

The moderating effects of Internal and External Processes on the relation between Financial Cuts, Impact of Change and Openness to Change

Evelien van den Bos (3268586)
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Paris Petrou

Cultuur-Ondernemen
Joost Heinsius

Second Assessor
Maria Peeters

ABSTRACT

Due to the Financial crisis organizational change is important subject at the moment. A sector which has to do with a lot of changing is the cultural sector. Therefore this research studies employees of cultural organizations. The main question of this research is what is the relation between the independent variables Impact of Organizational Changes and Financial Cuts and the dependant variable Openness to Change? Furthermore, which effect do Leader-Member Exchange, Communication Satisfaction, Regulatory Focus and Locus of Control have on this relation? The study was conducted with 95 people working at different levels of a cultural organization. In contrast to what expected there was not found a significant effect of Financial Cuts and Impact of Change on the Openness to Change. Leader-Member Exchange, Communication Satisfaction, Regulatory Focus and Locus of Control did have a significant effects on this relation.

INTRODUCTION

From 2008 onward the western world has been dealing with a financial crisis. Then only the banks experienced the consequences of this crisis, but now the crisis has penetrated into society. In The Netherlands the public debt is rising constantly. As a result the government had to take a critical look at its income and expenditure. At the start of 2011 drastic cuts were announced by the Dutch government. However, the public debt is still increasing, so more and bigger cuts are expected. One sector which is struck by the financial cuts is the cultural sector. This sector is used in this research as the main subject. It is a sector where a lot of changes are happening in a relatively short time and there has not been that much research done before in this sector on this subject.

The cultural sector is a hard sector to define. TNO (a Dutch research bureau) has defined it as people who are working in arts and cultural heritage, media and entertainment or creative services (Rutten, Koops, & Roso, 2010). There is also a distinction between the cultural industry and the creative industry. The cultural industry essentially stands for the world of classical and contemporary arts. The creative industry is a more broader world, the applied arts and creative sectors like the media and a broader service economy belongs to this industry (Cunningham, 2001). In this study the research topic is the people who are working in a cultural organization.

Current Situation

The announced cuts take place on different levels of the Dutch government. This increases the impact of the cuts, and it causes a cluttered image of what is really going on in the sector. A current overview of the responsibilities discussed per level and which changes they have announced is discussed below to properly portray what is happening in the cultural sector right now.

At national level it is announced that a quarter of the total budget will be cut, this amounts up to 200 million Euros. The motives behind these cuts are to encourage entrepreneurship and to reduce the input of government money. Of the announced cutbacks of €200 million, €125 million is cut in the 'Basis Infrastructuur' (Basic Infrastructure, BIS). The BIS contains the cultural organizations and funds who receive subsidy directly from the government. In Table 1 a more concrete view on what is

financially happening in the cultural sector is shown. There is an expected difference of 240 million Euros on government level.

The province is responsible when culture transcends local interests. They are responsible for the distribution of cultural facilities in the area and financing the regional heritage including the provincial collections and museums. There is not much information available about the Cultural Policy of the different provinces yet, publication of the Cultural Policy will be announced midway through 2012 (Funcken, 2011). As can be seen in table 1 there is an expected difference of 75 mln Euros.

Table 1: *Development cultural financing in The Netherlands (Vinkenburg, 2011)*

<i>€ mln</i>			
<i>Source</i>	<i>2009</i>	<i>2013 (expected)</i>	<i>difference</i>
Government	990	750	-240
Province	301	226	-75
City	1.986	1.490	-490
Entrance	930	744	-186
Other revenues	580	626	46
Private income	390	410	20
Total	5.250	4.300	-950
Of which is subsidy	3.350 (64%)	2.521 (59%)	

Entrance: Direct public revenues from tickets, but also tuition fees, loan funds etc.

Other Revenues: incomes of own products and services provided by cultural institutions, including merchandising, hiring of halls, workshops, etc.

Private Income: incomes from private sources such as sponsorship, private funds and lotteries

On city level the financial cuts are varied, every city is entitled to make their own Cultural Policy. By looking at the G9 (which contains the 9 biggest and/or leading cities in The Netherlands), a brief summary of the financial cuts on city level can be created. The 9 city's of the G9 are Amsterdam, Arnhem, Den Haag, Eindhoven, Enschede, Groningen, Maastricht, Rotterdam and Utrecht. The cutbacks of all these cities are expected to add up to 496 million Euros, as can be seen in Table 1. The cities are responsible for the accommodation for performing art and financing of the management of municipal collections and museums.

These changes have a big impact on everyone who is working within the cultural sector. Cultural organizations have to look for completely new sources of incomes. They also have to take a good look at their organizational structure, strategy and core business. It is expected that all of these aspects have to be adjusted or completely changed. There are two definitions of change which are often used in organization studies: (1) an observed difference over time in an organizational entity on selected dimensions; (2) a narrative describing a sequence of events on how development and change unfolds (Van de Ven & Poole, 2005). Increasing international competition, deregulation, the decline of manufacturing, the changing values of workers, and the growth of information technology have changed the concepts and approaches managers must use (Beer & Walton, 1987). But it is important to notice that the employees are a vital part of the organization, organizations only change and act through their members. During organizational change, employees are required to reconsider their beliefs, values, and normative orientations to make sense of the new environment (Choi & Ruona, 2011). Successful change will persist over the long term only when individuals alter their on-the-job behaviors in appropriate ways (Choi & Ruona, 2011). Not every employee deals with change that well. In addition, a financial crisis has the potential to cause long term health effects (Tsai & Chan, 2011). Employees experiencing change often feel a loss of territory, are uncertain about what the future holds, and may fear failure as they are faced with new tasks (Coch & French, 1948 in Wanberg & Banas, 2000). It is a process which could have a big impact on different aspects of the life of an employee.

This is why it is important to take a better look at which processes and circumstances influence the way employees experience and look at change. Organizational change has become an important topic for managers and researchers, particularly because external events and crises precipitate changes far more than planned events (Beer & Walton, 1987). Considering the importance of the employees, it is helpful to have a good image of how the employees look at the expected changes and which processes influence this attitude.

Openness to Change

This research makes use of the construct Openness to Change to gain insight in the attitude on change of the employees. Openness to an organizational change is

conceptualized as involving a) willingness to support the change and b) positive affect towards the potential consequences of the change (Wanberg & Banas, 2000). This means that only supporting the change on behavioral level is not sufficient, someone also has to have a positive attitude towards the changes. Next to this, one not only has to feel positive about the change itself but also about the additional consequences. Only if both parts of the construct are present the employee is completely open to change. A definition like change commitment is seen as not sufficient, since change commitment only represents a psychological alignment with, or attachment to, the change rather than just reflecting a favorable disposition toward it, such as being open to, or accepting it (Herold, Fedor, Caldwell, & Liu, 2008). This is confirmed by the assumption that a successful change is dependent on the alteration of the employees' on-the-job behaviors (Choi & Ruona, 2011). The more employees value the organizational change, the more they are willing to implement the change and the more they feel engaged with the change (Weiner, 2009). This implies that an employee with a positive attitude towards change is an important factor when implementing organizational change. When looking at this positive attitude towards change it could be helpful to include the concept of intrinsic and extrinsic motivation. Intrinsic motivation is the desire to engage in an activity because we enjoy it or find it interesting, not because of external rewards or pressures (Aronson, Wilson, & Akert, 2007). This means that people engage in an activity, in this context the change, based on their own attitude. Extrinsic motivation is the desire to engage in an activity because of external rewards or pressures, not because we enjoy the task or find it interesting. This means that people engage in an activity, in this context the change, because of what other people say or the possible positive effects of this activity. Intrinsic motivation has been proved as a better way to submit successful change (Aronson et al., 2007). In short, this means that people are more willing to successfully complete a change when their motivation is intrinsic. When the employees feel positive about the change itself, they will be more willing to alter their behavior in benefit of the change.

As a result of the financial crisis and the additional cuts there will be a lot of changes in the cultural sector. In this context it is important to take a closer look at how the employees look at these changes. Successful organizational change is dependent on employee support and enthusiasm for the changes, rather than overcoming resistance (Piderit, 2000). A person may have a general attitude or orientation towards change but

at the same time may possess different attitudes about specific changes (Lau & Woodman, 1995). Someone could be open to change in general but when it comes to the changes at its work he could be less prepared to commit. This implies that an attitude towards change is influenced by the situation and different aspects. The financial crisis and the additional changes have proved to have negative effects on the health and the feeling of security of employees (Tsai & Chan, 2011; Wanberg & Banas, 2000). Next to this the magnitude or extensiveness of a change has proved to have affect on the feelings people will have about the change (Fedor, Caldwell, & Herold, 2006). This could be the result of fear and other negative motivational states, which influence someone's trust in its own capabilities and make someone less open towards changes (Maddux, 1995). With these negative effects and the influence of the magnitude of change in mind, it is expected that:

1. There is a negative relationship between the independent variables Impact of Changes and Financial Cuts and the dependent variable Openness to Change.

The research of Lau & Woodman (1995) revealed that a person can possess different attitudes about specific changes. It is assumed that this attitude is not only influenced by the financial crisis but also by personal processes. These personal processes can occur on two levels, a distinction was made between external and internal processes. This is confirmed in the research of Lewin (1951), he states that potential sources of resistance lie both within the individual as well as in the individual's environment (Oreg, 2006). This leads to the following main question: Which effect do internal and external processes have on the relation between the independent variables Impact of Organizational Changes and Financial Cuts and the dependant variable Openness to Change?

