

Perceived Organizational Change Strengthens Organizational Commitment and Organizational Citizenship Behavior via Increased Organizational Nostalgia

Marius van Dijke¹, Yiran Guo², Tim Wildschut³, and Constantine Sedikides³

¹ Rotterdam School of Management, Erasmus University Rotterdam

² Faculty of Business and Economics, University of Lausanne

³ Center for Research on Self and Identity, School of Psychology, University of Southampton

Organizational change has been thought to evoke negative employee responses, yet it is ubiquitous in modern market economies. It is thus surprising that the adverse effects of organizational change are not more visible or apparently disrupting. We hypothesized that, although perceived organizational change, by inducing change apprehension, stimulates negative employee responses (i.e., lower organizational commitment and organizational citizenship behavior [OCB]), it also elicits organizational nostalgia, which engenders positive employee responses (higher organizational commitment and OCB). We tested our hypotheses in nine studies. First, across four experiments (two preregistered), perceived societal or organizational change elicited organizational nostalgia and, via organizational nostalgia, increased employees' organizational commitment and OCB. Subsequently, in two preregistered experiments, induced organizational nostalgia (vs. control) strengthened employees' commitment to the changed organization and galvanized their defense of organizational change. Finally, in a preregistered follow-up experiment and two preregistered surveys, we tested and validated our full model regarding the opposing mediating roles of change apprehension and organizational nostalgia. The findings help to understand why effects of organizational change are less disruptive than might be expected and clarify the role of organizational nostalgia during organizational change.

Keywords: organizational change, organizational nostalgia, coping, organizational commitment, organizational citizenship behavior

Supplemental materials: <https://doi.org/10.1037/apl0001221.supp>


Organizational change is ubiquitous in modern market economies. For instance, KPMG global transformation study (KPMG, 2016) indicated that 96% of large companies are in some phase of meaningful change, and nearly half completed at least one substantial change initiative over the past 2 years. Although change is necessary for organizations to cope with competitive pressures and evolving technology, employees may perceive it as negative or even threatening (Carnall, 2003; Fugate et al., 2008; Kanter, 1985; Scheck & Kinicki, 2000). Indeed, resistance has come to be viewed as a common employee response to organizational change (Dent & Goldberg, 1999; Erwin & Garman, 2010; Oreg, 2003), raising speculation that change may undermine organizational commitment (Fedor et al., 2006; Lee & Peccei, 2007; Martin et al., 2005) and organizational

citizenship behavior (OCB; Khaw et al., 2023; Shapiro & Kirkman, 1999).

Yet, at the same time, many employees—presumably including those in organizations that undergo change—are satisfied with and care about their work and organization. For example, in a 2019 Gallup poll, 2.7 times as many employees agreed than disagreed with statements such as being satisfied with their organization, being recognized and cared after at work, believing their job is important, and feeling connected with the mission or purpose of their organization (Harter, 2023). Similarly, in the global Randstad (2019) poll, 74% of employees indicated being satisfied with their work. These findings pose a conundrum: If organizational change is widespread and threatening, why is its adverse impact on employees not more visible and disruptive?

This article was published Online First August 12, 2024.

Jonas W. B. Lang served as action editor.

Marius van Dijke  <https://orcid.org/0000-0001-9974-5050>

Data, analysis code, and research protocol are available on the Open Science Framework (<https://osf.io/pycvk/>).

Marius van Dijke played a lead role in conceptualization, funding acquisition, methodology, project administration, resources, and writing—original draft, a supporting role in data curation, and an equal role in formal analysis, investigation, and writing—review and editing. Yiran Guo played a

lead role in formal analysis and a supporting role in conceptualization, data curation, investigation, methodology, and writing—review and editing. Tim Wildschut played a supporting role in conceptualization, formal analysis, methodology, and writing—review and editing. Constantine Sedikides played a supporting role in conceptualization, methodology, writing—original draft, and writing—review and editing.

Correspondence concerning this article should be addressed to Marius van Dijke, Rotterdam School of Management, Erasmus University Rotterdam, P.O. Box 1738, 3000 DR Rotterdam, The Netherlands. Email: mvandijke@rsm.nl

We address this question by focusing on two processes that we propose are instigated by organizational change. We expect these processes to steer employee responses in opposing directions. Together, they may help explain why organizational change is accompanied by somewhat muted employee responses, that is, organizational commitment and OCB. Organizational commitment is the most frequently studied employee response in organizational change research (Oreg et al., 2011). OCB refers to discretionary individual behavior, not recognized explicitly by the formal reward system, that is intended to advantage the collective (Podsakoff et al., 2000). OCB is considered a behavioral indicator of organizational commitment (Organ & Ryan, 1995).

Consistent with the view that employees experience organizational change as negative or threatening, we postulate that organizational change leads to change apprehension, which decreases organizational commitment and OCB. Further, we expect that organizational change elicits organizational nostalgia (“a sentimental longing or wistful affection for past events in, and aspects of, one’s organizational life”; Leunissen et al., 2018, p. 44). Scholars have proposed that employees may resort to organizational nostalgia to cope with organizational change. These scholars depict organizational nostalgia as an escape tactic or as a means to withstand or withdraw from change (Bednar et al., 2020; McDonald et al., 2006; Milligan, 2003; Ylijoki, 2005). Bednar et al. (2020), for instance, speculated that organizational nostalgia is associated with unhappiness, lowered organizational commitment, disengagement, and resistance to change.

We adopt a novel theoretical lens to investigate employees’ reliance on organizational nostalgia in the context of organizational change. Building on the regulatory model of nostalgia (Sedikides, Wildschut, Routledge, Arndt, et al., 2015; Wildschut & Sedikides, 2023a), we propose that organizational change (vs. stability) triggers organizational nostalgia. Building on this model, we further propose that, rather than being associated with undesirable outcomes, organizational nostalgia will strengthen constructive employee responses, including organizational commitment and OCB (Leunissen et al., 2018). Jointly, these propositions entail that organizational change, via increased organizational nostalgia, strengthens organizational commitment and OCB. In methodological terms, we propose an inconsistent mediation model (Davis, 1985; MacKinnon et al., 2000), where the negative indirect effect of organizational change (vs. stability) on organizational commitment and OCB via change apprehension is directionally opposite to the positive indirect effect of

organizational change on these outcomes via organizational nostalgia. We depict our theoretical model in Figures 1 and 2.

Our research makes three contributions to the literature. First, by identifying change apprehension and organizational nostalgia as two processes that steer employees’ organizational commitment and OCB in response to organizational change in opposing directions, we help to clarify why, despite the ubiquity of organizational change, most employees are able to maintain positive views of their workplace. Second, scholarly consensus depicts organizational nostalgia as a means of escaping from or withstanding change. We offer a new theoretical account and empirical evidence that organizational nostalgia instead enables employees to constructively participate in organizational change. Third, by demonstrating that a strategy that has been derided as an escape mechanism (i.e., nostalgizing about a cherished past) actually leads to increased organizational commitment and OCB, we complement models relevant to coping with organizational change (Latack, 1986; Latack & Havlovic, 1992; Schaufeli & Wright, 2015).

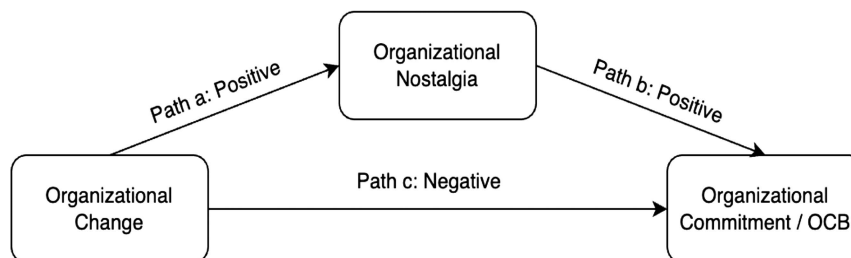
Theoretical Framework

Coping With Organizational Change

Much of the literature on coping with challenges and threats has been influenced by the cognitive phenomenological model of stress and coping (Folkman et al., 1986). The model conceptualizes stress as a relationship between persons and their environment, which the person views as exceeding their capacities, thus harming their well-being. The model defines coping as “the person’s cognitive and behavioral efforts to manage (reduce, minimize, or tolerate) the internal and external demands of the person–environment transaction that is appraised as taxing or exceeding the person’s resources” (Folkman et al., 1986, p. 572). Further, the model regards coping as a key variable in stressful person–environment relationships.

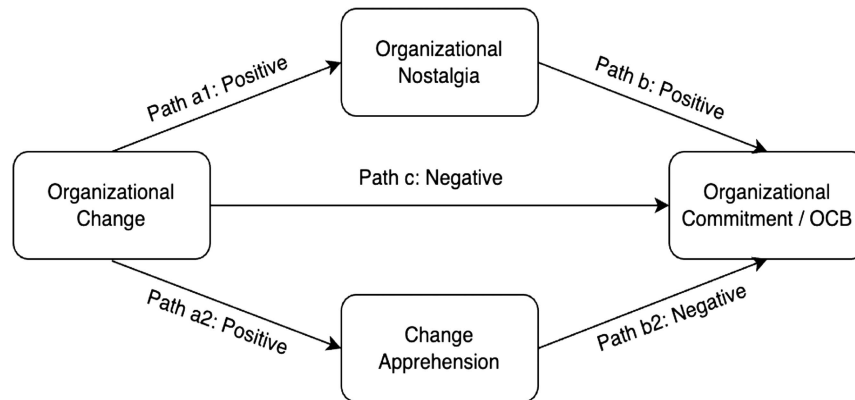
An influential distinction in the coping literature contrasts control and escape coping (Latack, 1986; Latack & Havlovic, 1992; Schaufeli & Wright, 2015). Control coping refers to actions and cognitions intended to manage and command the situation. Escape coping refers to actions and cognitive reappraisals that involve cognitively or physically turning away from the stressor (Latack, 1986). According to the cognitive phenomenological model of stress and coping, the type of coping that is used depends on available resources (Lazarus & Folkman, 1984), that is, “psychological, social, and organizational resources which are possessed by, or available

Figure 1
Research Model With Organizational Nostalgia as the Mediator



Note. OCB = organizational citizenship behavior.

Figure 2
Research Model With Organizational Nostalgia and Change Apprehension as Parallel Mediators



Note. OCB = organizational citizenship behavior.

to, a person and which influence whether a particular coping strategy can or will be implemented” (Armstrong-Stassen, 1994, p. 599). When people have more coping resources available, they are more likely to use control rather than escape coping. For instance, a strong sense of mastery and perceptions of social support predict increased use of control coping (Ito & Brotheridge, 2003; Latack, 1986).

The literature on employee coping with organizational change has pointed to similar roles for control and escape coping as a function of resources. Specifically, positive change characteristics (i.e., employee participation, high-quality leadership, communication about the change), a sense of mastery, and social support predict control coping, whereas negative appraisals of organizational change and stress predict escape coping (Amiot et al., 2006; Armstrong-Stassen, 1994; Fugate et al., 2002, 2008; Li et al., 2021; Terry et al., 1996). Importantly, in change contexts, control coping predicts higher, whereas escape coping predicts lower well-being, job satisfaction (Terry et al., 1996), organizational identification (Amiot et al., 2006), and organizational commitment (Armstrong-Stassen, 1994). Also, unlike control coping, escape coping predicts stronger intentions to quit and turnover (Armstrong-Stassen, 1994; Fugate et al., 2008).

