

Abstract

Change management literature has not focused much on the role of individual characteristics in organizational changes. The present study examined the effect of trait-like motivational and emotional dispositions; and state-like personal resources within individuals on readiness for change. In the study, 161 Hong Kong employees completed an online questionnaire, which was designed to evaluate the employees' perceived change efficacy in response to three scenarios (i.e. team restructuring, information system change, merger and acquisition) modified based on actual workplace change incidents as a measure of change readiness. Evidence suggested that individuals with learning goal orientation and positive affectivity particularly welcomed potential changes in their organizations. The relations were moderated by psychological capital, where change efficacy was significantly enhanced by Psychological Capital (PsyCap) for individuals with learning goal orientation and positive affectivity, implying the importance of this positive mental resource to changes at work. Further analyses on separate scenarios showed similar patterns as in the overall analyses, inferring robustness of the proposed model. Our findings shed light on employee selection; and on how strengthening employees' PsyCap may heighten the chance of organizations undergoing changes to succeed.

摘要

變革管理文獻並沒有太多關注員工的個人特質在組織變革上的影響。本研究目的為了解動機與情感傾向的個人特質和精神資源如何影響員工的組織變革知覺 (readiness for change)。一百六十一名香港員工參與了是次研究並完成了網上問卷調查。本問卷設計用於評估員工就三種組織變革情景，即團隊架構重組、信息系統的變化和收購合併的改變效能感(perceived change efficacy)，從而量化員工的組織變革知覺。研究發現，擁有學習目標導向(Learning Goal Orientation)和正向情感(Positive Affectivity)的員工會比較接受組織上的變化。再者，心理資本(Psychological Capital)有效強化學習目標導向和正向情感與組織變革知覺的關係，這意味著精神資源在工作中的重要性。研究結果揭示組織或可從員工招聘和培訓方面增進組織變化的成功機會。