

## The Role of Corporate Communication and Perception of Justice during Organizational Change Process

Neşe Saruhan<sup>a</sup>

**Abstract:** *Today, researchers have been exploring employee's resistance to change and how to foresee these aversive behaviors during organizational change process (Armenakis & Harris, 2002, Dent & Goldberg, 1999, Oreg & Sverdlik, 2011). Some employees view organizational change in a negative way even if change efforts will results in favorable consequences for them. At this point, communication process has a crucial effect on the perception of employees towards change process. In addition, several studies confirm the role of perceived justice in the organization during organizational change. So, the effects of communication and perception of justice on behaviors of employees during change process and the contribution of communication on resistance to change through perception of organizational justice was explored. The research was conducted among 583 employees in Turkey. The results of the regression analysis showed that perception of organizational justice plays a mediating role between communication to resistance and change.*

**Keywords:** Change, resistance to change, perception of justice, communication.

**JEL Classification:** M10, M12

### 1. Introduction

Global competition, new age information technologies, global economic crises, new political strategies and rapidly evolving consumption trends are stimulants for organizational change. Organizations must implement continuous and transformational change to remain competitive (Cohen, 1999). For instance, Forbes published its first Top 100 Companies list in 1917. It re-printed it in 1987, showing that 61 of the original 100 companies has no longer existed (Foster & Kaplan, 2001). This shows that in today's dynamic world, organizations must change or go out of business.

So, organizational change has become a very popular subject for scholars and researchers. Organizations have been spending huge amounts of money, time and human capital to be successful in their change efforts. However, Beer, Eisenstat and Spector (1990) noted that change programs often failed or made situations worse. Such results have led researchers and practitioners to search how organizations can successfully accomplish change processes. The reasons for failure in the change process were found as technological difficulties and lack of money, but most importantly, human related problems (Lawrence, 1954 cited in Foster, 2008).

<sup>a</sup> PhD., Bahcesehir University, Istanbul, Turkiye, neseasaruhan@gmail.com

There are several studies that have attempted to understand and predict employee's behaviors towards organizational change process (Morgan & Zeffane, 2003; Oreg & Sverdluk, 2011; Dent & Goldberg, 1999). So, scholars investigated the factors that affect employee's attitudes toward new working conditions. For instance, Chawla & Kelloway (2004) examined participation of employees during change process, Cobb, Folger & Wooten, (1995) focused their research on employee's perception of justice, Mayer & Davis, (1999) indicated the importance of supervisor/organizational trust and engagement during change process and Armenakis & Harris, (2002) mentioned the inevitable role of effective communication during organizational change. These research results indicated that many change efforts fail due to underestimating the importance of understanding and predicting employee reactions during organizational change process.

So, this research examined employees' reactions to change in the light of Oreg's theoretical framework of dispositional resistance to change. Oreg stated that people show different responses to change implementations. For example, During change process, employees may respond to organizational change efforts differently. Employees with positive attitudes towards the change effort will usually support its implementation because they feel it will result in, for example, an optimal amount of task variety, a new position, better working conditions, a new promotion structure, etc. On the other side, some employees view organizational change in a negative way due to unfavorable consequences of the change efforts due to a great deal of uncertainty and stress of major change processes.

As Palmer (2004) stated, employees should be considered the cornerstones of any kind of organizational change because employee resistance is one of the biggest problems to contend with. So, scholars determined several different variables as the main antecedents of the change reaction. These are uncertainty and fear of poor outcome, participation, personality factors, leadership styles, communication problems, perception of justice, and lack of trust in organization.

In this study, effective communication and perception of organizational justice were selected for main antecedents of employee negative behaviors towards organizational change.

The first dimension in this research is perception of organizational justice. During the change process, it is common to reallocate organizational resources, and how resources are distributed affects the perception of organizational justice in the workplace. Several studies confirm the role of perceived justice in the organization during organizational change. Cobb, Folger and Wooten (1995) found that positive perception of justice during the change process resulted in organizational commitment, trust and willingness to accept change. Other findings indicated that the amount of information shared by employees, participation in decision making contributed to employee perception of organizational justice (Kilbourne, O'Leary-Kelly & Williams, 1996).

So, Communication is considered as a second research variable which also plays an important role during the change process. Communication is the means by which organizations compete and survive in the global economy, especially as business environments become more complex. Thus, understanding effective communication is an indispensable goal for all organizations (Spillan, Mino & Rowles, 2002). In addition to the significant role of communication in day-to-day processes, several researchers have explored the crucial function of effective communication during the change process specifically.

Armenakis, Harris and Mossholder (1993) and Wanberg and Banas (2000) stated that accurate communication about change process enhances management credibility and employee reaction to change. Communication also provides information on how change process will take place and its consequences, which will increase sense of perception of justice during change process. As it was indicated by Chawla (1999), providing accurate information during change process results in positive perceptions of justice, which in turn can decrease resistance to change.

These findings indicated that both effective communication and perception of justice have positive effects on decreasing employees' aversive reaction to organizational change. However, it is predicted that communication does not always decrease employee resistance to organization change. So, effective communication would create positive attitudes toward change process through first enhancing employee's perception of justice.

This research investigated the factors affecting individual response to organizational change. The findings, then, may contribute to better understanding how organizational change process could be more successful. Specifically, the contribution of communication on resistance to change through perception of justice is an important finding of this study.

## **2. Literature Review**

### **2.1. Organizational Change**

Today, organizations have to adopt themselves new economic, social and political conditions in order to stay in the business. Connor and Lake (1994) observed that diversity, globalization, change in customer needs, economic conditions and information technology are the main environmental factors that lead a change.

Since change is inevitable for companies in order to survive and develop new opportunities in such a competitive business environment, organizations have to understand and predict employee's attitudes and behaviors towards organizational change process. However, it was not easy to foresee employees' reactions and find ways to overcome resistance to change.

As it was indicated by Walsh and Charalambides (1990, cited in Erim, 2009), employees perceive their business environment through their schemas, which help understand and interpret external events. The development of a schema is based on a person's experiences and beliefs; thus, some people have positive attitudes towards new experiences and consider them as opportunities to improve themselves. Others have negative attitudes towards new ideas and situations and generally resist change efforts. To determine what shapes a positive attitude towards change and to avoid developing negative attitudes, resistance to change is reviewed in detail.

### **2.2. Resistance to Organizational Change**

Due to huge money and time invested in organizational change, how individuals respond to changes has become a topic of interest in the organizational studies literature (Bovey & Hede, 2001; Morgan & Zeffane, 2003; Dent & Goldberg, 1999; Oreg & Sverdlik, 2011; Foster, 2010). Several studies attempt to explain why change efforts in technology, production methods, management practices and compensation systems have fallen short of expectations or resulted in failure (Oreg, 2006).

Oreg et al. (2008) stated that change affects every aspect of our lives. However, people's responses to change are quite different. It can be observed that there are several people that accept the change process and actively participate change activities while other people prefer to avoid from change practices if possible and resist them otherwise. Oreg (2003) developed resistance-to-change (RTC) scale in order to explain individual differences in people's attitudes towards change. This scale composed of four factors: a) routine seeking, b) emotional reaction to imposed change, c) short-term focus and d) cognitive rigidity.

*a) Routine seeking:* the change will be viewed either as an interruption to routines or as an opportunity to increase stimulation. When individuals encounter new stimuli, familiar responses may be incompatible with the situation, which may produce stress. This stress then becomes associated with the new stimulus (Oreg, 2003). *b) Emotional reaction:* This states the amount of stress and uneasiness an individual experiences when confronted with change. For example, when employees perceive that change will reduce the control they have over their lives, they will feel stressed and will more likely resist organizational changes. *c) Short-term focus:* Because the initial aspects of change often involve more work and exerting more energy than spent for maintaining the status quo, some employees resist change (Kanter, 1985), even though they may support the particular change in principle (Oreg, 2003). *d) Cognitive rigidity:* Several researchers examined the cognitive processes underlying people's response to organizational change (Bartunek & Moch, 1987; Lau & Woodman, 1995) and determined that the way employees process information about change determine how they react to it. Someone that is rigid and closed-minded might be less willing and unable to adjust to new situations.

