What's in it for me? Compliance toward Change comes with Personal Valence

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Abstract

For today's organizations, survival and growth depend on responding quickly to the changes occurring in the environment. Effective execution of change programs in any organization depends, to a considerable degree, on the extent to which their employees value change. Therefore, making them understand that change is beneficial for them is imperative for the enactment of any change program. Grounded in the theory of planned behavior, this research aims at examining the direct impact of personal valence on employees' compliance toward change. Further, change readiness and commitment to change are proposed as sequential mediators between personal valence and compliance toward change. Self-administered questionnaires were utilized to collect primary data. The selected 583 respondents were officer-ranked employees in financial institutions, as well as media and telecom in the Punjab province and Islamabad, Federal Capital Territory of Pakistan. To test the hypotheses, PROCESS macros were employed for measuring the effect of mediation. The findings supported the hypothesized relationships of the study that personal valence directly influences compliance toward change. Moreover, change readiness and commitment to change also mediate, in sequence, the relationship between personal valence and employees' compliance toward change. These findings establish that the personal valence of employees regarding change is imperative to successfully generate change-related behaviors. Therefore, for the effective implementation of a change program in an organization, it is indispensable that employees must perceive the change program as valuable to them. Limitations and future research avenues regarding this study are also discussed accordingly.

Keywords: Organizational change, Personal valence, Change readiness, Commitment to change, Compliance toward change

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1. Introduction

Organizations are continuously challenged to bring changes in their culture, strategy, structure, and processes (Cummings & Worley, 2014). The unforeseen changes in political and economic situations in the world have increased the degree of uncertainty and accordingly, adjusting to the approaching changes is required to guarantee organizational endurance and survival (Rashid, Sambasivan, & Rahman, 2004). Today, managers are supposed to manage ever-changing government rules, innovative products, competitors in the market, advances in technology, and workforce diversity. Consequently, most companies have realized that they need to carry out moderate changes each year and major changes in 4 to 5 years (Kotter & Schlesinger, 1979). Stavros, Nikolaos, George, and Apostolos (2016) have also mentioned the study of Kotter and Schlesinger (1979), and have further stated that the scenario has changed considerably for organizations and that today, organizations struggle with the ever-changing organizational environment.

One of the indispensable requirements for every firm to succeed in this ever-changing business world is the capacity to change swiftly (Prawira, 2021; Mansour, Rowlands, Al-Gasawneh, Nusairat, Al-Qudah, Shrouf, & Akhorshaideh, 2022). Although organizations are going through large-scale changes with increasing consistency, such efforts every so often remains unsuccessful to realize their envisioned goals (Beer & Nohria, 2000). Blackman and Kennedy (2011) expressed that there is a general acceptance regarding the requirement for organizational change, nevertheless, it is likewise a reality that this change, now and again, is ineffective because of its improper management. The key reason for this is that the response of the recipients of change is often neglected, which hinders the effective implementation of any change program in the long run (Bartunek, Rousseau, Rudolph, & DePalma, 2006; Oreg, Michel, & By, 2013). This is rational enough to expect that reactions will come from employees as any kind of change process implicates moving from certainty to uncertainty (Wittig, 2012). As indicated by Rock and Schwartz (2006), the human brain registers change as a threat, and it generates fear as a response, which, in turn, affects the functioning of the brain. To overcome this, an understanding or an awareness spawned from the inside that encourages carrying out change is required.

Literature displays that change is resisted when it is perceived as negative by the employees (Shaheen, 2016). Due to insecurity regarding the change, developing resistance is a normal response (Ford, Ford, & D'Amelio, 2008; Mdletye, Coetzee, & Ukpere, 2014). Every change is an action that initiates a reaction. These reactions are mostly observed in the form of resistance and conflict (Vlados, 2019; Kim, Chang, Wong, & Park, 2020). Therefore, it can be safely said that change, which we consider external in

nature, will be resisted when it is perceived as negative. Therefore, any change needs its mechanisms to be managed properly. Employees' roles in the successful execution of organizational change have become even more critical over time (Petrou, Demerouti, & Schaufeli, 2016). The most often repeated factors in the literature as the cause of change programs' failure in an organization are linked with employees' reaction towards change, for example, less cooperation from employees (Ho, Chan, & Kidwell, 1999); organizations lack consideration regarding employees' problems (Spiker & Lesser, 1995); employees have less engagement (Meaney & Pung, 2008); and low receptiveness to employees (Shaheen, 2016). Porras and Robertson (1992) documented that the involvement of employees is the most frequently stated element for implementing change successfully. Haffar, Al-Karaghouli, Irani, Djebarni, and Gbadamosi (2019a) shared similar views.

