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Predicting employees' commitment to and support for organisational change

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### Abstract

This study aimed to identify factors that predict employees' commitment to and support for organisational change. The three components of Herscovitch and Meyer's (2002) commitment to organisational change model were hypothesised to mediate the relationship between organisational climate and behavioural support for organisational change. Data were collected from a Queensland government department ( $N = 342$ ). Analysis of correlations revealed that organisational climate, commitment to change, and behavioural support for change variables were all significantly related. Structural equation modelling demonstrated that affective, normative, and continuance commitment to change were all predictors of behavioural support for organisational change. Positive work climate also contributed directly to the prediction of behavioural support for change over and above the indirect influence through commitment to organisational change, indicating a partial mediation effect. These findings support Herscovitch and Meyer's (2002) three-component model of commitment to organisational change and extend their nomological network by showing the relevance of two types of organisational climate to the core components of the model. Affective commitment to organisational change is a positive influence on employees' behavioural support for change and also reflects healthy aspects of the organisational climate. However, continuance commitment to organisational change is detrimental influence on employees' behavioural support for change and is linked with unhealthy dimensions of the organisational climate.

Changes in the Australian public sector over the last two decades echo worldwide trends in the reform of the public sector. These changes include new management processes such as emphasising achievement of performance targets, accurate costing of services to clients and customers, capital use charges, greater responsibility and accountability, and the introduction of flexible work practices. Also noticeable are changes to aspects of service delivery such as a movement to providing internet-based services, the contracting of service delivery to the private sector, and a greater emphasis on client and customer satisfaction (ABS, 2002). The impact of these changes on employees in the public sector is not clear, but there is evidence that there is increasing mobility into and out of the public sector (Australian Public Service Commission, 2003).

Creating a committed workforce in the midst of such change has become one of the highest priorities in the field of human resource management (Swales, 2004). Understanding the factors that contribute to commitment is therefore an important task for organisational researchers. The present study examined the predictors of employees' commitment to, and support for organisational change within a section of a large organisation that was undergoing a complete overhaul of its client service model and the structures used to support that model. The Three-Component Model of organisational commitment (Meyer & Allen, 1991, 1997; Meyer & Herscovitch, 2001) and the extension of this model that covers commitment to organisational change (Herscovitch & Meyer, 2002) provided the theoretical platform for the study. We begin by tracing the development of the Three-Component Model (TCM) itself.

*The Three-Component Model of Organisational Commitment*

The TCM posits that there are three, separate mind sets that characterise organisational commitment. The affective component of commitment represents employees' emotional attachment to, and desire to remain engaged with the organisation. The normative component of commitment represents employees' perceived obligation to remain engaged with the organisation, while the continuance component of commitment represents the perceived costs of disengaging from the organisation. The model suggests that employees can experience varying combinations of all three mind sets simultaneously with the particular combination reflecting an employee's "commitment profile".

Meyer, Stanley, Herscovitch and Topolnytsky (2002) reviewed the evidence for the construct validity of the Three-Component Model (TCM). They presented a detailed model incorporating the three components of organisational commitment as mediators between a range of antecedents such as personal characteristics and work experiences and three types of consequences such as intentions to leave and turnover, aspects of work performance, and employee health and well-being. Various correlates of the three components were also included in the model; for example, job satisfaction and involvement, and occupational commitment.

In terms of antecedents, their meta-analysis showed that work experiences are more strongly related to commitment, particularly affective commitment, than other antecedents such as personal characteristics. Furthermore, affective and normative commitment are positively related to level of perceived organisational support, transformational leadership, and various forms of organisational justice (that is, distributive, procedural, and interactive). The relationships between these variables and continuance commitment, on the other hand, are all negative. Within the TCM

itself, their meta-analysis showed that measures of affective and normative commitment have substantial overlap ( $\rho = .63$ ), while continuance commitment is weakly related to normative commitment ( $\rho = .18$ ).

