological capital during organizational change.*

3. METHODOLOGY

3.1 Sample

This research was conducted among 583 employees in Turkey. Convenience sampling was used for this study. 58,8 % (N=343) of the participants were male and 41,2% (N=240) were female. In terms of their educational background, 34,5 % of the participants were elementary and high school graduates, 54% had a bachelor's degree, 11,5% had a master's degree / a PhD degree. 26,6 % of the participants had tenure less than 5 years, 51,3 % had 5-15 years of tenure and 22,1 % had more than 15 years of tenure. In addition, 49,6 % of the participants had less than 3 years of tenure at their present job, 41,7 % had a 3-10 years of tenure at their present job, 8,7% had above 10 years of tenure at their present job. Only 25% of the participants had managerial position. Demographic characteristics of the participants are presented in table 5.

Table5. Demographic Variables

		Frequency	Percentage
Gender	Female	240	41,2 %
	Male	343	58,8 %
Education	Elementary	15	2,6 %
	High School	186	31,9 %
	University	315	54 %
	Post graduate	67	11,5 %
Total tanure	Under 5 Year	155	26,6 %
	5-15 Year	299	51,3%
	Above 16 Year	129	22,1%
Tanure at Present job	Under 3 Year	289	49,6%
	3-10 Year	244	41,7%
	Above 10 Year	50	8,7%
Position	Manager	146	25%
	Employee	437	75%
N=		583	

The participants were working full time in private and public sectors including retail & electronic retail sector (21,8%), educational sector (16,6 %), food sector (7%), information technologies sector (6%), medical sector (4,6) etc. The distribution of the sample is presented in table 6.

Table 6. Distribution of Sample according to Sectors

Sector	# (frequency)	%(percentage)
Education	97	16,6
Electronic Retail	74	12,7
Retail	53	9,1
Food	41	7,0
Computer/Information Tech.	35	6,0
Health	27	4,6
Telecommunication	23	3,9
Public employment	23	3,9
Banking / Finance	18	3,1
Private sector	17	2,9
Electronic	17	2,9
Advertising / marketing / Sales	14	2,9
Service	11	1,7
Tourism	11	1,7
Store management	9	1,5
White goods	9	1,5
Construction	8	1,4
Automotive	8	1,4
Media	7	1,2
Consultancy	6	1,0
Production	5	0,9
Others	76	13
N= 583		

3.2 Instrument

The questionnaire used in this research consisted of six sections. The first section was the cover letter explaining the purpose of the research and assuring participant's strict anonymity.

The second section composed of 9 demographic questions including age, gender, educational level, sector, total tenure, tenure at the present job, marital status.

The rest of the sections consisted of 5 different scales with 85 items. The distribution of the items was as follows; 16 items were used to measure resistance to change, 10 items to measure trust in organization, 20 items to measure perception of justice, 15 items to measure communication and 24 items to measure psychological capital. The questionnaire is presented in Appendix1.

The respondents evaluated the items on a 6 point scale. This scale illustrates 1= Never, 2= Scarcely, 3= Rarely, 4= Sometimes, 5= Most of the time, 6= Always for all scales (resistance to change, organizational trust, justice, communication and psychological capital).

3.2.1 Resistance to change (RTC)

Resistance to change was measured by Oreg's (2003) 17 items RTC (resistance to change) scale. 16 items of this instrument were used in this research. Since there was another item with similar meaning, "I don't change my mind easily" item was not used in the research. RTC scale was translated from English to Turkish by the researcher. Then four bilingual experts reexamined the scale for semantic and syntactic equivalence. Also, the items were reviewed by the academicians in Organizational Behavior field.

RTC scale has four factors. These factors were a) routine seeking; there are 5 (item number 1-5) items measuring this dimension. "Whenever my life forms a stable routine, I look for ways to change it" was reverse scored. b) emotional reaction; there are 4 items (item number 6-9) measuring this dimension. c) short-term thinking; there are 4 items (item number 10-13) measuring this dimension and d) cognitive rigidity; there

are 3 items (item number 14-16) measuring this dimension. “ I often change my mind” item was reverse scored. Sample items from the instrument are given below

“I generally consider changes to be a negative thing”,
“When I am informed of a change of plans, I tense up a bit”,
“Changing plans seems like a real hassle to me”,
“My views are very consistent over time”.

Oreg (2003) found the Cronbach alpha value of the instrument as 0.92.

3.2.2.Trust in Organization

Trust in organization was measured by trust scale developed by İslamoğlu, Birsal, and Börü (2007). The original scale consisted of 36 items and 10 factors. Factors were used as 10 items (item number 17- 26) in this research. Sample items are as follows ;

“My company is honest and fair” ,
“My company has peaceful and fair management”.

İslamoğlu et al., (2007) found the Cronbach alpha value of the instrument as 0.95.

3.2.3. Communication

Communication was assessed by an instrument developed by Postmes, Tanis, and De Wit (2001). This instrument has two factors. These factors are a) vertical communication; there were 12 items (item number 47-58) measuring this factor. b)horizontal communication; there were 3 items (item number 59-61) measuring this factor. The first translation of the scale from English to Turkish was made by Melikoğlu (2009). Then the researcher overviewed the translation and four bilingual experts reexamined the scale for semantic and syntactic equivalence. Sample items are as follows ;

“There are sufficient opportunities within the organization to critically reflect on managerial policies, or to give suggestions for improvement.”

“Management of this organization pays attention to employees’ suggestions.”

Postmes, Tanis, De Wit (2001) found the Cronbach alpha value of vertical communication scale as 0.90 and the Cronbach alpha value of horizontal communication scale as 0.78. Also, Melikoğlu(2009) found the Cronbach alpha value of vertical communication scale as 0.95 and horizontal communication as 0.85.

3.2.4.Perception of Organizational Justice

Justice perception was measured by Colquitt's (2001) justice perception instrument. The first translation of the instrument from English to Turkish was made by Karabay (2004). Then four bilingual experts reexamined the items in order to correct semantic and syntactic equivalence.

Justice perception instrument has three factors. These factors were a) procedural justice by seven items (item number 27-33) b) distributive justice measured by four items (item number 34-37) c)interactional justice (interpersonal/ informational) by nine items (item number 38-46). Sample items are as follows ;

“My manager explains the procedures thoroughly”,

“My outcomes reflect the effort I put into my work”,

“The procedures are based on accurate information”,

“I have influence over the outcomes arrived at by the procedures”.

Colquitt and Shaw(2005) found the Cronbach alpha value of distributive justice as 0.92, procedural justice as 0.83, interpersonal justice as 0.92 and interactional justice as 0.88.

3.2.5.Psychological Capital (PsyCap Questionnaire)

Psychological Capital was measured by Luthans, Avolio, Avey, Norman's (2007) 24 items PsyCap Questionnaire instrument that was translated from English to Turkish by the researcher. Then four bilingual experts reexamined the instrument for semantic and syntactic equivalence. Also, the items were reviewed by the academicians in Organizational Behavior field.

PsyCap Questionnaire scale has four factors. These factors are a) Hope measured by six items (item number 62-67) b) Resiliency measured by six items (item number 68-73) c) Self-efficacy measured by six items (item number 74-79) d) Optimism measured by six items(item number 80-85). “If something can go wrong for me work-wise, it will” (Hope) item and “When I have a setback at work, I have trouble recovering from it, moving on” (resiliency) item are reverse scored. Sample items are as follows ;

“I feel I can handle many things at a time at this job”,

“I feel confident representing my work area in meetings with management”,

“When things are uncertain for me at work, I usually expect the best”

“ If I should find myself in a jam at work, I could think of many ways to get out of it”.

Luthans, Avolio, Avey, Norman (2007) found the Cronbach alpha value of “Hope” factor as 0.80, “Optimism” factor as 0.79, “Self-efficacy” factor as 0.85, “Resiliency” factor as 0.72 .

The summary of scales is presented in Table 7.

Table 7: The Summary of Scales

Instrument		Source	# of question
Resistance to Change	Routine Seeing	Oreg (2003)	5
	Emotional	Oreg (2003)	4
	Reaction		
	Short-term thinking	Oreg (2003)	4
	Cognitive Rigidity	Oreg (2003)	3
Trust in Organization		İslamoğlu, Birsal & Börü (2007)	10
Organizational Justice	Distributive Justice	Colquitt(2001)	4
	Procedural Justice	Colquitt(2001)	7
	Interactional Justice	Colquitt (2001)	9
Communication	Vertical	Postmes, Tanis & De Wit (2001)	12
	Communication		
	Horizontal	Postmes, Tanis & De Wit (2001)	3
	Communication		
Psychological Capital	Self- efficacy	Luthans et al. (2007)	6
	Hope	Luthans et al. (2007)	6
	Optimism	Luthans et al. (2007)	6
	Resiliency	Luthans et al. (2007)	6

3.3 Data Collection

Data was collected both online and by self-administered questionnaires during the period September 2010 and February 2011. Convenience sampling was used for online questionnaires. In addition, snowball sampling was used by asking convenient sample to send this online questionnaire to other relevant people. 650 questionnaires were distributed and 583 of the questionnaires were considered as valid. The response rate was 70%. A cover letter explaining the purpose and the scope of the study was used to assure participant's strict anonymity.

3.4 Statistical Analysis

First of all, frequencies, means and standard deviations were calculated to describe the sample and the general results.

Exploratory factor analysis was conducted to evaluate the construct validities of all measure (resistance to change, trust in organization, perception of justice, communication psychological capital). The reliabilities of the construct in each scale were determined by Cronbach's Alpha. Then Pearson's Correlation analysis was used to calculate the correlation between the variables. Finally, according to research model, linear and hierarchical regression analysis were conducted to test the hypotheses.

3.5 Findings

Findings section consists of two sections. In the first section, internal consistency and construct validity of the instruments (resistance to change, trust in organization, communication, perception of justice and psychological capital) were given. Moreover, factor analysis and reliability analysis of the instruments were presented.

In the second section, Pearson's Correlation analysis is utilized to test the magnitude and direction of the relationship between the variables. Simple and multiple regression analyses for mediating and moderating variables' contribution are conducted at the end.

3.5.1. Factor and Reliability Analysis

The principal components analysis method of factor analysis with Varimax rotation was conducted to identify the factor structures of variables. During each step, any item that had a factor loading less than 0.50 was discarded. If a item was loaded on more than one factor or only one item was loaded on a factor, these items were discarded. Cronbach Alpha reliability analysis was used to determine the internal consistencies of the scales. The Cronbach Alpha value of 0.60 was used as reference value and the factors with 0.60 value and more were regarded as having a sufficient reliability (Janssens et al.,2008).

3.5.1.1. Factor and Reliability Analysis of “Resistance to Change” Instrument

Factor analysis was conducted with varimax rotation in order to determine the factors of “Resistance to change” variable. As a result of the analysis, “Resistance to change” items were collected under two factors. Item 15 was deleted since its factor loading was less than 0.50. Items 12, 7, 2 were discarded since they were loaded on more than one factor. After reliability analysis, items 6, 9, 14,16 were discarded due to their low reliability scores.

The Kaiser-Meyer-Olkin KMO value was found as 0.871 and the Bartlett’s test of sphericity yielded a significant result with a $p=.000$. The seven items loaded on two factors which account for 69,981 % of the total variance. According to the nature of items, these two factors were named as “routine seeking” and “emotional reactions”. Moreover, the Cronbach Alpha values of each factor was determined as 0.841 and 0.836 respectively. Table 8 presents details of factor analysis for “resistance to change”.

Table 8. Results of the Factor Analysis for Resistance to Change

Factors	Factor Loadings	Variance Explained (%)	Alpha (%)
Factor 1: Routine Seeking			
D11. Often, I feel a bit uncomfortable even about changes that may potentially improve my life.	.843		
D13. I sometimes find myself avoiding changes that I know will be good for me.	.811		
D4. I generally consider changes to be a negative thing.	.800		
D5. I'd rather be bored than surprised.	.786		
D10. Changing plans seems like a real hassle to me.	.770		
		48.423	.841
Factor2: Emotional Reactions			
D8. When things don't go according to plans, it stresses me out.	.919		
D9. If my manager changed my responsibilities, it would probably make me feel uncomfortable even if I thought I'd do just as well without having to do any extra work.	.712		
		21.558	.836
KMO Measure of Sampling Adequacy		.871	
Bartlett's Test of Sphericity			
Approx. Chi-Square		1737,724	
df		21	
sig.		000	

3.5.1.2. Factor and Reliability Analysis of “Trust in Organization” Instrument

Factor analysis was conducted with varimax rotation in order to determine the factors of “trust in organization” variable . One factor was found as a result of the factor analysis of the ten -item “trust in organization” scale. After reliability analysis, item six was discarded due to low reliability score.

The Kaiser-Meyer-Olkin KMO value was found as 0.931 and the Bartlett’s test of sphericity yielded a significant result with a $p=.000$. The nine items loaded under one factor which account for 62,527 % of the total variance. Moreover, the Cronbach Alpha value was determined as 0.924. Table 9 presents details of factor analysis for “trust in organization”.

Table 9. Results of the Factor Analysis for Trust in Organization

Factors	Factor Loadings	Variance Explained (%)	Alpha (%)
T1. My company is honest and fair T2. My company has positive image among society T3. My company has peaceful and fair management. T4. My company puts importance on recruitment and orientation T5. My company generates commitment among its employees T7. My company concerns and respects its employees T8. My company conducts performance appraisal in an objective way T9. My company pays significant attention to the needs of its employees T10. My company provides long-term employment			
		62.527	0.947
KMO Measure of Sampling Adequacy		.931	
Bartlett’s Test of Sphericity			
Approx. Chi-Square		338.558	
df		36	
sig.		000	

3.5.1.3. Factor and Reliability Analysis of “Communication” Instrument

Factor analysis was conducted with varimax rotation in order to determine the factors of “communication” variable . The exploratory factor analysis for “communication” revealed a three- factor structure. Item 7, 12, 15 were discarded since they were loaded on more than one factor.

The Kaiser-Meyer-Olkin KMO value was found as 0.904 and the Bartlett’s test of sphericity yielded a significant result with a $p=.000$. The twelve items loaded under three factors which account for 73,486 % of the total variance. According to the nature of items, these three factors were named as “Vertical Communication- Contribution” having five items, “Vertical Communication- Information Sharing” having four items and “Horizontal Communication” having three items. Moreover, the Cronbach Alpha values of each factor was determined as 0.888 , 0.895 and 0.823 respectively. Table10 presents the details of factor analysis for “communication”.

Table 10. Results of the Factor Analysis for Communication

Factors	Factor Loadings	Variance Explained (%)	Alpha (%)
Factor 1: Vertical Communication- Contribution			
C10. Management gives sufficient opportunities within the organization to critically reflect on managerial policies, or to give suggestions for improvement	0,843		
C 8. Management gives opportunity to take part in decision making concerning issues involving the organization as a whole	0,825		
C 11. Management of this organization pays attention to employees' suggestions.	0,783		
C 6. Management takes the initiative to discuss organizational issues with the employees.	0,728		
C 9. Management gives feedback about the work employee do.	0,655		
		28,580	0,888
Factor2: Vertical Communication- Information Sharing			
C 2. My company gives information about personnel management	0,827		
C 1. My company gives information about changes within the organization	0,808		
C 3. My company gives information about the overall performance of the organization	0,805		
C 4. My company gives information about the organization's strategy .	0,691		
		25,055	0,895
Factor3: Horizontal Communication			
C 13. I communicate within my unit informally and for social reasons	0,845		
C 14. I communicate with colleagues who are not in my unit informally and for social reasons	0,837		
C 15. I communicate with my colleagues in other departments about non-business issues	0,782		
KMO: 0,904		19,851	0,823
KMO Measure of Sampling Adequacy		.904	
Bartlett's Test of Sphericity			
Approx. Chi-Square		4348,7	
df		66	
sig.		000	

3.5.1.4. Factor and Reliability Analysis of “Perception of Organizational Justice” Instrument

Factor analysis was conducted with varimax rotation in order to determine the factors of “Perception of Organizational Justice” instrument. The exploratory factor analysis for “Perception of Organizational Justice” revealed a four- factor structure.

