

Resistance to Organizational Change:  
The Effect on Job Satisfaction and Turnover Intention and  
the Moderating Effect of Emotion Regulation Strategies

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### **Abstract**

Employees have to deal with more and more changes within the organization and environment they work in. This demands more from employees to adapt to changes and environmental pressures. Changes often provoke resistance by employees and can lead to the experience of a variety of emotions. It is important to pay attention to resistance to change and the way employees regulate their emotions, because both can have an important impact on work-related outcomes, such as job satisfaction and turnover intention.

The present study examined the relationship between resistance to change and turnover intention, and whether this relationship was mediated by job satisfaction. Furthermore, the influence of emotion regulation strategies on the relationship between resistance to change and job satisfaction had been studied. A cross-sectional study was executed with the use of questionnaires. Results showed that the relationship between resistance to change and turnover intention was fully mediated by job satisfaction. Employees experiencing more resistance to change were less satisfied with their job and, in turn, this job dissatisfaction resulted in a higher intention to leave the organization. Using suppression as emotion regulation strategy reinforced the negative relationship between resistance to change and job satisfaction. For the other emotion regulation strategies, no significant moderating effect was found.

*Keywords:* resistance to change, organizational change, emotion regulation strategies, job satisfaction, turnover intention.

## Introduction

The relationship between employees' resistance to change, emotions, and emotion regulation is often ignored in organizations and in research (Fox & Amichai-Hamburger, 2001; Kiefer, 2005; Liu & Perrewé, 2005). Environmental pressures, such as technological innovations, a shift to knowledge-based economy, and tighter economic resources increase the demand for employees to adapt to changes (Ployhart & Bliese, 2006). However, employees often resist to change (Cummings & Worley, 2009; Strelbel, 1996). This could have an impact on job satisfaction (Burke, Lake, & Paine, 2009; Dool, 2006; Oreg, 2006) and, in turn, on the intention to turnover (Lapointe & Rivard, 2005; Neves, 2009; Oreg, 2006). Organizational changes and resistance to change will lead to the experience of emotions by employees (Oreg, 2003), who have to deal with these emotions and have to respond on it (Antonacopolou & Gabriel, 2001; Gross, 1999).

Whereas most researchers agree on the emotional impact of organizational change, few studies examine how employees emotionally react to and deal with changes and which role their emotion regulation has in dealing with organizational change (Fox & Amichai-Hamburger, 2001; Kiefer, 2005; Liu & Perrewé, 2005). It is important to pay attention to employees' emotions and how employees regulate these emotions, because this can have an impact on the acceptance of a situation (Gross, 2001), on job satisfaction, and the intention to turnover (Wanberg & Banas, 2000). Resistance to change is related to job satisfaction (Burke et al., 2009; Oreg, 2006). Thereby, how employees regulate their emotions, also influences this relationship (Gross, 2001).

The objective of this study is to investigate the role of emotion regulation strategies in explaining the relationship between resistance to change and job satisfaction. Furthermore, turnover intention in relationship with resistance to change and job satisfaction will be investigated. Until now, little is investigated about the individual outcomes of resistance to change and how emotion regulation strategies influence the relationship between resistance to change and job satisfaction (Oreg, 2006; Oreg, Vakola, & Armenakis, 2011). Most research has been conducted on general organizational characteristics that influence resistance to change, such as communication (Kotter, 1995; Van Dam, Oreg, & Schyns, 2008), participation (Dunphy, 1996; Lines, 2004), and confidence in management (Gomez & Rosen, 2001; Simons, 1999). This study will try to overcome the current gap in research about individual outcomes of, and emotional reaction to resistance to change by combining the research fields of organizational change, emotion regulation, and (work) psychology.

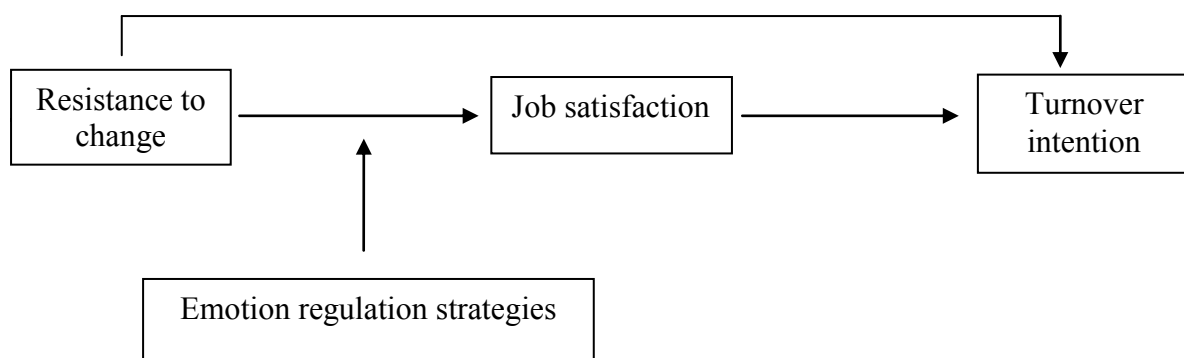
This study has practical implications for organizations. This study will create awareness among employers about resistance to change and its effect on job satisfaction and turnover intention. Further, this study will call attention to the influence of emotion regulation strategies on the relationship between resistance to change and job satisfaction by gaining insight in these relationships.

The central question in this study is:

*Is resistance to change related to turnover intention, and is this relationship mediated by job satisfaction, and is the relationship between resistance to change and job satisfaction moderated by the emotion regulation strategies employees use?*

Figure 1 represents the research model.

Figure 1  
*Representation of Conceptual Model*



## Theoretical Framework

### Resistance to Change and Turnover Intention

At the end of 2008, 40 percent of the Dutch employees experienced a merger, reorganization, or takeover in the organization in which they were working (Centraal Bureau voor de Statistiek, 2009). These are often the result of tighter economic resources, technological changes, and a shift to knowledge-based economy, all aspects necessary for organizational survival and a competitive advantage (Ployhart & Bliese, 2006).

Organizational change represents a shift from the known to the unknown, by changing the status quo (Dent, 1999; Eisenbach, Watson, & Pillai, 1999). Unless there are compelling reasons for a change, employees generally do not support change (Cummings & Worley,

2009; Lorenzi & Riley, 2000). Resistance to change can be explained by several factors. One factor for employees to resist a change stems from feelings of insecurity and uncertainty about the change. Employees do not know what the future brings and what the consequences will be for themselves (Bordia, Hunt, Paulsen, Tourish, & DiFonzo, 2004). Further, people have the tendency to hear and remember negative and potentially threatening information more and better. Consequently, employees may create a selective, negative perception of the change (Cummings & Worley, 2009). This misunderstanding about the nature and the consequences of the change, is related to resistance to change. Where employees have a more negative perception, they will be more resistant to change due to a misunderstanding (Kotter & Schlesinger, 2008). When there is inadequate information sharing and communication, humans have the habit to speculate and spread rumors about the change and stick to the current situation and the status quo (DiFonzo, Bordia, & Rosnow, 1994; Smeltzer & Zener, 1992), resulting in resistance to the change (Cummings & Worley, 2009).

Many researchers have tried to define resistance to change, which resulted in different conceptualizations. Reviewing these, Piderit (2000) noticed that there are three different underlying dimensions in the definitions of resistance to change: A behavioral, cognitive, and affective dimension. The behavioral dimension is related to reacting to a change by taking actions in a specific way, or by having the intention to do something about the change (Oreg, 2006). The cognitive dimension of resistance to change is more focused on an individual's belief and thoughts about the change (Oreg, 2006; Piderit, 2000). The last dimension, the affective dimension, involves how one feels about a situation (Oreg, 2006; Piderit, 2000). As a conclusion, resistance to change is defined as a set of negative responses to change along the behavioral, cognitive, and affective dimension (Piderit, 2000).

Resistance to change causes damage to the organization as well as the individual employee. It is considered one of the most important causes of failure in the implementation of changes (Kotter & Schlesinger, 2008; Piderit, 2000; Strebel, 1996). Failure in the process of change is often accompanied with high costs (Lewis, 2011) and a smaller chance to survive in the environment (Lewis, 2011; Levinthal, 1991). Resistance to change has also negative implications for work-related outcomes of the employees. One important consequence of resistance to change is the intention to leave the organization voluntarily. Previous research found that employees have a stronger tendency to turnover when they experience more resistance to change (Lapointe & Rivard, 2005; Neves, 2009; Oreg, 2006; Wanberg & Banas, 2000). When employees experience resistance to change, they are frustrated by the change and develop more negative thoughts and feelings about their organization. This might result in

lowered motivation to work for the organization and an increased intention to turnover (Burke et al., 2009; Oreg, 2003).

