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Beliefs underlying employee readiness to support a building relocation:

A Theory of Planned Behavior perspective

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Abstract

The purpose of this research was to examine the utility of the Theory of Planned Behavior (TPB) as a framework for understanding employee readiness for change. One of the major advantages of the TPB approach is its ability to identify the underlying beliefs that distinguish between those who intend and do not intend to perform the behavior under investigation. In the present study, the extent to which a sample of local government employees intended to carry out activities during a 6-month period that were supportive of their organization's relocation to new premises was examined. An elicitation study ($N = 18$) determined salient beliefs relating to the relocation. For the main study, 149 participants completed a questionnaire that assessed their behavioral, normative, and control beliefs in regards to the change event. A series of MANOVAs revealed statistically significant differences between employees with moderate compared to high intentions to engage in change-supportive behaviors on a range of beliefs. Implications of these findings for designing change management strategies that help foster readiness for change are discussed.

Determining how to manage organizational change effectively features strongly on the strategic agenda of today's business leaders. In a Harvard Business School review, it was estimated that change implementation cost Fortune 100 companies an average of 1 billion dollars between 1980 and 1995 (Jacobs, 1998). The prevalence and cost of organizational change means that the success of such initiatives is a predominant concern for organizations and, therefore, researchers have a growing responsibility to provide insights as to how managers and change agents can better manage change in their workplace. Organizational change management is concerned with facilitating the process of change through modification of strategies, structures, and processes, with many authors emphasizing that the support of employees is central to determining whether change initiatives will succeed or fail (see Cummings & Worley, 2001). In this regard, researchers have directed their attention to the notion of readiness for change, examining antecedents to change readiness perceptions, as well as the extent to which such perceptions lead to change implementation success (e.g., Armenakis, Harris, & Feild, 1999; Armenakis, Harris, & Mossholder, 1993; Chawla & Kelloway, 2004; Jones, Jimmieson, & Griffiths, 2005; Wanberg & Banas, 2000).

Readiness for change can be broadly defined as the extent to which employees hold positive views about the need for organizational change (i.e., change acceptance), as well as the extent to which employees believe that such changes are likely to have positive implications for themselves and the wider organization (Armenakis et al., 1993; Miller, Johnson, & Grau, 1994). In a recent review of the literature, Piderit (2000) noted that there tends to be three conceptualizations of the resistance to change construct. First, reactions to change constitute cognitions, in terms of the beliefs and thoughts (either positive or negative) that employees may have about a specific change event at work. Second, arising from defensive routines, employees may experience a variety of emotions during organizational change (e.g., anxiety, frustration, or excitement). Third, Piderit noted that some authors tend to think of readiness for change in behavioral terms, an approach that is consistent with Lewin's (1948) early model of unfreezing, transition, and freezing (see also Armenakis et al., 1993). Piderit highlighted the importance of integrating all three approaches to defining and measuring readiness for change, and

recommended that future research would benefit from assessing readiness for change as a function of attitudes. In this study, it is proposed that the Theory of Planned Behavior (TPB) provides a useful approach for understanding the process in which attitudes influence behavioral intentions during times of organizational change.

The Theory of Planned Behavior

Similar to other cognitive decision-making models, the underlying premise of the TPB is that individuals make decisions rationally and systematically through information available to them (Ajzen, 1991; Ajzen & Fishbein, 1980). According to the TPB, intentions are the most proximal determinant of behavior and are determined through a logical sequence of cognitions. Intentions, in turn, are proposed to be a function of three independent determinants. The first determinant of intentions is the person's attitude, conceptualized as the overall evaluation, either positive or negative, of performing the behavior of interest. The second determinant of intentions is subjective norm, which reflects perceived social pressure to perform or not perform the behavior. The third determinant of intentions is perceived behavioral control, which reflects the extent to which the behavior is perceived to be under volitional control. Meta-analytic reviews reveal that the TPB has been used extensively in a broad range of research areas to successfully predict behavior (e.g., Armitage & Conner, 2001a). In corporate settings, the TPB has been used to understand technology adoption (Gentry & Calantone, 2002; Rei, Lang, & Welker, 2002), utilization of structured interview techniques in staff selection (van der Zee, Bakker, & Bakker, 2002), the prediction of managers' intentions to improve their own skills following provision of feedback (Maurer & Palmer, 1999), and the extent to which managers undertake benchmarking within their organization (Hill, Mann, & Wearing, 1996).