After discussing theoretical foundation of resistance to change, it would be beneficial to examine two main antecedents of resistance in order to attain entire picture about employees' reaction towards organizational change.

### **2.3. Perception of Organizational Justice**

The earlier theories of justice perception, which noted the key role of perceived fairness in life, were developed mainly for general society rather than organizations. Until the early 1970s, perceived fairness was discussed only in the social science literature (Greenberg, 1987). Several researchers then noted that perceptions of justice within an organization are fundamental for understanding employee behaviors.

The basic premise behind the theories on the perception of justice in the organizations is that fair treatment is important to people and is a major determinant in their reactions to decisions. Greenberg (1990, p. 399) noted that the "social scientist has long recognized the importance of the ideals of justice as basic requirements for the effective functioning of organizations and the social satisfaction of individuals they employ". In addition, Fryxell and Gordon (1989) found justice to be a fundamental issue in the relationship between the employees and management.

In addition to theoretical findings, several empirical studies point out the importance of fairness perception in organization. According to Konovsky and Folger (1991), when employees believe that their organizations are fair, they are more likely to adjust to change efforts. Deutsch found that an organization's effectiveness is increased when resources are fairly distributed instead of focusing on the interests of an individual or group (Deutsch, 1985). Human resource managers have also recognized the importance of the relationship between organizational justice and organizational effectiveness (Tang & Sarsfield-Baldwin, 1996).

Because justice perception in an organization plays a critical role on the firm's effectiveness and sustainability, it is important to understand the construct of justice in detail and its relationship to organizational change process.

### **2.3.1. Distributive Justice**

The concept of distributive justice developed in the 1960s and 1970s. Initially, Homans (1961 cited in Colquitt et.al., 2001) proposed his fairness theory, which depends on social exchange theory. From an organizational point of view, distributive justice is present when employees perceive that compensation, rewards and responsibilities are allocated consistently and fairly. In other words, distributive justice refers to fairness in the firm's distribution of rewards such as salary, benefits, promotions, etc. Issues of distributive justice arise when something valuable is scarce, when not everyone can have what he/she deserves (Hubbell & Chory-Assad, 2005); distributive justice occurs when individuals do not get the rewards that they expected in comparison with the rewards others received, such as new tasks, new responsibilities, power, rewards and/or promotions (Folger & Konovsky, 1989).

### **2.3.2. Procedural Justice**

Procedural justice refers to fairness in organization policies and procedures while distributing resources. The concept of procedural justice developed between the mid-1970s and the mid-1990s. Thibaut and Walker (1975) are regarded as pioneers of the concept. They indicated that if procedures were followed during the distribution of outcomes, people perceived the outcomes fair and acceptable. Similarly, scholars of organizational studies found that employees not only cared about the outcomes of decisions, but also about the procedures used while making the decisions (Korsgaard, Schweiger & Sapienza, 1995). Leventhal, Karuza and Fry (1980) extended the notion of procedural justice into organizational settings. They found that individuals used several procedural dimensions to assess the fairness of resource distribution procedures.

### **2.3.3. Interactional Justice**

Interactional justice refers to the fairness and quality of treatment people receive when procedures are implemented. In the mid-1980s, Bies and Moag (1986) modified the overall fairness perceptions. They began to focus not only on outcomes and process control during resources distribution but also on how people were treated during the process. They referred to these aspects of justice as 'interactional justice'. Today, interactional justice consists of two distinctive constructs. Interpersonal Justice refers to the social interaction between an individual and others in the workplace, such as colleagues, supervisors and subordinates. It focuses on perceived fairness in interpersonal relationships. Interactional justice is characterized by the politeness, dignity and respect shown by authorities or the third party involved in executing procedures or determining outcomes. Informational Justice focuses on explanations about why procedures were used in a certain way or why outcomes were distributed in a certain fashion (Colquitt et al., 2001); it is based on the quality and quantity of relevant information.

Since organizational change corresponds with adaptation and exploration, the perception of justice in the organization can have a significant effect on employee reaction to desired behaviors. In other words, change efforts usually involve reallocation of resources, which fundamentally affect perceptions of how fair the change effort is. For example, Tyler

and Lind (1992) note that when employees feel they are being treated fairly, they will accept changes and sometimes comply voluntarily with unfavorable decisions. Thus, if employees perceive fairness during resource allocation, they will exhibit more positive behaviors, such as trust, organizational commitment and a willingness to accept change. So, it was claimed that employees' perception of fairness will negatively related to employee's unfavorable reactions to change

*H1: Perception of organizational justice will negatively related to employee's resistance to change.*

## **2.4. Communication**

Organizations have had to deal with more frequent organizational change due to advancements in technology, global economic conditions and severe competition. At this point, communication plays a strategic role in implementation of the change process as well as in organizational continuity. Management must recognize that communication is a strategic issue for the organization and should integrate communication into overall company strategies. Similarly, Raina (2010) noted that communication is the process that plays the most central role in a firm's success or failure.

Many studies show that information may be interpreted differently depending on the medium with which it is delivered (Nelson et al. 2007). Therefore, choosing the appropriate medium or channel (informal or formal) is very important. For instance, informal communication channels (social gatherings, small group networks and the grapevine) are not established by management and do not follow a chain of authority. They are relatively less structured and more spontaneous than formal channels. Informal channels are fast, effective means of transmitting information and usually reliable (Fisher, 1993).

On the other side, formal communication channels (face-to-face communication, memorandum, newsletters, booklets, annual reports) are established by the organization and transmit messages about the firm's professional activities. Formal channels follow an organization's authority chain and are divided into two categories: vertical communication and horizontal (lateral) communication.

### **2.4.1. Vertical Communication Flows in Two Directions**

*Downward:* Communication flows from one level of a group to a lower level, for example, from managers to their employees. Managers identify processes of instruction, give feedback on sustainability and emphasize organizational procedures (Katz and Kahn, 1966). Then they communicate with employees to assign tasks and goals, explain company policies and strategies, discuss employee behavior and give performance feedback performance. Downward communication helps employees understand their responsibilities and how the firm can assist to improve their performance. Channels of downward communication are face-to-face contact, email, memos and letters or company newsletters.

*Upward:* Communication also flows from lower to higher levels. Employees communicate with managers about progress reports, suggestions for improvement, proposals of innovation, (Daft, Lengel & Trevino, 1987), problems with their job, customers or market conditions, and/or new technologies. Above mentioned messages can be generalized as information about employees themselves, information about their problems, information about organizational practices and policies and information about what needs to be done (Katz and Kahn, 1966).



### **2.4.2. Horizontal Communication**

Horizontal communication occurs among members of the same group. Andrews and Herschel (1996) defined it as passing messages between individuals on the same organizational level. Horizontal communication occurs during staff meetings, information presentation and at shift changes (Spillan et al., 2002). Horizontal communication is used to keep personnel informed of current practices, policies and procedures (Spillan et al. 2002).

