Enhancing Behavioral Support for Change: The Role of Employee Participation and Change Self-efficacy as Predictors

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Abstract. This study aims to investigate the effect of employee participation and change self-efficacy on two active aspects of behavioral support for change (i.e., cooperation and championing). Also, this study attempts to examine the mediating role of change self-efficacy those relationship between employee participation and behavioral support for change (i.e., cooperation and championing). The research data were collected from the banking sector industry based in East Java, Indonesia, involving 280 white-collar employees. Confirmatory factor analysis (CFA) and structural equation modeling (SEM) were used to test hypotheses. This study demonstrates that both employee participation and change self-efficacy have a significant impact on cooperation. However, only the change in self-efficacy has a significant impact on championing. Furthermore, the results also reveal that change self-efficacy partially mediates the effect of employee participation on cooperation but fully mediates championing. Finally, this study offers several contributions that are worth considering, both theoretically and practically.

Keywords: Behavioral Support for Change · Change Self-Efficacy · Championing · Cooperation · Employee Participation

1 Introduction

Change, these days, is inevitable. In turn, organizations must adapt to the constantly shifting business environment by making changes [9] to achieve competitive advantage, survival, and existence [47]. Successful organizational change requires strong support from employees [58]. That is because change often generates uncertainty and ambiguity and, in turn, drives employees to feel stress and resist change [33]. Sequentially, those are why many organizations fail to achieve their objectives of change and lower the success rate for gaining successful change [19, 41]. Hence, it indicates that organizational members' role in change becomes important [9, 16, 53]. Instead of getting resistance, organizations need to develop employees' positive attitudes toward change [47], such as supportive behavior, willingness to sacrifice, and dedication to change that may encourage the achievement of successful organizational change [20].

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The concern of this study is employees' positive attitude towards change, or in particular, the behavioral support for change. Organizational change literature emphasizes the importance of behavioral support for change by employees to achieve successful organizational change objectives [9, 23, 37, 41, 53, 58]. In addition, attitudes expressed by employees may vary [60], depending on the external aspect (such as managerial treatment) and/or the internal aspect (such as personal characteristics).

Drawing from social exchange theory [14], this study attempts to examine the role of participation during change, enhancing behavioral support for change. It also fulfills the suggestion of a previous study [34], which encouraged investigating the participative treatment by management on the individual outcome. Organizational change literature generally recommends and stresses the application of employee participation during change, which allows employees to get involved in the change process [4, 17] and makes an impact on change [19]. Also, [37] underlined that a successful organizational change plan highly depends on the participation of employees in the change process. Participation refers to allowing employees to deliver input on proposed change [61]. Indeed, there have been many studies examining the role of participation in organizational change [21, 24]. However, there is still a void in the empirical investigation of employee participation in actual supportive change behavior that needs to explore, particularly in this decade. Also, this study sought to investigate the role of employee participation in change self-efficacy, fulfilling the suggestion by [38].

Furthermore, this study aims to investigate the role of change in self-efficacy using the perspective of social learning theory [8]. Even though there have been many studies examined self-efficacy related change, there is still inconsistency in the findings of prior studies on the relationship between change self-efficacy and supportive attitude to change [10, 23, 47, 53, 57]. Besides, previous studies stressed that change self-efficacy is critical for organizational change initiative [16, 23, 48], in which an individual's judgement of their ability to handle certain tasks related change will help them to deal with new situations that they have never been encountered before. In a similar vein, employees with a high level of change self-efficacy are more likely to support change [57]. Accordingly, this study strives to fill the empirical finding gap. Moreover, drawing from social learning theory [8] and uncertainty reduction theory [13], this study attempts to investigate the mediating role of change self-efficacy, contribute to the existing organizational change literature [10, 45].

2 Literature Review and Hypothesis Development

2.1 Behavioral Support for Change

Employees' attitude toward change is a pivotal component in determining whether an organization's change efforts succeed or failed [47]. Organizational studies stressed that behavioral support for change is imperative for the success of change due to the facilitating to reach change objectives [9, 23, 37, 58]. Hence, organizations need to encourage their members to support the change.