The Kaiser-Meyer-Olkin KMO value was found as .940 and the Bartlett’s test of sphericity yielded a significant result with a $p=.000$. The twelve items loaded under four factors which account for 72,877 % of the total variance. According to the nature of the items, these four factors were named as “Interactional Justice” having nine items, “Distributive Justice” having four items , “Procedural Justice- application” having four items and “Procedural Justice- participation” having three items. Moreover, the Cronbach Alpha values of each factor was determined as 0.947 , 0.897, 0.882 and 0.779 respectively. Table11 presents details of factor analysis for “Perception of Organizational Justice” analysis

Table 11. Results of the Factor Analysis for Perception of Organizational Justice

Factors	Factor Loadings	Variance Explained (%)	Alpha (%)
Factor 1: Interactional Justice			
IJ3. I was treated with respect	0,844		
IJ1. I was treated in a polite manner.	0,831		
IJ2. I was treated with dignity.	0,823		
IJ4. My manager (and/or any other authority figure) refrained from improper remarks or comments.	0,773		
IJ8. My manager seemed to tailor communications to individuals' specific needs	0,765		
IJ7. My manager communicated details in a timely manner.	0,762		
IJ6. My manager explained the procedures thoroughly.	0,743		
IJ9. My manager's explanations regarding the procedures were reasonable.	0,735		
IJ5. My manager was candid while communicating with me.	0,724		
		30,571	0,947
Factor2: Distributive Justice			
DJ1. My outcomes reflect the effort I put into my work.	0,832		
DJ4. My outcomes were justified, given my performance	0,809		
DJ3. My outcomes reflect what I have contributed to the organization	0,797		
DJ2. My outcomes were appropriate for the work I have completed.	0,770		
		16,125	0,897
Factor3: Procedural Justice- application			
PJ4. The procedures were free of bias.	0,788		
PJ5. The procedures were based on accurate information	0,747		
PJ7. The procedures upheld ethical and moral standards.	0,668		
PJ3. The procedures were applied consistently.	0,662		
		14,585	0,882
Factor4: Procedural Justice- participation			
PJ2. I had influence over the outcomes arrived at by the procedures.	0,860		
PJ1. I was able to express my views and feelings during the procedures	0,802		
PJ6. I was able to appeal the outcomes arrived at by the procedures.	0,660		
		11,596	0,779
KMO Measure of Sampling Adequacy		.940	
Bartlett's Test of Sphericity			
Approx. Chi-Square		8786,9	
df		190	
sig.		000	

3.5.1.5. Factor and Reliability Analysis of “Psychological Capital” Instrument

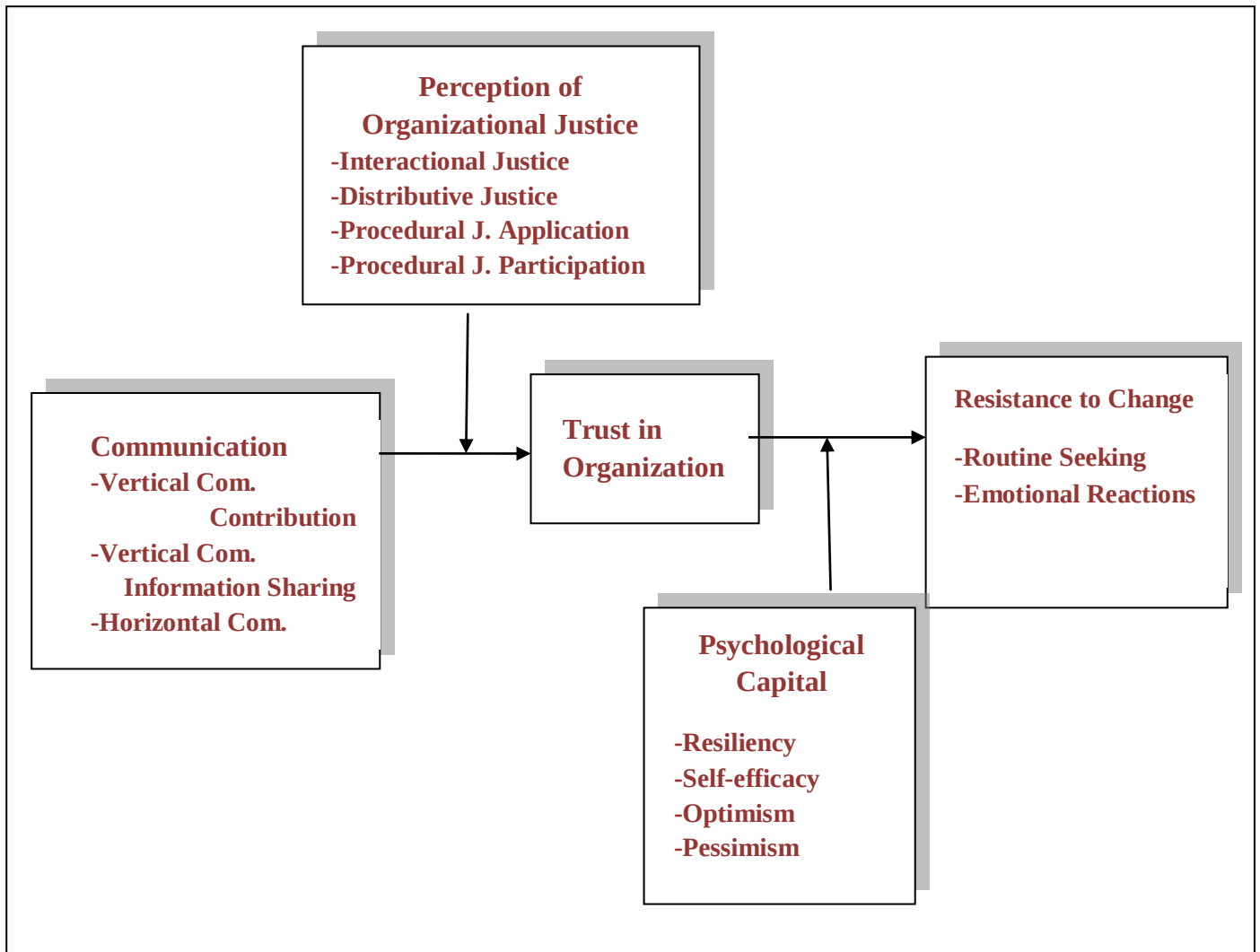
Factor analysis was conducted with varimax rotation in order to determine the factors of “Psychological capital” variable . As a result of the first step of the factor analysis, “Psychological capital” items were loaded on four different factors. Item 6, 4, 24,5 were deleted since they were loaded on more than one factor. After reliability analysis, items 1, 19, 2, 3, 7 were deleted due to their low reliability scores.

The Kaiser-Meyer-Olkin KMO value was found as .921 and the Bartlett’s test of sphericity yielded a significant result with a $p=.000$. The fifteen items loaded under four factors which account for 73,176 % of the total variance. According to nature of items, these four factors were named as “resiliency” having six items , “ self-efficacy “ having five items, “optimism” having two items and “pessimism” with two items. Moreover, the Cronbach Alpha values of each factor was determined as 0.903, 0.905, 0.756 and 0.682 respectively. Table12 presents details of factor analysis for “Psychological Capital”.

Table 12. Results of the Factor Analysis for Psychological Capital

Factors	Factor Loadings	Variance Explained (%)	Alpha (%)
Factor 1: Resiliency			
R3. I can be “on my own,” so to speak, at work if I have to.	0,824		
R4. I usually take stressful things at work in stride.	0,797		
R5. I can get through difficult times at work because I’ve experienced difficulty before.	0,787		
R6. I feel I can handle many things at a time at this job.	0,714		
SE1. I feel confident analyzing a long-term problem to find a solution.	0,660		
R2. I usually manage difficulties one way or another at work.	0,626		
		25,855	0,903
Factor2: Self-efficacy			
SE 4. I feel confident helping to set targets/goals in my work area.	0,812		
SE 3. I feel confident contributing to discussions about the company’s strategy.	0,794		
SE 5. I feel confident contacting people outside the company (e.g. , suppliers, customers) to discuss problems.	0,788		
SE 2. I feel confident representing my work area in meetings with management.	0,756		
SE 6. I feel confident presenting information to a group of colleagues.	0,739		
		24,801	0,905
Factor3: Optimism			
O4. I’m optimistic about what will happen to me in the future as it pertains to work.	0,858		
O 3. I always look on the bright side of things regarding my job.	0,853		
		12,010	0,756
Factor4: Pessimism			
O 5. In this job, things never work out the way I want them to.	0,859		
O 2. If something can go wrong for me work-wise, it will	0,858		
		10,510	0,682
KMO Measure of Sampling Adequacy		.921	
Bartlett’s Test of Sphericity			
Approx. Chi-Square		5199,705	
df		105	
sig.		000	

Figure 2. The Model with Factors of the Variables



3.5.2. Means, Standard Deviations and Correlations- Main Model

The means, standard deviations, and correlations of the variables (resistance to change, trust in organization, organizational justice, communication and PSY capital) were analyzed.

Table 13 presents the means, standard deviation and correlation among the research variables. The correlation between resistance to change and other variables was very low and negative as expected. “Organizational Justice” and “Trust in Organization” were correlated highly and significantly ($r= 0.718$, $p<0.01$) and also “Perception of Justice” and “Communication” were correlated highly and significantly ($r=0.741$, $p<0.01$). In addition, a high correlation between “Communication” and “Trust in Organization” ($r=0.646$, $p<0,01$) has been found.

The presence of high correlation (generally 0.90 and higher) is the first indication of substantial collinearity (Hair, Balck, Babin & Anderson, 2010). Since correlation results mentioned above were not close to the value of .90, it was ensured that there was no multicollinearity between the variables. In addition, the second measure of multicollinearity is the variance inflation factor (VIF) . If VIF value is lower than 10, then it means there would be no multicollinearity between the variables.(Sipahi, Yurtkoru, Çinko, 2008). For all regression analyses conducted for this research, it was found that all VIF values were lower than 10. Consequently, we can say that there is no multicollinearity between research variables. The means, standard deviations and correlations among the research variables are given in table 13.

Table 13. Main Model- Means, Standard Deviations and Correlations of the Variables

	Mean	SD	(1)	(2)	(3)	(4)	(5)
(1) Resistance to change	2,81	0,67	1				
(2) Trust in Organization	4,66	0,89	-,141**	1			
(3) Perception of Justice	4,43	0,86	-.196**	.718**	1		
(4) Psychological Capital	4,64	0,55	-.218**	.404**	.469**	1	
(5) Communication	4,44	0,86	-.102*	.646**	.741**	.477**	1

*Correlation is significant at 0,05

**Correlation is significant at 0,01

3.5.3 Regression Analysis

3.5.3.1. The Mediating Role of Organizational Trust between Communication and Resistance to Change

In order to test mediating role of organizational trust between communication and resistance to change, Baron & Kenny's (1986) method was used. Baron & Kenny (1986) mentioned three regression equations to test the linkages of the mediational model; to establish mediation, the following conditions must hold: Firstly, the independent variable is regressed on the mediator and as a result independent variable must affect the mediator in the first equation. Secondly, independent variable is regressed on the dependent variable and as a result independent variable must affect the dependent variable in the second equation. Thirdly, the mediator and the independent variable are regressed together on the dependent variable. If there is a perfect mediation, the mediator must affect the dependent variable alone in the third equation. If both continues to affect the dependent variable but the effect of independent variable on dependent variable is diminished, we can say there is a partial mediation.

For testing Hypothesis 1 “ Communication will contribute to resistance to change through trust in organization”, multiple regression analysis was conducted. “Communication” is the independent variable, “Trust in Organization” is the mediator and “Resistance to Change” is the dependent variable.

In the first regression analysis, “Communication” was regressed on “Trust in Organization”. The regression analysis revealed that “Communication” had a significant contribution on the prediction of “Trust in Organization” ($\beta = .646$, $p = .000$). The second regression analysis was conducted between “Communication” and “Resistance to Change”. The regression analysis revealed that “Communication” had a significant contribution on the prediction of “Resistance to Change” ($\beta = -.102$, $p = .014$). The third regression analysis was conducted for the mediating variable analysis. “Communication” and “Trust in Organization” were entered as independent variables to examine their contribution on the dependent variable (Resistance to Change).

The result showed that only “Trust in Organization”, which was the mediating variable, had a significant effect on “Resistance to Change” ($\beta = -.129$, $p = .017$) while the significant contribution of “Communication” on “Resistance to Change” in second regression disappeared during multiple regression ($\beta = -.019$, $p = .726$). This result showed that “Trust in Organization” fully mediated the effect of “Communication” on “Resistance to Change”. The results of regression analysis are presented in table 14.

Table 14. The Mediating role of “Trust in Organization” between “Communication” and “Resistance to Change”

	R	Adj R²	F	B	t	p
Analysis I	0.646	0.417	416,456			
Independent Variable: Communication				0,646	20,401	0.000
Dependent Variable: Organizational Trust						
	R	Adj R²	F	B	t	p
Analysis II	0.102	0.010	6,128			
Independent Variable: Communication				-0.102	-2.476	0.014
Dependent Variable : Resistance to change						
	R	Adj R²	F	B	t	p
Analysis III	0.142	0.020	5.952			0.000
Independent Variable: Communication				-0.019	-0,351	0.726
Mediating Variable: : Organizational Trust				-0,129	-2,393	0.017
Dependent Variable: Resistance to change						

3.5.3.2. The Moderating Role of Psychological Capital between Trust in Organization and Resistance to Change

Baron & Kenny (p. 1174, 1986) stated that “moderating variable is a qualitative (e.g. sex, race, class) or quantitative (e.g. level of reward) variable that affects the direction and /or strength of the relation between an independent variable and a dependent variable”.

Baron and Kenny’s (1986) three-step approach was used for testing the effect. Firstly, the independent variable was regressed on the dependent variable. In the second step, the moderator is added to the model and thirdly, the dependent was regressed on the interaction of independent and the moderating variables.

For testing Hypothesis 3 “Psychological capital will moderate the relationship between trust in organization and resistance to change”, hierarchical regression analysis was conducted. “Trust in Organization” was the independent variable, “Psychological Capital” was the moderator and “Resistance to Change” was the dependent variable.

In the first step of analysis, “Trust in Organization” was regressed on “Resistance to Change”. The regression analysis showed that “Trust in Organization” had a significant contribution on the prediction of “Resistance to Change” ($\beta = -.141$, $p = .000$). In the second step of analysis, moderator variable (Psychological Capital) was added to hierarchical regression analysis. The regression analysis revealed that “Psychological Capital” had a significant contribution on the prediction of “Resistance to Change” ($\beta = -.192$, $p = .000$) while “Trust in Organization” lost its contribution on “Resistance to Change” ($\beta = -.063$, $p = .152$). In the third step, the interaction term of independent and moderator variable (“Trust in Organization” x “Psychological Capital”) was added to the hierarchical regression.

The results showed that this interaction variable had no significant interaction effect on “Resistance to Change” ($p = .288$). As a conclusion, it was concluded that the “Psychological Capital” does not moderate the relationship between “Trust in Organization” and “Resistance to Change”. The results of regression analysis are presented in table 15.