As it was indicated that effective communication plays an indispensable role within the organizations to develop positive working conditions and improve employee efficiency. Many empirical researchers have indicated the positive effects of effective communication on perception of justice in the organization. For example, Kilbourne et al. (1996) claimed that a) the amount of information shared by the organization, b) the degree of employee participation and c) employee sense of the need for change are the key elements of perception of fairness in the workplace. In addition, they indicated that the amount of information shared by employees will contribute to employee perception of organizational justice. So, it can be concluded that effective communication will improve perception of justice within the organization

*H2: Effective communication will positively related to perception of justice.*

Poor communication is regarded as one of the main antecedents of resistance to change. Several studies have indicated the importance of effective communication in general, and especially during the change process (Miller et al., 1994; Wanberg & Banas, 2000; Rogers, 2003). Ineffective communication results due to providing inadequate information about the change and using inappropriate communication channels. Nelson et al. (2007) note that if employees consider the information received inadequate and irrelevant, they will likely feel suspicious about the change effort and react negatively. So, it was claimed that effective communication will negatively related to employee's unfavorable reactions to change

*H3: Effective communication during change process will negatively related to employee's resistance to change.*

### **2.5. Communication, Perception of Justice and Organizational Change**

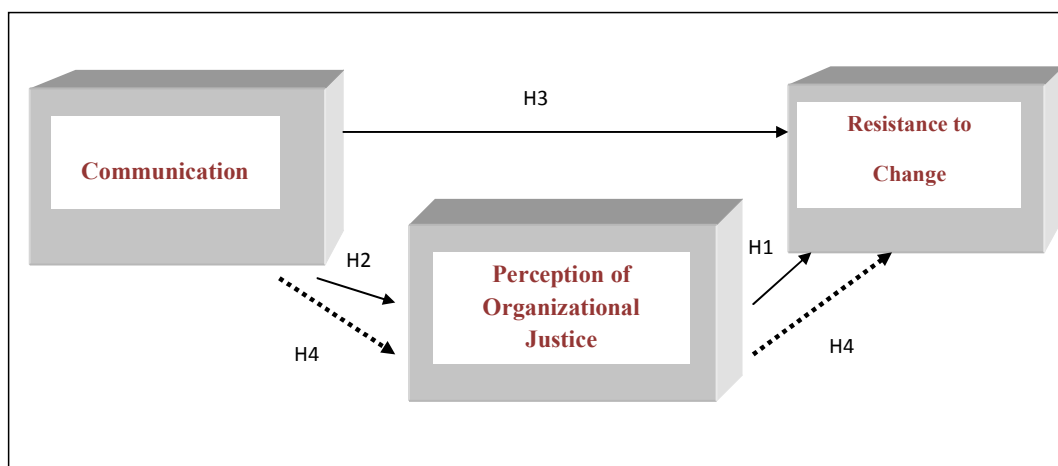
As indicated in Friedman's (2005) book, cutthroat competition and easy access to information on a global scale have created a world that is "flat". In flat-world competition, competitive advantage can no longer be attained only by new technological developments and overcoming market entry barriers. Change management in the organizations has become the key issue in dealing with severe competition. As the value and impact of change management on organizational performance have increased, organizational studies have begun to focus on the factors affecting the success rate of change initiatives. Organizational change initiatives are relatively high in risk because they usually require a radical shift in the norms of the organization. Employees usually show unfavorable behaviors towards organizational change efforts due to uncertainties during this process. At this point, perception of fair treatment among employees and effective communication can be considered as very important aspects to diminish employees' negative attitudes toward change process.

Theories on organizational justice indicate that fair treatment is central to people's relationships and is a major determinant in their reactions to third-party decisions. It was indicated that perceptions fairness in the organization will fundamentally affect by distribution of power, prestige, authority, responsibility, technology and financial resources. In line with theories, many researchers pointed out that perception of justice within an organization is fundamental for understanding employee behaviors. For instance, several empirical studies have found a strong relationship between perception of justice and attitudes towards change practices. If distribution of resources is perceived to be fair, employees will behave more favorable and open to changes in the organization (Tyler and Lind, 1992; Daly and Geyer, 1994; Cobb, Folger and Wooten, 1995).

Similarly, the communication process is considered as a very crucial aspect in order to achieve successful results in organizational change. Cooperation and inter-personal relationships occur much more easily with good communication and appropriate social interaction (Bovee, Thill & Schatzman, 2003). Then, these aspects will assist to reduce anxiety and uncertainty about the results of change implementations. There are several researches indicating positive relationship between communication and employee support for change effort (Wanberg & Banas, 2000; Milliken, 1987; Miller & Monge, 1985).

However, effective communication is not always enough to decrease negative attitudes of employees towards organizational change process. To be successful with change efforts, the communication should enhance employees' perception of justice within the organization. For instance, several empirical studies have emphasized the importance of effective communication on justice perception. Daly and Geyer (1994) found that the positive effects of communication on acceptance of change and turnover intention are mediated by the perception of fairness. Chawla (1999) indicated that providing accurate information during change process results in positive perceptions of justice, which in turn can decrease resistance to change. So, accurate communication disseminated through memos, notice boards, open-door policies and information meetings improve employees' perception of justice within organization. Then, perception of justice within organization will establish trustworthiness towards management that creates less resistance to organizational change process. So, it is hypothesized that communication within the organization will contribute to a decrease in resistance to change through enhancing employees' perception of justice within organization

**Figure 1.** Research Model





*H4: The relationship between communication and resistance to change is mediated by perception of justice.*

As a summary of the theoretical framework, the study model is shown in figure 1.

### **3. Method**

#### **3.1. Sample**

This research was conducted among 583 employees in Turkey. Convenience sampling was used for this study. 58,8 % (N=343) of the participants were male and 41,2% (N=240) were female. In terms of their educational background, 34,5 % of the participants were elementary and high school graduates, 54% had a bachelor's degree, 11,5% had a master's degree / a PhD degree. 26,6% of the participants had tenure less than 5 years, 51,3 % had 5-15 years of tenure and 22,1 % had more than 15 years of tenure. In addition, 49,6 % of the participants had less than 3 years of tenure at their present job, 41,7 % had a 3-10 years of tenure at their present job, 8,7% had above 10 years of tenure at their present job. Only 25% of the participants had managerial position. The participants were working full time in private and public sectors including retail & electronic retail sector (21,8%), educational sector (16,6 %), food sector (7%), information technologies sector (6%), medical sector (4,6) etc. The distribution of the sample is presented in table 6.

#### **3.2. Instrument**

##### **3.2.1. Resistance to change (RTC)**

Resistance to change was measured by Oreg's (2003) 17 items RTC (resistance to change) scale. 16 items of this instrument were used in this research. RTC scale was translated from English to Turkish by the researcher. Then four bilingual experts reexamined the scale for semantic and syntactic equivalence. Also, the items were reviewed by the academicians in Organizational Behavior field. Sample items from the instrument are "I generally consider changes to be a negative thing", "When I am informed of a change of plans, I tense up a bit", "Changing plans seems like a real hassle to me". Oreg (2003) found the Cronbach alpha value of the instrument as 0.92.

##### **3.2.2. Communication**

Communication was assessed by an instrument developed by Postmes, Tanis, and De Wit (2001). This instrument has two factors. These factors are a) vertical communication b) horizontal communication. The first translation of the scale from English to Turkish was made by Melikoğlu (2009). Then the researcher overviewed the translation and four bilingual experts reexamined the scale for semantic and syntactic equivalence. Sample items are "There are sufficient opportunities within the organization to critically reflect on managerial policies, or to give suggestions for improvement." "Management of this organization pays attention to employees' suggestions." Postmes, Tanis, De Wit (2001) found the Cronbach alpha value of vertical communication scale as 0.90 and the Cronbach alpha value of horizontal communication scale as 0.78. Also, Melikoğlu (2009) found the Cronbach alpha value of vertical communication scale as 0.95 and horizontal communication as 0.85.

### **3.2.3. Perception of Organizational Justice**

Justice perception was measured by Colquitt's (2001) justice perception instrument. The first translation of the instrument from English to Turkish was made by Karabay (2004). Then four bilingual experts reexamined the items in order to correct semantic and syntactic equivalence.