In terms of output variables, affective commitment has the strongest correlations with positive work outcomes such as job performance, organisational citizenship behaviour (OCB), and attendance, while normative commitment is related to OCB. All three affective, normative, and continuance components of commitment are negatively correlated with intentions to leave and turnover. Negative relationships were found between affective commitment and two measures of stress, while continuance commitment was positively related to the same measures.

#### *The Three-Component Model of Commitment to Organisational Change*

Struck by the amount of change in modern organisations and concerned by the lack of research on factors contributing to acceptance of change, Herscovitch and Meyer (2002) modified the TCM to cover commitment to change. The modification involved the adoption of a more general definition of commitment that can be applied to any workplace scenario. In this case, commitment to change was defined as a “force (mind-set) that binds an individual to a course of action deemed necessary for the successful implementation of a change initiative” (p. 475). They retained the basic structure of the TCM but argued that this expression of commitment was distinguishable from affective, continuance, and normative commitment to the organisation itself. Specifically, the focus switched from staff turnover, which is one of the major outcomes associated with all three dimensions of the TCM (Meyer et al., 2002; Solinger, van Olffen, & Roe, 2008), to compliance with whatever processes the organisation has deemed necessary for change.

Herscovitch and Meyer (2002) further argued that different degrees and combinations of affective, normative, and continuance commitment to change would be associated with different levels of behavioural support for change, ranging from active resistance, passive resistance, compliance, cooperation, through to championing. They developed measures of commitment to change and demonstrated that this construct is a better predictor of behavioural support for change than is organisational commitment. They also demonstrated that continuance commitment is sufficient to encourage compliance with change but that affective and normative commitment to change are required for higher levels of support (cooperation and championing).

#### *Research Aims*

Meyer et al. (2002) commented that much of the research on organisational commitment has been conducted in North American settings and that care should be taken before attempting to apply the model and measures outside this context. The same comment applies to the relatively under-researched commitment to change model. The feature of the work environment of most relevance to the current study was the process of organisational change and the outcome variable of interest was the worker's behavioural support for that change. Our main interest was to test whether a mediated model featuring the three commitment to change variables also applies to the commitment to organisational change situation. We adopted an organisational climate framework to capture the workplace antecedents. This framework, and the organisational context in which the data were collected, will now be explained in greater detail.

*Conceptual model*

The context for the present study was the public sector in the state of Queensland which was at that time undergoing a major restructuring whereby core functions were centralized as part of a strategic overhaul labeled the Shared Services Initiative (SSI). In order to understand the organisational factors in the public sector that influence commitment to organisational change, public sector employees' perceptions of their organisational climate were assessed. To do this, we used a measure of organisational climate specifically developed for this population called the Queensland Public Agency Staff Survey (QPASS: Hart, Griffin, Wearing, & Cooper, 1996). The QPASS is based on Hart and Cooper's (2001) Organisational Health Research Model which specifies the linkages between positive and negative work experiences, personality variables, organisational climate, coping strategies, and components of employee well-being and satisfaction. The 10 QPASS organisational climate scales were designed to cover a range of issues that are common to all large organisations. These scales assess perceptions about eight positive and two negative aspects of the organisation. The positive aspects are workplace morale, supportive leadership, participative decision-making, role clarity, professional interaction, appraisal and recognition, professional growth, and goal congruence. The two negative aspects of the work environment are workplace distress and excessive work demands.