External Processes

It has been shown in several researches that a trusting relationship between the manager and employees is the basis of successful organizational change initiatives (e.g., Gomez & Rosen, 2001; Simons, 1999 in Oreg, 2006). The Leader-Member Exchange (LMX) theory is based on the concepts of role making and social exchange (Liden,

Wayne, & Stilwell, 1993). The LMX theory states that rather than using the same style in dealing with all subordinates, leaders develop a different type of relationship of exchange with each subordinate. These relationships range from those that are characterized by downward influence and role-defined relations (i.e. low LMX), to those that are characterized by mutual trust, respect, liking, and reciprocal influence (i.e. high LMX) (Danserau, Graen, & Haga, 1975; Sanders, Moorkamp, Torke, Groeneveld, & Groeneveld, 2009; Graen & Uhl-Bien, 1995). In short this means that there can be a more formal relationship and a more social relationship. A high level of LMX has the following characteristics: followers and leaders share mutual trust, respect and obligation, positive support, common bonds, open communication, shared loyalty and affection (Stringer, 2006). The importance of a high level of LMX within an organizational change confirmed in the research of Rhoades and Eisenberger (2006). This research states that the orientation of a supervisor towards employees was important in relation to the employees' attitude about the organization. As previously mentioned, the attitude of an employee is an important factor for a successful organizational change. And since supervisors have been seen as agents of the organization, the employees' view on their supervisors has an important influence on their view of the organization (Neves, 2011). Evidence was found concerning the role of supervisors in promoting employees' commitment to change (Neves, 2011). A positive attitude of a supervisor about change could be contributory for a positive attitude of the employees. These findings lead to the next hypothesis:

2. The negative relation between the independent variables Impact of Changes and Financial Cuts and the dependent variable Openness to Change will be weaker for high levels of LMX

In research of Herold and colleagues (2008) it was not supported that the positive relation between change-specific leadership behaviors and commitment to the change was a given. There were different factors which increased the commitment to change of the employees. Their conclusion was that we apparently cannot simply focus on leaders' behaviors in relation to the Openness to Change of employees. This supports the choice of this research to look at the determine factors of Openness to Change on different levels. Wanberg and Banas (2000) found that employees who had a more

positive evaluation of an organizational change and were more willing to cooperate with it, had reported to receive timely, informative and useful information about the change. This means that next to a high LMX it is important for an employee to receive the right information at the right time. This can be translated into the factor Communication Satisfaction, which is defined as an individual's satisfaction with various aspects of communication in his organization (Crino & White, 1981). A few examples of these aspects of communication within an organization are personal feedback, corporate perspective and relations with subordinates (Crino & White, 1981). Communication has proved to be important in an organizational change. Inadequate communication has a negative effect on employees (Milliken, 1987). One of the effects of lack of adequate information is that individuals may be uncertain about what specific changes will occur, how a given change will affect their job and organization, or how to respond to a change (Milliken, 1987). Receiving information about the change helps to reduce anxiety and uncertainty of the employees (Wanberg & Banas, 2000). These findings support the importance of the Communication Satisfaction of employees during an organizational change, which leads to the assumption that:

3. The negative relation between the independent variables Impact of Changes and Financial Cuts and the dependent variable Openness to Change will be weaker for high levels of Communication Satisfaction

Internal Processes

People are motivated to minimize discrepancies between actual and desired states and maximize the discrepancy between actual and undesired states (Meyer, Becker, & Vandenberghe, 2004 in Neubert, Kacmar, Carlson, Chonko, & Roberts, 2008). People tend to realize this on the basis of a Regulatory Focus. Higgins (1997; 1998) proposed two self-regulatory systems, Promotion Focus and Prevention Focus. People who have a Promotion Focus seek to attain the goals or standards associated with the ideal itself, whereas people who have a Prevention Focus seek to attain the goals or standards associated with the ought self (Brockner & Higgins, 2001). When engaged in a promotion-focused self-regulatory process, people's growth and development needs motivate them to try to bring themselves in alignment with their ideal selves. In contrast, when engaged in a prevention-focused self-regulatory process, people's

security needs prompt them to attempt to bring themselves into alignment with their ought selves (Brockner & Higgins, 2001). The Regulatory Focus influences the way people feel about a certain situation. When there is a match between a situation and the manner in which a person pursues its goal there will be an increased motivational intensity (Aaker & Lee, 2006). Knowledge about the employees' Regulatory Focus could be helpful during organizational change. As discussed earlier, it is important to have motivated employees for a successful organizational change (Choi & Ruona, 2011). Research has found some implications of the impact of Regulatory Focus on Openness to Change. Individuals who have a Prevention Focus tend to be more conservative and less open to creativity and innovation, whereas individuals who are Promotion Focused tend to exhibit "exploratory" behaviors, such as creativity and innovation (Föster, Friedman, & Liberman, 2004 in Neubert et al., 2008). The exploratory behaviors of someone with a Promotion Focus could be helpful during a change. People could be more open towards unexpected changes and more resistant to the associated uncertainties. Based on these assumptions the next hypothesis is formed:

4. The negative relation between the independent variables Impact of Changes and Financial Cuts and the dependent variable Openness to Change will be a) weaker for high levels of Promotion Focus and b) stronger for high levels of Prevention Focus.

How a person deals with change is also based on someone's past experiences and beliefs (Lau & Woodman, 1995). Locus of Control is a term that refers to a person's belief about what causes good or bad results in life, either in general or in a specific area such as health or academics (Vijayashree & Jagdishchandra, 2011). Locus of Control is defined by Rotter (1966) as people's beliefs concerning the source of control over events affecting them (Lau & Woodman, 1995). It is believed that people locus their control on a bipolar dimension, varying from internal to external control. Internal control is the term used to describe the belief that control of future outcomes resides primarily in oneself. External control refers to the expectancy that control is outside of oneself, either in the hands of powerful other people or due to fate or chance (Vijayashree & Jagdishchandra, 2011). In research of Anderson (1977) was found that people with an external Locus of Control perceive higher stress than people with an internal Locus of

Control. In practice this is visible, people with an internal Locus of Control are better in solving problems which are created during stressful events (Anderson, 1977). Since you can consider organizational change as a stressful event, this could mean that people with an internal Locus of Control are more open towards change. This leads to the following hypothesis:

5. The negative relation between the independent variables Impact of Changes and Financial Cuts and the dependent variable Openness to Change will be a) weaker for people with an internal Locus of Control and b) stronger for people with an external Locus of Control.

METHODS

Participants

The participants are people working within a cultural organization. These contacts were delivered by the foundation 'Cultuur-Ondernemen'. Data of the participants were anonymously processed. The participants were divided by their placement in the organization. The total sample consisted of 95 participants, of which 27 are men (28.4%), 67 are women (70.5%) and one person did not specify gender (1.1%). Respondents worked for the following subdivisions: management, performing staff and support. In Table 1 is visible how the participants were spread over these subdivisions. 92 of the participants filled their Years of Employment, this resulted in a mean of 8.2 years employment (SD = 8.7). The participant with the least years of employment was just working with its organization for four months, the participant who had the most years of employment was working with its organization for 40 years.

Table 2: *Level of Function*

	<i>N</i>	<i>Percentage</i>
Management	34	35.8%
Performing Staff	47	49.5%
Support	13	13.7%

Note. One person did not enter its function (1.1%)

Procedure

A number of scales, which will be discussed below, were combined in one questionnaire, which was processed on an online survey site (thesistool.nl). This survey was set out with employees of cultural organisations. This was done via the news-letter of Cultuur-Ondernemen focused on cultural organizations. In the news-letter the relevancy of the research was described and it included a link to the survey. Also there was made use of social media, such as LinkedIn and Twitter and direct e-mailing contact with the organizations.

At the start of the survey there is an introductory explanation about the purpose of the research and some practical information. At the end of the survey participants can leave their email address if they want to receive the results of the research. Also there are contact information for questions and comments.

Research Design

The main question and hypotheses are tested with the help of two independent variables, five moderating variables and one dependent variable. The model shown in Figure 1 visualizes all the variables and the expected relationships between them.

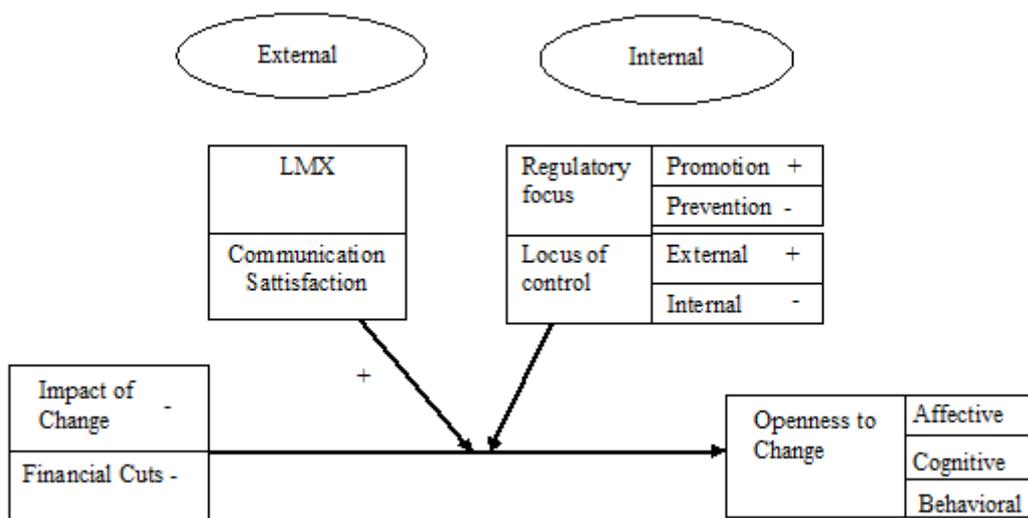


Figure 1: Variables used in this research and their expected relationships.