In addition, [30] define behavioral support for change as a demonstration of employee support for change, going beyond what is formally required, and making extra efforts to keep up with the spirit of change. It consists of three aspects; compliance (refers to

the demonstration of minimal support for change and appears to be making changes reluctantly), cooperation (refers to the exerting supportive behavior for a change by giving effort that is in line with the spirit of the change and ready to make sacrifices), and championing (refers to demonstrating extreme enthusiasm for a change by going above and beyond what is formally required to ensure the success of the change and promoting the change to others). Also, [41] define behavioral support for change as the behavior that aims to actively participate, facilitate, and contribute to a planned change initiated by the organization. In sum, behavioral support for change refers to the extent to which employees engage in behaviors that demonstrate support for change [49].

However, all three aspects of behavioral support for change proposed by [30] have fundamental distinctions; compliance represents the minimum level of support for change and does not implicate any discretionary effort in support of change, while cooperation and championing implicate various levels of discretionary effort in support of change and willingness to make sacrifices for supporting change [53]. It indicates that compliance is a passive action, while cooperation and championing are active actions. However, the greatest or highest sacrifices from championing and the modest sacrifices from cooperation are the main differences between the two.

Similar to this vein, this study only focuses on the two active behavioral support for change (i.e., cooperation and championing) as consequences, excluding the passive one (i.e., compliance). The rationale for the exclusion of compliance is due to its concept that passively contributes and supports the change, making employees seem reluctant to get engaged in and make the change. Besides, cooperation and championing (as active, supportive change behavior) are considered as the effective change supportive behaviors in achieving change objectives successfully.

2.2 The Relationship Between Employee Participation, Change Self-efficacy, and Behavioral Support for Change

Participation in organizational activities can be considered a response to the high demand for implementing democratic norms in the workplace [44]. In this vein, the participatory decision style provides democratic and humanistic values in implementing all organizational activities [64] and creates the possibility of making better decisions [43]. Furthermore, through participation in the change process, employees are not only passively provided room to receive and assess the information related-change but also allowed to actively convey their "voice" in response and influence the change [44]. Also, participation assists organizational sense-making of change by encouraging employees to change their existing attitudes and beliefs into appropriate behaviors related to change initiatives [55].

There are several ways to define employee participation. First, participation refers to a process that allows employees to impact their work and the conditions in which they work [29]. Participation refers to the effort of individuals at a higher level in the organizational hierarchy to provide opportunities for individuals at a lower level in the organization to have a greater voice in one or more areas of organizational performance [27]. Third, participation is a process of providing opportunities for individuals to contribute ideas and suggestions that can be useful for the change process [56]. Participation refers to allowing employees to deliver input on proposed change [61].

Interestingly, [41] explained that employee participation and behavioral support for change have a slightly similar meaning in which employees are expected to put particular efforts into the change process. However, they still have a fundamental difference that generates a complementary pattern Employee participation refers to the opportunities provided by the organization to employees to convey ideas and give impact on change (autonomy and control given by an organization to employees). In contrast, behavioral support for change refers to the demonstration of employee behavior to support change (change's supportive actions by employees on organization's change initiation). Synthetically, based on the prior definitions of employee participation and also considering the explanation from [41] about the intersection of the meaning of employee participation and behavioral support for change, then this study defines employee participation as an opportunity to give input to and influence on change by the organization to employees.

In addition, participation in the change process will facilitate employees to access the change-related information and, sequentially, increase employees' understanding of the fundamental reason for the change and its objectives [32, 54]. Also, employee participation as the normative-reeducative change strategy assumes that individuals are considered rational beings and will follow their self-interests. At the same time, they are also social beings who need to interact with their social environment [16]. Likewise, employees have personal interests, and if their personal interests align with the change objectives, then the organization may obtain individual acceptance and support for change.

Also, drawing from social exchange theory [14] by allowing employees to participate during change, they will develop positive perceptions or feelings about an inclusive environment and being respected by the organization [54] and in turn, will be willing to support the change. It is possible because of the reciprocal norm inherent in social exchange theory, which explains that when a person is treated well by others, he or she will be encouraged to give a favor in return [18]. Also, prior studies stressed that employee participation during change allows increasing acceptance of change [19, 32, 39], enhancing readiness for change [32, 54] and reducing resistance to change [22, 26, 45, 59]. Hence, employees who experience high levels of participation throughout the change process tend to demonstrate behavioral support for change.

H1: Employee participation has a significant impact on (a) cooperation and (b) championing behavioral support for change.

