

# **Connecting HRM and Change Management: How HR Practices Can Stimulate Change Readiness**

EGPA Conference

11-13 September 2013, Edinburgh

Paper for the PSG XV: PATI (Public Administration, Technology and Innovation)

Lars G. Tummers<sup>1,2</sup>, Peter M. Kruiyen<sup>3</sup>, Dominique Vijverberg<sup>4</sup> and Tessa Voesenek<sup>1</sup>

<sup>1</sup> Erasmus University Rotterdam, The Netherlands

<sup>2</sup> University of California, Berkeley, The United States

<sup>3</sup> Radboud University Nijmegen, The Netherlands

<sup>4</sup> Stichting IZZ, The Netherlands

Corresponding author: Dr. Lars Tummers, E-mail: [Tummers@fsw.eur.nl](mailto:Tummers@fsw.eur.nl)

### **Abstract**

Organizations are continuously under pressure to adapt to new developments such as policy changes, budgets cuts, and the introduction of new management ideologies. To adjust successfully to changing conditions, it is important that employees feel vital and are proactive so that they can help implementing proposed organizational changes. However, how job proactivity and vitality is achieved is still unclear. This study connect HRM literature with change management literature to analyze how HR practices can increase proactivity and vitality at work. We used data collected in three large public healthcare organizations in the Netherlands (n = 1,507). SEM results shows that three HR practices are particularly effective for improving proactivity and vitality: 1) autonomy, 2) participation in decision-making, and 3) teamwork. Based on these results, we discuss the possibilities of using HRM to stimulate employees' readiness for organizational change.

### **Keywords**

Human Resources Management, Change Management, Job Proactivity, Vitality, High Performance Work Practices

## **Connecting HRM and Change Management: How HR Practices Can Stimulate Change Readiness**

Organizations are continuously under pressure to adapt to new developments such as policy changes, budgets cuts, and the introduction of new management ideologies. To adjust successfully to changing conditions, it is important that employees feel vital at work and are pro-active so that they can help implementing proposed changes, as is evident by the latest psychological approaches in change management (Hornung & Rousseau, 2007; Oreg, Michel, & By, 2013; Frese & Fay, 2001). Proactivity in work refers to people who have an interest in, and are engaged with, their work environment and take action themselves (Warr, 1990).

Vitality— related to concepts such as vigor or zest (Peterson, Park, Hall, & Seligman, 2009)—is defined as one’s conscious experience of possessing energy and liveliness (Ryan and Frederick, 1997).

Several authors (e.g., Appelbaum, 2000; Combs, Hall & Ketchen, 2006; Wright, Gardner, Moynihan, & Allen, 2005) showed that certain human resource practices — often labeled as High Performance Work Practices (HPWPs) (Boselie, Dietz, & Boon, 2005) — such as training and development, feedback, and teamwork are strongly related to both individual and organizational performance. Hence, organizations could possibly enhance proactivity and vitality (and thus readiness for organizational changes) using specific HR instruments. In this article, our goal is to analyze the influence of five of the most important HPWPs on employee pro-activeness and vitality, and thus developing an environment that is suitable for organizational changes.

This study is innovative in two ways. First, we focus on the effects of HPWPs on active job behavior, thereby connecting HRM with change management. To date, most HRM research has studied the effects of HPWPs on passive job attitudes and behavior, such as

## CONNECTING HRM AND CHANGE MANAGEMENT

satisfaction and organizational commitment (Bauer, 2004; Meyer & Smith, 2000). Much less research has connected HRM with active job behavior, such as pro-activeness or vitality.

Related to this, Kark & Carmeli (2009, p. 786) noted that employee vitality has been “the subject of limited studies in organizational settings”. However, someone can be very satisfied with his job, but be quite inactive (starting at 10.00 AM, having a very long lunch, leaving at 3.00 PM, not helping colleagues etcetera). He will possibly not show much initiative to help make changes a success.

The second innovation is that we analyze perceived High Performance Work Practices. Nishii and Wright (2007) made a distinction between intended, actual and perceived HRM. The idea behind this is that there may be differences within organizations between the HR policy designed by the HR department (intended HRM), the HR practices implemented by line managers (actual HRM) and the perceptions of employees (perceived HRM). This study focuses on perceived HRM, given that perceived HRM is are often directly linked to performance (Den Hartog et al. 2013). Furthermore, it is widely acknowledge that more research is needed concerning perceived HRM. For instance, Macky and Boxall (2007, p.538) note that this is: “an area where it is recognized that more research is needed.”

The outline of this article is as follows. First, we develop a theoretical framework in which we connect the literature on HPWPs on the one hand and the literature on job proactivity and vitality on the other hand. From the theoretical framework, we develop a number of hypotheses. Next, we describe our research methods. We performed structural equation modeling to test our hypotheses using data from a three large-scale independent surveys in Dutch public healthcare. After describing the results of the analyses, we discuss the possibilities of using HPWPs for stimulating employees to be ready for organizational change.

## **Theoretical Framework**

### **The importance of active job behaviour for organizational change**

In line with the resource based view of organizations (Barney, 1991), HRM scholars and work and organizational psychologists have studied how various HR practices have an impact on employee attitudes and behavior (e.g. Appelbaum et al. 2000; Kooij, Jansen, Dijkers & De Lange, 2009; Macky & Boxall, 2007; Ramsey, Scholarios, & Harley 2000). In turn, scholars have examined how these have an effect on both individual performance and organizational performance (Huselid, 1995; MacDuffie, 1995).