The independent variable Financial Cuts was tested by asking the participants how much percentage of cuts they would expect of their subsidy. Next to this the

participants were asked how much impact they experienced of the changes. This experienced impact was used to measure the variable Impact of Change.

The moderating variables in this research are leader membership exchange (LMX), Communication Satisfaction, Prevention Focus, Promotion Focus and Locus of Control. LMX and Communication Satisfaction are moderating variables on organization level. Prevention Focus, Promotion Focus and Locus of Control are moderating variables on individual level. All these moderating variables were measured with the scales discussed below.

The dependant variable used in this research is Openness to Change. This refers to openness towards the Financial Cuts and openness towards changes in general. In addition to these variables two control variables were used, the Level of Function of the participant and Years of Employment. To measure the variable Level of Function the participant had three options to choose from: Manager, Performing Staff or Support.

Measures

For this research a composed questionnaire was used, which is included in the Appendix. This questionnaire contains some self-made questions in which the participants had to answer about their current situation working in the cultural sector. This were questions about their function, how long they were working at their organization and which kind of form of management their organization is using.

Financial Cuts & Impact of changes. The independent variable Financial Cuts was measured by asking participants to indicate how big of a percentage cuts there are expecting within the organization (this is categorized in four parts, 0-25%, 25-50%, 50-75% and 75-100%). Next to how big of a percentage the cuts are in an organization, the experienced impact of changes was measured: Participants were asked to grade how much impact they experience of changes within their organization on a scale of 1 to 10. This there is also information about how serious people see the consequences of the cuts.

Openness to Change. The dependent variable, Openness to Change is measured with a scale of Klecker and Loadman (2000). This scale measures Openness to Change on three dimensions, Affective, Cognitive and Behavioral. This is based on the assumption that attitudes towards change consists of a person's cognitions about change, their affective reactions to change, and their behavioral tendencies towards

change (Klecker & Loadman, 2000). The scale contains a case, in which an organization has to go through a number of changes. This case has been adjusted to fit the cultural sector. This case was followed by corresponding statements on which the participant could provide their agreement on a 5 point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). The subscale Affective Openness to Change had a high reliability, Crohnbach's $\alpha = .837$. The subscale Cognitive Openness to Change had a high reliability, Crohnbach's $\alpha = .857$ and Behavioral Openness to Change too, Crohnbach's $\alpha = .832$.

Leader-Member Exchange. The moderating variable LMX was considered an organizational factor. A shortened version of the LMX-scale of Scandura & Graen (1984) was used to measure this variable. The participants could answer these items on a Likert scale ranging from 1 (*Never*) to 5 (*Always*). This scale had a high reliability, Crohnbach's $\alpha = .911$.

Communication Satisfaction. The other variable considered as an organizational factor was Communication Satisfaction. For this variable the scale was about Communication Satisfaction in the organisation in general (Downs-Hazen n.d. in Crino & White, 1981). Of this scale only the items which measure General Organization Perspectives, Organization Integration, Communication Climate and Horizontal Informal Communication were used. These items were selected on their fit with the context of this research. The participant could answer on a Likert scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*). This scale had a high reliability, Crohnbach's $\alpha = .960$.

Regulatory Focus. The moderating variable on individual level, the Regulatory Focus is tested with help of a scale of Neubert and colleagues (2008). This scale is divided into the two subscales Prevention Focus and Promotion Focus. To reduce the total items of the scale there was a shortened version used. These cuts were based on the reliability scores and the item factor loadings from previous studies. The participant could answer these items on a Likert scale ranging from 1 (*strongly disagree*) to 6 (*strongly agree*). Both subscales had a good reliability, Prevention Focus had Crohnbach's $\alpha = .726$ and Pomotion Focus a Crohnbach's $\alpha = .761$.

Locus of Control This moderating variable was tested with a shortened version of the I-E scale of Rotter (in Cherlin & Brookover Bourque, 1974). This shortening was based on the items loading; this loading had to be above .40. The participants were given an amount of statements on which they could indicate if the statements applied to them

by answering 'yes' or 'no'. The answer 'yes' represented an external Locus of Control and the answer 'no' represented an internal Locus of Control. Cronbach's α was .656.

Control Variables. For the control variables there were a number of demographic questions. These items asked about the Level of Function of a participant (response options are visible in Table 1) and how many years they were employed by their current organization. All the scales were translated to Dutch so it would fit the aimed participant.

Data processing and analysis

For processing the data there was made use of the program PASW Statistics (formerly SPSS) version 18.0. To test the relation between the dependent, independent and moderating variables, three hierarchical moderated regression analyses were conducted. In this hierarchical moderated regression analyses the control variables Level of Function and Years of Employment were entered in the first step. The independent variables Financial Cuts and Impact of Changes and the moderating variables LMX, Communication Satisfaction, Prevention Focus, Promotion Focus and Locus of Control were entered in the second step. In the last step we entered 10 interaction terms, namely, 5 interaction terms between Financial Cuts and the moderators (LMX, Communication Satisfaction, Prevention Focus, Promotion Focus and Locus of Control) and 5 interaction terms between Impact of Changes and the moderators. This hierarchical moderated regression analysis was conducted on each of the three dimensions of Openness to Change, namely, Affective, Cognitive and Behavioral Openness to Change. Some of the items of the scale Openness to Change had a negative loading, therefore the items were reverse scored before starting the analyses. The analyses were made with the help of the Mean and Z-scores of the scales.

RESULTS

In this research there was looked at the relation between the independent variables Impact of Organizational Changes and Financial Cuts and the three dimensions (Affective, Cognitive and Behavioral) of the dependant variable Openness to Change. Furthermore, there was looked at how LMX, Communication Satisfaction, Regulatory Focus and Locus of Control would affect this relationship.

Most of the significant correlations are relatively high. The highest significant correlation is between the three subscales which of Openness to Change, the highest of them all between Cognitive and Behavioral Openness to Change (.820). There is also a high correlation visible for Communication Satisfaction in combination with the independent variable Impact of Change (.610). Within the external processes there is a small negative correlation between LMX and Communication Satisfaction (-.257). For the internal processes there is a relatively small negative correlation between Prevention Focus and Locus of Control (-.379). For the dependent variable Affective Openness to Change there has been found two significant correlations. A positive correlation with the control variable Level of Function (.299) and a negative correlation with the moderating variable Locus of Control (-.342).

Table 3: *Correlations among study variables*

	Years of Employment	Level of Function	Financial Cuts	Impact of Change	LMX	Communication Satisfaction	Prevention Focus	Promotion Focus	Locus of Control	Affective Openness to Change	Cognitive Openness to Change	Behavioral Openness to Change
Years of Employment	-											
Level of Function	.022	-										
Financial Cuts	.104	.188*	-									
Impact of Change	.204*	.135	.315**	-								
LMX	-.169	-.226*	-.196*	-.359**	-							
Communication Satisfaction	-.055	-.307**	-.065	.610**	-.257**	-						
Prevention Focus	.036	.077	-.043	.027	.083	-.063	-					
Promotion Focus	-.290**	-.080	.039	-.035	.029	-.077	.074	-				
Locus of Control	-.117	-.326**	-.134	.294**	-.174	.245**	-.379**	-.002	-			
Affective Openness to Change	.045	.249*	-.026	-.002	.021	-.005	-.360**	.177	.260**	-		
Cognitive Openness to Change	-.062	-.181	.028	-.090	.002	.072	-.255*	.163	.212*	.730**	-	
Behavioral Openness to Change	-.190	-.324**	-.032	-.067	.064	.078	-.310**	.241*	.361**	.728**	.820**	-

Notes:

* = Correlation is significant at $p \leq .05$ (2-tailed)

** = Correlation is significant at $p \leq .01$ (2-tailed)

Affective Openness to Change

Using the hierarchal moderating regression analysis a significant model had emerged $F(19, 71) = 3.342, p < .001$. The model explains 33,1% of the variance (Adjusted $R^2 = .331$). Table 3 gives information about the independent variables and moderating effects that are included in the model.

Table 4: *Unstandardized and Standardized Coefficients on Affective Openness to Change and the Adjusted R^2 and R^2 Change of the blocks.*

Block	Variable	B	SE B	β	R^2	ΔR^2
1	Years of Employment	-.006	.011	-.050	.103**	
	Level of Function	-.537***	.156	-.344		
2	Years of Employment	.004	.011	.038	.247***	.144**
	Level of Function	-.401*	.163	-.257		
	Financial Cuts	.010	.090	.011		
	Impact of Change	.033	.035	.100		
	LMX	.014	.127	.014		
	Communication Satisfaction	-.054	.128	-.052		
	Prevention Focus	-.318**	.101	-.312		
	Promotion Focus	.235*	.099	.230		
	Locus of Control	.190	.112	.186		
	3	Years of Employment	.009	.012		
Level of Function		-.406*	.161	-.260		
Financial Cuts		-.063	.095	-.071		
Impact of Change		.035	.036	.103		
LMX		.084	.125	.085		
Communication Satisfaction		-.117	.137	-.112		
Prevention Focus		-.305**	.102	-.299		
Promotion Focus		.276**	.100	.270		
Locus of Control		.211	.118	.206		
Financial Cuts * LMX		-.157	.133	-.152		
Financial Cuts * Communication Satisfaction		-.061	.124	-.063		
Financial Cuts * Prevention Focus		.089	.114	.091		
Financial Cuts * Locus of Control		.107	.101	.113		
Financial Cuts * Promotion Focus		.144	.118	.147		
Locus of Control Impact of Change		-.082	.134	-.085		
* LMX						

Impact of Change * Communication Satisfaction	.254	.140	.270
Impact of Change * Prevention Focus	-.238*	.106	-.237
Impact of Change * Promotion Focus	.046	.094	.049
Impact of Change * Locus of Control	-.333**	.124	-.302

Note:

* = Correlation is significant at $p \leq .05$

** = Correlation is significant at $p \leq .01$

*** = Correlation is significant at $p \leq .001$

In Table 3 there are a few significant effects visible which do not correspond with one of the hypothesis. Level of Function has a negative effect on the Affective Openness to Change. This means that when people have a higher function in the organization they are less open towards change on affective level. Next to this there has been significant main effects found for Prevention Focus as well as Promotion Focus on the affective level of Openness to Change. For Prevention Focus there has been found a negative effect, this means the more people are prevention focused the less they are open towards change on affective level. For Promotion Focus there was found a positive effect, this means the more people are promotion focused the more they are open towards change on affective level.

