

**Organisational Nostalgia:
The Construct, The Scale, and Its Implications for Organisational Functioning**

Abstract

Organisational nostalgia—a sentimental longing for past events in, and aspects of, one’s organisational life—is a commonly experienced but poorly understood emotion. Qualitative research has explored how it helps employees cope with threat. Here, we examine its motivational properties. Building on the job demands-resources model, we hypothesised that organisational nostalgia—assessed with a newly developed and validated scale—predicts (in-role and extra-role) job performance, creativity, and support for organisational change. Study 1 showcased the development of the organisational nostalgia scale. We proceeded to hypothesise that work engagement, via need satisfaction, mediates the abovementioned positive relations, and tested these hypotheses in three additional studies. In Study 2, a multi-source design with leader-follower dyads, leader organisational nostalgia was associated with increased leader OCB, as rated by followers. In Study 3, a lagged correlational design with employees, organisational nostalgia positively predicted OCB via work engagement. Finally, in Study 4, a lagged correlational design, organisational nostalgia predicted increased in-role performance, creativity, and support for organisational change. These associations were serially mediated by need satisfaction and work engagement. We conclude that organisational nostalgia has motivational implications. Our research affords a theoretical framework for the emotion and the means (i.e., a scale) to study it.

Keywords: organisational nostalgia, job demands-resources model, job performance, work engagement, need satisfaction

Nostalgia is a commonly felt emotion in organisations (Gabriel, 1993; Ylijoki, 2005). Organisational nostalgia is nostalgia specific to the organisation one works in and is defined as “a sentimental longing or wistful affection for past events in, and aspects of, one’s organisational life” (Leunissen et al., 2018, p. 44). Prior studies have shown that organisational nostalgia helps members to cope with organisational threat by sustaining their organizational or professional identity (Brown and Humphreys, 2002; McDonald et al., 2006; Ylijoki, 2005). Little is known about the emotion beyond this identity continuity function.

We propose that organisational nostalgia has a broader function than this identity continuity function. It is a motivational force that enables in-role and extra role performance, creativity, and support for change. To study its motivational property, we build on the job demands-resources (JD-R) model (Bakker and Demerouti, 2017). We argue that organizational nostalgia facilitates satisfaction of fundamental psychological needs, which should increase work engagement. Work engagement, in turn, should positively predict the aforementioned outcome variables.

However, given that past work has been almost exclusively qualitative, no commonly accepted operationalization of the construct “organizational nostalgia” exists. We, therefore, first, developed and validated a scale to assess it. This allowed us to explore the nomological network of organisational nostalgia beyond its presumed identity implications.

Hypothesis Development

Nostalgia entails fond, tender, and valued memories at its core (Hepper et al., 2012; Sedikides et al., 2015; Van Tilburg et al., 2019). Based on their content, researchers have proposed different 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; Mallory et al., 2018). Organisational nostalgia is another form, referring to idiosyncratic and meaningful events that transpired in the workplace (Leunissen et al., 2018). Such events centrally feature the self, and, when retrieved, imbue the employee with nostalgia about their organisation (Leunissen et al., 2018). The events are appraised positively, although with a tinge of sadness as the cherished moments are irredeemably gone (Leunissen et al., 2018, 2021).

The organisational nostalgia literature is mostly qualitative (Van Dijke & Leunissen, 2022). Brown and Humphreys (2002) addressed the changing nature of higher education, suggesting that shared nostalgic narratives among educators sustain organisational identity during organisational change. Milligan (2003) proposed that, following organisational change, organisational nostalgia facilitates identity continuity among employees. McDonald et al. (2006) and Ylijoki (2005) reported similar results among medical practitioners and academics, respectively. Finally, experiments showed that organisational nostalgia increases work meaningfulness and decreases turnover intentions, especially among employees who experience burnout (Leunissen et al., 2018). In summary, the literature has concentrated on identity or coping implications of organisational nostalgia in the presence of threat. We provide a broader perspective, focusing on its motivational implications.

The Job Demands-Resources Model

We position organisational nostalgia in the JD-R model (Bakker and Demerouti, 2017, 2008). The model links resources and demands in the workplace to job performance via a motivational component (i.e., work engagement) and a health impairment process (i.e., strain). Work engagement has a positive, whereas health impairment has a negative, influence on job performance. We focus on work engagement as the process that tethers organisational nostalgia to job performance. Work engagement, “a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption” (Seppälä et al., 2009, p. 460), entails energy (i.e., vigour), willingness to invest effort and persist in one’s job (i.e., dedication), and immersion in one’s work (i.e., absorption). Resources—physical, social, or organisational aspects of one’s occupation that stimulate personal growth in the workplace— increase work engagement (Bakker et al., 2008; Bakker and Demerouti, 2017). The JD-R model distinguishes between job resources, such as performance feedback or learning opportunities, and personal resources, such as self-efficacy, optimism, and assertiveness (Bakker and Wingerden, 2021; Xanthopoulou et al., 2007).

Organisational Nostalgia is a Personal Resource

We conceptualise organisational nostalgia as a personal resource, defined as “aspects of the self that are generally linked to resiliency and refer to individuals’ sense of their ability

to control and impact upon their environment successfully” (Xanthopoulou et al., 2007, p. 123). Organisational nostalgia is an aspect of the self (i.e., a self-relevant emotion; Van Tilburg et al., 2018), with the self being defined as a cognitive representation of one’s life events, roles, aptitudes, and social relationships (Sedikides and Gregg, 2003). The self within the organisation (Ferris et al., 2018) contains memories about social interactions with important others in the workplace (e.g., colleagues, managers, clients), job-related events or challenges, and physical surroundings (e.g., buildings, a lounge room; Gabriel, 1993; Ylijoki, 2005). When retrieved, these memories trigger the emotion of organisational nostalgia (Leunissen et al., 2018).

