

https://dspace.org/

Employee readiness for change within an organisational merger :|bindividual and contextual correlates

Shalem, Shira

2012-02-28
http://hdl.handle.net/10539/11363

Downloaded from a DSpace repository. https://dspace.org/

REFERENCES

Agocs, C. (1997). Institutionalised resistance to organisational change: Denial, inaction and repression. Journal of Business Ethics, 16, 917-931.

Al-Shammari, N.N. (1992). Organisational climate. Leadership and Organisation Development Journal, 13, 6, 30-32.

Anastasi, A. (1988). Psychological testing (6th edition). New York: MacMillan.

Anderson, N.R. & West, N.A. (1998). Measuring climate for work group innovation: Development and validation of the team climate inventory. Journal of Organisational Behaviour, 19, 235-258.

Antonovsky, A. (1979). Health, stress and coping. San Francisco: Jossey-Bass.

Antonovsky, A. (1984). The sense of coherence as a determinant of health. In J.D. Matarazzo, S.M. Weiss, J.A. Herd, M.E. Miller & S.M. Weiss (Eds.) Behavioural health; A handbook of health enhancement and disease prevention (pp. 114-129). New York: Wiley.

Antonovsky, A. (1987). The salutogenic perspective: Toward a new view of health and illness. Advances, 4, 1, 47-55.

Antonovsky, A. (1987). Unravelling the mystery of health: How people manage stress and stay well. San Francisco: Jossey-Bass

Antonovsky, A. (1991). The structural sources of salutogenic strengths. In C.L. Cooper & R. Payne (Eds.) Personality and stress: Individual differences in the stress process. Chichester: John Wiley & Sons.

Antonovsky, A. (1993). Complexity, conflict, chaos, coherence and civility. Social Science Medicine, 37, 8, 969-974.

Antonovsky, A.C. (1994). The sense of coherence: An historical and future perspective. In H.I. Hamilton, C.A. Thompson, A.I. Thompson, & J.E. Fromer (Eds.) Sense of coherence and resiliency: Stress, coping and health. University of Wisconsin System:

Antonovsky, H. & Sagy, S. (1985). The development of a sense of coherence and its impact on responses to stress situations. The Journal of Social Psychology, 126. 2, 713-225.

Armenakis, A.A., Harris, S.G. & Mossholder, K.W. (1993). Creating readiness for organisational change. Human Relations, 46, 6, 681-703.

Ashford, S.J. (1988). Individual strategies for coping with stress during organisational transitions. Journal of Applied Behavioural Science, 24, 1, 19-36.

Ashforth, B.E. & Lee, R.T. (1990). Defensive behaviour in organisations: A preliminary model. Human Relations, 43 7, 621-648.

Bailey, K.D. (1982). Methods of social research (2nd edition). London: The Free Press.

Bandura, A. (1977). Self efficacy: Toward a unifying theory of behavioural change. Psychological Review, 84, 2, 191-215.

Bandura, A. (1986). Social foundations of thought and action. Englewood Cliffs, NJ: Prentice-Hall.

Bandura, A. & Cervone, D. (1983). Self-evaluative and self-efficacy mechanisms governing the motivational effects of goal systems. Journal of personality and social psychology, 45, 5, 1017-1028.

Bandura, A. & Cervone, D. (1986). Differential engagement of self-reactive influences in cognitive motivation. Organisational Behaviour and Human Decision Processes, 38, 92-113.

Bastien, D.T. (1987). Common patterns of behaviour and communication in corporate mergers and acquisitions. Human Resource Management, 26, 1, 17-33.

Bennett, J.B., Lehman, W.K., & Frost, J.K. (1999). Change, transfer climate, and customer orientation. Group and Organisation Management, 24, 2, 188-216.

Blake, L. (1992). Reduce employees' resistance to change. Personnel Journal, September, 72-76.

Blake, R.R. & Mouton, J.S. (1983). The urge to merge: Tying the knot successfully. Training and Development Journal, 41-46.

Bowman, B.J. (1997). Cultural pathways toward Antonovsky's sense of coherence. Journal of Clinical Psychology, 53, 2, 139-142.

