-RESEARCH PAPER-

PROMOTING READINESS FOR CHANGE: A SYSTEMATIC REVIEW OF POSITIVE PSYCHOLOGY IN ORGANIZATIONAL CHANGE CONTEXT

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Abstract

Although positive psychology has begun to study quite often in the organizational context in the last two decades, so far, however, there has been little discussion about the contribution of positive psychology to organizational readiness during organizational change processes. The current study intends to compile, analyze and synthesize scientific researches that aim to understand the effects of positive psychology on readiness in the context of organizational change. In the line with this purpose, several advanced search criteria were identified; In EBSCO Business Source Complete and ISI Web of Science databases, four (4) conceptual and fourteen (14) experimental, eighteen (18) studies in total were identified and attempted to be analyzed in detail. Although it is widely acknowledged that these findings represent the infancy period of the field, the majority of examined studies reveal that positive psychology may provide a valuable contribution in terms of both individual and organizational readiness. In particular, positive interventions (i.e. coaching, training) are reflected as a promising tool for employee well-being and their commitment to change. Additionally, leadership style (i.e. transformational leadership) and other organizational factors (i.e. social support, participation) are stressed as relevant instruments for creating a positive experience throughout a change initiative. Apart from the mechanism through which they work, outcomes of the examined studies reveal that positive psychology also contributes to diminishing stress and anxiety which is triggered by the turbulent environment of a change process.

ÖRGÜTSEL DEĞİŞİME HAZIR BULUNUŞLUK DÜZEYİNİN DESTEKLENMESİ: POZİTİF PSİKOLOJİNİN ROLÜNÜ İNCELEYEN SİSTEMATİK BİR DERLEME ÇALIŞMASI

Öz

Her ne kadar yirmi yılı aşkın süredir çalışılan pozitif psikolojin örgüt çalışmalarına entegrasyonu hız kazanmış olsa da, bu alanın örgütsel değişime hazır bulunuşluğa etkisi araştırmacıların yeterince ilgisini çekmemiştir. Bu anlamda mevcut çalışma örgütsel değişim bağlamında pozitif psikolojinin rolünü inceleyen çalışmaları bir araya getirmeyi, analiz etmeyi ve bulguları sentezlemeyi amaçlamaktadır. Çalışmanın amaçları doğrultusunda, mevcut literatürden yola çıkılarak anahtar kelimelerden oluşan gelişmiş arama kriterleri belirlenmiş ve bu anahtar kelimeler ISI Web of Science ve EBSCO Business Source Complete veri tabanlarında taranmıştır. Dördü (4) teorik, on dördü (14) deneysel olmak üzere toplam 18 bilimsel yayın detaylı bir şekilde analiz edilmeye çalışılmıştır. Bu araştırmada incelenen çalışmalar emekleme dönemi çabaları olarak nitelendirilmekle birlikte, incelenen çalışmaların çoğunluğunun bulguları pozitif psikolojinin örgütsel değime olumlu yönde katkı yapabileceğine işaret etmektedir. Özellikle koçluk (coaching) ve eğitim/geliştirme (training) gibi pozitif müdahalelerin değişim sırasında bireysel iyi oluşu (well-being) ve değişime bağlılığı olumlu etkilediği söylenebilir. Dönüşümcü liderlik ve bazı örgütsel faktörlerin (ör. sosyal destek, katılım) genelleştirilmiş pozitif deneyimlerin oluşmasına katkı sağladığı incelenen çalışmalarla ortaya konmuştur. Ayrıca incelenen çalışmaların büyük çoğunluğu pozitif psikolojik müdahalelerin değişimin ortaya çıkardığı stres, endişe ve depresyon gibi istenmeyen durumların önlenmesine katkı sağlayabileceğine işaret etmektedir.

Anahtar Kelimeler: *Örgütsel Değişim, Değişime Hazırbulunuşluk, Pozitif Örgütsel Psikoloji, Pozitif Örgütsel Davranış, Sağlıklı İşyeri Uygulamaları*

Jel Kodları: *M10, M12, M14, O3*

1. INTRODUCTION

Since the very beginning of organization studies, change has been inevitable for organizations; however, the changes experienced by organizations in the last two decades have been very fast and deep relative to the past. In the meantime, organizational change theories have also evolved into a point that it is a process that is far more sophisticated than the top-down management of a rational or/and linear process. Organizational changes have then begun to be addressed as a source of instability and complexity. Recently, it is widely accepted that workers are exposed to much more stress especially in situations where organizational change will increase ambiguity and insecurity, such as downsizing or mergers/acquisitions (Smollan, 2015; Cameron and Green, 2015 p. 242-243; Kiefer, 2002). At this point, it may not be surprised that those mentioned negative factors may inhibit individual commitment to the intended change process.

Surprisingly, far too little attention has been paid to the role of positive psychology in

organizational change literature and these studies mainly focus on the workers' intention towards a change initiative (i.e. Avey, Wernsing and Luthans, 2008). Therefore, the effect of positive interventions on individual readiness in a real organizational change context needs to be empirically proven by scholars. Another problematic area is that most of the work done in this area is based on cross-sectional data. In order to clarify, if organizational changes are considered as continuous processes, the legitimization of positive intervention may be constituted by the perception that whether these behaviors are only relevant to the present situation, or that it is a generalized experience. In essence, the perception of sincerity towards positive interventions has become a significant element at the point of individual readiness.

In parallel with the limited number of studies attempting to understand the role of positive interventions in the context of organizational change, there is no systematic review that provides a clear overview of the topic. For this reason, this study aims to make contributions to practitioners through explaining how a positive organizational environment should be formed in a process of change that can directly affect individual commitment to change and to offer a notable contribution to theory by providing the first systematic review of positive psychology intervention in this specific organizational setting. In other words, the current study will examine the contribution of healthy workplace practices as a tool for shaping favorable emotions rather than dealing with undesirable attitudes and behaviors that arise during an organizational change. After a large-scale review of the literature, the study will also depict various patterns in terms of guiding further research.