The task of testing the mediating role of three commitment to change constructs in 10 separate climate x behavioural commitment to change relations would be problematic from a Type I error point of view. This problem can be managed if the organisational climate variables are reduced to a smaller number of higher order dimensions. An empirical approach to modeling the higher-order structure of

organisational climate is demonstrated by our own previous work using the QPASS instrument (Machin, Fogarty, & Albion, 2004). In that work, which was also based on the 10 organisational climate scales, we identified two underlying higher-order dimensions labeled Work Support and Work Demands which underpin this section of the QPASS instrument. In anticipation of the same groupings of variables emerging in the present study, we hypothesized that the positively-valenced climate variables would be positively related to affective commitment to change. Research on organisational commitment supports this hypothesis in that affective commitment has been linked with positive work outcomes (Meyer et al, 2002). There is also the argument that a positive climate is likely to encourage employees to actively support organisational initiatives, including those initiatives that involve change. Given the overlap between affective commitment and normative commitment to change ( $r = .48$ : Herscovitch & Meyer, 2002), a similar but weaker pattern of relations was hypothesised for normative commitment to change. In the broader domain, continuance commitment has been shown to be related to negative outcomes, such as stress and absenteeism (Meyer et al., 2002). Applying the same logic outlined above, we expected it to be related to the negative work inputs captured by some QPASS scales.

The hypotheses outlined above concern organisational climate predictors of commitment to change variables. The testing of these hypotheses is an original contribution of this study. A second original contribution concerns relations between organisational climate and behavioural commitment to change. The question as to whether such a relationship exists, and whether it is mediated by commitment to change variables, remains unexplored. We were able to address that question in the present study by including organisational climate variables as hypothetical



antecedents to the three commitment to change variables as well as to the behavioural commitment to change outcome variable. The full set of hypotheses, including those dealing with mediation, are captured in the conceptual model shown in Figure 1. Note that the Work Support and Work Demands factors (Machin et al., 2004) have been re-labelled as Positive Work Climate and Negative Work Climate.

## Method

### *Participants*

The data used in the study came from employees of a Queensland government department ( $N = 342$ ) with offices across Queensland. Just over 50% of participants were females. The response rate was 45%, which is considered adequate for an organisational survey (Roth & BeVier, 1998).

### *Questionnaires*

*Organisational Climate* was assessed using 50 items from the QPASS (Hart, et al., 1996). The QPASS authors cited Cronbach alphas ranging from .88 for Appraisal and Recognition, to .73 for Goal Congruence. Factor loadings for individual items were also provided, with most items having loading values  $> .7$ . The 10 organisational climate (OC) scales as defined by Hart et al. are:

1. *Workplace Morale* – This subscale is a five-item measure of the amount of enthusiasm, pride in their work, team spirit, and energy shown by staff. Response choices for these items (and the following OC subscales) ranged from 1 (*Strongly Disagree*) to 5 (*Strongly Agree*). High scores indicate a favourable work environment. A sample item is: “Staff go about their work with enthusiasm.”
2. *Workplace Distress* – This five-item scale measures whether staff feel frustrated, stressed, tense, and anxious and depressed about their work. High

scores on this scale indicate an unfavourable working environment. A sample item is: "There is a lot of tension in this workplace."

3. *Supportive Leadership* – This is a five-item measure of the extent to which managers are approachable, dependable, supportive, know the problems faced by staff, and communicate well with them. One of the items in this scale is reverse-scored. A sample item is: "There is support from the supervisors in this workplace."
4. *Participative Decision-Making* – This is a four-item measure of the extent to which staff are asked to participate in decisions and are given opportunities to express their views. A sample item is: "There are forums in this workplace where I can express my views and opinions."
5. *Role Clarity* – The four items in this subscale measure whether expectations, work objectives, responsibilities, and authority are clearly defined. A sample item is: "I am always clear about what others expect of me."
6. *Professional Interaction* – This subscale is made up of seven items indicating the amount of acceptance and support from others, with involvement, sharing, good communication, and help when needed. A sample item is: "I feel accepted by others in this workplace."
7. *Appraisal and Recognition* – This is a six-item measure of the quality and regularity of recognition and feedback given on work performance. A sample item is: "I am encouraged in my work by praise, thanks, or other recognition."
8. *Professional Growth* – The five items in this scale indicate the extent to which there is interest in, and encouragement and opportunity for training,

career development, and professional growth. A sample item is: “I am encouraged to pursue further training and development.”