Breakwell, G.M., Hammond, S. & Fife-Schaw, C. (1995). Research Methods in Psychology. London: Sage Publications.

Burke, W.W. & Litwin, G.H. (1992). A causal model of organisational performance and change. Journal of Management, 18, 3, 523-545.

Carstens, J.A. (1995). The relationship between sense of coherence and depression. Masters of Arts (Clinical Psychology), University of Stellenbosch.

Cartwright, D. (1983). Achieving change in people: Some applications of group dynamics theory. In W.L. French, C.H. Bell & R.A. Zawacki (eds.) Organisation development: Theory, practice and research. Plano, Texas: Business Publications.

Cartwright, S. & Cooper, C. (1990). The impact of mergers and acquisitions on people at work: Existing research and issues. British Journal of Management, 1, 65-76.

Cartwright, S. & Cooper, C. (1993). The psychological impact of mergers and acquisitions on the individual: A study of building society managers. Institute of Human Relations, 46, 3, 327-345.

Catalano, R. & Dooley, D. (1983). Health effects of economic instability: A test of economic stress hypothesis. Journal of Health and Social Behaviour, 24, March, 46-60.

Chang, R.Y. (1994). Mastering change management: A practical guide to turning obstacles into opportunities. New York: Free Press.

Choi, T. (1995). Conceptualising continuous improvement: Implications for organisational change. Omega, International Journal of Management Science, 23, 6, 607-624.

Clarke, C.E., Cavanaugh, N.C., Brown, C.V. & Sambamurthy, V. (1997). Building change readiness capabilities in the IS organisation: Insights from the Bell Atlantic experience. NIS Quarterly, 425-454.

Clarke, H.H. & Clarke, D.H. (1972). Agreed statistics. Prentice Hall, Englewood Cliffs.

Coghlan, D. (1993). A person-centred approach to dealing with resistance to change. Leadership and Organisation Development Journal, 14, 4 10-14.

Conner, P.E. & Lake, L.K. (1988). Managing organisational change. USA: Praeger Publishers.

Cooper, C. (1999). Can we live with the changing nature of work? Journal of Managerial Psychology, 14, (7/8), 569-572.

Costa, P., McCrae, R. & Zonderman, A. (1997). Environmental and dispositional influences on well-being: Longitudinal follow up of an American national sample. British Journal of Psychology, 78, 299-306.

Covin, T.J., Sightler, K.W., Kolenko, T.A. & Tudor, R.K. (1996). An investigation of post-acquisition satisfaction with the merger. Journal of Applied Behavioural Science, 32, 2, 125-142.

Cronbach, L.J. (1984). Essentials of psychological testing (4th edition). New York: Harper & Row.

Crouch, A. & Wirth, A. (1991). Managerial responses to mergers and other job changes. Journal of Managerial Psychology, 6, 2, 3-8.

Day, D.V. & Bedeian, A.G. (1991). Predicting job performance across organisations: The interaction of work organisation and psychological climate. Journal of Management, 17, 3, 589-600.

Dervitsiotis, K.N. (1998). The challenge of managing organisational change: Exploring the relationship of re-engineering, developing, learning organisations and total quality management. Total Quality Management, 9, 1, 109-122.

DiFonzo, N. & Bordia, P. (1998). A tale of two corporations: Managing uncertainty during organisational change. Human Resources Management, 37, 3 and 4, 295-303.

Dilard, J.P., Wilgand, R.T. & Boster, F.J. (1986). Communications climate and its role in organisations. Johrgong, 12, 2, 83-101.

Downey, H.K., Hellriegel, D., Phelps, M. & Slocum, J.W. (1974). Organisational climate and job satisfaction: A comparative analysis. Journal of Business Research, 2, 233-248.

Drory, A. (1993). Perceived political climate and job attitudes. Organisation Studies, 14, 1, 59-71.

Drucker, P.F. (1982). Why some mergers work and many more don't. Forbes, 129, 2, 34-46.