Cognitive Openness to Change

Using the hierarchal moderating regression analysis a significant model had emerged $F(19, 71) = 2.416, p = .004$. The model explains 23.0% of the variance (Adjusted $R^2 = .230$). Table 4 gives information about the independent variables and moderating effects that are included in the model.

Table 5: *Unstandardized and Standardized Coefficients on Cognitive Openness to Change and the Adjusted R^2 and R^2 Change of the blocks.*

Block	Variable	B	SE B	β	R^2	ΔR^2
1	Years of Employment	-.006	.011	-.058	.017	
	Level of Function	-.282	.160	-.184		
2	Years of Employment	.002	.012	.021	.104*	.087*
	Level of Function	-.156	.174	-.102		
	Financial Cuts	.123	.096	.141		
	Impact of Change	-.023	.038	-.071		
	LMX	-.073	.136	-.075		

	Communication Satisfaction	.069	.137	.067		
	Prevention Focus	-.243*	.108	-.243		
	Promotion Focus	.184	.106	.183		
	Locus of Control	.168	.120	.167		
3	Years of Employment	.013	.013	.121	.230**	.126*
	Level of Function	-.199	.169	-.131		
	Financial Cuts	.053	.100	.060		
	Impact of Change	-.022	.037	-.068		
	LMX	-.055	.132	-.057		
	Communication Satisfaction	.017	.144	.016		
	Prevention Focus	-.188	.107	-.188		
	Promotion Focus	.242*	.105	.242		
	Locus of Control	.188	.124	.187		
	Financial Cuts*LMX	.095	.139	.094		
	Financial Cuts*	-.368**	.130	-.386		
	Communication Satisfaction					
	Financial Cuts*	.015	.120	.016		
	Prevention Focus					
	Financial Cuts*	.079	.106	.085		
	Promotion Focus					
	Financial Cuts*	.021	.124	.021		
	Locus of Control					
	Impact of Change*	-.271	.141	-.285		
	LMX					
	Impact of Change *	.390**	.147	.422		
	Communication Satisfaction					
	Impact of Change *	-.159	.112	-.162		
	Prevention Focus					
	Impact of Change *	.109	.099	.119		
	Promotion Focus					
	Impact of Change *	-.209	.131	-.194		
	Locus of Control					

Note:

* = Correlation is significant at $p \leq .05$

** = Correlation is significant at $p \leq .01$

*** = Correlation is significant at $p \leq .001$

In Table 4 there are a few significant effects visible which do not correspond with one of the hypothesis. There was a negative significant effect visible for Prevention Focus on Cognitive Openness to Change. This means the more people are prevention focused the less they are open towards change on cognitive level. For Promotion Focus there was found a

positive effect, which means that people with a big Promotion Focus are more open towards change on cognitive level.

Behavioral Openness to Change

Using the hierarchal moderating regression analysis a significant model had emerged $F(19, 71) = 3.048, p < .001$. The model explains 30.2% of the variance (Adjusted $R^2 = .302$). Table 5 gives information about the independent variables and moderating effects that are included in the model.

Table 6: *Unstandardized and Standardized Coefficients on Behavioral Openness to Change and the Adjusted R^2 and R^2 Change of the blocks.*

Block	Variable	B	SE B	β	R^2	ΔR^2
1	Years of Employment	-.020	.011	-.184	.124***	
	Level of Function	-.496**	.153	-.321		
2	Years of Employment	-.011	.011	-.099	.232***	.108*
	Level of Function	-.370*	.163	-.239		
	Financial Cuts	.092	.090	.104		
	Impact of Change	.008	.035	.023		
	LMX	.003	.127	.003		
	Communication Satisfaction	-.026	.129	-.025		
	Prevention Focus	-.251*	.101	-.248		
	Promotion Focus	.211*	.100	.208		
	Locus of Control	.210	.112	.207		
	3	Years of Employment	.000	.012		
Level of Function		-.361*	.163	-.233		
Financial Cuts		.050	.097	.057		
Impact of Change		.006	.036	.019		
LMX		.044	.127	.045		
Communication Satisfaction		-.049	.139	-.047		
Prevention Focus		-.211	.103	-.208		
Promotion Focus		.280	.101	.276		
Locus of Control		.245	.119	.242		
Financial Cuts*LMX		.011	.134	.011		
Financial Cuts*		-.227	.125	-.235		
Communication Satisfaction						
Financial Cuts*		.014*	.116	.015		
Prevention Focus						

Finacial Cuts*	.139*	.102	.148
Promotion Focus			
Financial Cuts*	.100	.120	.102
Locus of Control			
Impact of Change*	-.103	.136	-.107
LMX			
Impact of Change *	.268	.142	.287
Comunication			
Satisfaction			
Impact of Change *	-.211	.108	-.212
Prevention Focus			
Impact of Change *	.005	.095	.005
Promotion Focus			
Impact of Change *	-.263*	.126	-.240
Locus of Control			

Note:

* = Correlation is significant at $p \leq .05$

** = Correlation is significant at $p \leq .01$

*** = Correlation is significant at $p \leq .001$

In Table 5 some significant effects were visible which were not expected. As can be seen, Level of Function has a negative main effect on Behavioral Openness to Change. This means that people who work on higher levels of an organization are less open towards change on behavioral level. For Prevention Focus as well as Promotion Focus there is also a significant main effect on Behavioral Openness to Change. For Prevention Focus there is found a negative effect on Behavioral Openness to Change, which means that people with a high Prevention Focus are less open towards change on behavioral level. For Promotion focus a positive main effect is found, which means that people with a high Promotion Focus are more open towards change on behavioral level. Finally there has been found a significant main effect of Locus of Control on Behavioral Openness to Change, this was a positive effect. For Locus of Control this means that people with an Internal Locus of Control are more open towards change on behavioral level and people with an External Locus of Control are less open towards change on behavioral level.

Hypotheses

The first hypothesis assumed that there is a negative relationship between the independent variables Impact of Changes and Financial Cuts and the dependent variable Openness to Change. In Table 4, 5 and 6 is visible that there were no significant effects found for the main effect of Financial Cuts on Affective Openness to Change ($b = -.063$, $p = .508$), Cognitive Openness to Change ($b = .053$, $p = .602$) and Behavioral Openness to

Change ($b = .050, p = .606$). There were also no significant effects found for the main effect of Impact of Change on Affective Openness to Change ($b = .035, p = .334$), Cognitive Openness to Change ($b = -.022, p = .554$) and Behavioral Openness to Change ($b = .006, p = .858$). Therefore Hypothesis 1 is disconfirmed for both Financial Cuts and Impact of Change.

The second hypothesis assumed that the negative relation between the independent variables Impact of Changes and Financial Cuts and the dependent variable Openness to Change will be weaker for high levels of LMX. There were no significant interaction effects found for LMX on the relation between Financial Cuts and Affective Openness to Change ($b = -.157, p = .241$), Cognitive Openness to Change ($b = .095, p = .497$) and Behavioral Openness to Change ($b = .011, p = .936$). There were also no significant interaction effects found for LMX on the relation between Impact of Change and Affective Openness to Change ($b = -.082, p = .541$), Cognitive Openness to Change ($b = -.271, p = .059$) and Behavioral Openness to Change ($b = -.103, p = .451$). Therefore Hypothesis 2 is disconfirmed for both Financial Cuts and Impact of Change.

The third hypothesis assumed that the negative relation between the independent variables Impact of Changes and Financial Cuts and the dependent variable Openness to Change will be weaker for high levels of Communication Satisfaction. There was not found a significant moderating effect of Communication Satisfaction on the relation between Financial Cuts and Affective Openness to Change ($b = -.061, p = .241$). There was found a significant moderating effect on the relation between Financial Cuts and Cognitive Openness to Change ($b = -.368, p = .006$), this effect is visible in Figure 2. In this Figure it is visible that Communication Satisfaction has a strengthening effect on the negative relation between Financial Cuts and Cognitive Openness to Change. People with a high Communication Satisfaction were less open towards change when they had to deal with high Financial Cuts and people with low Communication Satisfaction were more open towards change when they had to deal with high Financial Cuts. This finding is in contradiction with Hypothesis 4. There was not found a significant moderating effect of Communication Satisfaction on the relation between Financial Cuts and Behavioral Openness to Change ($b = -.227, p = .074$).