Table 15. The Moderating Role of “Psychological Capital” between “Trust in Organization” and “Resistance to Change”

	R	Adj R²	Δ R²	F	Δ F	β	t	p
Step1	.141	.20	.20	11,800	11,800			
Trust in Organization						-.141	-3,435	.000
Step2	.226	.51	.31	15,539	18,914			
Trust in Organization						-.063	-1,433	.152
Psy. Capital						-.192	-4,349	.000
Step3	.230	.053	.002	10,739	1,132			
Trust in Organization						-.062	-1,412	.159
Psy. Capital						-.205	-4,476	.000
Trust in Organization X Psy. Capital						-.045	-1,063	.288

Dependent Variable: **Resistance to Change**

3.5.3.3. The Moderating role of Perception of Organizational Justice between Communication and Trust in Organization

For testing Hypothesis 2 “Perception of Organizational Justice” will moderate the relationship between “Communication” and “Trust in Organization”, hierarchical regression analysis was conducted. “Communication” is the independent variable, “Perception of Organizational Justice” is the moderator and “Trust in Organization” is the dependent variable.

In the first step of analysis, “Communication” was regressed on “Trust in Organization”, The regression analysis revealed that “Communication” had a significant contribution on the prediction of “Trust in Organization”, ($\beta = .646$, $p = .000$). In the second step of analysis, moderator variable (Perception of Organizational justice) was

added to the hierarchical regression analysis. The regression analysis showed that “Communication” and “Perception of Organizational Justice” both had significant contributions on the prediction of “Trust in Organization”, ($\beta=.253$, $p=.000$) and ($\beta=.530$, $p=.000$) respectively. In the third step, the interaction term of independent and moderator variable (“Communication” x “Perception of Organizational Justice”) was added to the hierarchical regression.

The results showed that there was not any significant interaction effect on “Trust in Organization”, ($p= .073$). As a result, it was concluded that “Perception of Organizational Justice” does not play a moderating role between “Communication” and “Trust in Organization”. The results of regression analysis are presented in table 16.

Table 16. The Moderating role of Perception of Organizational Justice between Communication and Trust in Organization

	R	Adj R²	ΔR^2	F	ΔF	β	T	p
Step1	.646	.418	.418	416,456	416,456			
Communication						.646	20.407	.000
Step2	.738	.544	.127	346,102	161,036			
Communication						.253	6.058	.000
Per.Organizational Justice						.530	12.690	.000
Step3	.739	.547	.003	232,698	3,230			
Communication						.252	6,050	.000
Organizational Justice						.552	12,712	.000
Communication X Per.Organizational Justice						.055	1,797	.073

Dependent Variable: **Trust in Organization**

3.5.4. Means, Standard Deviations and Correlations of Factor Variables

The means, standard deviations, and correlations of the factor variables (*Routine Seeking, Emotional Reaction, Trust in Organization, Vertical Communication- information sharing, Vertical Communication- contribution, Horizontal communication, Distributive Justice, Procedural Justice- participation, Procedural Justice- application, Interactional Justice, Self-efficacy, Resiliency, Optimism and Pessimism*) were analyzed.

Table 17 presents the means, standard deviation and Table 18 presents the correlation among the research variables. The correlation between the factors of resistance to change and other variables was very low and in a negative direction. “Trust in Organization” and “Procedural Justice – application” were correlated highly and significantly ($r = 0.692$, $p < 0.01$), and “Trust in Organization” and “Interactional justice” were correlated highly and significantly ($r = 0.671$, $p < 0.01$). In addition, there was a high correlation between “Vertical Communication- contribution” and “Interactional Justice” ($r = 0.624$, $p < 0.01$).

The Pearson correlations show the multi colinearities between the variable if that is the case. The presence of high correlation (generally 0.90 and higher) is the first indication of substantial collinearity (Hair et. Al., 2010). Since these correlation results were not close to the value of 0.90, it can be said that there is no multicollinearity between the variables.

Table 17. Means, Standard Deviations of Factor Variables

	Means	Standrad Deviataion
(1)Routine seeking	2,1029	0,9474
(2) Emotional reaction	3,0274	1,1517
(3) Trust in Organization	4,6630	0,9156
(4)Information sharing	4,4824	1,0072
(5)Contribution	4,1107	1,0538
(6) Horizontal Comm.	4,9114	0,9838
(7) Distributive Justice	4,1878	1,1538
(8) Application	4,2780	1,0259
(9) Participation	3,7702	1,2494
(10)Interactional Jus.	4,8294	0,9733
(11) Resiliency	4,9059	0,7552
(12) Self-efficacy	5,0775	0,7958
(13) Optimism	4,7479	0,9095
(14) Pessimism	3,7530	1,1005

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
(1) Routine seeking	1													
(2) Emotional reaction	,431**	1												
(3) trust in organization	-,191**	-,039	1											
(4) Information sharing	-,137**	,019	,589**	1										
(5) Contribution	-,041	-,027	,551**	,670**	1									
(6) Horizontal Comm.	-,228**	-,052	,505**	,505**	,418**	1								
(7) Distributive Justice	-,064	-,077	,540**	,411**	,504**	,374**	1							
(8) Application	-,192**	-,067	,692**	,542**	,555**	,453**	,588**	1						
(9) Participation	-,192**	-,092*	,380**	,348**	,446**	,292**	,386**	,570**	1					
(10) Interactional Jus.	-,226**	-,101*	,671**	,624**	,559**	,536**	,561**	,627**	,390**	1				
(11) Resiliency	-,321**	-,098*	,352**	,342**	,233**	,392**	,233**	,284**	,285**	,386**	1			
(12) Self-efficacy	-,327**	-,086*	,357**	,381**	,312**	,424**	,280**	,311**	,324**	,454**	,708**	1		
(13) Optimism	-,236**	-,028	,389**	,367**	,281**	,384**	,319**	,402**	,228**	,401**	,526**	,461**	1	
(14) Pessimism	-,263**	-,122**	,265**	,176**	,087*	,193**	,178**	,257**	,239**	,230**	,220**	,233*	,173**	1

*Correlation is significant at 0,05

**Correlation is significant at 0,01

Table 18. Correlations of Factor Variables

3.5.5. Regression Analysis – Factor Variables

3.5.5.1. The Mediating Role of Trust in Organization between Vertical Communication–information sharing and Resistance to Change-routine seeking

Factor analysis revealed 3 factors for communication and 2 factors for resistance to change. So, for testing Hypothesis 1 “Communication will contribute resistance to change through trust in organization”, multiple regression analysis was conducted for the factors of the variables. “Vertical Communication- information sharing” and “Resistance to change- routine seeking” are the first factors for analysis. “Vertical communication-information sharing” was the independent variable, “Trust in organization” was the mediator and “Resistance to change- routine seeking” was the dependent variable.

In the first regression analysis, “Vertical Communication-information sharing” was regressed on “Trust in Organization”. The regression analysis revealed that “Vertical Communication-information sharing” had a significant contribution on the prediction of “Trust in Organization” ($\beta=.589$, $p=.000$). The second regression analysis was conducted between “Vertical Communication-information sharing” and “Resistance to Change-routine seeking”. The regression analysis revealed that “Vertical Communication-information sharing” had a significant contribution on the prediction of “Resistance to Change- routine seeking” ($\beta=-.137$, $p=.001$). The third regression analysis was conducted for the mediating variable analysis. “Vertical Communication-information sharing” and “Trust in Organization” were entered as independent variables to examine their contribution on the dependent variable (Resistance to Change- routine seeking).

The result showed that only “Trust in Organization”, which was the mediating variable, remained as having a significant effect on “Resistance to Change- routine seeking” ($\beta= -.170$, $p= .001$) while the significant contribution of “Vertical Communication-

information sharing” on “Resistance to Change- routine seeking” in the second analysis disappeared ($\beta = -.036$, $p = .470$) when they were both entered as independent variables.

This result showed that “trust in organization” fully mediated the contribution of “vertical communication-information sharing” to “resistance to change- routine seeking”. The results of regression analysis are presented in table 19

Table 19. The Mediating Role of “Trust in Organization” between “Vertical Communication–information sharing” and “Resistance to Change- routine seeking”

	R	Adj R²	F	β	T	p
Analysis I	0.589	0.347	308.707			
Independent Variable: Vertical Comm. Information Sharing				0.589	17.570	0.000
Dependent Variable: Trust in organization						
	R	Adj R²	F	β	T	p
Analysis II	0.137	0.017	11.041			
Independent Variable: Vertical Comm. Information Sharing				-0.137	-3.323	0.001
Dependent Variable : Routine Seeking						
	R	Adj R²	F	β	T	p
Analysis III	0.194	0.034	11.303			0.000
Independent Variable: Vertical Comm. Information Sharing				-0.036	-0,723	0.470
Mediating Variable: Trust in organization				-0,170	-3,372	0.001
Dependent Variable: Routine Seeking						

3.5.5.2. The Mediating Role of Trust in Organization between Vertical Communication– contribution and Resistance to Change- routine seeking

For testing Hypothesis 1 “ Communication will contribute resistance to change through trust in organization”, multiple regression analysis was conducted for the second factor of communication (Vertical Communication- contribution). “Vertical Communication- contribution” is the independent variable, “Trust in Organization” is the mediator and “Resistance to Change- routine seeking” is the dependent variable.

In the first regression analysis, “Vertical Communication- contribution” was regressed on “Trust in Organization”. The regression analysis revealed that “Vertical Communication- contribution” had a significant contribution on the prediction of “Trust in Organization” ($\beta=.5551$, $p=.000$). The second regression analysis was conducted between “Vertical Communication- contribution” and “resistance to change- routine seeking”. The regression analysis resulted that “vertical communication- contribution” did not have a significant contribution on the prediction of “resistance to change- routine seeking” ($\beta=-.041$, $p=.328$). So, the third regression analysis was not conducted.

This result showed that “trust in organization” did not play mediating role between “vertical communication- contribution” and “resistance to change- routine seeking”. The results of regression analysis are presented in table 20.

Table 20. The Mediating Role of “Trust in Organization” between “Vertical Communication– contribution” and “Resistance to Change- routine seeking”

	R	Adj R²	F	β	t	P
Analysis I	0.551	0.302	252.944			
Independent Variable: Vertical Comm. Contribution				0.551	15.904	0.000
Dependent Variable: Trust in organization						
	R	Adj R²	F	β	t	P
Analysis II	0.041	0.000	0.959			
Independent Variable Vertical Comm. Contribution				-0.041	-0.979	0.328
Dependent Variable : Routine Seeking						

3.5.5.3. The Mediating Role of Trust in Organization between Horizontal Communication and Resistance to Change- Routine Seeking

Regression analysis was again conducted to test the mediating effect of “Trust in Organization” between “Horizontal Communication” and “Resistance to Change- routine seeking”. “Horizontal Communication” was the independent variable, “Trust in Organization” was the mediator and “Resistance to Change- routine seeking” was the dependent variable.

In the first regression analysis, “ Horizontal Communication” was regressed on “Trust in Organization”. The regression analysis revealed that “ Horizontal Communication” had a significant contribution on the prediction of “Trust in Organization” ($\beta=.505$, $p=.000$). The second regression analysis was conducted with “ horizontal communication” and “resistance to change- routine seeking”. The regression analysis revealed that “ Horizontal Communication” had a significant contribution on the

prediction of “Resistance to Change- routine seeking” ($\beta = -.228$, $p = .000$). The third regression analysis was conducted for the mediating variable analysis. “Horizontal Communication” and “Trust in Organization” were both entered as independent variables to examine the mediating role of Trust in Organization.

The result showed that not only “Trust in Organization”, which was the mediating variable ($\beta = -.102$, $p = .029$) but also “Horizontal Communication” had a significant contribution on “Resistance to Change- routine seeking” ($\beta = -.177$, $p = .000$).

This result shows that “Trust in Organization” does not mediate between “Horizontal Communication” and “Resistance to Change- routine seeking”. The results of regression analysis are presented in table 21.

Table 21. The Mediating Role of Trust in Organization between Horizontal Communication and Resistance to Change- Routine Seeking

	R	Adj R²	F	β	t	p
Analysis I	0.505	0.254	198.785			
Independent Variable: Horizontal Communication				0.505	14.099	0.000
Dependent Variable: Trust in Organization						
	R	Adj R²	F	β	t	p
Analysis II	0.228	0.051	31.968			
Independent Variable: Horizontal Communication				-0.228	-5.654	0.000
Dependent Variable : Routine Seeking						
	R	Adj R²	F	β	t	p
Analysis III	0.245	0.057	18.489			0.000
Independent Variable: Horizontal Communication				-0.177	-3.790	0.000
Mediating Variable: Trust in Organization				-0.102	-2.191	0.029
Dependent Variable: Routine Seeking						

3.5.5.4. The Mediating Role of Trust in Organization between Communication factors (Vertical Communication-information sharing, Vertical Communication- contribution and Horizontal Communication) and Resistance to Change- emotional reaction

The mediating role of trust in organization between all the communication factors (Vertical Communication-information sharing, Vertical Communication- contribution and Horizontal Communication) and resistance to change- emotional reaction was tested. Three separate multiple regression analysis were conducted for each of communication factors. “Vertical Communication- contribution, Vertical Communication- information sharing and Horizontal Communication” were the independent variables, “trust in organization” was the mediator and “resistance to change- emotional reaction” was the dependent variable.

Three separate regression analysis were conducted. The results showed that “Vertical Communication- contribution” did not have a significant contribution on the prediction of “Resistance to Change- emotional reaction” ($\beta = -.027$, $p = .511$). “Vertical Communication- information sharing” did not have a significant contribution on the prediction of “resistance to change- emotional reaction” ($\beta = -.019$, $p = .645$). “Horizontal Communication” did not have a significant contribution on the prediction of “Resistance to Change- emotional reaction” ($\beta = -.052$, $p = .208$). So, further analysis were not conducted due to these insignificant results. The results of regression analysis are presented in table 22.

Table22. The Mediating Role of Trust in Organization between Vertical Communication- contribution and Resistance to Change- emotional reaction

	R	Adj R²	F	β	t	p
Analysis I	0.027	-0.001	0.433			
Independent Variable: Vertical Comm. Contribution				-0.027	0.658	0.511
Dependent Variable: Emotional reaction						

The Mediating Role of Trust in Organization between Vertical Communication- information sharing and Resistance to Change- emotional reaction

	R	Adj R²	F	β	t	p
Analysis I	0.019	-0.001	0.212			
Independent Variable Vertical Comm. Information Sharing				-0.019	0.461	0.645
Dependent Variable : Emotional reaction						

The Mediating Role of Trust in Organization between Horizontal Communication and Resistance to Change- emotional reaction

	R	Adj R²	F	β	t	p
Analysis I	0.052	0.001	1.587			
Independent Variable Horizontal Communication				-0.052	-1.260	0.208
Dependent Variable : Emotional reaction						

3.5.5.5. The Moderating Role of Perception of Organizational Justice (distributive, procedural- participation, procedural- application and interactional justice) between Vertical Communication-information sharing and Trust in Organization.

The moderating effect of perception of organizational justice was tested with its factors. Organizational Justice factors are distributive, procedural- participation, procedural- application and interactional justice. For testing Hypothesis 3 “Perception of Organizational justice will moderate the relationship between communication and trust in organization”, four separate hierarchical regression analysis were conducted for each of Organizational Justice factors.

“Vertical Communication- information sharing” was the independent variable, “Organizational Justice (distributive, procedural- participation, procedural- application and interactional justice) were the moderators and “trust in organization” was the dependent variable.

For each separate hierarchical regression analysis, firstly the independent variable “vertical communication- information sharing” was added to the analysis.