Dugmore, P.B.G. (1989). How do we deal with resistance to change? Paratus, 8, 45.

Cronbach, L.J. (1984). Essentials of psychological testing (4th edition). New York: Harper & Row.

Crouch, A. & Wirth, A. (1991). Managerial responses to mergers and other job changes. Journal of Managerial Psychology, 6, 2, 3-8.

Day, D.V. & Bedeian, A.G. (1991). Predicting job performance across organisations: The interaction of work organisation and psychological climate. Journal of Management, 17, 3, 589-600.

Dervitsiotis, K.N. (1998). The challenge of managing organisational change: Exploring the relationship of re-engineering, developing, learning organisations and total quality management. Total Quality Management, 9, 1, 109-122.

DiFonzo, N. & Bordia, P. (1998). A tale of two corporations: Managing uncertainty during organisational change. Human Resources Management, 37, 3 and 4, 295-303.

Dilard, J.P., Wilgand, R.T. & Boster, F.J. (1986). Communications climate and its role in organisations. Johrgong, 12, 2, 83-101.

Downey, H.K., Hellriegel, D., Phelps, M. & Slocum, J.W. (1974). Organisational climate and job satisfaction: A comparative analysis. Journal of Business Research, 2, 233-248.

Drory, A. (1993). Perceived political climate and job attitudes. Organisation Studies, 14, 1, 59-71.

Drucker, P.F. (1982). Why some mergers work and many more don't. Forbes, 129, 2, 34-46.

Dugmore, P.B.G. (1989). How do we deal with resistance to change? Paratus, 8, 45.

Cronbach, L.J. (1984). Essentials of psychological testing (4th edition). New York: Harper & Row.

Crouch, A. & Wirth, A. (1991). Managerial responses to mergers and other job changes. Journal of Managerial Psychology, 6, 2, 3-8.

Day, D.V. & Bedeian, A.G. (1991). Predicting job performance across organisations: The interaction of work organisation and psychological climate. Journal of Management, 17, 3, 589-600.

Dervitsiotis, K.N. (1998). The challenge of managing organisational change: Exploring the relationship of re-engineering, developing, learning organisations and total quality management. Total Quality Management, 9, 1, 109-122.

DiFonzo, N. & Bordia, P. (1998). A tale of two corporations: Managing uncertainty during organisational change. Human Resources Management, 37, 3 and 4, 295-303.

Dilard, J.P., Wilgand, R.T. & Boster, F.J. (1986). Communications climate and its role in organisations. Johrgong, 12, 2, 83-101.

Downey, H.K., Hellriegel, D., Phelps, M. & Slocum, J.W. (1974). Organisational climate and job satisfaction: A comparative analysis. Journal of Business Research, 2, 233-248.

Drory, A. (1993). Perceived political climate and job attitudes. Organisation Studies, 14, 1, 59-71.

Drucker, P.F. (1982). Why some mergers work and many more don't. Forbes, 129, 2, 34-46.

Dugmore, P.B.G. (1989). How do we deal with resistance to change? Paratus, 8, 45.

Eby, L.T., Adams, D.M., Russell, J.E.A. & Gaby, S.H. (2000). Perceptions of organisational readiness for change: Factors related to employees reactions to the implementation of team based selling. Human Relations, 53, 3, 419-422.

Edwards, A.L. (1985). Multiple regression and the analysis of variance and covariance (2nd edition). New York: W.H. Freemont.

Feldt, T. (1997). The role of sense of coherence in well-being of work: Analysis of main and moderator effects. Work and Stress, 11, 2, 134-147.

Field, B.H.G. & Abelson, M.A. (1982). Climate: A reconceptualisation and proposed model. Human Relations, 35, 2, 181-201.

Fine, S.F. (1986). Before the trainer comes: A group approach to technological change. Journal for Specialists in Group Work, 11, 1, 42-47.

Fink, E.L. & Chen, S.S. (1995). A Galileo analysis of organisational climate. Human Communication Research, 21, 4, 494-521.

Forehand, G.A. & Gilmer, V. (1964). Environmental variation in studies of organisational behaviour. Psychological Bulletin, 62, 361-382.