"It is not thought as such that can move anything, but the thought which is for the sake of something and is practical" (Apostle, 1975, p. 102). This statement declared that behavior is not the immediate result of thought. This understanding, which we can trace back to Aristotle, is later discussed in the literature (Ajzen, 1985, 1991; Kuhl & Beckmann, 1985) and made way for many theories, notably, the theory of planned behavior (TPB hereafter) (Ajzen, 1985). TPB has been utilized extensively in the literature to explain the response of an individual in the form of self-reported or actual behavior (e.g. Ajzen & Driver, 1992; Armitage, Norman, & Conner, 2002; Liaw, 2004; Higgins & Marcum, 2005; Kautonen, Van Gelderen, & Fink, 2015; Pejić Bach, Aleksić, & Merkač-Skok, 2018; Feola, Vesci, Botti, & Parente, 2019). According to TPB (Ajzen, 1985), individuals' behavior is a function of their behavioral intentions, which are developed by their attitudes and beliefs toward the act. Therefore, the behavior of interest can be produced by developing beliefs, attitudes, and intentions accordingly. The factors that affect employees' behavior related to change need to be identified and comprehended.

In many research studies, it is discussed that the execution of change programs is ineffective because of deficient management. One of the vital reasons is that the organizations neglect employees' response toward change which further hampers the effective execution of the change program. Organizations do not see the need to make an effort to let employees know the attached benefits of change programs. To bring about favorable behaviors in employees, organizations need to enlighten employees that the change program, if executed effectively, will bring paybacks for them.

The basic structure of TPB is utilized to develop the hypothesized model of the study. In the model, personal valence (PV hereafter) is introduced as belief; change readiness (CRd hereafter) as attitude; commitment to change (CtC hereafter) as intention; and compliance toward change (COMP hereafter) as behavior. The rationale for examining these relationships relies on the notion that change cannot be successfully

implemented through coercion. Rather, it needs to follow a 'one step at a time' approach in which belief is required to influence the behavior of employees through their attitude and intention. The outcome of this study will add up to managers' understanding of the importance of developing PV to equip employees with the attitude and intention necessary to successfully generate change-supportive behavior. The results of the current study will prepare managers to minimize or evade undesirable outcomes and will enable them to get employees ready for change initiatives proactively.

Therefore, the following objectives are set for this study:

1. To examine the direct relationship of personal valence with employees' compliance toward change.
2. To examine the mediating role of change readiness and commitment to change in a series for the relationship between personal valence and compliance toward change.

The hypothesized model of the study is given in figure 1.
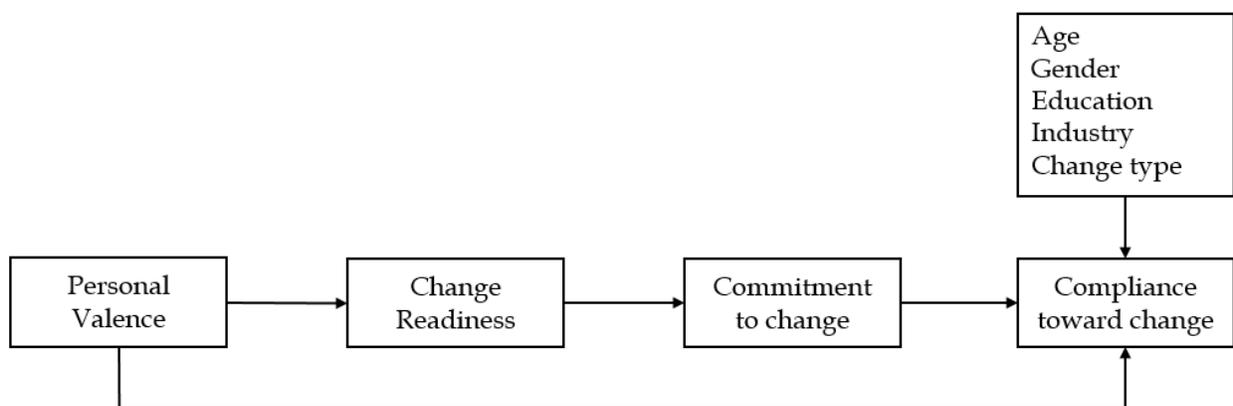
Figure 1: Hypothesized Model of the Study