In the following sections, we introduce organizational nostalgia, which has been portrayed as an escape tactic or as a means to withstand or withdraw from change (Bednar et al., 2020; Brown & Humphreys, 2002; Gabriel, 1993; McDonald et al., 2006; Milligan, 2003; Ybema, 2004; Ylijoki, 2005). In contrast to this view, we advocate that nostalgizing about a cherished past is a psychological resource that sustains control coping.

Organizational Nostalgia

Central to nostalgia are fond, tender, and valued memories (Hepper et al., 2012; van Tilburg et al., 2019). Researchers have proposed various forms of nostalgia, such as personal (i.e., referring to one’s private life; van Tilburg et al., 2018; Wildschut et al., 2006) and relational (i.e., referring to one’s dyadic relationships; Evans et al., 2022; Swets et al., 2023). Organizational nostalgia is another form, referring to meaningful events that transpired in the workplace

(Leunissen et al., 2018). Such events are appraised positively, although with a tinge of sadness, as the cherished moments are irredeemably gone (Leunissen et al., 2021).

Researchers have addressed organizational nostalgia in the context of organizational change (van Dijke & Leunissen, 2023). Based on a case study, Brown and Humphreys (2002) described highly nostalgic conversations among academics at a college that had been subsumed as a faculty in a newly established university. The authors speculated that organizational nostalgia facilitates resisting power from authorities who forced the change and helps maintain a sense of historic continuity. McDonald et al. (2006) analyzed conversations of hospital staff in the context of modernizations enforced by the British National Health Service, reporting many nostalgic references. They concluded that nostalgic memories about one’s organization present “an alternative, competing version of the world in order to challenge the discourse of modernization which permeates government and hence, hospital, policy” (p. 1108). Ylijoki (2005) inferred from interviews with senior Finish investigators that organizational nostalgia, reflecting yearning for academic freedom and autonomy, defends idealized norms threatened by the change. Bednar et al. (2020), in a theoretical article, associated the experience of organizational nostalgia with a sense of downward momentum and, depending on circumstances, with withdrawal tendencies such as unhappiness, lowered commitment, and turnover cognitions, or, alternatively, active resistance to change. These authors, then, portray organizational nostalgia as a mechanism to escape from or defend against unwanted organizational change.

Although interview and observational studies allow for a rich experiential depiction of organizational nostalgia, these designs are less well-suited to draw conclusions about antecedents and outcomes of the emotion. In fact, some research, albeit not conducted in organizational change contexts, suggests that organizational nostalgia can have favorable implications for organizations. Organizational nostalgia (vs. control) weakened turnover intentions by suffusing one’s work with meaning (Leunissen et al., 2018). Further, organizational nostalgia was positively associated with in-role and extrarole performance, willingness to engage in novel experiences, and support for change (Leunissen et al., 2024).

Our reasoning on organizational nostalgia's coping potential originates in the regulatory model of nostalgia (Sedikides, Wildschut, Routledge, Arndt, et al., 2015; Wildschut & Sedikides, 2023a), which considers the emotion a resource that individuals recruit to cope with threat. The regulatory model focuses on the relevance of nostalgia for homeostasis (Sedikides & Wildschut, 2018; Wildschut & Sedikides, 2023b), defined as "any self-regulating process by which an organism tends to maintain stability while adjusting to conditions that are best for its survival" (Encyclopedia Britannica, 2023). Specifically, the model posits that a harmful stimulus or aversive physiological or psychological state (e.g., organizational change) impacts negatively on an outcome (e.g., organizational commitment, OCB) but also triggers nostalgia. Nostalgia, in turn, exerts a positive influence, assuaging the negative impact of the harmful stimulus. According to the model, the negative direct influence of the harmful stimulus is offset by its positive indirect influence via nostalgia.

The regulatory model does not specify whether nostalgia constitutes escape or control coping. However, the personal nostalgia literature suggests that nostalgia is best viewed as control coping. For example, avoidance motivation (i.e., distancing from negative situations) strengthens personal nostalgia, which subsequently predicts higher approach motivation (i.e., embracing positive situations; Stephan et al., 2014). Disillusionment (and an accompanying meaning drop) raises personal nostalgia, which, in turn, predicts increased meaning in life (Maher et al., 2021). Loneliness predicts personal nostalgia, which subsequently conduces to higher social connectedness (Zhou et al., 2008, 2022). Finally, self-discontinuity (i.e., a sense of disconnection between one's past and present selves) augments personal nostalgia, which then raises self-continuity (i.e., a sense of connection between the selves; Sedikides, Wildschut, Routledge, & Arndt, 2015).

Hypotheses Development

According to the regulatory model, aversive situations evoke nostalgia. Nostalgia, in turn, mobilizes resources to cope with the situation. As noted, employees often view organizational change, imagined or experienced, as aversive (Carnall, 2003; Fedor et al., 2006; Fugate et al., 2008), partly because they feel their relationship with the organization is fundamentally changing (Caldwell et al., 2004; Judge et al., 1999). Consequently, based on the model, we expect that organizational change (vs. stability) will elevate employee nostalgia about their organization's past. This reasoning leads to our first hypothesis:

Hypothesis 1: Organizational change (vs. stability) increases organizational nostalgia.

Most organizational nostalgic narratives describe social connectedness/social support or achievement/growth. For example, positive and meaningful interactions with leaders and colleagues emerge as central themes in nostalgic recollections (Gabriel, 1993; Milligan, 2003). Also, organizational nostalgia typically involves "experiences when an employee felt close and connected to others in the organization" (communal organizational nostalgia) and "experiences when an employee felt a sense of achievement, personal growth at work and/or in control while carrying out their job" (agentic organizational nostalgia; Leunissen et al., 2024, p. 7). As noted, social support and a sense of mastery predict increased use of control coping (Latack, 1986; Pearlin & Schooler, 1978). Recalling valued

relationships/social events or past achievements may strengthen the sense that one can face challenges and that one is not alone. Thus, rather than being escape-oriented, organizational nostalgia might better be viewed as a resource that facilitates control coping in change contexts.

One effective control-oriented way to cope with organizational change is to bolster one's commitment to the organization. Organizational commitment involves "(a) a strong belief in and acceptance of the organization's goals and values; (b) a willingness to exert considerable effort on behalf of the organization; and (c) a strong desire to maintain membership in the organization" (Mowday et al., 1979, p. 226). Nostalgizing about valued relationships, social events, or respect gained for work-related accomplishments might thus amplify employees' perception that they belong to the organization and can benefit from it. Put otherwise, organizational nostalgia, experienced in response to upcoming or ongoing organizational change (vs. stability), would fortify employees' organizational commitment. Organizational nostalgia may also strengthen employee OCB, which can be viewed as a behavioral reflection of organizational commitment and is empirically strongly correlated with commitment (Organ & Ryan, 1995). This reasoning leads to our second hypothesis:

Hypothesis 2: Organizational change (vs. stability), via increased organizational nostalgia, strengthens commitment to the organization and OCB.

Organizational commitment in change contexts can refer to commitment to the organization as it was before the change or commitment to the current organization during or after the change. We expect that organizational nostalgia, which focuses on recollections of the organization as it was before the change, will strengthen commitment to this old organization. However, employees who are strongly committed to the old organization are more likely to support the new organization and the change process (Iverson, 1996; Madsen et al., 2005; Shapiro & Kirkman, 1999). This reasoning leads to our third hypothesis:

Hypothesis 3: Organizational nostalgia strengthens commitment to the organization as it is during or after the change by strengthening commitment to the organization as it was before the change.

Our reasoning so far pertains to a positive indirect effect of organizational change (vs. stability) on employees' organizational commitment and OCB via strengthened organizational nostalgia. However, it has been argued that organizational change can lower organizational commitment (Fedor et al., 2006; Gopinath & Becker, 2000; Oreg, 2006) and OCB (Shapiro & Kirkman, 1999). As such, independently from stimulating organizational commitment and OCB via strengthened organizational nostalgia, organizational change may have a negative direct effect on these outcomes. This reasoning leads to our fourth hypothesis:

Hypothesis 4: Organizational change (vs. stability) has a direct negative effect (i.e., unmediated by organizational nostalgia) on commitment to the organization and OCB.

What explains the residual negative direct effect postulated under Hypothesis 4? According to our thinking, apprehension about

negative outcomes often associated with change—overcoming an inclination to defend the status quo (Jost & Van der Toorn, 2012; Proudfoot & Kay, 2014); unwillingness to accommodate to the adjustment period involved in change (Kanter, 1985); loss of control (Conner, 1992); having to learn new ways of working and unlearning old habits (Bartunek et al., 1992; Lau & Woodman, 1995; Tichy, 1983; Tsang & Zahra, 2008)—is an explanatory candidate. To our knowledge, no research has tested if change apprehension explains negative effects of organizational change. However, dispositional tolerance for ambiguity (Walker et al., 2007) and openness to experience (Judge et al., 1999) predict support for organizational change, whereas dispositional routine seeking, short-term focus, and cognitive rigidity predict resistance to change (Oreg, 2003). Furthermore, employees respond positively to being able to participate in decisions about change (Bartunek et al., 2006). Organizational change (vs. stability) thus likely involves ambiguity, requires change in thinking and routines, and causes perceived control loss. Therefore, organizational change may lead to change apprehension.

We expect that change apprehension, in turn, decreases organizational commitment and OCB. Organizational commitment is strongly based on a perception that one is valued and supported by the organization and the supervisor and that one has a clear and manageable role in the organization (Mathieu & Zajac, 1990). Change apprehension involves the feeling that one's relationship with the organization is fundamentally changing (cf. Caldwell et al., 2004) and that one must learn new tasks. These perceptions may thus lower organizational commitment, and, given that OCB is a behavioral reflection of organizational commitment, it may also lower OCB. Hence, we tested the following hypothesis:

Hypothesis 5: Organizational change (vs. stability), via increased change apprehension, weakens commitment to the organization and OCB.

We have advocated that organizational change (a) erodes commitment to one's organization and OCB via change apprehension and (b) strengthens these outcomes via organizational nostalgia (Figures 1 and 2). In methodological terms, we propose an inconsistent system of variables (Davis, 1985), where the negative effect of organizational change (vs. stability) on organizational commitment and OCB (operationalized as a direct effect in Hypothesis 4 and as mediated by change apprehension in Hypothesis 5) is directionally opposite to the positive indirect effect of organizational change on these outcomes via organizational nostalgia. Inconsistent mediation occurs when the initial predictor's direct effect is opposite to its indirect effect through the intervening variable or when the path via one mediator is directionally opposite to the path through another mediator. We tested our hypotheses in nine studies.

Method

Overview and Transparency and Openness Statement

We conducted seven experiments (Studies 1–7) and two surveys (Studies 8–9). In Studies 1–2, we experimentally induced expected societal change (vs. stability), depicted as affecting participants' own work organization. We capitalized on the hypothetical influence of artificial intelligence, or AI (vs. lack of such influence), on societal change that would bring change in participants' organizations. In

Studies 3–4, we used a vignette to describe anticipated organizational change (vs. stability) as decided by the management. We measured organizational nostalgia, commitment to the organization or its goals, and OCB. In Studies 1–4, we tested H1–H4.