Forrester, R. (1995). Implications of lean manufacturing for human resource strategy. Work Study, 44, 3, 20-24.

Fritz, G. (1989). The relationship of sense of coherence to health and work in data processing personnel. Unpublished Masters dissertation, University if Cape Town.

From: Research design and analysis reading pack (1999).

Frone, M., Russell, M. & Cooper, M. (1995). Job stressors, job involvement and employee health: A test of identity theory. Journal of Occupational and Organisational Psychology, 68, 1-11.

Funder, D.C. & Ozer, D.J. (1983). Behaviour as a function of a situation. Journal of Personality and Social Psychology, 37, 1097-1126.

Gabel, S. & Oster, G. (1998). Mental health providers confronting organisational change: process, problems and strategies. Psychiatry, 61 , 32-46.

Gagliardi, P. (1986). The creation and change of organisational cultures: A conceptual framework. Organisational Studies, 7, 2, 117-134.

Geyer, S. (1997). Some conceptual considerations on the sense of coherence. Social Science Medicine, 44, 12, 1771-1779.

Glick, W.H. (1985). Conceptualising and measuring organisational and psychological climate: pitfalls in multilevel research. Academy of Management Review. 10, 3, 601-616.

Gordon, G.G. & Cummins, W. (1979). Managing management climate. Massachusetts: Lexington Books.

Grinnell, R.M. Jr. (1988). Social work research and evaluation. Illinois: F.E. Peacock.

Hanchpern, C., Morgan, G.A. & Griego, O.V. (1998). An extension of the theory of margin: A framework for assessing readiness for change. Human Resource Development Quarterly, 9, 4, 339-350.

Heaney, C., Israel, B. & House, J. (1994). Chronic job insecurity among automobile workers: Effects on job satisfaction and health. Social Science Medicine , 38, 10, 1432-1437.

Hellriegel, D. & Slocum, J.W. (1974). Organisational climate: Measures, research and contingencies. Academy of Management Journal, 17, 255-280.

Hemingway, M.A. & Smith, C.S. (1999). Organisational climate and occupational stressors as predictors of withdrawal behaviours and injuries in nurses. Journal of Occupational and Organisational Psychology, 72, 285-299.

Hershberger, S.L., Lichtenstein, P. & Knox, S.S. (1994). Generic and environmental influences on perceptions of organisational climate. Journal of Applied Psychology, 79, 1, 24-33.

Hilderbrand, J.O. & Walsh, W.B. (1988). Person-environment congruence and perceived work climate. Journal of Career Development, 15, 2, 121-133.

Hocking, R.R. (1976). Analysis and selection of variables on linear regression. Biometrics, 32, 1-50.

Howell, D.C. (1995). Functional statistics for the behavioural sciences (3rd edition). California: Duxbury Press.

Hunt, H. (1987). Hidden extras – how people get overlooked in takeovers. Personnel Management, July, 24-26.

Jacobson, D. & Hartley, J. (1991). Employees reactions to job insecurity. In J. Hartley, D. Jacobson, B. Klandermans & T. van Vuuren (eds.) Job insecurity. London: Sage Publications.

James, L. (1982). Aggregation bias in estimates of perceptual measurement. Journal of Applied Psychology, 67, 219-229.

James, C.R., Demaree, R.G. & Wolf, G. (1984). Estimating within group inter-reliability with and without response bias. Journal of Applied Psychology, 69, 85-98.

James, L.R., Hater, J.J., Gent, N.J. & Bruni, J.R. (1978). Psychological climate: Implications from cognitive social learning theory and interactional psychology. Personnel Psychology, 31, 783-813.

James, L.R. & Jones, A.P. (1974). Organisational climate: A review of theory and research. Psychological Bulletin, 8, 12, 1096-1112.

Jamison, D. & Sitkin, S. (1986). Corporate acquisitions: A process perspective. Academy of Management Review, 11, 1, 145-163.

Jemison, D.B. & Sitkin, S.B. (1986). Acquisitions: The process can be the problem. Harvard Business Review, March-April, 107-116.