2. Literature Review
2.1. Personal Valence

Atkinson (1957) put forward the concept that one of the factors that affect the probability of achieving an outcome, is how much value that outcome has. Hence, the idea of valence has for quite some time been comprehended as a fundamental part of why individuals change or want to change. Value, according to Higgins (2007), is the comparative worth and psychosomatic experience of being appealed to or repelled by an activity, a person, or a product. Haffar, Al-Karaghouli, Djebarni, and Gbadamosi (2019b, p. 1372) defined PV as "the extent to which employees believe that the proposed change is beneficial to organizational members". According to Holt, Armenakis, Field, and Harris (2007), PV exists when employees believe the change will be personally beneficial.

Andersen (2008) as well as Armenakis, Harris, and Feild (2000) stated that PV may affect the perceptions of an individual regarding a change program. When employees come to know about the benefits that they will receive in return for the effective implementation of the change initiative, they feel motivated to carry it out (Siddiqui, 2011). Phillips (2017, p. 15) defined valence related to change in an organization as "the perception of value that organizational members place on the planned change initiative". Rafferty and Minbashian (2019) collected data from government workers in Australia and stated, based on the data that a significant association was found between cognitive beliefs and CRd. They also indicated that change-related beliefs does affect the change-related behaviors.

Shea and Howell (1998) stated that employees will feel persuaded to take part in the change program if they see personal benefit in doing so. PV represents the costs and benefits of change in the organization and it plays a significant role in shaping readiness (Holt et al., 2007). Weiner (2009) debated that change valence does predict the readiness for change in an organization, i.e. if employees perceive the change as necessary, needed, and valuable, their readiness for that change will increase. CRd is dependent on personal valence (Soomro, Hizam-Hanafiah, Abdullah, & Jusoh, 2021) and it initiates when an individual is aware of the prospect that change will bring him/her benefits (Prochaska, Velicer, Rossi, Goldstein, Marcus, Rakowski, Fiore, Harlow, Redding, Rosenbloom, & Rossi, 1994). Phillips (2017) conducted a study on the employees of an organization going through a change program and concluded that change valence displayed a significant association with the organization's readiness to change.

Mansour et al. (2022) conducted a research study in a national Jordanian bank and reported that employees' readiness towards change was influenced by their belief of being benefitted from the training programs. Peccei, Giangreco, and Sebastiano (2011) also reported parallel results. They conducted a research study in an Italian electricity company and concluded that the perceived benefits of change showed a significant positive relationship with attitudes toward change. Therefore, the higher the perceived benefits from the change, the lower the resistance toward change will be. Employees who are certain that change is going to benefit them, will approve of and provide support for the change program while those who believe change will not be of any benefit to them, will more likely resist it (Visagie & Steyn, 2011).

2.2. Change Readiness

Readiness for change is defined as "an individual's beliefs, attitudes, and intentions regarding the extent to which changes are needed and the organization's capacity to successfully make those changes" (Armenakis, Harris, & Mossholder, 1993, p. 681). Holt et al. (2007, p. 235) defined CRd as "the extent to which an individual or

individuals are cognitively and emotionally inclined to accept, embrace, and adopt a particular plan to purposefully alter the status quo". Employees' CRd is considered a significant precursor for the implementation of organizational change (O'Connor & Fiol, 2006; Treuer, McCabe, Karantzas, Mellor, Konis, & Davison, 2022). Literature commented that most of the organizations that experienced unproductive change endeavors are those which remained unsuccessful in developing the required readiness in employees towards change (e.g. Kotter, 1996; Mladenova, 2022).

Literature indicated that many factors are regarded as the cause of unsuccessful implementation of a change program but few of them are as crucial as employees' attitude towards change in the organization (Miller, Johnson, & Grau, 1994; Armenakis et al., 1993). Schein (2010) also stated similar views by saying that the failure in implementing organizational change can be followed back to the incapacity of the organization to create CRd in individuals before attempting to introduce the change program. Vakola, Tsaousis, and Nikolaou (2004) found numerous studies where a positive attitude of employees towards change was found to be essential in accomplishing change initiatives effectively.