In addition to the direct determinants of intentions and behavior, the TPB identifies the beliefs underpinning each of the constructs of attitude, subjective norm, and perceived behavioral control (Ajzen, 1991). Specifically, an individual's attitude is proposed to be a function of salient behavioral beliefs, or the belief that certain outcomes (i.e., benefits and costs) associated with the behavior will occur (behavioral beliefs), weighted by evaluations of the pleasantness of each of the outcomes

(outcome evaluations). Subjective norm is proposed to be a function of the extent to which other people would want the person to perform the behavior (normative beliefs), weighted by his or her motivation to comply with each of these referents (motivation to comply). Perceived behavioral control is proposed to be a function of the beliefs concerning whether resources and opportunities are available to perform the behavior (control beliefs), weighted by the expected impact that these factors would have if they were to occur/be present (perceived power). The TPB proposes that an examination of the beliefs underlying these direct behavioral determinants improves understanding of the relationship between beliefs and behavior.

Indeed, one of the major advantages of the TPB approach, inherent in its belief basis, is its ability to identify the underlying beliefs that distinguish between intenders and non-intenders (or, alternatively, those that perform or do not perform the behavior) for the specific behavior under investigation (see Fishbein & Stasson, 1990). A number of studies have utilized this belief-based analysis between high and low intenders for a wide variety of behaviors, including volunteerism (e.g., Armitage & Conner, 2001b; Greenslade & White, 2002), mobile phone use (e.g., Walsh & White, under review), and health-related behaviors, such as ecstasy use (e.g., Conner, Sherlock, & Orbell, 1998) and binge-drinking (e.g., Johnston & White, 2004). In an organizational change context, the identification of beliefs that underlie the attitudes of employees towards a change initiative, as well as their feelings of normative pressure and perceived behavioral control, may help change managers and agents to develop a greater understanding of the psychological factors that distinguish between those employees who support the change and those who do not.

The Present Study

The present research examines the TPB in the context of a specific organizational change event; namely, a building relocation for a large local government organization. Relocation of an organizational enterprise is a significant occurrence that impacts on a range of organizational logistics, requiring strategies to manage uncertainty among employees (see Kleasen & Foster, 2002; Spreckelmeyer, 1995). Indeed, the occurrence of office and plant relocations has been investigated with respect to employees'

reactions to such a change event. For example, Fox and Krausz (1987) found that perceived benefits of the relocation (arguably an important component of change readiness) predicted positive emotions and less stress reactions for 155 Israeli employees whose organization had moved from one major city to another. More recently, Krausz, Bizman, and Fox (2002) also examined post-relocation adaptation for 176 Israeli employees. They found that employees who felt that the move was justified and supported management's decision to relocate (a pre-move measure) reported better post-move relocation satisfaction. In addition, positive emotions associated with the relocation (i.e., hope, challenge, and enthusiasm) at Time 1 were predictive of company loyalty at Time 2.

Thus, relocation is a critical, and potentially stressful, workplace event for which carefully designed change management strategies are needed. The major aim of this research was to identify significant differences in beliefs between employees with high and low intentions to engage in a series of change-supportive activities related to the move to new premises. To enable recommendations about how to foster change readiness among employees, differences in belief structures related to the relocation were explored between high and low intenders in the sample. This was accomplished by identifying beliefs related to the benefits and costs of the relocation (i.e., behavioral beliefs and outcome evaluations), beliefs about the extent to which significant others supported the relocation (i.e. normative beliefs and motivation to comply), and beliefs about potential barriers to one's behavior (i.e., control beliefs and perceived power). It was anticipated that such an approach would help to inform the design of communication strategies that would encourage more reticent employees to embrace the impending change event.