Jensen, M.C. & Ruback, R.S. (1993). The market for corporate control. Journal of Financial Economics, 11, 1, 5-50.

Johnson, J.J. & McIntyre, C.L. (1998). Organisational culture and climate, correlates of job satisfaction. Psychological Reports, 82, 843-850.

Jones, L.R. & Sells, S.B. (1981). Psychological climate: Theoretical perspectives and empirical research. In D. Magnusson (ed.) Toward a psychology of situations: An interactional perspective. New Jersey: Erlbaum.

Joyce, W.F. & Slocum, J.W. (1979). Climates in organisations. In S Kerr (ed.) Organisational Behaviour and Human Performance, 23, 201-250.

Joyce, W.F. & Slocum, J.W. (1982). Climate discrepancy: refining the concepts of psychological climate and organisational climate. Human Relations, 35, 951-972.

Judge, T.A., Thoresen, C.Y., Pucik, V. & Welbourne, M. (1999). Managerial coping with organisational change: A dispositional perspective. Journal of Applied Psychology, 84, 1, 107-122.

Judson, A.S. (1991). Changing behaviour in organisations: Minimising resistance to change. Massachusetts: Blackwell.

Kaplan, R.M. & Sacuzzo, P.P. (1997). Psychological testing, principles, applications and issues. (4th edition). Pacific Grove: Brooks/Cole.

Kelly, M.P. (1989). Some problems in health promotion research. Health Promotion, 4, 4, 317-330.

Kerlinger, F.N. (1973). Foundations of behavioural research (2nd edition). New York: Holt, Rinehart & Winston.

Kerlinger, F.N. (1986). Foundations of behavioural research (3rd edition). New York: Holt, Rinehart & Winston.

King, N. & Anderson, N. (1995). Innovation and changes in organisations. London: Routledge.

Kitching, J. (1967). Why do mergers miscarry? Harvard Business Review, November, 10-12.

Kivimaki, N., Kalimo, K. & Toppinen, S. (1998). Sense of coherence as a modifier of occupational stress exposure, stress perception and experienced strain: A study of industrial managers. Psychological Reports, 19, 83, 971-981.

Klein, S.M. (1996). A management communication strategy for change. Journal of Organisational Change Management, 9, 2, 32-46

Kleinbaum, D.G. & Kupper, L.L. (1978). Applied regression analysis and other multivariate methods. Massachusetts: Duxbury Press.

Klenke-Hamel, K. & Mathieu, J. (1990). Role strains, tension and job satisfaction influences on employees' propensity to leave: A multi-sample replication and extention. Institute of Human Relations, 43, 8, 791-807.

Kobasa, S.C. (1979). Stressful life events, personality and health: An inquiry into hardiness. Journal of Personality and Social Psychology, 37, 1, 1-11.

Kobasa, S.C., Maddi, S.R. & Pucetti, M.C. (1982). Personality and exercise as buffers in the stress-illness relationship. Journal of Behavioural Medicine, 5, 4, 391-404.

Kossen, S. (1994). The human side of organisations. USA: Harper-Collins.

Kravetz, S., Drory, Y. & Florian, V. (1993). Hardiness and sense of coherence and their relation to negative affect. European Journal of Personality, 3, 233-244.

Kreitner, R. & Kinicki, A. (1995). Organisational behaviour. USA: Irwin.

Laplanche, J. & Pontalis, J.B. (1973). The language of psycho-analysis. New York: Norton.

Lau, C. & Woodman, R.W. (1995). Understanding organisational change: A schematic perspective. Academy of Management Journal, 38, 2, 537-554.

Lee, C. & Bokko, P. (1994). Self efficacy beliefs: comparison of five measures. Journal of Applied Psychology, 79, 3, 364-369.

Leighton, C.M. & Todd, G.R. (1969). After the acquisition: Continuing challenge. Harvard Business review, 42, 2, 90-102.

Lin, C., Madu, C.N. & Kuei, C.H. (1999). The association between organisational climate and quality management practices: An empirical study on small and medium sized manufacturing companies in Taiwan. Total Quality Management. 10, 6, 863-868.