To enable casual inference about the impact of organizational nostalgia on organizational commitment and OCB, we experimentally induced organizational nostalgia in change contexts (vs. control) in Studies 5–6 (Highhouse & Brooks, 2021; Pirlott & MacKinnon, 2016). Furthermore, as noted, employees committed to the organization before the organizational change indicate stronger support for change (Iverson, 1996; Madsen et al., 2005; Shapiro & Kirkman, 1999). In Study 5, we tested the preregistered Hypothesis 3 that organizational nostalgia (vs. control) galvanizes employees' commitment to the new organization by strengthening commitment to the old organization. In Study 6, we tested the preregistered hypothesis (second part of Hypothesis 2) that organizational nostalgia (vs. control) invigorates employees' defense of their organization.

In Studies 7–9, we also tested Hypothesis 5. Study 7 was an experiment that used the same procedure as Studies 3–4, but this time we also measured change apprehension. Studies 8–9 were cross-sectional studies, but here we measured the predictor variable, the mediators, and the outcome variables in three separate waves to address common method variance concerns (Podsakoff et al., 2003). We conducted these field studies to put our experimental findings to evaluate the ecological validity of our proposed model. We developed the organizational change scale for the purposes of Studies 8–9 (Supplemental Appendix A).

We recruited employees via Prolific in all studies, with one exception. In Study 9, which we conducted among a representative sample of Dutch employees, we collected the data via Flycatcher, a Dutch research panel that has the International Standardization Organization–26362 access panel certification (i.e., meets requirements for social scientific research, market research, and opinion polls). Members of this panel are not paid but volunteer.

We describe our sampling plan, all data exclusions, all manipulations, and all measures, and we adhered to the *Journal of Applied Psychology* methodological checklist. We made the data, analysis code, and research protocol available at <https://osf.io/pycvk/>. We analyzed the data using SPSS Version 27 and PROCESS Version 4.1 (Hayes, 2022). PROCESS calculates 95% CIs for indirect effects. If a CI does not include 0, the indirect effect is significant. We preregistered Studies 2 (<https://aspredicted.org/sx8wg.pdf>), 4 (<https://aspredicted.org/a2q2u.pdf>), 5 (<https://aspredicted.org/yf5a8.pdf>), 6 (<https://aspredicted.org/7ks9k.pdf>), 7 (<https://aspredicted.org/sz4ya.pdf>), 8 (<https://aspredicted.org/iv48j.pdf>), and 9 (<https://aspredicted.org/aa9vy.pdf>). We did not preregister Studies 1 and 3, as we used them to obtain an effect size estimate for our manipulations of organizational change on organizational nostalgia. All studies were approved by the Institutional Review Board of Rotterdam School of Management, Erasmus University (Study 1: ETH2223-0354; Study 2: ETH2223-0389; Study 3: ETH2223-0327; Study 4: ETH2223-0339; Study 5: ETH2223-0453; Study 6: ETH2324-0076; Study 7: ETH2324-0145; Study 8: ETH2324-0121; Study 9: ETH2324-0181). For economy of exposition, we pooled the Method and Results sections of our studies.

Procedure and Measures

We provide details about all measures in Table 1.

Table 1
Measurements in Studies 1–9

Study	Measurement	Item stem	Example item	Item	Reference
1–2	Manipulation check	“The following questions are about the impact of AI on your workplace”	“To what extent do you think that the organization you work for will be changed by AI?”	2	Self-developed
	Organizational Nostalgia Scale	“Organizational nostalgia is defined as ‘a sentimental longing for past events and aspects of one’s organizational life (e.g., colleagues, teams, projects, leaders, buildings, technology)’. After reading about the consequences that AI will have for me, I remember nostalgically”	“To what extent do you believe that your own work will be changed by AI?”	8	Leunissen et al. (2024)
	OCB	“After reading about the consequences that AI will have for me.”	“I will show genuine concern and courtesy toward co-workers, even under the most trying business or personal situations.”	19	Moorman and Blakely (1995)
3–4	Manipulation check	“Will BlueCircle stay the same or change?”	See Studies 1–2	1	Self-developed
	Organizational Nostalgia Scale	“Organizational nostalgia is defined as ‘a sentimental longing for past events and aspects of one’s organizational life (e.g., colleagues, teams, projects, leaders, buildings, technology)’. After hearing this news from my team leader, I would remember nostalgically”			
	OCB	“In light of BlueCircle’s future, as described by my team leader”	See Studies 1–2		
	Commitment to organization’s goals	“In light of BlueCircle’s future, as described by my team leader”	“I would be strongly committed to pursuing the goals of the organization.”	5	Klein et al. (2001)
5–6	Manipulation check	“Please answer the following questions based on how you feel right now.”	“Right now, I am feeling quite nostalgic about my organization”	3	Leunissen et al. (2018)
	Commitment to the “old” organization (Study 5)	“The following items are about how you experienced your relationship with your organization the way it was before the change happened.”	“I feel that the organization that I used to know before the change has a great deal of personal meaning for me”	8	Allen and Meyer (1990)
	Commitment to the “new” organization (Study 5)	“The following items are about how you experience your relationship with your organization the way it is now, during the change or after the change has started.”	“I feel that the organization the way it is now has a great deal of personal meaning for me”	See above	Allen and Meyer (1990)
	Organizational commitment (Study 6)	“Finally, organizations that are going through change often receive sharp criticism, for instance from employees or from outside parties. This criticism can be about different things, including but not limited to worsening work conditions, uncertainty or control loss for employees, or requirements to learn many new things for employees.”	“It would be great if you provide such a description, with or without providing the name of your organization, that is up to you.”	1	Self-developed

(table continues)

Table 1 (continued)

Study	Measurement	Item stem	Example item	Item	Reference
7	Manipulation check Organizational Nostalgia Scale	For a follow-up study we are looking for brief case descriptions (just a few sentences) from employees who defend their organization from criticism. See Studies 3–4 See Studies 3–4			
		See Studies 3–4 OCB Organizational commitment	“In light of BlueCircle’s future, as described by my team leader” “In light of BlueCircle’s future, as described by my team leader, I would” “Please rate the following items on how well you find that each describes the organization that you work for.” As in Study 1–4, 7 but referring to “the past in your organization” “Please rate the following items on how you experience and respond to change in your organization”	“Feel that BlueCircle has a great deal of personal meaning for me” “I would be concerned about surprises and unexpected events.” “I feel that things are no longer how they used to be in my organization” See Studies 1–4, 7 See Study 7	See Studies 5–6 16 5 Supplemental Appendix A
8–9	Organizational change Organizational Nostalgia Scale Change apprehension	“Please rate the following items on how well each describes your relationship with your organization. I” “Please rate the following items on how well each describes you in the organization that you work for. I”			
		OCB Organizational commitment	“I feel that my organization has a great deal of personal meaning for me.” See Studies 1–2	See Study 7	

Note. The scales ranged from 1 (*strongly disagree*) to 7 (*strongly agree*). Exceptions were the manipulation check in Studies 1–2 (1 = not at all, 7 = to a very large extent), the manipulation check in Studies 3–4 and 7 (0 = will stay the same, 1 = will change), and organizational commitment in Study 6 (0 = No I do not want to provide a description where I defend my organization to the researchers, 1 = Yes I want to provide a description where I defend my organization to the researchers). AI = artificial intelligence; OCB = organizational citizenship behavior.

Studies 1–2

We manipulated organizational change (vs. stability) as resulting from societal change and measured organizational nostalgia and OCB. We adapted our procedure after [Porras and Silvers' \(1991, p. 51\)](#) definition of organizational change as “triggered by a relevant environmental shift that, once sensed by the organization, leads to an intentionally generated response.” Participants read what they believed to be a recent article from *Forbes* on the impact of AI on the future of work ([Supplemental Appendix B](#)). In the organizational change condition, the article emphasized that AI would fundamentally alter the future of work, giving examples of how several occupations would be drastically modified by AI and explaining that AI would change participants' own organization. In the stability condition, the article emphasized that AI would not fundamentally alter work, giving examples of unmodified occupations (same as in the organizational change condition) and explaining that AI would likely not change participants' own organization. Next, participants completed a manipulation check, an organizational nostalgia measure, and an OCB scale.

Studies 3–4

We used a vignette to describe anticipated organizational change (vs. stability). The studies concerned “a hypothetical situation that your organization is going through.” All participants imagined that they worked for the company BlueCircle. In the organizational change condition, participants learned that change was planned by BlueCircle's Board of Directors, which would affect their work and interactions with colleagues. In the organizational stability condition, participants learned that BlueCircle's Board of Directors had decided to keep the company on its current path, and so no change was to be expected in their work and interactions with colleagues. Next, all participants responded to a manipulation check, the same organizational nostalgia measure as in Studies 1–2 (but with the item stem adjusted to fit the vignette), an OCB scale, and a measure of organizational commitment (i.e., commitment to the organization's goals). See [Supplemental Appendix C](#) for the vignette.

Studies 5–6

We recruited employees working in an organization that underwent change. First, we asked participants to provide a description of that change. Then, we manipulated organizational nostalgia (vs. control) after [Leunissen et al. \(2018\)](#). In the organizational nostalgia condition, participants recalled and described a nostalgic work event. In the control condition, they recalled and described an ordinary work event. In Study 6, after the organizational nostalgia manipulation, we measured commitment to the “old” and to the “new” organization. Finally, we included [Leunissen et al.'s \(2018\)](#) manipulation check.

In Study 7, after the organizational nostalgia (vs. control) manipulation, we instructed participants that organizations going through change are often severely criticized. We asked if the participant wanted to defend the organization from such criticism. Participants either answered “no” and proceeded to the next part of the study or answered “yes” and provided a written defense of the organizational change. Defending the organization is a central component of both organizational commitment and OCB.

Study 7

In Study 7, we used the same procedure as we did in Studies 3–4. However, in addition to organizational nostalgia, commitment, and OCB, we assessed change apprehension with the adapted [Oreg \(2003\)](#) 16-item resistance to change scale ([Supplemental Appendix D](#)). The original scale builds on an analysis of reasons why organization members respond negatively to change. We adjusted each item to refer to a transient state.

Studies 8–9

Studies 8–9 were cross-sectional, with three waves collected 1 week apart. The temporal spacing between assessments of the predictor variable (Wave 1: perceived organizational change), mediators (Wave 2: organizational nostalgia, change apprehension), and outcome variables (Wave 3: organizational commitment, OCB) reflected their presumed causal ordering. We measured perceived organizational change with a newly developed five-item scale (see [Supplemental Appendix A](#) for validation information). Participants indicated their own level of OCB. Self-report measures of OCB validly capture this variable ([Carpenter et al., 2014](#)). Study 9 was conducted in Dutch (Studies 1–8 were conducted in English). We translated the English language scales in Dutch using a translation–backtranslation procedure ([Brislin, 1970, 1986](#)). Specifically, a native Dutch speaker who was fluent in English translated the items to Dutch. Two native Dutch speakers who were fluent in English independently translated the Dutch items to English. No substantive differences between the original English items and the items that were back-translated from Dutch emerged.