9. *Goal Congruence* – The five items in this scale measure the extent to which personal goals are in agreement with workplace goals which are clearly stated and easily understood. A sample item is: “The staff are committed to the work unit’s goals and values.”
10. *Excessive Work Demands* – Like Workplace Distress, this four-item scale reflects a negative perception of the workplace by measuring the extent to which staff are overloaded with constant pressure to keep working, leaving no time to relax. High scores indicate an unfavourable working environment. A sample item is: “There is too much expected of staff in this workplace.”

The *Commitment to Organisational Change* scale (Herscovitch & Meyer, 2002) consisted of eighteen items: six assessing affective commitment (e.g., “I believe in the value of this change”); six assessing continuance commitment (e.g., “I have no choice but to go along with this change”); and six assessing normative commitment (e.g., “I would feel guilty about opposing this change”). Responses were made using a 7-point Likert-type scale (1 = *Strongly Disagree* to 7 = *Strongly Agree*).

Herscovitch and Meyer (2002) reported Cronbach Alpha coefficients for the six-item affective, continuance, and normative commitment to organisational change subscales of .94, .94, and .86 respectively. They found that affective and continuance commitment were unrelated ( $r = -.05$ , ns). However, normative commitment correlated significantly with both affective ( $r = .26$ ,  $p < .01$ ) and continuance commitment ( $r = .38$ ,  $p < .01$ ).

The *Behavioural Support for Change* scale (Herscovitch & Meyer, 2002) was used to assess employees’ behavioural support for a specified change initiative. The

single item scale was presented as a 101 point, behavioural continuum with five sections, each spanning 20 points (21 points for active resistance). The sections were labeled (from left to right) active resistance, passive resistance, compliance, cooperation, and championing. A written description of each of the anchors was provided. *Active resistance* was defined as demonstrating opposition in response to a change by engaging in overt behaviours that are intended to ensure that the change fails. *Passive resistance* was defined as demonstrating opposition in response to a change by engaging in covert or subtle behaviours aimed at preventing the success of the change. *Compliance* was defined as demonstrating minimum support for a change by going along with the change, but doing so reluctantly. *Cooperation* was defined as demonstrating support for a change by exerting effort when it comes to the change, going along with the spirit of the change, and being prepared to make modest sacrifices. *Championing* was defined as demonstrating extreme enthusiasm for a change by going above and beyond what is formally required to ensure the success of the change, and promoting the change to others. Participants placed a slash through the portion of the continuum that best represented their reaction to the change initiative described. The dependent variable was their score (0-100) at that point on the continuum.

### *Procedure*

The data were gathered by a consultancy team from the University of Southern Queensland. The survey was made available online for staff to complete, while a paper version of the survey was also made available to those who preferred this format. Permission was granted by the organisation to use the data for a postgraduate student's research project (the third author) and ethics approval was granted by the USQ Human Research Ethics Committee.

## Results

Table 1 contains the means, standard deviations, and Cronbach alphas for all variables.

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 Insert Table 1 about here  
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Note that scores were converted to percentages to allow for easy comparisons across variables. It can be seen that there were no ceiling or floor effects and that internal consistency reliability estimates were generally above .80.

Table 2 contains the correlations among all variables.

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 Insert Table 2 about here  
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A notable feature of the correlations is that every variable except Excessive Work Demands was related to Behavioural Support for Change. The highest correlations involved Goal Congruence ( $r = .42, p < .01$ ), Workplace Morale ( $r = .40, p < .01$ ), and Participative Decision Making ( $r = .37, p < .01$ ). Tests for differences between single sample correlations showed that these coefficients were significantly higher than those involving other positive work features such as Supportive Leadership, Role Clarity, Professional Interaction, Appraisal and Recognition, and Professional Growth. A second notable feature of Table 2 is the different pattern of correlations for the two negatively-valenced organisational climate variables, Workplace Distress and Excessive Word Demands. These two variables shared negative correlations with practically every variable in the matrix, except continuance commitment. This pattern is consistent with the underlying two-dimensional structure of the organisational climate variables pointed out by Machin et al. (2004), a structure that was also strongly evident in exploratory factor analyses of this dataset where a two-factor solution explained 74.54% of the variance. As noted earlier, we have

labelled these dimensions Positive Work Climate and Negative Work Climate respectively (see Figure 1).