Most studies have focused on passive employees' attitudes and behavior (Frese & Fay, 2001; Kooij, Jansen, Dijkers, & De Lange, 2010). Examples of passive job outcomes include organizational commitment (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002), job satisfaction (Nagy, 2002), and employee loyalty (Niehoff, Moorman, Blakely, & Fuller, 2001). Enhancing passive job outcomes is of crucial value for organizational success. For example, employee satisfaction can be an important indicator of the experienced quality of the conducted work (George & Jones, 1996). Moreover, high organizational commitment, satisfaction and loyalty are negatively related to turnover (Griffeth, Hom, & Gaertner, 2000).

However, it is questionable whether stimulating passive job outcomes is sufficient to achieve organizational changes. Here, active job performance seems to be more important (Frese, Fay, Hilburger, Leng, & Tag, 1997; Frese & Fay, 2001; Sonnentag & Frese, 2002), which is also evident in studies on related topics like innovation studies (Laursen & Foss, 2003; Van de Vrande et al., 2010). In particular, research showed that employee proactive behavior and vitality are beneficial in such situations (Ghitulescu, forthcoming; Morrison & Phelps, 1999).

According to Grant and Ashford (2008), proactivity has two distinctive features compared to other types of behavior. Firstly, to say that an employee shows proactive

## CONNECTING HRM AND CHANGE MANAGEMENT

behavior implies that the person is thinking, deliberating, planning, calculating and acting to anticipate possible future events. Second, proactive behavior is change oriented. A proactive employee intends to alter the self, co-workers, or the work context to adapt to the anticipated changing conditions. Hornung & Rousseau (2007) showed that proactive behavior enhanced employee support for organizational change, in particular because proactivity enhances confidence to behave in novel and innovative ways as required when confronted with changing circumstances.

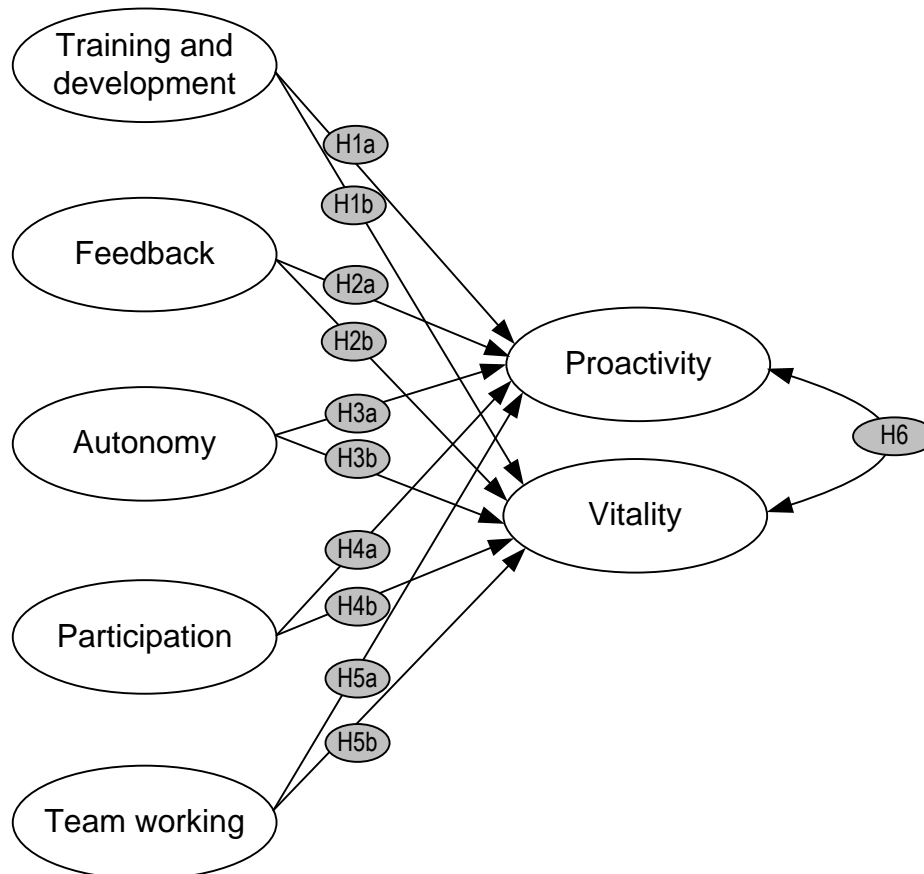
A vital person approaches work with positive energy and excitement. Vital employees believe that their behavior contributes to a meaningful purpose (Ryan & Bernstein, 2004). A vital person does not do “things halfway or halfheartedly” (Karl & Carmeli, 2009 p.789). As such, the degree of vitality affects the time and effort employees are willing to invest in particular activities. Jansen (2004) concluded that a high amount of vitality was required from employees to deal with organizational change, especially because proposed changes often have to be implemented next to the regular work.