Participants

We provided details of sample size determination and demographics information in [Table 2](#). As an attention check, we presented participants with eight dessert options and a “no dessert” option. We instructed participants in Studies 1–4 and 7 to select the “no dessert” option, and those in Studies 6 and 8–9 to select the “ice-cream” option. A priori, we removed all participants who failed to make the above selections. In Studies 5–6, providing organizational nostalgic experiences in the nostalgia condition was also a preregistered requirement. We remunerated participants with £0.75 (≈\$1.00) in Studies 1–4 and 7, £0.90 (≈\$1.09) in Study 5, £1.05 (≈\$1.29) in Study 6, and £2.70 (≈\$3.27) in Study 8. Participants in Study 9 were not paid. However, members of the Flycatcher panel (which we used for Study 9) receive a small gift once a year in return for their participation in research (i.e., a gift card worth €10.0 [about \$11.0]). We ascertained that a given participant was involved in only one study.

In Study 1, in which we intended to assess the size of the effect of organizational change (manipulated via the AI news article) on organizational nostalgia, we recruited 300 participants. Sensitivity analysis ([Faul et al., 2007](#)) showed that, with 284 participants (who passed the attention check) and $\alpha = .05$, we could detect a small-to-medium-sized effect ($d = .34$) with power = .90. In Study 2, power analysis ([Faul et al., 2007](#)) indicated that, with $\alpha = .05$ and power = .90, 382 participants were needed to detect an effect size similar to the one obtained in Study 1 ($d = .30$). We included 378 participants who passed the attention check out of 400 recruited ones.

In Study 3, in which we intended to assess the size of the effect of anticipated organizational change (manipulated in the vignette

Table 2
Sample Size, Demographics, and Modal Organization Size in Studies 1–9

Study	Type of study	N recruited	N drop out	N analyzed	N per condition	Gender <i>N_{female}/N_{male}/N_{other}</i>	Age		% Postsecondary education	Modal organization size bracket
							<i>M_{age}</i>	<i>(SD_{age})</i>		
1	Experiment	300	9	284	Change = 154, Stability = 130	142/142/0	41.85	(12.40)	84.51%	>1,000 (37.3%)
2	Experiment	401	15	378	Change = 203, Stability = 175	197/179/2	39.07	(12.01)	82.54%	>1,000 (36.9%)
3	Experiment	285	39	276	Change = 143, Stability = 133	144/132/0	39.71	(12.35)	81.12%	Not measured
4	Experiment	303	15	285	Change = 140, Stability = 145	142/142/1	40.05	(11.48)	84.21%	Not measured
5	Experiment	305	69	198	Nostalgia = 96, Control = 102	118/78/2	40.93	(9.96)	86.87%	>1,000 (37.4%)
6	Experiment	1,154	203	1,025	Nostalgia = 479, Control = 546	511/506/8	38.98	(11.69)	90.05%	>1,000 (41.4%)
7	Experiment	301	33	286	Change = 146, Stability = 140	141/142/3	38.47	(10.61)	86.01%	Not measured
8	Cross-sectional	401	11	328		170/156/2	40.04	(11.36)	83.54%	>1,000 (40.6%)
9	Cross-sectional	490	0	339		188/151	46.49	(13.33)	71.09%	500–999 (50.0%)

Note. In Studies 1–8, Prolific automatically recruited new participants to replace those who dropped out (i.e., those who started the study or, in Studies 8–9, who started a study wave but did not finish it). Across all studies (except Study 9), passing the attention check was a requirement. In Studies 5–6, providing meaningful organizational nostalgic experiences was also a preregistered requirement. In Studies 8–9, we included only participants who completed all three survey waves. In Study 5, individuals who participated in one of our previous studies were included by mistake due to a system error on Prolific (Supplemental Appendix E), and so we excluded them. Supplemental Appendix F provides further details about the size of the organization that participants worked in and about participants' education level.

context) on organizational nostalgia, we included 276 participants who passed the attention check out of 300 recruited ones. Sensitivity analysis indicated that, with 276 participants and $\alpha = .05$, we could detect a small-to-medium-sized effect ($d = .34$) with a power = .90. In Studies 4 and 7, power analysis indicated that 152 participants were needed to detect effects of the same size as in Study 3, with $\alpha = .05$ and power = .90. For consistency with prior experiments, we oversampled and recruited 300 employees, of whom 285 (Study 4) and 286 (Study 7) passed the attention check.

In Studies 5–6, we induced organizational nostalgia. No research has tested effects of induced organizational nostalgia on organizational commitment. In Study 5, we therefore recruited 300 employees whose organization was going through change. In Study 6, given uncertainty about the magnitude of the effect of organizational nostalgia on the outcome (i.e., a behavioral measure of defending the change), we used a sequential design. We planned to collect 70% of participants in the first step and then make a decision about the remaining 30% based on the first-round effect size. We adjusted the p value to .015 at the first step using the O'Brien-Fleming approach (Demets & Lan, 1994; see Lakens, 2014). Power analysis indicated that 1,076 participants were needed to detect a small effect ($d = .20$) with $\alpha = .015$ and power = .80. We recruited 1,150 participants, hedging against attrition. Of the 1,154 participants who responded, we excluded 48 for failing the attention check and 81 for not meeting the preregistered exclusion criteria.

In Studies 8–9 (three-wave studies), we based our sample size on two multiwave studies by Leunissen et al. (2024). In a two-wave survey on organizational nostalgia, with waves a month apart, they found that 89% of participants from Wave 1 took part in Wave 2. In a subsequent four-wave survey, where waves were 2 days apart, 91% of participants from Wave 1 took part in Wave 3. We recruited 400 participants in Wave 1 for Study 8 and 490 in Study 9. We retained 308 (Study 8) and 339 (Study 9) participants in Wave 3.

Results

We provide descriptive statistics in Tables 3 and 4 (see also Supplemental Appendix F). We provide intercorrelations in Supplemental Appendix G.

Manipulation Checks

In Studies 1, 3–4, and 7 (but not Study 2), the organizational change (vs. stability) manipulation had the intended effect on the manipulation check.¹ In Studies 5–6, the organizational nostalgia

¹ The organizational change (vs. stability) manipulation based on inducing perceptions of societal change (vs. stability) had the intended effect on the manipulation check in Study 1 but not in Study 2; given that p values often vary among studies using the same setup, true effects may not be statistically significant in each study (Kenny & Judd, 2019; Lakens & Etz, 2017). A meta-analysis using metafor in R (Viechtbauer, 2010) showed that, across Studies 1–2, the effect of the manipulation on the manipulation check was significant, effect = .25, $SE = .12$, $p = .034$, 95% CI [.02, .48], in both fixed- and random-effect models. Across the five studies, the effect was also significant (random effects model: effect = .66, $SE = .14$, $p < .0001$, 95% CI [.38, .94]; fixed effects model: effect = .86, $SE = .02$, $p < .0001$, 95% CI [.82, .89]). Nevertheless, the null effect in Study 2 may suggest that the effect of the manipulation on organizational nostalgia was due to other aspects of the manipulation rather than the described change (vs. stability) per se. Following Hauser et al. (2018), we found that higher scores on the change manipulation check predicted increased organizational nostalgia and, via increased organizational nostalgia, elevated OCB.

Table 3
Descriptive Statistics and Scale Reliabilities in Studies 1–9

Study	N	Manipulation check			Organizational change			Organizational nostalgia			Change apprehension			OCB			Organizational commitment (current org.)			Organizational commitment (old org.)			Support for the organization		
		M	SD	α	M	SD	α	M	SD	α	M	SD	α	M	SD	α	M	SD	α	M	SD	α	M	SD	
1	284	4.16	1.52	.88				4.37	1.59	.97				4.81	1.01	.95									
2	378	4.17	1.50	.86				4.55	1.46	.96				4.87	0.91	.93									
3	276	93.48%	0.25					5.42	1.20	.96				5.11	1.19	.93	5.13	0.87	.87						
4	285	94.39%	0.23					5.31	1.24	.95				5.08	0.91	.94	5.12	1.24	.90						
5	198	3.98	1.81	.98													3.79	1.39	.91	4.45	1.25	.86			
6	1,025	3.92	1.72	.98																		61.46%	0.49		
7	286	91.96%	0.27					5.47	1.05	.94	3.76	1.49	.97	5.05	0.86	.93	4.35	1.06	.87						
8	328				4.48	1.14	.91	4.92	1.28	.95	3.76	1.16	.94	4.96	0.87	.92	3.77	1.36	.90						
9	339				4.60	1.35	.92	4.95	1.34	.95	3.27	1.04	.93	5.33	0.70	.88	4.45	1.09	.85						

Note. In Studies 3–4, we assessed organizational commitment as commitment to organizational goals. In Studies 3–4 and 7, we report the percentage of participants providing the correct answer to manipulation check question, and the standard deviation is the square root of the product of percentage answering correctly to the question and percentage answering wrongly. In Study 6, we report percentage of participants supporting their organization, and the standard deviation is the square root of the product of the percentage of supporting organization and percentage of not supporting organization. α = Cronbach’s reliability coefficient; Org. = organization; OCB = organizational citizenship behavior.

(vs. control) manipulation had the intended effect on the nostalgia manipulation check (Table 5).

Hypothesis 1: Organizational Change Increases Organizational Nostalgia

In Studies 1–4 and 7, we found consistent support for Hypothesis 1: Organizational change (vs. stability) increased organizational nostalgia (Table 5). In Studies 8–9, we also found consistent support for Hypothesis 1: Higher perceived organizational change predicted increased organizational nostalgia (Table 6).

Hypothesis 2: Organizational Change Increases Commitment/OCB via Organizational Nostalgia

We obtained consistent support for Hypothesis 2 across Studies 1–4 and 7–9 (Table 6). Organizational change (vs. stability) increased organizational commitment (both commitment to the organization’s goals and affective organizational commitment) as well as OCB. It did so via organizational nostalgia in Studies 1–4 and 7. In Studies 8–10, higher perceived organizational change predicted increased organizational commitment and OCB, via increased organizational nostalgia.