1.1. Literature Review

Right after the modernist perspective, which is mostly associated with the classical management approach, organizational phenomena such as structure, culture or even organizational change has begun to re-interpreted along with a shift towards post-modern perspective. In contrast to the modernist perspective which considers organizations as rationalized, formalized and structured single entities, this approach treats organizations as a socially-constructed (Lewis et al., 2008), constantly changing space that enables human meaning-making in a work context (Weick, 1979). Concurrently, the interest in the system theory has scaled up considerably among the majority of organizational change theorists. Researchers predominantly address the *open systems* perspective and emphasize the establishment of effective and responsive interaction with the external environment that is vital to the sustainable success of an organization (Leonard et al., 2008: p.268).

These ideas also form a new paradigm what is called "*complexity*". The basic assumption of this perspective is those complex systems are constituted by multiple factors and these factors interact with each other in a dynamic and non-linear way (Cilliers, 1998). This novel perspective argues that a change in one component of a system is enlarged by inducing additional changes in other components of the system, which, in turn, stimulate further change in the initial component. Such a system exhibits *random*, or *chaotic*, behaviour in the sense that the consequences are inherently unpredictable (Jenner, 1994). This approach provides some helpful insights when it is not possible to perceive a

linear pathway through a change process and it is difficult to determine cause and effect (Leonard et al., 2008: pp.268-269).

Although the present study considers today's organizations as complex adaptive systems, it consciously disregards the realist ontological assumptions of complexity theory. Instead, it adopts a nominalist ontological perspective based on the assumption of the "social construction of the reality" posed by the postmodernist perspective. In other words, how individuals perceive organizational change and the contribution of positive psychology to these processes are considered from an interpretative perspective. The current study also includes three basic levels of analysis (individual, group and organization system level analysis) in terms of examining the cognitive, emotional and behavioral dimension of organizational change at the level of individuals, groups and institutions.

1.1.1. Organizational Change: Resistance and Readiness

In recent years, organizations have experienced enormous transformations in order to meet market conditions which subject to constant change and volatility. Particularly, since organizations have become more complex entities than ever, managing an organizational change also becomes a problematic process at the point of considering many different factors simultaneously (Pettigrew, Woodman & Cameron, 2001). In order to understand the nature of organizational change, Van de Ven and Poole (1995) represent four theories driven by different conceptual forces: *Life-cycle model* (process of progressing through a necessary sequence of stages.)*, teleological model* (a cycle of goal formulation, implementation)*, dialectical model* (colliding meanings and confrontations) and *evolutionary perspective* (repetitive sequence of variation, selection, and retention events)*. The research to date has tended to focus on the dialectical approach rather than other perspectives. The reason is that organizational change is a multi-faceted and multi-levelled construct (Weiner, 2009; Pettigrew, Woodman & Cameron, 2001). The emergence of conflicting meanings can be regarded as a natural consequence when considered different powers and interests of parties involved in a change initiative (Blazejewski & Dorow, 2003). Eventually, eliminating potential conflicts and therefore diminishing resistance to change has considered as a critical factor of successful organizational change initiatives (Thomas, Sargent & Hardy, 2011).

For a long time, researchers who studied organizational change considered resistance and readiness as two concepts that are opposite to each other. In addition to this, a number of researchers have suggested that the removal of the resistance is also accompanied by readiness. However, even if diminishing resistance may help to facilitate readiness, it does not necessarily mean that readiness for change is achieved. Recently, literature has emerged that readiness and resistance to change is different concepts (Holt et al., 2007). Self and Schraeder (2009) identified three domains that can trigger resistance to change: *individual factors* such as non-work life experiences or personal concerns about change in general; *organizational factors* such as credibility of organization and change agent or past change experiences of the organization; and lastly, *change-specific factors* that comprise the legitimization of the change itself (i.e. the proposed change is right or needed for the organization) or procedural aspects (i.e. planning, participation) used in the realization of

the change. Although a large and growing body of literature has investigated the negative side of organizational changes, research that treats organizational change as a positive phenomenon and emphasizing the strength of individuals is still insufficient. Therefore, this review aims to gather, analyze and synthesis studies that specifically address the strength of individuals during the time of changes.

1.1.2. Positive Psychology

Since its first introduction by the American Psychological Association in 1998, positive psychology has brought a new dynamism to human studies and has enabled scholars to conduct multidisciplinary research. The emergence of positive psychology overlaps with the emphasis on the requisite for focus on the strengths of individuals by questioning the notion of '*curing individual suffers*' (Seligman, 2002) which is one of the basic assumptions of classical psychology. Over the past 20 years, classical problem-oriented perspective has left its the place to a new approach that emphasizes the strength of mankind and prioritizes positive experiences. Integration of positive psychology into different disciplines has intensified from the beginning of the millennium. In particular, education, economic and political science has not remained insensitive to the desire of the new movement to say something new. This expanding domain has begun to study in organization sciences quite often under several diverse jargons such as positive psychology at work, positive workplace, positive organizational environment and healthy workplace practices. In the meantime, new terms have emerged to fit organizational contexts such as positive organizational psychology (POP), positive organizational scholarship (POS) and positive organizational behavior (POB).

There is a large volume of published studies describing positive psychology and its role from different perspectives. In their seminal study, Seligman and Csikszentmihalyi (2000, p. 5) defined the term as '*The science of positive subjective experiences, positive individual traits and positive institutions*'. This description suggests that positive psychology encompasses three distinctive aspects: nurturing valued *subjective experiences* such as well-being, gratification, hope, flow and joy; secondly creation of *positive individual traits* that refers to identifying and developing personal traits such as; delicacy, courage, forgiveness, vocational passion, mindedness and so on. The last one, *positive institutions*, addresses any practices that intend to move individuals to alter their perspectives on citizenship: work ethics, responsibility, tolerance and self-restraint (Meyers, van Woerkom & Bakker, 2013). From this point of view, it can be argued that positive interventions should be dealt with in three different levels: subjective, individual level and group level. Perhaps the most significant question that needs to be asked; what are the mechanisms that constitute positive interventions and whether these mechanisms differ according to diverse contexts. Although extensive research has been carried out on positive psychology past 20 years, only a few studies exist which attempt to find out mentioned mechanisms above. In this sense, bringing studies together that link positive psychology with organizational change, synthesizing these studies and reaching novel outcomes may contribute both to practitioners and to the body of knowledge.