Mansour et al. (2022) conducted a study in Jordan and reported that bank employees' CRd positively influenced their affective commitment. Somadi and Salendu (2022) collected data from employees of a private hospital in Indonesia. They stated in their study that employees' CRd does affect the affective CtC as a mediator. Waisya and Weib (2020) collected data from lecturers in public and private universities in the Kurdistan Region. They reported similar results that CRd affects affective commitment as a mediator. A study (Adil, 2016) was carried out in the context of Pakistan and collected data from manufacturing companies in the private sector. Adil reported in this study that appropriateness, one of the dimensions of CRd, has a positive significant impact on affective CtC and a negative significant impact on continuance CtC.

Visagie and Steyn (2011) conducted a research study in South Africa and concluded that among different attitudes, CRd is the major predictor for supporting change. Chiu (2021) reported in his study that attitude has a positive association with CtC. Research studies around the world had shown that organizational readiness has a positive association with the employment of change in the form of e-commerce technology in SMEs in China, South Africa, Thailand, Australia, Saudi Arabia, Indonesia, and Malaysia (Ram, Corkindale, & Wu, 2013; Hung, Chang, Lin, & Hsiao, 2014; Al-Somali, Gholami, & Clegg, 2015; Rahayu & Day, 2015; Kurnia, Choudrie, Mahbubur, & Alzougool, 2015). In a research study, conducted in the US, it is reported that in personal relationships, readiness does strongly predict commitment (Hadden, Agnew, & Tan, 2018). A research study conducted in Pakistan regarding employees' change-related

attitudes and behaviors, summarized the results by stating that employees' attitudes are the basis on which CtC can be developed (Shah, Irani, & Sharif, 2017). Ingersoll, Kirsch, Merk, and Lightfoot (2000) stated in their study that organizational readiness to change is the most important predictor of commitment toward the organization. Bakari, Hunjra, and Niazi (2017) conducted a research study on public sector hospitals, which were going through restructuring in Pakistan. Study results found that CRd can supplement the employees' commitment toward change.

2.3.   Commitment to change

CtC is brought into the model under the construct named intention. It is distinct from organizational commitment. The definition of commitment developed by Meyer and Herscovitch (2001) is "a force that binds an individual to a course of action of relevance to one or more targets" (p. 301). Taking this definition as the foundation, Herscovitch and Meyer (2002) proposed a new definition for CtC as "a force (mindset) that binds an individual to a course of action deemed necessary for the successful implementation of a change initiative" (p. 475). Schein (2010) reported that the lack of CtC in individuals, before the introduction of change, is one of the key reasons that most of the change programs run into obstruction from employees or due to implementation failure.

Change and CtC have a strong connection with each other (Neves, 2011). Numerous research studies have acknowledged that organizational commitment is an indispensable requirement for the successful enactment of change in an organization (Yousef, 2000a, 2000b; Vakola & Nikolaou, 2005; Bellou 2007; Shin, Taylor, & Seo, 2012).

Literature has exhibited that employees' affective CtC and normative CtC have a positive relationship with their behaviors to support change; however, organizations recurrently failed in inspiring and drawing out the appropriate degree of employees' commitment toward change (Hill, Seo, Kang, & Taylor, 2012). Literature has demonstrated that CtC predicts support for change better than the wider concept of organizational commitment does (Ford, Weissbein, & Plamondon, 2003; Meyer, Srinivas, Lal, & Topolnytsky, 2007). Therefore, we can assume that CtC, which is taken as an intention, will affect the change relate behavior. Yang, Hao, and Song (2020) conducted a study in a Chinese coal company. They concluded that affective commitment mediates the relationship for supervisor support and innovation behavior which depicts that commitment can mediate the relationship for change-related behaviors.

Fournier, Chênevert, and Jobin (2021) reported in a study, conducted in Canadian healthcare organizations, that commitment to change does affect behavioral support for change as a mediator. In a longitudinal study (Shin, Seo, Shapiro, & Taylor, 2015), carried out on employees working in a government organization, it is concluded that

commitment and behavioral support for change are positively correlated with each other. A comparison is done in a research study, between Indian and Canadian employees facing organizational change (Meyer et al., 2007). This study found that change-supportive behaviors are predicted by commitment toward change. These research studies exhibited that intention is necessary to welcome change. Therefore, we can assume that CtC will affect COMP positively.