Table 4
Descriptive Statistics as a Function of Experimental Condition in Studies 1–7

Study	N	Condition	Manipulation check		Organizational nostalgia		Change apprehension		OCB		Organizational commitment (current org.)		Organizational commitment (old org.)		Support for the organization	
			M (SD)	M (SD)	M (SD)	M (SD)	M (SD)	M (SD)	M (SD)	M (SD)	M (SD)					
1	284	Change	4.33 (1.45)	4.60 (1.50)					4.78 (1.00)							
		Stability	3.96 (1.59)	4.12 (1.66)					4.84 (1.04)							
2	378	Change	4.25 (1.52)	4.72 (1.38)					4.93 (0.89)							
		Stability	4.09 (1.49)	4.34 (1.72)					4.79 (0.94)							
3	276	Change	96.50% (0.18)	5.69 (1.03)					4.97 (0.89)	4.69 (1.13)						
		Stability	90.23% (0.30)	5.13 (1.33)					5.30 (0.81)	5.55 (1.10)						
4	285	Change	95.00% (0.22)	5.60 (0.95)					4.82 (0.91)	4.69 (1.19)						
		Stability	93.79% (0.24)	5.03 (1.42)					5.33 (0.84)	5.53 (1.15)						
5	198	Nostalgia	4.52 (1.65)							3.74 (1.39)	4.70 (0.99)					
		Control	3.47 (1.81)							3.84 (1.38)	4.20 (1.24)					
6	1,025	Nostalgia	4.36 (1.56)												65.76% (0.47)	
		Control	3.53 (1.77)												57.69% (0.49)	
7	286	Change	93.15% (0.25)	5.75 (0.90)	4.79 (0.89)	4.87 (0.90)	3.80 (0.90)									
		Stability	90.71% (0.29)	5.19 (1.12)	2.68 (1.20)	5.25 (0.79)	4.91 (0.92)									

Note. In Studies 3–4 and 7, we report the percentage of participants providing the correct answer to the manipulation check question, and the standard deviation is the square root of the product of percentage answering correctly to the question and percentage answering wrongly. In Study 6, we report the percentage of participants supporting their organization, and the standard deviation is the square root of the product of percentage of supporting organization and percentage of not supporting organization. Org. = organization; OCB = organizational citizenship behavior.

Table 5
Inferential Statistics for Effects of Organizational Change (Studies 1–4, 7) and Organizational Nostalgia (Studies 5–6) on Outcomes

Study	Manipulation check			Organizational nostalgia			Change apprehension			OCB			Organizational commitment (current org.)			Organizational commitment (old org.)			Support for the organization			
	F	p	η^2	B	SE	Wald's χ^2	F	p	η^2	F	p	η^2	F	p	η^2	F	p	η^2	χ^2	p	ϕ	
1	4.20	.041	.015				6.49	.011	.022				.18	.671	.001							
2	1.11	.294	.003				6.51	.011	.017				2.10	.149	.006							
3		<.001		5.54	.54	104.49	16.00	<.001	.055				10.35	.001	.036	40.83	<.001	.130				
4		<.001		5.67	.52	119.16	15.06	<.001	.051				24.06	<.001	.078	36.77	<.001	.115				
5	18.04	<.001	.084													.28	.596	.001				
6	63.03	<.001	.058				22.00	<.001	.072	285.5	<.001	.501	14.14	<.001	.047	87.13	<.001	.270	7.01	.008	.081	
7		<.001		4.89	.44	124.41																

Note. Denominator degrees of freedom in Studies 1–2, 5–6: 282, 376, 196, 1,023. Degree of freedoms for the chi-square test in Study 6 is 1. Inferential statistics for effect of organizational nostalgia on support for the organization in Study 6 are reported in the text. N = 284, 378, 276, 285, 198, 1,025, 286 in Studies 1–7, respectively. OCB = organizational citizenship behavior; Org. = organization; SE = standard error.

Establishing Causal and Behavioral Evidence for Effects of Organizational Nostalgia

In Studies 1–4 and 7–9, we measured organizational nostalgia, organizational commitment, and OCB. We were thus unable to draw causal inferences regarding the relation between organizational nostalgia and outcomes. In Studies 5–6, we experimentally induced organizational nostalgia (vs. control).

In Study 5, we found support for the preregistered Hypothesis 3 that organizational nostalgia (vs. control) increases commitment to the organization during or after the change by strengthening commitment to the organization as it had been before the change (standardized indirect effect = .11, SE = .04, 95% CI [.04, .19]; see also Table 5). In Study 6, we obtained support for the preregistered hypothesis that organizational nostalgia (vs. control) leads employees to defend the change more vigorously: $\chi^2(1) = 7.01, p = .008, \phi = .081$. Thus, organizational nostalgia augments organizational commitment (Study 5) and OCB (Study 6) in the context of organizational change.

Hypothesis 4: The Residual Negative Direct Effect of Organizational Change After Controlling for Organizational Nostalgia

Supporting Hypothesis 4, Studies 3–4 and 7 demonstrated a direct negative effect of organizational change (vs. stability) on organizational commitment and OCB that was directionally opposite to the positive indirect via organizational nostalgia. In Studies 8–9, we observed this pattern for organizational commitment, but only in Study 9 for OCB (Table 6).

Hypothesis 5: The Residual Negative Direct Effect of Organizational Change Is Mediated by Change Apprehension

The results of Studies 7–9 supported Hypothesis 5 (Table 7). Organizational change led to (Study 7), or predicted (Studies 8–9), increased change apprehension, which in turn predicted decreased organizational commitment and OCB. Accordingly, the negative direct effect of organizational change on organizational commitment and OCB was mediated by change apprehension.

Internal Meta-Analyses

To find out which effects consistently emerged across our studies, we conducted internal meta-analyses using metafor in R (Viechtbauer, 2010). We implemented random and fixed effect models. The results were consistent with all our hypotheses (Table 8).

General Discussion

Across nine studies, we showed that organizational change (vs. stability) weakens employees' organizational commitment and OCB by increasing change apprehension but strengthens organizational commitment and OCB by elevating organizational nostalgia. We found these effects when we operationalized organizational change (vs. stability) as change resulting from societal change in the context of AI (Studies 1–2), as anticipated organizational change in a vignette experiment (Studies 3–4, 7), or

Table 6

Standardized Path Modeling Results (Mediation) for the Indirect Effect of Organizational Change Through Organizational Nostalgia on OCB and Organizational Commitment

Study	N	Path	Organizational commitment					OCB				
			<i>b</i> *	SE	<i>p</i>	95% CI	<i>R</i> ²	<i>b</i> *	SE	<i>p</i>	95% CI	<i>R</i> ²
1	284	a						.15	.19	.011		
		b						.46	.03	<.001		.022
		c'						-.09	.11	.083		.203
		c						-.03	.12	-.671		.001
2	378	ab						.07	.03		[.02, .12]	
		a						.13	.15	.011		.017
		b						.48	.03	<.001		.234
		c'						.01	.08	.801		.006
3	276	ab						.06	.02		[.02, .11]	
		a	.23	.14	<.001			.23	.14	<.001		.054
		b	.32	.05	<.001		.054	.39	.04	<.001		.178
		c'	-.43	.13	<.001		.220	-.28	.10	<.001		.035
4	285	c	-.36	.13	<.001		.125	-.19	.10	.001		.078
		ab	.08	.02		[.04, .12]		.09	.03		[.05, .14]	
		a	.23	.14	<.001		.051	.23	.14	<.001		.051
		b	.20	.06	<.001		.150	.33	.04	<.001		.183
5-6	286	c'	-.38	.14	<.001		.115	-.35	.10	<.001		.078
		c	-.34	.14	<.001		.115	-.28	.10	<.001		.078
		ab	.04	.02		[.02, .08]		.07	.02		[.03, .12]	
		Not measured										
7	286	a	.27	.12	<.001		.072	.27	.12	<.001		.072
		b	.14	.05	<.001		.289	.30	.05	<.001		.131
		c'	-1.11	.11	<.001		.270	-.30	.10	<.001		.047
		c	-.52	.11	<.001		.270	-.22	.10	<.001		.047
8	328	ab	.04	.02		[.01, .08]		.08	.02		[.04, .13]	
		a	.24	.05	<.001		.057	.24	.05	<.001		.057
		b	.36	.06	<.001		.122	.42	.04	<.001		.172
		c'	-.14	.05	.012		.122	-.02	.03	.701		.006
9	339	c	-.05	.05	.367		.003	.08	.03	.146		.006
		ab	.09	.03		[.04, .14]		.10	.03		[.05, .16]	
		a	.20	.05	<.001		.042	.20	.05	<.001		.042
		b	.31	.04	<.001		.160	.27	.03	<.001		.074
		c'	-.32	.04	<.001		.067	-.11	.03	.034		.074
		c	-.26	.21	<.001		.067	-.06	.03	.280		.003
		ab	.06	.02		[.03, .11]		.06	.02		[.02, .09]	

Note. Path a is the path from organizational change to organizational nostalgia. Path b is the path from organizational nostalgia to the outcomes (organizational commitment and OCB), controlling path c'. Path c' is the residual direct effect of organizational change on the outcomes, controlling path b. Coefficient ab is the product of paths a and b; it represents the indirect effect of organizational change on the outcomes via organizational nostalgia. Path c is the total effect of organizational change on organizational commitment. 95% CI = 95% confidence interval based on 5,000 bootstrapped samples using percentile method. Tabled values are standardized coefficients (*b**). We report unstandardized coefficients in [Supplemental Materials](#). OCB = organizational citizenship behavior; SE = standard error.

Table 7

Standardized Path Modeling Results (Mediation) for the Indirect Effect of Organizational Change Through Organizational Nostalgia and Change Apprehension on OCB and Organizational Commitment

Study	N	Path	Organizational commitment					OCB				
			<i>b</i> *	SE	<i>p</i>	95% CI	<i>R</i> ²	<i>b</i> *	SE	<i>p</i>	95% CI	<i>R</i> ²
Study 7	286	a1	.27	.12	<.001		.072	.27	.12	<.001		
		a2	.71	.13	<.001		.501	.71	.13	<.001		.072
		b1	.18	.05	<.001			.32	.05	<.001		.501
		b2	-.58	.04	<.001			-.33	.04	<.001		
		c'	-.16	.13	.014			-.07	.13	.358		
		c	-.52	.11	<.001		.457	-.22	.10	<.001		.184
		a1b1	.05	.02		[.02, .09]	.270	.09	.02		[.04, .14]	.047
Study 8	328	a2b2	-.41	.05		[-.51, -.32]		-.23	.06		[-.37, -.12]	
		a1	.24	.05	<.001		.057	.24	.05	<.001		.057
		a2	.21	.05	<.001		.044	.21	.05	<.001		.044
		b1	.38	.06	<.001			.46	.04	<.001		
		b2	-.14	.06	.010			-.20	.04	<.001		
		c	-.11	.05	.038		.140	.01	.03	.796		.21
		c	-.05	.05	.367		.003	.08	.03	.146		.006
Study 9	339	a1b1	.09	.03		[.04, .15]		.11	.03		[.05, .17]	
		a2b2	-.03	.02		[-.06, -.00]		-.04	.02		[-.08, -.01]	
		a1	.20	.05	<.001		.042	.20	.05	<.001		.042
		a2	.24	.04	<.001		.056	.24	.04	<.001		.056
		b1	.31	.04	<.001			.27	.03	<.001		
		b2	-.17	.05	<.001			-.29	.04	<.001		
		c	-.28	.04	<.001		.187	-.05	.03	.392		.15
		c	-.26	.21	<.001		.067	-.06	.03	.280		.003
		a1b1	.06	.02		[.03, .10]		.05	.02		[.02, .09]	
		a2b2	-.04	.02		[-.08, -.01]		-.07	.02		[-.12, -.03]	

Note. Path a1 is the path from organizational change to organizational nostalgia. Path a2 is the path from organizational change to change apprehension. Path b1 is the path from organizational nostalgia to the outcomes (organizational commitment and OCB), controlling paths b2 and c'. Path b2 is the path from change apprehension to the outcomes, controlling paths b1 and c'. Path c' is the residual direct effect of organizational change on the outcomes, controlling paths b1 and b2. Coefficient a1b1 is the product of paths a1 and b1; it represents the indirect effects of organizational change on the outcomes via organizational nostalgia. Coefficient a2b2 is the product of paths a2 and b2; it represents the indirect effects of organizational change on the outcomes via change apprehension. The path diagram is presented in Figure 2. We only present results for Studies 7, 8, and 9 because we did not measure change apprehension in other studies. In Study 7, organizational change was coded as 1 when participants were in the organizational change condition and as 0 when they were in the organizational stability condition. In follow-up analyses (Hayes, 2022; Process Model 6), we explored serial mediation entering organizational nostalgia as first mediator and change apprehension as second, or vice versa. The analyses revealed no evidence of serial mediation. 95% CI = 95% confidence interval based on 5,000 bootstrapped samples using percentile method. Tabled values are standardized coefficients (*b**). We report unstandardized coefficients in Supplemental Materials. OCB = organizational citizenship behavior; SE = standard error.

as perceived organizational change in a survey (Studies 8–9). We also obtained clear evidence for the causal effect of organizational nostalgia on organizational commitment (Study 5) and defense of the organizational change (Study 6). We discuss implications and future research paths in the following section.