Litwin, G.H. & Stringer, R.A. (1968). Motivation and organisational climate. Harvard: Division of Research, Graduate School of Business Administration.

Locke, E.A. (1976). The nature and causes of job satisfaction. In M. Dunnette (ed.) Handbook of industrial and organisational psychology (pp. 1297-1349). Chicago: Rand McNally.

Lohler, B.T., Noe, R.A., Moeller, N.L. & Fitzgerald, M.P. (1983). A meta analysis of the relation of job characteristics to job satisfaction. Journal of Applied Psychology. 70, 280-289.

Lokk, J. & Arnetz, B. (1997). Psychophysiological concomitants of organisational change in health care personnel: Effects of a controlled intervention study. Psychother Psychosom 66, 74-77.

Lorsch, J.W. (1986). Managing culture: The invisible barrier to strategic change. California Management Review, 28, 2, 95-109.

Mack, D.A., Nelson, D.L. & Quick, J. (1998). The stress of organisational change. Applied psychology: An international review, 47, 2, 219-232.

Malinconico, S.M. (1983). Hearing the resistance. Library Journal, 108, 2, 111-113.

Marais, C.P. (1997). Salutogenesis as a paradigm in change management. Masters in Industrial Psychology, University of South Africa.

Marks, M.K. (1994). Regrouping after downsizing. In Korman and associates (eds.) Human dilemmas in work organisations. New York: The Guilford Press.

McCabe, C. (1996). The downside of downsizing: Survive to thrive. Productivity SA, 11, 24-36

McCall, R.B. (1994). Fundamental statistics for the behavioural sciences (5th edition). Orlando: Harcourt Brace Jovanovich.

McDonald, T. & Siegall, M. (1992). The effects of technological self efficacy and job focus on job performance, attitudes and withdrawal behaviours. Journal of Psychology, 126, 465-475.

McManus, S.E., Russell, E.A., Freeman, D.M. & Rohricht, M.T. (1995, August). Factors related to employees' perceptions of organisational readiness for change. Presentation at the annual meeting of the Academy of Management, Vancouver, B.C. Canada.

McNabb, D.E. & Spic, K.T. (1995). Culture, climate, and total quality management: Measuring readiness for change. Public Productivity and Management Review, 18, 4, 369-388.

McSherry, W.C. & Holm, J.E. (1994). Sense of coherence: Its effects on psychological and physiological process prior to, during and after stressful situations. 476- 487.

Mishra, K., Spreitzer, G. & Mishra, A. (1998). Preserving employee morale during downsizing. Sloan Management Review.

Moerdyk, A. & Fone, J. (1988). Resistance to change – its origins and management. Part Two: Implementing a change process. IPM Journal, September. 26-30.

Moran, E.T. & Volkwein, J. (1992). The cultural approach to the formation of organisational climate. Human Relations, 45, 1, 19-47.

Napier, N.K. (1989). Mergers and acquisitions, human resource issues and outcomes: A review and suggested typology. Journal of Management Studies, 26, 271-289.

Naylor, J.C., Pritchard, R.D. & Ilgen, D.R. (1980). A theory of behaviour in organisations. New York: Academic Press.

Ndala, R. (1998). Change. Productivity SA, March/April, 27-28.

Neale, J.M. & Liebert, R.M. (1986). Science and behaviour: An introduction to methods of research. New York: Prentice Hall.

Nelson, A., Cooper, C. & Jackson, P. (1995). Uncertainty amidst change: The impact of privatisation on employee job satisfaction and well-being. Journal of Occupational and Organisational Psychology, 68, 57-71.

Newstroom, J.W. & Davis, K. (1997). Organisational behaviour: Humans at work. New York: McGraw Hill.

O'Connor, C.A. (1993). Resistance: The repercussions of change. Leadership and Organisation Development Journal, 14, 6, 30-36.

Organ, D.W. & Bateman, T. (1986). Organisational Behaviour: An applied psychological approach. USA: Business Publications.