- In the second step, moderating variable (distributive Justice) was added to the analysis. In the final step, multiplication variable added to the analysis. The results showed that multiplication variable “Vertical Com.-information sharing” x “distributive justice” ($\beta = -.024$, $p = .454$) did not have a significant contribution on “Trust in organization”.
- In the second step, moderating variable (Procedural Justice- application) was added to the analysis. In the final step, multiplication variable added to the analysis. The results showed that multiplication variable “Vertical Com.-information sharing” x “Procedural Justice- application” ($\beta = -.025$, $p = .389$) did not have a significant contribution on “Trust in Organization”.

- In the second step, moderating variable (Procedural Justice- participation) was added to the analysis. In the final step, multiplication variable added to the analysis. The results showed that multiplication variable “Vertical Com.-information sharing” x “Procedural Justice - participation” ($\beta = -.013$, $p = .696$) did not have a significant contribution on “Trust in Organization”.
- In the second step, moderating variable (Interactional Justice) was added to the analysis. In the final step, multiplication variable added to the analysis. The results showed that multiplication variable “Vertical Com.-information sharing” x “Interactional Justice” ($\beta = .036$, $p = .275$) did not have a significant contribution on “Trust in Organization”.

As a conclusion, “Perception of Organizational Justice for all factors” did not play moderating role between “Vertical Communication- information sharing” and “Trust in Organization”. The results of regression analysis are presented in table 23-26.

Table 23. The Moderating Role of Distributive Justice between Vertical Communication-information sharing and Organizational Trust

	R	Adj R²	Δ R²	F	Δ F	β	t	p
Step1	.589	.347	.347	308,707	308,707			
VC-info						.589	17,570	.000
Step2	.674	.454	.107	240,774	113,216			
VC-info						.442	13,118	.000
DJ						.358	10,640	.000
Step3	.674	.454	.001	160,581	,561			
VC-info						.438	12,881	.000
DJ						.355	10,431	.000
VC-info X DJ						-.024	-.749	.454

VC- info: Vertical Communication- Information sharing, **DJ:** Distributive Justice
Dependent Variable: **Trust in Organization**

Table 24. The Moderating Role of Procedural Justice- application between Vertical Communication-information sharing and Organizational Trust

	R	Adj R²	Δ R²	F	Δ F	β	t	p
Step1	.589	.347	.347	308,707	308,707			
VC-info						.589	17,570	.000
Step2	.737	.544	.197	345,530	250,033			
VC-info						.303	9,075	.000
PJ-application						.528	15,812	.000
Step3	.738	.544	.001	230,499	,743			
VC-info						.300	8,937	.000
PJ-application						.526	15,693	.000
VC-info X PJ-application						-.025	-.862	.389

VC-info: Vertical Communication-Information sharing, **PJ-application:** Procedural Justice-application
Dependent Variable: **Trust in Organization**

Table 25. The Moderating Role of Procedural Justice- participation between Vertical Communication-information sharing and Organizational Trust

	R	Adj R²	Δ R²	F	Δ F	β	t	p
Step1	.589	.347	.347	308,707	308,707			
VC-info						.589	17,570	.000
Step2	.618	.382	.035	179,223	32,827			
VC-info						.520	14,927	.000
PJ-participation						.199	5,730	.000
Step3	.618	.382	.000	119,358	.153			
VC-info						.518	14,682	.000
PJ-participation						.201	5,737	.000
VC-info X PJ-participation						-.013	-.391	.696

VC-info: VerticalCommunication-Informationsharing,**PJ-participation:**ProceduralJustice-participation
Dependent Variable: **Trust in Organization**

Table 26. The Moderating Role of Interactional Justice between Vertical Communication-information sharing and Organizational Trust

	R	Adj R²	Δ R²	F	Δ F	B	t	p
Step1	.589	.347	.347	308,707	308,707			
VC-info						.589	17,570	.000
Step2	.706	.498	.151	287,449	174,176			
VC-info						.279	7,404	.000
IJ						.497	13,198	.000
Step3	.706	.499	.001	192,094	1,194			
VC-info						.279	7,399	.000
IJ						.512	12,748	.000
VC-info X IJ						.036	1,093	.275

VC-info: VerticalCommunication-Information sharing, **IJ:** Interactional Justice
Dependent Variable: **Trust in Organization**

3.5.5.6. The Moderating Role of Perception of Organizational Justice (distributive, procedural- participation, procedural- application and interactional justice) between Vertical Communication-contribution and Trust in Organization

The moderating role of all Perception of Organizational Justice factors (distributive, procedural- participation, procedural- application and interactional justice) between vertical communication- contribution and trust in organization was tested with four separate hierarchical regression analysis.

“Vertical Communication- contribution” is the independent variable, “distributive, procedural- participation, procedural- application and interactional justice” are the moderators that are taken separately running the analysis for each factor. Also, “trust in organization” is the dependent variable.

In the first step of hierarchical regression analysis, the independent variable “Vertical Communication- contribution” was added to each analysis.

- In the second step, moderating variable (Distributive Justice) was added to the analysis. In the final step, multiplication variable was added to the analysis. The results showed that multiplication variable “Vertical Com.-contribution” x “Distributive Justice” ($\beta = .036$, $p = .285$) did not have a significant contribution on “Trust in Organization”
- In the second step, moderating variable (Procedural Justice - participation) was added to the analysis. In the final step, multiplication variable was added to the analysis. The results showed that multiplication variable “Vertical Com.-contribution” x “Procedural- Justice application” ($\beta = .028$, $p = .345$) did not have a significant contribution on “Trust in Organization”.
- In the second step, moderating variable (Procedural Justice – participation) was added to the analysis. In the final step, multiplication variable was added to the analysis. The results showed that multiplication variable “Vertical Com.-

contribution” x “Procedural Justice - participation” ($\beta = .062$, $p = .072$) did not have a significant contribution on “Trust in Organization”.

- In the second step, moderating variable (Interactional Justice) was added to the analysis. In the final step, multiplication variable was added to the analysis. The results showed that multiplication variable “Vertical Com.- contribution” x “Interactional Justice” ($\beta = .116$, $p = .000$) had a significant contribution on “Trust in Organization”.

As a conclusion, “Distributive, Procedural- application, Procedural- participation” were found not to play moderating role between “Vertical Communication- contribution” and “Trust in Organization”. But “Interactional Justice” was found to play moderating role between “Vertical Communication- contribution” and “Trust in Organization”. The results of regression analysis are presented in table 27-30.

Table 27. The Moderating Role of Distributive Justice between Vertical Communication-contribution and Organizational Trust

	R	Adj R²	ΔR^2	F	ΔF	β	t	p
Step1	.551	.303	.303	252,944	252,944			
VC-contri						.551	15,904	.000
Step2	.629	.396	.092	189,741	88,461			
VC-contri						.373	9,989	.000
DJ						.352	9,405	.000
Step3	.630	.397	.001	126,907	1,145			
VC-contri						.379	10,043	.000
DJ						.359	9,445	.000
VC-contri x DJ						.036	1.070	.285

VC-contri: Vertical Communication- Contribution, **DJ:** Distributive Justice

Dependent Variable: **Trust in Organization**

Table 28. The Moderating Role of Procedural Justice- application between Vertical Communication-contribution and Organizational Trust

	R	Adj R²	Δ R²	F	Δ F	β	t	p
Step1	.551	.303	.303	252,944	252,944			
VC-contri						.551	15,904	.000
Step2	.720	.519	.216	312,852	260,012			
VC-contri						.241	6,950	.000
PJ-application						.558	16,125	.000
Step3	.721	.520	.001	208,833	,894			
VC-contri						.244	7,012	.000
PJ-application						.562	16,138	.000
VC-contri x PJ-application						.028	.946	.345

VC-contri: Vertical Communication- Contribution, **PJ-application:** Procedural Justice-application
Dependent Variable: **Trust in Organization**

Table 29. The Moderating Role of Procedural Justice- participation between Vertical Communication-contribution and Organizational Trust

	R	Adj R²	Δ²	F	Δ F	β	t	p
Step1	.551	.303	.303	252,944	252,944			
VC-contri						.551	15,904	.000
Step2	.571	.326	.023	140,243	19,492			
VC-contri						.476	12,495	.000
PJ-participation						.168	4,415	.000
Step3	.574	.330	.004	94,940	3,248			
VC-contri						.483	12,635	.000
PJ-participation						.168	4,409	.000
VC-contri x PJ-participation						.062	1,802	.072

VC-contri: Vertical Communication- Contribution, **PJ-participation:**ProceduralJustice-participation
Dependent Variable: **Trust in Organization**

Table 30. The Moderating Role of Interactional Justice between Vertical Communication-contribution and Organizational Trust

	R	Adj R²	Δ R²	F	Δ F	β	t	p
Step1	.551	.303	.303	252,944	252,944			
VC-contri						.551	15,904	.000
Step2	.704	.495	.192	284,462	220,444			
VC-contri						.255	7,179	.000
IJ						.528	14,847	.000
Step3	.711	.506	.11	197,725	12,737			
VC-contri						.248	7,038	.000
IJ						.582	15,184	.000
VC-contri x IJ						.116	3,569	.000

VC-contri: Vertical Communication- Contribution, **IJ:** Interactional Justice

Dependent Variable: **Trust in Organization**

3.5.5.7. The Moderating Role of Perception of Organizational Justice (distributive, procedural- participation, procedural- application and interactional justice) between Horizontal Communication and Trust in Organization

The moderating role of all Perception of Organizational Justice factors (distributive, procedural- participation, procedural- application and interactional justice) between horizontal communication and trust in organization was tested with four separate hierarchical regression analysis.

“Horizontal communication” is the independent variable, “distributive, procedural- participation, procedural- application and interactional justice” are the moderators that are taken separately running the analysis for each factor. “Trust in organization” is the dependent variable.

In the first step of hierarchical regression analysis, the independent variable “horizontal communication” was added to each analysis.

- In the second step, moderating variable (Distributive Justice) was added to the analysis. In the final step, multiplication variable was added to the analysis. The results showed that multiplication variable “Horizontal Communication” x “Distributive Justice” ($\beta = -.051$, $p = .143$) did not have a significant contribution on “Trust in Organization”.
- In the second step, moderating variable (Procedural Justice - application) was added to the analysis. In the final step, multiplication variable was added to the analysis. The results showed that multiplication variable “Horizontal Communication” x “Procedural Justice- application” ($\beta = -.051$, $p = .099$) did not have a significant contribution on “Trust in Organization”.
- In the second step, moderating variable (Procedural Justice- participation) was added to the analysis. In the final step, multiplication variable was added to the analysis. The results showed that multiplication variable “Horizontal Communication” x “Procedural Justice- participation” ($\beta = -.001$, $p = .977$) did not have a significant contribution on “Trust in Organization”.
- In the second step, moderating variable (Interactional Justice) was added to the analysis. In the final step, multiplication variable was added to the analysis. The results showed that multiplication variable “Horizontal Communication” x “Interactional Justice” ($\beta = .021$, $p = .525$) did not have a significant contribution on “Trust in Organization”.

As a result, it was found that Distributive justice, Procedural Justice- participation, Procedural Justice- application and Interactional Justice did not play moderating role between “Horizontal Communication” and “Trust in Organization”. The results of the regression analysis are presented in table 31-34.

Table 31. The Moderating Role of Distributive Justice between Horizontal Communication and Trust in Organization

	R	Adj R²	Δ R²	F	Δ F	β	t	p
Step1	.505	.255	.255	198,785	198,785			
HC						.505	14,099	.000
Step2	.631	.398	.143	191,846	138,025			
HC						.352	10,137	.000
DJ						.408	11,748	.000
Step3	.633	.400	.002	128,868	2,152			
HC						.331	8,816	.000
DJ						.413	11,843	.000
HC x DJ						-.051	-1,467	.143

HC: Horizontal Communication, **DJ:** Distributive Justice

Dependent Variable: **Trust in Organization**

Table 32. The Moderating Role of Procedural Justice- application between Horizontal Communication and Trust in Organization

	R	Adj R²	Δ R²	F	Δ F	β	t	p
Step1	.505	.255	.255	198,785	198,785			
HC						.505	14,099	.000
Step2	.724	.525	.270	320,386	329,570			
HC						.241	7,493	.000
PJ-application						.583	18,154	.000
Step3	.726	.527	.002	21,5139	2,731			
HC						.223	6,605	.000
PJ-application						.582	18,136	.000
HC x PJ-application						-.051	-1,653	.099

HC: Horizontal Communication, **PJ- application:** Procedural Justice- application

Dependent Variable: **Trust in Organization**

Table 33. The Moderating Role of Procedural Justice-Participation between Horizontal Communication and Trust in Organization

	R	Adj R²	Δ R²	F	Δ F	β	t	p
Step1	.505	.255	.255	198,785	198,785			
HC						.505	14,099	.000
Step2	.560	.314	.059	132,756	49,972			
HC						.431	11,972	.000
PJ- participation						.254	7,069	.000
Step3	.560	.314	.001	88,352	0,001			
HC						.430	11,698	.000
PJ- participation						.254	7,044	.000
HC x PJ- participation						-.001	-0,029	.977

HC: Horizontal Communication, **PJ- participation:** Procedural Justice- participation
Dependent Variable: **Trust in Organization**

Table 34. The Moderating Role of Interactional Justice between Horizontal Communication and Trust in Organization

	R	Adj R²	Δ R²	F	Δ F	β	t	p
Step1	.505	.255	.255	198,785	198,785			
HC						.505	14,099	.000
Step2	.693	.480	.225	15,539	267,516			
HC						.204	5,736	.000
IJ						.562	15,836	.000
Step3	.693	.480	.000	178,295	0,404			
HC						.208	5,741	.000
IJ						.567	15,594	.000
HC x IJ						.021	0,636	.525

HC: Horizontal Communication, **IJ:** Interactional Justice

Dependent Variable: **Trust in Organization**

3.5.5.8. The Moderating Role of Psychological Capital (self-efficacy, optimism, pessimism, resiliency) between Trust in Organization and Resistance to Change (routine seeking)

The moderating role of all psychological capital factors (self-efficacy, optimism, pessimism, resiliency) was tested by four separate hierarchical regression analysis.

“Trust in organization” is the independent variable, “self-efficacy, optimism, pessimism, resiliency are the moderators and “resistance to change (routine seeking)” is the dependent variable for four separate analysis.

In the first step of hierarchical regression analysis, the independent variable “Trust in Organization” was added to the analysis.

- In the second step, moderating variable (Self-efficacy) was added to the analysis. In the final step, multiplication variable was added to the analysis. The results showed that multiplication variable “Trust in Organization” x “Self-efficacy” ($\beta = .019$, $p = .645$) did not have a significant contribution on “Resistance to Change -routine seeking”
- In the second step, moderating variable (Optimism) was added to the analysis. In the final step, multiplication variable was added to the analysis. The results showed that multiplication variable “Trust in Organization” x “Optimism” ($\beta = -.063$, $p = .124$) did not have a significant contribution on “Resistance to Change -routine seeking”
- In the second step, moderating variable (Pessimism) was added to the analysis. In the final step, multiplication variable was added to the analysis. The results showed that multiplication variable “Trust in Organization” x “Pessimism” ($\beta = -.051$, $p = .206$) did not have a significant contribution on “Resistance to Change -routine seeking”

- In the second step, moderating variable (Resiliency) was added to the analysis. In the final step, multiplication variable was added to the analysis. The results showed that multiplication variable “Trust in Organization” x “Resiliency” ($\beta = .039$, $p = .339$) did not have a significant contribution on “Resistance to Change-routine seeking”.

As a conclusion, it can be said that “Psychological Capital factors (self-efficacy, optimism, pessimism, resiliency)” did not play moderating role between “Trust in Organization” and “Resistance to Change (routine seeking)”. The results of the regression analysis are presented in table 35-38.