Organisational nostalgia is associated with resilience and the ability to control and impact one’s environment. Organisational nostalgia acts as a source of psychological need satisfaction—a source upon which members can draw when their needs are threatened (see below). This source enables members to cope with adversity and, hence, be more resilient (Hobfoll, 2002). Evidence suggests a link between organisational nostalgia and resilience. The emotion helps to counteract threat imposed by identity discontinuity, as in the closure of a community hub (i.e., coffeeshop; Milligan, 2003) or a fast-changing organisational environment (Brown and Humphreys, 2002; Ylijoki, 2005). The emotion’s coping potential has been illustrated experimentally: Induced organisational nostalgia aids employees who experienced threat (i.e., burnout) to maintain wellbeing (i.e., work meaningfulness; Leunissen et al., 2018). Taken together, organisational nostalgia qualifies as a personal resource within the JD-R model.

Organisational Nostalgia Predicts Work Engagement

Here, we address the motivational property of organisational nostalgia, capitalising on the JD-R model. According to the model, resources are linked to performance via work engagement. To explain these links, the model borrows from other theories (Bakker and Demerouti, 2017), in particular self-determination theory (SDT), which posits that motivation is fuelled by the satisfaction of three psychological needs: autonomy, relatedness, and competence (Deci et al., 2017). Consequently, the JD-R model suggests that resources

increase work engagement because they satisfy these basic psychological needs (Bakker and Demerouti, 2017; Van den Broek et al., 2008).

The JD-R model builds on SDT to explain why resources increase work engagement (Bakker and Demerouti, 2017; Van den Broek et al., 2008). Building on this theoretical foundation, we propose that, as a personal resource, organisational nostalgia conduces to need satisfaction. The emotion pertains to personally important autobiographical memories of the workplace. A key function of autobiographical memory is to satisfy psychological needs through the retrieval of stored moments in which these needs had been satisfied (Bauer et al., 2005; Lokes et al., 2014; Philippe et al., 2011).

Organisational nostalgia, then, likely centres on episodes in which psychological needs were satisfied in the workplace. Indeed, nostalgic narratives contain more autonomy, relatedness, and competence content than non-nostalgic narratives (Abeyta et al., 2015), and nostalgic memories satisfy basic psychological needs (Wulf et al., 2020). Organisational nostalgia likely has a similar needs satisfaction function, as it refers, for example, to pursuing one's academic interests (autonomy; Ylijoki, 2005), interacting with colleagues (relatedness; Gabriel, 1993; Milligan, 2003), and relying on one's medical expertise in the operating theatre (competence; McDonald et al., 2006). In all, we propose that organisational nostalgia is linked to work engagement via its capacity to satisfy psychological needs.

Hypothesis 1: Organisational nostalgia is positively associated with work engagement.

Hypothesis 2: Need satisfaction mediates the positive association between organisational nostalgia and work engagement.

Organisational Nostalgia and Job Performance

Several theoretical statements (Hobfoll, 1989; Locke and Latham, 2006; Ryan and Deci, 2000; Vallerand and Houliort, 2019) consider motivation necessary for job performance. Motivation determines workers' effort and persistence in enacting behaviours beneficial to the organisation (Van Iddekinge et al., 2018). We provide two reasons why work engagement increases performance (Cerasoli et al., 2014). First, engaged employees are more absorbed in their work, which renders them more likely to endorse and become involved in their tasks. Second, engaged employees display higher vigour (i.e., energy) and dedication to

their work, and are therefore more likely to invest effort in their tasks and persist in them. Indeed, meta-analyses indicate that work engagement positively predicts job performance (Christian et al., 2011; Mazzetti et al., 2021).

We are concerned with both in-role performance (i.e., behaviours that are part of one's job description) and extra-role job performance (i.e., behaviours that are not part of one's job descriptions but benefit the organisation; Becker and Kernan, 2003). We hypothesised above that organisational nostalgia would be related to stronger work engagement. Given a positive link between work engagement and in-role performance (Bakker et al., 2012a,b), we surmise that (1) organisational nostalgia is also related to in-role performance, and (2) work engagement carries the relation between organisational nostalgia and in-role performance.

Hypothesis 3: Organisational nostalgia is positively associated with in-role performance.

Hypothesis 4: Work engagement mediates the positive association between organisational nostalgia and in-role performance.

We operationalised extra-role performance as organisational citizenship behaviour (OCB). This is discretionary individual behaviour, not recognised explicitly by the formal reward system, that is intended to advantage the collective (Podsakoff et al., 2000). Given the positive relation between work engagement and OCB (Demerouti et al. 2015; Salanova et al., 2011), we surmise that (1) organisational nostalgia is related to OCB, and (2) work engagement transmits the association between organisational nostalgia and OCB.

Hypothesis 5: Organisational nostalgia is positively associated with OCB.

Hypothesis 6: Work engagement mediates the positive association between organisational nostalgia and OCB.

In addition to job performance, we were concerned with willingness to engage in novel experiences. We examined two indicators of this construct. The first, creativity, is the tendency "to imagine, synthesise, connect, invent and explore" (Rogaten and Moneta, 2015, p. 294). Creativity is effortful (Amabile, 1997), and need satisfaction fuels creative efforts via intrinsic motivation (Ryan & Deci, 2000; Sheldon et al., 2003). Hence, work engagement is positively associated with creativity because (at least in part) motivation fuels creativity. In support, more engaged school principals are rated as more creative by their school's teachers

(Bakker and Xanthopoulou, 2013). We hypothesise that organisational nostalgia is positively linked to work engagement; as such, we expect that organisational nostalgia, via work engagement, is positively linked to creativity.