In conclusion, evidence indicates that resistance to change leads to an increase in intention to turnover among employees, which is formulated in the next hypothesis:

*Hypothesis 1: Resistance to change is positively related to turnover intention.*

### **Resistance to Change and Job Satisfaction**

Resistance to change not only affects the intention to turnover, but also job satisfaction. One of the most important consequences of resistance to change is job dissatisfaction. Several researchers (e.g. Burke et al., 2009; Dool, 2006; Oreg, 2006; Wanberg & Banas, 2000) have noticed that the experience of resistance to change, decreases the general positive feeling about, and attitude toward (diverse aspects of) the job. Rush, Schoel, and Bernard (1995) argued that employees with more resistance to change, experience more stress about the situation which lowered their job satisfaction (Rush et al., 1995).

Taking above researches into consideration, this study expects that employees experiencing more resistance to change are less satisfied with their job, formulated in the following hypothesis:

*Hypothesis 2: Resistance to change is negatively related to job satisfaction.*

### **The Moderating Effect of Emotion Regulation Strategies**

When an individual is confronted with a certain situation which he/she evaluates of importance for his or her goal, emotions can arise at a conscious or unconscious level (Frijda, 1988; Gross & Thompson, 2007; Winkielman & Berridge, 2004). The way individuals respond on emotions, has a great impact on their daily life: It has, for example, been found to influence learning (Bower, 1992; Cahill, Prins, Weber, & McGaugh, 1994), decision making (Naqvi, Shiv, & Bechara, 2006; Schwarz, 2000), and it is also relevant for our social functioning (Gross, 1998), such as giving us an indication when something is wrong (Walden & Smith, 1997). However, since emotions are not always helpful (Gross, 1999), it matters how we regulate them (Gross, 2001).

Emotion regulation refers to the processes of changing the experience of, and the expression given to, perceived emotions (Gross, 1998). Gross (2002) made a distinction between antecedent-focused emotion regulation and response-focused emotion regulation.

Antecedent-focused emotion regulation involves anticipating on the emotion response before the response is expressed. It changes behavior and physiological responding in advance (Gross, 2001). Response-focused emotion regulation occurs later in time. This involves the actions of individuals when the emotions are already experienced (Gross, 2001). Gross' model proposed that emotions can be regulated at five points in time in the emotion generative process.

The first strategy for regulating emotions is situation selection. In order to regulate their emotions, human may try to avoid or approach certain people, places, or things (Gross, 1998). Other researchers name this emotion regulation strategy avoidance (e.g. Aldao, Nolen-Hoeksema, & Schweizer, 2010; Blanchard-Fields, Stein, & Watson, 2004). There can be made a trade-off between short- and long-term emotional benefits (Gross, 2002). Avoiding certain people or places can eventually lead to social isolation. This strategy is not taking into account in this study, for the reason that this strategy is not relevant and difficult to investigate in this study. Situation selection is most often concerned with avoiding the situation (Aldao et al., 2012; Gross, 1998). Mostly, employees do not have to change to avoid the situation at work, except when they leave the organization (Aldao et al., 2012). However, it was not possible to trace people down who had worked for and left the same organization which was under study.

Secondly, it is also possible to alter the emotional impact by tailoring the situation. This is called situation modification or problem-focused coping and is the second strategy of the process model of emotion regulation by Gross (1998). An example, when employees experience resistance to an organizational change, they can ask for help, by talking to someone to find a solution or talking about the problem to get support. Respectively, above mentioned strategies are called instrumental intervention, instrumental support, and emotional support by Blair, Denham, Kochanoff, and Whipple (2004). Other researchers referred to these strategies as seeking social support as a part of emotion-focused coping (e.g. Blachard-Fields et al., 2004; Carver, Scheier, & Weintraub, 1989; Garnefski, Kraaij, & Spinhoven, 2001).

Third, attentional deployment can be used to select the aspects of a situation one wants to focus on (Gross, 2002). Strategies related to attentional deployment are distraction, concentration, and rumination (Gross, 1998). Distraction involves a refocus on non-emotional aspects, which reduces the negative emotional response. Reviewing the literature over emotion regulation strategies, there can be concluded that researchers vary in the way they describe the term distraction. Terms they use are positive refocus (Mikolajczak, Nelis,

Hansenne, & Quoidbach, 2008), mental disengagement (Carver et al., 1989), denial (Carver et al., 1989), and avoidance-denial-escape (Blanchard-Fields et al., 2004). By focusing on the positive aspects of the situation, concentration also has a positive effect on one's emotional response, like distraction does (Wegner & Bargh, 1998). In contradiction to distraction and concentration, rumination is often associated with negative outcomes. It leads to depressive symptoms and extended periods of negative emotions (Gross & John, 2003).

The fourth emotion regulation strategy refers to cognitive change (Gross, 2002). This is a strategy of selection by cognitive evaluating particular aspects of the situation. It is often applied to reduce or magnify the emotional response and to change the emotion itself (Gross, 1998; Gross, 2002). When reviewing descriptions of cognitive change, there can be said that cognitive change corresponds to reappraisal. The focus of reappraisal is also on decreasing the emotional impact by altering the way a person thinks about a certain situation (Gross, 2002). The main point is reformulating the meaning of the situation (Goldin, McRae, Ramel, & Gross, 2008). Researchers also use positive reinterpretation (Mikolajczak et al., 2008), cognitive restructuring (Blair et al., 2004), putting the problem into perspective (Mikolajczak et al., 2008), and downward comparison (Blanchard-Fields et al., 2004) in referring to cognitive change and reappraisal.

The last strategy is response-focused emotion regulation. This regulation occurs when the emotion is already started, contrary to the other four emotion regulations which are antecedent-focused. Response-focused emotion regulation is influenced by the personal meaning that is given to a situation (Gross, 2002). A distinction can be made between surface acting, deep acting, and physiological response-focused emotion regulation.

First, surface acting intends to alter the external expression. This is often done by the suppression of the felt emotions (Beal, Trougakos, Weiss, & Green, 2006; Gross, 1998; Grandey, 2000). Human suppress unwanted feelings and emotions and alter the expression to what is desired for in a specific situation (Beal et al., 2006).

Deep acting involves changing the affective experience by changing the original causes of the experience. It refers to consciously modifying the actual experience of emotions (Beal et al., 2006; Grandey, 2000), for example by accepting the situation (Grandey, 2000). Further, attentional deployment can be used to modify the experiential response (Beal et al., 2006). This implies that antecedent-focused emotion regulation (such as attentional deployment) can also be used as response-focused emotion regulation and that certain emotion regulation strategies may occur in both stages.



Physiological response modulation also tries to change the experience, through changing the actual emotional arousal in response to a negative situation (Grandey, 2000). Therefore, it can be seen as an part of deep acting.

When describing emotion regulation strategies, there can be made a distinction between effective and ineffective ones. Whether an emotion regulation strategy is effective or ineffective depends on how that specific strategy influence employee's reaction to a certain situation, employee's well-being, health, and other outcome variables, such as job satisfaction. Most above described emotion regulation strategies are effective emotion regulation strategies for the reason that they can help human to handle the situation better, by positively modifying (the attention or meaning of) the situation. This is, for example, the case when using situation modification as emotion regulation strategy. Situations are often modified by seeking social support (Gross, 2001). For example, talking with a manager, colleagues, or family about the change and how to overcome the resistance to it. This helps one to better cope with the changing situation (Cummings & Worley, 2009). In addition, social support can also help to reduce the negative effects stemming from the resistance (Avey, Wernsing, & Luthans, 2008). However, situation modification can also have negative and ineffective outcomes for individuals (Fredrickson, 2001). If an employee experience resistance to change and talks with somebody who has also a negative opinion about the change, a higher level of resistance to change will lead to more job dissatisfaction.