Table 35. The Moderating Role of Self-efficacy between Trust in Organization and Resistance to Change (routine seeking)

	R	Adj R²	ΔR^2	F	ΔF	β	t	p
Step1	.191	.037	.037	22,102	22,102			
Or.Trust						-.191	-4,701	.000
Step2	.337	.113	.077	37,085	50,196			
Or.Trust						-.086	-2,043	.041
Self-efficacy						-.297	-7,085	.000
Step3	.337	.114	.009	24,761	,213			
Or.Trust						-.086	-2,049	.041
Self-efficacy						-.290	-6,556	.000
Trust x S.efficacy						.019	,462	.645

Or.Trust: Organizational Trust

Dependent Variable: **Routine Seeking**

Table 36. The Moderating Role of Optimism between Trust in Organization and Resistance to Change (routine seeking)

	R	Adj R²	Δ R²	F	Δ F	β	t	p
Step1	.191	.037	.037	22,102	22,102			
Or.Trust						-.191	-4,701	.000
Step2	.260	.067	.031	20,990	19,186			
Or.Trust						-.117	-2,696	.007
Optimism						-.191	-4,380	.000
Step3	.267	.071	.004	14,820	2,379			
Or.Trust						-.126	-2,881	.004
Optimism						-.196	-4,495	.000
Or.Trust X optimism						-.063	-1.542	.124

Or.Trust: Organizational Trust
Dependent Variable: **Routine Seeking**

Table 37. The Moderating Role of Pessimism between Trust in Organization and Resistance to Change (routine seeking)

	R	Adj R²	Δ R²	F	Δ F	β	t	p
Step1	.191	.037	.037	22,102	22,102			
Or.Trust						-.191	-4,701	.000
Step2	.291	.085	.003	26,917	30,606			
Or.Trust						-.131	-3,180	.002
Pessimism						-.228	-5,532	.000
Step3	.296	.087	.003	18,498	1,603			
Or.Trust						-.125	-3,008	.003
Pessimism						-.237	-5,672	.000
Or.Trust X Pessimism						-.051	-1,266	.206

Or.Trust: Organizational Trust
Dependent Variable: **Routine Seeking**

Table 38. The Moderating Role of Resiliency between Trust in Organization and Resistance to Change (routine seeking)

	R	Adj R²	Δ R²	F	Δ F	β	t	p
Step1	.191	.037	.037	22,102	22,102			
Or.Trust						-.191	-4,701	.000
Step2	.332	.110	.074	35,968	48,044			
Or.Trust						-.089	-2,137	.033
Resilience						-.290	-6,931	.000
Step3	.334	.112	.001	24,281	,917			
Or.Trust						-.092	-2,197	.028
Resilience						-.280	-6,473	.000
Or.Trust X Resilience						-.039	0,957	.339
Or.Trust: Organizational Trust								

Dependent Variable: **Routine Seeking**

3.5.5.9. The Moderating Role of Psychological Capital (self-efficacy, optimism, pessimism, resiliency) between Trust in Organization and Resistance to Change (emotional reaction)

The moderating role of all psychological capital factors (self-efficacy, optimism, pessimism, resiliency) was tested by hierarchical regression analysis.

“Trust in organization” is the independent variable, “self-efficacy, optimism, pessimism, resiliency are the moderators and “resistance to change (routine seeking)” is the dependent variable.

In the first step of hierarchical regression analysis, the independent variable “Trust in Organization” was added to the analysis. The result of analysis showed that “Trust in Organization” did not have a significant contribution on the prediction of “Resistance to Change- emotional reaction” ($\beta = -.035$, $p = .394$). So, further analysis was not conducted due to the result of the first step. The result of regression analysis is presented in table39.

Table 39. The Moderating Role of Psychological Capital (self-efficacy, optimism, pessimism, resiliency) between Trust in Organization and Resistance to Change (emotional reaction)

	R	Adj R²	F	β	t	P
Step1	.035	.000	,727			
Trust in Organization				-.035	-,853	.394

Dependent Variable: **Emotional Reaction**

3.5.6 Summary of Hypothesis tested

<u>Main Model</u>	
<u>H1.</u> Communication will contribute to resistance to change through trust in organization	<u>Supported</u>
<u>H2.</u> Perception of Organizational justice will moderate the relationship between communication and trust in organization	<u>Not Supported</u>
<u>H3.</u> Psychological capital will moderate the relationship between trust in organization and resistance to change	<u>Not Supported</u>

Table 40. Summary table of hypothesis tested

H1 predicted that trust in organization plays a mediating role between communication and resistance to change. However, the analysis with factor variables showed that only vertical communication- information sharing will contribute to resistance to change- routine seeking through trust in organization.

H2 was not supported. This means that organizational justice does not moderate the relationship between communication and trust in organization. However, the analysis with factor variables showed that only interactional justice moderates the relationship between communication and trust in organization.

H3 was not supported. This means that psychological capital does not moderate the relationship between trust in organization and resistance to change

4. DISCUSSION AND CONCLUSION

Employee reaction to change has been studied from many different perspectives to determine how to conduct organizational change successfully (Armekanis et al., 1993; Dent & Goldberg, 1999; Chawla & Kelloway, 2004; Van Dam, Oreg & Schyns, 2008; Oreg & Sverdlik, 2011). Researchers found that several variables influence employee reactions towards the change process. The purpose of this research is to contribute to the change process in the organizations to be more successful.

The main hypothesis of the research is the contribution of communication on the resistance to change through trust in organization. Meanwhile, the moderating role of psychological capital on the relationship between communication and trust in organization is analyzed. The moderating role of psychological capital on the relationship between trust in organization and resistance to change is the third hypothesis of the research.

Before testing hypotheses by regression analyses, initially each research variable analyzed by factor analysis.

4.1. Factor variables

4.1.1. Resistance to change

Resistance to change has been subject to considerable attention of several researchers due to its significant effect on change process. Initially, researchers focused on situational antecedents such as power dynamics, participation, organizational culture and some various traits (e.i. locus of control) (Steward, May, McCarthy, Puffer, 2009), but these are not enough to understand employees' reaction to organizational change. Oreg (2003) developed an individual measure of Resistance to change scale (RTC) that directly measures an individual's tendency to resist change process.

Oreg's (2003) resistance-to-change scale discussed in section 3.2.1 includes four factors: a) routine seeking refers to an inclination to adopt routines, b) emotional reaction refers to the amount of uneasiness and stress experienced by an individual when confronted with change, c) short-term thinking refers to resistance to rational long-term benefits and d) cognitive rigidity refers to the frequency and ease with which people change their minds. As it was stated by George and Jones (2001), RTC scale was unidimensional for understanding individual overall reactions to change. It can be concluded that RTC scale focuses on an individual's disposition toward change, an aspect of personality, rather than an attitude toward a specific change situation (Steward et. al., 2009).

Oreg (2003) used multiple samples to provide validity of the RTC scale. He used university students in US at the first validation process. But, as Riordan and Vanderberg (1994) mentioned, cross-cultural meaningfulness would be determined by respondents from different cultures that use the same conceptual frame of references in responding to the questions on a given instrument. So Oreg et al. (2008) provided evidence of the scales measurement properties in 16 non-US samples of students in order to determine the cross-cultural validation of RTC scale.

RTC scale has been used in several research in order to examine individual differences toward change process. For example, Oreg (2006) found that employees with high RTC were less likely to initiate change and were more likely to hold negative attitudes toward change initiatives. The research of Foster (2010) revealed four factor of RTC as indicated by original scale. However, he stated that there was high correlation between routine seeking and short-term thinking and also there was high correlation between emotional reaction and short-term thinking. Other resistance-to-change (RTC) studies conducted outside Turkey have mostly found four factors (Foster, 2010; Oreg et al., 2008, Oreg, 2006), but Steward et al. (2009) found only three factors namely routine seeking, emotional reaction and short-term thinking. They indicated that cognitive rigidity factor did not exhibit measurement validity in their study.

Oreg (2003) defined the four factors in the RTC scale. These factors are not entirely independent but distinctive dimensions. For example, what employees think about change influence their feeling and behaviors towards change implementation process. However, the research of Foster (2010) revealed both high correlation between routine seeking and short-term thinking and also between emotional reaction and short-term thinking. Similar to this finding, this study revealed that **item1**, **item2** and **item3** for routine seeking factors were eliminated while 3 short-term thinking items were remained and loaded on Routine seeking factor. These items are **item 10**. *Changing plans seems like a real hassle to me*, **item 11**. *Often I feel a bit uncomfortable even about changes that may potentially improve my life* and **item 13**. *I sometimes find myself avoiding changes that I know will be good for me* were. The content of these short-term thinking items is to stress the long-term benefits of change but these items were perceived as routine seeking actions by the respondents. So these three items loaded on routine seeking factor. Similar to Steward et. al. (2009) and Erim (2009), all cognitive rigidity items were deleted in this analysis due to either loading on more than one factor or low reliability scores.

As a result, in this research only two factors were revealed: routine seeking and emotional reaction. Routine seeking factor was composed of 2 routine seeking items, **item 4**. *I generally consider change as a negative thing* and **item 5**. *I would rather be bored than surprised* and 3 short-term thinking items as mentioned above. On the other hand, emotional reaction factor was composed of 2 emotional reaction items, **item8**. *When things don't go according to plans, it stresses me out* and **item9**. *If my manager changed my responsibilities, it would probably make me feel uncomfortable even if I thought I'd do just as well without having to do any extra work*. Similar to this result, Erim (2009) had found two factors namely routine seeking and emotional reaction in her study conducted among Turkish sample.

From the above findings, it can be concluded that RTC scale has not been studied with an adequate sample size in Turkey. The differences in factors between the Turkish and non-Turkish scales might be due to cultural differences and sample size. So, more research on Oreg's (2003) Resistance-to- change (RTC) scale is needed in order to improve its validation in Turkish culture.

4.1.2. Communication

Communication process has a crucial effect on the performance of the organization. Communication is most effective when it is timely and appropriate and enables employees to better understand the problems within the organization (Lashley & Lee-Ross, 2003). Price (1997) defined communication in organization as a process by which the manager transmits information about the job to employees and among the employees at the same level. So, he suggested two levels of communication process: vertical communication and horizontal communication. Vertical communication refers to work-related communication up and down the organizational hierarchy and may range from employees receiving information about the organizational strategy to the ability for giving bottom-up feedback and advice to management. Horizontal communication refers to the informal interpersonal and socio-emotional interaction with close colleagues and others in the organizations who are at the same level (Postmes, Tanis and De Wit, 2001).

As communication in organization is considered to be a multidimensional construct, various communication characteristics have been used by researchers to assess effectiveness of communication within the organization. In this research, communication has been analyzed in terms of vertical communication and horizontal communication. The scale of Postmes et al. (2001) was used in this study. Through their communication scale, Postmes, Tanis and De Wit (2001) determined that communication consists of two main factors: vertical and horizontal. However, they indicated that vertical communication has been divided into three sub factors namely *quality of strategic information* (i.e. How much information do you receive about changes within the organization. How much information do you receive about the organization's strategy.) , *quality of vertical interaction* (i.e. How often does management take the initiative to discuss organizational issues with you. How often do you receive feedback about the work you do.), *satisfaction with management's responsiveness* (i.e. There are sufficient opportunities within the organization to critically reflect on managerial policies, or to give suggestions for improvement. Management of this organization pays attention to employees' suggestions).

Melikoğlu (2009) also found vertical and horizontal communication to be the two factors of communication. However, in this research vertical communication was divided into two sub-factors: named as vertical communication- contribution and vertical communication- information sharing.

As discussed above, Postmes et al. (2001) divided vertical communication into three different sub factors. However, factor analysis in this study showed that Quality of vertical interaction and satisfaction with management's responsiveness are revealed as one factor named as vertical communication- contribution. **Item5.** *Management provides sufficient information about the functioning of other units within the organization* is deleted from the analysis. This shows that management does not have responsibility to provide information about the functions of other departments. Also, **item7.** *Management gives opportunity to take the initiative to communicate with them* and **item 12.** *if I would want to criticize the strategy of the organization, I know how to communicate this within my organization* discarded from the analysis. These two items indicated that the employees did not initiate to communicate with management in Turkish culture.

So, "Vertical communication - contribution" includes items such as **item11.** *Management of this organization pays attention to employees' suggestions* , **item 10.** *Management gives sufficient opportunities within the organization to critically reflect on managerial policies, or to give suggestions for improvement* and **item 8** *Management gives opportunity to take part in decision making concerning issues involving the organization as a whole.* These items indicate employee participation in decision making. Nelson et al. (2007) stated that if employees are not satisfied with information received, they are likely to be uncertain about a range of organizational issues (e.i. organizational change) as well as their responsibilities. So, the feeling of contribution will improve employees' satisfaction about the received information that result in positive attitudes toward change process within organization.

"Vertical Communication - information sharing" included items such as **item2** *My company gives information about personnel management* and **item 1** *My company gives information about changes within the organization* These items indicate information

sharing between management and employees. The quality of communication process is very important. As it was indicated by Keller (1994), uncertainty and ambiguity within the organization are usually associated with lack of clarity and lack of information about organizational issues such as new software, restructuring process etc. So, effective information sharing is very critical to improve organizational effectiveness as well as to be successful in change process.

4.1.3. Organizational Justice

Employees have to deal with several decisions such as distribution of salary, social benefits, promotion etc. within the organization. As a consequence of those distributions, employees judge the fairness of the decisions. So, Colquitt (2001) indicated that one of the first questions they ask is “was that fair”. Researchers have focused on fairness in organization after the second half of 1900’s. Initially, Adam (1965), Homans (1961 cited in Colquitt et.al., 2001) and Leventhal & Landau (1976) have focused on distributive justice that refers to whether outcomes are allocated by the implicit norms of equity or equality. Then Thibaut and Walker (1975), Leventhal et. al., (1980) focused on the process that leads to decision outcomes. The third justice type studied is interactional justice introduced by Bies and Moag (1986). It refers to the interpersonal treatment people receive while procedures are applied. This was named interactional justice and divided in two sub factors namely interpersonal and informational justice.

There are several other justice scales that conceptualize fairness dimensions differently (Folger & Konovsky, 1989; Moorman, 1991). Colquitt’s (2001) scale was selected for this research since this scale compromises different theoretical works in justice perception. It includes procedural justice (Thibaut & Walker, 1975 and Levenethal et. al., 1980), distributive justice (Levenethal et. al., (1980) and interactional justice (Bies and Moag, 1986).

Colquitt’s original (2001) scale was used in several different studies (Foster, 2010; Lee, 2007; Imberman, 2009). In these studies it was indicated that three factors of justice

were found: distributive justice, procedural justice and interactional justice (interpersonal and informative justice). As it was indicated by Colquitt (2001), some researchers have examined interactional justice as a third type of justice while others considered it as a subset of procedural justice. Similar to studies mentioned above, the factor analysis of this research showed that interactional justice was very strong and independent factor of perception of justice.

On the other hand, the factor analysis of the organizational justice scale yielded a different structure than Colquitt's original (2001) scale in this research. It was found that procedural justice was divided into two distinct factors: application and participation. a) Procedural Justice- Application included 4 items including item **PJ4**. *The procedures were free of bias, itemPJ5. The procedures were based on accurate information, itemPJ7. The procedures upheld ethical and moral standards and itemPJ3. The procedures were applied consistently.* These items belong to Leventhals et.al. (1980) scale that measures the fair process criteria such as consistency, lack of bias, accuracy and correctability. So, this factor is named as *procedural justice-application* since these items explore how procedures are applied among employees.

b) Procedural Justice- Participation included 3 items including **item PJ2** *I had influence over the outcomes determined by the procedures, itemPJ1* *I was able to express my views and feelings during the procedures* and **item PJ6**. *I was able to appeal the outcomes arrived at by the procedures.* **ItemPJ1** and **itemPJ2** belongs to Thibaut and Walker's (1975) scale that measures the contribution of employees during a decision making process. So, this factor is named as *Procedural justice – participation* since these items demonstrate employee participation during application of procedures. As a result, it would be expected to find out two sub factors within procedural justice factor due to theoretical framework of procedural justice items.