Hypothesis 7: Organisational nostalgia is positively associated with creativity.

Hypothesis 8: Work engagement mediates the positive association between organisational nostalgia and creativity.

The second indicator of willingness to engage in novel experiences was support for organisational change. During such change, employees need to adopt and become accustomed to novel ways of working (Wanberg and Banas, 2000). We advocate that work engagement is positively associated with support for change. Organisational change often benefits the organisation. Given that highly motivated workers are willing to expend effort into behaviours that profit the organisation (Li et al., 2010), such employees will be more supportive of organisational change (Elias, 2009). We hypothesise that organisational nostalgia is a source of work engagement; as such, we expect that organisational nostalgia is positively related to support for organisational change, and that this relation is transmitted by work engagement.

Hypothesis 9: Organisational nostalgia is positively associated with support for organisational change.

Hypothesis 10: Work engagement mediates the positive association between organisational nostalgia and support for organisational change.

Distinguishing Organisational Nostalgia from Related Constructs

We aimed to illustrate the incremental validity of organisational nostalgia vis-à-vis six related constructs (Table 1). The first four of these were: organisational identification, affective organisational commitment, job embeddedness, and perceived organisational support. These constructs describe how an employee relates to the organisation. In contrast, organisational nostalgia refers to experiences within the organisation—experiences involving other employees or one's duties. Moreover, organisational nostalgia pertains to past experiences within the organisation, and so does not centre on the current organisation or work environment. We assessed organisational identification in Studies 2–3, and affective

organisational commitment, job embeddedness, and perceived organisational support in Study 4.

Further, we distinguished organisational nostalgia from personal nostalgia (Study 3), as the latter predicts increased OCB and motivation in the workplace, but only under conditions of threat (Van Dijke et al., 2015, 2019). Organisational nostalgia is likely a stronger predictor than personal nostalgia for organisational outcomes, because the former is specific to the context of the outcomes (Wildschut et al., 2014). Finally, we distinguished organisational nostalgia from past focus (Study 4). Past focus captures generalised attention to the past, whereas organisational nostalgia centres on specific events. Some authors have suggested that nostalgia undermines willingness to change, and increases conservatism and disengagement from the present (Karniol and Ross, 1996; Strangleman, 1999). We submit that organisational nostalgia is different from past focus. Organisational nostalgia satisfies psychological needs, sustaining work engagement and conducive to performance as well as willingness to engage in novel experiences. It involves using the past to navigate the present and future.

Table 1*Distinctions Between Organisational Nostalgia and Related Constructs*

Construct	Definition	Distinction from organisational nostalgia
Organisational identification	The perception of oneness with or belongingness to the organisation (Ashford et al., 2008).	Organisational nostalgia does not require identifying with, or valuing membership of, the organisation. Organisational nostalgia centres on valued idiosyncratic experiences that do not require a sense of oneness with the organisation. Organisational nostalgia refers to interpersonal relationships with other organisational members, which can create a sense of belonging with other people in the organisation or with people who have left the organisation. However, the organisation as a collective is not necessarily the target of this belongingness.
Affective organisational commitment	Commitment based on identification with, involvement in, and emotional attachment to the organisation (Allen and Meyer, 1990). Includes (1) strong acceptance of the organisation's goals, (2) willingness to exert substantial effort on behalf of the organisation, and (3) a desire to maintain membership in the organisation (Mowday et al., 1979).	Organisational nostalgia increases willingness to exert effort in the organisation, but this stems from need satisfaction and work engagement rather than support for the organisation's goals. Organisational nostalgia does not require a focus on the organisation's goals, nor does it necessitate a desire to maintain membership in the organisation.

Job embeddedness	The combined forces that keep a person from leaving their job, such as marital status, community involvement, or job tenure (Crossley et al., 2007).	Organisational nostalgia solely centres on past events that have taken place in the organisation. Job embeddedness represents factors outside the workplace as well.
Perceived organisational support	The extent to which employees perceive that the organisation values their contributions, cares about their well-being, and will provide assistance when it is needed to carry out one's job effectively and to deal with stressful situations (Rhoades and Eisenberger, 2002).	Organisational nostalgia aids in carrying out one's duties and coping with stressful situations. It does so by increasing work engagement via need satisfaction. Organisational nostalgia does not hinge on the belief that the organisation values its employees or their well-being.
Personal nostalgia	A sentimental longing or wistful affection for the past (Sedikides and Wildschut, 2008).	Personal nostalgia refers to events from one's private life. Organisational nostalgia solely centres on past events that have taken place in the organisation.
Past focus	The amount of attention that people devote to the past (Shipp et al., 2009).	Organisational nostalgia refers to past events that have taken place in the organisation. Organisational nostalgia does not capture generalised attention to the past.

Overview

We developed the Organisational Nostalgia Scale (ONS) in Study 1. In Study 2, a multi-source investigation, we tested if organisational nostalgia predicts higher OCB (Hypothesis 5). In Study 3, a two-wave investigation, we examined if organisational nostalgia predicts higher OCB as mediated by work engagement (Hypotheses 1, 5, and 6). Finally, in Study 4, a 4-wave investigation, we tested whether the positive relation between nostalgia and work engagement is mediated by relatedness-need and autonomy-need satisfaction (Hypotheses 1 and 2). In Study 4, we further tested whether organisational nostalgia predicts, via work engagement, in-role performance (Hypotheses 3 and 4), creativity (Hypotheses 7 and 8), and support for organisational change (Hypotheses 9 and 10).