Also applying positive refocus can have an impact on the relationship between resistance to change and job satisfaction. Altering the meaning of the change by emphasizing positive aspects of the change reduces the negative emotional response, which implies an effective emotion regulation strategy. Further, as a consequence of refocusing on non-emotional aspects of the change, emotions are positively regulated by shifting the attention away from the change (Gross, 2001). All these strategies can help employees in creating a more objective and positive perception of the change (Buunk, 1982). The negative effect of resistance to change on job satisfaction through misinterpretation and a subjective perception of the change will be less.

Further, experiential response modulation can reduce the negative effects of resistance to change by deep acting. Deep acting positively alters the internal state, with a result that this expression is perceived as authentic. People incorporate the necessary expression and the negative reactions of the situation may reduce (Grandey, 2003). Therefore, deep acting can be seen as an effective emotion regulation strategy. It is expected that the use of experiential response modulation, lowers the job dissatisfaction caused by resistance to change.

Suppression is often seen as an ineffective emotion regulation strategy, since the suppression of the inner feelings is related to stress (Grandey, 2003), which consequently reduces the employees' health and organizational well-being (Grandey, 2000). As discussed earlier, resistance to change is related to stress, and stress about the changing situation and resistance to change have a negative effect on job satisfaction. So, when the experience of resistance to change is related to more stress, for example by suppressing the inner feelings, an employee will be less satisfied. People do not incorporate the necessary expression, because the inner state is not changed and the expression is faked (Grandey, 2003).

Based on above mentioned findings, a general hypothesis about the moderating effect of emotion regulation strategies can be provided.

*Hypothesis 3: The relationship between resistance to change and job satisfaction is moderated by the use of emotion regulation strategies, as such that the use of an effective emotion regulation strategy weakens the negative relationship between resistance to change and job satisfaction and that the use of an ineffective emotion regulation strategy reinforces the negative relationship between resistance to change and job satisfaction.*

### **Job Satisfaction and Turnover Intention**

As described above, resistance to change is related to turnover intention. However, there are more reasons why employees have the intention to leave the organization. Griffeth, Hom, and Gaertner (2000) conducted a meta-analysis about factors influencing employees' turnover intention. They found that job dissatisfaction is one of the most important predictors of turnover intention. Several other researchers confirmed this result (e.g. Egan, Yang, & Bartlett, 2004; Hellman, 1997; Lambert, Hogan, & Barton, 2001; Lum, Kervin, Clark, Reid, & Sirola, 1998). Having a good time on the job and being satisfied with the job results in more motivated and committed employees, this is of great importance for them. If employees are not satisfied with their job, they will search for another job in which their needs are fulfilled in contradiction to their present job (Lum et al., 1998). Therefore, job dissatisfaction will increase the intention to turnover.

*Hypothesis 4: Job satisfaction is negatively related to turnover intention.*

### **Resistance to Change and Turnover Intention, Mediated by Job Satisfaction**

As suggested before, this study expects that resistance to change is negatively related to job satisfaction (Hypothesis 2). Furthermore, there is expected a negative relationship between job satisfaction and turnover intention (Hypothesis 4). Therefore, it can be concluded that job satisfaction mediates the relationship between resistance to change and turnover intention. More resistance to change results in less job satisfaction, by which employees have a higher intention to turnover. Hence, the following hypothesis is proposed:

*Hypothesis 5: Resistance to change has a positive relationship with turnover intention, which is mediated by job satisfaction.*

## **Method**

### **Research Design**

This study was an empirical and quantitative research. The data were collected with the use of questionnaires, because questionnaires are easy to use with large samples and responses can easily be quantified and analyzed (Miller & Salkind, 2002). To optimize the reliability of the questionnaire, all variables were measured with more than one item (except for the variable age, gender, and tenure) and a standardized questionnaire was used. As interest is in resistance to change, emotion regulation, job satisfaction, and turnover intention *of the individual employee*, all variables were measured on the individual level, which was the unit of analysis.

It was also a cross-sectional research design, because the data had been gathered at one time, in April 2012. The survey was accompanied by an introductory letter in which the aim of the research was explained and which guaranteed the anonymity and confidentiality of the data. The questionnaire was spread through e-mail or on paper among employees working in different organizations in the health-care and commercial sector. All organizations were purposely selected, based on their context: All of them had to deal with organizational changes. The population of this study were all employees working in a changing organization in the health-care and commercial sector.

The data were collected in ten different organizations. Five of them were organizations in the health-care sector. The first focused on home care for older people and this organization was merged with a similar organization. The second organization had been taken over and gave maternity nurse. Further, data were collected by two nursing homes for people with

dementia where a new electronic client system was introduced. The last health-care organization was a medical center that collected and analyzed blood samples. Here, there was a change in tasks and jobs. The other five organizations were organizations in the commercial sector. The first one controlled and repaired cars; here the working hours and the training policies have been changed. The second organization was concerned with managing and maintaining the energy network, this organization experienced a merger. Another one designed, built, implemented, and managed ICT infrastructures. Here, a reorganization had been taken place. Further, data were collected by an organization that managed and maintained the port and industry area of Rotterdam. Here the operating system was drastically changed. The last organization was an engineering agency where the management and business strategy was changed.

### **Population and Sample**

There were 420 questionnaires distributed and 194 of them were returned filled out, which led to a response rate of 46.19 percent. Mean age was 43.73 (sd 11.07). The youngest respondent had an age of 17 and the oldest one was 64 years old. 82 respondents were male and 112 were female. 103 respondents, from where 86 were female and 17 male, were working in one of the health-care organizations. The other 91 respondents were working in the commercial sector, from where 65 were male and 26 were female. Further, the mean tenure was 13.73 (sd 10.97).

### **Measures**

Unless otherwise indicated, a five-point Likert scale was used as answer category in which (1) meant strongly disagree, and (5) meant strongly agree.

**Resistance to change.** Resistance to change was defined as the set of responses to change that are negative along the behavioral, cognitive, and affective dimension (Piderit, 2000). Resistance to change was measured with a 15 item scale developed by Oreg (2003, 2006). An example of an item about resistance to change was: "The change made me upset." The 15 item scale of resistance to change measured one component and explained 51.53 percent of the variance of resistance to change. Oreg (2006) found for the scale of resistance to change a Cronbach's alpha of .86. In this study, the scale was related to a Cronbach's alpha of .93.

**Turnover intention.** Turnover intention was measured with four items developed by Van Dam (2008). An example of an item was: "Next year, I intend to change my job." Van

Dam (2008) found for this scale a Cronbach's alpha of .79. In this study, a Cronbach's alpha of .91 was found. The scale of turnover intention explained 78.17 percent of the variance of turnover intention.

**Job satisfaction.** Job satisfaction was measured with a scale developed by Van Dam (2005). One of the four items of job satisfaction was: "I am usually enthusiastic about my job." Van Dam (2005) found for this scale a Cronbach's alpha of .84. In this study, a Cronbach's alpha of .88 was found. The items of job satisfaction explained 73.64 percent of the variance of job satisfaction.

**Emotion regulation strategies.** For the items of emotion regulation strategies, a pilot study had been conducted ( $N = 84$ ). The items used in the pilot study were derived from several existing scales. Based on factor analysis, reliability analysis, and the content of the translated items, 45 items were reduced to 24 items. These items measured five different emotion regulation strategies, namely situation modification, positive refocus, rumination, reappraisal, and suppression. For all items, a response scale ranging from 1 = never to 5 = always was used.

After the data were collected, a new principal component analysis with oblimin rotation was conducted. Three items were removed based on a high cross-loading (higher than .30) and on the content of the item. As indicated in Table 1, item 19 was removed from the component of situation modification, item 34 was removed from the component of positive refocus, and item 15 was removed from the component of rumination.

It was allowed to run factor analysis, because the Bartlett's test of Sphericity was significant ( $p < .01$ ), and the KMO was higher than .60, namely .84. All five the components together explained 64.24 percent of the variance of emotion regulation strategies. Table 1 presents the outcomes of the principal component analysis with oblimin rotation.

Situation modification was measured with one problem solving items of the coping strategy indicator scales (Amirkhan, 1990), with one item of Coats and Blanchard-Fields (2008), and two item of Carver et al. (1989). The last two items of situation modification were coming from the cognitive emotion regulation questionnaire (Garnefski et al., 2001). However, one item of the cognitive emotion regulation questionnaire (item 19) was removed from the component of situation modification. Afterwards, component one of emotion regulation strategies consisted of five items of situation modification. In the pilot study, this component had shown a Cronbach's alpha of .87. In this current study, a Cronbach's alpha of .84 was found. One example question was: "I think about how to change the situation."