Method

Organizational Context

The organization. The change event under investigation was taking place in a local government body in Australia. This organization is responsible for the city's transport and parking, and provides a comprehensive range of residential (e.g., water and sewerage), business (e.g., building and development), and community (e.g., recreational programs) services. It also operates numerous

libraries, supports a number of educational facilities, and provides learning programs for different community groups. The relocation is a significant event for the organization, affecting approximately 2,000 of the total 7,000 staff accounted for within subsidiaries of the council.

The relocation. Construction of the proposed 40-story office tower (with the council occupying 60% of the space) was currently underway at the time of data collection, with all administration and customer service functions of the organization expected to be relocated and operational by late 2005. It is important to note that the distance between the old and new site did not pose a disruption to commuting arrangements. Thus, implications for home and family life were not of central concern for employees. The new site constituted a notable improvement in the quality of physical facilities, allowing the organization to meet future requirements in a cost-effective way by grouping service areas in the most appropriate manner. Although employees were likely to continue working in their current work units, new office layouts were expected to improve the effectiveness of workflow between organizational divisions. Of particular significance, all employees across all hierarchical levels were required to work in large, open spaces. Thus, the issue of privacy was one major issue of concern for employees, especially for managerial staff.

The implementation process. The change management plan for relocation to the new building was sectioned into 'workplace design', 'readiness to move', 'moving in', and 'post occupancy' time periods, concluding by mid-2006. At the time of survey administration, the organization was undergoing the design phase of the implementation plan. During this initial 6-month period, employees were being encouraged to consider transition issues related to the new accommodation, such as evaluating work practices, identifying important relationships to promote better contact between key groups, evaluating storage and equipment needs, and becoming familiar with the goals of ecologically sustainable work practices.

Sample

One hundred and eighty questionnaires were randomly distributed to employees. One hundred and fifty-one questionnaires were returned, representing a response rate of 84%. Due to excessive

missing data, the responses of two participants were excluded. The sample consisted of a similar proportion of male (55%) and female (45%) respondents. The average age of employees was 40.29 years ($SD = 10.15$), ranging from 19 to 63 years. The majority of the sample was employed on a full-time basis (92%). Employees in the sample had an average tenure of 10.60 years ($SD = 8.79$) working for the council, and an average tenure of 5.52 years ($SD = 4.28$) for the division in which they worked. Participants in the sample represented employees the Office of the Lord Mayor and all six divisions of the council, although 59% of respondents were from two of the divisions.

Target Behavior

As part of the overall change management strategy, the change management team identified specific behaviors that would be required of employees by the end of the initial 6-month phase of the relocation process. These behaviors included reading notices relating to the relocation, allocating time to carry out activities relating to the relocation, and archiving or disposing of outdated files. Encompassing these activities, the target behavior for the study was operationalized as “carrying out activities during the next 6 months that support the move to new premises”.

Elicitation Study

In order to develop the indirect measures for the TPB variables (i.e., attitude, subjective norm, and perceived behavioral control), an elicitation study was conducted with a group of workplace representatives, according to procedures outlined by Fishbein and Ajzen (1980). A sample of 10 female and 8 male staff who held representative positions across the council completed a questionnaire. The mean age of this pilot group was 44.54 years ($SD = 11.26$). In this respect, the characteristics of the sample closely resembled the respondents who participated in the main study. Open-ended questions asked respondents to list the main advantages and disadvantages of carrying out activities during the next 6 months that support the move to new premises in order to elicit behavioral beliefs for the main questionnaire. Respondents also were asked which people or groups of people would approve or disapprove of them carrying out such activities. Control beliefs were established by asking

respondents to list any factors or circumstances that would prevent or encourage them from carrying out activities during the next 6 months that are supportive of the relocation.

