

# A Study of the Relationship for Perception of Organizational Change, Organizational Citizenship Behavior ...

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## ABSTRACT

In recent years, with the rapid development of the economy, international companies have had to change their structures regularly in order to remain profitable in the face of international competition. This paper discusses our study on the characteristics of organizational change, specifically which characteristics influence an individual's appraisal of the uncertainty associated with change and ultimately how change affects the citizenship behavior and turnover intentions of an organization's employees. As a result, the findings are as follows: 1. The perception that change is very frequent displays a significant, unique positive relationship with psychological uncertainty. 2. The perception that change has resulted in significant modification to core aspects of an organization displays a significant, unique positive relationship with psychological uncertainty. 3. The perception that change has been implemented after deliberation and planning displays a significant, unique negative relationship with psychological uncertainty. 4. Psychological uncertainty is negatively related to organizational citizenship behavior. 5. Psychological uncertainty is positively related to turnover intentions. Results suggest that before an organizational change occurs, careful planning for the change process can reduce the negative influence which the change brings. Also during the change process, if individuals respond positively to the change, then leader should encourage them with the expectation that they may enhance organizational citizenship behavior and decrease the turnover intentions of other associates. Suggestions for further research include first analyzing of how individual characteristics such as age and education affect organizational citizenship behavior and turnover intentions and secondly conducting interviews to further understand the attitudes and intentions of the surveyed employees

Keywords : organizational change ; psychological uncertainty ; organizational citizenship behavior ; turnover intention

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