1.1.3. Positive Organizational Behavior (POB)

The concepts of positive organizational behaviour (POB) and positive organizational scholarship (POS) are mostly used interchangeably within the literature (Donaldson & Ko, 2010). Hence, it is necessary here to clarify exactly what is meant by positive organizational behavior. The term POB refers to behavioral capabilities that are formed by positively oriented human resource strengths and psychological capacities (Luthans & Youssef, 2004). A large and growing body of literature suggests that POB is directly related with individual performance (Luthans & Youssef, 2004; Nelson & Cooper, 2007; Luthans & Youssef, 2007a) therefore, there was a necessary to build a higher-order construct which can be measured, developed and managed for performance enhancement. The term Psychological capital (PsyCap) (Luthans & Youssef, 2004) was created as a core construct in order to develop and manage work performance. The construct encompasses four distinctive components: self-efficacy, optimism, hope and resilience.

The roots of *(1) self-efficacy* reach Bandura's (1997) social cognitive theory and it refers to possessing a certain degree of confidence to succeed at challenging tasks (Nelson & Cooper, 2007). *(2) optimism* signifies forbearance for the past, appreciation for the present, and opportunity seeing for the future (Avey et al., 2009). Empirical findings reveal that optimism is subject to improvement through different approaches just as self-efficacy (Schneider, 2001; Totterdell et al., 2006). Unlike daily use, *(3) hope* is defined as a positive motivational state that is constituted by the incorporation between being determined to achieve goals (willpower) and the ability to devise alternatives paths in the face of obstacles (waypower) (Snyder, Irving, & Anderson, 1991, p. 287). Despite the presence of several research that consider hope in different organizational contexts such as, managers hope level and performance (Peterson & Luthans, 2003), hope and commitment (Youssef & Luthans, 2007), however, these studies were conducted in a stable organizational environment and it remains unclear that how this mechanism works in a process of organizational change. Lastly, *(4) resilience* can be expressed as the mental capability to reassess itself in adverse circumstances such as conflict and failure and to make the necessary bouncing back to attain success (Luthans, 2002a, p. 702). Therefore, increasing resilience is addressed by many scholars as a critical factor (Oreg, 2003; Jack Walker, Armenakis & Bernerth, 2007; Shin et al., 2012) especially for the success of organizational changes and it can be built through current self-evaluation and self-improvement techniques (Avey et al., 2009).

1.1.4. Positive Organizational Scholarship (POS)

Although there are certain similarities with the term positive organizational behavior is, positive organizational school (POP) is a concept that is utilized to address a more specific organizational context. Luthans & Youssef (2004) describe the term as a whole of positive organizational characteristics that may improve organizational survival and effectiveness during crises and adverse conditions. The term is currently evolved in the direction of understanding the positive dynamics within a workplace would enable organizations to attain new objectives. In other words, while POB is concerned with the quality of the individual's psychology, POS deals with the positive processes that are formed by on

organizational context through offering a more macro perspective (Bakker & Schaufeli, 2008). The key characteristics of POS are listed by *virtuousness*, *meaningfulness*, *collaboration* and *the appreciation* that are assumed to build human well-being. Based on those characteristics, Cameron and Spreitzer (2011, pp. 385-446) identified five relational dimensions that would enhance positive subjective experiences and therefore healthy workplace practices; high-quality connection, relational coordination, reciprocity, intimacy, and civility. Particularly, given that organizational changes often create undesirable conditions and conflicting meanings (McClellan, 2011), POS can play a vital role in eliminating restraining forces for change.

1.1.5. Positive Psychology Interventions

Although the impact of positive interventions on individuals has been extensively studied on the basis of clinical psychology, it is evident that these studies are still in infancy in the field of organizational behavior. Sin and Lyubomirsky (2009) defined the term as "*treatment methods or deliberate activities aimed at cultivating positive feelings, positive behaviors, or positive cognitions*". In order to clarify, personal coaching can be seen as an example of positive psychological interventions (i.e. Biswas☐Diener, 2009) that mainly aims to enhance well-being and ameliorate depressive symptoms. Several pieces of researches examine positive interventions within an organizational context: loving-kindness meditation and building positive emotions (Cohn & Fredrickson, 2010), adult resilience program and emotional strength (Liossis et al., 2009). In this sense, these interventions can be examined into two stages; preventive activities and disposal activities. When it comes to organizational changes, it can be suggested that preventive interventions can be more effective in eliminating conflicting meanings and therefore sustainability of commitment to change. However, there have been few controlled studies which compare differences in the impact of positive interventions in a stable environment and in a turbulent environment.

2. METHOD

2.1. Scope of the Study

While positive psychology studies have gained momentum, desired outcomes of its application to workplaces have led to greater interest in the integration of positive psychology within organizational studies. Dealing with a phenomenon in different contexts would add value in terms of obtaining accurate and in-depth knowledge about it. So far, however, the positive psychology research to date has tended to focus on the stable organizational environment rather than chaotic organizational settings. Therefore, the current review mainly aims to examine positive psychology studies that are integrated into organizational change initiatives.

The main questions/issues addressed in this review are:
- Can positive psychology interventions contribute to individual readiness in a context of organizational change? How can they contribute if any? (micro level)
- Are there any specific positive PsyCAP that must be constituted to increase the

commitment of workers to an organizational change? (meso and macro level)
•   Is there a set of practical tools as a positive intervention that can be applied throughout organizational transformations?
In line with these objectives, the study will address a number of specific issues listed below;
•   The number of articles has been published between 1999 and 2018.
•   The number of journals that includes positive psychology studies within the organizational change context.
•   In which level, positive psychology interventions were examined within the organizational change context (i.e. individual, group or organizational).
•   The most popular topics and trends related to positive psychology within the organizational change context.
•   Theories and concepts that can be interrelated with one another.
•   The key findings emerge from the literature.
•   The emerging evidence which may determine the direction of further research.

