

LIST OF TABLES

Table 1. <i>Definitions of Workplace-Related Cynicism</i>	28
Table 2. <i>Meta-Analytic Relationships of Change Cynicism and its Correlates</i>	67
Table 3. <i>Questionnaire Items Addressing Affective Change Cynicism</i>	82
Table 4. <i>Questionnaire Items Addressing Behavioral Change Cynicism</i>	83
Table 5. <i>Items Addressing Cognitive Change Cynicism</i>	84
Table 6. <i>Change Cynicism – Estimates for the Second Generation Reliability Criteria</i>	90
Table 7. <i>Factor Correlations Between the Change Cynicism Dimensions</i>	91
Table 8. <i>Squared Factor Correlations Between the Change Cynicism Dimensions</i>	91
Table 9. <i>Means, Standard Deviations, Internal Consistencies and Correlations Between the Latent Variables in Study 1</i>	100
Table 10. <i>Summary of Indirect Effects in Study 1</i>	102
Table 11. <i>Results of the Hierarchical Regression Analysis for the Effects of Cultural Value Orientations on Change Cynicism</i>	178
Table 12. <i>Means, Standard Deviations, Internal Consistencies and Correlations Between the Latent Variables in Study 2</i>	179
Table 13. <i>Direct, Indirect, and Total Effects of Information, Participation, and Coworker Change Cynicism on Change Cynicism</i>	181

LIST OF FIGURES

<i>Figure 1.</i> Example of a Dilbert Cartoon Mocking Corporate Change Practice.	21
<i>Figure 2.</i> Results of the Confirmatory Factor Analysis of Change Cynicism – Path Diagram	88
<i>Figure 3.</i> Path Model of Study 1	105
<i>Figure 4.</i> Affective Events Theory. Schematic Illustration (Weiss & Cropanzano, 1996)	115
<i>Figure 5.</i> Circumplex Model of Affect with Examples of Mood States and Emotions (Russell & Feldman Barrett, 1999)	121
<i>Figure 6.</i> PA/NA Affect Model (Watson & Tellegen, 1985)	122
<i>Figure 7.</i> Levels of Cultures (Slightly Revised from Schein, 2010)	143
<i>Figure 8.</i> The Competing Values Framework (CVF) of Organizational Culture (Stock, McFadden, & Gowen, 2007)	148
<i>Figure 9.</i> Proposed AET-Based Model of Change Cynicism and its Antecedents and Outcomes	164
<i>Figure 10.</i> Path Model of Change Cynicism and its Antecedents	183
<i>Figure 11.</i> Path Model of Change Cynicism and its Outcomes	184

TABLE OF CONTENTS

ABSTRACT	5
LIST OF TABLES	8
LIST OF FIGURES	9
TABLE OF CONTENTS	10
I INTRODUCTION	15
II CYNICISM IN ORGANIZATIONS	23
2.1 Types of Cynicism in the Workplace	23
2.2 Organizational Cynicism as a Tripartite Attitude	28
2.2.1 Affective Organizational Cynicism	30
2.2.2 Behavioral Organizational Cynicism	31
2.2.3 Cognitive Organizational Cynicism	34
2.3 Organizational Change Cynicism	38
2.3.1 Some Facts and Figures About Organizational Change	38
2.3.2 Prior Approaches to Change Cynicism and a Unifying New Definition	43
2.3.3 Change Cynicism and Content-Related Constructs	47
2.3.4 Change Cynicism – Reflections and Findings on its Emergence and Implications	58
2.3.5 Change Cynicism – A Meta-Analytic Overview of its Correlates	63
III DEVELOPMENT AND VALIDATION OF A NEW MEASURE OF CHANGE CYNICISM - STUDY 1	68
3.1 Method	68
3.1.1 Objectivity, Reliability, and Validity as Core Psychonomic Properties	70
3.2 Research Hypotheses of Study 1	75
3.3 Sample	78
3.4 Measures and Scale Analyses	79
3.4.1 Change Cynicism	79
3.4.2 Cynicism about Organizational Change (CAOC)	91
3.4.3 Resistance to Change	91
3.4.4 Organizational Commitment	93
3.4.5 Dispositional Cynicism and Management Trust	94
3.5 Results	95
3.5.1 Convergent Validity	95
3.5.2 Nomological Validity	96
3.6 Discussion	104

IV AFFECTIVE EVENTS THEORY (AET) – A THEORETICAL FRAMEWORK OF WORK ATTITUDES AND THEIR ANTECEDENTS AND OUTCOMES	113
4.1 Affective Events Theory – An Overview	113
4.2 Work Environment Features in AET	114
4.3 Affective Events in AET	116
4.4 Affective Responses in AET	118
4.5 Individual Differences in AET	122
4.6 Attitudes in AET	124
4.7 Affect- and Judgment-Driven Behavioral Outcomes in AET	126
V TOWARDS A HYPOTHETICAL MODEL OF THE DEVELOPMENT AND THE IMPLICATIONS OF CHANGE CYNICISM	130
5.1 Classifications and Insights from the Implementation-Oriented Research on Organizational Change	130
5.1.1 The Content Aspect of Change	131
5.1.2 The Process Aspect of Change	134
5.1.3 The Context Aspect of Change	136
5.2 An Affective-Events-Theory-Based Model of Change Cynicism	138
5.2.1 Environmental Factors: Context and Process of Change	138
5.2.2 Affective Events: The Contents of Change	152
5.2.3 Affective Responses to Change	154
5.2.4 Individual Difference Factors: Trait Cynicism	155
5.2.5 Change Cynicism as an Attitude	156
5.2.6 Affect- and Judgment-Driven Behaviors: Outcomes of Change Cynicism	156
5.2.7 Overall Model	160
VI TEST OF AN AFFECTIVE-EVENTS-THEORY-BASED MODEL OF CHANGE CYNICISM – STUDY 2	165
6.1 Method and Sample	165
6.2 Measures and Scale Analyses	166
6.2.1 Environmental Factors – The Context of Change	166
6.2.2 Environmental Factors – The Process of Change	169
6.2.3 Change as an Affective Event – The Contents of Change	170
6.2.4 Individual Differences – Trait Cynicism	170
6.2.5 Affective Responses to Change – Positive and Negative Emotions	171
6.2.6 Attitudinal Outcomes – Change Cynicism	172
6.2.7 Affect- and Judgment-Driven Behaviors	172
6.3 Results	175

VII DISCUSSION	184
7.1 General Discussion	184
7.1.1 The Change Cynicism Construct	184
7.1.2 Change Cynicism and its Antecedents	188
7.1.3 Change Cynicism and its Outcomes	202
7.2 Limitations and Implications for Future Research	208
7.3 Implications for Organizational Change Practice	217
VIII REFERENCES	234
APPENDIX A – OVERVIEW OF STUDIES INCLUDED IN THE META-ANALYSIS	272
APPENDIX B – OVERVIEW OF QUESTIONNAIRE ITEMS USED IN STUDY 1	274
APPENDIX C – OVERVIEW OF QUESTIONNAIRE ITEMS USED IN STUDY 2	280
APPENDIX D – STATISTICAL OUTPUT FOR STUDY 1	288
APPENDIX E – STATISTICAL OUTPUT FOR STUDY 2	314
DECLARATION/ERKLÄRUNG	342
VITA	343
SUMMARY	344