### **Connecting HPWPs and active job behaviour**

We can now link the HRM literature – specifically focusing on High Performance Work Practices (HPWPs) - with active job performance. We selected relevant HPWPs using the overview article of Boselie et al. (2005), who examined more than one hundred articles that linked HRM practices to performance. Based hereon, they developed a list of 26 often-used HRM practices, ranked based on their prevalence in the studies. Specifically, we investigated the effects of the following five HPWPs, which are all in the top 10 of the list of Boselie et al. (2005): training and development, feedback, autonomy, participation in decision-making and teamwork. These were chosen given that they a) were important HR-practices, b) we expected them to influence pro-activeness and vitality, c) they could be measured on the employee level and d) well-validated measures for the concepts exist (see also Judge, Thoresen, Pucik,

& Welbourne, 1999; Tummers, Steijn, & Bekkers, 2012). The hypothesized model is shown in Figure 1.

Figure 1: *Hypothesized model.*



*Training.* We firstly expect that when employees experience that they receive high quality training opportunities, they will be more proactive and vital. For instance, Frese and Fay (2001) argue that employee training enhances employees’ job pro-activeness, which they term personal initiative and defined as “work behavior defined as self-starting and proactive that overcomes barriers to achieve a goal” (Frese & Fay, 2001: p.133). Training and proactivity are believed to be connected via employees’ perceived level of control. Employees who feel that they are capable to influence decisions show more personal initiative than employees who believe that they are not in control of their work situation (Spector, 1986). In a similar

## CONNECTING HRM AND CHANGE MANAGEMENT

vein, we expect training to enhance employee vitality as this concept also implies a form of personal initiative. Furthermore, training and development can (intellectually) stimulate employees, making them more vital at work (Dolle, 2012).

H1a: Perceived training is positively related to job proactivity.

H1b: Perceived training is positively related to vitality.

*Feedback from supervisors and coworkers.* Similar to perceived training opportunities, we expect that perceived work-related feedback from supervisors and co-workers enhances vitality and job proactivity. Feedback enhances proactivity as it provides suggestions to employees to take better control over their own work conditions (Crant, 2000). Moreover, in a qualitative study, Shagra and Shirom (2009; cf., Shirom 2011) identified several antecedents of employee vitality. Respondents often mentioned factors related to performance-related feedback from supervisors when describing situations in which they experienced high levels of vitality. Respondents stated that they felt appreciated or acknowledged when receiving feedback from their supervisor regardless of the content of the message. Feeling appreciated, in turn, increased their level of vitality (c.f., Carmeli, 2009). Hence, we expect that perceived feedback is also positively related to employee vitality.

H2a: Perceived feedback is positively related to job proactivity.

H2b: Perceived feedback is positively related to vitality.

*Autonomy.* We hypothesize that higher levels of perceived autonomy is positively related to job proactivity. If employees have influence over a broad range of work-related decisions, they develop ownership for these decisions and, in turn, are stimulated to take action themselves to improve their work situation (Spector, 1986; Grant & Ashford, 2008; Parker, Williams, & Turner, 2006). Furthermore, we expect that perceived autonomy is positively



## CONNECTING HRM AND CHANGE MANAGEMENT

related to vitality. Several researchers found that autonomy or perceived self-control is a basic human need which, once achieved, stimulates vitality (e.g., Deci & Ryan, 2000; Porath, Spreitzer, Gibson, & Garnett, 2011). For example, Ryan and Frederick (1997) explored conditions and attributes associated with variations in levels of vitality of patients and found that participants reported higher levels of vitality when they completed autonomously motivated actions but lower levels of vitality when they perceived themselves as controlled by external forces.

H3a: Perceived autonomy is positively related to job proactivity.

H3b: Perceived autonomy is positively related to vitality.

*Participation in decision-making.* Several studies showed that engaging employees in decision-making procedures also enhances their work involvement and perceived level of self-control (e.g., Driscoll, 1978; Jackson, 1983; Siegel & Ruh, 1973; Shirom, 2011). Hence, we also hypothesize that higher levels of perceived participation in decision-making stimulates proactive behavior and vitality. Moreover, similar to the positive consequences of perceived degree of feedback from co-workers and supervisors on employees' feelings of appreciation, we believe that employees experience such positive feelings when their opinion is taken into consideration by their supervisor. Feelings of being recognized by superiors, in turn, are expected to increase employees' degree of vitality (Carmeli, 2009).

H4a: Perceived participation in decision-making is positively related to job proactivity.

H4b: Perceived participation in decision-making is positively related to vitality.

*Teamwork.* Teamwork may also increase both employee involvement and perceived level of self-control, and thus we predict that higher levels of perceived team working enhances job

## CONNECTING HRM AND CHANGE MANAGEMENT

proactivity too (Frese & Fay, 2001). Moreover, various authors found that teamwork resulted in improved relationships with colleagues (e.g., Van Mierlo, Rutte, Seinen, & Komper, 2010; Carmeli, 2009; Seers, Petty, & Cashman, 1995). Teamwork fosters mutual interdependencies between team members as a consequence of the created shared responsibilities. In turn, these interdependencies result in “a social structure of equal and good relationships” (Van Mierlo et al., 2010: p.294). Next, other authors have shown that having good connections with co-workers is an important aspect of establishing a positive work climate (e.g., Edmondson, 2004; Kark & Carmelli, 2009). In such a work environment, employees feel able to express their own thoughts and feelings without fear of negative consequences to self-image, status, or career (Kahn, 1990: p.708). A positive work climate invites employees to show ‘risky’ behavior such as asking colleagues for advice and support but also to engage in pro-active behavior, like reporting mistakes or proposing new ideas (Cannon & Edmondson, 2001; Edmondsons, 2004; Kark & Carmelli, 2009). Furthermore, researchers found a positive relationship between the perceived quality of the relationship with coworkers and employee vitality (Dutton & Heaphy, 2003; Ryan & Frederick, 1997). Because having high-quality inter-personal connections is believed to be a basic human need (Maslow, 1959), we expect that feeling part of a team gives employees positive energy.

