Perceived Organizational Change on Employees' Service-oriented OCB: Exploring the Mediation of Affective Commitment

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Abstract

Service-oriented organizational citizenship behavior (OCB) is voluntary behavior that service employees do to customers. While most organizational change originated from upper management, employees' perception about organizational change is rarely explored. Affective commitment is one possible attitudinal consequences of organizational change, as well as a major determinant of an employee's behavior. Based on the social exchange perspective, when employees perceived well-treated from the organization, they will reciprocate with positive attitudes and behaviors, and engage in service-oriented OCB. Therefore, it is proposed that perceived organizational change may influence employees' affective commitment, and in turn influence service-oriented OCB.

To test the research hypothesis, 500 questionnaires were given to contact service employees of Taiwanese restaurants, and 276 responded. Using SEM analysis, results suggest five aspects of perceived organizational change (i.e. salience, impact, significance, meaning, and control) is related to affective commitment, and contributes to service-oriented OCB in terms of loyalty, service delivery, and participation.

Keywords: Perceived organizational change, affective commitment, service-oriented OCB.

1. Introduction

Service-oriented organizational citizenship behavior (OCB) is voluntary behavior that service employees do to customers. As the world today is changing at an unprecedented rate, the environment within which organizations operate is characterized by instability resulting from increased global competition, technological innovation and change, limited resources, deregulations and privatization [10]. As a result, organizational change is inevitable for an organization that desires to grow, achieve its mission, vision and objectives [1]. However, it is not necessary employees will perceive organizational change as a necessity and fully support the related activities such as downsizing and reorganization. Employees may be suspicious and concerned about the new changes happening in the organization [54]. As employees' contributions to the organization are