### *Testing for Mediation*

Frazier, Tix, and Barron (2004) described the first three steps of the mediation test as the same, whether one employs regression or SEM, but the latter approach is generally preferred, especially when there are multiple mediators. It can be seen from Figure 1 that the effect of Positive Work Climate (PWC) and Negative Work Climate (NWC) on Behavioural Support for Change could be mediated by Affective Commitment to Change, Normative Commitment to Change, Continuance Commitment to Change, or any combination of the three. Because of the number of mediation tests involved, we used a structural equation modelling approach to test for mediated effects. In this approach, a full mediation model is supported if the addition of a direct pathway between the predictor and the outcome does not improve the fit of the model. A partial mediation model is supported if the addition of this pathway does improve the fit of the model and the pathways between the predictor and the mediator and the mediator and the outcome remain significant. Bootstrapping techniques in SEM also allow tests of both direct and indirect effects. The sample size ( $N = 342$ ) was sufficient for reliable estimation of parameters and model testing and other assumptions of SEM were met. AMOS 7.0 (Arbuckle, 2006) was used to test the model shown in Figure 1.

The pathways from NWC to Affective and Normative Commitment to Change did not reach significance, so they were dropped. Fit statistics for the resulting model were unsatisfactory with  $\chi^2(3, N = 342) = 17.12, p < .001$ . Modification indices suggested the addition of a pathway from PWC to Behavioural Support for Change, a firm indication that a fully mediated model could not be supported. When this revised

model was tested, fit statistics were excellent with  $\chi^2 (2, N = 342) = 0.41, p > .05$  and all other fit statistics well within acceptable ranges (AGFI = .96, TLI = .97, and RMSEA = .05). All pathways were significant at the .01 level. The revised model with parameter estimates is shown in Figure 2. Note that this figure does not include the correlations among the Commitment to Change variables, which were similar to those reported in Table 2, and the parameters for the non-significant paths are shown next to dashed arrows.

Insert Figure 2 here

As mentioned above, it is possible to use bootstrapping techniques in SEM to estimate the significance of indirect effects. When this was done, the findings confirm that Affective, Normative and Continuance Commitment to Organisational Change partially mediate the relationship between Positive Work Climate and Support for Behavioural Change at the .01 level. The tests of indirect effects also suggest that NWC has an indirect effect ( $p < .05$ ) on Behavioural Support for Change with Continuance Commitment to Change acting as the mediator.

### Discussion

The results provide a clearer picture of the role of Australian employees' commitment to organisational change within the public sector. This study demonstrated that Positive Work Climate contributed to the prediction of all three components (Affective, Normative, and Continuance) of commitment to organisational change whereas Negative Work Climate predicted only Continuance Commitment to Organisational Change. Meyer et al. (2002) demonstrated that positive aspects of the workplace would be positively related to affective and normative commitment and negatively related to continuance commitment and this finding was replicated in this study. However, the current study extends Meyer et al.'s

(2002) research by identifying distinct dimensions underlying perceptions of the work environment and demonstrating that positive aspects of the work environment are an important factor in explaining differences in scores on the commitment to organisational change measures. Affective commitment to organisational change is a positive influence on employees' behavioural support for change and also reflects healthy aspects of the organisational climate. However, continuance commitment to organisational change is detrimental influence on employees' behavioural support for change and is linked with unhealthy dimensions of the organisational climate.