H5a: Perceived teamwork is positively related to job proactivity.

H5b: Perceived teamwork is positively related to vitality.

*Relationship between proactivity and vitality.* We expect proactivity and vitality, the two main effects in this study, to be related. Employees who behave proactively are likely to experience higher levels of vitality—and *vice versa*—employees who feel more vital are more likely to show proactive behavior. We expect that proactive employees feel energized by observing the positive outcomes of their proactive behavior (Shirom, 2011). Simultaneously, we expect that

employees who experience higher levels of vitality are more likely to take action themselves to improve their work conditions or adjust to changing circumstances (e.g., Dorenbosch, 2013, p. 166; Salanova & Schaufeli, 2008; Sonnentag & Niessen, 2008).

H6: Proactivity and vitality are positively related.

### **Method**

#### **Procedure and participants**

Data were collected between 2010 and 2011 in three large public healthcare organizations in the Netherlands. In total, 2,876 people received the survey (developed by Stichting IZZ) of which 1,507 responded. This leads to an average response of 52%. The response rates were comparable across the organizations: organization A = 871 respondents, 52% response rate; organization B = 351 respondents, 53% response rate; organization C = 285 respondents, 53% response rate. Of all respondents, 91.1% were female which is representative for the number of females (91.4%) working in the Dutch healthcare sector (Vernet, 2010). Respondents' average age was 42, which is also similar to the average age of workers in the Dutch health sector.

#### **Measures**

All measures were administered in Dutch. Scales originally published in English were translated into Dutch by the first author and back-translated by the second author who was not familiar with the content original measurement instruments. No inconsistencies were found between both scale versions. All items were scored on a five-point scale ranging from 1 ("strongly disagree") to 5 ("strongly agree"). Scales showed high reliabilities: coefficient alpha were all highly adequate, ranging from .79 (team working) to .90 (training and development).

## CONNECTING HRM AND CHANGE MANAGEMENT

*Training.* We used the five-item training scale developed by Van den Berg et al. (1999) to measure formal training employed by organizations. An example item was “I receive ongoing training, which enables me to do my job better”.

*Feedback from supervisors and coworkers.* Feedback was measured by the three items of the original four-item scale of Wright (2004). An example item was “I receive ongoing training, which enables me to do my job better”. The four items in the original scale were measured in the questionnaire. However, given that CFA test is often more stringent than the Cronbach’s alpha reliability measure (Kline 2010), one item was taken out in order to improve the fit, more specifically the item item “I receive useful evaluations of my strengths and weaknesses at work” to improve the fit of the structural equation model”.

*Autonomy.* To measure the level of freedom that employees experience on their way of working, we used the four of the five-item autonomy scale derived from Reyhav & Sharkie (2010). One of the items was “I have freedom to adopt my own approach to the job”. The items The item “I have control over how quickly or slowly I work” was removed to improve the fit of the model.

*Participation in decision-making.* We used three items of the four-item scale developed by Reyhav & Sharkie (2010) to measure participation. A sample item was “I am able to influence the decisions made in my organization”. The item “I am given an opportunity to express my views before my supervisor makes a decision” was removed to improve the fit of the model.

*Team work.* In order to measure teamwork, we employed two items of the often-used three-item scale of regarding communication and cooperation between teams (Campion & Medsker, 1993). One item was “Members of my team cooperate to get the work done”. The item “Members of my team cooperate to get the work done” was removed to improve the fit of the model.

## CONNECTING HRM AND CHANGE MANAGEMENT

*Pro-active behavior.* Pro-active behavior was measured using the seven-item self-reported self-initiative scale of Frese et al. (1997). A sample item was “Whenever there is a chance to be actively involved, I take it”.

*Vitality.* In order to measure vitality, we used the five-item scale of Kark & Carmeli (2009), one item being “I am full of positive energy when I am at work”.

*Control variables.* We also included the following control variables: gender (male; female), age (ten categories used, ranging from 25 years or younger, 26-30 years... to 61-65 years, and 66 years or older), highest obtained educational degree (seven categories used, ranging from primary school to MBA), organizational unit, and two organizational dummies.

### **Statistical analysis**

We performed structural equation modeling (SEM) to test our hypotheses. SEM analyses were carried out using *Mplus* (Muthén & Muthén, 1998-2010). SEM has several advantages over exploratory factor analysis and regression analyses including more stringent psychometric criteria for testing model fit, thereby improving validity and reliability (Brown, 2006). We tested our research model with standardized coefficients obtained using maximum likelihood estimation. We used the comparative fit index (CFI, acceptable values  $>.90$ ), the Tucker-Lewis Index (TLI, acceptable values  $>.90$ ), and the root mean square error of approximation (RMSEA, acceptable values  $<.08$ ) to determine model fit (Schreiber, Nora, Stage, Barlow, & King, 2006). Because of the large sample size, we decided to test the hypotheses at the 1% significance level.

## **Results**

### **Preliminary analyses**

*Organizational unit effects.* We computed the interclass correlation coefficient (ICC) to investigate whether employees’ degree of proactivity and vitality varied across

## CONNECTING HRM AND CHANGE MANAGEMENT

organizational units. In case respondents' scores on a dependent variable differ substantially across organizational units, a multilevel effect should be included. We found ICC values  $< .04$  which implies that at most 4% of the variance in both dependent variables could be explained by differences in organizational unit membership. Hence, we decided not to include a possible organizational unit effect in our research model.