The modally salient beliefs were tallied and the most frequently occurring beliefs formed the basis for discussion within a focus group activity involving the participants who completed the elicitation survey. In this discussion, each participant was asked to nominate personally-relevant and important belief determinants of attitude, subjective norm, and perceived behavioral control toward the target behavior (see Conner & Armitage, 1998). This method has been demonstrated to improve belief-attitude correlations (Elliot, Jobber, & Sharp, 1996; van der Pligt & de Vries 1998). Thus, four of the frequently reported benefits identified in the pilot questionnaire (e.g., being up-to-date about relocation) and two of the frequently reported costs (e.g., increasing workload) of carrying out activities during the next 6 months that support the move to new premises were used as the behavioral beliefs in the main questionnaire. Five of the frequently reported referents (e.g., branch manager) were used to assess the normative beliefs in the main questionnaire and six of the frequently reported outcomes (e.g., conflicting priorities at work) were to assess control beliefs used in the main questionnaire (refer to Table 1 for a complete listing of all of the belief items).

Measures

Intentions. A composite measure of intentions was developed for use in the present study by asking employees to indicate the extent to which they intended to carry out three specific behaviors during the next 6 months that were considered to be supportive of the relocation process. These activities included whether employees would (i) read notices about the relocation, (ii) dedicate time to completing tasks relating to the relocation, and (iii) archive or dispose of outdated files. These behaviors were identified by the relocation change management team as key to achieving support for the current phase of the change initiative. The response scale ranged from 1 (*extremely unlikely*) to 7 (*extremely likely*). The three items formed a moderately reliable scale with a Cronbach's (1951) alpha coefficient of .67.

Belief-based attitude. The belief-based or indirect measure of attitude was obtained using six behavioral belief items and six outcome evaluation items. Behavioral beliefs were assessed by asking participants to rate how likely it would be that six consequences (four benefits and two costs obtained from the elicitation study) would occur if they performed the target behavior of carrying out activities during the next 6 months that support the move to new premises. The consequences were rated on a series of 7-point Likert scales, ranging from 1 (*extremely unlikely*) to 7 (*extremely likely*). Responses for the two costs were reverse-scored. For the measure of outcome evaluations, participants rated how pleasant or unpleasant they felt the six consequences of the target behavior would be on a series of 7-point Likert scales, ranging from 1 (*extremely unpleasant*) to 7 (*extremely pleasant*). The overall indirect measure of attitude was obtained by multiplying each participant's behavioral belief items by their adjacent outcome evaluations items, and then averaging these scores.

Belief-based subjective norm. The belief-based measure of subjective norm was obtained using five normative beliefs and five motivation to comply items. Normative beliefs were assessed by asking respondents to rate how likely five referents within the workplace (obtained from the elicitation study) would think that they should carry out activities during the next 6 months that support the move to new premises. Response options ranged from 1 (*extremely unlikely*) to 7 (*extremely likely*). Motivation to comply was measured by participants indicating how willing they were to comply, in general, with each of the five listed referents on a scale from 1 (*not at all*) to 7 (*very much*). The overall belief-based measure of subjective norm was calculated by multiplying each participant's normative belief items by their motivation to comply items, and then averaging these scores.

Belief-based perceived behavioral control. A belief-based measure of control was obtained via assessment of control beliefs and perceived power. Control beliefs were assessed by asking participants to rate how likely six factors (obtained from the elicitation study) were to prevent them from carrying out activities during the next 6 months that support the move to new premises on a scale from 1 (*extremely unlikely*) to 7 (*extremely likely*). Perceived power was measured by asking participants to rate the extent to which these factors would prevent them from carrying out the target

behavior, on a scale from 1 (*not prevent me at all*) to 7 (*prevent me completely*). The overall belief-based measure of perceived behavioral control was obtained by multiplying the control belief items by the associated perceived power items for each participant, and then averaging these scores.