Study 1

We developed the ONS following an inductive approach to scale construction (Broughton, 1984). Nostalgia, as a self-relevant emotion (Van Tilburg et al., 2018), requires self-reflection, self-evaluation, and self-representation (Tracy and Robins, 2004). These self-processes are based on memories (Tangney and Tracy, 2012). We therefore sought to identify the most typical, if not prototypical (Rosch, 1978), types of memories that evoke organisational nostalgia. This approach has also been used in personal-nostalgia scale construction. For example, Batcho's (1995) Nostalgia Inventory assesses the extent to which people bring to mind 20 nostalgic objects from their past (e.g., family, friends, TV shows, pets).

We thematically analysed organisational nostalgia narratives to distil the prototypical features of organisational nostalgia. We distinguished between two sets of features: agentic and communal organisational nostalgia. Subsequently, we generated and validated a pool of items that reflects the prototypical features of organisational nostalgia (for a similar approach, see Hepper et al., 2012, 2014). We determined the ONS's goodness of fit and established its discriminant validity and test-retest reliability.

Participants

We collected three samples through Prolific.co. Participants in Samples 1 and 2 completed cross-sectional surveys. Participants in Sample 3 engaged in a two-wave survey.

Sample 1 comprised 403 participants (41% women; $M_{\text{age}} = 32.26$, $SD_{\text{age}} = 9.44$), who worked on average 5.31 ($SD = 7.64$) years in their current organisation. We recruited participants in Sample 1 from 10 cultural clusters to ensure representativeness of the nostalgic narratives for multiple cultures (Gupta and Hanges, 2004). Sample 2 comprised 253 participants (61% women; $M_{\text{age}} = 36.87$, $SD_{\text{age}} = 10.88$), who worked on average 7.37 ($SD = 10.73$) years in their current organisation. Sample 3 participants, who worked on average 5.62 ($SD = 7.82$) years in their current organisation, were involved in a 2-wave study, with waves being separated by one month. We recruited 300 employees in Wave 1 and invited all of them to take part in Wave 2. A total of 254 employees (85%) did so. Our analyses included those 254 individuals only (41% women; $M_{\text{age}} = 34.14$, $SD_{\text{age}} = 10.28$). Participation in one sample implied exclusion from other samples.

Item Development for the Organisational Nostalgia Scale

We thematically analysed organisational nostalgic memories collected from our multi-cultural Sample 1. Participants listed a “nostalgic event that you have experienced in your current organisation. Specifically, “try to think of a past event you experienced in your current organisation that makes you feel most nostalgic” (Leunissen et al., 2018, p. 47). Next, they responded to a 3-item measure of organisational nostalgia intensity (e.g., “I feel nostalgic about my organization at the moment”; 1 = *Not at all*, 7 = *Very much so*; Leunissen et al., 2018). We aggregated responses into an index ($\alpha = .97$, $M = 4.31$, $SD = 1.72$) and selected 229 narratives for which the index was above 4 (i.e., above the scale midpoint). We further excluded 19 narratives describing childhood events and analysed the remaining 210 narratives. We identified semantic units in the narratives (i.e., parts conveying a unified, meaningful element) and categorised them under codes that conveyed similar meaning (Braun and Clarke, 2006). We grouped these codes in two themes that emerged from the data: agentic organisational nostalgia and communal organisational nostalgia. These themes are common in autobiographical memory, self-perception, and person-perception (Abele and Wojciszke, 2014; Gebauer et al., 2013; McAdams et al., 1996), and they are also found in nostalgia (Abeyta et al., 2015; Hart et al., 2011).

Agency refers to strivings to be independent, control the environment, and assert, protect, or expand oneself (Abele and Wojciszke, 2014). Agentic organisational nostalgia is defined as nostalgic experiences when an employee felt a sense of achievement, personal growth at work, and/or in control while carrying out their job. For example, one participant wrote:

“It was after I completed a tough project for the company that I was working for. The company was delighted with the work I had done and gave me a raise and promotion. I was happy to be rewarded for all my hard work and efforts. The feeling of succeeding after working hard is very nostalgic to me.”

Communion refers to strivings to be part of a community, establish close social relationships, and subordinate individual needs to the common good (Abele and Wojciszke, 2014). Communal organisational nostalgia is defined as nostalgic experiences when an employee felt close and connected to others in the organisation (e.g., colleagues, managers, clients). For example, one participant wrote:

“With colleagues we stayed in a house for 2 days near the woods. We cooked, drank, laughed, walked, danced, and it just warms my heart up. I truly felt accepted, like I belonged there, even though everyone was older than me. And it kinda makes my heart ache, I'd really like to go back to those days. But I guess that's what nostalgia is. Happiness and sadness at the same time.”

Based on the thematic analysis, we created a 37-item pool (15 for agentic organisational nostalgia, 22 for communal organisational nostalgia). We subjected these items to content validation (Colquitt et al., 2019; Djurdjevic et al., 2017; Schriesheim et al., 1993; see Supporting Information). This validation study reinforced the notion that our items reflect agentic and communal organisational nostalgia.

Confirmatory Factor Analyses

We aimed to develop brief scales of agentic and communal organisational nostalgia that incorporated non-overlapping items covering the entire content domains, so that the scale could be easily included in surveys (Hinkin, 1998; Ostrom et al., 1994). Using data from Sample 2 and confirmatory factor analyses, we fitted a 2-factor model with the 37 items

loading on their intended factor (i.e., agentic or communal organisational nostalgia). We focussed on the comparative fit index (CFI), the standardised root-mean-square residual (SRMR), and the root-mean square error of approximation (RMSEA) as goodness of fit indices (Djurdjevic et al., 2017). Although item loadings were all high ($\lambda > .57$, $Z > 8.97$, $p < .001$), the model fit was insufficient (CFI = .79, SRMR = .06, RMSEA = .10). For our second model, we selected the eight highest loading items of each factor ($\lambda > .75$, $Z > 13.30$, $p < .001$) from the initial model. From each set of eight items, we removed four items that showed much semantic overlap. Our final model thus comprised a diverse set of eight items, four per factor. This is a typical number of items for a psychological scale (Hinkin, 1995). The fit of this final model was good (Table 2). The agentic and communal organisational nostalgia factors were positively correlated, $r = .88$, $Z = 37.78$, $p < .001$. We also conducted an exploratory factor analysis. It indicated that the data were best described with two factors and that the items loaded on these factors, as intended (Supporting Information).