2.2. Search Design

At the very beginning of the procedure, based on seminal pieces of works we identified several keywords such as; *"Positive organizational psychology", "Positive organizational scholarship", "Positive emotions", "Positive Psychological capital", "Healthy workplace practices", "Positive organizational behavior", "Emotional support", "Positive psychology at work", "Organizational change", "Organizational transformations", "Resistance to change", "stress at work", "Individual readiness to change", "Resilience".* Those search terms were entered into both EBSCO Business Source Complete and ISI Web of Science in order to attain empirical and theoretical studies between 1999 and 2018. Initially, 2728 in EBSCO and 4994 in Web of Science *(N=7722 in total)* articles were reached that surpass the scope of our study. We then used the combinations of the above-mentioned keywords as the advanced search criteria to narrow our search to a more specific level. By applying the selection criteria mentioned above, we identified 58 peer-reviewed journal articles and 4 book chapters that are sheltered by organizational behavior studies. Subsequently, these articles were examined in greater details, including references, and as a result, 17 (n = 14 empirical studies and n=3 conceptual studies) articles were found to have met all the selection criteria. Finally, the above-mentioned keywords were searched Google Scholar for to purpose of not to miss any important study or any call for paper. At the end of this final search section, 1 more conceptual study have been detected which was considered significant and the total number of studies reached 18.

3. RESULTS

As can be seen from *Figure1* above, numerous theories were applied within these studies in order to understand the underlying reasons of the phenomenon; however, current studies can be criticized at the point of neglecting the organizational change theories and/or not giving enough room for them. Consequently, although all those studies examined contribute to understanding the role of positive psychology in organizational change

studies, it is still its infancy period and needs to be enhanced in more sophisticated organizational change contexts.
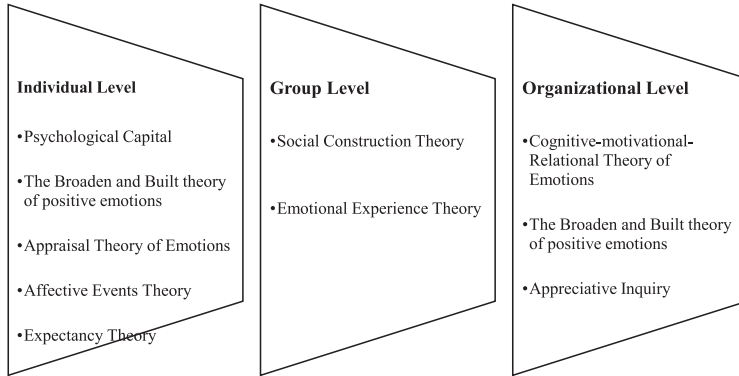
Individual Level

• Psychological Capital

• The Broaden and Built theory of positive emotions

• Appraisal Theory of Emotions

• Affective Events Theory

• Expectancy Theory

Group Level

• Social Construction Theory

• Emotional Experience Theory

Organizational Level

• Cognitive-motivational-Relational Theory of Emotions

• The Broaden and Built theory of positive emotions

• Appreciative Inquiry

Figure 1: Theories applied in positive organizational change

As it is seen in *Table 1* research has been conducted mainly rely on (five studies) standard positive interventions such as coaching and training sessions (Sherlock-Storey, Moss & Timson, 2013; Grant, 2014; Grant, Curtayne & Burton, 2009; Mueller, Jenny & Bauer, 2012; Martin, Jones & Callan, 2005). One limitation is that these standard recipes may fail if not based on an understanding of the emotional experience of a specific change process (Kiefer, 2002). Apart from that, all studies attempted to analyze micro-level (individual) except one (West, Patera and Carsten, 2009) and couple of them tried to experimentally examine the combination of different levels (Kiefer, 2002; Grant, Curtayne & Burton, 2009; Martin, Jones & Callan, 2005; Mueller, Jenny & Bauer,2012). *Self-confidence* and *resilience* are the most stressed concepts at the individual level (Micro) studies whereas the concepts of *generalized positive experiences* are emphasized at the group level (Mezzo) studies. Another problematic area is that only two of these studies (Armstrong-Stassen & Schlosser,2008; Kiefer, 2002) addressed positive interventions during a dramatic organizational change.

Surprisingly, all studies have reported that positive psychology contributes to organizational change at the point of readiness. Although these findings are understandable to some extent, nearly all of the studies addressed have focused on individual and organizational factors, and the change-specific factors have been disregarded. From the methodological perspective, more than half of these researches (ten studies) have adopted the quantitative method. Nevertheless, it may not possible with this approach to acquire in-depth knowledge of the phenomenon examined.

EMPIRICAL POSITIVE PSYCHOLOGY STUDIES ADDRESSED IN ORGANIZATIONAL CHANGE CONTEXT							
Research Domain	Author(s) Year	Title	Journal	Theoretical Lens	Method Sample	Level and Design	Key Findings and İmplications
The role of positive emotions in forming positive collective identity and commitment to change.	Raitis et al. (2017)	Finding positivity during a major organizational change: In search of triggers of employees' positive perceptions and feelings	Emotions and Identity	Social construction perspective	Qualitative Managers	Individual and Organizational Once throughout change	Three positive emotions; happiness, pride and relief was found significant in terms of constructing a positive collective identity for the organizational change.
The effects of an executive coaching program towards organizational change.	Grant (2014)	The Efficacy of Executive Coaching in Times of Organisational Change	Journal of Change Management	Psychological capital	Mixed Method Executives	Individual level Test/re-test	The coaching program was found positively associated with desirable attitudes towards change organizational change (i.e. increased goal attainment, greater ability to deal with change)
The impact of a coaching intervention on participant levels of resilience in the face of organizational change.	Sherlock-Storey, Moss & Timson (2013)	Brief coaching for resilience during organizational change: An exploratory study	The Coaching Psychologist	Psychological capital	Quantitative Middle-level managers	Individual level Test/re-test	The coaching program was found significant in terms of increasing in *resilience* and *confid*ence level of participants as well as psychological capital such as *Hope* and *Optimism*.
The role of forming positive effect in commitment to change.	Seo et al. (2012)	The role of affect and leadership during organizational change	Personnel Psychology	Affective events theory	Quantitative Employees	Individual Hierarchical procedure	Employees' positive affect experienced was found significantly and positively related to commitment to change.
The role of organizational health development (OHD) initiatives in readiness for change.	Mueller, Jenny & Bauer (2012)	Individual and organizational health-oriented readiness for change: Conceptualization and validation of a measure within a large-scale comprehensive stress management intervention	International Journal of Workplace Health Management	Theory of planned behavior	Quantitative Employees	Individual and Organizational Longitudinal	The health-specific interventions enable to make a meaningful distinction in terms of readiness for change of individuals and organization.
The relationship between team-level POB capacities and the adaption to change.	West, Patera and Carsten (2009)	Team level positivity: investigating positive psychological capacities and team level outcomes	Journal of Organizational Behavior	Expectancy theory	Quantitative University Students	Team level Extend over time	Positive individual-level outcomes such as self-efficacy, optimism, and flexibility have been reported to increase team-level capacity in terms of adaption to change.