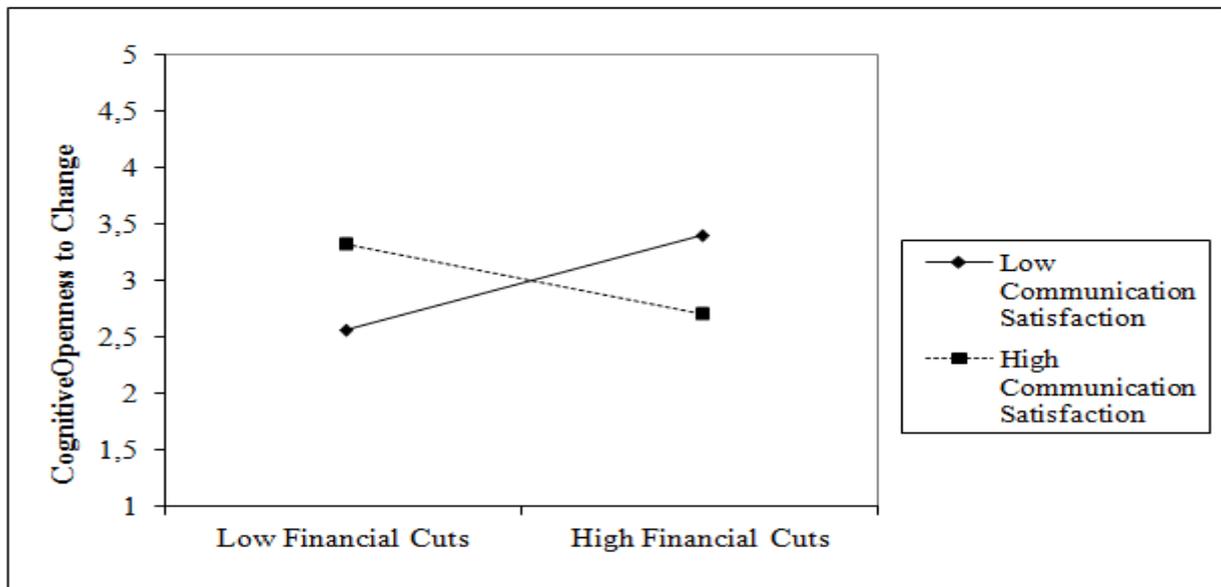


Figure 2: Moderating effect of Communication Satisfaction on the relation between Financial Cuts and Cognitive Openness to Change

There was not found a significant moderating effect of Communication Satisfaction on the relation between Impact of Change and Affective Openness to Change ($b = .254, p = .541$). There was found a significant moderating effect of Communication Satisfaction on the relation between Impact of Change and Cognitive Openness to Change ($b = .390, p = .010$), this effect is visible in Figure 3. For Impact of Change the opposite effect was found (Figure 5), Communication Satisfaction has a weakening effect on the negative relation between Impact of Change and Cognitive Openness to Change. This means that people with low Communication Satisfaction were more open towards change when they experienced high Impact of Change and people with high Communication Satisfaction were less open towards change when they experienced high Impact of Change. This finding is in agreement with Hypothesis 3. There was not found a significant moderating effect of Communication Satisfaction on the relation between Financial Cuts and Behavioral Openness to Change ($b = .268, p = .063$). This means that Hypothesis 3 was only supported for the relation between Impact of Change and Cognitive Openness to Change. Therefore, Hypothesis 3 is not confirmed.

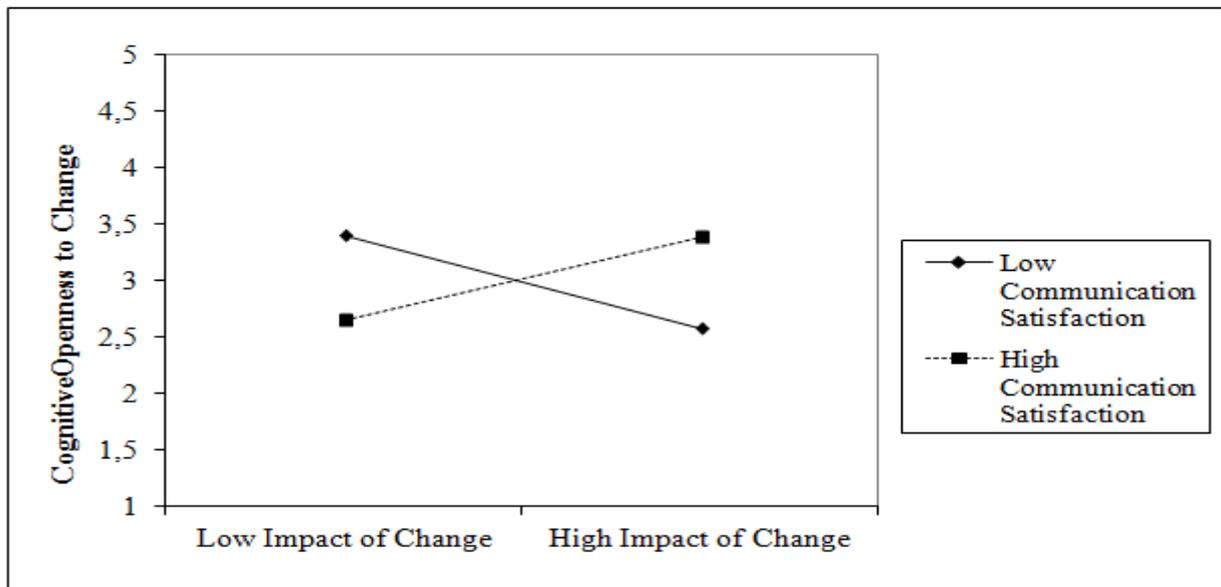


Figure 5: Moderating effect of Communication Satisfaction on the relation between Impact of Change and Cognitive Openness to Change

Hypothesis 4 assumed that the negative relation between the independent variables Impact of Changes and Financial Cuts and the dependent variable Openness to Change will be a) weaker for high levels of Promotion Focus and b) stronger for high levels of Prevention Focus. There was not found a significant moderating effect of Prevention Focus ($b = .089, p = .438$) and Promotion Focus ($b = .107, p = .291$) on the relation between Financial Cuts and Affective Openness to Change. There was also no significant moderating effect found of Prevention Focus ($b = .015, p = .900$) and Promotion Focus ($b = .079, p = .455$) on the relation between Financial Cuts and Cognitive Openness to Change. Next to this, there was not found a significant moderating effect of Prevention Focus ($b = .014, p = .904$) and Promotion Focus ($b = .139, p = .177$) on the relation between Financial Cuts and Behavioral Openness to Change. There was found a significant moderating effect of Prevention Focus on the relation between Impact of Change and Affective Openness to Change ($b = -.238, p = .028$), this effect is visible in Figure 4. Prevention Focus has a strengthening effect on the negative relation between Impact of Change and Affective Openness to Change. This means that the relationship between Financial Cuts and Affective Openness to Change was negative for high prevention focus and positive for low prevention focus This is in contradiction with what was expected in hypothesis 4. There was not found a significant moderating effect of Promotion Focus ($b = .107, p = .627$) on the relation between Impact of Change and Affective Openness to Change. There was not found a significant moderating effect of

Prevention Focus ($b = -.159, p = .159$) and Promotion Focus ($b = .109, p = .275$) on the relation between Impact of Change and Cognitive Openness to Change. Next to this, there was not found a significant moderating effect of Prevention Focus ($b = -.211, p = .054$) and Promotion Focus ($b = .005, p = .959$) on the relation between Impact of Change and Behavioral Openness to Change. Hypothesis 4 a) and b) are disconfirmed for both Financial Cuts and Impact of Change.

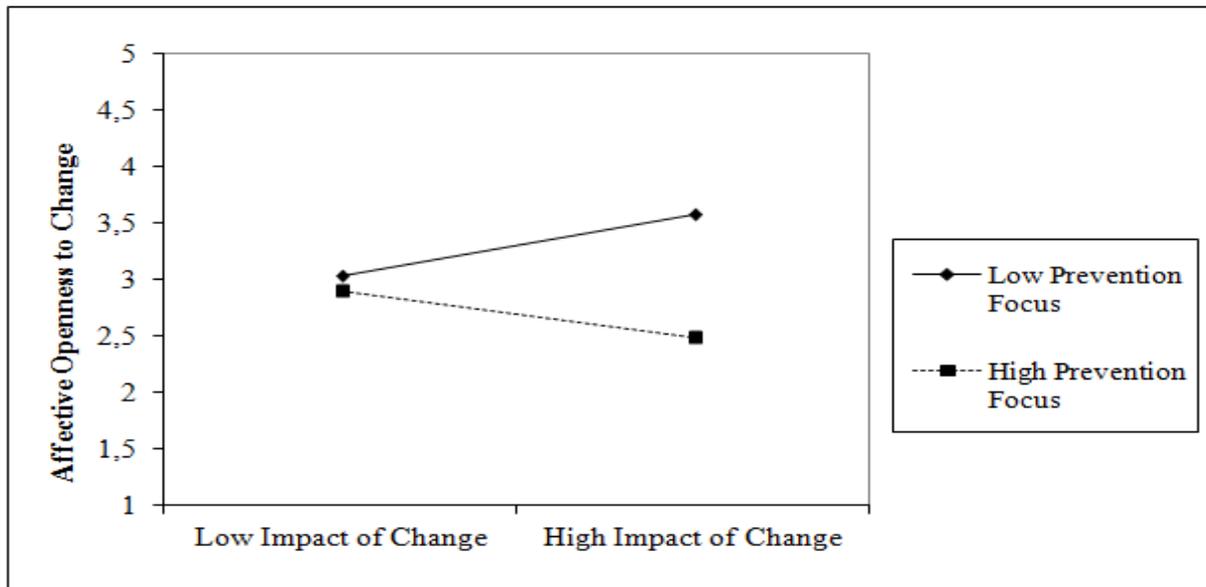


Figure 4: Moderating effect of Prevention Focus on the relation between Impact of Change and Affective Openness to Change

Hypothesis 5 assumes that the negative relation between the independent variables Impact of Changes and Financial Cuts and the dependent variable Openness to Change will be a) weaker for people with an internal Locus of Control and b) stronger for people with an external Locus of Control. There was not found a significant moderating effect of Locus of Control for the relation between Financial Cuts and Affective Openness to Change ($b = .144, p = .227$). There was also no significant moderating effect found of Locus of Control for the relation between Financial Cuts and Cognitive Openness to Change ($b = .021, p = .869$). In addition, there was not found a significant moderating effect of Locus of Control for the relation between Financial Cuts and Behavioral Openness to Change ($b = .100, p = .408$). There was found a significant moderating effect of Locus of Control on the relation between Impact of Change and Affective Openness to Change ($b = -.333, p = .009$), this effect is visible in Figure 5. An External Locus of Control has a strengthening effect on the relation between Impact of

Change and Affective Openness to Change and an Internal Locus of Control has a weakening effect on the relation between Impact of Change and Affective Openness to Change. This is in contradiction with what was expected in Hypothesis 5.