In this research, it was found that the interactional justice factor, which is usually divided into two factors as interpersonal justice and informational justice, yielded one factor. This factor was the most powerful factor. Using Colquitt's organizational justice scale, Önderoglu (2010) initially found the same three factors as in this research.

However, Önderoglu (2010) conducted another factor analysis to divide interactional justice factor into the two factors in order to be in line with original Colquitt's scale.

4.1.4. Psychological Capital

The concept of positive organizational behavior was introduced by Luthans and his colleagues (Luthans, 2002a, Luthans & Youssef, 2007) as a way to focus on bringing positive psychology to the workplace. Psychological capital refers to the internal qualities possessed by individuals that enable them to fulfill their potential for growth and development (Luthans et al., 2007). There are considerable amount of research on each of the individual components of psychological capital such as self-efficacy (Bandura, 1977), hope (Snyder et al., 1996; Snyder, 2000), optimism (Carver & Scheier, 2002) and resiliency (Masten,1994; Masten & Reed, 2002)

Luthans et al. (2007) combined each component mentioned above and he developed the psychological capital scale. Because psychological capital (PsyCap) is a new concept in the organizational behavior literature, there are few studies regarding its relation with other variables; most have been conducted by Luthans and his colleagues (Luthans & Youssef, 2007; Avey, Wernsing & Luthans, 2008; Avey, Luthans & Youssef, 2010). Some studies, however, have explored psychological capital and leadership (Gooty, Gavin, Johnson, Frazier & Snow, 2009; Clapp-Smith, Vogelgesang & Avey, 2009) and others covered the relationship between psychological capital and positive employee attitudes (Avey, Reichard, Luthans, & Mhatre, 2011; Avey, Luthans, Youssef, 2010) . In the Turkish organizational studies literature there are a few studies regarding self-efficacy and its relation with commitment and employee performance in the workplace (Türkmen, 2009; Okan, 2009), optimism and its relation with academic success (Çoban & Demirtaş, 2011; Gül & Tezer, 1991) and hope (Atik, 2009) but there is no studies on resiliency. There are few studies that focus on positive organizational behavior and psychological capital in Turkish context (Çetin & Basım, 2012; Akçay, 2011).

Luthans et al.'s (2007) psychological capital (PsyCap) scale has four factors: self-efficacy, hope, optimism and resilience. Psycap studies conducted outside Turkey have

found four factors (Avey et al., 2008; Luthans et al., 2008, Walumbwa, Luthans, Avey, & Oke, 2011). However, the factor analysis of the PsyCap scale yielded a different structure than Luthans' original scale in this research. Factor analysis yielded 4 factors; resiliency, self-efficacy, optimism and pessimism. In this research, all items in hope were discarded either because of loading on more than one factor or because of low reliability score. Further, items in optimism loaded on two factors: optimism and pessimism. Items of pessimism factor (item **O5**. *In this job, things never work out the way I want them to* and **O2**. *If something can go wrong for me work-wise, it will*) showed that these items compromised the negative side of thought. So it was called pessimism. In addition, Turkish people usually use “hope” and “optimism” interchangeably, thus the original hope factor disappeared in this research. However, *self-efficacy* and *resiliency* appeared as two distinct constructs. Only **SE1**. *I feel confident analyzing a long-term problem to find a solution* which was originally self-efficacy item was loaded on factor of resiliency.

On the other hand, Ozcan (2012) found only two factors of PsyCap namely self-efficacy and optimistic hope. In his study, he stated that self-efficacy items were loaded under one factor. On the other hand, items of hope and optimism were combined named as optimistic hope. He discarded all resiliency items due to lack of inter-item consistency. It was indicated that there should be more research of PysCap in Turkish culture to validate the instrument.

4.1.5.Trust in Organization

Trust in organization is one of the major determinants that affect the organization's internal working environment. As it was stated by Morin (1990), trust in organization stems from a mutual understanding of expectations, experiences and responsibilities developed over time as a result of consistent behavior between parties within an organization. Employees believe that the organization will act in ways that are beneficial, or at least not detrimental, to the employee. So, trust in organization has a positive influence on interpersonal relationship by holding people together and give them a feeling of security.

There are numerous research on trust in organization and its effects on employee behaviors. The research conducted had utilized different scales. For example, “Trust in organization” scale developed by Daley was used by Gilbert & Tang (1998), “Trust inventory” survey developed by Doboal, Comish, Swindle, Gaster (1994) was used by Dalay (2007), “Trust in organization” survey developed by Gabarro and Athos (1976) was used by Tan and Tan (2000) and “Trust in organization” scale developed by Ellis and Shochley-Zalabak (2001) was used by Kılıç (2006). As a result, it can be concluded that there are several different measurement instruments for trust in organization. However, “Trust in organization” scale which was developed by İslamoğlu, Birsell and Börü (2007) applied in this research. Since they used a Turkish sample while developing this scale, it was selected for the research. Similar to original scale, the factor analysis showed that “Trust in organization” scale has one factor. Melikoğlu (2009) used İslamoğlu et al.’s scale (2007) and also found that “Trust in organization” yielded one factor. Thus, it was concluded that scales developed considering Turkish culture provide more consistent results for Turkish research.

Table 41. The review of the scales

Resistance to change				
Original Factors	Routine seeking (5 items)	Emotional Reaction (4 items)	Short-term thinking (4 items)	Cognitive rigidity (3 items)
Research factors	Routine seeking (5 items)	Emotional reaction (2 items)		

Communication				
Original Factors	Vertical communication (12 items)			Horizontal com. (3 items)
Research factors	Vertical communication- Information sharing (4 items)	Vertical communication- Contribution (5 items)		Horizontal com. (3 items)

Perception of Organizational justice				
Original Factors	Distributive Justice (4 items)	Procedural Justice (7 items)		Interactional J. (9 items)
Research factors	Distributive Justice (4 items)	Procedural J. Application (4 items)	Procedural Justice- Participation (3 items)	Interactional J. (9 items)

Psychological capital				
Original Factors	Hope (6 items)	Optimism (6 items)	Self-efficacy (6 items)	Resiliency (6 items)
Research factors	Pessimism (2 items)	Optimism (2 items)	Self-efficacy (5 items)	Resiliency (6 items)

4.2. Main Analysis

Research on resistance to change began with Lewin's (1951 cited in Foster, 2010) change process model and research on employee cooperation (Coch & French, 1948 cited in Foster 2010; Lawrence, 1954 cited in Foster, 2008). Next, issues such as communication, trust, justice were added to the research context (Armenakis & Harris, 2002; Cobb et al., 1995; Shaw, 1997; Kilbourne et al., 1996). However very few studies conducted investigated individual differences using positive psychology and resistance to change (Judge et al., 1999, Luthan, Youssef & Avolio, 2007). In this research, it was considered that individual differences (psychological capital) and contextual issue (trust in organization) and process issues (communication and organizational justice) are the potential antecedents of resistance to change.

4.2.1. The Mediating Role of Trust in Organization Between Communication and Resistance to Change

Even there were several different factors affecting the change process, employees are the cornerstone of organizational change (Palmer, 2004). Employees' negative reactions are the serious problems for successful change implementation process. So, it would be necessary to examine individual difference while studying reaction to organizational change (Oreg, 2006). On the other side, contextual and process factors also have considerable effect on employees' perception of change implementation efforts and then their behaviors toward these efforts (Armenakis & Bedian, 1999).

Process factors are the actions that are used during the change implementation efforts. In this research, communication was considered as a process factor. For example, Barrett (2002) stated that the function of employee communication is much more than just sending messages to employees. Effective communication is the glue that holds an organization together and during major change that glue must be even stronger. So, effective communication reduces employees anxiety related to uncertainty and improve trust in organization. Besides, trust in organization was considered as a contextual factor

that refers to the organizational conditions influencing employees' beliefs, attitudes, intentions and behavior. Hevvel and Schalk (2009) determined the importance of trust in organization, finding that decrease in trust results in higher affective resistance towards organizational change. Thus, communication will improve employee's positive behavior towards change efforts by first creating trust in organization. So, *Hypothesis 1* indicated that *the relationship between communication and resistance to change is mediated by trust in organization*.

The regression analysis showed that trust in organization has a mediating role between communication and resistance to change. Effective communication within the organization will increase employees' trust in the organization. Then, high trust in organization will have a negative effect on resistance to change and thus employees' resistance to change will decrease during the change process. This finding is consistent with the notion that to be successful in organizational change efforts, characteristics of the work environment must support employees' positive behaviors. For example, as it was indicated in this research, both effective communication and trust in organization have a positive effect on decrease of employees' aversive reaction to organizational change process. However, communication is not always enough to result in less employee resistance to organization change. So, effective communication would create positive outcomes on employees' resistance to change process through first creating trust in organization.

This result is in line with the organizational behavior literature, since numerous studies have explored the role of communication and trust in organization during change efforts. The findings have indicated that effective communication within the organization will improve trust in management and help employees react more favorably towards organizational change (Armenakis et al., 1993; Wanberg & Banas, 2000). In the study of Van Dam, Oreg & Schyns (2008), they used employees of a large company in Netherland. They indicated that at the time of the study, employees have experienced several organizational changes. As a result of their study, they found that employees who received more information and opportunities for participation experienced more trust in management and subsequently reported less resistance to change. Likewise, Folger and Konovsky (1989) found that management whose

communication is perceived as accurate and forthcoming is more likely to be trusted. Also, openness about managerial decisions, corporate procedures and strategies within organization also improve trust in organization. Ellis & Shcokley- Zalabak (2001) indicated that transmission of information about the job and organizational issues from top management to employees positively affect employees' trust toward organization. Thus, similar to this research findings, the literature demonstrates that organizational change will progress more smoothly with effective communication about the change process when first creating high trust in the organization.

As a result of factor analysis, resistance to change yielded two factors, namely routine seeking and emotional reaction while communication variable was loaded on three factors namely vertical communication- information sharing, vertical communication- contribution, and horizontal communication.

The hypothesis testing was repeated with factor variables.

The results of the regression analysis conducted with factor variables “*vertical communication - information sharing*” and “*resistance to change - routine seeking*” showed that *trust in organization has a mediating role between vertical communication - information sharing and resistance to change - routine seeking.* So, it can be concluded that effective information sharing within the organization, then, will increase employees' trust in the organization. High trust in organization will have a negative effect on routine seeking, which means decrease in employees' resistance to change. This finding is consistent with the findings that the more information employees receive about the change the less will they resist it (Wanberg & Banas, 2000). This argument noted that resistance is an outcome of employee's unfamiliarity with the details of change. When employees receive valid and appropriate information about the change process, they show less resistance; the content of the information, then, also influences change acceptance (Oreg, 2006). Primary objectives of effective communication are: a) inform and educate employees at all levels and b) motivate employees to support the organization's strategy and performance goals. But, communication is not enough to create positive attitudes toward resistance to change. So, when managers use vertical communication for information sharing about organizational issues and strategies,

managers will be perceived as more open to the employees. Employees perceive the openness of management and will feel more trust in organization. Thus, employees will feel more comfortable about the change and think that the organization will do the best for them. In other words, effective communication provides compelling justification for organizational change, clarifies changes in employees' roles (Young & Post, 2003), improves trust in organization (Armenakis et al., 1993; Van Dam et al., 2008). And then trust in organization has a diminishing effect on resistance to change within organization. So, employee communication is very important to the success or failure of any major change program (Barret, 2002) with employee's positive behavior towards change effort by first creating trust in organization

In addition, the hypothesis testing revealed that trust in organization does not mediate the contribution of horizontal communication to resistance to change - routine seeking. However, the regression analysis showed that horizontal communication has a significant contribution on trust in organization ($B=0.505$, $p=0.000$) and that horizontal communication has a significant and negative contribution on resistance to change - routine seeking ($B=-0.228$, $p=0.000$). This result suggested that strong communication among peers had positive effects both on improvement of trust in organization and decrease in employees' resistance to organizational change. However, strong communication among peers did not create positive attitudes toward change efforts through trust. The reason of this result would be the group norms that may define specific types of behavior which is regarded as right or wrong, good or bad in the group. Horizontal communication takes place among members of work group at the same level. So, group norms may define that employees should feel trust towards management and should look more positively to change process. Employees conform to these group norms that would create positive relationship between both horizontal communication and trust in organization and between horizontal communication and resistance to change- routine seeking. However, horizontal communication will not improve employees' behavior towards a change process by first creating trust in organization.

Finally, the regression analysis showed that none of the communication factors had a significant contribution on the prediction of resistance to change - emotional reaction (vertical communication - contribution $\beta=-0.027$, $p=0.511$; vertical communication - information sharing $\beta=-0.019$, $p=0.645$; horizontal communication $\beta=0.052$, $p=0.208$). For this reason, further analysis was not conducted. These results would be explained by the theory of dispositional resistance to change. Oreg et al.(2008) stated that some people show an adverse reaction to change even if the change is acceptable and its context is relatively welcoming. Such people find comfort in routines, are less flexible cognitively and find it difficult to work through the short-term inconvenience of change. Not only do they react more strongly than others to “negative” changes, they also resist changes that may turn out to be beneficial. The emotional reaction items in this research include: *“When things do not go according to plans, it stresses me out.”* and *“If my manager changed my responsibilities, it would probably make me feel uncomfortable even if I thought I would do well without having to do any extra work.”*. These items measure the immediate feelings (emotions) of the person about the specific situation. As it was indicated, the person was closed for every single change initiation at this moment. So, at this point effective vertical and horizontal communication about change process will not affect this person’s emotional feeling and his/her reaction towards contextual situations in the workplace.

4.2.2. The Moderating Role of Perception of Organizational Justice between Communication and Trust in Organization

As it was indicated by Armenakis & Bedeian (1999), employees’ reactions toward organizational change process show difference due to content factors, contextual factors and process factors. In this study, trust in organization was chosen as contextual factors, since trust has an influence on employees’ behaviors and beliefs. On the other hand, communication and perception of justice were chosen as process factors, since communication and perception of justice were considered as contributors in order to establish smooth progress during change efforts.

Theories on perception of justice indicate that fair treatment is central to people's relationships and is a major determinant in their reactions to third-party decisions. So, perception of fairness would be considered as a general concept that would affect both communication and trust in organization. It was hypothesized that *the relationship between communication and trust in organization is moderated by perception of organizational justice in the organization such that this relationship will be stronger when there is high perceived organizational justice in organization.*

The result of regression analysis revealed that perception of justice does not appear to play a moderating role between communication and trust in organization. Thus, perception of justice did not contribute to the impact of communication on trust in organization. Despite this result, correlation analysis between these variables showed a high and significant correlation between organizational justice and "trust in organization ($r=0.718$, $p<0.01$) and between organizational justice and communication ($r=0.741$, $p<0.01$).

In organizational studies literature, organizational justice, trust in organization and communication were used within several different research models and researchers found significant relationships between these variables. For example, it is indicated that distribution of resources such as power, prestige, authority, responsibility, technology and financial resources within the organization has significant effect on the perception of fairness. If distribution of resources is perceived to be fair, employees will develop trust in organization. So, several empirical studies have found a strong relationship between trust and justice. (Cobb et al., 1995; Knovsky & Cropanzano, 1991; Lind & Tyler, 1988). Likewise, Gilberg and Tang (1998) noted that trust was an important outcome of procedural justice. And, Hubbell and Chory-Assad (2005) found that justice was the strongest predictor of organizational and managerial trust.

