

A tool for readiness for organizational change

A summary of

Holt, D.T., Armenakis, A.A., Feild, H.S., Harris, S.G. (2007). Readiness for organizational change: the systematic development of a scale. *Journal of Applied Behavioral Science*, 43(2), 232-255.



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Tool

Relevance For Public Health

This article discusses the initial steps the authors followed to develop a valid and reliable instrument to assess readiness for change. Although the reported results should be regarded as a preliminary step in developing an instrument to assess readiness for change, they are encouraging. The findings provide a framework to further explore the specific factors that influence readiness for change and a basis to build reliable and valid scales to measure those factors. Moreover, this tool can serve as a framework to systematically assess facilitation strategies that can help public health leaders more effectively initiate and implement change.

Description

This article discusses the development and evaluation of an instrument that can be used to gauge readiness for organizational change at an individual level. This tool used a systematic item-development framework as a guide (i.e., item development, questionnaire administration, item reduction, scale evaluation and replication). This tool takes into account models assessing readiness comprised of four factors: content, context, process and individual characteristics.

Readiness for change is a multidimensional construct influenced by beliefs among employees that:

- they are capable of implementing a proposed change (i.e., change-specific efficacy)
- the proposed change is appropriate for the organization (i.e., appropriateness)
- the leaders are committed to the proposed change (i.e., management support)
- the proposed change is beneficial to organizational members (i.e., personal valence)

Implementing the Tool

Who is Involved?

Change agents are necessary for the delivery of the tool. Employees are essential for participating in the tool.

Steps for Using Tool

The most influential readiness factors were:

- **efficacy**— the belief that the change could be implemented
- **organizational valence**— the belief that the change would be organizationally beneficial
- **management support** — the belief that the organizational leaders were committed to the change
- **personal valence** — the belief that the change would be personally beneficial

Evaluation and Measurement Characteristics

Evaluation



Has been evaluated.

Known scales designed to measure personality and contextual variables were administered along with the readiness factors so that convergent validity, the extent to which new scales share variance with other known scales, could be explored.

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Validity



Validity properties meet accepted standards.

Estimates of internal consistency.

Estimates of internal consistency were computed for each factor. Coefficient alphas were .94 for appropriateness, .87 for management support, .82 for change efficacy and .66 for the personal valence score. Although the internal consistency of the Personal Valence scale did not meet the standard of .70, the standard was relaxed because of the exploratory nature of the scale.

CONVERGENT VALIDITY

Personality factors

The following measures were included:

- an individual's locus of control (using the seven-item Internal Mastery Scale developed by Pearlin, Lieberman, Menaghan & Mullan, 1981; $\alpha = .77$)
- negative affect (using the 10-item Negative Affect Schedule developed by Watson, Clark & Tellegen, 1988; $\alpha = .86$)
- rebelliousness (using the 11-item scale developed by Hong & Faedda, 1996; $\alpha = .85$)
- general attitudes toward change (using the five items developed by Trumbo, 1961; $\alpha = .73$)

Organizational Culture

The authors measured the following:

- the perceptions members had of the organization's communication climate (measured with the four-item scale developed by Miller, Johnson & Grau, 1994; $\alpha = .73$)
- perceived ability of management (measured with a six-item scale developed by Mayer & Davis, 1999; $\alpha = .94$)

These results indicated that the readiness factors were correlated with each other (mean $r = .46$, $p < .05$). In addition, the correlations between the variables gave some evidence of convergent validity.

PREDICTIVE AND INCREMENTAL VALIDITY

An abbreviated follow-up questionnaire included:

- the three-item scale of job satisfaction (Cammann, Fichman, Jenkins & Klesh, 1983; $\alpha = .83$)
- the six-item scale of affective commitment (Allen & Meyer, 1990; $\alpha = .86$)
- the three-item scale of turnover intentions (Cammann et al., 1983; $\alpha = .88$)

Predictive validity

Using regression, the readiness-for-change factors collectively explained 23% ($F = 9.24$, $p < .01$), 17% ($F = 8.18$, $p < .01$) and 10% ($F = 3.59$, $p < .01$) of the variation in the organizational members' job satisfaction, affective commitment and turnover intentions, respectively.

Incremental validity

To test the incremental predictive validity of the readiness factors, the authors used hierarchical multiple regression. This analysis indicated that the addition of the readiness factors increased the explained variance of job satisfaction (when readiness-for-change factors were entered, $\Delta R^2 = .08$, $p < .05$) and affective commitment (when readiness-for-change factors were entered $\Delta R^2 = .08$, $p < .05$). The readiness-for-change factors did not explain a significant amount of variation in turnover intentions over the demographic characteristics, personality variables and contextual variables (when readiness-for-change factors were entered $\Delta R^2 = .04$, $p > .05$).

Personality and organizational factors were administered to a second sample as well. Consistent with previous findings, the results indicated that the readiness factors were correlated with each other (mean $r = .42$, $p < .05$).

Reliability



Reliability properties meet accepted standards.

Methodological Rating



Strong

Tool Development

Developers

Daniel T. Holt

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Method of Development

The development procedure consisted of five steps:

1. item development
2. questionnaire administration
3. item reduction
4. scale evaluation
5. replication with an independent sample

Release Date

2009

Contact Person

Daniel T. Holt
Phone: (662) 325-5101
Phone: (662) 325-3928
Email: daniel.holt@msstate.edu

Resources

Title of Primary Resource	Readiness for Organizational Change: The Systematic Development of a Scale
File Attachment	None
Web-link	http://jab.sagepub.com/content/43/2/232.abstract
Reference	Holt, D.T., Armenakis, A.A., Feild, H.S., Harris, S.G. (2007). Readiness for organizational change: the systematic development of a scale. <i>Journal of Applied Behavioral Science</i> , 43(2), 232-255.
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