Table 2*Psychometric Properties of the Organisational Nostalgia Scale*

	Model fit indices				Model comparisons		
	CFI	SRMR	RMSEA	X^2	ΔX^2	Δdf	p -value
<i>Final model</i>							
Sample 2	.98	.03	.08	49.14			
Sample 3	.98	.02	.05	45.39			
<i>Single factor model</i>							
Sample 2	.94	.04	.13	103.91	54.77	1	< .001
Sample 3	.91	.05	.10	130.06	8.62	1	.003

Note: Chi-square difference tests in the model comparisons panel are the differences with the associated final model. Chi-square difference tests for Sample 3 are scaled Chi-square differences (Satorra and Bentler, 2010). Fit indices for Sample 3 are robust fit indices.

We present the items and item loadings in Table 3, and descriptives in Table 4. To evaluate the validity of our 2-factor model, we compared the final model to a 1-factor model (Table 2). The 2-factor model's fit was superior.

Table 3*Item Loadings of the Organisational Nostalgia Scale*

Item	Sample 2	Sample 3
<i>Agentic Organisational Nostalgia</i>		
times when I felt my achievements were recognized by my organisation	.80	.83
times that gave me a sense of accomplishment	.78	.78
moments when I felt respected	.85	.89
moments when I felt important	.82	.86
<i>Communal Organisational Nostalgia</i>		
times when I felt connected to the people in my organisation	.85	.92
times when I felt like a true member of my organisation	.81	.89
moments when I felt like part of a group in my organisation	.86	.89
good times I had with people from my organisation	.79	.78

Note: All standardised factor loadings: $p < .001$. Question stem: "When I think about the past in my current organisation, I remember...". Response scale: 1 (*Not at all*) to 7 (*Very much so*).

Table 4*Descriptive Statistics of the Organisational Nostalgia Scale*

Scale	Sample 2			Sample 3, Wave 1			Sample 3, Wave 2		
	<i>M</i>	<i>SD</i>	α	<i>M</i>	<i>SD</i>	α	<i>M</i>	<i>SD</i>	α
ONS	4.90	1.27	.93	5.02	1.34	.94	4.98	1.42	.95
Agentic org. nostalgia	4.88	1.32	.88	5.16	1.35	.89	5.09	1.44	.92
Communal org. nostalgia	4.92	1.36	.90	4.88	1.47	.91	4.87	1.56	.94

Note: ONS = Organisational Nostalgia Scale. Org. = Organisational.

Next, we fitted the 2-factor model of the 8-item ONS on Sample 3. Sample 3 participants provided responses to the ONS at Wave 1 and Wave 2. We therefore conducted a nested confirmatory factor analysis, with two responses per item nested in each participant. We used the *lavaan* (Rosseel, 2012) and *lavaan survey* (Oberski, 2014) R packages to obtain robust fit estimates. These analyses indicated adequate model fit for the 2-factor model (Table 2). As in the previous sample, the agentic and communal organisational nostalgia factors correlated positively, $r = .87$, $Z = 37.60$, $p < .001$. Again the 2-factor solution had superior fit compared to a 1-factor model (Table 2).

Discriminant Validity

We determined the discriminant validity of the ONS vis-à-vis personal nostalgia, as measured by the 7-item Southampton Nostalgia Scale (SNS; e.g., “How prone are you to feeling nostalgic?”; Sedikides et al., 2015; $M = 4.50$, $SD = 1.42$, $\alpha = .93$) and the 20-item Nostalgia Inventory (NI; e.g., “Please rate the extent to which you feel nostalgic about each of the following aspects of your past” – e.g., “my childhood toys,” “my pets;” Batcho, 1995; $M = 4.51$, $SD = 1.09$, $\alpha = .93$). We determined discriminant validity in three ways (Shaffer et al., 2016). First, we calculated disattenuated correlations between the ONS and the SNS, and between the ONS and NI. These correlations were .32 and .34, respectively. Hence, the ONS showed some overlap with the SNS and NI (about 9% shared variance), but the two measures had a substantial amount of non-overlapping variance. Second, the average variance extracted from the ONS latent variable (.626) was considerably higher than the squared correlations between the ONS and the SNS ($R^2 = .104$) or the ONS and the NI ($R^2 = .12$; Fornell and Larcker, 1981). Third, we compared models where the ONS items and items from the respective personal nostalgia scales loaded on the same factor to a model where these items loaded on separate factors. A scale shows discriminant validity if the two-factor model fits better than the one-factor model (Shaffer et al., 2016). Indeed, the two-factor model fit was better for a model with ONS and SNS items, $\Delta\chi^2(1) = 1381.20$, $p < .001$, $\Delta CFI = .44$, or a model with the ONS and NI items, $\Delta\chi^2(1) = 1039.00$, $p < .001$, $\Delta CFI = .31$. In all, the ONS is empirically distinct from these two established personal nostalgia scales.

Test-Retest Reliability

We verified the test-retest reliability of the ONS in Sample 3. We found strong correlations between the two waves for the ONS ($r = .81$, 95% CI [.76, .85], $p < .001$), the agentic organisational nostalgia subscale ($r = .81$, 95% CI [.76, .84], $p < .001$), and the communal organisational nostalgia subscale ($r = .76$, 95% CI [.70, .80], $p < .001$). These results attest to the reliability of the ONS.