Ortlepp, K. & Friedman, M. (in press). The relationship between sense of coherence and indicators of secondary traumatic stress in non-professional trauma councillors.

Ostroff, C. (1993). The effects of climate and personal influences on individual behaviour and attitudes in organisations. Organisational Behaviour and Human Decision Processes, 56, 56-90.

Payne, R. & Mansfield, R. (1978). Correlates of individual perceptions of organisational climate. Journal of Occupational Psychology, 51, 209-218.

Penland, T. (1997). A model to create organisational readiness for the successful implementation of quality management systems. International Journal for Quality in Health Care, 9, 1, 69-72.

Robertson, P.J. (1999). The relationship between setting and employee behaviour. Journal of Organisational Change Management, 7, 3, 22-43.

Robino, D. & DeMeuse, K. (1985). Corporate mergers and acquisitions: Their impact on HRM. Personnel Administrator, November, 33-44.

Roma, V.C., Peiro, J.M., Lloret, P.S. & Zornoza, A. (1999). The validity of collective climates. Journal of Occupational and Organisational Psychology, 72, 25-40.

Rosenthal, R. & Rosnow, R.L. (1991). Essentials of behavioural research: Methods and data analysis (2^{nd} edition). New York: McGraw-Hill.

Rousseau, D. & Tijoriwala, S. (1999). What's a good reason to change? Motivated reasoning and social accounts in promoting organisational change. Journal of Applied Psychology, 84, 4, 514-528.

Sagie, A., Elizur, D. & Koslowsky, M. (1990). Effect of participation in strategic and tactical decisions on acceptance of planned change. Journal of Social Psychology, 130, 4, 459-46.

Sanders, G.S. & Nalkis, F.S. (1982). Type A behaviour. Need for control and reactions to group participation. Organisational Behaviour and Human Performance, 30, 71-86.

Scheier, M.E., Weintraub, J.K. & Carver, C.S. (1986). Coping with stress: Divergent strategies of optimists and pessimists. Journal of Personality and Social Psychology, 51, 6, 1257-1264.

Schneider, B. & Reichers, D.E. (1983). On the etiology of climates. Personnel Psychology, 36, 19-34.

Schweiger, D.M. & Ivancevich, J.K. (1986). Human resources: The forgotten factor in mergers and acquisitions. Personal Administrator, November, 47-61

Scott, S.G. & Bruce, R.A. (1994). Deferments of innovative behaviour: A path model of individual innovation in the workplace. Academy of Management Journal, 37, 580-607.

Shadur, M.A., Kienzle, R. & Rodwell, J.J. (1999). The relationship between organisational climate and employee perceptions of involvement, the importance of support. Group and Organisation Management, 24, 4, 479-503.

Share, K.M. & Wayne, S.J. (1993). Commitment and employee behaviour: Comparison of affective commitment and continuance commitment with perceived organisational support. Journal of Applied Psychology, 78, 774-780.

Staw, B.M. & Ross, J. (1985). Stability in the midst of change: A dispositional approach to job attitudes. Journal of Applied Psychology, 70, 3, 469-480.

Siegall, M. & McDonald, T. (1996). Implementing a job change: The impact of employee focus of attention. Journal of Managerial Psychology, 11, 4, 35-42.

Sinetar, M. (1981). Mergers, morale and productivity. Personnel Journal, November, 863-867.

Singleton, R.A. Jr., Straits, B.C. & Straits, M.M. (1993). Approaches to social research (2nd edition). New York: University Press.

Spreitzer, G.M. (1996). Social structural characteristics of psychological empowerment. Academy of Management Journal, 39, 483-504.

Strümpfer, D.J.W. (1990). salutogenesis: A new paradigm. South African Journal of Psychology, 20, 4, 265-276.

Strümpfer, D.J.W. (1995). The origins of health and strength: From 'salutogenesis' to 'fortegenesis'. South African Journal of Psychology, 25, 2, 81-89.

Strümpfer, D.J.W., Danana, N., Gouws, J.F. & Viviers, N.R. (1998). Personality dispositions and job satisfaction. South African Journal of Psychology, 28, 2, 92-101.