Besides, other researchers have emphasized the importance of effective communication on organizational justice perception. For example, Daly and Geyer (1994) found that the positive effects of communication on acceptance of change and turnover intention are mediated by the perception of fairness. Pitts (2006) indicated that communication had a strong influence on perception of justice within organization. So, communication, trust

in organization and perception of organizational justice were highly inter-correlated and affected each other in every workplace situation.

As a conclusion, in line with organizational behavior literature, this study found strong relationship between organizational justice, trust in organization and communication. However, organizational justice was found not to moderate the relationship between communication and trust in organization. On the other hand, interestingly, Chawla (1999) found procedural justice to be the mediating variable in the relationship between communication and trust in organization. Yamaguchi (2009) also indicated that perceived procedural justice had a partially mediating effect between communication and trust.

The current study's contradictory findings may be explained by the potential faulty assumption that organizational justice is a global variable that would affect both communication and trust in organization. It is possible that participants in this study perceived justice as an antecedent of trust as it was indicated in Tan&Tan (2000) theoretical framework. In addition, several studies showed that when communication was considered as timely and provided adequate information for justification of decision, this effective communication process significantly affects the perception of justice within organization (Gopinath & Becker, 2000; Pitts, 2006; Chawla & Kelloway, 2004). From the above findings, it can be stated that organizational justice would play a mediating role between communication and trust in organization. Research with different sample composition and a bigger sample size should be done in this area.

The hypothesis testing was repeated with factor variables.

Organizational justice was loaded on four factors, namely *distributive justice*, *procedural justice - participation*, *procedural justice - application* and *interactional justice*. The hypothesis testing for The Moderating Role of Organizational Justice between Communication and Trust in Organization was conducted for all organizational justice factors and communication factors.

None of the organizational justice factors affected the relationship between factors of communication and trust in organization. However, interestingly only *interactional justice played a moderating role between vertical communication - contribution and trust in organization.*

This result can be explained with Bies & Moag (1986)'s theoretical indication of interactional justice. They indicated that perceptions of being treated with honesty, propriety and respect are related to perceptions of interactional justice. When individuals perceive they have been communicated in a sensitive and respectful manner and are treated with politeness and dignity by those carrying out organizational procedures they are more likely to judge this communication as fair (Bies & Moag, 1986; Cohen-Charash & Spector, 2001). In line with Bies & Moag, İnce and Gül (2011) found a positive relationship only between organizational communication and perception of interactional justice. On the other hand, their hypotheses exploring positive relations between communication and both distributive and procedural justice were not supported

Besides, vertical communication- contribution items indicated employee participation in decision making. When employees contribute decision making process within organization, they receive timely and useful information about the situation. This will assist to create openness of management towards employees. When everybody has a chance to indicate his/her intention, the relationship between employee and organization gets stronger. This will result in increase in trust in organization. So, employees would have a tendency to show more positive behavior within organization such as more cooperation and openness to new conditions. At this point, employees' perception of high interaction justice due to sensitive and respectful manner communication would increase their feeling of honesty and respect towards organization. As a result, interactional justice would have a positive effect on the relationship between communication and trust in organization.

4.2.3.The Moderating Role of Psychological Capital between Trust in Organization and Resistance to Change

Several studies attempt to explain why change efforts in technology, production methods, management practices and compensation systems have fallen short of expectations or resulted in failure (Oreg, 2006).

There are several factors such as technological difficulties, lack of time and money investment during organizational change implementation process, but the most important factor is the reaction of employee towards change efforts.

As it was indicated previously, employees' negative reactions to change process would decrease if there was high trust between employee and organization. In order to understand the effects of individuals' positive psychological capabilities on the relationship between trust in organization and resistance to change, psychological capital was considered as moderating variable.

It was hypothesized that H3: *The relationship between trust in organization and resistance to change is moderated by psychological capital such that this relationship will be stronger when employees have high psychological capital during organizational change.*

The results of this regression analysis showed that psychological capital plays no moderating role between trust in organization and resistance to change. Thus, psychological capital (PsyCap) did not contribute to the relationship between trust in organization and resistance to change. However, when researchers examined the relationship between trust and resistance to change and the relationship between psychological capital and resistance to change, they found several significant relationships.

Unstable economic and political conditions have increased number of change efforts within organizations. So, trust has become an important issue for the success of today's organizations. As noted in the literature review, trust in organization indicates that management does not exhibit any behavior that results in unfavorable conditions to employees during the change process (Boon & Holmes, 1991). Several empirical

studies showed a strong and negative relationship between trust in organization and resistance to change (Stanley et. al., 2005; Oreg, 2006; Holoviak, 1999) and the important role of trust in organization during organizational change efforts (Cashman, 1998). In line with the literature, the correlation analysis in this research between resistance to change and trust in organization revealed a significant and negative relationship.

Even organizational studies have shown the importance of trust in a range of organizational activities, such as individual performance (Oldham, 1975; Rich, 1997), conflict management (Porter & Lilly, 1996; Zaheer et al., 1997), unit performance (Dirks, 1999) and goal acceptance (Oldham, 1975; Kim & Mauborgne, 1993), there is a limited empirical research examining the relationship between psychological capital and trust in organization. Thus, this research initiates further studies on these concepts.

It was found that there was a significant and negative relationship between psychological capital and resistance to change. Individuals with high psychological capital, will present more favorable behaviors towards organizational change. This is consistent with Peterson et al.'s study (2011), who noted that psychological capital is considered critical to motivation, cognitive processing, striving for success and the resulting performance in the workplace. Avey et al. (2008) found that employees' positive psychological capital is important for combating negative attitudes (i.e., cynicism and deviance). These attitudes (i.e., cynicism and deviance) usually negatively associated with organizational change and affected employees' adaptation to new working conditions. Avey et al. (2008) also stated that employees' positive resources are positively associated with desired attitudes (emotional engagement) and behaviors (organizational citizenship). These behaviors assist employees to accept organization change outcomes. One can thus conclude that positive psychological capital may strongly support organizational change efforts.

Psychological capital was loaded on four factors, namely, *self-efficacy*, *pessimism*, *optimism* and *resilience*. The results of regression analysis showed that none of the factors played a moderating role between trust in organization and resistance to change - routine seeking.

This research also indicated, however, that psychological capital has the highest correlation with resistance to change when compared to other variables. Does, then, psychological capital play a mediating role between trust in organization and resistance to change? This question will be analyzed in detail in the next section.

4.3. Further Research

The moderating role of psychological capital between trust in organization and resistance to change was examined. The regression analysis mentioned at main model analysis showed that psychological capital did not play a moderating role between trust in organization and resistance to change. However, the correlation analysis revealed that psychological capital has the highest correlation with resistance to change when compared to the correlation results of other variables. These findings prompted researcher to explore whether psychological capital plays a mediating role between trust in organization and resistance to change by regression analysis; the results is presented in exhibit II, which shows that trust in organization no longer contributed to resistance to change ($\beta = -0.063$, $p = 0.152$) when psychological capital ($\beta = -0.192$, $p = 0.000$) enters the analysis. From these results, it was concluded that psychological capital plays a mediating role between trust in organization and resistance to change.

Further regression analysis were conducted with factors of psychological capital (self-efficacy, pessimism, optimism and resilience), the factors of resistance to change (routine seeking and emotional reactions) and trust in organization. The results of the analysis show that the factors of psychological capital did not play mediating roles between trust in organization and factors of resistance to change. The analysis are presented in Appendix II.

As psychological capital is a recently studied concept in the organizational studies literature, further research with different sample compositions and bigger sample sizes should be conducted to better understand the contribution of psychological capital on the relationship between trust in organization and resistance to change.

4.4. Limitations and Suggestions

There are several limitations regarding this research, with the major ones regarding sampling issues. For instance, because the research was in the form of a self-reporting survey, it only reflects individual concerns about his or her workplace environment, such as issues during the organizational change process. In addition, the scales of this research use subjective measurement, not objective measurement. Finally, 75% of data was collected from employees while 25% was collected from managers. The sampling size of managers should be increased for a more equal sample distribution.

Another major limitation concerns the surveys used in this research, most of which had to be translated from English to Turkish. The translated surveys are “resistance to change”, “psychological capital” and “perception of justice”, “communication”. Resistance to change and psychological capital scales are quite new scales and have been used in a limited number of studies in Turkey and factor analysis of these surveys showed different results than the originals, mainly due to cultural differences. Because culture affects one’s perception and interpretation of the business environment, resistance to change and psychological capital scales should be developed in Turkey.

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APPENDIX 1



Sayın Katılımcı,

Bu anket, Marmara Üniversitesi İşletme Anabilim Dalı, Örgütsel Davranış Bilim Dalı Doktora tez öğrencisi olan Neşe Saruhan tarafından yürütülmekte olan bir araştırmada kullanılmak amacıyla hazırlanmıştır.

Ankette yer alan hiçbir sorunun doğru veya yanlış yanıtı yoktur. Yanıtlarınızla bu çalışmaya önemli ölçüde katkıda bulunmuş olacaksınız. Araştırmamız açısından kimliğinizin bilinmesi önem taşımadığından, anket formları üzerine isim ve soyadı yazılması gerekmemektedir. Cevaplarınız sadece araştırmacı tarafından bilimsel amaçlarla değerlendirilecektir.

Anketteki sorulara yanıt verirken araştırmanın sağlıklı sonuç vermesi açısından hiçbir sorunun boş bırakılmamasını ve size en uygun seçeneği işaretlemenizi rica ediyoruz.

Anketimizi doldurarak bize zaman ayırdığınız ve çalışmamıza katkıda bulunduğunuz için teşekkür ederiz.

Tez Danışmanı

Doç. Dr. Güler İslamoğlu

Doktor Adayı

Neşe Saruhan

Bölüm 1.

1) Yaşınız

2) Cinsiyetiniz Kadın (...) Erkek (...)

3) En son mezun olduğunuz eğitim kurumu

İlk öğretim (.....)

Lise (.....)

Üniversite (.....)

Yüksek Lisans/ Doktora (.....)

4) Kurumunuzun faaliyet gösterdiği sektör

5) Kaç yıldır iş hayatındasınız?

6) Kaç yıldır bu işletmede çalışıyorsunuz?

7) Kurumunuzda yönetici pozisyonunda mısınız? Evet (.....) Hayır
(.....)

8) Medeni Haliniz? Bekar (....) Evli (....) Boşanmış (....) Dul (....)

9) Çocuk sahibi misiniz? Var(....) Yok(....)

Bölüm 2

Değişim hayatımızın bir parçası haline gelmiştir. Aşağıda değişime yaklaşım ile ilgili ifadeler yer almaktadır. Lütfen, her ifadeyi dikkatlice okuduktan sonra “Hiçbir zaman” ile “Her zaman” arasında uzanan cevap seçeneklerinden birini işaretleyerek cevaplayınız.

		Hiçbir Zaman	Hemen Hemen Hiçbir Zaman	Nadiren	Sıklıkla	Hemen Hemen Her Zaman	Her Zaman
1.	Ne zaman hayatım durağan bir rutine girse, değiştirmek için yollar ararım.	(...)	(...)	(...)	(...)	(...)	(...)
2.	Yeni ve farklı şeyler denemektense, alışık olduğum şeyleri yapmayı tercih ederim.	(...)	(...)	(...)	(...)	(...)	(...)
3.	Çok yoğun bir günün ardından, rutin bir gün geçirmeyi tercih ederim	(...)	(...)	(...)	(...)	(...)	(...)
4.	Değişimi olumsuz bir şey olarak düşünürüm.	(...)	(...)	(...)	(...)	(...)	(...)
5.	Süprizlerle karşılaşmaktansa, sıkılıp oturmayı tercih ederim	(...)	(...)	(...)	(...)	(...)	(...)
6.	Yaptığım işle ilgili önemli değişikliklerin olacağı öğrendiğimde strese girerim.	(...)	(...)	(...)	(...)	(...)	(...)
7.	Çalıştığım şirketin değişim planları olduğunu öğrenirsem, kendimi gergin hissederim.	(...)	(...)	(...)	(...)	(...)	(...)
8.	Olayların planlandığı gibi gitmemesi beni strese sokar	(...)	(...)	(...)	(...)	(...)	(...)
9.	Yöneticimin yaptığım işte değişiklik yapması durumunda, yeni işimde fazladan iş çıkmasa bile kendimi rahatsız hissederim.	(...)	(...)	(...)	(...)	(...)	(...)
10.	Değişimler bana sıkıntı verir.	(...)	(...)	(...)	(...)	(...)	(...)
11.	Benim hayatımı iyileştirecek bile olsa, değişimler beni rahatsız eder.	(...)	(...)	(...)	(...)	(...)	(...)
12.	Bir şeyleri değiştirmem yönünde baskı yapıldığında, değişimin sonuçta fayda sağlayacağını düşünsem bile direnç gösterme eğilimindeyimdir.	(...)	(...)	(...)	(...)	(...)	(...)
13.	Benim için iyi olduğunu düşünsem bile kendimi değişimden kaçırken buluyorum	(...)	(...)	(...)	(...)	(...)	(...)
14.	Fikrimi çok çabuk değiştirim	(...)	(...)	(...)	(...)	(...)	(...)
15.	Bir karara vardıktan sonra fikrimi değiştirmem zordur.	(...)	(...)	(...)	(...)	(...)	(...)
16.	Görüşlerim zaman içerisinde değişim gösterebilir.	(...)	(...)	(...)	(...)	(...)	(...)

Bölüm 3.

Aşağıda kurumlarla ilgili bazı ifadeler yer almaktadır. Bu ifadelere dayanarak kurumunuzu değerlendirmenizi istiyoruz. Lütfen, her ifadeyi dikkatlice okuduktan sonra “Hiçbir zaman” ile “Her zaman” arasında uzanan cevap seçeneklerinden birini işaretleyerek cevaplayınız.

		Hiçbir Zaman	Hemen Hemen Hiçbir Zaman	Nadiren	Sıklıkla	Hemen Hemen Her Zaman	Her Zaman
	<u>Çalıştığım kurum,</u>						
17	Dürüst ve hakkaniyetli bir işleyişe sahiptir.	(....)	(....)	(....)	(....)	(....)	(....)
18	Toplumda pozitif bir imaja sahiptir.	(....)	(....)	(....)	(....)	(....)	(....)
19	Huzurlu ve adil bir çalışma ortamına sahiptir.	(....)	(....)	(....)	(....)	(....)	(....)
20	İşe alımı ve işe oryantasyon programını önemser.	(....)	(....)	(....)	(....)	(....)	(....)
21	Çalışanlarında bağlılık yaratır.	(....)	(....)	(....)	(....)	(....)	(....)
22	Yüksek mali güce sahip bir kurumdur.	(....)	(....)	(....)	(....)	(....)	(....)
23	Çalışanlarına ilgili ve saygılıdır.	(....)	(....)	(....)	(....)	(....)	(....)
24	Performans değerlendirmesini objektif olarak yapmaktadır.	(....)	(....)	(....)	(....)	(....)	(....)
25	Çalışanların ihtiyaçlarını dikkate alır.	(....)	(....)	(....)	(....)	(....)	(....)
26	Uzun süreli istihdam sağlar.	(....)	(....)	(....)	(....)	(....)	(....)

Bölüm 4.a

Aşağıda, maaş, zam, ikramiye, prim, terfi, statü, çalışma mekanı, sosyal olanaklar, eğitim olanakları, sağlık hizmetleri ve benzeri gibi, **işinizden elde ettiğiniz olanakların dağıtılışına ilişkin Karara Varılma** süreci hakkında ifadeler bulunmaktadır. Lütfen, her ifadeyi dikkatlice okuduktan sonra “Hiçbir zaman” ile “Her zaman” arasında uzanan cevap seçeneklerinden birini işaretleyerek cevaplayınız.