Summary

Study 1 showed that organisational nostalgia is best conceptualised as comprising two distinct but strongly correlated facets: agentic organisational nostalgia and communal organisational nostalgia. The 2-factor model for our 8-item scale fit the data well. Furthermore, the facets demonstrated excellent internal and test-retest reliability, and displayed discriminant validity with personal nostalgia scales. These results offer an empirical foundation for hypothesis-testing.

Study 2

Study 2 was a multi-source investigation. Compared to single-source designs, a multi-source design is less susceptible to some of the measurement problems of self-report data, such as consistency bias and social desirability bias (Podsakoff et al., 2003). We sampled supervisors, who each nominated one subordinate. Supervisors completed the ONS, and subordinates rated their supervisor on OCB. We expected a positive association between supervisors' organisational nostalgia and subordinates' ratings of their supervisor's OCB (Hypothesis 5). The relevant literature has been concerned with identity implications of organisational nostalgia (Brown and Humphreys, 2002; Milligan, 2003). So, we proceeded to ascertain that organisational nostalgia is not redundant with organisational identification.

Method

Participants

We collected our data via Flycatcher, a Dutch research panel of approximately 16,000 Dutch members. Members voluntarily participate in return for points that are convertible into vouchers (e.g., movie tickets). We invited supervisors, who worked in a variety of organisations, to complete an online questionnaire and provide us with the name and e-mail address of one of their subordinates, so we could contact them (names and email addresses

were checked, and suspicious entries were excluded). Subordinates received an email from Flycatcher with information about the survey, the nominating supervisor's name, and a survey link. Each subordinate received a unique identification number to ensure anonymity and proper matching with the supervisor. We recruited 100 subordinates whom we matched to 100 leaders (i.e., one subordinate per leader). We conducted a sensitivity analysis (power = .80, alpha = .05), which indicated that the study was powered to detect associations of $r = .24$ or higher.

Supervisors worked in organisations that employed on average 276.30 persons ($SD = 651.16$). Supervisors' mean age was 43.20 years ($SD = 9.16$), and 63 of them were women. Their mean organisation tenure was 12.04 years ($SD = 10.09$), and their mean job tenure 8.34 years ($SD = 7.67$). Forty supervisors listed secondary school as their highest educational attainment, 39 vocational training, four a Bachelor's degree, and 17 a Master's degree. Nine supervisors were involved in line management, 55 in middle management, and 30 in senior/executive management. Five supervisors indicated involvement in non-management positions (i.e., they did not consider themselves managers).¹

The subordinates' mean age was 38.58 years ($SD = 11.59$), and 46 of them were women. Their mean organisation tenure was 8.83 years ($SD = 7.93$), and their mean job tenure 6.66 years ($SD = 5.93$). Of them, 55 had a secondary education degree, 30 vocational training, four a Bachelor's degree, and 11 a Master's degree. Also, 57 worked in non-management positions, 13 in line management, 18 in middle management, nine as senior/executive manager, and five answered "other."

Measures

Supervisors completed the 8-item ONS and 6-item organisational identification scale (Mael and Ashforth, 1992; e.g., "When someone praises the organization I work in, it feels like a personal compliment"; 1 = *Strongly disagree*, 5 = *Strongly agree*). Subordinates rated their supervisor's OCB on a 24-item scale (Podsakoff et al. 1990; e.g., "Helps others who

¹ We tested for differences in age, gender, educational profile, and tenure between supervisors who were paired with a follower and those who were not. We found no differences ($ps > .677$).

have heavy workloads”; 1 = *Strongly disagree*, 7 = *Strongly agree*). We present descriptives and correlations in Table 5.

Table 5

Scale Descriptives and Correlations in Study 2

	<i>M</i>	<i>SD</i>	α	1.	2.	3.	4.	5.
1. ONS	5.43	0.91	.91	-	.92	.92	.50	.44
2. Agentic org. nostalgia	5.28	0.99	.86	.90, .94	-	.70	.45	.28
3. Communal org. nostalgia	5.58	0.99	.88	.90, .94	.64, .76	-	.48	.51
4. Org. identification	3.71	0.61	.74	.41, .59	.35, .54	.39, .57	-	.42
5. OCB	5.24	0.94	.94	.26; .58	.09, .45	.35, .64	.25, .57	-

Note: Pearson’s *r* above the diagonal, 95% CI below the diagonal. ONS = Organisational Nostalgia Scale. Org. = Organisational. OCB = Organisational citizenship behaviour.

Results and Discussion

We analysed our data using linear regression. Supporting Hypothesis 5, the ONS was positively associated with OCB (Table 6, Model 1), and this association remained significant when controlling for organisational identification (Table 6, Model 2). Organisational nostalgia predicts job performance independently from organisational identification. Next, we exploratorily tested unique associations of agentic and communal organisational nostalgia with OCB. Communal organisational nostalgia predicted OCB, whereas agentic organisational nostalgia did not (Table 6, Model 3), also when controlling for organisational identification (Table 6, Model 4).

A reason for this discrepancy between agentic and communal organisational nostalgia may be due to supervisors reporting their organisational nostalgia, but subordinates reporting their supervisors’ OCB. Prior research has documented a congruence of agentic and communal themes in autobiographical memory with corresponding motives: Agentic themes were associated with power and achievement motivation, whereas communal themes were associated with communal motivation including seeking closeness (McAdams et al., 1996). If

communal (compared to agentic) organisational nostalgia is likewise more strongly associated with seeking closeness, then OCB that stems from communal organisational nostalgia will be more easily observed by subordinates.