Not all of our findings matched those reported in the literature. The correlation between Affective and Normative Commitment to Organisational Change ( $r = .39$ ) was smaller than the correlations reported by Herscovitch and Meyer (2002;  $r = .57$  for Study 2 and  $r = .48$  for Study 3). We also found a sizable negative correlation between Affective and Continuance Commitment to Organisational Change ( $r = -.44$ ) which was greater than the correlation reported by Herscovitch and Meyer (2002;  $r = -.26$  for Study 2 and  $r = -.21$  for Study 3). Our results therefore suggest a stronger role for Continuance Commitment to Organisational Change. With so few studies available for comparison, it is difficult to know whether these discrepancies reflect genuine cultural differences.

Herscovitch and Meyer (2002) demonstrated that the prediction of change-related behaviour is maximised by using a multidimensional framework based on the Three-Component Model of organisational commitment and that interactive effects were also important, particularly the interaction of affective and continuance commitment to organisational change. We were not able to replicate the analyses conducted by Herscovitch and Meyer because of the low numbers in some of the cell combinations. Further investigation is required to confirm whether the ideal



commitment to change profile for public sector employees is a combination of high levels of affective (and possibly normative) commitment to organisational change, and a low level of continuance commitment to organisational change. Also, commitment to other foci need to be examined in conjunction with commitment to organisational change. For example, perhaps commitment to continuous organisational improvement or commitment to organisational values would be useful predictors of change-related behaviours to include with the commitment to organisational change measures.

We further proposed that the relationships between both Positive and Negative Work Climate and Behavioural Support for Change would be fully mediated by the three commitment to organisational change scales (as illustrated in Figure 1). We found that Positive Work Climate was a significant contributor to the prediction of Behavioural Support for Change even after controlling for Affective, Normative, and Continuance Commitment to Organisational Change. This result suggests that commitment to organisational change is only a partial mediator.

While components of commitment to organisational change are important factors in explaining change-related behaviour, there are additional processes that may increase our understanding of discretionary work behaviours. Meyer, Becker and Vandenberghe (2004) have developed an integrated model of employee commitment and motivation which addresses the motivational linkages and processes through which commitment influences behaviour. Meyer et al. (2004) introduced the concept of motivational mindsets which exist on a continuum from externally regulated mindsets to internally regulated mindsets paralleling the theoretical model of organisational commitment which was developed by Meyer and Allen (1991, 1997) and used in the current studies. Meyer et al. (2004) also included several new or

modified sets of concepts such as bases of commitment, commitment to social foci, a three-component conceptualisation of goal commitment, and goal regulation. This integrative model has the potential to improve our understanding of motivational and commitment processes in the workplace and for management policies and practices with respect to organisational change initiatives. This integrated model should be the basis for further research into employees' commitment to organizational change.

#### *Limitations of the study*

This study relied on self-report measures for all of the data which introduces an unknown amount of common method variance. Podsakoff, MacKenzie, Lee and Podsakoff (2003) reported estimates of the degree to which method variance typically contributed to the measurement of a construct and the relationships between measures of constructs. Approximately one quarter of the variance in any measure may be a result of systematic measurement error, while approximately 35% of the variance shared by measures of different constructs may be common method variance. Given these estimates, the parameter estimates obtained in this study should be interpreted with a degree of caution. Against this, we point out that where positive and negative, or even weak, relations were expected, they were observed in the present study. That is to say, if method variance was operating, it does not appear to have had a generalised effect. Furthermore, we have already noted that the relations observed in the present study were smaller than those reported by other researchers, suggesting that they were unlikely to have been boosted by method variance.

The use of a single item to assess the employees' behavioural support for change could also limit the conclusions and there is a need for a more comprehensive assessment of the behaviours that are critical factors in supporting organisational changes.

### *Conclusion*

A positive working environment is one that aligns all elements of workforce planning, performance management, and business strategies with organisational objectives. We found that this kind of work environment plays a key role in predicting variation in scores on the three components of commitment to organisational change. Employees' levels of affective and normative commitment to organisational change are important factors in predicting employees' behavioural support for change within the public sector, while it is possible that interactions among components of commitment to organisational change may improve this prediction.