Justice perception instrument has three factors. These factors were a) procedural justice b) distributive justice c) interactional justice (interpersonal/ informational). Sample items are "My manager explains the procedures thoroughly", "My outcomes reflect the effort I put into my work", "The procedures are based on accurate information". Colquitt and Shaw (2005) found the Cronbach alpha value of distributive justice as 0.92, procedural justice as 0.83, interpersonal justice as 0.92 and interactional justice as 0.88.

The respondents evaluated the items of all scales on a 6 point scale. These scales illustrate 1= Never, 2= Scarcely, 3= Rarely, 4= Sometimes, 5= Most of the time, 6= Always

### **3.3. Analysis and Results**

#### **3.3.1. Factor and Reliability Analysis of "Resistance to Change" Instrument**

Factor analysis was conducted with varimax rotation in order to determine the factors of "Resistance to change" variable. As a result of the analysis, "Resistance to change" items were collected under two factors. These factors explain 69,981 % of total variance. Item 15 was deleted since its factor loading was less than 0.50. Items 12, 7, 2 were discarded since they were loaded on more than one factor. After reliability analysis, items 6, 9, 14, 16 were discarded due to their low reliability scores.

The Kaiser-Meyer-Olkin KMO value was found as 0.871 and the Bartlett's test of sphericity yielded a significant result with a  $p=.000$ . The seven items loaded on two factors which account for 69,981 % of the total variance. According to the nature of items, these two factors were named as "routine seeking" and "emotional reactions". Moreover, the Cronbach Alpha values of each factor were determined as 0.841 and 0.836 respectively. The table presents details of factor analysis for "resistance to change" presented in appendix1.

#### **3.3.2. Factor and Reliability Analysis of "Communication" Instrument**

Factor analysis was conducted with varimax rotation in order to determine the factors of "communication" variable. The factor analysis for "communication" revealed a three-factor structure. These factors explain 73,486 % of total variance. Item 7, 12, 15 were discarded since they were loaded on more than one factor.

The Kaiser-Meyer-Olkin KMO value was found as 0.904 and the Bartlett's test of sphericity yielded a significant result with a  $p=.000$ . The twelve items loaded under three factors which account for 73,486 % of the total variance. According to the nature of items, these three factors were named as "Vertical Communication- Contribution" having five items, "Vertical Communication- Information Sharing" having four items and "Horizontal Communication" having three items. Moreover, the Cronbach Alpha values of each factor was determined as 0.888 , 0.895 and 0.823 respectively. The table presents the details of factor analysis for "communication" presented in appendix 1.

### 3.3.3. Factor and Reliability Analysis of “Perception of Organizational Justice” Instrument

Factor analysis was conducted with varimax rotation in order to determine the factors of “Perception of Organizational Justice” instrument. The factor analysis for “Perception of Organizational Justice” revealed a four- factor structure. These factors explain 72,887 % of total variance. The Kaiser-Meyer-Olkin KMO value was found as .940 and the Bartlett’s test of sphericity yielded a significant result with a  $p=.000$ . The twelve items loaded under four factors which account for 72,877 % of the total variance. According to the nature of the items, these four factors were named as “Interactional Justice” having nine items, “Distributive Justice” having four items, “Procedural Justice- application” having four items and “Procedural Justice- participation” having three items. Moreover, the Cronbach Alpha values of each factor were determined as 0.947, 0.897, 0.882 and 0.779 respectively. The table3 presents details of factor analysis for “Perception of Organizational Justice” analysis presented in appendix 1.

### 3.3.4. Means, Standard Deviation, Correlations

The means, standard deviations, and correlations of the factor variables (Routine Seeking, Emotional Reaction, Vertical Communication- information sharing, Vertical Communication- contribution, Horizontal communication, Distributive Justice, Procedural Justice- participation, Procedural Justice- application, Interactional Justice) were analyzed.

Table 4 presents the means, standard deviation and the correlation among the research variables. The correlation between the factors of resistance to change and other variables was very low and in a negative direction. “Vertical Communication- contribution” and “Procedural Justice – application” were correlated highly and significantly ( $r= 0.555$ ,  $p<0,01$ ), and “Horizontal Communication” and “Distributive Justice” were correlated highly and significantly ( $r= 0.504$ ,  $p<0,01$ ). In addition, there was a high correlation between “Vertical Communication- contribution” and “Interactional Justice” ( $r=0.624$ ,  $p<0,01$ ).

**Table 1.** Means, Standard Deviations, Correlations of Factor Variables

	Means	Standard Deviation	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
(1)Routine seeking	2,10	0,94	1								
(2) Emotional reaction	3,02	1,15	,431**	1							
(3)Information sharing	4,48	1,00	-.137**	,019	1						
(4)Contribution	4,11	1,05	-.041	-.027	,670**	1					
(5) Horizontal Comm.	4,91	0,98	-.228**	-.052	.505**	,418**	1				
(6) Distributive Justice	4,18	1,15	-.064	-.077	.411**	.504**	,374**	1			
(7) Application	4,27	1,02	-.192**	-,067	.542**	.555**	.453**	,588**	1		
(8) Participation	3,77	1,24	-,192**	-,092*	,348**	,446**	,292**	,386**	,570**	1	
(9)Interactional Jus.	4,82	0,97	-.226**	-,101*	,624**	,559**	,536**	,561**	,627**	,390**	1

\*Correlation is significant at 0,05 \*\*Correlation is significant at 0,01

### 3.4 . Test of the Hypothesis

In this study, regression models are used to examine the relationship among communication, perception of justice and resistance to change. At first step, effect of communication on perception of justice was investigated. At second step, the effects of communication and perception of justice on resistance to change were investigated independently from each other.

**Table 2.** Regression Analysis Results of step 1

	B	t	F	R	Adj R <sup>2</sup>	Sig.
			709,142	0,741	0,549	
Independent Variable: <b>Communication</b>	0,741	26,630				0,000
Dependent Variable: <b>Perception of Justice</b>						

The regression model of first analysis examined the effect of communication on perception of justice and this model is statistically significant ( F=709,142; p=0,000). At this model, “Communication” was regressed on “Perception of Justice”. The regression analysis revealed that “Communication” had a significant contribution on the prediction of “Perception of Justice” ( $\beta=,741$ , p=.000). This result showed that Hypothesis 2 was supported.

**Table 3.** Regression Analysis Results of step2

	B	t	F	R	Adj R <sup>2</sup>	Sig.
			6,128	0.102	0.009	
Independent Variable: <b>Communication</b>	-0.102	-2.476				,014
			23,165	,196	,037	
Independent Variable: <b>Perception of Justice</b>	-,151	-4,813				,000
Dependent Variable : <b>Resistance to change</b>						

The results of second step analysis showed that both regression models are statistically significant (communication, F=6,128, p=,014; perception of justice, F=23,165, p= ,000). The two regression analyses on second step were conducted independently between “Communication” and “Resistance to Change” and between “Perception of Justice” and “Resistance to Change”. The regression analysis revealed that “Communication” had a significant contribution on the prediction of “Resistance to Change” ( $\beta=-,102$ , p=,014). This result showed that Hypothesis 3 was supported. In addition, The regression analysis revealed that “Perception of Justice” had a significant contribution on the prediction of “Resistance to Change” ( $\beta=-,151$ , p=,000). This result showed that Hypothesis 1 was supported.

In order to test mediating role of perception of justice between communication and resistance to change, Baron & Kenny’s (1986) method was used. Baron & Kenny (1986) mentioned three regression equations to test the linkages of the mediational model; to establish mediation, the following conditions must hold: Firstly, the independent variable is regressed on the mediator and as a result independent variable must affect the mediator in the first equation. Secondly, independent variable is regressed on the dependent variable

and as a result independent variable must affect the dependent variable in the second equation. Thirdly, the mediator and the independent variable are regressed together on the dependent variable. If there is a perfect mediation, the mediator must affect the dependent variable alone in the third equation. If both continues to affect the dependent variable but the effect of independent variable on dependent variable is diminished, we can say there is a partial mediation.