Table 6*Regression Models in Study 2*

Predictor	Model 1		Model 2		Model 3		Model 4	
	Outcome: OCB		Outcome: OCB		Outcome: OCB		Outcome: OCB	
	β	<i>p</i>	β	<i>p</i>	β	<i>p</i>	β	<i>p</i>
ONS	.44 [.26, .63]	< .001	.29 [.06, .52]	.014				
Organisational identification			.23 [.01, .44]	.032			.21 [.01, .42]	.040
Agentic organisational nostalgia					-.08 [-.30, .14]	.475	-.15 [-.37, .08]	.204
Communal organisational nostalgia					.58 [.35, .81]	< .001	.49 [.25, .73]	< .001

Note: OCB = Organisational citizenship behaviour. ONS = Organisational Nostalgia Scale, 95% CI in brackets.

Study 3

Study 3 had three objectives. First, we found a weak association between agentic (vs. communal) organisational nostalgia and OCB in Study 2. We attributed this pattern to the multi-source design, such that supervisors' OCB flowing from communal (vs. agentic) organisational nostalgia may have been easier for subordinates to note. To address this issue, we used a single-source design.

Second, we examined whether work engagement mediates the association between organisational nostalgia and OCB (Hypotheses 1, 5, and 6). Lagged designs are preferred over cross-sectional designs for testing mediation, because the former implement the temporal sequencing of a proposed model (Götz et al., 2020). Although we do not claim that our 2-wave design solves the inherent problem of inferring causality from correlational data, it provides a more stringent test of our model, because the measurement of organisational nostalgia precedes chronologically that of the mediator (work engagement) and outcome variable (OCB). Finally, lagged designs are less susceptible to common method variance (Podsakoff et al., 2003).

Third, in addition to controlling for organisational identification, we examined if organisational nostalgia is more prognostic of our outcomes than personal nostalgia. We did so to consolidate the theoretical and practical utility of differentiating between organisational and personal nostalgia and to demonstrate the incremental validity of the ONS.

Method

Participants and Design

Study 3 comprised two data collection waves. We recruited 345 participants (from the UK and USA) through Prolific.co in Wave 1. A month later, we invited them to take part in Wave 2, with 315 individuals accepting. We removed seven, as they no longer worked in the same organisation, leaving 308 in the final sample (89% of participants from Wave 1). A sensitivity analysis indicated that the study was powered for effect sizes of $r = .14$ or higher (power of .80, $\alpha = .05$).

Of participants, 181 were women, 126 were men, and one identified with a different gender. Their mean age was 39.37 ($SD = 10.64$). Their mean organisation tenure was 8.16

years ($SD = 7.24$), and mean job tenure was 5.67 years ($SD = 5.08$). For their highest degree, one participant listed less than secondary education, 75 secondary education, 58 vocational training, 122 a Bachelor's degree, and 52 a Master's degree or higher. A total of 164 participants worked in non-management positions, 84 in line management, 50 in middle management, and 10 as senior/executive manager.

Measures

In Wave 1, we measured organisational nostalgia and organisational identification with the same scales as in Study 2, and personal nostalgia with the SNS and the NI as in Study 1. In Wave 2, we measured OCB as in Study 2, and work engagement with a 9-item scale (Seppälä et al., 2009; e.g., “At my work, I feel that I am bursting with energy”, 0 = *Never*, 6 = *Always*). We present descriptives and correlations in Table 7.

Table 7*Scale Descriptives and Correlations in Study 3*

	<i>M</i>	<i>SD</i>	α	1.	2.	3.	4.	5.	6.	7.	8.
1. ONS	4.87	1.35	.94	-	.95	.95	.11	.13	.63	.60	.44
2. Agentic org. nostalgia	4.82	1.42	.92	.94, .96	-	.80	.08	.11	.60	.56	.43
3. Communal org. nostalgia	4.92	1.42	.91	.94, .96	.75, .84	-	.13	.13	.59	.58	.42
4. SNS	4.44	1.38	.95	.00, .22	-.04, .19	.02, .24	-	.63	.02	-.04	-.03
5. NI	4.26	1.00	.89	.02, .24	.00, .22	.02, .24	.56, .70	-	.10	.01	.06
6. Org. identification	3.15	0.99	.89	.55, .69	.52, .67	.51, .65	-.09, .13	-.01, .21	-	.56	.46
7. Work engagement	4.50	1.21	.95	.53, .67	.48, .64	.50, .65	-.15, .07	-.10, .12	.48, .63	-	.59
8. OCB	5.51	0.73	.90	.35, .53	.33, .51	.32, .51	-.14, .08	-.05, .17	.36, .54	.51, .66	-

Note: ONS = Organisational Nostalgia Scale. SNS = Southampton Nostalgia Scale. NI = Nostalgia Inventory. Org. = Organisational. OCB = Organisational citizenship behaviour. Pearson's *r* above the diagonal, 95% CI below the diagonal.