Results

For organizational change management strategies to be targeted toward addressing disparities that exist between current beliefs held by employees and desired organizational goals, analyses were conducted on the indirect measures of attitude, subjective norm, and perceived behavioral control to examine their effects on intentions. Six one-way multivariate analyses of variance (MANOVAs) were performed using intentions as the independent variable and the belief-based measures as the dependent variables. Due to the negatively skewed distribution of intentions, the scale mid-point (on a 7-point scale) did not divide the sample evenly. Thus, a dichotomous independent variable was computed by dividing the intentions scale at its median point (median = 6.00). In this manner, the distribution was split into high intenders and those with relatively lower, or moderate, intentions. The belief-based measures were the dependent variables (i.e., behavioral beliefs, outcome evaluations, normative beliefs, motivation to comply, control beliefs, and perceived power).

insert Table 1 about here

Behavioral beliefs. Using Wilk's criterion, there was a significant multivariate effect of intentions on behavioral beliefs, $F(6, 137) = 6.06, p < .001, \eta^2 = .21$. As shown in Table 1, univariate tests indicated that employees with stronger intentions differed significantly in their assessment of the benefits resulting from carrying out activities during the next 6 months that support the relocation, from those individuals with lower to moderate intentions (although no significant mean differences emerged between these two groups in relation to the perceived costs of workload and tension). Specifically, employees with strong intentions believed they would feel up-to-date about the relocation, would be prepared for the relocation, would be able to identify inefficient work practices, and would see improvements to ecologically sustainable work practices significantly more than those with weaker intentions.

Outcome evaluations. Although a significant multivariate effect was not found for intentions on outcome evaluations, $F(6, 136) = 1.76$, NS , $\eta^2 = .07$, significant univariate tests revealed an identical pattern of results to behavioral beliefs. In this respect, stronger intenders differed from employees with comparatively lower intentions in their gaining pleasure from and valuing the positive outcomes. Comparatively, employees with strong intentions wanted to feel up-to-date and more prepared for the relocation, identify inefficient work practices, and valued progress toward their organization meeting the goals of ecological sustainability significantly more than those with weaker intentions.

Normative beliefs. Using Wilk's criterion, there was a significant multivariate effect of intentions on normative beliefs, $F(5, 134) = 5.84$, $p < .001$, $\eta^2 = .18$. The results of univariate analyses revealed that employees with strong intentions were more likely to perceive that their branch manager, supervisor, branch and work unit colleagues, and friends at work would approve of them carrying out relocation preparation tasks, compared to employees with weaker intentions.

Motivation to comply. A significant multivariate effect also was found for intentions on motivation to comply, $F(5, 139) = 3.99$, $p < .01$, $\eta^2 = .13$. Results of univariate analyses indicated that employees with stronger intentions were significantly more motivated to comply with the perceived expectations of their branch manager, supervisor, and other staff within their branch.

Control beliefs. The multivariate effect of intentions on control beliefs was not significant, $F(6, 136) = 1.10$, NS , $\eta^2 = .05$. However, univariate analyses revealed that employees with strong intentions were less likely to see lack of motivation as a barrier to performing relocation-related activities comparative to employees with lower intentions.

Perceived power. Finally, a significant multivariate effect was found for intentions on perceived power, $F(6, 137) = 2.30$, $p < .05$, $\eta^2 = .09$. The results of univariate analyses also revealed that a lack of motivation was perceived as having the capacity to inhibit employee control over engaging in such tasks more so for respondents with moderate, rather than strong, intentions.

Discussion

Adopting a TPB framework, results of the present study showed evidence of underlying belief-based differences between employees possessing strong, compared to more moderate, intentions to engage in behaviors supportive of their organization's relocation to new premises. In this respect, significant differences were found between the two groups of employees in their underlying behavioral and normative beliefs and, to a lesser extent, their beliefs associated with perceived behavioral control. This type of analysis helps to inform the design of change management strategies intended to encourage greater commitment among those employees who are less willing to engage in change-supportive behaviors. The major findings in regards to each set of beliefs are summarized below.