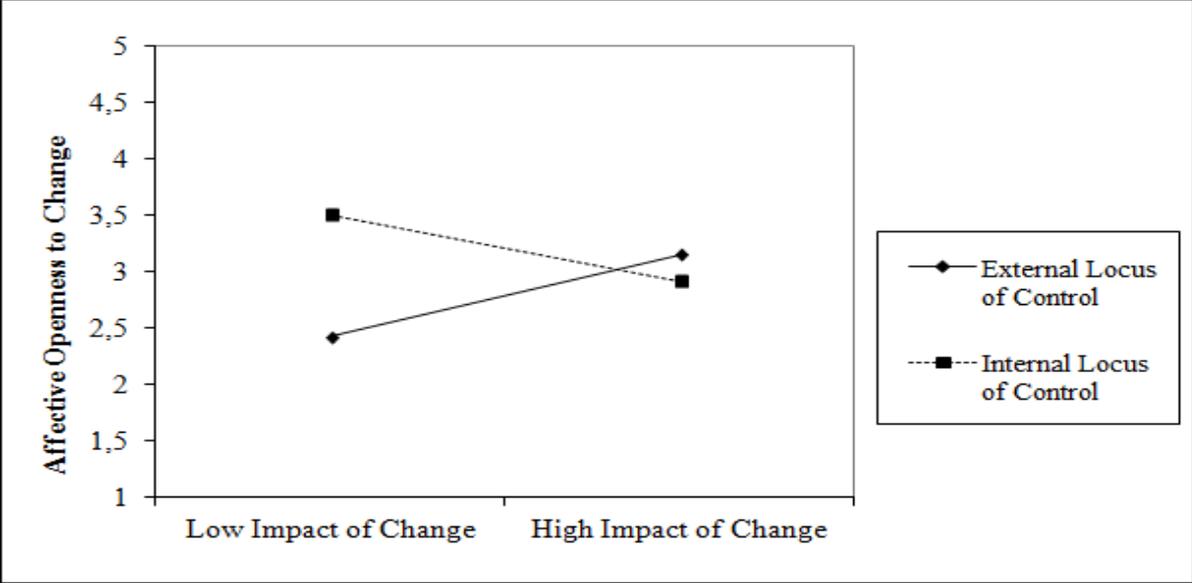


Figure 5: Moderating effect of Locus of Control on the relation between Impact of Change and Affective Openness to Change

There was not found a significant moderating effect of Locus of Control for the relation between Impact of Change and Cognitive Openness to Change ($b = -.209, p = .114$). There was found a significant moderating effect of Locus of Control for the relation between Impact of Change and Behavioral Openness to Change ($b = -.263, p = .041$), this effect is visible in Figure 6. An External Locus of Control has a weakening effect on the negative relation between Impact of Change and Affective Openness to Change and a internal Locus of Control has a strengthening effect on the negative relation between Impact of Change and Affective Openness to Change. This is in contradiction with what was expected in Hypothesis 5. Therefore, Hypothesis 5 a) and b) are disconfirmed for both Financial Cuts and Impact of Change.

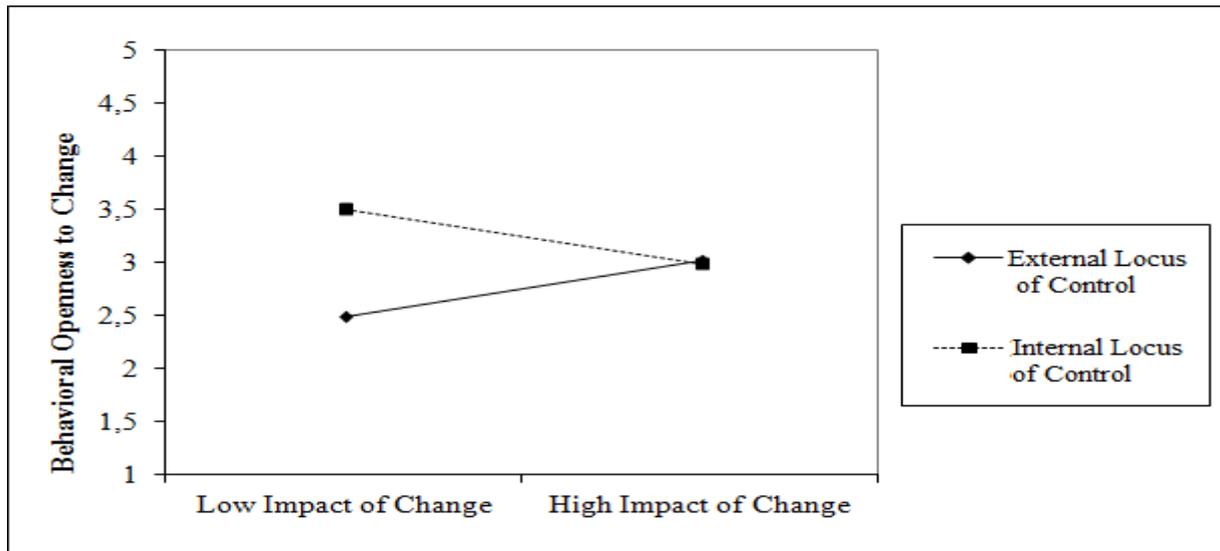


Figure 6: Moderating effect of Locus of Control on the relation between Impact of Change and Behavioral Openness to Change

DISCUSSION

This research stated the following main question: What is the relation between the independent variables Impact of Organizational Changes and Financial Cuts and the dependant variable Openness to Change? Furthermore, which effect do internal and external processes have on this relation?

There has not been found a significant relation between the independent variables Financial Cuts and Impact of Change and the dependent variable Affective Openness to Change. This could be a result of the small amount of completed questionnaires, in order to exclude this possibility more research is recommended. Next to this, both independent variables were measured with a single item, therefore it could be possible that the item not fully covered the construct. Another explanation could be that the participants were not so much paying attention to the situation itself, but more to the process of the change. This is confirmed by Oreg (2006), he states that the sources of a persons' resistance lie within the individual and its environment and less related to the change and its implications.

There was not found a significant effect for Leader-Member Exchange (LMX) on the relation between the independent variables Financial Cuts and Impact of Change and the dependent variable Openness to Change. This is in contradiction with what was expected. However, Herold and colleagues (2008) already stated that LMX and change

specific leadership behaviours was not enough for a positive attitude towards change. This does not mean that LMX would not contribute to an employees' Openness to Change, however it is not the determining factor.

For Communication Satisfaction there was found a significant effect for both Financial Cuts and Impact of Change on Cognitive Openness to Change. Remarkably, these moderating effects were contradicting each other. Communication Satisfaction had a positive effect on the relation between Impact of Change and Cognitive Openness to Change and a negative effect on the relation between Financial Cuts and Cognitive Openness to Change. This negative effect of Communication Satisfaction on the relation between Financial Cuts and Cognitive Openness to Change could be interpreted as knowing a lot about the cause of the change is not favourable for how people think of it. The Financial Cuts leads to a forced change and the larger the cuts, the larger the additional changes will be. When people do not agree with the cause of change on rational level, it can be expected that they do not think highly about the change, this could lead to a small Openness to Change on Cognitive level. The positive effect of Communication Satisfaction on the relation between Impact of Change and Cognitive Openness to Change could be because a high Communication satisfaction could mean that people are content with the information they are getting about the consequences of the change. Lack of adequate information has as a consequence that individuals may be uncertain about what specific changes will occur, how a given change will affect their job and organization, or how to respond to a change (Milliken, 1987). Not knowing what to expect will make them feel uncertain about their job, the organization and their future. Therefore when employees are good informed with the impact of the changes, this could leads to a high Communication Satisfaction. This can decrease their uncertainty which can lead to a bigger Openness to Change on Cognitive level. There was not found an effect of Communication Satisfaction on the relation between the independent variables Financial Cuts and Impact of Change and the dependent variable Openness to Change on Affective and Behavioral Level. This could be an effect of the small sample size, but it could also be because Communication Satisfaction is partly based on the information the participants receive, which contributes to a rational view and how employees deal with the change on cognitive level. Next to this, Communication Satisfaction contribute to the experienced fairness and organizational justice, which is important for employees during organizational change (Cobb, Wooten, & Folger, 1995).