Strümpfer, D.J.W., Viviers, N.R. & Gouws, J.F. (1998). Item-phrasing in Antonovsky's sense of coherence scale related to negative and positive affectivity. Personality, Individual Difference, 24, 5, 669-675.

Strümpfer, D.J.W., Gouws, J.F. & Viviers, M.R. (1998). Antonovsky's sense of coherence scale related to negative and positive affectivity. European Journal of Personality, 12, 457-480.

Suh, E., Diener, E. & Fujita, F. (1996). Events and subjective well-being: Only recent events matter. Journal of Personality and Social Psychology , 70, 5, 1091-1102.

Sullivan, G.C. (1993). Towards clarification of convergent concepts: Sense of coherence, will to meaning, locus of control, learned helplessness and hardiness. Journal of Advanced Nursing, 18, 11, 1772-1778.

Taylor, S.S. (1999). Making sense of revolutionary change: Differences in member's stories. Journal of Organisational Change Management, 12, 6, 524-539.

Tedeschi, R.G. & Calhoun, L.G. (1995). Trauma and transformation: Growing in the aftermath of suffering. Thousand Oaks, CA: Sage.

Terry, D. & Callan, V. (1997). Employee adjustment to large-scale organisational change. Australian Psychologist, 32, 3, 203-210.

Tetenbaum, T.J. (1998). Shifting paradigms: From Newton to chaos. Organisational Dynamics, 26, 4, 21-32.

Tustin, C.M. (1988). The role of individual variables in organisational climate discrepancy. Masters in Commerce (Personnel Management), University of Pretoria.

Van Fleet, D.D. (1991). Behaviour in organisations. USA: Houghton Mifflin Co.

Verberke, W., Volgering, M. & Hessels, M. (1998). Exploring the conceptual expansion within the field of organisational behaviour: Organisational climate and organisational culture. Journal of Management Studies, 303-324.

Virtue, M. (1996). Health, stress and global well-being in nursing staff of the Hillbrow and Johannesburg Hospitals. Unpublished Honours dissertation. University of the Witwatersrand, Johannesburg.

Wallach, E. (1983). Individuals and organisations: The cultural match. Training and Development Journal, 37, 29-36.

Warr, P. (1987). Work unemployment and mental health. Oxford University Press: Oxford.

Warr, P. (1994). A conceptual framework for the study of work and mental health. Work and Stress, 8, 2, 84-97.

Wolmarans, S. (1995). A flexible work place culture: Overcoming resistance to change. Human Resource Management, April, 21-24.

Young, S. & Parker, C.P. (1999). Predictive collective climates: Assessing the role of shared work values, needs, employee interaction and work group membership. Journal of Occupational Behaviour, 20, 1175-1198.

Tustin, C.M. (1988). The role of individual variables in organisational climate discrepancy. Masters in Commerce (Personnel Management), University of Pretoria.

Van Fleet, D.D. (1991). Behaviour in organisations. USA: Houghton Mifflin Co.

Verberke, W., Volgering, M. & Hessels, M. (1998). Exploring the conceptual expansion within the field of organisational behaviour: Organisational climate and organisational culture. Journal of Management Studies, 303-324.

Virtue, M. (1996). Health, stress and global well-being in nursing staff of the Hillbrow and Johannesburg Hospitals. Unpublished Honours dissertation. University of the Witwatersrand, Johannesburg.

Wallach, E. (1983). Individuals and organisations: The cultural match. Training and Development Journal, 37, 29-36.

Warr, P. (1987). Work unemployment and mental health. Oxford University Press: Oxford.

Warr, P. (1994). A conceptual framework for the study of work and mental health. Work and Stress, 8, 2, 84-97.

Wolmarans, S. (1995). A flexible work place culture: Overcoming resistance to change. Human Resource Management, April, 21-24.

Young, S. & Parker, C.P. (1999). Predictive collective climates: Assessing the role of shared work values, needs, employee interaction and work group membership. Journal of Occupational Behaviour, 20, 1175-1198.