According to explanation of Baron& Kenny (1986), the effect of mediator (perception of justice) and the independent variable (communication) are regressed together on the dependent variable (resistance to change). "Communication" and "Perception of Justice" were entered as independent variables to examine their contribution on the dependent variable (Resistance to Change). The result of regression analysis is presented in table 7.

The result showed that regression model is statistically significant (F=12,856, p=0,000). This regression results indicated that only "Perception of Justice", which was the mediating variable, had a significant effect on "Resistance to Change" ( $\beta = -.267, p = .000$ ) while the significant contribution of "Communication" on "Resistance to Change" in second regression disappeared during multiple regression ( $\beta = -.096, p = .115$ ). This result showed that "Perception of Justice" fully mediated the effect of "Communication" on "Resistance to Change". Hypothesis 4 was supported.

**Table 4.** The Mediating role of "Perception of Justice" between "Communication" and "Resistance to Change"

	B	t	F	R	Adj R <sup>2</sup>	Sig.
			12,856	0,206	0,039	0,000
Independent Variable: <b>Communication</b>	0,096	1,557				0,115
Mediating Variable: : <b>Perception of Justice</b>	-0,267	-4,403				0,000

Dependent Variable: **Resistance to change**

Testing mediating role of Perception of Justice between communication and resistance to change with other factor variables showed that only three of them showed positive results. This mediation analysis has been shown below.

**3.4.1. The Mediating Role of Procedural Justice– Participation between "Communication-Informational Sharing" and "Resistance to Change– Routine Seeking"**

"Communication-informational sharing" is the independent variable, "Perception of Justice factor (procedural Justice- participation) is the mediator and "Resistance to Change-routine seeking" is the dependent variable.

- In the first regression analysis, "Communication-informational sharing" was regressed on Perception of Justice factor (procedural Justice- participation). The regression analysis revealed that "Communication-informational sharing" had a significant contribution on the prediction of on "procedural justice-participation" ( $\beta = .348, p = .000$ ).

- The second regression analysis was conducted between “Communication-informational sharing” and “Resistance to Change- routine seeing”. The regression analysis revealed that “Communication-informational sharing” had a significant contribution on the prediction of “Resistance to Change- routine seeking” ( $\beta=-3.323$ ,  $p=,001$ ).
- The third regression analysis was conducted for the mediating variable analysis. Perception of Justice factor (procedural justice- participation) and “Communication-informational sharing” were entered as independent variables to examine their contribution on the dependent variable (Resistance to Change- routine seeking).

The results showed that “Procedural Justice- participation” which was the mediating variables, had a significant effects on “Resistance to Change- routine seeking” ( $\beta=-.164$ ,  $p=,000$ ) while the significant contribution of “Communication-informational sharing” on “Resistance to change” in second regression did disappeared during multiple regression ( $\beta=-.080$ ,  $p=,367$ ).

This result showed that Perception of Justice factor (procedural justice – participation)” fully mediated the contribution of “vertical communication-information sharing” to “resistance to change- routine seeking”. The results of regression analysis are presented in table 5.

**Table 5.** The Mediating role of “Perception of Procedural Justice-participation” between “Vertical Communication- Information Sharing” and “Resistance to Change- routine seeking”

	<b>B</b>	<b>t</b>	<b>F</b>	<b>R</b>	<b>Adj R<sup>2</sup></b>	<b>Sig</b>
<b>Analysis I</b>			79,877	0.348	0.119	
Independent Variable: <b>Ver. Comm. Information Sharing</b>	0,348	8,937				0.000
<b>Dependent Variable: Perception of Justice participation</b>						
<b>Analysis II</b>			11,041	0.137	0.017	
Independent Variable: <b>Ver. Comm. Information Sharing</b>	-3.323	-137				0.001
<b>Dependent Variable : Resistance to change- routine seeking</b>						
<b>Analysis III</b>			12.973	0.206	0.039	0.000
Independent Variable: <b>Ver. Comm. Information Sharing</b>	-0.080	-				0.367
Mediating Variable: : <b>Perception of Justice-participation</b>		-	-3,781			0.000
<b>Dependent Variable: Resistance to change- routine seeking</b>						

**3.4.2. The Mediating Role of “Perception of Procedural Justice-Application” between “Vertical Communication- Information Sharing” and “Resistance to Change– Routine Seeking”**

“Communication-informational sharing” is the independent variable, “Perception of Justice factors (procedural justice- application)” is the mediator and “Resistance to Change-routine seeking” is the dependent variable.



- In the first regression analysis, “Communication-informational sharing” was regressed on Perception of Justice factors (procedural justice – application). The regression analysis revealed that “Communication-informational sharing” had a significant contribution on the prediction of on Procedural justice- application ( $\beta=.542, p=,000$ ).
- The second regression analysis was conducted between “Communication-informational sharing” and “Resistance to Change- routine seeing”. The regression analysis revealed that “Communication-informational sharing” had a significant contribution on the prediction of “Resistance to Change- routine seeking” ( $\beta=-3.323, p=,001$ ).
- The third regression analysis was conducted for the mediating variable analysis. “Procedural justice - application” and “Communication-informational sharing” were entered as independent variables to examine their contribution on the dependent variable (Resistance to Change- routine seeking).

The results showed that “Procedural justice - application”, which was the mediating variables, had a significant effects on “Resistance to Change- routine seeking” ( $\beta=-.166, p=,001$ )” while the significant contribution of “Communication-informational sharing” on “Resistance to change” in second regression did disappeared during multiple regression ( $\beta=-.046, p=340$ ).

This result showed that “Perception of Justice factors (procedural justice - application)” fully mediated the contribution of “vertical communication-information sharing” to “resistance to change- routine seeking”. The results of regression analysis are presented in table 6.

**Table 6.** The Mediating role of “Perception of Procedural Justice-application” between “Vertical Communication- Information Sharing” and “Resistance to Change- routine seeking”

	<b>B</b>	<b>t</b>	<b>F</b>	<b>R</b>	<b>Adj R<sup>2</sup></b>	<b>p</b>
<b>Analysis I</b>			241,802	0.542	0.293	
Independent Variable: <b>Ver. Comm. Information Sharing</b>	0,542	15,550				0.000
Dependent Variable: <b>Perception of Justice-application</b>						
<b>Analysis II</b>			11,041	0.137	0.017	
Independent Variable: <b>Ver. Comm. Information Sharing</b>	-3.323	-137				0.001
Dependent Variable : <b>Resistance to change- routine seeking</b>						
<b>Analysis III</b>			11.523	0.195	0.035	0.000
Independent Variable: <b>Ver. Comm. Information Sharing</b>	-0.046	-0,956				0.340
Mediating Variable: : <b>Perception of Justice-application</b>	-0,166	-3,435				0.001
Dependent Variable: <b>Resistance to change- routine seeking</b>						

**3.4.3. The Mediating Role of “Perception of Interactional Justice” between “Vertical Communication- Information Sharing” and “Resistance to Change– Routine Seeking”**

“Communication-informational sharing” is the independent variable, “Perception of Justice factors (interactional justice)” is the mediator and “Resistance to Change- routine seeking” is the dependent variable.

- In the first regression analysis, “Communication-informational sharing” was regressed on Perception of Justice factors (interactional justice). The regression analysis revealed that “Communication-informational sharing” had a significant contribution on the prediction of on “ Interactional justice” ( $\beta=.624, p=,000$ ) .
- The second regression analysis was conducted between “Communication-informational sharing” and “Resistance to Change- routine seeing”. The regression analysis revealed that “Communication-informational sharing” had a significant contribution on the prediction of “Resistance to Change- routine seeking” ( $\beta=-3.323, p=,001$ ).
- The third regression analysis was conducted for the mediating variable analysis. “Interactional justice” and “Communication-informational sharing” were entered as independent variables to examine their contribution on the dependent variable (Resistance to Change- routine seeking).

