An Impact of Perceived Organizational Support and Personality on Employees' Commitment to Change

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Abstract

The successful implementation of planned change efforts are still challenging. Many planned change efforts fall short without achieving intended results due to lack of employee commitment. Following this problem, the study aimed to investigates the impact of perceived organizational support (POS) on commitment to change and the moderating roles of conscientiousness and openness to experience on the relationship between perceived organizational support and commitment to change. The respondents of the study were machine operators those who work in the recently 5S implemented apparel organizations. Data were collected through a standard and validated questionnaire survey. Results suggest that POS positively and significantly affects affective commitment to change, normative commitment to change and negatively affects continuance commitment to change. In addition, results of the moderated multiple regression analyses supports the moderating effect of openness to experience on the relationships between POS and continuance commitment to change as well as normative commitment to change. The results imply the importance of perceived organizational support by employees in order to foster their affective and normative commitment to change while minimizing negative effects of continuance commitment. This research makes a novel contribution to the change management literature by being among the first to examine perceived organizational support in the context of commitment to change.

Keywords: Commitment to Change, Perceived Organizational Support (POS), Conscientiousness, Openness to Experience