		Hiçbir Zaman	Hemen Hiçbir Zaman	Nadiren	Sıklıkla	Hemen Hemen Her Zaman	Her Zaman
27	Bu tür kararlara varılırken görüşlerimi ve duygularımı ifade edebiliyorum.	(....)	(....)	(....)	(....)	(....)	(....)
28	Varılan bu tür kararlar üzerinde etkim vardır.	(....)	(....)	(....)	(....)	(....)	(....)
29	Bu tür kararlara varılma süreci tutarlı bir biçimde uygulanmaktadır	(....)	(....)	(....)	(....)	(....)	(....)
30	Bu tür kararlara varılırken tarafsız davranılmaktadır.	(....)	(....)	(....)	(....)	(....)	(....)
31	Bu tür kararlara varılırken kullanılan prosedür doğru bilgilere dayanıyor	(....)	(....)	(....)	(....)	(....)	(....)
32	Varılan kararlara itiraz ederek, durumun yeniden değerlendirilmesini talep edebiliyorum.	(....)	(....)	(....)	(....)	(....)	(....)
33	Bu kararların varılma süreci iş ahlakına uygundur.	(....)	(....)	(....)	(....)	(....)	(....)

Bölüm 4.b

Aşağıda, işten elde ettiğiniz olanakların (maaş, zam, ikramiye, prim, terfi, statü, çalışma mekanındaki donanım, sosyal olanaklar, eğitim olanakları, sağlık hizmetleri vb.) **Ne derece adil olduğuna ilişkin** ifadeler bulunmaktadır. Lütfen, her ifadeyi dikkatlice okuduktan sonra “Hiçbir zaman” ile “Her zaman” arasında uzanan cevap seçeneklerinden birini işaretleyerek cevaplayınız.

		Hiçbir Zaman	Hemen Hemen Hiçbir Zaman	Nadiren	Sıklıkla	Hemen Hemen Her Zaman	Her Zaman
34	Çalışmamın sonucunda işimden elde ettiklerim harcadığım çabayı karşılıyor.	(....)	(....)	(....)	(....)	(....)	(....)
35	İşimden elde ettiklerim şimdiye kadar yapıp tamamladığım işlere uygundur.	(....)	(....)	(....)	(....)	(....)	(....)
36	İşimden elde ettiklerim, çalıştığım kuruma yapmış olduğum katkıyı karşılıyor.	(....)	(....)	(....)	(....)	(....)	(....)
37	Gösterdiğim performans düşünülecek olursa, hakkım olanı elde ettiğim söylenebilirim.	(....)	(....)	(....)	(....)	(....)	(....)

Bölüm 4.c

Aşağıda, sizin hakkınızda (maaş, zam, ikramiye, prim, terfi, statü, çalışma mekanındaki donanım, sosyal olanaklar, eğitim olanakları, sağlık hizmetleri vb. konularda) **karar verme yetkisi olan yöneticinizin, bu tür kararları verme sürecindeki davranışlarına ve sizinle olan iletişimine** ilişkin ifadeler yer almaktadır. Lütfen, her ifadeyi dikkatlice okuduktan sonra “Hiçbir zaman” ile “Her zaman” arasında uzanan cevap seçeneklerinden birini işaretleyerek cevaplayınız.

		Hiçbir Zaman	Hemen Hemen Hiçbir Zaman	Nadiren	Sıklıkla	Hemen Hemen Her Zaman	Her Zaman
	<u>Yöneticim,</u>						
38	Bana karşı kibardır.	(...)	(...)	(...)	(...)	(...)	(...)
39	Bana değer verir.	(...)	(...)	(...)	(...)	(...)	(...)
40	Bana saygılı davranır	(...)	(...)	(...)	(...)	(...)	(...)
41	Bana karşı ters ifadeler kullanmaktan kaçınır.	(...)	(...)	(...)	(...)	(...)	(...)
42	Benimle olan iletişimde açık yüreklidir.	(...)	(...)	(...)	(...)	(...)	(...)
43	Bana ilişkin kararları alırken izlediği yolu ayrıntılı bir biçimde açıklar	(...)	(...)	(...)	(...)	(...)	(...)
44	Her türlü ayrıntıyı zamanında bana iletir.	(...)	(...)	(...)	(...)	(...)	(...)
45	Açıklamalarını kişisel farklılıkları dikkate alarak yapar.	(...)	(...)	(...)	(...)	(...)	(...)
46	Yöneticimin yaptığı açıklamaları akla yatkın buluyorum.	(...)	(...)	(...)	(...)	(...)	(...)

Bölüm 5.

Aşağıda kurumlarla ilgili bazı ifadeler yer almaktadır. Bu ifadelere dayanarak kurumunuzu değerlendirmenizi istiyoruz. Lütfen, her ifadeyi dikkatlice okuduktan sonra “Hiçbir zaman” ile “Her zaman” arasında uzanan cevap seçeneklerinden birini işaretleyerek cevaplayınız.

		Hiçbir Zaman	Hemen Hemen Hiçbir Zaman	Nadiren	Sıklıkla	Hemen Hemen Her Zaman	Her Zaman
	<u>Çalıştığım kurumda</u>						
47	Yönetim kadrosu kurumda yapılan değişiklikler hakkında çalışanlarına bilgi verir.	(....)	(....)	(....)	(....)	(....)	(....)
48	Personel yönetimi ile ilgili bilgilendirme yapılır.	(....)	(....)	(....)	(....)	(....)	(....)
49	Kurumun genel performansı ile ilgili bilgilendirme yapılır.	(....)	(....)	(....)	(....)	(....)	(....)
50	Kurumun izlediği strateji hakkında bilgilendirme yapılır.	(....)	(....)	(....)	(....)	(....)	(....)
51	Diğer departmanların işleyişi hakkında bilgilendirme yapılır.	(....)	(....)	(....)	(....)	(....)	(....)
52	Yönetim, kurumsal sorunları çalışanlarla paylaşır.	(....)	(....)	(....)	(....)	(....)	(....)
53	Yönetim, çalışanlara kendileri ile iletişim kurma fırsatı tanır.	(....)	(....)	(....)	(....)	(....)	(....)
54	Yönetim, kurumun bütününe ilgilendiren sorunların çözümü için çalışanlarına danışır.	(....)	(....)	(....)	(....)	(....)	(....)
55	Yönetim, çalışanların yaptıkları iş ile ilgili geribildirim verir.	(....)	(....)	(....)	(....)	(....)	(....)
56	Kurumun yönetsel politikalarını tartışmak ve iyileştirmeler yapmak için görüşlerimi sunma fırsatı verilir.	(....)	(....)	(....)	(....)	(....)	(....)
57	Yönetim, çalışanlara önerilerini sunma fırsatı verir.	(....)	(....)	(....)	(....)	(....)	(....)
58	Eğer kurumun stratejisini eleştirmek istersem, bununla ilgili kiminle nasıl iletişim kurmam gerektiğini biliyorum	(....)	(....)	(....)	(....)	(....)	(....)
59	Çalışma arkadaşlarımla iş dışı konularda da rahatlıkla konuşurum.	(....)	(....)	(....)	(....)	(....)	(....)
60	Benim departmanımdan olmayan çalışma arkadaşlarımla iş dışı konularda da rahatlıkla konuşurum.	(....)	(....)	(....)	(....)	(....)	(....)
61	Çalışma arkadaşlarımla aramızda iyi ve kaliteli bir iletişim vardır.	(....)	(....)	(....)	(....)	(....)	(....)

Bölüm 6.

Aşağıdaki ifadeleri dikkatlice okuyarak, “Hiçbir zaman” ile “Her zaman” arasında uzanan cevap seçeneklerinden size en uygun olanı işaretleyerek cevaplayınız.

		Hiçbir Zaman	Hemen Hemen Hiçbir Zaman	Nadiren	Sıklıkla	Hemen Hemen Her Zaman	Her Zaman
6 2	İşimde kendimi bir çıkmazda bulursam, kurtulmak için çeşitli yollar düşünebilirim.	(....)	(....)	(....)	(....)	(....)	(....)
6 3	Çalışma hedeflerime hevesle ulaşmaya çalışıyorum	(....)	(....)	(....)	(....)	(....)	(....)
6 4	Her sorundan kurtulmanın değişik yolları olduğunu düşünürüm.	(....)	(....)	(....)	(....)	(....)	(....)
6 5	Kendimi işimde oldukça başarılı görüyorum	(....)	(....)	(....)	(....)	(....)	(....)
6 6	Hedeflerime ulaşmak için pek çok yol düşünebilirim	(....)	(....)	(....)	(....)	(....)	(....)
6 7	İşimde, geçmişte koyduğum hedeflerime ulaşabiliyorum.	(....)	(....)	(....)	(....)	(....)	(....)
6 8	İşimde bir terslikle karşılaştığımda, kendimi toparlamam ve devam etmem zordur.	(....)	(....)	(....)	(....)	(....)	(....)
6 9	İşimdeki zorluklarla bir şekilde başa çıkarım.	(....)	(....)	(....)	(....)	(....)	(....)
7 0	Mecbur kalırsam, işimde her şeyi kendi başıma halledebilirim.	(....)	(....)	(....)	(....)	(....)	(....)
7 1	İşimdeki stresli olayların üstesinden gelebilirim	(....)	(....)	(....)	(....)	(....)	(....)
7 2	Daha önce başardığım gibi, işimdeki zorluklarla başa çıkabilirim.	(....)	(....)	(....)	(....)	(....)	(....)
7	İşimde aynı anda birden çok şey yapabilirim.	(....)	(....)	(....)	(....)	(....)	(....)

3							
7 4	Sürüncemede kalan sorunlara çözüm bulmakta kendime güvenirim.	(...)	(...)	(...)	(...)	(...)	(...)
7 5	Yönetimle beraber yaptığım toplantılarda, işimi anlatırken kendimden eminimdir.	(...)	(...)	(...)	(...)	(...)	(...)
7 6	Şirket stratejileri tartışılırken fikirlerimi söylerken kendimden eminimdir.	(...)	(...)	(...)	(...)	(...)	(...)
7 7	İşimle ilgili konularda hedeflerin belirlenmesine katkıda bulunurken kendimden eminimdir.	(...)	(...)	(...)	(...)	(...)	(...)
7 8	Şirket dışındaki kişilerle(tedarikçiler, müşteriler) şirket ile ilgili sorunları hakkında konuşurken kendimden eminimdir.	(...)	(...)	(...)	(...)	(...)	(...)
7 9	Çalışma arkadaşlarıma işle ilgili bilgi verirken kendimden eminimdir.	(...)	(...)	(...)	(...)	(...)	(...)
8 0	İşimde, belirsizliğin olduğu zamanlarda, genellikle en iyi ihtimalin gerçekleşeceğini düşünürüm.	(...)	(...)	(...)	(...)	(...)	(...)
8 1	Bir şeylerin kötü gitme ihtimali varsa, kötü gider.	(...)	(...)	(...)	(...)	(...)	(...)
8 2	İşimin iyi yönlerini görmeye çalışırım	(...)	(...)	(...)	(...)	(...)	(...)
8 3	İşle ilgili olarak, geleceğim hakkında iyimserimdir.	(...)	(...)	(...)	(...)	(...)	(...)
8 4	İşimde olaylar istemediğim biçimde geliyor.	(...)	(...)	(...)	(...)	(...)	(...)
8 5	İşimi yaparken "her inişin bir çıkışı vardır" anlayışını benimserim.	(...)	(...)	(...)	(...)	(...)	(...)

Katkılarınızdan dolayı teşekkür ederiz.

APPENDIX 1I

Regression results for further research

The mediating role of psychological capital between trust in organization and resistance to change.

	R	Adj R²	F	B	t	p
Analysis I	0.404	0.162	113,398			
Independent Variable: Organizational Trust				0,404	10,649	0,000
Dependent Variable: Psychological capital						
	R	Adj R²	F	B	t	p
Analysis II	0.141	0.018	11.800			
Independent Variable: Organizational Trust				-0,141	-3,435	0,001
Dependent Variable : Resistance to change						
	R	Adj R²	F	B	t	p
Analysis III	0.226	0.048	15.539			0.000
Independent Variable: Organizational Trust				-0.063	-1.433	0.152
Mediating Variable: : Psychological capital				-0,192	-4,349	0.000
Dependent Variable: Resistance to change						

The mediating role of psychological capital (resiliency) between trust in organization and resistance to change (routine seeking).

	R	Adj R²	F	B	t	p
Analysis I	0.352	0.122	82,040			
Independent Variable: Organizational Trust				0,352	9,058	0,000
Dependent Variable: Psychological capital(resiliency)						
	R	Adj R²	F	B	t	p
Analysis II	0.191	0.035	22.102			
Independent Variable: Organizational Trust				-0,191	-4,407	0,000
Dependent Variable : Resistance to change-routine seeking						
	R	Adj R²	F	B	t	p
Analysis III	0.332	0.107	37.968			0.000
Independent Variable: Organizational Trust				-0.089	-2.137	0.033
Mediating Variable: : Psychological capital (reseliency)				-0,290	-6,931	0.000
Dependent Variable: Resistance to change-routine seeking						

The mediating role of psychological capital (self efficacy) between trust in organization and resistance to change (routine seeking).

	R	Adj R²	F	B	t	p
Analysis I	0.357	0.126	84,938			
Independent Variable: Organizational Trust				0,357	9,216	0,000
Dependent Variable: Psychological capital(self-effciacy)						
	R	Adj R²	F	B	t	p
Analysis II	0.191	0.035	22.102			
Independent Variable: Organizational Trust				-0,191	-4,407	0,000
Dependent Variable : Resistance to change-routine seeking						
	R	Adj R²	F	B	t	p
Analysis III	0.337	0.110	37.085			0.000
Independent Variable: Organizational Trust				-0.086	-2.043	0.041
Mediating Variable: : Psychological capital (self-effciacy)				-0,297	-7,085	0.000
Dependent Variable: Resistance to change-routine seeking						

The mediating role of psychological capital (optimism) between trust in organization and resistance to change (routine seeking).

	R	Adj R²	F	B	t	p
Analysis I	0.389	0.150	103,431			
Independent Variable: Organizational Trust				0,389	10,179	0,000
Dependent Variable: Psychological capital(optimism)						
	R	Adj R²	F	B	t	p
Analysis II	0.191	0.035	22.102			
Independent Variable: Organizational Trust				-0,191	-4,407	0,000
Dependent Variable : Resistance to change-routine seeking						
	R	Adj R²	F	B	t	p
Analysis III	0.260	0.067	20.990			0.000
Independent Variable: Organizational Trust				-0.117	-2.696	0.007
Mediating Variable: : Psychological capital (optimism)				-0,191	-4,380	0.000
Dependent Variable: Resistance to change-routine seeking						

The mediating role of psychological capital (pessimism) between trust in organization and resistance to change (routine seeking).

	R	Adj R²	F	B	t	p
Analysis I	0.265	0.069	43,954			
Independent Variable: Organizational Trust				0,265	6,630	0,000
Dependent Variable: Psychological capital(pessimism)						
	R	Adj R²	F	B	t	p
Analysis II	0.191	0.035	22.102			
Independent Variable: Organizational Trust				-0,191	-4,407	0,000
Dependent Variable : Resistance to change-routine seeking						
	R	Adj R²	F	B	t	p
Analysis III	0.291	0.082	26.917			0.000
Independent Variable: Organizational Trust				-0.131	-3.180	0.002
Mediating Variable: : Psychological capital (pessimism)				-0,228	-5,532	0.000
Dependent Variable: Resistance to change-routine seeking						