Theoretical Implications

Our findings highlight some of the complexity involved in employees' responses to organizational change. It is received wisdom that organizational change can result in negative employee

responses, such as decreased organizational commitment and OCB, because change is often experienced as discomforting. Yet, although organizational change is ubiquitous, many employees are satisfied with and committed to their organization. We identified two independent and opposing pathways from organizational change to commitment and OCB that may help to explain muted employee responses to organizational change: a pathway via change apprehension and, crucially, an opposing one via organizational nostalgia. The influence of organizational change on organizational commitment and OCB would be more negative were it not for the beneficial pathway via organizational nostalgia.

Table 8
Random Effects Internal Meta-Analyses of Simple and Parallel Mediation Models

Path	Organizational commitment					OCB				
	<i>b</i> *	<i>SE</i>	<i>p</i>	<i>z</i>	95% CI	<i>b</i> *	<i>SE</i>	<i>p</i>	<i>z</i>	95% CI
Simple mediation model (Figure 1)										
a	.22	.03	<.001	7.06	[.16, .28]	.22	.03	<.001	7.06	[.16, .28]
b	.27	.04	<.001	6.56	[.19, .35]	.38	.03	<.001	12.09	[.32, .44]
c'	-.47	.17	.005	-2.82	[-.79, -.14]	-.15	.05	.006	-2.75	[-.25, -.04]
c	-.29	.10	.003	-3.02	[-.48, -.10]	-.07	.05	.169	-1.37	[-.15, .04]
ab	.06	.01	<.001	6.16	[.04, .08]	.07	.01	<.001	8.35	[.06, .09]
Parallel mediation model (Figure 2)										
a1	Same as path a above									
a2	.35	.16	.031	2.15	[.03, .66]	.35	.16	.031	2.15	[.03, .66]
b1	.29	.06	<.001	5.10	[.18, .40]	.35	.06	<.001	5.99	[.23, .46]
b2	-.25	.09	.005	-2.82	[-.42, -.08]	-.27	.04	<.001	-7.11	[-.35, -.20]
c'	-.19	.06	.003	-3.00	[-.32, -.07]	.01	.03	.847	.19	[-.05, .06]
c	Same as path c above									
a1b1	.06	.01	<.001	4.80	[.04, .09]	.08	.02	<.001	4.59	[.05, .11]
a2b2	-.16	.12	.204	-1.27	[-.40, .09]	-.10	.05	.052	-1.95	[-.20, .00]

Note. In the simple mediation model, path a is the path from organizational change to organizational nostalgia. Path b is the path from organizational nostalgia to the outcomes (organizational commitment and OCB), controlling path c'. Path c' is the residual direct effect of organizational change on the outcomes, controlling path b. Coefficient ab is the product of paths a and b and represents the indirect effect of organizational change on the outcomes via organizational nostalgia. In the parallel mediation model, path a1 is the path from organizational change to organizational nostalgia. Path a2 is the path from organizational change to change apprehension. Path b1 is the path from organizational nostalgia to the outcomes (organizational commitment and OCB), controlling paths b2 and c'. Path b2 is the path from change apprehension to the outcomes, controlling paths b1 and c'. Path c' is the residual direct effect of organizational change on the outcomes, controlling paths b1 and b2. Coefficient a1b1 is the product of paths a1 and b1; it represents the indirect effect of organizational change on the outcomes via organizational nostalgia. Coefficient a2b2 is the product of paths a2 and b2; it represents the indirect effect of organizational change on the outcomes via change apprehension. 95% CI = 95% confidence interval. Tabled values are standardized coefficients (*b**) from random effects meta-analyses. We report results of fixed-effects meta-analyses in Supplemental Appendix H. OCB = organizational citizenship behavior; *SE* = standard error.

The literature portrays organizational nostalgia as a coping mechanism that allows employees to escape from or withstand organizational change (McDonald et al., 2006; Milligan, 2003; Ybema, 2004; Ylijoki, 2005). Yet, the relevant interviews and observational studies are not well-suited for drawing conclusions about antecedents and outcomes of organizational nostalgia. Building on the regulatory model of nostalgia (Wildschut & Sedikides, 2023a), we showed that organizational change precipitates organizational nostalgia, which then conduces to organizational commitment and OCB. We thus established a key, constructive role of organizational nostalgia in the context of organizational change. Furthermore, we contributed to the development of the regulatory model of nostalgia. This model is silent about the type of coping (control vs. escape) that nostalgia might facilitate. We proposed and showed that organizational nostalgia engenders control coping.

Our research also adds to the literature on employee coping with organizational change. Resources, such as a sense of mastery and perceived social support, reinforce control coping (Ito & Brotheridge, 2003; Latack, 1986). We illustrated that nostalgizing about a cherished past in which one was successful or was closely connected with valued others is a psychological resource that sustains control coping. We thus broadened the conceptual range and operationalization of control coping by documenting that organizational nostalgia sustains it.

Further, our research makes methodological contributions to the literature on coping with organizational change. All relevant studies (except Giessner et al., 2023) have focused on change contexts without contrasting such contexts with stability. For

instance, in change contexts, leadership quality (Alnoor et al., 2020; Fugate, 2012; Matthew, 2009) or employee decision-participation (Bartunek et al., 2006; Sagie & Koslowsky, 2000) predict employee motivation. However, these findings are not specifically relevant to organizational change; employees respond positively to high-quality leadership and participation opportunities across various situations (Yukl & Gardner, 2020). We identified organizational nostalgia as a variable that is specifically relevant to organizational change (vs. stability).

Practical Implications

Organizations must be capable of change to survive and prosper. Yet, change often fails, in part because employees do not fully support this organizational initiative (Rafferty et al., 2013; Tsoukas & Chia, 2002). We observed that organizational change evokes organizational nostalgia, which contributes to constructive employee responses. As demonstrated in Studies 5–6, in which we manipulated organizational nostalgia, employees' nostalgic reservoir is easily accessible. To help employees with anticipated or ongoing organizational change, managers might cultivate organizational nostalgia by decorating the physical environment with referents of the organization as it was before the change. Moreover, when change is discussed, managers might prompt employees to think back about and reflect nostalgically on the prechange organization and their experiences in a way similar to Studies 5–6. Taken together, reflecting nostalgically about the organization's past is something to be fostered, not avoided, in change contexts.

Future Research Directions

We examined organizational commitment and OCB as outcomes because, theoretically, they connect well with organizational nostalgia. Additionally, organizational commitment is the most frequently studied employee response in change contexts (Oreg et al., 2011), and OCB is a behavioral indication of commitment (Organ & Ryan, 1995). Future research may focus on employee well-being as outcome. In change contexts, control coping predicts higher well-being (Terry et al., 1996), and organizational nostalgia may do so as well.

Commitment to the organization before the change usually predicts constructive responses to change (Begley & Czajka, 1993; Iverson, 1996; Madsen et al., 2005). However, when discontinuity between the old and the new organization is strong, such as in a merger, commitment to the organization before the change predicts negative responses to change (van Dam, 2005). In our research, by increasing commitment to the organization before the change, organizational nostalgia (vs. control) strengthened employee commitment to the new organization (Study 5). Follow-up research may address the role of organizational nostalgia in the context of disruptive change, such as a merger or acquisitions.

Finally, we compared organizations about to undergo or undergoing change with those that remained stable. As noted, the literature has been exclusively concerned with change contexts without contrasting them with stability, showing, for instance, that in change contexts, employees respond positively to participation opportunities (Bartunek et al., 2006). Future studies should address the role of organizational nostalgia in change contexts, for instance, contrasting situations where employees are allowed (vs. not allowed) to participate in decision making regarding the change.

Concluding Remarks

Organizational change is a ubiquitous phenomenon that has been argued to lead to negative employee responses, such as decreased organizational commitment and OCB. This leads to the question of why many employees are still committed to their organization and support it. We began to solve this conundrum by showing that, although organizational change, by inducing change apprehension, reduces employee organizational commitment and OCB, it also elicits organizational nostalgia, which strengthens organizational commitment and OCB.