Based on the literature review, the following hypotheses are developed.

H₁*: There is a positive relationship between personal valence and compliance toward change.*

H₂*: Personal valence indirectly influences compliance toward change through the serial mediating effect of change readiness and commitment to change.*

This study will control for the effects of age, gender, education, industry type, and change type in this study.

3. Methodology
3.1. Sample and data collection

Data was collected from media, telecom, and consumer financial services located in Islamabad (Federal Capital Territory) and Punjab (Province of Pakistan). The purposive sampling technique was used to select respondents. As respondents for this study needed to be selected based on a criterion, i.e. respondent must be working in the organization for the last one year, consequently, purposive sampling was used to fulfill this criterion. Cooper and Schindler (2012) characterized purposive sampling as "a non-probability sample that conforms to certain criteria" (p. 437), therefore, this technique was used here.

Employees employed at officer rank and above were chosen as respondents. Data was collected through a self-administered survey questionnaire. A sample of 384 respondents was calculated by utilizing Cochran's formula (Cochran, 1977). Literature reported different average response rates for the questionnaire survey ranging from 52.7% (Baruch & Holtom, 2008) to 70% (Dillman, 2000). Therefore, 800 questionnaires were distributed to circumvent the cases of "under-filled" or "not responded" questionnaires. Out of the total questionnaires received back from the respondents, 583 questionnaires were selected for data analysis after taking into consideration the under-filled questionnaires.

3.2. Survey Instrument

The questionnaire was developed by including the established scales of the variables. The scale for PV developed by Holt et al. (2007) measures PV of the employees as it is perceived by them. CRd was measured through a scale which is adopted from the

CRd scale constructed by Samaranayake and Takemura (2017). CtC was measured with the help of the scale developed by Herscovitch and Meyer (2002). COMP was measured through a variable developed by Herscovitch and Meyer (2002).

3.3.   Measurement Method Validity

To minimize the impact of common method bias, Harman's single-factor test was used as suggested by Podsakoff, MacKenzie, Lee, & Podsakoff (2003). The results of Harman's single-factor test demonstrated that 47.22% of the variance is caused by a single factor which is below the threshold level of 50%, therefore, there is no risk of common method variance.

Confirmatory factor analysis (CFA) was conducted in AMOS to determine the construct validity of the data. The factor loading scores of all the items are displayed in Table 1 which established the validity of the constructs of all the variables of the study. The values of CFI, TLI, and IFI were .993, .992, and .993 respectively. The value of $\chi 2/\mathrm{df}$ was 1.307 and a value of .023 was shown for RMSEA. Based on these values, the proposed model displayed a model fit.

3.4.   Reliability of the measures

All the scales used in this study, are already established scales but the reliability of each variable was re-established through the reliability test of Cronbach's alpha. Cronbach's alpha scores for PV, CRd, CtC, and COMP were .75, .81, .97, and .89 respectively. The scores of reliability for all the variables, in this study, were well above .70 which depicts that all the scales are highly reliable and internally consistent.

4.   Results and discussion

To measure the interrelationship among the variables, Spearman's correlation is utilized. All the study variables show significant interrelationships. Table 2 shows all variables' means, standard deviations, and inter-correlations.

4.1.   Testing the hypotheses

Serial multiple mediation is employed here to test the hypotheses of the study. The purpose of utilizing a serial multiple mediation model is to examine the direct and indirect effects of the predictor variable on the outcome variable where the predictor variable causes the first mediator, which causes the second mediator, so on and so forth, finally with the outcome variable as the concluding consequent (Hayes, 2017). Model 6 is utilized in PROCESS Macro to conduct the serial multiple mediation test. The serial multiple mediator model in this study has two mediators i.e., CRd and CtC.