Positive refocus was measured with three items of the cognitive emotion regulation questionnaire (Garnefski et al., 2001). The component of positive refocus consisted of three items of positive refocus, one item of distraction (Carver et al., 1989), and one item of reappraisal (Garnefski et al., 2001). The item of reappraisal (item 34) was removed from the component of positive refocus. In the pilot study, positive refocus had a Cronbach's alpha of .90. In this current study, a Cronbach's alpha of .78 was found. An example of an item was: "I think of pleasant things that have nothing to do with the change."

The following component consisted of four items of rumination. Also one item of distraction (Carver et al., 1989) loaded on this component (item 15), but based on the content of this item and the cross loadings, this item was removed from the component of rumination. For rumination, a Cronbach's alpha of .90 was found in the pilot study. The current study had shown a Cronbach's alpha of .89. An example of an item was: "Constantly, I am thinking about what happens."

The component of reappraisal consisted of two items of the cognitive emotion regulation questionnaire (Garnefski et al., 2001) and one item developed by Folkman and Lazarus (1985). In the pilot study, this scale had shown in Cronbach's alpha of .85. This current study found a Cronbach's alpha of .77. An example of an item was: "I think that the situation also has a positive sides."

The last emotion regulation strategy was suppression, which was measured with five items. Three of them were developed by Coats and Blanchard-Fields (2008) and two items were developed by Gross and John (2003). In the pilot study, this scale showed a Cronbach's alpha of .86. In this current study, the component of suppression was related to a Cronbach's alpha of .69. An example of an item was: "I keep my emotions to myself."

### **Control Variables**

To control for spuriousness effects, several control variables were added in this study: Age, gender, and tenure. It was plausible that there was a relationship between these variables and the independent variable, and that each of the control variables had an effect on the dependent variable. For example, it has been found that age has a positive effect on job satisfaction (Reiner & Zhao, 1999; Wang, Tao, Ellenbecker, & Liu, 2012) and a negative effect on turnover intention (Lambert & Hogan, 2009; Wang et al., 2012). Further, it was interesting to investigate whether the results differed for the sector which one was working in. For this purpose, a dummy variable was created with the commercial organizations as

reference category. All control variables were measured with one question and they were added by all regression analyses.

### **Analyses**

SPSS has been used to analyze the collected data. Except for the mediating effect, multiple regression analysis with the forced enter method was used to test the hypotheses. There has been examined whether one of the assumptions of multiple regression analysis (multicollinearity, outliers, normality, linearity, and homoscedasticity) was violated. In this study, no assumptions were violated.

The relationship between resistance to change and turnover intention, and between job satisfaction and turnover intention has been tested in one regression analysis. In step one, the control variables and resistance to change were added as independent variables. In step two, job satisfaction was added. To examine the mediating effect of job satisfaction, a Sobel test was used. This test was only used if both the relationship between resistance to change and job satisfaction, and the relationship between job satisfaction and turnover intention were significant.

The relationship between resistance to change and job satisfaction, and the moderating effect of emotion regulation strategies were tested with another regression analysis. The control variables, resistance to change centred, and the emotion regulation strategies centred were added in the first step. The product variables were added in the second step.

Furthermore, a single slope analysis was executed. This analysis has been conducted to investigate whether the employees with a low (one standard deviation below the mean) and with a high value of the moderator (one standard deviation above the mean) significantly differed from each other in the relationship between resistance to change and job satisfaction for a specific value of the independent variable resistance to change. For the values of the resistance to change, the mean, one standard deviation below, and one standard deviation above the mean had been investigated.

At the end, path analysis has been applied to get a better insight in the direct and indirect relationships between resistance to change and turnover intention and to calculate the total effect on turnover intention.

## Results

### Descriptive Analysis

Table 2 presents the means, standard deviations, and correlations between all variables used in this study. The table indicates a significant negative relationship between resistance to change and job satisfaction ( $p < .01$ ). Resistance to change was positively related to turnover intention ( $p < .01$ ). Job satisfaction was negatively related to turnover intention ( $p < .01$ ). Remarkably, all components of emotion regulation strategies were significantly related to resistance to change result ( $R \Delta = .47, p < .01$ ). Most emotion regulation strategies were significant correlated with each other.

### Regression Analysis

**Resistance to change, job satisfaction, and turnover intention.** The first hypothesis stated that people experiencing more resistance to change have a greater intention to turnover. As Table 3 indicates, in step one, there was a significant positive relationship between resistance to change and turnover intention ( $\beta = .33, p < .001$ ). Therefore, Hypothesis 1 had been confirmed. Hypothesis 4 expected that when people were more dissatisfied with their job, they had a higher intention to voluntarily leave the organization. Table 3 has shown a significant negative relationship between job satisfaction and turnover intention ( $\beta = -.58, p < .001$ ). Consequently, Hypothesis 4 had been confirmed.

The control variables and resistance to change explained 27 percent of the variance of turnover intention, which was a significant prediction ( $F(5, 188) = 13.93, p < .01$ ). When adding job satisfaction as extra independent variable, 50 percent of the variance of turnover intention was explained ( $F(6, 187) = 30.68, p < .001$ ), which was a significant increase ( $R \Delta = .23, F \Delta(1, 187) = 83.79, p < .001$ ).

**Resistance to change and turnover intention, mediated by job satisfaction.** In step one of Table 3, there was a significant positive relationship between resistance to change and turnover intention ( $\beta = .33, p < .001$ ). However, after adding job satisfaction as extra independent variable, this significant relationship between resistance to change and turnover intention disappeared ( $\beta = .08, p = .23$ ). This indicated that the relationship between resistance to change and turnover intention was fully mediated by job satisfaction. To test job satisfaction as mediator between resistance to change and turnover intention, the coefficient of Hypothesis 2 and 4 had been used. The z-value of the Sobel test was 2.04, which means that



the  $p$ -value was lower than .05. This indicated that resistance of change led to more turnover intention, through lowered job satisfaction. Hypothesis 5 was confirmed.

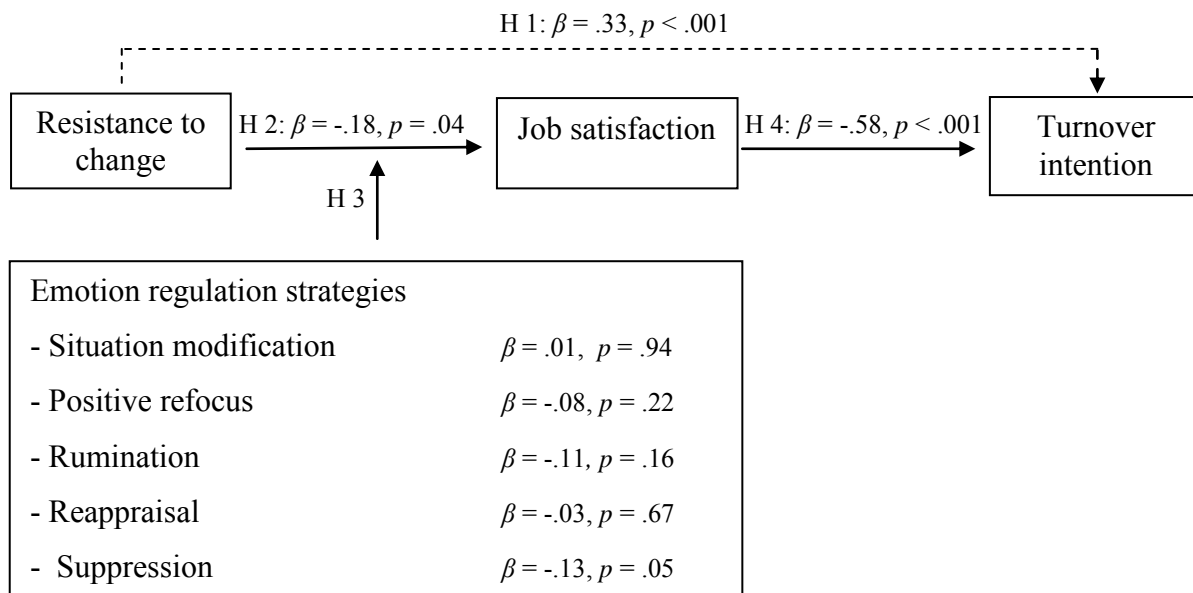
**Resistance to change, job satisfaction, and emotion regulation strategies.** Table 4 presents the results of the analysis of the relationship between resistance to change and job satisfaction. Results showed that there was a significant negative relationship between resistance to change and job satisfaction ( $\beta = -.18, p < .05$ ). Therefore, Hypothesis 2 had been confirmed. Furthermore, derived from Table 4, there can be concluded that suppression moderated the relationship between resistance to change and job satisfaction ( $\beta = -.13, p < .05$ ). This means that a person who experienced resistance to change, was less satisfied with the job when he or she suppressed his or her emotions as an emotion regulation strategy, compared to not suppressing emotions. Suppression was the only moderator of emotion regulation strategies that significantly influenced the relationship between resistance to change and job satisfaction, therefore Hypothesis 3 was only partially confirmed .