The results showed that “Interactional justice”, which was the mediating variables, had a significant effects on “Resistance to Change- routine seeking” ( $\beta=-.230, p=,000$ )” while the significant contribution of “Communication-informational sharing” on “ Resistance to change” in second regression did disappeared during multiple regression ( $\beta=-.007, p=,891$ ).

**Table 7.** The Mediating role of “Perception of Interactional Justice” between “Vertical Communication- Information Sharing” and “Resistance to Change- routine seeking”

	<b>B</b>	<b>t</b>	<b>F</b>	<b>R</b>	<b>Adj R<sup>2</sup></b>	<b>p</b>
<b>Analysis I</b>			370,704	0.624	0.388	
Independent Variable: <b>Ver. Comm. Information Sharing</b>	0,624	19,254				0.000
Dependent Variable: <b>Interactional Justice</b>						
<b>Analysis II</b>			11,041	0.137	0.017	
Independent Variable: <b>Ver. Comm. Information Sharing</b>	-3.323	-0.137				0.001
Dependent Variable : <b>Resistance to change- routine seeking</b>						
<b>Analysis III</b>			15.580	0.226	0.048	0.000
Independent Variable: <b>Ver. Comm. Information Sharing</b>	0.007	0,137				0.891
Mediating Variable: <b>Interactional Justice</b>	-0,230	-4,446				0.000
Dependent Variable: <b>Resistance to change- routine seeking</b>						

This result showed that “Perception of Justice factors (interactional justice)” fully mediated the contribution of “vertical communication-information sharing” to “resistance to change- routine seeking”. The results of regression analysis are presented in table 7.

#### **4. Discussion and Conclusion**

Employee reaction to change has been studied from many different perspectives to determine how to conduct organizational change successfully (Armekanis et al., 1993; Dent & Goldberg, 1999; Chawla & Kelloway, 2004; Van Dam, Oreg & Schyns, 2008; Oreg & Sverdlik, 2011). Researchers found that several variables influence employee reactions towards the change process. In this research, communication and perception of justice were examined to understand their impact on employees’ resistance to organizational change.

Several studies indicated that employees’ negative reactions to change process would decrease if there was effective communication within organization. As it was stated by Barrett (2002), the function of employee communication is much more than just sending messages to employees. Effective communication is the glue that holds an organization together and during major change that glue must be even stronger. So, effective communication reduces employees anxiety related to uncertainty and improves credibility of management in organization. Communication also provides information on how the intervention will take place and its consequences, which provides employees a sense of control over the change process (Neves & Caetano, 2006). As a result, they become less resistant to it (Miller, Johnson & Grau, 1994; Wanberg & Banas, 2000)

The regression analysis showed that communication has a positive impact on employee resistance to change. This finding is consistent with the notion that to be successful in organizational change efforts, effective communication activities within the working environment will support employees’ positive behaviors.

In addition, communication has strong relationship with perception of justice in organization. When communication is perceived as accurate and forthcoming by employees, they are more likely perceive organizational application as fair. So, researchers conducted several studies to investigate the importance of effective communication on organizational justice perception. For example, Pitts (2006) indicated that communication had a strong influence on perception of justice within organization. Daly and Geyer (1994) found that the positive effects of communication on the perception of fairness. The results of these studies are similar to our finding that there is positive impact of effective communication on perception of justice.

Many of the research indicated the positive impacts of effective communication and perception of justice on employee resistance to organizational change initiatives. In this study, the mediating role of perception of justice between communication and resistance to change was examined. The results of analysis showed that perception of justice has a mediating role between communication and resistance to change.

This result is in line with the organizational behavior literature. There are numerous studies have explored the role of communication and perception of justice during change efforts. For example when communication was considered as timely and provided adequate information for justification of decision, this effective communication process significantly affects the perception of justice within organization (Gopinath & Becker, 2000; Pitts, 2006).

Also, the findings of Chawla & Kelloway (2004) have indicated that effective communication within the organization will improve perception of justice and help employees react more favorably towards organizational change. Thus, this research showed that both communication and perception of justice would have positive effects on decrease in resistance to change. However, effective communication would create positive outcomes on employees' resistance to change process through first enhancing perception of justice within organization.

So, it can be concluded that effective communication activities within the organization will improve perception of justice in the organization. Then, high perception of justice will decrease employee unfavorable behaviors towards change process and thus employees' resistance to change will decrease during the change process.

Also, it is interesting to investigate the mediating role of perception of justice between communication and resistance to change with factor variables. The results showed that even all factors of perception of justice have significant results, only vertical communication-information sharing variable played significant role on this analysis. This result will be explained by the importance of effective communication within organization. Vertical communication- information sharing items indicates how management shares important information about company with their employees. When employees receive timely and useful information about the situation, their perception of justice within organization will increase. At this point, employees' perception of high justice due to sensitive and respectful manner communication would increase openness towards organizational change process. As a result, perception of justice with all factors would play the mediating role between vertical communication-information sharing and resistance to change.

As a result, a number of studies showed that several factors such as technological difficulties, lack of time and money investment affect organizational change implementation process, but the most important factor is the reaction of employee towards change efforts. So, managers should pay significant attention to understand and predict employees' behavior towards organizational change initiatives. As it was stated in this study, effective communication and perception of justice within organization are crucial factors in order to decrease employee's resistance to change. By means of effective communication and perception of justice, employees show favorable behavior towards change process, thus the possibility of accomplishing successful change process will be increased.

There are several limitations regarding this research, with the major ones regarding sampling issues. For instance, because the research was in the form of a self-reporting survey, it only reflects individual concerns about his or her workplace environment. In addition, the scales of this research use subjective measurement, not objective measurement. In addition, 75% of data was collected from employees while 25% was collected from managers. The sampling size of managers should be increased for a more equal sample distribution.

## References

- Andrews, P.H. & R.T. Herschel (1996). *Organizational Communication Empowerment in a Technological Society*. Houghton Mifflin Company.
- Armenakis, A.A. , S. G. Harris, and K.W., Mossholder, (1993). Creating Readiness for Organizational Change. *Human Relations*. 46 ,(6) , 681-703.
- Armenakis, A.A. & S.G., Harris, (2002). Crafting a Change Message to Create Transformational Readiness. *Journal of Organizational Change Management*, 15, (2), 169-183.
- Baron, R.M. & D.A. Kenny (1986). The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical considerations. *Journal of Personality and Social Psychology*. 51, (6), 1173-1182.
- Barrett, D. J. (2002). Change Communication: Using Strategic Employee Communication to Facilitate Major Change. *Corporate Communications*, 7, (4), 219-231.
- Bartunek, J.M. & M.K. Moch (1987). First-order, Second-order, and Third-order Change and Organization Development Interventions: A Cognitive Approach. *Journal of Applied Behavioral Science*, 23, 483- 500.
- Beer, M., R.A. Eisenstat & B. Spector, ( 1990). Why Change Programs don't Produce Change. *Harvard Business Review*, 68, (6), 158-166.
- Bies, R. J. & J. F. Moag (1986) Interactional Justice Communication of Fairness. In R.J. Lewicki, B.H. Sheppard & M.H. Bazerman (Eds) *Research on negotiations in organization* (Vol.1 pp 43-55) Greenwich, CT. Jar Press.
- Bovee, C.L., J.V. Thill & E.B. Schatzman (2003). *Business Communication Today*. Delhi:Pearson Education.
- Bovey, W. and A. Hede (2001). Resistance to Organizational Change: The Role of Cognitive and Affective Processes. *Leadership and Organization Development Journal*. 22, (8), 372- 382.
- Chawla, A. (1999). *Organizational Change Initiatives as Predictors of Resistance to Change*. Unpublished Doctoral Dissertation. The University of Guelph.
- Chawla, A. and E.K. Kelloway (2004). Predicting Openness and Commitment to Change. *Leadership and Organizational Development Journal*. 25, (6), 385-498.
- Cobb, A.T., R. Folger, & K. Wooten, (1995). The Role Justice Play in Organizational Change . *Public Administration Quarterly*, 3, 135-151.
- Cohen, M.( 1999). Commentary on the Organization Science Special Issue on Complexity. *Organizational Science*, 10, 373- 376.
- Cohen- Charash, Y., P.E. Spector (2001). The Role of Justice in Organizations: A Meta Analysis. *Organizational Behavior and Human Decision Processes*, 86, 278-321.
- Colquitt, J.A.(2001). On the Dimensionality of Organizational Justice: a Construct Validation of a Measure. *Journal of Applied Psychology*. 86 , (3) , 386-400.
- Colquitt, J.A., Donald E. Coston, Michael J. Wesson, Christopher O.L.H. Porter & K. Leens (2001). Justice at the Millennium: A Meta- Analytic Review of 25 Years of Organizational Justice Research. *Journal of Applied Psychology*, 86 , (3), 425-445.