Furthermore, the opportunity to be involved in a project such as organizational change may encourage the development of a personal continuous improvement orientation that is in line with the change objectives [17] and generate change self-efficacy to handle the change-related task [11, 36]. Specifically, the participative decision-making process can be a means for employees to improve their ability to execute a particular task and, in turn, develop the ability perception to complete the task [31]. Also, participation in a certain project allows employees to develop their knowledge and skills about the project and sequentially develop their self-efficacy to handle the project [63]. Hence, employees who receive high levels of participation in the change process are likely to develop change self-efficacy to handle and execute change tasks.

H2: Employee participation has a significant impact on change self-efficacy.

2.3 The Effect of Change Self-efficacy and Behavioral Support for Change

Self-efficacy is an individual attribute that helps someone deal with a particular circumstance. Self-efficacy refers to one's belief in his/her ability to complete a particular task [8], generated from informational consideration towards his/her competence to deal with the task [3]. In the context of organizational change, previous studies proposed several definitions of self-efficacy. First, change-related self-efficacy refers to the individual's perceived ability to handle change in a given situation [61]. Second, self-efficacy-related change refers to the extent to which one believes that he/she has the skills and is able to execute the tasks and activities related to change [32]. Finally, change self-efficacy refers to the individual's belief about his/her ability to accomplish the demands of the change [10].

However, from the perspective of social learning theory [8], self-efficacy is not necessarily conceptualized and measured in terms of an individual's general mastery but instead refers to one's belief to handle certain situations with certain behaviors [38]. Hence, change self-efficacy can be understood as an individual's belief in his or her ability to handle tasks and demands related to change.

In addition, organizational change often contains high pressure and is likely to generate uncertainty and personal discomfort [33, 62]. In this vein, personal characteristics play an essential role in how individuals are able to deal with and get through such a challenging situation. As a personal characteristic, self-efficacy is helpful for the organization in determining employees' reactions and behavior to organizational change [2, 48]. Employees with a high level of change self-efficacy are likely to engage in behavioral support for change as they have the capacity to employ their competency [53]. Also, individuals with high change self-efficacy tend to employ a problem-solving approach for dealing with certain tasks and, in turn, are likely to give better performance, including change tasks [1] and will more have a commitment to supporting the organizational change [34]. Research has shown that self-efficacy-related change was a significant predictor of behavioral support for change [23, 47]. Hence, employees with high change self-efficacy tend to demonstrate behavioral support for change.

H3: Change self-efficacy has a significant impact on (a) cooperation and (b) championing behavioral support for change.

2.4 The Mediating Role of Change Self-efficacy in the Effect of Employee Participation on Behavioral Support for Change

Furthermore, this study expects that the relationship between employee participation and behavioral support for change will be mediated by change self-efficacy. This mechanism can be explained by drawing from social learning theory [7], which assumes that individuals are learners and will learn from their environment. Subsequently, as social actors, they will respond to or influence it. Similar to this vein, employees will perceive organizational change as a learning opportunity for self-development and increase their self-efficacy to handle change [40]. Later, with the enhanced self-efficacy-related change, employees are more likely to support change [57]. Previous research has empirically proven that change self-efficacy has a mediating role in the relationship between management treatment and a supportive attitude towards change [10].

Also, this mechanism can be explained by uncertainty reduction theory [13]. From the perspective of uncertainty reduction theory, organizational change can be seen as something new and strange as well as produces uncertainty [15] and, in turn, drives employees to feel stress and resist change [33]. Thus, reducing uncertainty generated from change is highly required for the organization in order to prevent resistance reactions by employees. In other words, organizations need to encourage their members to exert favorable action-related change, such as supportive behavior. In sum, integrating uncertainty reduction practices (e.g., employee participation) [25] in the change process may serve as a trigger for positive attitudes toward change (e.g., change self-efficacy) [42], and in turn, can encourage supportive behavior [52].

Hence, employees who receive high levels of participation in the change process are likely to develop change self-efficacy to handle and execute change tasks. In turn, with that change in self-efficacy, employees are more likely to demonstrate behavioral support for change.

H4: Change self-efficacy mediates the effects of employee participation on (a) cooperation and (b) championing behavioral support for change.