Table 1. Factor Loading Scores

Items			Factor Loading	Items			Factor Loading
CRd1	<---	CRd	.61	CtC8	<---	CtC	.87
CRd2	<---	CRd	.67	CtC9	<---	CtC	.87
CRd3	<---	CRd	.69	CtC10	<---	CtC	.86
CRd4	<---	CRd	.63	CtC11	<---	CtC	.85
CRd5	<---	CRd	.66	CtC12	<---	CtC	.85
CRd6	<---	CRd	.65	CtC13	<---	CtC	.85
CtC1	<---	CtC	.84	CtC14	<---	CtC	.85
CtC2	<---	CtC	.85	PV1	<---	PV	.67
CtC3	<---	CtC	.85	PV2	<---	PV	.84
CtC4	<---	CtC	.87	PV3	<---	PV	.62
CtC5	<---	CtC	.87	COMP1	<---	COMP	.85
CtC6	<---	CtC	.85	COMP2	<---	COMP	.85
CtC7	<---	CtC	.85	COMP3	<---	COMP	.86

Table 2. Means, Standard Deviations, and Inter-correlation

	Mean	Std. Dev.	1	2	3	4	5	6	7	8	9
Age	-	-									
Gender	-	-	-.07								
Education	-	-	-.05	.09*							
Industry	-	-	-.05	.06	-.05						
Change Type	-	-	-.03	.02	.01	-.20**					
PV	4.22	.72	-.05	.06	.03	-.01	.06				
CRd	4.39	.71	-.11**	.01	.02	-.07	.03	.20**			
CtC	3.98	1.12	-.05	.00	-.05	.05	.05	.13**	.14**		
COMP	3.94	1.16	-.09*	.03	-.03	-.08*	.10*	.14**	.21**	.55**	

**. Correlation is significant at the 0.01 level (2-tailed).

 *. Correlation is significant at the 0.05 level (2-tailed).

Demographic variables, i.e., age, gender, education, industry, time span, and change type, are controlled for their effect when running statistical tests so that they may not affect the results of the study. All the control variables show insignificant or negligible impact on any of the variables of the study. Table 3 displays the results of the impact PV on COMP through two serial mediators, i.e., CRd, and CtC. The total effect depicts the effect of PV on COMP. It shows that PV (r = .36, p < .01) significantly and positively predicts COMP.

LLCI showed a value of .23 and ULCI has a value of .49. No zero was observed between them, consequently, the total effect of PV on COMP is significant. This result supported hypothesis H1 of the study which states that there is a positive relationship between PV and COMP. The direct effect shows the result when COMP is regressed in the presence of both mediators (CRd and CtC) which are controlled for their effect. Results of PV (r = .04, p > .05) with LLCI and ULCI values of -.05 and .13 respectively, show that PV does not predict outcome variable (COMP) when all the mediators are controlled for their effect.

The total indirect effect shows the LLCI and ULCI values of .20 and .43 respectively. This shows that the total indirect effect (r = .32, p < .05) is significant. One unit increase in PV will increase COMP by .32 through the indirect path. Two indirect effects (Ind2 and Ind3) are significant while one path (Ind1) is insignificant. The total indirect effect is because of these two paths (Ind2 and Ind3) as they show significant results. The highest contribution, in this serial mediation, comes from CtC as can be observed from the results of Ind2 (r = .18, p < .05). Ind3 of the Model (PV → CRd → CtC → COMP) is significant (r = .11, p < .05) which supports hypothesis H2 which states that PV indirectly influences COMP through the serial mediating effect of CRD and CtC. It explains that every variable in the series predicts the next variable significantly. This result depicts that PV influences CRd which influences CtC, and which finally influences COMP. Literature has also provided evidence about how these variables affect each other.

Table 3. PROCESS Macro Results for PV and COMP

	Coefficient	P-value	Bootstrapping BC 95% CI	
			LLCI	ULCI
Total effect	.36	.00	.23	.49
Direct effect	.04	.40	-.05	.13
Indirect effect				
Total	.32	<.05	.20	.43
Ind1	.04	>.05	-.01	.08
Ind2	.18	<.05	.05	.29
Ind3	.11	<.05	.05	.18

Indirect effect key:
Ind1 PV → CRd → COMP Ind2 PV → CtC → COMP Ind3 PV → CRd → CtC → COMP

As far as, the impact of PV on CRd is concerned, the literature provides us with enough evidence that they have a positive relationship with each other. Rafferty and Minbashian (2019) reported a significant association between cognitive beliefs and CRd. Mansour et al. (2022) also mentioned results that are consistent with this study. They reported that employees' CRd was influenced by their belief of being benefitted from the training programs. George and Camarata (1996) reported that awareness about the benefits attached to change increases acceptance towards change. Weiner (2009) and

Prochaska et al. (1994) stated that CRd initiates when an individual is aware of the prospect that change is valuable and will bring him/her benefits. Giangreco and Peccei (2005) stated that the more noteworthy the benefits of change employees perceive, the more positive attitude they will have toward the change.