The control variables, resistance to change, and the emotion regulation strategies explained 37 percent of the variance of job satisfaction ( $F(10, 183) = 10.93, p < .001$ ). After adding the product variables, 41 percent of job satisfaction was explained ( $F(15, 178) = 8.13, p < .001$ ), which was a significant increase in variance explained ( $R \Delta = .03, F \Delta(5, 178) = 2.33, p < .05$ ).

Figure 3 presents the results of the single slope analysis. When resistance to change was low, the negative relationship between resistance to change and job satisfaction did not significantly differ for people with a low and high value of suppression ( $p = .50$ ). When resistance to change was on average or high, people who strongly suppressed their emotions were significantly less satisfied with their job compared to people who did not strongly suppress their emotions. For an average value of resistance to change,  $p = .04$ , and when resistance to change was high,  $p = .001$  was found.

Besides the results of the tested hypotheses, two additional significant relationships were found. A significant positive relationship was found between reappraisal and job satisfaction ( $\beta = .46, p < .001$ ). Furthermore, there was a significant relationship between gender and job satisfaction ( $\beta = .19, p < .05$ ). Women were, on average, more satisfied with their job compared to men.

Figure 2  
Research Model



### Path Analysis

Since there were only directed paths in the conceptual model of this study, there were no unknown effects between variables. Furthermore, to determine the total effect of turnover intention, the moderating variables were not taken into account. With path analysis, several regression equations were combined.

Not all relationships were significant, so the results of the path analysis should be interpreted with cautiousness. As Table 5 shows, job satisfaction was the most important predictor of turnover intention. This total causal effect comprised a direct relationship between job satisfaction and turnover intention, which was also confirmed with Hypothesis 4, and a spuriousness effect between job satisfaction and turnover intention.

### Post Hoc Analysis: Emotion Regulation Strategies and Resistance to Change

As investigated, only suppression moderated the relationship between resistance to change and job satisfaction. However, that does not indicate that the way in which employees regulated their emotions made no difference in explaining resistance to change and job satisfaction. When conducting an extra analysis, it became clear that emotion regulation strategies were important predictors of resistance to change. As Table 6 indicates, emotion regulation strategies explained 47 percent of the variance of resistance to change, which was a significant result ( $F(5, 188) = 33.26, p < .01$ ). Positive refocus and reappraisal were negatively related to resistance to change (respectively  $\beta = -.15, p < .01$  and  $\beta = -.49,$

$p < .001$ ). Furthermore, situation modification and rumination were positively related to resistance to change (respectively  $\beta = .17, p < .05$  and  $\beta = .31, p < .001$ ). Suppression was not a significant predictor ( $\beta = .10, p = .09$ ). Overall, it can be concluded that suppression was a moderator between the relationship of resistance to change and job satisfaction, and that the remaining emotion regulation strategies served as important predictors of resistance to change. Furthermore, the relationship between reappraisal and job satisfaction was partially mediated by resistance to change ( $Z = 2.04$ ).

### Discussion

The goal of this study was to examine the relationship between resistance to change, job satisfaction, and turnover intention, and the moderating effect of emotion regulation strategies on the relationship between resistance to change and job satisfaction. The central research question was:

*Is resistance to change related to turnover intention, and is this relationship mediated by job satisfaction, and is the relationship between resistance to change and job satisfaction moderated by the emotion regulation strategies employees use?*

Previous research found that employees have a stronger tendency to turnover when they experience more resistance to change (Lapointe & Rivard, 2005; Neves, 2009; Oreg, 2006; Wanberg & Banas, 2000). However, these studies did not take into account the mediating effect of job satisfaction on this relationship. Therefore, this study has investigated the mediating role of job satisfaction in explaining the relationship between resistance to change and turnover intention. Results showed that the direct relationship between resistance to change and turnover intention disappeared when job satisfaction was added as mediator, which implied a full mediation effect of job satisfaction. This means that people who experienced more resistance to change, were less satisfied with their job. As a consequence of job dissatisfaction, employees had a higher intention to turnover. People want to satisfy their needs and if their job does not fulfill their needs, they will start searching for another job. In this study, path analysis showed that job satisfaction was the most important predictor of turnover intention. This is in accordance with previous research (e.g. Egan, Yang, & Bartlett, 2004; Hellman, 1997; Lambert, Hogan, & Barton, 2001; Lum, Kervin, Clark, Reid, & Sirola, 1998).

The relationship between employees' resistance to change, emotions, and emotion regulation is often ignored in organizations and in research (Fox & Amichai-Hamburger, 2001; Kiefer, 2005; Liu & Perrewé, 2005). Therefore, this study paid attention to emotion regulation strategies. Previous research concluded that it is important for employees to regulate their emotions effectively, because an ineffective regulation of their emotions can negatively affect work-related outcomes such as job satisfaction (Gross, 2001; Wanberg & Banas, 2000). This study investigated how emotion regulation strategies influenced the relationship between resistance to change and job satisfaction. Analysis demonstrated that the negative relationship between resistance to change and job satisfaction was the strongest, when suppression of emotions was used as an emotion regulation strategy. This means that a person who experienced resistance to change, was less satisfied with the job when he or she suppressed his or her emotions as an emotion regulation strategy, opposed to not suppressing the experienced emotions. Therefore, suppression can be seen as an ineffective emotion regulation strategy. The remaining emotion regulation strategies were not significant as a moderator.

Single slope analysis investigated whether the relationship between resistance to change and job satisfaction differed for people who strongly suppressed their emotions and people who did not strongly suppress. Results showed that employees with a low or high suppression of emotions, only significantly differed from each other when the resistance to change was on average or high. In those situations, employees who strongly suppressed their emotions, were significantly less satisfied with their job compared to employees who did not strongly suppress their emotion. When resistance to change was low, the negative relationship between resistance to change and job satisfaction did not significantly differ for people with a low and people with a high value of suppression.

Only suppression moderated the relationship between resistance to change and job satisfaction. This does not imply that it made no difference how employees regulated their emotions. Extra analysis showed that emotion regulation strategies were an important predictor of resistance to change. Positive refocus and reappraisal were negatively related to resistance to change, and therefore, these emotion regulation strategies were effective. When employees focused on the positive aspects of the situation, or when they thought about positive things that have nothing to do with the situation, a more objective and positive perception of the change was created. Employees gave greater value to the positive things in their lives and were less worried about the situation, with a decrease in the resistance to change as a result. Previous research demonstrated contrasting findings about the

effectiveness of situation modification (Avey, Wernsing, & Luthans, 2008; Fredrickson, 2001). Like rumination, situation modification was in this study an ineffective emotion regulation strategy where it increased resistance to change. This means that employees who tried to alter the emotional impact by tailoring the situation, for example by talking to others about the change, or when employees focused on the negative thoughts and feelings associated with the changing situation, they experienced more resistance to change in comparison with their colleagues who did not use these emotion regulation strategies. Furthermore, this study found a positive relationship between reappraisal and job satisfaction, partially mediated by resistance to change. This implies that when employees tried to decrease the emotional impact by taking a different, more positive, view of the changing situation, they were more satisfied with their job. Partially, this can be explained by the finding that when people reformulate the meaning of the situation, they showed less resistance to change, with a result that people were more satisfied with their job.