The role of executive coaching practices in readiness for organizational change.	Grant, Curtayne & Burton (2009)	Executive coaching enhances goal attainment, resilience and workplace well-being: a randomised controlled study	The Journal of Positive Psychology	Psychological capital	Mixed method Executives and senior managers	Individual Extend over time	The executive coaching program was reported significant in terms of increased goal attainment, increased resilience, decreases in depression, anxiety and stress, and increases in workplace well-being.
The role of psychological capital in building positive emotions that in turn were related to their attitudes (engagement and cynicism).	Avey, Wernsing & Luthans (2008)	Can Positive Employees Help Positive Organizational Change? Impact of Psychological Capital and Emotions on Relevant Attitudes and Behaviours	The Journal of Applied Behavioral Science	Multiple theoretical lenses (Cognitive mediation theory and Broaden and build theory)	Quantitative Working adults	Individual Hierarchical procedure	PsyCap was found significant in terms of forming positive emotions which is necessary for commitment to change.
The role of generalized optimism in readiness for change in the context of downsizing.	Armstrong-Stassen & Schlosser (2008)	Taking a Positive Approach to Organizational Downsizing	Canadian Journal of Administrative Sciences	The broaden-and-build theory of positive emotions	Quantitative Managerial employees	Individual Extend over time	Generalized optimism (one of POB) was stated as a valuable resource for employee readiness in times of downsizings
The role of positive emotions in controlled coping strategies	Fugate, Kinicki & Prussia (2008)	Employee coping with organizational change: An examination of alternative theoretical perspectives and models	Personnel Psychology	Appraisal theory of emotions	Quantitative Employees	Individual Extend over time	Positive emotions were reported positively related to control coping strategies (control coping: to consider organizational changes as an opportunity to learn and grow)
The role of positive psychological climate in employee adjustment during different organizational change contexts.	Martin, Jones & Callan (2005)	The role of psychological climate in facilitating employee adjustment during organizational change	European Journal of Work and Organizational Psychology	Cognitive-phenomenological theory of stress and coping	Quantitative Employees	Individual and organizational Twice in different contexts	The positive psychological climate was found related to psychological well-being and those who rated the social climate more positively also felt less distressed by the changes and more confident and in control of how the change would affect them
Individual factors and organizational contributors to readiness for organizational change.	Cunningham et al. (2002)	Readiness for organizational change: A longitudinal study of workplace, psychological and behavioural correlates	Journal of Occupational and Organizational Psychology	Psychological capital	Quantitative Employees	Individual Longitudinal	Both workplace factors (i.e. participation, social support) and individual factors (i.e. self-efficacy, active problem-solving) were found significant in terms of readiness for change.

| Understanding the role of positive subjective experiences during mergers. | Kiefer (2002) | Understanding the Emotional Experience of Organizational Change: Evidence from a Merger | Advances in Developing Human Resources | Emotional experience theory | Qualitative | Middle-level Managers | Team level Extend over time | It was reported that team members exhibit different behaviours towards a merger according to negative and positive emotions that they experienced. |
| The impact of positive self-concept (self-efficacy, positive affectivity, self-esteem) in coping with organizational change. | Judge et al. (1999) | Managerial coping with organizational change: A dispositional perspective | Journal of Applied Psychology | Psychological capital | Quantitative | Middle/ upper-level management | Individual Once throughout change | It was demonstrated that the success of a change initiative is directly related to managers who have a positive self-concept. |

Table 1: *Empirical positive psychology studies in the organizational change context*

CONCEPTUAL POSITIVE PSYCHOLOGY STUDIES ADDRESSED IN ORGANIZATIONAL CHANGE CONTEXT							
Research Domain	Author(s) Year	Title	Journal	Theoretical Lens		Level	Key Findings and İmplications
The role of positive psychology in working with change and performance	Allen & McCarthy (2015)	Be happy in your work: the role of positive psychology in working with change and performance	Journal of Change Management	The broaden-and-build theory of positive emotions	–	Organizational	Designing interventions (i.e. cognitive (re)appraisal, hypothetical thinking, positive visualization, physical activity and writing-based tasks) to increase happiness will facilitate subjective well-being in work-related contexts.
An integrative approach that sees organizational change as a source of eustress.	Tavakoli (2010)	A positive approach to stress, resistance, and organizational change	Procedia Social and Behavioral Sciences	Cognitive-motivational-relational theory of emotion	—	Organizational	Positive actions will promote cognitive change by boosting coping abilities and therefore facilitate positive reactions towards organizational changes.
The role of psychological capital during times of change.	Luthans & Youssef (2004)	Human, Social, and Now Positive Psychological Capital Management: Investing in People for Competitive Advantage	Organizational Dynamics	Psychological capital	—	Individual	Psychological capital (i.e. hope, efficacy, resiliency, and optimism) was reported to significant in terms of forming waypower and willpower necessary for readiness for change.
A different approach towards organizational change: appreciative inquiry	Cooperrider, Sekerka & Sekerka, (2003)	Inquiry into the appreciable world: Toward a theory of positive organizational change	Positive organizational scholars	Appreciative Inquiry	—	Organizational	The model of positive organizational change consists of three stages: (1) *Elevation of Inquiry* (2) *Fusion of Strengths* and (3) *Activation of Energy*.