3 Research Methods

3.1 Samples and Data Collection Procedures

This study has involved the shariah banking sector industry based in East Java, Indonesia, both state-owned and private-owned. Specifically, the type of organizational change is separated into two forms; the first is spin-off and merger for state-owned, and the second is digital transformation for private-owned. It is the rationale for choosing shariah banks as unit analysis. A total of 280 white collars participated in this study by filling out a designed questionnaire, 65.7% came from state-owned shariah banks, and 34.3% came from private-owned shariah banks. Regarding the participants, most of them were men (67.1%), the majority of them had an average age in the range of 26–35 years old (45.7%), most of them had a bachelor's degree (61.8%), and the majority of them had tenure in the range of 4–6 years (51.4%).

3.2 Measurements

3.2.1 Employee Participation

Employee participation refers to an opportunity to give input and influence change by the organization to employees. Employee participation was measured by three indicator items (e.g., *I was allowed to participate in the analyses that were performed prior to the change*) adapted from Lines et al. [44]. The measurement of employee participation indicators used a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

3.2.2 Change Self-efficacy

Change self-efficacy refers to an individual's belief in his or her ability to handle tasks and demands related to change. Change self-efficacy was measured by four indicator items (e.g., *I get confident that I may be able to do all that is demanded of me by the change*) adapted from [61]. The measurement of change self-efficacy indicators used a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

3.2.3 Behavioral Support for Change

Behavioral support for change refers to a demonstration of employee support for change, going beyond what is formally required, and making extra efforts to keep up with the spirit of change [30]. However, this study specifically focused on the two active aspects of behavioral support for change (i.e., cooperation and championing).

First, cooperation refers to the exerting supportive behavior for a change by giving effort that is in line with the spirit of the change and ready to make sacrifices [30]. Cooperation was measured by eight indicator items (e.g., *I work toward the change consistently*) adapted from [30]. The measurement of cooperation indicators used a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Second, championing refers to demonstration of extreme enthusiasm for a change by going above and beyond what is formally required to ensure the success of the change and promoting the change to others [30]. Championing was measured by six indicator items (e.g., *I encourage the participation of others in the change*) adapted from [30]. The measurement of championing indicators used a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree)."

4 Results

4.1 Measurement Model Assessment

For analyzing the data, SPSS ver. 25 and JASP 0.16 were used as a statistical tool. First, the results of means, standard deviations (SD), and Pearson's correlations of all constructs are presented in Table 1. The results exhibit significant and positive correlations among all the presumed constructsFigures and tables should be placed either at the top or bottom of the page and close to the text referring to them if possible.

Second, confirmatory factor analysis (CFA) was computed using JASP 0.16 to test the measurement model. As part of confirmatory factor analysis (CFA), first, factor loadings were assessed for each item. In the first run, four items were eliminated (EP1, COO3, CHA3, and CHA6) from the three constructs (i.e., employee participation, behavioral support for change – cooperation, and behavioral support for change – championing) due to the low factor loading (<0.5) and fulfill the goodness of fit requirement. After eliminating several items, the data was rerun, and the goodness of fit indices of confirmatory factor analysis (CFA) are presented in Table 2.

Table 1. Means, Standard Deviations, and Correlations

	Mean	SD	1	2	3	4
1. Employee Participation	4.03	0.71	–			
2. Change Self-Efficacy	3.95	0.65	.461*	–		
3. Behavioral Support for Change – Cooperation	3.99	0.58	.757*	.594*	–	
4. Behavioral Support for Change – Championing	3.83	0.68	.454*	.795*	.617*	–

Note(s): * $p < 0.01$
Source: Primary data processed, 2022

Table 2. Model Fit Indices

Model Fit	Results	Cutoff Point	Sources
Normed Chi Square (CMIN/df)	1.962	<3	Qing et al. [51]
Goodness of Fit Index (GFI)	0.914	>0.90	Hair et al. [28]
Comparative Fit Index (CFI)	0.958	>0.90	Bentler [12]
Tucker–Lewis Index (TLI)	0.950	>0.90	Bentler [12]
Standardized Root Mean Square Residual (SRMR)	0.036	<0.05	Iacobucci [35]
Root Mean Square Error of Approximation (RMSEA)	0.059	<0.06	Iacobucci [35]

Source: Primary data processed, 2021

Specifically, Normed Chi Square (CMIN/df) = 1.962 < 3.0 [51], Goodness of Fit Index (GFI) = 0.914 > 0.90 [28], Comparative Fit Index (CFI) = 0.958 > 0.90 [12], Tucker–Lewis Index (TLI) = 0.950 > 0.90 [12], Standardized Root Mean Square Residual (SRMR) = 0.036 < 0.05 [35], and Root Mean Square Error of Approximation (RMSEA) = 0.059 < 0.60 [35]. Hence, the four-factor model (employee participation, change self-efficacy, cooperation, and championing) yielded good fit.