References

- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1–18. <https://doi.org/10.1111/j.2044-8325.1990.tb00506.x>
- Alnoor, A. M., Al-Abrow, H., Abdullah, H., & Abbas, S. (2020). The impact of self-efficacy on employees' ability to accept new technology in an Iraqi university. *Global Business and Organizational Excellence*, 39(2), 41–50. <https://doi.org/10.1002/joe.21984>
- Amiot, C., Terry, D., Jimmieson, N., & Callan, V. (2006). A longitudinal investigation of coping processes during a merger: Implications for job satisfaction and organizational identification. *Journal of Management*, 32(4), 552–574. <https://doi.org/10.1177/0149206306287542>
- Armstrong-Stassen, M. (1994). Coping with transition: A study of layoff survivors. *Journal of Organizational Behavior*, 15(7), 597–621. <https://doi.org/10.1002/job.4030150705>
- Bartunek, J. M., Lacey, C. A., & Wood, D. R. (1992). Social cognition in organizational change: An insider–outsider approach. *Journal of Applied Behavioral Science*, 28(2), 204–223. <https://doi.org/10.1177/0021886392282004>
- Bartunek, J. M., Rousseau, D. M., Rudolph, J. W., & DePalma, J. A. (2006). On the receiving end: Sensemaking, emotion, and assessments of an organizational change initiated by others. *Journal of Applied Behavioral Science*, 42(2), 182–206. <https://doi.org/10.1177/0021886305285455>
- Bednar, J. S., Galvin, B. M., Ashforth, B. E., & Hafermalz, E. (2020). Putting identification in motion: A dynamic view of organizational identification. *Organization Science*, 31(1), 200–222. <https://doi.org/10.1287/orsc.2018.1276>
- Begley, T. M., & Czajka, J. M. (1993). Panel analysis of the moderating effects of commitment on job satisfaction, intent to quit, and health following organizational change. *Journal of Applied Psychology*, 78(4), 552–556. <https://doi.org/10.1037/0021-9010.78.4.552>
- Brislin, R. W. (1970). Back-translation for cross-cultural research. *Journal of Cross-Cultural Psychology*, 1(3), 185–216. <https://doi.org/10.1177/135910457000100301>
- Brislin, R. W. (1986). A culture general assimilator: Preparation for various types of sojourns. *International Journal of Intercultural Relations*, 10(2), 215–234. [https://doi.org/10.1016/0147-1767\(86\)90007-6](https://doi.org/10.1016/0147-1767(86)90007-6)
- Brown, A. D., & Humphreys, M. (2002). Nostalgia and the narrativization of identity: A Turkish case study. *British Journal of Management*, 13(2), 141–159. <https://doi.org/10.1111/1467-8551.00228>
- Caldwell, S. D., Herold, D. M., & Fedor, D. B. (2004). Toward an understanding of the relationships among organizational change, individual differences, and changes in person–environment fit: A cross-level study. *Journal of Applied Psychology*, 89(5), 868–882. <https://doi.org/10.1037/0021-9010.89.5.868>
- Carnall, C. (2003). *Managing change in organizations*. Prentice Hall.
- Carpenter, N. C., Berry, C. M., & Houston, L. (2014). A meta-analytic comparison of self-reported and other-reported organizational citizenship behavior. *Journal of Organizational Behavior*, 35(4), 547–574. <https://doi.org/10.1002/job.1909>
- Conner, D. (1992). *Managing at the speed of change: How resilient managers succeed and prosper where others fail* (1st ed.). Villard Books.
- Davis, J. A. (1985). *The logic of causal order*. Sage Publications.
- Demets, D. L., & Lan, K. K. (1994). Interim analysis: The alpha spending function approach. *Statistics in Medicine*, 13(13–14), 1341–1352. <https://doi.org/10.1002/sim.4780131308>
- Dent, E. B., & Goldberg, S. G. (1999). Challenging “resistance to change”. *The Journal of Applied Behavioral Science*, 35(1), 25–41. <https://doi.org/10.1177/0021886399351003>
- Encyclopedia Britannica. (2023). *Homeostasis*. <https://www.britannica.com/science/homeostasis>
- Erwin, D. G., & Garman, A. N. (2010). Resistance to organizational change: Linking research and practice. *Leadership & Organization Development Journal*, 31(1), 39–56. <https://doi.org/10.1108/01437731011010371>
- Evans, N. D., Juhl, J., Hepper, E. G., Wildschut, T., Sedikides, C., & Fetterman, A. K. (2022). Romantic nostalgia as a resource for healthy relationship functioning. *Journal of Social and Personal Relationships*, 39(7), 2181–2206. <https://doi.org/10.1177/02654075221075773>
- Faul, F., Erdfelder, E., Lang, A. G., & Buchner, A. (2007). G*Power 3: A flexible statistical power analysis program for the social, behavioral, and biomedical sciences. *Behavior Research Methods*, 39(2), 175–191. <https://doi.org/10.3758/BF03193146>
- Fedor, D. B., Caldwell, S., & Herold, D. M. (2006). The effects of organizational changes on employee commitment: A multilevel investigation. *Personnel Psychology*, 59(1), 1–29. <https://doi.org/10.1111/j.1744-6570.2006.00852.x>
- Folkman, S., Lazarus, R. S., Gruen, R. J., & DeLongis, A. (1986). Appraisal, coping, health status, and psychological symptoms. *Journal of Personality and Social Psychology*, 50(3), 571–579. <https://doi.org/10.1037/0022-3514.50.3.571>

- Fugate, M. (2012). The impact of leadership, management, and HRM on employee reactions to organizational change. In J. J. Martocchio, A. Joshi, & H. Liao (Eds.), *Research in personnel and human resources management* (Vol. 31, pp. 177–208). Emerald Group Publishing Limited. [https://doi.org/10.1108/S0742-7301\(2012\)0000031007](https://doi.org/10.1108/S0742-7301(2012)0000031007)
- Fugate, M., Kinicki, A., & Prussia, G. (2008). Employee coping with organizational change: An examination of alternative theoretical perspectives and models. *Personnel Psychology, 61*(1), 1–36. <https://doi.org/10.1111/j.1744-6570.2008.00104.x>
- Fugate, M., Kinicki, A. J., & Scheck, C. L. (2002). Coping with an organizational merger over four stages. *Personnel Psychology, 55*(4), 905–928. <https://doi.org/10.1111/j.1744-6570.2002.tb00134.x>
- Gabriel, Y. (1993). Organizational nostalgia: Reflections on “the golden age.” In S. Fineman (Ed.), *Emotion in organizations* (pp. 118–141). Sage Publications.
- Giessner, S. R., Dawson, J. F., Horton, K. E., & West, M. (2023). The impact of supportive leadership on employee outcomes during organizational mergers: An organizational-level field study. *Journal of Applied Psychology, 108*(4), 686–697. <https://doi.org/10.1037/apl0001042>
- Gopinath, C., & Becker, T. E. (2000). Communication, procedural justice and employee attitudes: Relationships under conditions of divestiture. *Journal of Management, 26*(1), 63–83. <https://doi.org/10.1177/014920630002600107>
- Harter, J. (2023). *U.S. Employee engagement needs a rebound in 2023*. <https://www.gallup.com/workplace/468233/employee-engagement-needs-rebound-2023.aspx>
- Hauser, D. J., Ellsworth, P. C., & Gonzalez, R. (2018). Are manipulation checks necessary? *Frontiers in Psychology, 9*, Article 998. <https://doi.org/10.3389/fpsyg.2018.00998>
- Hayes, A. F. (2022). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach* (3rd ed.). Guilford Press.
- Hepper, E. G., Ritchie, T. D., Sedikides, C., & Wildschut, T. (2012). Odyssey’s end: Lay conceptions of nostalgia reflect its original homeric meaning. *Emotion, 12*(1), 102–119. <https://doi.org/10.1037/a0025167>
- Highhouse, S., & Brooks, M. E. (2021). A simple solution to a complex problem: Manipulate the mediator! *Industrial and Organizational Psychology: Perspectives on Science and Practice, 14*(4), 493–496. <https://doi.org/10.1017/iop.2021.117>
- Ito, J. K., & Brotheridge, C. M. (2003). Resources, coping strategies, and emotional exhaustion: A conservation of resources perspective. *Journal of Vocational Behavior, 63*(3), 490–509. [https://doi.org/10.1016/S0001-8791\(02\)00033-7](https://doi.org/10.1016/S0001-8791(02)00033-7)
- Iverson, R. (1996). Employee acceptance of organizational change: The role of organizational commitment. *International Journal of Human Resource Management, 7*(1), 122–149. <https://doi.org/10.1080/09585199600000121>
- Jost, J. T., & Van der Toorn, J. (2012). System justification theory. In P. A. M. Van Lange, A. W. Kruglanski, & E. T. Higgins (Eds.), *Handbook of theories of social psychology* (pp. 313–343). Sage Publications. <https://doi.org/10.4135/9781446249222.n42>
- Judge, T. A., Thoresen, C. J., Pucik, V., & Welbourne, T. M. (1999). Managerial coping with organizational change: A dispositional perspective. *Journal of Applied Psychology, 84*(1), 107–122. <https://doi.org/10.1037/0021-9010.84.1.107>
- Kanter, R. M. (1985). Managing the human side of change. *Management Review, 74*, 52–56.
- Kenny, D. A., & Judd, C. M. (2019). The unappreciated heterogeneity of effect sizes: Implications for power, precision, planning of research, and replication. *Psychological Methods, 24*(5), 578–589. <https://doi.org/10.1037/met0000209>
- Khaw, K. W., Alnoor, A., Al-Abrow, H., Tiberius, V., Ganesan, Y., & Atshan, N. A. (2023). Reactions towards organizational change: A systematic literature review. *Current Psychology: A Journal for Diverse Perspectives on Diverse Psychological Issues, 42*(22), 19137–19160. <https://doi.org/10.1007/s12144-022-03070-6>
- Klein, H. J., Wesson, M. J., Hollenbeck, J. R., Wright, P. M., & DeShon, R. P. (2001). The assessment of goal commitment: A measurement model meta-analysis. *Organizational Behavior and Human Decision Processes, 85*(1), 32–55. <https://doi.org/10.1006/obhd.2000.2931>
- KPMG. (2016). *Succeeding in disruptive times. Three critical factors for business transformation success*. <https://assets.kpmg.com/content/dam/kpmg/pdf/2016/05/global-transformation-study-2016.pdf>
- Lakens, D. (2014). Performing high-powered studies efficiently with sequential analyses. *European Journal of Social Psychology, 44*(7), 701–710. <https://doi.org/10.1002/ejsp.2023>
- Lakens, D., & Etz, A. J. (2017). Too true to be bad: When sets of studies with significant and non-significant findings are probably true. *Social Psychological and Personality Science, 8*(8), 875–881. <https://doi.org/10.1177/1948550617693058>
- Latack, J. C. (1986). Coping with job stress: Measures and future directions for scale development. *Journal of Applied Psychology, 71*(3), 377–385. <https://doi.org/10.1037/0021-9010.71.3.377>
- Latack, J. C., & Havlovic, S. J. (1992). Coping with job stress: A conceptual evaluation framework for coping measures. *Journal of Organizational Behavior, 13*(5), 479–508. <https://doi.org/10.1002/job.4030130505>
- Lau, C. M., & Woodman, R. W. (1995). Understanding organizational change: A schematic perspective. *Academy of Management Journal, 38*(2), 537–554. <https://www.jstor.org/stable/256692>
- Lazarus, R. S., & Folkman, S. (1984). *Stress, appraisal, and coping*. Springer.
- Lee, J., & Peccei, R. (2007). Perceived organizational support and affective commitment: The mediating role of organization-based self-esteem in the context of job insecurity. *Journal of Organizational Behavior, 28*(6), 661–685. <https://doi.org/10.1002/job.431>
- Leunissen, J. M., Sedikides, C., Wildschut, T., & Cohen, T. R. (2018). Organizational nostalgia lowers turnover intentions by increasing work meaning: The moderating role of burnout. *Journal of Occupational Health Psychology, 23*(1), 44–57. <https://doi.org/10.1037/ocp0000059>
- Leunissen, J. M., Van Dijke, M., Wildschut, T., & Sedikides, C. (2024). Organisational nostalgia: The construct, the scale, and its implications for organisational functioning. *British Journal of Management, 35*(2), 816–838. <https://doi.org/10.1111/1467-8551.12740>
- Leunissen, J. M., Wildschut, T., Sedikides, C., & Routledge, C. (2021). The hedonic character of nostalgia: An integrative data analysis. *Emotion Review, 13*(2), 139–156. <https://doi.org/10.1177/1754073920950455>
- Li, J. Y., Sun, R., Tao, W., & Lee, Y. (2021). Employee coping with organizational change in the face of a pandemic: The role of transparent internal communication. *Public Relations Review, 47*(1), Article 101984. <https://doi.org/10.1016/j.pubrev.2020.101984>
- MacKinnon, D. P., Krull, J. L., & Lockwood, C. M. (2000). Equivalence of the mediation, confounding and suppression effect. *Prevention Science, 1*(4), 173–181. <https://doi.org/10.1023/A:1026595011371>
- Madsen, S. R., Miller, D., & John, C. R. (2005). Readiness for organizational change: Do organizational commitment and social relationships in the workplace make a difference? *Human Resource Development Quarterly, 16*(2), 213–234. <https://doi.org/10.1002/hrdq.1134>
- Maher, P. J., Igou, E. R., & van Tilburg, W. A. P. (2021). Nostalgia relieves the disillusioned mind. *Journal of Experimental Social Psychology, 92*, Article 104061. <https://doi.org/10.1016/j.jesp.2020.104061>
- Martin, A. J., Jones, E. S., & Callan, V. J. (2005). The role of psychological climate in facilitating employee adjustment during organizational change. *European Journal of Work and Organizational Psychology, 14*(3), 263–289. <https://doi.org/10.1080/13594320500141228>
- Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin, 108*(2), 171–194. <https://doi.org/10.1037/0033-2909.108.2.171>
- Matthew, C. T. (2009). Leader creativity as a predictor of leading change in organizations. *Journal of Applied Social Psychology, 39*(1), 1–41. <https://doi.org/10.1111/j.1559-1816.2008.00427.x>