There was found a significant moderating effect of Prevention Focus on the relation between Impact of Change and Affective Openness to Change. People with a high Prevention Focus were more open towards change on affective level when they had to deal with high Financial Cuts and people with a low Prevention Focus were less open towards change on affective levels when their organization had to deal with high Financial Cuts. This is in contradiction with what was expected, however People who have a Prevention Focus seek to attain the goals or standards associated with the ought self (Brockner & Higgins, 2001). It could be possible that the 'ought' self of a person is being a good employee and therefore the person want to support the organization in any situation. Next to this, people with a Prevention Focus are more carefull (Neubert et al., 2008). Therefore, it could be easier to understand the necessity of the Financial Cuts. It is important to take the Regulatory Focus of a person in consideration during a change. Since a match between the situation and the manner in which a person pursues its goals is important for its motivation (Aaker & Lee, 2000) and the more employees are willing to implement the organizational change, the more they feel engaged with the change (Weiner, 2009). This implies that during an organizational change with a big impact on the employees it is important to properly guide the employees with a Prevention Focus.

Locus of Control proved to be of influence in the relation between the Impact of Change and Affective and Behavioral Openness to Change. The findings on the effect of Locus of Control on the relation between Impact of Change and Affective and Behavioral Openness to Change did not support what was expected in the introduction. People with an Internal Locus of Control are less open towards change on affective and behavioural level when they experience high Impact of Change. This means that people who perceive that they are responsible for themselves are less open towards change when they experience high Impact of Change. People with an External Locus of Control are more open towards change on affective and behavioural level when they experience high Impact of Change. This are people who perceive that external influences are responsible for what happens to them (Vijayashree & Jagdishchandra, 2011). In this case the changes are caused by the Financial Cuts, which is an external influence. Therefore, it could be that people who have an External Locus of Control and do not feel responsible for these changes are more open towards change. Since they believe that they are not control of what is happening to them it could be that they are less stressed in this situations. In contradiction, people with an Internal Locus of Control are feeling less in

control of a situation caused by the Financial Cuts and this could lead to a smaller Openness to Change.

Level of Function proved to be of influence too. There was found a negative effect of Level of Function for all the levels of Openness to Change. This means that people who have a higher function within an organization are less open towards change. This could be because they feel more responsible for the future of the organization. Research found that employees who perceive that an organizational change will affect them more directly experience greater stress (Ashford ,1988). However, this is just an assumption, more research is required to get a more clear view of the effect of Level of Function on Openness to Change.

Part of the main question was; which effect do internal and external processes have on the relation between the independent variables Impact of Organizational Changes and Financial Cuts and the dependant variable Openness to Change? Looking back, there were more significant effects found for the internal processes than the external processes. Most of these effects were for the relation between Impact of Change and Openness to Change. This could mean that these internal processes have more effect on how the consequences were experienced by the employees. Research of Dent and Goldberg (1999) suggested that employees resist negative consequences and not necessarily the change itself. This could be an explanation for the effects found for Impact of Change.

A weakness of this research is the small sample size. Due to this it could be that effects which would be significant in a larger sample size were not found. Since the chosen moderating variables were based on earlier proven effects on Openness of Change in the literature this assumable. A recommendation for future research could be to chose a less specific participant and also include people who do not work within a cultural organization to increase the sample size. However, it is a group which has to cope with a lot of sudden change, which makes it a interesting sample group and very current. Next to this there has not been that much research within this group in the field of psychology.

In the outcomes of this research it was visible that Communication Satisfaction has a positive influence on the relation between Impact of Change and Cognitive Openness to Change. Therefore it is recommended for an organization to use timely, adequate and informative communication to prepare employees for the consequences of a change. Next to

giving the employees the right information it is important to guide employees on individual level based on their personal needs. When looked at the main effects of Prevention Focus, it could be helpful to guide employees with a Prevention Focus through the process of change. For people with an External Locus of Control it could be helpful if the management would emit control and faith in the change. Since they portray responsibility on external factors this could make them feel more secure about the situation.

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APPENDIX

Questionnaire as presented to participants

Dit is een onderzoek in opdracht van Cultuur-Ondememen en de Universiteit Utrecht.

Het onderzoek richt zich op mensen die werkzaam zijn bij culturele organisaties. Binnen de culturele sector gaat er de komende tijd veel veranderen. Met het onderzoek wordt getracht in kaart te brengen hoe medewerkers binnen deze sector tegen deze veranderingen aankijken en welke factoren hierbij een rol spelen.

Het beantwoorden van de vragen neemt ongeveer 10 minuten in beslag. De verzamelde gegevens worden alleen voor dit onderzoek gebruikt, alle deelnemers blijven anoniem.

Mocht u tijdens het invullen van de vragenlijst tegen vragen aanlopen, mail gerust (evandenbos@cultuur-ondememen.nl)

Met vriendelijke groeten,

Evelien van den Bos

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1.

Geslacht

- Man
 Vrouw

2.

Bij welke organisatie bent u werkzaam?*

3.

Wat is uw functie binnen deze organisatie?

4.

Hoeveel jaar bent u in dienst bij deze organisatie?

5.

Ik vervul mijn functie op het niveau*

- Management
- Uitvoerend
- Support

6.

Mijn organisatie maakt gebruik van het volgende besturingsmodel

- Raad van Toezichts model
- Bestuur + Directie model
- Bestuur model
- Ben ik niet mee bekend

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7.

Hoe groot is het percentage dat uw organisatie in het komende jaar waarschijnlijk aan subsidie zal verliezen?*

- 0-25%
- 26-50%
- 51-75%
- 76-100%

8.

In hoeverre heeft dit percentage subsidieverlies invloed op uw dagelijkse werkzaamheden?*

- 1 Ik heb er nauwelijks iets mee te maken
- 2
- 3
- 4
- 5
- 6
- 7
- 8

9

10 Ik word er dagelijks mee geconfronteerd

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9.

Op mijn werk zie ik de volgende veranderingen:
(meerdere antwoorden zijn mogelijk)

- Andere/nieuwe taken
- Bestaande taken op een andere manier moeten uitvoeren
- Op een andere manier moeten samenwerken met collega's/klanten
- Met nieuwe technologie/software/materialen moeten werken
- Met andere producten/ diensten moeten werken
- Een andere leidinggevende krijgen
- Op een andere locatie moeten werken
- Geen vaste werkplek meer hebben (flexwerken)
- Collega's die ontslagen worden
- Een nieuwe functiebeschrijving hebben/krijgen
- Met minder collega's meer werk moeten verrichten

10.

Anders, namelijk:

Beschrijf hier kort wat er verandert is m.b.t. uw taken/manier van werken

11.

In hoeverre beschouwt u deze veranderingen als belastend voor uw dagelijks werk?*

- 1 Ik heb hier nauwelijks last van
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10 Ik word er dagelijks mee geconfronteerd

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12.

De onderstaande vragen gaan over uw persoonlijke houding ten opzichte van uw werk. Wilt u bij elke vraag het antwoord aangeven wat het meest op u van toepassing is?

	Geheel mee oneens	Mee oneens	Enigszins mee oneens	Enigszins mee eens	Mee eens	Geheel mee eens
Ik concentreer mij op het correct volbrengen van mijn taken om mijn baanzekerheid te vergroten	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Het vervullen van de plichten op mijn werk is erg belangrijk voor mij	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik neem soms risico's op het werk om mijn ontwikkelingskansen te vergroten	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Ik heb de neiging om risico's te nemen in mijn werk om succes te bereiken	<input type="radio"/>					
Op het werk ben ik vaak gefocust op de taken die mijn behoefte aan zekerheid ondersteunen	<input type="radio"/>					
Ik doe er alles aan om mislukkingen op het werk te voorkomen	<input type="radio"/>					
Als mijn functie geen mogelijkheden geeft om door te groeien, dan zal ik waarschijnlijk een nieuwe baan zoeken	<input type="radio"/>					
De kans om te groeien is voor mij een belangrijke factor bij de zoektocht naar een functie	<input type="radio"/>					
Ik richt mijn aandacht op het vermijden van mislukkingen op mijn werk	<input type="radio"/>					
Ik besteed veel tijd aan nadenken over hoe ik mijn ambities ga vervullen	<input type="radio"/>					

Volgende pagina

13.

De volgende vragen gaan over de veranderingen binnen uw organisatie. Wilt u bij elke vraag het antwoord aangeven wat het meest op u van toepassing is?

	Geheel mee oneens	Mee oneens	Enigszins mee oneens	Enigszins mee eens	Mee eens	Geheel mee eens
Ik word tijdig geïnformeerd over de veranderingen binnen de organisatie	<input type="radio"/>					

Er is voldoende communicatie over de gang van zaken rondom de veranderingen	<input type="radio"/>					
De informatie die ik over de verandering(en) ontvangen heb, was nuttig	<input type="radio"/>					

Volgende pagina

14.

De volgende vragen gaan over de begeleiding die u van uw leidinggevende ontvangt. Wilt u bij elke vraag het antwoord aangeven wat het meest op u van toepassing is?

	Nooit	Soms	Regelmatig	Vaak	Altijd
Ik voel me door mijn leidinggevende gewaardeerd	<input type="radio"/>				
Mijn leidinggevende gebruikt zijn/haar invloed om mij te helpen problemen op te lossen op het werk	<input type="radio"/>				
Mijn leidinggevende heeft begrip voor mijn wensen en problemen met betrekking tot mijn werk	<input type="radio"/>				
Ik heb een effectieve werkrelatie met mijn leidinggevende	<input type="radio"/>				
Mijn leidinggevende laat mij weten of hij/zij tevreden is met mijn werk	<input type="radio"/>				

15.