Third, the validity test was conducted by assessing the score of the loading factor in each item and the average variance extracted (AVE) for each construct [28], with 0.50 as the threshold value. As presented in Table 3, the items' loading factor met the threshold value, and the average variance extracted (AVE) scores of all constructs were above 0.50, suggesting that the level of validity was adequate.

Fourth, a reliability test was conducted by assessing the composite reliability for each construct. The construct is considered to be reliable if the composite reliability score is equal to or above the 0.60 thresholds [6]. As shown in Table 3, the composite reliability scores of all constructs exceeded the threshold value, suggesting that the level of reliability was adequate.

Table 3. Loadings, Composite Reliability, and Average Extracted Variance

	Indicator Items	λ	Composite Reliability	AVE
Employee Participation	EP2	0.793	0.764	0.618
	EP3	0.780		
Change Self-Efficacy	CSE1	0.801	0.824	0.540
	CSE2	0.644		
	CSE3	0.757		
	CSE4	0.730		
Behavioral Support for Change – Cooperation	COO1	0.776	0.878	0.511
	COO2	0.696		
	COO4	0.758		
	COO5	0.729		
	COO6	0.500		
	COO7	0.749		
	COO8	0.758		
Behavioral Support for Change – Championing	CHA1	0.736	0.852	0.590
	CHA2	0.723		
	CHA4	0.818		
	CHA5	0.792		

Source: Primary data processed, 2021

Lastly, Harman's single-factor test was conducted in this study, as suggested by [50], to determine whether common method variance was a significant problem or not. The unrotated factor analysis displayed multiple factors with eigenvalues greater than one, and no single factor accounted for over 47.95% of the variance, which is under 50% of the covariance in the variables. Hence, common method variance does not appear to be a problem in this analysis.

4.2 Structural Model Assessment

In order to test the hypotheses, this study used a structural equation modelling (SEM) using maximum likelihood estimation by JASP 0.16. The regression analysis results for all hypotheses are presented in Fig. 1. First, H1a and H1b predicted a significant impact of employee participation on cooperation and championing, respectively. The hypotheses test results reveal that employee participation has a significant effect on cooperation ($\beta = 0.757$; $p < 0.001$), however, employee participation has no significant effect on championing ($\beta = 0.002$; $p = 0.975$). It concludes that H1a is supported, but H1b is not supported. Second, H2 predicted a significant impact of employee participation on change self-efficacy. The results show that employee participation significantly affects change self-efficacy ($\beta = 0.611$; $p < 0.001$). Hence, H2 is supported. Third, H3a and H3b