Table 2: *Conceptual positive psychology studies in the organizational change context*

4. DISCUSSION

The current research attempted to scrutinize the studies that evaluated the contribution of positive psychology to the organizational change processes on the basis of the post-modernist approach. Some indicators that emerged after this review suggests positive psychology studies will gain momentum in organizational behavior studies as a whole. It is not possible that the field of organizational change cannot be influenced by this movement which begun with Seligman and then grows like an avalanche. Thus, the increasing number of positive psychology studies within organizational change journals also suggests that researchers have commenced work on the strength side of human being in this specific field. In previous studies, organizational changes are mostly portrayed as a process in which full of uncertainty and therefore it is often argued that individuals experience negative emotions such as fear, anxiety and even depression (Piderit, 2000; Oreg, 2006; Kim & Kankanhalli, 2009). Along with the positive psychology movement, organizational change has begun to be treated as a more positive process.

The results of this review also confirmed that positive psychology practices can contribute to organizational change at micro, mezzo and macro level. Positive interventions such as coaching and training programs were found significant in terms of constructing positive PsyCap (Grant, Curtayne & Burton,2009; Grant, 2014; Sherlock-Storey, Moss & Timson, 2013) and generalized positive experiences (West, Patera and Carsten, 2009) that are crucial for readiness for organizational change. From the macro perspective, Martin, Jones & Callan's (2005) findings are also important as they addressed the role of positive organizational climate on readiness for change. However, it should be noted that there is a need for more work on a macro level due to its complex nature. To sum up, the findings emerge from the examined studies, while preliminary, suggest that scholars and practitioners must challenge traditional perspectives on organizational changes and take more positivity into account.

Our findings in this report are subject to at least two limitations. Perhaps the most serious disadvantage of this review is that we included a limited number of peer-reviewed articles. This means that there could be many practical journal articles, book chapters, theses, conference papers and ongoing research left out in line with the aim of this study. We also acknowledge that the validity of examined studies must be tested and extended throughout other studies. Secondly, despite a long search endeavor, some important works may have been missed based upon not being meet with our search criteria. Nevertheless, the current study holds strength in terms of documenting the progress of positive psychology studies in organizational change contexts.

This research has thrown up many questions in need of further investigation. Further work needs to be done to establish whether employees perceive positive interventions in a sincere way or not. More information on the sense of intimacy would help us to establish a greater degree of accuracy on this matter. By doing so, we can also understand whether a sustainable positivity can be established which may facilitate future change initiatives. Besides, it would be interesting to assess the effects of positive psychology in different organizational change contexts. It is apparent that the emotional experiences

of downsizing are not the same as the emotional experience of a merger/acquisition. Therefore, these specific contexts must be analyzed carefully in terms of improving positive psychology practical implications.

CONCLUSION

As noted earlier, this review evaluated the role of the positive psychology movement in times of organizational changes. Due to the fact that change initiatives often subject to uncertainty, employees often pursue more positive experiences during these processes. Parallel to this, the results of this investigation, while preliminary, show that positive psychology, particularly positive interventions, may facilitate readiness for change in all three levels (individual, team and organizational). However, further research needs to take contextual constraints into account such as types of change initiatives. Future works may also lead to the emergence of new concepts by integrating theories of positive psychology and organizational change theories.

This study is promising one in terms of being the first review addresses the role of positive psychology in the context of organizational change. Therefore, the study will enable practitioners to enlarge their perspective on organizational change initiatives as well as contribute to the body of knowledge in this relatively new field. Finally, the contribution of positive psychological on organizational change should not be undermined, however, these endeavors should be directed towards the more emphasizing strength of human being rather than creating standard recipes for every single change initiative.

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Note: *The sources marked with (*) symbol are the ones dealt in the review process.*

ÖRGÜTSEL DEĞİŞİME HAZIR BULUNUŞLUK DÜZEYİNİN DESTEKLENMESİ: POZİTİF PSİKOLOJİNİN ROLÜNÜ İNCELEYEN SİSTEMATİK BİR DERLEME ÇALIŞMASI

1. GİRİŞ

Erken dönem örgüt çalışmaları ile başlayan ve takip eden süreçte neo-klasik dönemle birlikte ivme kazanan psikolojinin örgüt çalışmalarına entegrasyonu süreci gelinen noktada psikolojinin örgütsel davranışı açıklamada en sık başvurulan disiplin haline gelmesine yol açmıştır. Örgütsel değişimin hızının ve yoğunluğunun geçmişte hiç

olmadığı kadar arttığı ve bu nedenle değişimin örgütler için "*yeni normallik*" (Henrick Jørgensen vd., 2009) olarak kavramsallaştırıldığı gerçeği bahsedilen entegrasyonun ivme kazanmasında önemli rol oynamıştır. Nitekim örgütsel değişimin var olan statükoyu tamamen ya da kısmen ortadan kaldırması (Kitchen & Daly, 2002) ve beraberinde getirdiği belirsizlik nedeniyle bireylerin deneyimledikleri kaygı ve stres (Smollan, 2015; Cameron ve Green, 2015 s. 242-243; Kiefer, 2002) gibi istenmeyen durumların ortadan kaldırılması noktasında psikolojinin varsayımlarına başvurulmuştur.