### **Limitations and Future Research**

Concluded, interesting results were found. However, this study had also some limitations. Recommendations for future research can be made. The present study was a cross-sectional research design, which resulted in a limited internal validity and no causal effects could be established. Only statements about relationships could be made. Especially since a mediating effect was investigated, a longitudinal research design would be better, because it gives the opportunity to investigate whether resistance to change leads to less job satisfaction and therefore more turnover intention over time. Furthermore, a longitudinal study provides insight in whether employees differ in their resistance to change, job satisfaction, turnover intention, and emotion regulation over time. Therefore, a recommendation for future research is to collect data on several occasions, for example before, during and after the change.

Another limitation was a relatively low number of respondents ( $N = 194$ ). This could have consequences for the power of the analysis: The ability to show a (significant) relationship. A small number of respondents limits the power of the analysis, whereby relationships and influences will not be detected in the sample. Therefore, the low number of respondents might be a reason why the hypothesis about emotion regulation strategies as moderator was only partially confirmed. For future research, it is recommended to acquire more respondents, so that more reliable statements can be made and all significant relationships can be detected.

One of the strengths of this study was that data were collected in ten different organizations: Five health-care organizations and five organizations in the commercial sector. This study controlled for the sector in which the respondent was working. Nevertheless, no significant differences were found between respondents in the health-care sector and the commercial sector. This means that, in this study, the relationships found between the different variables, were the same for employees working in the health-care sector, compared to employees working in the commercial sector. For this research model, it did not matter in which sector an employee was working. This made this study representative for all employees working in a changing organization in the health-care and commercial sector. However, this study had not taken into account for which organization a respondent was working and what kind of change the organization experienced. Due to the small amount of respondents per organization, it was not possible to compare the different organizations and the kind of changes with each other. The organizations under study differed for the state in which the process of change was and the organizational change also differed in, for example, the impact the change have or had on employees. Differences in organizations one's working in and differences in the kind of change which is happening within the organization, can influence resistance to change, job satisfaction, turnover intention, emotion regulation strategies, and the relationship between these variables. Therefore, the question remains whether the results of this study are applicable to all the ten different organizations. For future research about organizational changes, it is recommended to compare different organizations and different kind of changes with each other.

Another recommendation for future research is to investigate the effect of resistance to change and job satisfaction on both turnover intention and the actual turnover. This research investigated the intention to turnover, and did not investigate the actual turnover. It was not possible to trace people down who had worked for and left the same organization which was under study. Although the intention to turnover is an important predictor of the actual turnover, people's intention not always results in actual behavior.

### **Theoretical and Practical Implications**

First, a theoretical implication can be made. There has been done research about how people can regulate their emotions. However, few studies have examined the role and moderating effect of emotion regulation in organizational settings (Fox & Amichai-Hamburger, 2001; Kiefer, 2005; Liu & Perrewé, 2005). For future research, it is recommended to conduct more research on how people working in a changing organization

regulate their emotions and how that relates to different work-related outcomes and organizational characteristics. Thereby, it is interesting to compare different changing situations with each other, for the reason that few researches have taken the kind of change into account.

This study has some practical implications for organizations. One of the goals of this study was to create awareness among employers about the impact of resistance to change. Organizations are often not enough aware about the consequences of resistance to change on the individual employee and the functioning of their organization, with a result that they are not making any preventing measures within their organization to overcome resistance to change. Nevertheless, resistance to change is one of the most important predictors of failure of organizational changes (Kotter & Schlesinger, 2008; Piderit, 2000; Strebler, 1996). Therefore, it is essential that employees support the change and do not show resistance for it. Negative outcomes of resistance to change are job dissatisfaction, and as a consequence, the intention to turnover. Organizations should try to decrease employees' resistance to change, for example by stimulating positive emotions about the change and stimulating effective emotion regulation strategies among employees. An effective emotion regulation strategy is reappraising the situation. Organizations should try to influence the way employees think about the situation, for example by reformulating the meaning of the situation and emphasizing the positive sides and outcomes of the change. Another way of reducing resistance to change is to let employees think of positive things and events, which have nothing to do with the changing situation. In doing so, employees will give a higher value to the positive things in their lives and they will be less engaged in the changing situation and the negative effects of the change. Finally, by giving their employees the opportunity to express their feelings and opinions, organizations can try to avoid that employees use suppression of their emotions as an emotion regulation strategy. The suppression of emotion reinforces the negative relationship between resistance to change and job satisfaction, and in the end this might increase voluntary turnover.

Table 1

*Pattern Matrix for PCA with Oblimin rotation of Five Factor Solution of Emotion Regulation Strategies*

Item	Pattern coefficients				
	Components				
	1	2	3	4	5
Items of component 1: Situation modification					
Q 17: Ik doe iets aan de situatie van de verandering	<b>.71</b>				
Q 22: Ik onderneem actie om van de problemen af te komen die de verandering veroorzaakt	<b>.68</b>				
Q 37: Ik probeer te bedenken hoe ik de problemen die door de verandering komen op kan lossen	<b>.64</b>			.40	
Q 32: Ik probeer de situatie te veranderen	<b>.57</b>				
Q 27: Ik denk er over na hoe ik de situatie over de verandering kan veranderen	<b>.55</b>				
<i>Q 19: Ik bedenk me dat er ergere dingen in het leven zijn dan een verandering</i>	<b>-.47</b>		.42		
Items of component 2: Suppression					
Q 36: Ik hou mijn emoties over de verandering voor mijzelf		<b>.74</b>			
Q 25: Ik zorg er voor mijn emoties over de verandering niet te uiten		<b>.73</b>			
Q 20: Ik stond mezelf toe mijn emoties over de fusie te uiten (reversed item)		<b>.59</b>	-.31		
Q 16: Ik probeer mijn gevoelens over de verandering te verbergen		<b>.58</b>			-.43
Q 31: Ik uitte mijn gevoelens over de fusie (reversed item)	-.41	<b>.51</b>			
Items of component 3: Positive refocus					
Q 21: Ik denk aan leuke dingen die niets met de verandering te maken hebben			<b>.82</b>		
Q 33: Ik denk aan iets leuks in plaats van aan de verandering en de gevolgen daarvan			<b>.78</b>		
Q 35: Ik denk aan leuke dingen die ik meemaak			<b>.73</b>		
Q 26: Ik ga leuke dingen doen om minder te denken aan de verandering en aan de gevolgen er van	.32		<b>.63</b>		
<i>Q 34: Ik bedenk me dat het allemaal nog veel erger kan</i>	-.35		<b>.53</b>	.31	-.35
Items of component 4: Reappraisal					
Q 24: Ik bedenk me dat de verandering ook positieve kanten kan hebben				<b>.84</b>	
Q 38: Ik benadruk het positieve van de verandering				<b>.84</b>	
Q 28: Ik zoek naar de positieve kanten van de verandering				<b>.75</b>	
Items of component 5: Rumination					
Q 30: Ik pieker over wat er gebeurt tijdens de verandering					<b>-.86</b>
Q 29: Ik vind het moeilijk de verandering uit mijn hoofd te krijgen					<b>-.82</b>
Q 18: Ik denk steeds aan wat er gebeurt					<b>-.80</b>
Q 23: Ik ben in mijn hoofd voortdurend bezig met de verandering en de gevolgen daarvan					<b>-.79</b>
<i>Q 15: Ik ga anderen dingen doen om mijn gedachten over de verandering te verzetten</i>			.38		<b>-.42</b>
Cronbach's alpha	.84	.69	.78	.77	.89

*Note.* major loadings for each item are bolded.