De volgende vragen gaan over mogelijke aspecten binnen uw baan. Wilt u per vraag aangeven in hoeverre u tevreden bent over de kwantiteit en/of kwaliteit van de communicatie op uw werk door het bijpassende antwoord aan te geven?

1 = Zeer ontevreden, 4 = Neutraal, 7 = Zeer tevreden

	1	2	3	4	5	6	7
Informatie over het beleid en de doelen van de organisatie	<input type="radio"/>						
Informatie over acties van de overheid die invloed hebben op de organisatie	<input type="radio"/>						
Informatie over veranderingen binnen de organisatie	<input type="radio"/>						
Informatie over de financiële staat van de organisatie	<input type="radio"/>						
Informatie over prestaties en/of mislukkingen van de organisatie	<input type="radio"/>						
Informatie over vooruitgang binnen mijn functie	<input type="radio"/>						
Informatie over nieuw personeel	<input type="radio"/>						
Informatie over het beleid en doelen van de afdeling	<input type="radio"/>						
Informatie over de vereisten van mijn functie	<input type="radio"/>						
Informatie over loon en andere	<input type="radio"/>						

personeelsbeloningen							
In hoeverre de communicatie binnen de organisatie motiveert en stimuleert tot het behalen van doelen	<input type="radio"/>						
In hoeverre mensen binnen mijn organisatie bekwaam zijn in communiceren	<input type="radio"/>						
In hoeverre de communicatie van de organisatie maakt dat ik me kan identificeren met de organisatie of me er een vitaal onderdeel van voel	<input type="radio"/>						
In hoeverre ik op tijd informatie ontvang om mijn werk goed te kunnen uitvoeren	<input type="radio"/>						
In hoeverre conflicten worden afgehandeld via de juiste communicatiekanalen	<input type="radio"/>						
In hoeverre het roddelcircuit actief is binnen de organisatie	<input type="radio"/>						
In hoeverre de horizontale communicatie accuraat en voortvloeiend is	<input type="radio"/>						
In hoeverre communicatiepraktijken aanpasbaar zijn tijdens noodgevallen	<input type="radio"/>						
In hoeverre de leden van mijn team elkaar aanvullen en versterken	<input type="radio"/>						
In hoeverre de informele communicatie actief en accuraat is	<input type="radio"/>						

Volgende pagina

16.

Geef bij de volgende stellingen aan of ze op u van toepassing zijn

	Ja	Nee
Het is niet altijd verstandig om dingen ver vooruit te plannen, veel dingen blijken een kwestie van het lot	<input type="radio"/>	<input type="radio"/>
Zonder de juiste kansen kan iemand niet een effectieve leider zijn	<input type="radio"/>	<input type="radio"/>
Het krijgen van een goede baan is vooral afhankelijk van het geluk om op het juiste moment op de juiste plek zijn	<input type="radio"/>	<input type="radio"/>
De meeste mensen hebben niet door in hoeverre hun leven afhankelijk is van toevallige gebeurtenissen	<input type="radio"/>	<input type="radio"/>
Op de lange termijn zullen alle slechte dingen die ons overkomen in balans zijn met alle goede dingen die ons overkomen	<input type="radio"/>	<input type="radio"/>
Ik heb vaak het gevoel dat ik weinig invloed heb op de dingen die mij overkomen	<input type="radio"/>	<input type="radio"/>
Veel vervelende dingen die een mens kan overkomen in het leven, hebben te maken met pech	<input type="radio"/>	<input type="radio"/>
Wie de baas wordt, hangt vaak samen met wie er het geluk heeft en zich op het juiste moment op de juiste plaats bevindt	<input type="radio"/>	<input type="radio"/>
Helaas word de waarde van een individu vaak niet opgemerkt, hoe hard hij daarvoor ook zijn best doet	<input type="radio"/>	<input type="radio"/>

Vaak kunnen keuzes net zo goed gemaakt worden door een munt op te gooien	<input type="radio"/>	<input type="radio"/>
Het is moeilijk om te ontdekken of een persoon je echt aardig vindt	<input type="radio"/>	<input type="radio"/>
Het heeft weinig zin om mensen te vleien. Wanneer iemand je aardig vindt dan vindt hij je aardig	<input type="radio"/>	<input type="radio"/>
Soms heb ik het gevoel dat ik weinig controle heb over de richting die mijn leven op gaat	<input type="radio"/>	<input type="radio"/>

Volgende pagina

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U bent aangekomen bij het laatste onderdeel van de vragenlijst.

Instructie: Leest u alstublieft de volgende casus. Reageer vervolgens op de vragen op de volgende pagina met deze casus in uw achterhoofd.

Productiemaatschappij 'Van de bovenste plank' is een gerenommeerde organisatie binnen de culturele sector. Ze beschikt over een groot netwerk verdeeld over verschillende disciplines. Medewerkers zijn gewend om veel intern samen te werken. Eind 2011 is M. Bakker aangesteld als nieuwe directeur. M. Bakker is erg enthousiast over de aanstelling en gemotiveerd om een aantal veranderingen door te voeren.

Zo stelt M. Bakker voor om meer en actiever gebruik te maken van het netwerk van relaties. Bijvoorbeeld voor het opzetten van nieuwe projecten en het aanboren van financiële bronnen. Hiervoor zullen intern wel een aantal aanpassingen gedaan moeten worden. Zo zullen de medewerkers meer extern gericht moeten werken en actiever contact onderhouden met hun relaties. Bakker vindt het echter wel belangrijk dat er aandacht besteed blijft worden aan het team en dat alle medewerkers weten wat er aan specialiteiten in huis is. Hiervoor heeft Bakker een maandelijkse lunch aangekondigd, waarbij medewerkers de kans krijgen om te vertellen wat er speelt op professioneel vlak. Op deze

manier hoopt Bakker dat hoewel de medewerkers aangemoedigd worden om extern gericht te opereren, ze zich nog wel sterk verbonden blijven voelen met de organisatie.

Volgens M. Bakker is het van belang om 'Van de bovenste plank' opnieuw neer te zetten in de buitenwereld, er gaat de komende tijd veel veranderen in de culturele sector. Hiervoor heeft Bakker een speciale commissie in het leven geroepen die zich over de kwestie zal buigen. Deze commissie zal bestaan uit werknemers en M. Bakker zelf. Het zal echter noodzakelijk zijn om afscheid te nemen van een aantal werknemers. Dit is van belang om de veranderingen grondig en succesvol door te voeren. Deze ontslagen zullen plaatsvinden op basis van de nieuwe strategie. Zo zal het zwaartepunt binnen de organisatie moeten verschuiven naar externe communicatie en relatiebeheer. De werknemers die blijven zullen hiervoor een eendaagse workshop volgen om hun vaardigheden hierin extra te ontwikkelen.

Daarnaast zal de productiemaatschappij het met een kleiner budget moeten stellen. Om controle op de geldstroom te krijgen heeft M. Bakker een nieuw systeem ontwikkeld voor de verdeling van het budget. Medewerkers zullen hun uitgaven uitgebreider moeten verantwoorden bij een centraal persoon. Dit zal een extern persoon betreffen, welke objectief kan beslissen over de kans van slagen van het project en het hierbij benodigde budget.

M. Bakker staat achter deze veranderingen, vindt ze niet alleen noodzakelijk maar gelooft ook dat ze een grote bijdrage leveren aan de positionering van de productiemaatschappij in de culturele sector.

Volgende pagina

17.

De onderstaande stellingen zijn van toepassing op de casus van de vorige pagina. Wilt u bij elke stelling het antwoord aanvinken wat voor u het meest van toepassing is

	Geheel mee oneens	Mee oneens	Neutraal	Mee eens	Geheel mee eens
Ik kijk uit naar vergelijkbare veranderingen binnen mijn organisatie	<input type="radio"/>				
Mijn organisatie zou voordeel hebben van de veranderingen	<input type="radio"/>				
Ik zou me verzetten tegen de veranderingen	<input type="radio"/>				

Ik hou niet van verandering	<input type="radio"/>				
De meeste leden van de organisatie zouden voordeel hebben van de veranderingen	<input type="radio"/>				
Ik ben geneigd de veranderingen toe te passen	<input type="radio"/>				
De veranderingen zouden me frustreren wanneer ze binnen mijn organisatie worden toegepast	<input type="radio"/>				
De veranderingen zullen me helpen beter te presteren	<input type="radio"/>				
Ik zou de veranderingen steunen	<input type="radio"/>				
De veranderingen stimuleren mij	<input type="radio"/>				
Andere mensen zullen verwachten dat ik de veranderingen steun	<input type="radio"/>				
Ik zou de veranderingen voorstellen binnen mijn organisatie	<input type="radio"/>				
De meeste veranderingen zijn irritant	<input type="radio"/>				
De veranderingen zullen vervelende situaties binnen de organisatie verbeteren	<input type="radio"/>				
Ik doe alles wat mogelijk is om de verandering te ondersteunen	<input type="radio"/>				
Ik zou het ondergaan van de veranderingen als plezierig ervaren	<input type="radio"/>				
Ik zou voordeel hebben van de veranderingen	<input type="radio"/>				
Ik twijfel om aan te dringen op de veranderingen	<input type="radio"/>				

Volgende pagina

Hartelijk bedankt voor uw deelname aan dit onderzoek.

Mocht u nog vragen of opmerkingen hebben, mail gerust naar evandenbos@cultuur-ondernemen.nl

Met vriendelijke groeten,

Evelien van den Bos
Masterstudent Arbeids- & Organisatiepsychologie
Universiteit Utrecht

18.

Laat uw e-mailadres achter om na afloop van het onderzoek een korte samenvatting te ontvangen van de resultaten.

Verstuur enquête