- McDonald, R., Waring, J., & Harrison, S. (2006). At the cutting edge? Modernization and nostalgia in a hospital operating theatre department. *Sociology*, 40(6), 1097–1115. <https://doi.org/10.1177/0038038506069851>
- Milligan, M. J. (2003). Displacement and identity discontinuity: The role of nostalgia in establishing new identity categories. *Symbolic Interaction*, 26(3), 381–403. <https://doi.org/10.1525/si.2003.26.3.381>
- Moorman, R. H., & Blakely, G. L. (1995). Individualism–collectivism as an individual difference predictor of organizational citizenship behavior. *Journal of Organizational Behavior*, 16(2), 127–142. <https://doi.org/10.1002/job.4030160204>
- Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14(2), 224–247. [https://doi.org/10.1016/0001-8791\(79\)90072-1](https://doi.org/10.1016/0001-8791(79)90072-1)
- Oreg, S. (2003). Resistance to change: Developing an individual differences measure. *Journal of Applied Psychology*, 88(4), 680–693. <https://doi.org/10.1037/0021-9010.88.4.680>
- Oreg, S. (2006). Personality, context, and resistance to organizational change. *European Journal of Work and Organizational Psychology*, 15(1), 73–101. <https://doi.org/10.1080/13594320500451247>
- Oreg, S., Vakola, M., & Armenakis, A. A. (2011). Change recipients' reactions to organizational change: A 60-year review of quantitative studies. *Journal of Applied Behavioral Science*, 47(4), 461–524. <https://doi.org/10.1177/0021886310396550>
- Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology*, 48(4), 775–802. <https://doi.org/10.1111/j.1744-6570.1995.tb01781.x>
- Pearlin, L. I., & Schooler, C. (1978). The structure of coping. *Journal of Health and Social Behavior*, 19(1), 2–21. <https://doi.org/10.2307/2136319>
- Pirlott, A. G., & MacKinnon, D. P. (2016). Design approaches to experimental mediation. *Journal of Experimental Social Psychology*, 66, 29–38. <https://doi.org/10.1016/j.jesp.2015.09.012>
- Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879–903. <https://doi.org/10.1037/0021-9010.88.5.879>
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513–563. <https://doi.org/10.1177/014920630002600307>
- Porras, J. I., & Silvers, R. C. (1991). Organization development and transformation. *Annual Review of Psychology*, 42(1), 51–78. <https://doi.org/10.1146/annurev.ps.42.020191.000411>
- Proudfoot, D., & Kay, A. C. (2014). System justification in organizational contexts: How a motivated preference for the status quo can affect organizational attitudes and behaviors. *Research in Organizational Behavior*, 34, 173–187. <https://doi.org/10.1016/j.riob.2014.03.001>
- Rafferty, A. E., Jimmieson, N. L., & Armenakis, A. A. (2013). Change readiness: A multilevel review. *Journal of Management*, 39(1), 110–135. <https://doi.org/10.1177/0149206312457417>
- Randstad. (2019). *Job satisfaction by country survey*. https://cdn2.hubspot.net/hubfs/481927/Randstad%20Workmonitor%20global%20report%20Q4%20-%20Dec%202019.pdf?__hstc=243245085.1379a85d4c0d338d8bd4bad57ed93ee0.1591170826568.1591170826568.1&__hssc=243245085.2.1591170826568
- Sagie, A., & Koslowsky, M. (2000). *Participation and empowerment in organizations: Modeling, effectiveness, and applications*. Sage Publications. <https://doi.org/10.4135/9781452231341>
- Schaufeli, W. B., & Wright, J. D. (2015). Coping with job stress. In J. D. Wright (Ed.), *International encyclopedia of social and behavioral sciences* (2nd ed., Vol. 4, pp. 902–904). Elsevier. <https://doi.org/10.1016/B978-0-08-097086-8.14010-3>
- Scheck, C. L., & Kinicki, A. J. (2000). Identifying the antecedents of coping with an organizational acquisition: A structural assessment. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 21(6), 627–648. [https://doi.org/10.1002/1099-1379\(200009\)21:6<627::AID-JOB43>3.0.CO;2-D](https://doi.org/10.1002/1099-1379(200009)21:6<627::AID-JOB43>3.0.CO;2-D)
- Sedikides, C., & Wildschut, T. (2018). Finding meaning in nostalgia. *Review of General Psychology*, 22(1), 48–61. <https://doi.org/10.1037/gpr0000109>
- Sedikides, C., Wildschut, T., Routledge, C., & Arndt, J. (2015). Nostalgia counteracts self-discontinuity and restores self continuity. *European Journal of Social Psychology*, 45(1), 52–61. <https://doi.org/10.1002/ejsp.2073>
- Sedikides, C., Wildschut, T., Routledge, C., Arndt, J., Hepper, E. G., & Zhou, X. (2015). To nostalgize: Mixing memory with affect and desire. *Advances in Experimental Social Psychology*, 51, 189–273. <https://doi.org/10.1016/bs.aesp.2014.10.001>
- Shapiro, D. L., & Kirkman, B. L. (1999). Employees' reaction to the change to work teams: The influence of “anticipatory” injustice. *Journal of Organizational Change Management*, 12(1), 51–67. <https://doi.org/10.1108/09534819910255315>
- Stephan, E., Wildschut, T., Sedikides, C., Zhou, X., He, W., Routledge, C., Cheung, W.-Y., & Vingerhoets, A. J. J. M. (2014). The mnemonic mover: Nostalgia regulates avoidance and approach motivation. *Emotion*, 14(3), 545–561. <https://doi.org/10.1037/a0035673>
- Swets, J. A., Cox, C. R., & Ekas, N. V. (2023). Preliminary evidence that relationship nostalgia might offset romantic conflict to aid relationship commitment. *Couple and Family Psychology: Research and Practice*. Advance online publication. <https://doi.org/10.1037/cfp0000248>
- Terry, D. D. J., Callan, V. J., & Sartori, G. (1996). Employee adjustment to an organizational merger: Stress, coping and intergroup differences. *Stress Medicine*, 12(2), 105–122. [https://doi.org/10.1002/\(SICI\)1099-1700\(199604\)12:2<105::AID-SMI695>3.0.CO;2-Q](https://doi.org/10.1002/(SICI)1099-1700(199604)12:2<105::AID-SMI695>3.0.CO;2-Q)
- Tichy, N. M. (1983). *Managing strategic change: Technical, political, and cultural dynamics*. Wiley.
- Tsang, E. W. K., & Zahra, S. A. (2008). Organizational unlearning. *Human Relations*, 61(10), 1435–1462. <https://doi.org/10.1177/0018726708095710>
- Tsoukas, H., & Chia, R. (2002). An organizational becoming: Rethinking organizational change. *Organization Science*, 13(5), 567–582. <https://doi.org/10.1287/orsc.13.5.567.7810>
- van Dam, K. (2005). Employee attitudes toward job changes: An application and extension of Rusbult and Farrell's investment model. *Journal of Occupational and Organizational Psychology*, 78(2), 253–272. <https://doi.org/10.1348/096317904X23745>
- van Dijke, M., & Leunissen, J. M. (2023). Nostalgia in organizations. *Current Opinion in Psychology*, 49, Article 101540. <https://doi.org/10.1016/j.copsyc.2022.101540>
- van Tilburg, W. A. P., Bruder, M., Wildschut, T., Sedikides, C., & Göritz, A. S. (2019). An appraisal profile of nostalgia. *Emotion*, 19(1), 21–36. <https://doi.org/10.1037/emo0000417>
- van Tilburg, W. A. P., Wildschut, T., & Sedikides, C. (2018). Nostalgia's place among self-relevant emotions. *Cognition and Emotion*, 32(4), 742–759. <https://doi.org/10.1080/02699931.2017.1351331>
- Viechtbauer, W. (2010). Conducting meta-analyses in R with the metafor package. *Journal of Statistical Software*, 36(3), 1–48. <https://doi.org/10.18637/jss.v036.i03>
- Walker, J. H., Armenakis, A. A., & Bernerth, J. B. (2007). Factors influencing organizational change efforts: An integrative investigation of change content, context, process and individual differences. *Journal of Organizational Change Management*, 20(6), 761–773. <https://doi.org/10.1108/09534810710831000>

- Wildschut, T., & Sedikides, C. (2023a). Water from the lake of memory: The regulatory model of nostalgia. *Current Directions in Psychological Science*, 32(1), 57–64. <https://doi.org/10.1177/09637214221121768>
- Wildschut, T., & Sedikides, C. (2023b). Benefits of nostalgia in vulnerable populations. *European Review of Social Psychology*, 34(1), 44–91. <https://doi.org/10.1080/10463283.2022.2036005>
- Wildschut, T., Sedikides, C., Arndt, J., & Routledge, C. (2006). Nostalgia: Content, triggers, functions. *Journal of Personality and Social Psychology*, 91(5), 975–993. <https://doi.org/10.1037/0022-3514.91.5.975>
- Ybema, S. (2004). Managerial nostalgia: Projecting a golden future. *Journal of Managerial Psychology*, 19(8), 825–841. <https://doi.org/10.1108/02683940410568284>
- Ylijoki, O.-H. (2005). Academic nostalgia: A narrative approach to academic work. *Human Relations*, 58(5), 555–576. <https://doi.org/10.1177/0018726705055963>
- Yukl, G. A., & Gardner, W. L. (2020). *Leadership in organizations*. Pearson Education.
- Zhou, X., Sedikides, C., Mo, T., Li, W., Hong, E. K., & Wildschut, T. (2022). The restorative power of nostalgia: Thwarting loneliness by raising happiness during the COVID-19 pandemic. *Social Psychological & Personality Science*, 13(4), 803–815. <https://doi.org/10.1177/19485506211041830>
- Zhou, X., Sedikides, C., Wildschut, T., & Gao, D.-G. (2008). Counteracting loneliness: On the restorative function of nostalgia. *Psychological Science*, 19(10), 1023–1029. <https://doi.org/10.1111/j.1467-9280.2008.02194.x>

Received June 19, 2023

Revision received March 19, 2024

Accepted May 24, 2024 ■