*Measurement model.* The results of the analyses confirm the existence of the factor structure as described in the measures subsection. The standardized factor loadings were adequate: between .43 and .87. General a minimum of .30 (better:  $>.40$ ) is recommended (Hair, Black, Babin, Anderson, & Tatham, 1998). The measurement model provided a good fit to the data (CFI=.94, TLI=.93, RMSEA=.04).

### **Testing the hypothesized model**

After the measurement model, a structural model was constructing, relating the five HPWPs to job proactivity and vitality. The structural model proved to fit the data quite well (CFI=.92; TLI=.91; RMSEA=.05). The results are shown in Figure 2.

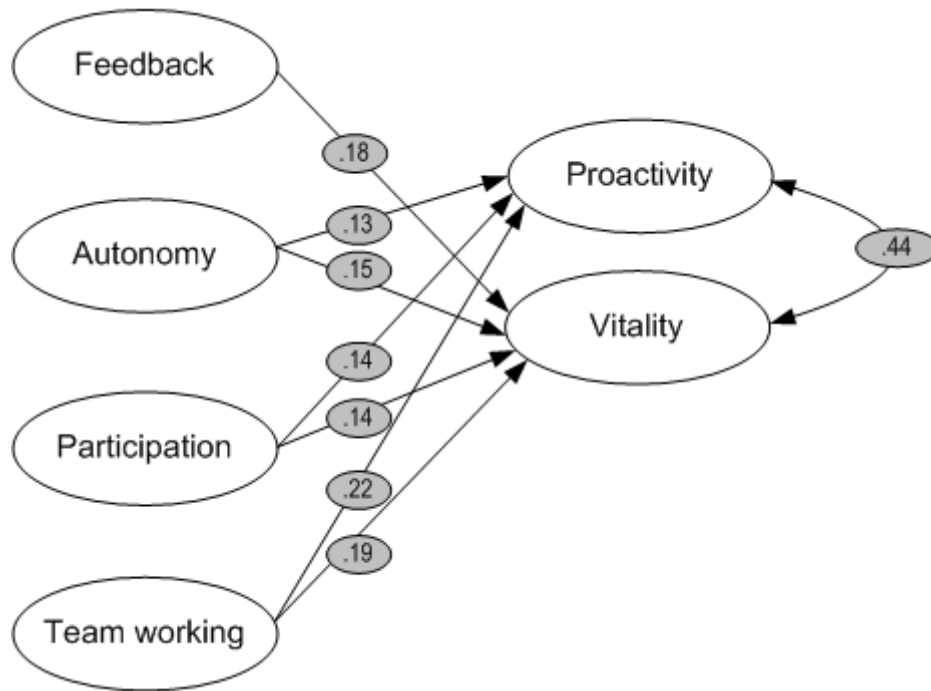
Figure 2: *Final model with significant standardized path coefficients ( $p < .01$ ).*

Figure 2 shows the final model with significant standardized path coefficients  $\beta$  ( $p < .01$ ). Interestingly, three of the studied HPWPs showed a positive relationship with self-reported level of proactivity and vitality. Specifically, increased levels of perceived autonomy, participation in decision-making, and team working were related to higher levels of proactivity and vitality (i.e., H3a, H3b, H4a, H4b, H5a, and H5b). Standardized path coefficients of these HPWPs varied from .14 to .22 with an average of .16. Moreover, the results show that our last hypothesis (H6) was also accepted. That is, proactivity and vitality were positively related (correlation = .44). In contrast, the first two hypotheses (H1a and H1b) had to be rejected. We found no significant relationship between perceived level of training and development on the one hand and degree of proactivity and vitality on the other hand. Also our third hypothesis (H2a) had to be rejected. The data showed no relationship between perceived feedback and level of proactivity.

The control variables (not shown due to space limitations) showed no significant relationship with proactive behavior. That is, reported employee proactivity did not vary with

## CONNECTING HRM AND CHANGE MANAGEMENT

gender, age as well as education, and did not differ across the three surveyed health care organizations. With respect to effects of the control variables on employee vitality, the results show that vitality did not differ between male and female employees. However, older employees were generally more vital ( $\beta = .07$ ), the level of vitality decreased with education ( $\beta = -.11$ ), and the average degree of vitality was around .10 standard deviations lower for employees of both health care organization B and organization C compared to employees of organization A.

### **Discussion**

Organizations are faced with a turbulent environment due to factors like the economic crisis, altered demands of clients, and changing demographics (Kuipers et al., 2013; By & Macleod, 2009; Lember, Kalvet & Kattel, 2011). To cope with changing conditions, organizations require their employees to be ready for organizational change. This study shows that certain experienced HPWPs are related to proactivity and vitality and, thus, readiness for organizational change. Three perceived HR practices are particularly effective for improving proactivity and vitality: 1) autonomy, 2) participation in decision-making, and 3) teamwork. These practices are connected to increased levels in employee involvement, perceived self-control, and feelings of being recognized or appreciated by supervisors and co-workers. In turn, these factors seem to be of key importance for stimulating pro-activity and vitality (e.g., Grant & Ashford, Kark & Carmeli, 2009)

Interestingly, the studied HPWPs are aimed at increasing employees' self-control which proves a challenge to managers who try to implement organizational changes top down given that top-down implementation implies a reduced level of employees' self-control. Related studies also show that increasing autonomy can be beneficial for organizational change (Lines, 2004; Tummers, 2011). Moreover, several studies showed that readiness for



## CONNECTING HRM AND CHANGE MANAGEMENT

change is enhanced by showing management support for the proposed change and capabilities to clearly communicate the content of the proposed change (e.g., Armenakis, Harris, & Mossholder, 1993; Cinite, Duxbury, & Higgins, 2009). Our research suggest that readiness for change can also be achieved by approaching employees more actively by means of HR instruments.