1.1. Literatür Taraması

Örgütsel değişim alanında bugüne kadar yapılan çalışmaların çoğunluğu bireylerin ya da grupların örgütsel değişime bağlılıklarının arttırılması hususunu klasik psikolojinin "*bilişsel ve duygusal hasarların onarılması*" (Seligman, 2002) varsayımından hareketle incelemişlerdir. Bir başka deyişle bireylerin değişime hazır bulunuşluklarının arttırılması yaşadıkları olumsuz deneyimlerin ortadan kaldırılmasıyla açıklanmaya çalışılmıştır. 1990'ların başında Seligman ile ortaya çıkan pozitif psikoloji akımı örgütsel değişimin farklı bir perspektiften yorumlanmasının önünü açmıştır. Klasik varsayımların aksine bu yeni anlayış bireylerin güçlü yanlarına vurgu yapan ve bu tür özelliklerin geliştirilmesi gerektiğini savunan bir yaklaşım ortaya koymaktadır (Seligman, 2002). Luthans ve Youssef (2004) çalışmalarında pozitif psikolojik sermaye kavramını ortaya çıkartarak yapıyı ölçülebilir bir boyuta taşımışlardır.

Ancak örgütsel değişim sürecinde pozitif psikolojinin rolünü anlamaya çalışan araştırmaların sayısı oldukça yetersizdir. Ayrıca bu çalışmaları bir arada ele alan herhangi bir derleme çalışması da bulunmamaktadır. Bu anlamda mevcut çalışma değişim sürecinde pozitif örgütsel ortamın oluşturulması yoluyla bireylerin hazır bulunuşluk düzeyleri üzerine etkisini inceleyen çalışmaları bütüncül bir çerçevede analiz etmeyi amaçlamaktadır. Bu bağlamda, çalışmanın örgütsel değişimin anlaşılması ve istenen şekilde gerçekleştirilmesine imkân sağlayacak alternatiflerin tanıtılması noktasında teori ve uygulamaya katkı yapabileceği öngörülmektedir.

2. YÖNTEM

Mevcut derleme, örgütleri rasyonel olmayan, gerçekliğin sosyal olarak inşa edildiği (Lewis vd., 2008), ve sürekli değişime maruz kalan yapılar (Weick, 1979) olarak tanımlayan post-modern bir bakış açısından hareketle, nispeten daha sınırlı bir örgütsel gerçekliği, yani örgütsel değişimi konu edinmektedir. Başka bir ifadeyle, bireylerin veya grupların örgütsel değişime bağlılıkları noktasında pozitif psikolojinin rolünü inceleyen çalışmalar bir araya getirilerek eleştirel bir bakış açısıyla analiz edilmeye çalışılmıştır. Bu anlamda aşağıdaki sorulara cevaplar aranmaya çalışılmıştır:

- Bireylerin ya da grupların gerçekleştirilmesi istenen değişime dirençlerinin azaltılması, daha ziyade değişimi içselleştirerek benimsemelerinde pozitif psikolojik müdahalelerin rolü nedir?
- Bireylerin ya da grupların değişime bağlılığını arttıracak pratiğe yönelik bir uygulama setinden bahsedilebilir mi?

- Değişim bağlamında bireylerin ya da grupların değişime bağlılığını arttıracak pozitif bir örgütsel çevreden bahsedilebilir mi?

Sistematik bir derleme olması hasebiyle, ilk olarak araştırmanın kapsamı dâhilinde alanda yapılan önemli çalışmalar tespit edilmiş ve bu yazından hareketle *"pozitif psikoloji", "pozitif örgütsel davranış", "psikolojik sermaye", "örgütsel değişim"* vb. anahtar kelimeler belirlenmiştir. Belirlenen bu ifadeler ISI WoS ve EBSCO (Business Source Complete) veri tabanlarında taranmış ve toplamda 7722 (EBSCO: 2728 ve ISI WoS: 4994) çevrimiçi kaynağa erişilmiştir. Bu sayının amaçlananın çok üzerinde olması nedeniyle yukarıda belirtilen ifadelerin kombinasyonları (ör. pozitif psikoloji ve örgütsel değişim) gelişmiş arama kriterleri olarak kabul edilip taramaya bu kombinasyonlarla devam edilmiştir. Belirlenen ikincil kriterlerin taranması neticesinde 58'i makale, 4'ü kitap bölümü olmak üzere toplamda 62 yayına ulaşılmıştır. Araştırma tasarımının son aşamasında ise, yayınlar referans bölümlerini içerecek şekilde kapsamlı bir şekilde incelenmiş, 3'ü kavramsal, 14'ü ise ampirik olmak üzere 17 adet çalışma incelenmek üzere belirlenmiştir. Son olarak yazındaki olası önemli bir çalışmanın dikkatlerden kaçmaması adına belirlenen ifadeler Google Scholar'da taranmış, 1 adet teorik çalışma daha bulunmuş ve incelenen çalışmaların sayısı 18'e ulaşmıştır.

3. BULGULAR

Belirlenen çalışmaların detaylı incelenmesi sonucunda ortaya çıkan bulgulardan ilki yapılan çalışmaların çoğunluğunun standart pozitif müdahalelere yoğunlaştığı yönündedir (ör. ; Grant vd., 2009; Mueller vd., 2012; Sherlock-Storey, Moss & Timson, 2013; Martin, Jones & Callan, 2005). Ancak Kiefer (2002) bu tür standartlaştırılmış yaklaşımların örgütsel değişimlere özgü deneyimlerin farklılaşabileceği gerçeğini gözden kaçırabileceğini vurgulamıştır. West, Patera ve Carsten 'in (2009) çalışmaları hariç incelenen tüm çalışmalar bireysel düzeyde gerçekleştirilmiştir. Bu çalışmalardan bir kısmı ise birey-grup (Kiefer, 2002) ve birey-örgüt (Raitis vd., 2017; Mueller vd., 2012) düzeylerini aynı anda ele alarak pozitif psikolojinin değişime etkisini farklı boyutlarda inceleme yoluna gitmişlerdir. Bireysel düzeyde *dayanıklılık (resilience)* ve öz güven (self-confidence) en sık tartışılın konular olurken, *genelleştirilmiş pozitif deneyimler* daha makro düzeyde (grup ve organizasyon) düzeyde adres gösterilen konular olmuştur. Bireysel düzeyde gerçekleştirilen çalışmalar *Psikolojik sermaye (Psychological capital), Beklenti yaklaşımı (Expectancy theory), Pozitif duygu genişletme ve inşa etme teorisi (Broaden-and-build theory of positive emotions)* gibi teorik yaklaşımları benimserken; grup düzeyinde gerçekleştirilen çalışmalar *sosyal inşa teorisi (Social construction theory)*, *Duygusal deneyim yaklaşımı (Emotional experience theory)* ve örgütsel düzeyde ise *olumlu sorgulama (Appreciative inquiry)* kuramsal bakış açısından yararlanılmıştır. İncelenen çalışmalardan Armstrong-Stassen & Schlosser (2008) ve Kiefer (2002) hariç tüm çalışmalar planlanmış örgütsel değişim süreçlerini konu edinirken, bu iki çalışma daha ziyade küçülme vb. zorlu süreçleri içeren örgütsel değişim süreçlerinde gerçekleştirilmiştir.