For the impact of CRd on CtC, the literature is also in line with the result of this study. Somadi and Salendu (2022) as well as Waisya and Weib (2020) conducted research studies in Indonesia and Kurdistan Region respectively and reported similar results. They stated that employee CRd does affect the affective CtC as a mediator. Malebana (2014) and Saptono and Purwana (2016) stated that entrepreneurial attitude affects entrepreneurial intentions positively. It is also mentioned in the literature that CRd, has a positive significant impact on different dimensions of commitment (Adil, 2016). Santhidran, Chandran, and Borromeo (2013) stated that readiness to change acts as a mediator for CtC.

For the effect of CtC on COMP, the literature is also consistent with the results of this study. It states that during changes, intentions bring about little to medium changes in behavior (Webb & Sheeran, 2006). Meyer et al. (2007) found that change-supportive behaviors are predicted by different dimensions of commitment toward change. Fournier, Chênevert, and Jobin (2021) stated that commitment to change does affect behavioral support for change as a mediator. A study conducted in Pakistan also reported that normative CtC has a significant positive relationship with COMP (Bakari et al., 2017).

5. Conclusion

Despite being able to adapt to the ever-changing business environment worldwide, two-thirds of the change initiatives carried out by companies fail (Auster, Wylie, & Valente, 2005). The primary reason in the back of this scenario is that the reaction from the recipients of change is often disregarded, which impacts the efficient and effective implementation of any change initiative. The most effective way to bring about change, with the hope that it will win over an extended period, is to change the employees' mindsets towards change, which will eventually change their response towards it. Organizations should be open and clear to their employees about how change is going to be beneficial not only for the organization but also for them. People are naturally more inclined towards things and ideas which bring them benefits. If employers want to generate compliance toward change, they need to generate personal valence in employees. Employers need to make employees aware of the prospect that change will bring them benefits. When employees see personal benefits attached to a change program, it is more likely that their readiness to change will increase and they decide to comply.

Overall, it can be concluded that the effect of PV as a belief was a sequential process that influenced the attitude (CRd) and intention (CtC) of employees and, eventually, their COMP. Therefore, organizations must be clear about the long-term benefits of any change program for the company as well as for employees. This will make employees welcome change rather than being threatened by it. Furthermore, among both mediators, CtC contributed the most. Therefore, generating CtC is imperative when an organization wants to generate COMP in employees.

6. Limitations of the study

A few limitations that appeared while conducting this study, are discussed further. Non-probability sampling technique was employed for identifying the sample for this study. The reason behind this was to satisfy some conditions which were set by the author for selecting the sample. Another key constraint is its cross-sectional design. This research design did not allow to examine the impact of study variables over time. The data was collected from Pakistan (specifically, the Punjab province and Islamabad), and the culture of this area likely affected the results of the study.

7. Implications of the study

This study has contributed to the literature as well as can contribute to organizations' practices in many ways. First, the conceptual framework for the current study is based on TPB (Ajzen, 1985, 1991). The model proposed in this study has advanced the literature by integrating this theory with the variables of the study to uncover the process through which favorable change-related behavior can be produced in employees. Further, using TPB, this study has clarified conceptually and empirically, the sequential process through which change-related behaviors can be produced in the employees. This study sheds light on that change-related behavior is a function of change-related beliefs, attitudes, and intentions.

This study can contribute to organizations and help managers understand the importance of generating PV in employees to successfully produce change-related behaviors. It has also emphasized the importance of employees in an organization for the successful implementation and execution of any change program. The results of the study made it evident that employees' beliefs, attitudes, and intentions ultimately produce behavioral results.

8. Future research directions

As the present results were derived from the context of Pakistan, they might differ to some extent or considerably in different cultural settings. Thus, research should be carried out to find out the differences in results depending on the culture. Related research studies should also be carried out in different sectors and countries to identify

the differences and similarities in the relationships between the studied variables in sectors other than those selected in this study.

This study has identified variables from the literature that represent employees' beliefs, attitudes, intentions, and behaviors that are favorable for change. Researchers can identify other variables from the literature and include them in the model of this study, which can embody employees' change-related beliefs, attitudes, intentions, and behaviors.

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