The Australian Public Service Commission (2003) concluded that the public sector will face increasing competition to attract and retain committed employees. Peter Shergold (5 August, 2004) described the challenge facing public sector leaders as “responding proactively to government and leading their organisations through the times of change ahead”. Public sector managers who are themselves committed to creating a positive working environment may be the key to achieving the “holy grail” of employee commitment to a continuous process of change.

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Table 1

*Means, SDs, and Cronbach Alphas for all variables (N = 342)*

Scales	No. of Items	<i>M</i>	<i>SD</i>	Alpha
1. Workplace Morale	5	60.86	19.80	.86
2. Workplace Distress	5	50.19	19.41	.85
3. Supportive Leadership	5	62.02	22.39	.88
4. Participative Decision Making	4	52.83	22.41	.84
5. Role Clarity	4	60.95	18.32	.80
6. Professional Interaction	7	66.78	18.18	.89
7. Appraisal & Recognition	6	51.60	22.56	.92
8. Professional Growth	5	52.35	20.65	.82
9. Goal Congruence	5	60.20	17.77	.80
10. Excessive Work Demands	4	55.46	20.11	.79
11. Affective Commitment to Organisational Change	6	65.81	17.55	.91
12. Normative Commitment to Organisational Change	6	56.45	14.81	.77
13. Continuance Commitment to Organisational Change	6	49.57	19.01	.88
14. Behavioural Support for Change	1	69.04	14.28	-

Table 2

*Correlations for all variables (N = 342)*

Scales	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Workplace Morale													
2. Workplace Distress	-.59												
3. Supportive Leadership	.71	-.52											
4. Participative Decision Making	.76	-.53	.75										
5. Role Clarity	.61	-.40	.63	.60									
6. Professional Interaction	.81	-.43	.74	.69	.64								
7. Appraisal & Recognition	.68	-.41	.74	.75	.69	.65							
8. Professional Growth	.63	-.42	.68	.71	.54	.62	.74						
9. Goal Congruence	.78	-.49	.71	.75	.69	.72	.70	.63					
10. Excessive Work Demands	-.18	.63	-.26	-.20	-.13	-.08	-.17	-.19	-.13				
11. Affective Commitment to Change	.33	-.26	.31	.36	.19	.26	.25	.33	.31	-.10			
12. Normative Commitment to Change	.16	-.09	.13	.14	.13	.13	.15	.15	.16	-.01	.39		
13. Continuance Commitment to Change	-.29	.3	-.36	-.36	-.24	-.24	-.31	-.33	-.29	.23	-.44	.10	
14. Behavioural Support for Change	.40	-.24	.29	.37	.28	.31	.29	.30	.42	-.05	.55	.34	-.37

*Note.* For  $r$ 's  $> .11$ ,  $p < .05$ , for  $r$ 's  $> .14$ ,  $p < .01$ , and for  $r$ 's  $> .18$ ,  $p < .001$ .