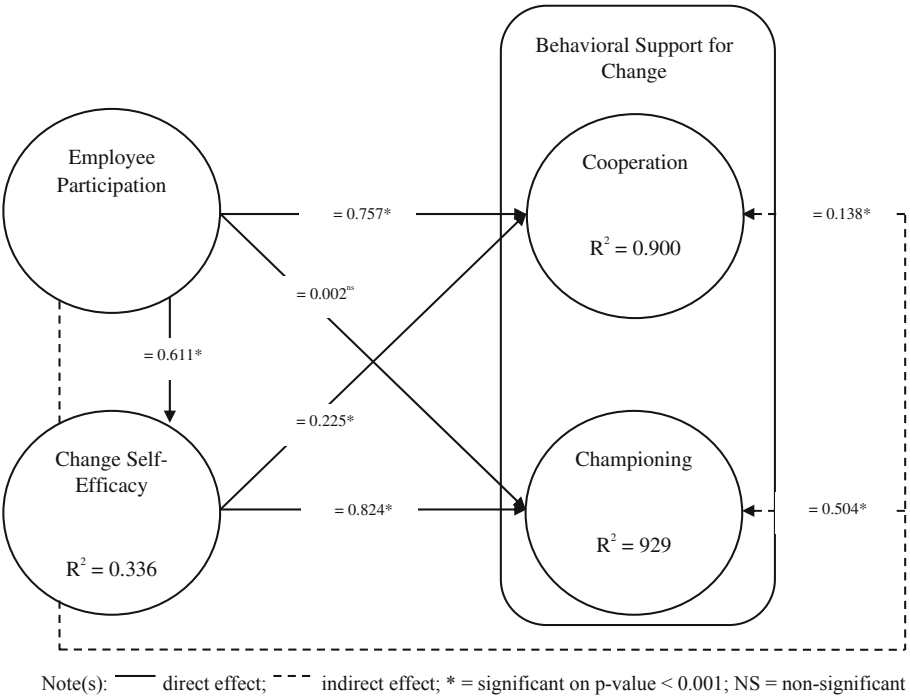

Fig. 1. Research Model and Analysis Results. Source: Primary data processed, 2021

predicted a significant impact of change self-efficacy on cooperation and championing, respectively. The results show that change self-efficacy has a significant effect both on cooperation ($\beta = 0.225$; $p < 0.001$) and championing ($\beta = 0.824$; $p = 0.000$). Therefore, H3a and H3b are supported.

In order to evaluate the mediating role of change self-efficacy, bias-corrected bootstrapping at a 95% confidence interval with 5000 bootstrap samples was performed [5, 51]. As seen in Table 4, on one side, employee participation has significant indirect effects both on cooperation ($\beta = 0.138$; $p < 0.001$) and championing ($\beta = 0.504$; $p < 0.001$). On the other side, the direct effect of employee participation on cooperation found significant ($\beta = 0.757$; $p < 0.001$), but found not significant on championing ($\beta = 0.002$; $p = 0.971$). Therefore, the results indicate that change self-efficacy partially mediates the effect of employee participation on cooperation and fully mediates the effect of employee participation on championing [46], supporting H4a and H4b. Also, the 95% confidence interval for all indirect effects shows that zero value falls outside the confidence interval results, supporting that the indirect effect was statistically significant.

Table 4. Mediation Assessment Results

Relationships	β	p-value	Bias-Corrected 95% CI	
			Lower	Upper
Direct Effects				
EP → COO	0.757	0.000	0.556	1.042
EP → CHA	0.002	0.975	−0.137	0.107
Indirect Effects				
EP → CSE → COO	0.138	0.000	0.063	0.266
EP → CSE → CHA	0.504	0.000	0.327	0.736
Total Effects				
EP → COO	0.894	0.000	0.714	1.115
EP → CHA	0.505	0.000	0.344	0.673

Note(s): EP = employee participation; CSE = change self-efficacy; COO = cooperation; CHA = championing
Source: Primary data processed, 2021

5 Discussion

The results of this study support previous studies [22, 39, 54] that employee participation has an essential role during a change in determining the change-related outcome, particularly behavioral support for change [9, 23, 37, 41, 53]. It implies that employees who receive an opportunity to participate in the change process will likely demonstrate their change supportive behavior. Also, according to the notion of the reciprocal norm in social exchange theory [14, 18], employees will develop positive perceptions or feelings about an inclusive environment and being respected by their organization when they get the opportunity to participate in change and, in turn, with the positive attitudes, employees will react to support the change.

However, the results show that only the effect of employee participation on cooperation was proven to be significant. In this case, organizations that adopt employee participation practice will encourage their members to demonstrate their effort to support the change and make only modest sacrifices, not the greatest or highest sacrifices. It is possible because participation in change as the normative-reeducative change strategy facilitates employees with change-related information and dialogue and, in turn, allows them to respond and provide feedback (such as supportive change behavior) [16]. Also, as rational beings, employees will evaluate all change-related information and match them with their personal interests. Therefore, the extent of behavioral support for change demonstrated by employees may vary, depending on the suitability of the impact of change and the employees' personal interests. In addition, another related supporting explanation is that the level of uncertainty may determine employees' behavior toward change, in which individuals prefer the minimum risk and the status quo if the level of uncertainty is high, in turn, it may yield unfavorable behavior towards change.