In the first instance, for beliefs underlying employees' attitudes towards the relocation, this research considered the costs and benefits of supporting the relocation. These benefits included being up-to-date and feeling prepared for the relocation, and the bonus of identifying inefficient work practices and improving ecological sustainability. It was found that high intenders differed significantly from moderate intenders in their assessment of how likely all of these benefits would occur if they read notices about the relocation, allocated time to relocation activities, and archived or disposed of outdated files. Employees with high intentions also were more likely to rate the benefits as being more pleasant than employees who were feeling less inclined to engage in these behaviors. Interestingly, no significant differences emerged between these two groups in relation to perceived costs (increased workload levels and tension between staff). Thus, it was the benefits of the relocation, rather than the perceived disadvantages, that differentiated high intenders from moderate intenders. These findings suggest that communication strategies should focus on the positive outcomes of engaging in change-supportive behaviors, at least in the very early stages of the change implementation process. By emphasizing the advantages, it is possible to strengthen positive attitudes about impending change, an approach that is consistent with the need to ensure that employees have a sense of the likely benefits for themselves and the organization as a whole, if change readiness is to be created (see Armenakis et al., 1993).

Next, examination of the normative beliefs indicated that social influence also is an important area which can be targeted to increase readiness for change. Employees with strong intentions

perceived that all of the work referents considered in this study (i.e., branch manager, supervisor, other branch staff, work unit colleagues, and friends throughout the organization) would approve of them carrying out relocation preparation tasks, compared to employees with weaker intentions. The significant result found for normative beliefs suggests social influence may help to create social pressure among employees to act in change-supportive ways. Thus, more reticent employees would benefit from the impression that a broad range of important work referents think they should engage in desired change-related behaviors. Indeed, it is often suggested that change agents should capitalize on the social networks that exist in organizations as a tool for creating power bases and alliances that inform and influence one another to create shared meaning during times of change (see Greiner & Schein, 1988; see also Tenkasi & Chesmore, 2003).

It is of interest to note that there were no significant differences between the two groups of employees in regards to the likelihood that they would be motivated to comply with colleagues and friends in the organization. However, high intenders were more likely to comply with the expectations of their branch manager, supervisor, and other significant staff in the branch (in comparison to low intenders). It is likely that, in behavioral contexts where there are dependent relationships, such as for employees where there is potential for reward (e.g., pay or promotion) and punishment (censure, demotion, or job loss) based on job performance, perceived pressure from more senior members of staff is a strong determinant of intentions to engage in certain behaviors at work. Although these findings suggest that strategies are needed to encourage employees to feel motivated to comply with the expectations of senior management and supervisors, such a finding also reiterates the need for people in high-status and influential positions to publicly support and actively encourage organizational change efforts (Armenakis & Harris, 2002; Klein, 1996; Smeltzer, 1991).

Finally, examination of the effects of the beliefs underlying perceived behavioral control revealed that employees with high and moderate intentions significantly differed on only 1 out of the 6 barriers considered in this study; namely, a lack of personal motivation. Thus, it can be concluded that employees did not feel that there were many barriers that would prevent them from engaging in

activities related to the relocation, other than their own levels of enthusiasm. Interestingly, most of the nonsignificant barriers are factors that could be attributed to an organization's failure to provide adequate resources and support during times of change (e.g., inadequate information, insufficient notice, time, and so on). It is important to note, however, that the relocation was still in the early phases of the implementation process and, as such, the target behaviors expected of employees at this point in time were not overly onerous and could be described as highly volitional. Behaviors of this nature are unlikely to be susceptible to external barriers related to a lack of resources (i.e., few external constraints to performance). This study demonstrates that it may be employees own lack of motivation that is of key concern when developing intentions to engage in change-supportive behaviors during the first phase of implementation. Nevertheless, the extent to which external barriers emerge as more salient issues closer to the actual move is an area for future research.