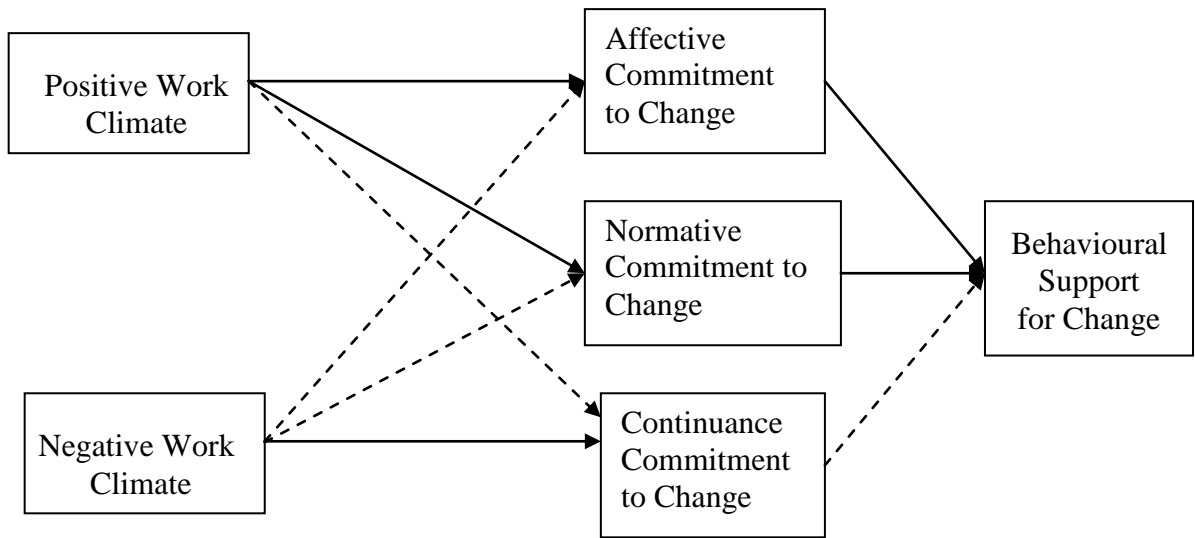


Figure 1. Conceptual model for the present study.

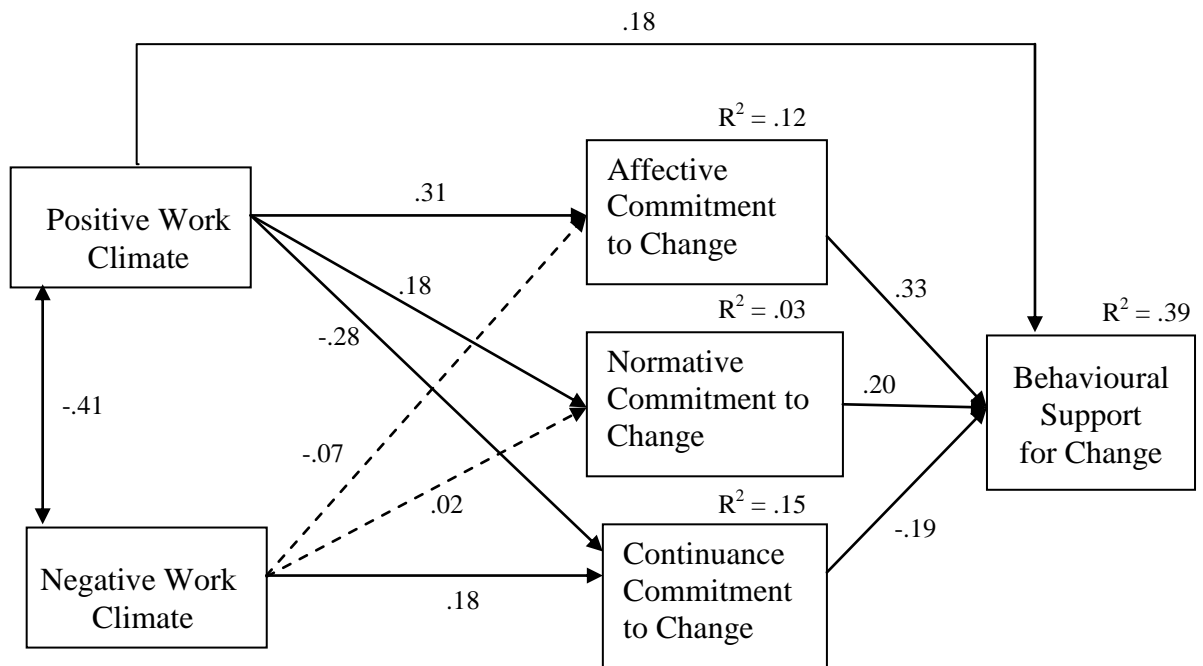


Figure 2. Diagrammatic representation of SEM outcomes.