Extraction method: Principal Component Analysis

Rotation Method: Oblimin with Kaiser Normalization

Italic items (19, 34, and 15) were removed based on the high cross-loadings and the content of the item



Table 2  
Correlation Matrix

	<i>Variable</i>	<i>M</i>	<i>SD</i>	<i>1.</i>	<i>2.</i>	<i>3.</i>	<i>4.</i>	<i>5.</i>	<i>6.</i>	<i>7.</i>	<i>8.</i>	<i>9.</i>	<i>10.</i>	<i>11.</i>
1.	Resistance to change <sup>a</sup>	2.56	.75	1										
2.	Turnover intention <sup>a</sup>	2.37	1.03	.40	1									
3.	Job satisfaction <sup>a</sup>	3.67	.87	-.52	-.66	1								
4.	Situation Modification <sup>a</sup>	2.49	.81	.25	.17	-.22	1							
5.	Positive refocus <sup>a</sup>	2.55	.86	-.26	-.03	.14	.38	1						
6.	Rumination <sup>a</sup>	2.09	.85	.48	.19	-.36	.50	-.32	1					
7.	Reappraisal <sup>a</sup>	3.22	.83	-.45	-.25	.31	.25	.12	-.03	1				
8.	Suppression <sup>a</sup>	2.68	.71	.23	.14	-.22	-.12	.01	.22	-.16	1			
9.	Age	43.73	11.07	-.16	-.37	.22	-.08	-.13	.02	.00	-.09	1		
10.	Gender <sup>b</sup>	-	-	-.12	-.12	.22	-.07	.11	-.13	.01	-.15	.05	1	
11.	Tenure <sup>a</sup>	13.73	10.97	-.05	-.29	.10	-.01	-.02	-.00	-.03	-.08	.63	-.17	1

Correlation > .22 significant at the 0.01 level (2-tailed)

Correlation > .14 significant at the 0.05 level (2-tailed)

<sup>a</sup>Min. score 1, max. score 5

<sup>b</sup>Gender was coded 0 (male) and 1 (female)

Table 3  
*Regression Analysis for Turnover Intention*

Variables	Step 1			Step 2		
	B	$\beta$	<i>p</i>	B	$\beta$	<i>p</i>
1. Age	-.02	-.22	.01	-.01	.01	.06
2. Gender	-.24	-.17	.14	.03	.01	.83
3. Tenure	-.01	-.16	.09	-.01	-.14	.06
4. Sector	.10	.05	.55	-.05	-.02	.73
5. Resistance to change	.46	.33	.00	.10	.08	.23
6. Job satisfaction				-.68	-.58	.00
R <sup>2</sup>	.27			.50		
F	13.93			30.68		
R <sup>2</sup> change				.23		
F R <sup>2</sup> change				83.79		

Step 1: turnover intention predicted by age, gender, tenure, sector, and resistance to change

Step 2: turnover intention predicted by age, gender, tenure, sector, resistance to change, and job satisfaction

Table 4  
*Regression Analysis for Job Satisfaction*

Variables	Step 1			Step 2		
	B	$\beta$	<i>p</i>	B	$\beta$	<i>p</i>
1. Age	.01	.17	.06	.01	.16	.06
2. Gender	.41	.24	.01	.34	.19	.01
3. Tenure	.00	-.01	.92	.00	.00	.98
4. Sector	-.30	-.17	.06	-.21	-.12	.14
5. Resistance to change	-.26	-.22	.01	-.21	-.18	.04
6. Situation modification	-.02	-.06	.32	-.01	-.03	.61
7. Positive refocus	.01	.01	.94	-.00	-.00	.98
8. Rumination	-.13	-.13	.10	-.09	-.08	.35
9. Reappraisal	.28	.31	.00	.42	.46	.00
10. Suppression	-.09	-.07	.26	-.09	-.07	.28
11. Resistance to change x situation modification				.01	.01	.94
12. Resistance to change x positive refocus				-.12	-.08	.22
13. Resistance to change x rumination				-.14	-.11	.16
14. Resistance to change x reappraisal				-.04	-.03	.67
15. Resistance to change x suppression				-.19	-.13	.05
$R^2$	.37			.41		
F	10.93			8.13		
$R^2$ change				.03		
F $R^2$ change				2.33		

Step 1: job satisfaction predicted by age, gender, tenure, sector, resistance to change, situation modification, positive refocus, rumination, reappraisal, and suppression.

Step 2: job satisfaction predicted by age, gender, tenure, sector, resistance to change, situation modification, positive refocus, rumination, reappraisal, suppression, and all product variables of the emotion regulation strategies.

Figure 3  
*The Moderating Effect of Suppression*

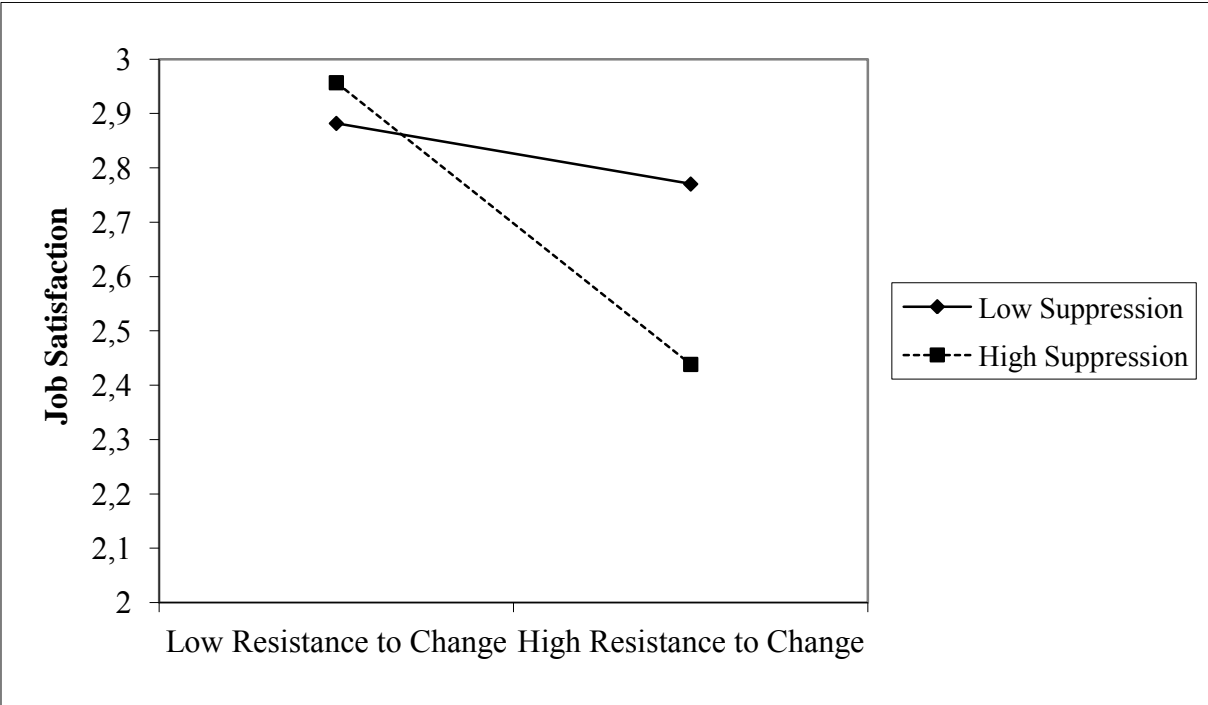


Table 5  
*Path Analysis*

	Correlation	Direct relationship	Indirect relationship	Spuriousness effect	Total causal effect
Turnover intention with:					
- Resistance to change	.40 ( <i>p</i> = .00)	.08 ( <i>p</i> = .23)	.11 ( <i>Z</i> = 2.04)		.19
- Job satisfaction	-.66 ( <i>p</i> = .00)	-.58 ( <i>p</i> = .00)		-.01	-.59

Table 6  
*Regression Analysis for Resistance to Change*

<i>Variables</i>	<i>Step 1</i>		
	B	$\beta$	<i>p</i>
1. Situation modification	.16	.17	.02
2. Positive refocus	-.13	-.15	.01
3. Rumination	.27	.31	.00
4. Reappraisal	-.44	-.49	.00
5. Suppression	.10	.10	.09
R <sup>2</sup>	.47		
F	33.26		.00

Step 1: resistance to change predicted by situation modification, positive refocus, rumination, reappraisal, and suppression.

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**Appendix: The Questionnaire**

Etten-Leur, mei 2012

Onderwerp: Onderzoek naar de effecten van organisatieveranderingen

Geachte heer/mevrouw,

Om organisaties en managers bewuster te maken van wat organisatieveranderingen doen met werknemers, doe ik onderzoek naar hoe werknemers reageren op en omgaan met veranderingen zoals een fusie. Daarnaast doe ik ook onderzoek naar de effecten van een fusie op de beleving van het werk. Dit onderzoek voer ik uit als afstudeeropdracht voor mijn studie Human Resource Studies aan Tilburg University.

Via onderstaande link komt u bij een website waar u de vragenlijst in kunt vullen. Allereerst zal er ingegaan worden op de fusie, hoe u daarop reageert en wat voor een effect dat heeft op de beleving van uw werk. De vragenlijst zal afgesloten worden met enkele algemene vragen.