- Colquitt, J. A. & J. C. Shaw (2005). How should Organizational Justice be Measured? In J. Greenberg & J. A. Colquitt (Eds.), *Handbook of Organizational Justice* (pp.113-152). Mahwah, NJ: Lawrence Erlbaum.
- Connor, P.E. & L.K. Lake (1994). *Managing Organizational Change*. Westport, CT: Praeger.
- Daft, R.L., R.H. Lengel, L.K. Trevino (1987). Message Equivocality, Media Selection and Manager Performance: Implications for Information Systems. *MIS Quarterly*, 9, 335-368.
- Daly, J.P.& P.D. Geyer (1994). The Role of Fairness in Implementing Large-scale Change: Employee Evaluations of Process and Outcomes in Seven Facility Relocation. *Journal of Organizational Behavior*, 15, 623-638.
- Dent, E. B. and S.G. Goldberg (1999). Challenging "Resistance to Change". *The Journal of Applied Behavioral Science*, 35, (1), 25-41.
- Deutsch, M.(1985). *Distributive Justice: a Social Psychological Perspective*. New Haven: Yale University Press.
- Erim, F.N.A.(2009). *Individual Response to Organizational Change: Creating Façade of Conformity, its Antecedents and Effects on Participation in Decision making, Work Engagement, Job Involvement, Intention to Quit*. Unpublished doctoral dissertation, Marmara Üniversitesi.
- Fisher, D.(1993). *Communication in Organization*. West Publishing Company.
- Folger, R., & M. A. Konovsky (1989). Effects of Procedural and Distributive Justice on Reactions to Pay Raise Decisions. *Academy of Management Journal*, 32, 115-130.
- Foster, R.D. (2008). *Individual Resistance, Organizational Justice and Employee Commitment to Planned Organizational Change*. Unpublished doctoral dissertation, The University of Minnesota.
- Foster, R.D. (2010). Resistance, Justice and Commitment to Change. *Human Resources Development Quarterly*, 21, 1.
- Foster, R.N.& S. Kaplan (2001). *Creative Destruction: Why Companies That are Built to Last Under-perform the Market- and How to Successfully Transform them*. New York: Currency.
- Friedman, T. L. (2005). *The world is flat*. New York: Farrar, Straus and Giroux.
- Fryxell, G.E.& E. Gordon (1989). Workplace Justice and Job Satisfaction as Predictors of Satisfaction with Union and Management. *Academy of Management Journal*, 32, 851-866.
- Gopinath, C., & T. Becker (2000). Procedural Justice, and Employee Attitudes: Relationships under Conditions of Divestiture. *Journal of Management*, 26, (1), 63- 81.
- Greenberg, J. (1987). A Taxonomy of Organizational Justice Theories. *The Academy of Management Review*, 12, (1), 9-22.
- Greenberg, J. (1990). Organizational Justice: Yesterday, Today, Tomorrow. *Journal of Management*, 6, 399-432.
- Hubbell, A.P. & R.M. Chory-Assad, (2005). Motivating Factors: Perceptions of Justice and their Relationship with Managerial and Organizational trust. *Communication Studies*, 56, (1), 47-50.



- Kanter, R.M.(1985). Managing the Human Side of Change. *Management Review*, 74, 52-56.
- Karabay, E.Z.( 2004). Kamuda ve Özel Sektörde Örgütsel Adalet Algısı ile Örgütsel Bağlılık Arasındaki İlişkiler. Unpublished Master Thesis, Hacettepe Üniversitesi.
- Katz, D. & R. Kahn (1966). *The Social Psychology of Organizations*. New York: Wiley.
- Kilbourne, L.M., A.M. O’Leary-Kelly & S.D. Williams (1996). Employee Perceptions of Fairness When Human Resources Systems Change: the Case of Employee Layoffs. In R.W. Woodman & W. A. Pasmore (Eds.). *Research in Organizational Change and Development*, 9, 49-80. Greenwich, CT:JAI Press.
- Konovsky, M.A. & R. Folger, ( 1991). The Effects of Procedures, Social Accounts and Benefits Level on Victims’ Layoff Reactions. *Journal of Applied Social Psychology*, 21, 630-650.
- Korsgaard, M. A., D. M. Schweiger, & H. J. Sapienza (1995). Building Commitment, Attachment, and Trust in Strategic Decision-making teams: The Role of Procedural Justice. *The Academy of Management Journal*, 38, (1), 60-84.
- Lau, C.M. & R.W. Woodman (1995). Understanding Organizational Change: A Schematic Perspective. *Academy of Management Journal*, 38, 537.
- Leventhal, G.S., J. Karuza & W.R. Fry, (1980). Beyond Fairness: a Theory of Allocation Preferences. In G. Mikula ( Ed.) *Justice and Social Interaction* (pp. 167- 218). New York / Berlin: Springer-Verlag.
- Mayer, R. C., & J. H. Davis (1999). The Effect of the Performance Appraisal System on Trust for Management: A Field Quasi- experiment. *Journal of Applied Psychology*, 84, 123– 136.
- Melikoğlu, M.( 2009). The Distinctive Role of Prestige, Communication and Trust: Organizational Identification versus Affective Commitment. Unpublished Master Thesis, Marmara Üniversitesi.
- Miller, K.I & P.R. Monge (1985). Social Information and Employee Anxiety about Organizational Change. *Human Communication Research*, 11, 365-386.
- Miller, V.D., J.R. Johnson, & J. Grau ( 1994). Antecedents to Willingness to Participate in a Planned Organizational Change. *Journal of Applied Communication Research*, 22, 59-80.
- Milliken,F.J. (1987). Three types of Perceived Uncertainty about the Environment. *Academy of Management Review*, 12, 133-143
- Morgan, D.E. and R. Zaffane (2003). Employee Involvement, Organizational Change and Trust in Management. *The International Journal of Human Resources Management*. 14, (1), 55-75.
- Nelson, S., Y. Brunetto, R. Farr-Wharton & S. Ramsay (2007). Organizational Effectiveness of Australian Fast Growing Small to Medium Sized Enterprises. *Management Decisions*, 45, (7), 1143-1162.
- Neves, P. & A. Caetano ( 2006). Social Exchange Processes in Organizational Change: The Roles of Trust and Control. *Journal of Change Management*, 6, (4), 351-364
- Oreg, S.(2003). Resistance to Change: Developing an Individual Difference Measure. *Journal of Applied Psychology* , 88, (4), 680-693.
- Oreg, S. (2006). Personality, Context and Resistance to Organizational Change. *European Journal of Work and Organizational Psychology*, 15, (1), 73-101.