Furthermore, this study reveals that employee participation positively affects change self-efficacy, contributing to the prior study (i.e., [38]). The results demonstrate that the opportunity to be involved in the change process may encourage self-development orientation [17] and develop change self-efficacy to handle and execute change tasks [36]. Also, employees may consider that participation in change can be a means to improve their ability to execute a particular task and, in turn, develop the ability perception to complete the task [31].

In terms of the relationship between change self-efficacy and behavioral support for change, this study found that employees with a high level of confidence to handle tasks and demands related to change are more likely to demonstrate their support for change, both cooperation and championing. These findings support the previous studies [23, 47]. Also, with a high level of self-efficacy, employees are more likely to have a problem-solving orientation, allowing them to give better performance [1].

In examining the mediating role of change self-efficacy, as expected, this study reveals that change self-efficacy has a mediating role in the relationship between employee participation and behavioral support for change, contributing to the existing organizational studies [10, 45]. These findings further support social learning theory [7] and uncertainty reduction theory [13]. In particular, change self-efficacy partially mediates the effect of employee participation on cooperation but fully mediates the effect of employee participation on championing. It implies employee participation. It implies that participation in change will encourage employees to give their effort to support the change and enhance their willingness to sacrifice (although at a modest level). However, if an organization pursue employee support at the highest level (i.e., championing, showing a high level of enthusiasm and discretionary effort, and kindly making sacrifices at the maximum level) by integrating employee participation practices in the change process, then the organization priorly need to enhance employees' change self-efficacy to handle and complete tasks and demands related change.

6 Implications, Limitation, and Further Research

6.1 Theoretical Implications

The findings of this study have several theoretical implications. Firstly, this study empirically tested how behavioral support for change was determined by allowing employees to participate in the change process, contributing to the prior study [34]. Also, these findings confirm the social exchange theory [14], in which employees with the opportunity to participate in the change process will encourage them to give their change supportive behavior.

Second, this study reveals the importance of employee participation during change, which will determine the change-related outcome by employees. Empirically, employees with the opportunity to participate in the change process will encourage them to give behavioral support for change, contributing to the prior study [34] and confirming social exchange theory [14]. Also, employee participation in the change process will build change employees' change self-efficacy to handle tasks and demands related to change.

Third, the findings of this study exhibit that employees' self-confidence to handle tasks and demands related to change during change will encourage their change supportive behavior. The findings imply the critical role of change self-efficacy in change, corroborating the prior studies [10, 23, 47] and confirming social learning theory [8].

Lastly, this study exhibits that change self-efficacy has a mediating role in the change process, contributing to the earlier study [10]. The findings confirm social learning theory [7] as well as uncertainty reduction theory [13], in which the opportunity to participate in change provided by an organization will enhance employees' change self-efficacy and, in turn, will encourage employees to demonstrate their favorable behavior to support the change. Also, this finding reveals the important role of change self-efficacy in the change process, where change self-efficacy enables employee participation to produce behavioral support for change, especially championing.

6.2 Managerial Implications

There are several managerial implications offered in this study. First, management treatment, such as employee participation in change, is crucial [4, 17, 37]. According to the empirical findings, this study recommends that organizations integrate employee participation practice during the change to encourage their members' supportive behavior on change. Second, this study also recommends that organizations need to be concerned about the personal characteristics of employees when facing change (i.e., change self-efficacy) [16, 23, 48]. According to the empirical findings of this study, the organizational member who perceives that he/she believes in his/her ability to handle tasks and demands of change is likely to demonstrate his/her change supportive behavior. Thus, organizations necessary to enhance their members' self-confidence during change. Third, the empirical findings show the full mediating role of change self-efficacy on the relationship between employee participation and championing.

It implies that to increase the effectiveness of employee participation in encouraging championing behavior, organizations need to assign employees with high self-efficacy as agents of change.

6.3 Limitations and Further Research

No scientific study is limitation free, including this study. Several limitations, as well as future suggestions, apply to this study. First, this study used cross-sectional data on banking companies. Thus, further research needs to be conducted in a different context and possibly with longitudinal data. Second, this study investigated managerial treatment (i.e., employee participation) and personal characteristics (i.e., change self-efficacy) as antecedents toward behavioral support for change (i.e., cooperation and championing). In order to gain other perspectives, future research needs to explore other antecedents (i.e., leadership aspects, personality traits, etc.) toward all three aspects of behavioral support for change. Also, the future study can add moderating variables by referring to the research framework of this study.

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