Several methodological limitations of the present study should be considered when interpreting these results. Situational constraints prevented the use of a longitudinal design in the present study and, therefore, behaviors actually carried out in relation to the relocation during the specified time period were not measured. Future studies should overcome this design short-coming in order to demonstrate the full capacity of the TPB to predict both intentions and actual behavior of employees in relation to a change event. Objective assessments of certain behaviors required of employees during the process of organizational change (via supervisor ratings, for example) also might be collected to improve the methodological strength of research of this nature. Nevertheless, assessment of employees' intentions to engage in the relocation activities does serve as a reliable indicator of what employees will actually do during subsequent implementation of the change, as the robustness of the intention-behavior relationship has been demonstrated in an array of studies assessing the utility of the TPB (see Armitage & Conner, 2001a).

Overall, this study provides support for the TPB as a way in which to describe employee readiness for change. This study also reinforces the importance of undertaking pre-implementation assessments of readiness for change. While readiness for change depends on a variety of factors which

may be more or less important in different organizational settings, the TPB can provide organizations with an early indication of employee beliefs and determinants of their intentions prior to change implementation. Such assessments should help change agents to make specific choices about strategies and tactics that are needed to help foster employee enthusiasm for change. The TPB also might be used progressively by measuring underlying beliefs and intentions across successive stages of an organizational change program. For these reasons, it is recommended that the utility of the TPB be examined in future research as a basis for understanding the beliefs underpinning employee reactions to change.

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Table 1

Mean Differences in Beliefs for Moderate and High Intenders

	Moderate intenders <i>M</i>	High intenders <i>M</i>
Behavioral beliefs (benefits and costs)	<i>n</i> = 56	<i>n</i> = 88
Being up-to-date about relocation	5.21	6.08***
Increasing workload	5.29	5.42
Feeling more prepared for relocation	5.11	5.89***
Identifying inefficient work processes	4.52	5.14**
Raising tension between staff	4.20	4.47
Improving ecological sustainability	4.48	5.11**
Outcome evaluations	<i>n</i> = 56	<i>n</i> = 87
Being up-to-date about relocation	5.23	5.69**
Increasing workload	3.21	3.26
Feeling more prepared for relocation	5.05	5.54**
Identifying inefficient work processes	4.84	5.24*
Raising tension between staff	3.13	3.16
Improving ecological sustainability	4.95	5.36*
Normative beliefs (referents)	<i>n</i> = 56	<i>n</i> = 84
Branch manager	5.23	6.13***
Supervisor	5.23	6.21***
Other staff within branch	4.52	5.65***
Colleagues within current work unit	4.54	5.67***
Friends working at organization	3.91	5.10***
Motivation to comply	<i>n</i> = 57	<i>n</i> = 88
Branch manager	5.88	6.30**
Supervisor	5.88	6.34***
Other staff within branch	5.21	5.72**
Colleagues within current work unit	5.47	5.80
Friends working at organization	4.58	4.98
Control beliefs (barriers)	<i>n</i> = 56	<i>n</i> = 87
Inadequate information	4.70	4.51
Insufficient notice associated with requests	5.11	4.85
Conflicting priorities at work	5.39	5.26
Lack of resources/support	5.04	4.94
Lack of motivation	3.95	3.32*
Lack of time to achieve objectives	4.93	4.69
Perceived power	<i>n</i> = 56	<i>n</i> = 88
Inadequate information	4.57	4.60
Insufficient notice associated with requests	4.87	4.72
Conflicting priorities at work	5.16	4.73
Lack of resources/support	5.09	4.65
Lack of motivation	3.95	3.15**
Lack of time to achieve objectives	4.96	4.64

p* < .05. *p* < .01. ****p* < .001.