- Oreg, S., Vakola, M., Armenakis, A., Bozionelos, N., Gonzalez, L., Hrebickova, M.; Kordacova, J., Mlacic, b., Saksvik, P.; Bayazit, M., Arciniega, L., Barkauskiene, R., Fujimoto, Y., Han, J., Jimmieson, N., Mitsuhashi, H.; Ohly, S.; Hetland, H. (2008). Dispositional Resistance to Change: Measurement Equivalence and the Link to Personal Value Across 17 Nations. *Journal of Applied Psychology*, 93, (4), 935-944.
- Oreg, S. and N. Sverdlik (2011). Ambivalence Toward Imposed Change: The Conflict between Dispositional Resistance to Change and the Orientation Toward the Change Agent. *Journal of Applied Psychology*, 96, (2), 337-349.
- Palmer, B. (2004). Overcoming Resistance to Change. *Quality Progress*. 37, (4), 35.
- Piderit, S.K. (2000). Rethinking Resistance and Recognizing Ambivalence: A Multidimensional View of Attitudes Toward an Organizational Change. *Academy of Management Review*, 10, 783–794.
- Pitts, J.P. (2006). The Effects of Managerial Communication and Justice Perceptions n Employee Commitment to Organizational Change: a Mixed Method Field Theory. Unpublished Doctoral Dissertation, The Graduate Faculty of Auburn University.
- Postmes, T., M. Tanis, B.De Wit ( 2001). Communication and Commitment in Organization: A Social Identity Approach. *Group processes and Intergroup Relations*, 4, (3), 227-246.
- Raina, R. ( 2010). Timely, Continuous & Credible Communication & Perceived Organizational Effectiveness. *The Indian Journal of Industrial Relationships*, 46, (2), 345-359.
- Rogers, E.M.( 2003). *Diffusion of Innovations*. (4th ed.). New York : Free Press.
- Spillan, J.E., M. Mino, & M.S. Rowles (2002). Sharing Organizational Messages through Effective Lateral Communication. *Communication Quarterly*, 50, (2), 96-104.
- Tang, T. L., & S. R. Sarsfield-Baldwin, (1996). Distributive and Procedural Justice as Related to Satisfaction and Commitment. *S.A.M. Advanced Management Journal*, 61, (3), 25-32.
- Thibaut J. & L. Walker (1975). *Procedural Justice: A Psychological Analysis*. Hillsdale, NJ: Erlbaum.
- Tyler, T. R. & E. A. Lind (1992). A Relational Model of Authority in Groups. In M. P. Zanna (Ed.) *Advances in Experimental Social Psychology*, (Vol. 25, pp. 115-191). San Diego, CA: Academic Press.
- Van Dam, K., S. Oreg, B. Schyns (2008). Daily Work Contexts and Resistance to Organizational Change: The Role of Leader-member Exchange, Development Climate and Change Process Characteristics. *Applied Psychology: an International Review*, 57, (2), 313-334.
- Wanberg,C.R.& J.T. Banas, (2000). Predictors and Outcomes of Openness to Changes in a Reorganizing Workplace. *Journal of Applied Psychology*, 85, 132-142.

## Appendix

**Table 1.** Results of the Factor Analysis for Resistance to Change

<b>Factor 1: Routine Seeking</b>	
Cronbach's Alpha= ,841	<b>Factor Loadings</b>
<b>D11.</b> Often, I feel a bit uncomfortable even about changes that may potentially improve my life.	<b>,843</b>
<b>D13.</b> I sometimes find myself avoiding changes that I know will be good for me.	<b>,811</b>
<b>D4.</b> I generally consider changes to be a negative thing.	<b>,800</b>
<b>D5.</b> I'd rather be bored than surprised.	<b>,786</b>
<b>D10.</b> Changing plans seems like a real hassle to me.	<b>,770</b>
<b>Factor 2: Emotional Reactions</b>	
Cronbach's Alpha= ,836	<b>Factor Loadings</b>
<b>D8.</b> When things don't go according to plans, it stresses me out.	<b>,919</b>
<b>D9.</b> If my manager changed my responsibilities, it would probably make me feel uncomfortable even if I thought I'd do just as well without having to do any extra work.	<b>,712</b>

**Table 2.** Results of the Factor Analysis for Communication

<b>Factor 1: Vertical Communication- Contribution</b>	
Cronbach's Alpha= ,888	<b>Factor Loading</b>
<b>C10.</b> Management gives sufficient opportunities within the organization to critically reflect on managerial policies, or to give suggestions for improvement	<b>0,843</b>
<b>C 8.</b> Management gives opportunity to take part in decision making concerning issues involving the organization as a whole	<b>0,825</b>
<b>C 11.</b> Management of this organization pays attention to employees' suggestions.	<b>0,783</b>
<b>C 6.</b> Management takes the initiative to discuss organizational issues with the employees.	<b>0,728</b>
<b>C 9.</b> Management gives feedback about the work employee do.	<b>0,655</b>
<b>Factor 2: Vertical Communication- Information Sharing</b>	
Cronbach's Alpha= ,895	<b>Factor Loading</b>
<b>C 2.</b> My company gives information about personnel management	<b>0,827</b>
<b>C 1.</b> My company gives information about changes within the organization	<b>0,808</b>
<b>C 3.</b> My company gives information about the overall performance of the organization	<b>0,805</b>
<b>C 4.</b> My company gives information about the organization's strategy .	<b>0,691</b>
<b>Factor 3: Horizontal Communication</b>	
Cronbach's Alpha= ,823	<b>Factor Loading</b>
<b>C 13.</b> I communicate within my unit informally and for social reasons	<b>0,845</b>
<b>C 14.</b> I communicate with colleagues who are not in my unit informally and for social reasons	<b>0,837</b>
<b>C 15.</b> I communicate with my colleagues in other departments about non-business issues	<b>0,782</b>

**Table 3.** Results of the Factor Analysis for Perception of Organizational Justice

<b>Factor 1: Interactional Justice</b>	
Cronbach's Alpha= ,947	<b>Factor Loadings</b>
IJ3. I was treated with respect	<b>0,844</b>
IJ1. I was treated in a polite manner.	<b>0,831</b>
IJ2. I was treated with dignity.	<b>0,823</b>
IJ4. My manager (and/or any other authority figure) refrained from improper remarks or comments.	<b>0,773</b>
IJ8. My manager seemed to tailor communications to individuals' specific needs	<b>0,765</b>
IJ7. My manager communicated details in a timely manner.	<b>0,762</b>
IJ6. My manager explained the procedures thoroughly.	<b>0,743</b>
IJ9. My manager's explanations regarding the procedures were reasonable.	<b>0,735</b>
IJ5. My manager was candid while communicating with me.	<b>0,724</b>
<b>Factor 2: Distributive Justice</b>	
Cronbach's Alpha= ,897	<b>Factor Loadings</b>
DJ1. My outcomes reflect the effort I put into my work.	<b>0,832</b>
DJ4. My outcomes were justified, given my performance	<b>0,809</b>
DJ3. My outcomes reflect what I have contributed to the organization	<b>0,797</b>
DJ2. My outcomes were appropriate for the work I have completed.	<b>0,770</b>
<b>Factor 3: Procedural Justice- application</b>	
Cronbach's Alpha= ,882	<b>Factor Loadings</b>
PJ4. The procedures were free of bias.	<b>0,788</b>
PJ5. The procedures were based on accurate information	<b>0,747</b>
PJ7. The procedures upheld ethical and moral standards.	<b>0,668</b>
PJ3. The procedures were applied consistently.	<b>0,662</b>
<b>Factor 4: Procedural Justice- participation</b>	
Cronbach's Alpha= ,779	<b>Factor Loadings</b>
PJ2. I had influence over the outcomes arrived at by the procedures.	<b>0,860</b>
PJ1. I was able to express my views and feelings during the procedures	<b>0,802</b>
PJ6. I was able to appeal the outcomes arrived at by the procedures.	<b>0,660</b>