The lack of relationship between perceived level of training and development on the one hand and proactivity and vitality on the other hand may be explained by the specific content of the offered trainings programs. We speculate that if trainings are not directed at increasing perceived level of self-control, they may not stimulate proactive behavior and employee vitality. In a similar vein, feedback from supervisors and colleagues may not enhance proactivity if not directed at increasing self-control (c.f., Parker et al., 2006). Interestingly, we found a positive relationship between perceived feedback and self-reported vitality from which we conclude that feedback stimulated feelings of recognition and, hence, vitality, regardless of whether the feedback is directed at enhancing self-control or not.

Because of the importance of self-control in linking perceived HPWPs, vitality, and proactive behavior we will conduct additional analyses in which we will use the autonomy scale as a proxy measure of self-control to test the potential mediating effect of self-control on the other relationship between perceived HPWPs, proactive behavior and vitality. Moreover, additional analyses will be conducted to investigate the potential effect of work-related stress on proactivity and vitality.

The proof of the pudding is the eating. Further research may conduct field experiments to find out whether increased experienced or perceived levels of HPWPs cause higher levels of proactive behavior and vitality and thus readiness for organizational change. Furthermore, it is worthwhile to investigate if organizations whose employees experience higher levels of proactivity and vitality are indeed able to adept more successfully to changing environmental

## CONNECTING HRM AND CHANGE MANAGEMENT

conditions compared to organizations whose employees are less proactive and feel less vital.

Lastly, it could be analyzed whether the impact of High Performance Work Practices varies between organizations. For instance, the impact of team working might be more important in some organizations than in others.

## References

- Appelbaum, E. (Ed.). (2000). *Manufacturing advantage: Why high-performance work systems pay off*. Cornell University Press.
- Armenakis, A. A., Harris, S. G., & Mossholder, K. W. (1993). Creating readiness for organizational change. *Human relations*, 46(6), 681-703.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of management*, 17(1), 99-120.
- Bauer, T. K. (2004). *High performance workplace practices and job satisfaction: Evidence from Europe*.
- By, R. T., & Macleod, C. (Eds.). (2009). *Managing organizational change in public services: international issues, challenges and cases*. Routledge.
- Boselie, P., Dietz, G., & Boon, C. (2005). Commonalities and contradictions in HRM and performance research. *Human Resource Management Journal*, 15, 67-94
- Brown, T. A. (2006). *Confirmatory factor analysis for applied research*. London: The Guilford Press.
- Campion, M. A., & Medsker, G. J. (1993). Relations between work group characteristics and effectiveness: Implications for designing effective work groups. *Personnel Psychology*, 46, 823-847.
- Cannon, M. D., & Edmondson, A. C. (2001). Confronting failure: Antecedents and consequences of shared beliefs about failure in organizational work groups. *Journal of Organizational Behavior*, 22(2), 161-177.

## CONNECTING HRM AND CHANGE MANAGEMENT

- Carmeli, A. (2009). Positive work relationships, vitality, and job performance. In N. Ashkanasy, W. J. Zerbe, & C. E. J. Härtel (Eds.), *Research on emotion in organizations* (Vol. 5), pp. 45-71. Oxford: JAI Press.
- Cinite, I., Duxbury, L. E., & Higgins, C. (2009). Measurement of perceived organizational readiness for change in the public sector. *British Journal of Management*, 20(2), 265-277.
- Combs, J. Liu, J. Hall, A. and Ketchen, D. (2006). How much do High Performance Work Practices Matter? A meta-analysis of their effects on organizational performance. *Personnel Psychology*, 59, 501 – 528.
- Crant, J. M. (2000). Proactive behavior in organizations. *Journal of Management*, 26, 435–462.
- Deci, E. L., & Ryan, R. M. (2000). The what and why of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11, 227–268.
- Den Hartog, D. N., Boon, C., Verburg, R. M., & Croon, M. A. (2013, published online before print). HRM, communication, satisfaction, and perceived performance: a cross-level test. *Journal of Management*. DOI: 10.1177/0149206312440118
- Dolle, D. (2012). *Vitalizing management systems in organizations: The role of culture, leadership and human resource management*. (PhD, The University of St. Gallen, School of Management).
- Dorenbosch, L. (2009). *Management by vitality. Examining the 'active well-being' and performance outcomes of high performance work practices at the work unit level*. Tilburg: Tilburg University.
- Driscoll, J. W. (1978). Trust and participation in organizational decision making as predictors of satisfaction. *Academy of Management Journal*, 21(1), 44-56.