Bij het invullen van de vragen is er geen goed of fout antwoord mogelijk. Het gaat om uw eigen situatie. Het invullen van de vragenlijst zal ongeveer 15 minuten in beslag nemen. Aan het einde van de vragenlijst heeft u de mogelijkheid om eventuele opmerkingen te plaatsen.

Het invullen van de vragenlijst is geheel anoniem. De gegevens zullen ook strikt vertrouwelijk verwerkt worden. U en de organisatie waarvoor u werkt, worden nooit herkenbaar in het rapport opgenomen.

Ik stel het zeer op prijs wanneer u de vragenlijst invult en ik vraag u vriendelijk dit binnen twee weken te doen.

De link naar de vragenlijst is:

Bij vragen en/of opmerkingen kunt u altijd contact met mij opnemen via het e-mailadres: [jeanettestruijs@gmail.com](mailto:jeanettestruijs@gmail.com)

Alvast hartelijk dank voor uw medewerking,

Jeanette Struijs  
Studente Human Resource Studies te Tilburg University



## Onderzoek naar de effecten van organisatieveranderingen

Deze vragenlijst begint met vragen die betrekking hebben op de fusie en de gevolgen van de fusie, zoals veranderingen in de taken of in de werkwijze. Probeer bij het invullen van de stellingen deze situatie zo goed mogelijk in uw gedachte te houden. Geef het cijfer aan dat het beste de situatie weergeeft.

	1	2	3	4	5			
	Volledig mee oneens	Mee oneens	Niet eens, niet oneens	Mee eens	Volledig mee eens			
1	Ik denk dat het goed is dat de fusie plaats heeft gevonden.			1	2	3	4	5
2	Ik was bang voor de gevolgen van de fusie.			1	2	3	4	5
3	Ik protesteerde tegen de veranderingen die het gevolg zijn van de fusie.			1	2	3	4	5
4	Ik probeerde me open te stellen voor de fusie en deze een kans te geven.			1	2	3	4	5
5	Ik had een slecht gevoel over de fusie.			1	2	3	4	5
6	Ik klaagde over de fusie bij vrienden/collega's.			1	2	3	4	5
7	Ik denk dat de fusie een negatief effect heeft gehad op mijn werk.			1	2	3	4	5
8	Ik heb gezocht naar manieren om de fusie tegen te houden.			1	2	3	4	5
9	De fusie maakte me gespannen.			1	2	3	4	5
10	De fusie maakte me boos.			1	2	3	4	5
11	Ik denk dat de fusie voor het team verkeerd heeft uitgepakt.			1	2	3	4	5
12	Ik maakte mijn bezwaren tegen de gevolgen van de fusie duidelijk aan mijn meerderen.			1	2	3	4	5
13	Ik denk dat de fusie mij persoonlijk ten goede is gekomen.			1	2	3	4	5
14	Ik voelde weerstand tegen de fusie.			1	2	3	4	5



		1	2	3	4	5
		1	2	3	4	5
		Nooit	Soms	Regelmatig	Vaak	Altijd
15	Ik was geneigd me tegen de fusie te verzetten.	1	2	3	4	5
De volgende vragen gaan over hoe u reageerde op de fusie en op de gevolgen die de fusie met zich meebracht.						
15	Ik ging andere dingen doen om mijn gedachten over de fusie te verzetten.	1	2	3	4	5
16	Ik probeerde mijn gevoelens over de fusie te verbergen.	1	2	3	4	5
17	Ik deed iets aan de situatie die de fusie voor mij met zich meebracht.	1	2	3	4	5
18	Ik dacht steeds aan wat er aan de hand was.	1	2	3	4	5
19	Ik bedacht me dat er ergere dingen in het leven zijn dan een fusie.	1	2	3	4	5
20	Ik stond mezelf toe mijn emoties over de fusie te uiten.	1	2	3	4	5
21	Ik dacht aan leuke dingen die niets met de fusie te maken hadden.	1	2	3	4	5
22	Ik ondernam actie om af te komen van de problemen die de fusie veroorzaakte.	1	2	3	4	5
23	Ik was in mijn hoofd voortdurend bezig met de fusie en de gevolgen daarvan.	1	2	3	4	5
24	Ik bedacht me dat de fusie ook positieve kanten kon hebben.	1	2	3	4	5
25	Ik zorgde ervoor mijn emoties over de fusie niet te uiten.	1	2	3	4	5
26	Ik ging leuke dingen doen om minder te denken aan de fusie en aan de gevolgen ervan.	1	2	3	4	5
27	Ik dacht er over na hoe ik mijn situatie in de fusie kon veranderen.	1	2	3	4	5

28	Ik zocht naar de positieve kanten van de fusie.	1	2	3	4	5
29	Ik vond het moeilijk de fusie uit mijn hoofd te krijgen.	1	2	3	4	5
30	Ik piekerde over de fusie.	1	2	3	4	5
31	Ik uitte mijn gevoelens over de fusie.	1	2	3	4	5
32	Ik probeerde mijn situatie te veranderen.	1	2	3	4	5
33	Ik dacht aan iets leuks in plaats van aan de fusie en de gevolgen daarvan.	1	2	3	4	5
34	Ik bedacht me dat het allemaal nog veel erger had gekund.	1	2	3	4	5
35	Ik dacht aan leuke dingen die ik heb meegemaakt.	1	2	3	4	5
36	Ik hield mijn gevoelens over de fusie voor mezelf.	1	2	3	4	5
37	Ik probeerde te bedenken hoe ik de problemen die door de fusie ontstonden, kon oplossen.	1	2	3	4	5
38	Ik benadrukte het positieve van de fusie.	1	2	3	4	5

De volgende vragen gaan over hoe u uw werkt beleeft, na de fusie.

	1	2	3	4	5	
	Volledig mee oneens	Mee oneens	Niet eens, niet oneens	Mee eens	Volledig mee eens	
39	Ik ben op het ogenblik tevreden met mijn werk.	1	2	3	4	5
40	Ik ben van plan het komende jaar werk buiten deze organisatie te zoeken.	1	2	3	4	5
41	De kans bestaat dat ik binnenkort mijn baan verlies.	1	2	3	4	5
42	Als ik opnieuw zou moeten beslissen, zou ik deze baan weer accepteren.	1	2	3	4	5
43	Ik ben van plan om het komende jaar van baan te veranderen.	1	2	3	4	5
44	Als ik over mijn werk praat, ben ik meestal enthousiast.	1	2	3	4	5
45	Ik weet zeker dat ik deze baan kan behouden.					
46	Ik zou graag de rest van mijn loopbaan in deze organisatie blijven werken.	1	2	3	4	5
47	Ik zou mijn baan aan anderen aanraden.	1	2	3	4	5

48	Ik voel me onzeker over de toekomst van mijn baan.	1	2	3	4	5
49	Ik denk er wel eens over om werk buiten deze organisatie te zoeken.	1	2	3	4	5
50	Ik denk dat ik mijn baan zal verliezen in de nabije toekomst.	1	2	3	4	5

Voor de volgende stellingen geldt:

1	2	3	4	5
Helemaal niet waar	Niet waar	Niet waar, niet onwaar	Waar	Helemaal waar

In de afgelopen twee maanden...

51	Heb ik beter gepresteerd dan mijn collega's	1	2	3	4	5
52	Heb ik me echt kunnen bewijzen.	1	2	3	4	5
53	Heb ik een compliment gehad over mijn prestaties.	1	2	3	4	5
54	Heb ik betere resultaten behaald dan voorheen.	1	2	3	4	5
55	Ben ik opgevallen door mijn prestaties	1	2	3	4	5
56	Heb ik opvallend goede prestaties neergezet.	1	2	3	4	5

Deze vragenlijst zal eindigen met een aantal algemene vragen.

Wat is uw leeftijd? \_\_\_\_\_ jaar

Wat is uw geslacht?

- Man  
 Vrouw

Hoeveel jaar bent u in dienst bij uw huidige werkgever? \_\_\_\_\_ jaar

Welke opleiding heeft u gevolgd?

- LBO
- MBO
- HBO
- VWO
- Anders, namelijk....

Vragen en/of opmerkingen zijn welkom...

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Dit is het einde van de vragenlijst.

Hartelijk dank voor uw medewerking!

Jeanette Struijs