Ele alınan araştırmaların neredeyse tamamının bulguları pozitif psikoloji ve örgütsel değişime hazır bulunuşluk arasında anlamlı bir bağın olduğuna işaret etmektedir. Ancak

gerçekleştirilen çalışmaların bulgularının neredeyse tamamının kantatif veriye dayanıyor olması, pozitif müdahalelerin ne ölçüde içtenlikle karşılandığı noktasında soru işaretleri yaratmaktadır. Bu anlamda pozitif müdahalelerin rolünün daha derinlemesine anlaşılması için keşfedici nicel çalışmaların ortaya konması gerekliliği ileri sürülebilir. Dahası incelenen bu iki alanın teorik bakış açılarının entegrasyonu ile mümkün olabilecek yeni perspektiflerin ortaya konması, örgütsel değişimin istenen şekilde gerçekleştirilmesine olanak sağlayabilir. Sonuç olarak ele alınan araştırmalar emekleme dönemi çalışmaları olarak nitelendirilse de, pozitif psikolojinin farklı örgütsel değişimler bağlamında rolünü anlamaya çalışan araştırmaların yöntemsel olarak da çeşitlenerek artmaya devam edeceği söylenebilir.

4. TARTIŞMA

Mevcut derleme, post-modern bir bakış açısını temel alarak pozitif psikolojinin örgütsel değişim süreçlerine etkisini değerlendiren çalışmaları incelemeye amaçlamıştır. Son gelişmeler çerçevesinde, pozitif psikolojinin örgütsel davranışı açıklamak için sıkça başvurulan bir alan haline gelmesi, örgütsel değişiminden bu gelişmeden etkileneceği öngörülmektedir. Bu çalışmanın bulguları da bu görüşü destekler niteliktedir. Yazında örgütsel değişim belirsizliklerin arttığı ve bu nedenle bireylerin aşırı endişe, stres hatta depresyon gibi olumsuz durumları deneyimledikleri (Kim ve Kankanhalli, 2009; Oreg, 2006) bir örgütsel gerçeklik olarak resmedilmiştir.

Bu çalışmanın bulguları, pozitif psikolojinin gerek bireysel, gerekse grup ve örgüt düzeyinde örgütsel değişime katkı sağladığını destekler niteliktedir. Koçluk ve eğitim programları gibi pozitif müdahalelerin, örgütsel değişime hazırbulunuşluk için önemli kabul edilen psikolojik sermaye (Grant, Curtayne & Burton,2009; Grant, 2014; Sherlock-Storey, Moss & Timson, 2013) ve genelleştirilmiş pozitif deneyimler (West, Patera ve Carsten, 2009) üzerinde anlamlı etkileri olduğu saptanmıştır. Ayrıca, makro perspektiften bakıldığında, Martin, Jones & Callan (2005)'e göre örgütsel değişim esnasında pozitif bir iklimin deneyimlendiği durumlarda bireyin öngörülen değişikliklerden daha az olumsuz yönde etkilendiği ve özgüven sayesinde değişime daha olumlu baktığına yönelik bulguları bu çalışmayı destekler niteliktedir. Ancak, doğası gereği daha karmaşık kabul edilebilecek örgütsel düzeydeki çalışmaların arttırılması gerekliliği dikkate alınması gereken bir husustur. Özetlemek gerekirse, etkin bir örgütsel değişimin gerçekleştirilebilmesi, uygulayıcıların ve akademisyenlerin değişime yönelik geleneksel bakış açılarından vazgeçerek, pozitifliği daha fazla göz önünde bulundurması ile mümkün olabilir.

SONUÇ

Mevcut çalışma, örgütsel değişim bağlamında pozitif psikolojinin rolünü inceleyen çalışmaları bir araya getirerek detaylı bir şekilde analiz etmektedir. Bu derlemede incelenen çalışmalar nispeten yeni kabul edilse de pozitif psikolojinin, özellikle pozitif müdahalelerin, bireylerin değişime bağlılığını olumlu yönde etkilediğini ortaya koymuşlardır. Bunula birlikte, değişim teşebbüslerine yönelik bağlamsal sınırlılıkların göz önünde bulundurulduğu derinlemesine çalışmaların yapılmasına ihtiyaç duyulduğu aşikârdır. Ayrıca, gelecekte yapılacak çalışmaların pozitif psikoloji ve örgütsel değişim

teorilerini bütünleştirerek yeni perspektiflerin ortaya çıkması hususunda katkı yapmaları beklenmektedir. Son olarak, çalışanların pozitif müdahaleleri içtenlikle algılayıp algılamadıklarını saptamak için daha fazla çalışma yapılması gerektiği sonucuna varılmıştır.

Bu araştırma, kesitsel zaman aralığında, kısıtlı sayıda yayını ele alması ve yeni ortaya çıkan önemli çalışmaları gözden kaçırma olasılığını taşıması nedeniyle bir takım sınırlılıklar içermektedir. Bununla birlikte belirlenen kriterler çerçevesinde, maksimum yayın sayısına ulaşıldığı gerçeği de göz önünde bulundurulmalıdır. Ayrıca, mevcut çalışma, bu alandaki ilk sistematik derleme çalışması olması nedeniyle literatüre katkı sağlayacağı söylenebilir. Buna ek olarak, bu çalışma uygulayıcıların örgütsel değişim teşebbüslerine yönelik bakış açılarını genişletmesine katkı sağlayacağı düşünülmektedir.