## CONNECTING HRM AND CHANGE MANAGEMENT

- Cameron, K. S., Dutton, J. E., & Quinn, R. E. (Eds.). (2003). *Positive organizational scholarship: Foundations of a new discipline*. Berrett-Koehler Store.
- Edmondson, A. C. (2004). Psychological safety, trust, and learning in organizations: A group-level lens. In R. M. Kramer, & K. S. Cook (Eds.), *Trust and distrust in organizations: Dilemmas and approaches* (pp. 239–272). New York: Russell Sage Foundation.
- Frese, M., & Fay, D. (2001). Personal initiative: An active performance concept for work in the 21st century. *Research in Organizational Behavior*, 23, 133-187.
- Frese, M., Fay, D., Hilburger, T., Leng, K., & Tag, A. (1997). The concept of personal initiative: Operationalization, reliability and validity in two german samples. *Journal of Occupational and Organizational Psychology*, 70(2), 139-161.
- George, J. M., & Jones, G. R. (1996). The experience of work and turnover intentions: Interactive effects of value attainment, job satisfaction, and positive mood. *Journal of Applied Psychology*, 81(3), 318.
- Ghitulescu, B. E. (forthcoming 2012). Making change happen: The impact of work context on adaptive and proactive behaviors. *The Journal of Applied Behavioral Science*,
- Grant, A. M., & Ashford, S. J. (2008). The dynamics of proactivity at work. *Research in Organizational Behavior*, 28, 3-34.
- Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of Management*, 26(3), 463-488.
- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (1998). *Multivariate data analysis*. London: Prentice Hall.
- Hornung, S. & Rousseau, D. M. (2007). Active on the job – proactive in change: How

## CONNECTING HRM AND CHANGE MANAGEMENT

autonomy at work contributes to employee support for organizational change. *Journal of Applied Behavioral Science*, 43, 401-426.

Huselid, M. A. (1995). The impact of human resource management practices on turnover, production and corporate financial performance. *Academy of Management Journal*, 38, 635-672.

Jackson, S. E. (1983). Participation in decision making as a strategy for reducing job-related strain. *Journal of Applied Psychology*, 68(1), 3.

Jansen, K. J. (2004). From persistence to pursuit: A longitudinal examination of momentum during the early stages of strategic change. *Organization Science*, 15(3), 276-294.

Judge, T. A., Thoresen, C. J., Pucik, V., & Welbourne, T. M. (1999). Managerial coping with organizational change: A dispositional perspective. *Journal of Applied Psychology*, 84(1), 107-122.

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692-724.

Kark, R. & Carmeli, A. (2009). Alive and creating: the mediating role of vitality and aliveness in the relationship between psychological safety and creative work involvement. *Journal of Organizational Behavior*, 30, 785-804.

Kline, R. B. (2010). *Principles and practice of structural equation modeling*. London: The Guilford Press.

Kooij, D. T. A. M., Jansen, P. G. W. Dijkers, J. S. E. and de Lange A. H. (2009). The influence of age on the associations between HR practices and both affective commitment and job satisfaction: A meta-analysis. *Journal of Organizational Behavior*, 31, 1111-1136.

## CONNECTING HRM AND CHANGE MANAGEMENT

- Kooij, D. T., Jansen, P. G., Dikkers, J. S., & De Lange, A. H. (2010). The influence of age on the associations between HR practices and both affective commitment and job satisfaction: A meta-analysis. *Journal of Organizational Behavior*, 31(8), 1111-1136.
- Kuipers, B.S., Higgs, M.J., Kickert, W.J.M., Tummers, L.G., Grandia, J., Van der Voet, J. (Forthcoming). The management of change in public organisations: A literature review. *Public Administration*. DOI: 10.1111/padm.12040
- Laursen, K., & Foss, N. J. (2003). New human resource management practices, complementarities and the impact on innovation performance. *Cambridge Journal of economics*, 27(2), 243-263.
- Lember, V., Kalvet, T., & Kattel, R. (2011). Urban competitiveness and public procurement for innovation. *Urban studies*, 48(7), 1373-1395.
- Lines, R. (2004). Influence of participation in strategic change: resistance, organizational commitment and change goal achievement. *Journal of Change Management*, 4(3), 193-215.
- MacDuffie, J. P. (1995). Human resource bundles and manufacturing performance: Organizational logic and flexible production systems in the world auto industry. *Industrial and Labor Relations Review*, 48, 197-221.
- Macky, K. & Boxall, P. (2007). The relationship between 'high-performance work practices' and employee attitudes: an investigation of additive and interaction effects. *International Journal of Human Resource Management*, 18, 537 -567.
- Maslow, A. H. (1959). New knowledge in human values.
- Meyer, J. P., & Smith, C. A. (2000). HRM practices and organizational commitment: Test of a mediation model. *Canadian Journal of Administrative Sciences/Revue canadienne des sciences de l'administration*, 17(4), 319-331.

## CONNECTING HRM AND CHANGE MANAGEMENT

- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61(1), 20-52.
- Morrison, E. W., & Phelps, C. C. (1999). Taking charge at work: Extrarole efforts to initiate workplace change. *Academy of Management Journal*, 42(4), 403-419.
- Muthén, L., & Muthén, B. (1998-2010). *Mplus user's guide* (6th ed.). Los Angeles, CA: Muthén & Muthén.
- Nagy, M. S. (2002). Using a single-item approach to measure facet job satisfaction. *Journal of Occupational and Organizational Psychology*, 75(1), 77-86.
- Niehoff, B. P., Moorman, R. H., Blakely, G., & Fuller, J. (2001). The influence of empowerment on employee loyalty in a downsizing environment. *Group & Organization Management*, 26, 93-113.
- Nishii, L. H., & Wright, P. M. (2007). Variability within organizations: Implications for strategic human resource management. CAHRS Working Paper Series.
- Oreg, S., Michel, A., & By, R. T. (2013). *The psychology of organizational change: Viewing change from the employee's perspective*. Cambridge: Cambridge University Press.
- Porath, C., Spreitzer, G., Gibson, C., & Garnett, F. G. (2011). Thriving at work: Toward its measurement, construct validation, and theoretical refinement. *Journal of Organizational Behavior*, 33, 250-275.
- Parker, S. K., Williams, H. M., & Turner, N. (2006). Modeling the antecedents of proactive behavior at work. *Journal of Applied Psychology*, 91, 636-652.



