

## DOCTORAL THESIS

### Employee response to perceived uncertainty in organizational change: the role of passion for work

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## **ABSTRACT**

Facing fierce global competition, organizations need employees to have an effective response to the constant challenges in the business world. Employee adaptivity and proactivity have become critical for organizations' success in such contexts. Employers must understand how their employees' performance changes with uncertainty, providing implications for how to select employees who possess passion and how to cultivate such passions within the company. In this research, I investigate the relationships of those variables for companies. I propose that Negative Affect (NA) mediates the relationship between Perceived Uncertainty in Organizational Change (PUOC) and Adaptive Performance (AP)/Proactive Performance (PP). Moreover, Harmonious Passion (HP) for work weakens the mediation effect, while Obsessive Passion (OP) for work strengthens it. Therefore, the main proposition of the thesis is that both HP and OP moderate the relationship between uncertainty and negative emotions, which in turn affect the employees' performance.

I used a time-lagged survey approach to testing the model. The data were collected in two different time periods and reached 300 employees with a survey in both time periods. The results show that NA is a mediator between PUOC and AP/PP while OP is a moderator of the relationship between PUOC and NA. The thesis contributes to the extant literature in three areas: (1) the relationship between PUOC and AP/PP; (2) the extent to which NA serves as a mediator and has a negative impact on AP and PP, and (3) the impact of Passion as a moderator on NA.