## CONNECTING HRM AND CHANGE MANAGEMENT

- Peterson, C. Park, N. Hall, N. and Seligman, M.E.P. (2009). Zest and Work. *Journal of Organizational Behavior*, 30, 161 -172
- Peterson, Christopher & Seligman, M.E.P. (2004). *Character Strengths and Virtues A Handbook and Classification*. Washington, D.C.: APA Press and Oxford University Press.
- Ramsay, H., Scholarios, D., & Harley, B. (2000). Employees and High-Performance Work Systems: Testing inside the Black Box. *British Journal of Industrial Relations*, 38, 501 - 53.1
- Reychav, I., & Sharkie, R. (2010). Trust: An antecedent to employee extra-role behaviour. *Journal of Intellectual Capital*, 11, 227-247.
- Ryan, R. M., & Bernstein, J. H. (2004). Vitality. In C. Peterson, & M. E. P. Seligman (Eds.), *Character strengths and virtues: A handbook and classification* (pp. 273–290). New York: Oxford University Press.
- Ryan, R. M. and Frederick, C. (1997). On Energy, Personality, and Health: Subjective Vitality as a Dynamic Reflection of Well-Being. *Journal of Personality*, 65, 529-565
- Salanova, M. & Schaufeli, W.B. (2008). Job resources, engagement and proactive behaviour. *International Journal of Human Resource Management*, 19, 116-131.
- Schreiber, J. B., Nora, A., Stage, F. K., Barlow, E. A., & King, J. (2006). Reporting structural equation modeling and confirmatory factor analysis results: A review. *The Journal of Educational Research*, 99, 323-338.
- Seers, A., Petty, M. M., & Cashman, J. F. (1995). Team-Member Exchange Under Team and Traditional Management A Naturally Occurring Quasi-Experiment. *Group & Organization Management*, 20(1), 18-38.

## CONNECTING HRM AND CHANGE MANAGEMENT

- Shraga, O., & Shirom, A. (2009). The construct validity of vigor and its antecedents: A qualitative study. *Human Relations*, 62, 271-291.
- Shirom, A. (2011). Vigor as a positive affect at work: Conceptualizing vigor, its relations with related constructs and its antecedents and consequences. *Review of General Psychology*, 15, 50-64.
- Siegel, A. L., & Ruh, R. A. (1973). Job involvement, participation in decision making, personal background and job behavior. *Organizational Behavior and Human Performance*, 9(2), 318-327.
- Sonnentag, S., & Frese, M. (2002). Performance concepts and performance theory. In S. Sonnentag (Ed.), *Psychological management of individual performance* (pp. 1-25). London: Wiley Online Library.
- Sonnentag, S. & Niessen, C. (2008). Staying vigorous until work is over: The role of trait vigour, day-specific work experiences and recovery. *Journal of Occupational and Organizational Psychology*, 81, 435-458.
- Spector, P. E. (1986). Perceived control by employees: A meta-analysis of studies concerning autonomy and participation at work. *Human Relations*, 39(11), 1005-1016.
- Tummers, L.G. (2011). Explaining the willingness of public professionals to implement new policies: a policy alienation framework. *International Review of Administrative Sciences*, 77(3), 555-581.
- Tummers, L.G., Steijn, A.J., & Bekkers, V.J.J.M. (2012). Explaining The Willingness Of Public Professionals To Implement Public Policies: Content, Context, And Personality Characteristics. *Public Administration*, 90(3), 716-736.

## CONNECTING HRM AND CHANGE MANAGEMENT

Van Mierlo, H., Rutte, C. G., Seinen, B., & Kompier, M. (2001). Autonomous teamwork and psychological well-being. *European Journal of Work and Organizational Psychology*, 10(3), 291-301.

Vandenberg, R. J., Richardson, H. A., & Eastman, L. J. (1999). The impact of high involvement work processes on organizational effectiveness a second-order latent variable approach. *Group & Organization Management*, 24, 300-339.

Van De Vrande, V., Vanhaverbeke, W., & Gassmann, O. (2010). Broadening the scope of open innovation: past research, current state and future directions. *International Journal of Technology Management*, 52(3), 221-235.

Vernet, (2010) VERNET verzuimnetwerk

Warr, P. (1990). The measurement of well-being and other aspects of mental health, *Journal of Occupational Psychology*, 63, 193-210.

Wright, B. E. (2004). The role of work context in work motivation: A public sector application of goal and social cognitive theories. *Journal of Public Administration Research and Theory*, 14, 59-78.

Wright, P. M., Gardner, T. M., Moynihan, L. M., & Allen, M. R. (2005). The relationship between HR practices and firm performance: Examining causal order. *Personnel Psychology*, 58(2), 409-446.