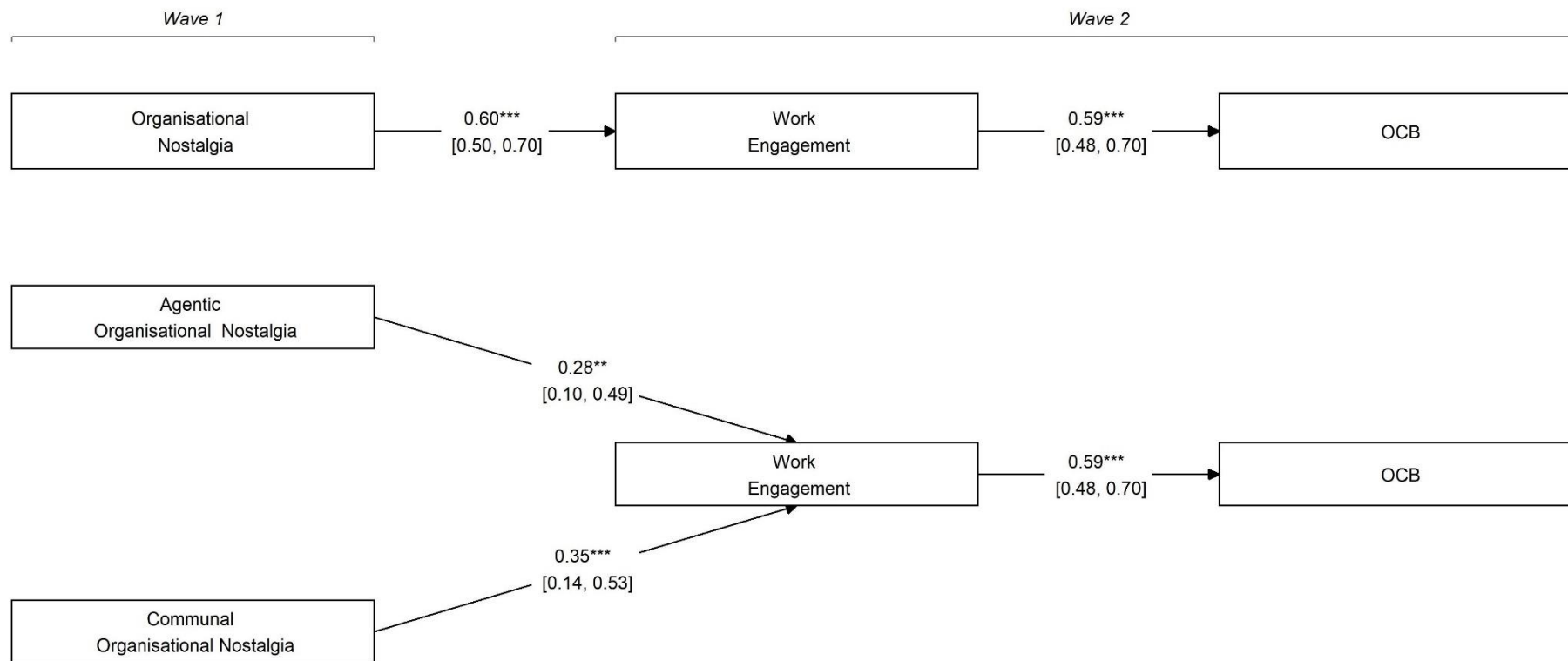
Results

We used OLS linear regression. In support of Hypothesis 5, organisational nostalgia was positively associated with OCB, $\beta = .44$ 95% CI: [.34, .55], $p < .001$. We fitted a path model to test the mediational sequence from organisational nostalgia via work engagement to OCB (Figure 1, top model). Organisational nostalgia was positively associated with work engagement (supporting Hypothesis 1), and work engagement was positively associated with OCB. The indirect effect of organisational nostalgia via work engagement to OCB is the product of the regression coefficients of the path from organisational nostalgia to work engagement and the path from work engagement to OCB, which we tested with *lavaan* (Rosseel, 2012; 5,000 bootstrap samples). The 95% confidence interval excluded 0, $b = .36$, $S.E. = .05$, 95% CI = [.26, .46]. This supports Hypothesis 6. We ran additional models in which we found that the associations of ONS with OCB and work engagement remained significant when controlling for personal nostalgia (both scales) and organisational identification (Table 8, Models 1 and 2).

Next, we explored the associations of agentic and communal organisational nostalgia with work engagement and OCB. Agentic organisational nostalgia ($\beta = .25$, 95% CI: [.08, .42], $p = .003$) and communal organisational nostalgia ($\beta = .22$, 95% CI: [.05, .39], $p = .011$) simultaneously predicted OCB. Agentic and communal organisational nostalgia also simultaneously predicted work engagement (Figure 1, bottom model). We found significant indirect effects of agentic organisational nostalgia ($b = .17$, $S.E. = .06$, 95% CI: [.06, .30]) and communal organisational nostalgia ($b = .21$, $S.E. = .06$, 95% CI: [.09, .33]) via work engagement on OCB.

Figure 1

Path Models in Study 3



Note: Path coefficients are standardised regression coefficients (95% CIs in brackets). Waves indicate the wave in which a variable was measured. * $p < .05$, ** $p < .01$, *** $p < .001$.

Table 8*Robustness Analyses in Study 3*

Predictor	Model 1		Model 2	
	Outcome: OCB		Outcome: Work engagement	
	β	<i>p</i>	β	<i>p</i>
ONS	.27 [.15, .40]	< .001	.43 [.32, .54]	< .001
SNS	-.11 [-.24, .02]	.089	-.08 [-.19, .03]	.166
NI	.07 [-.06, .20]	.276	-.02 [-.14, .09]	.659
Org. identification	.28 [.16, .41]	< .001	.30 [.18, .41]	< .001

Note: ONS = Organisational Nostalgia Scale. SNS = Southampton Nostalgia Scale. NI = Nostalgia Inventory. Org. = Organisational. 95% CI in brackets.

Discussion

In Study 3, we tested the mediational role of work engagement. Organisational nostalgia predicted work engagement and OCB. Moreover, work engagement mediated the positive association between organisational nostalgia and OCB. These associations remained significant when controlling for organisational identification and personal nostalgia. Organisational nostalgia was consistently more prognostic than personal nostalgia, establishing it as a distinct form of nostalgia and demonstrating the ONS's incremental validity. Lastly, recall that multi-source Study 2 found that only supervisors' communal (and not agentic) organisational nostalgia predicted subordinates' ratings of the supervisors' OCB. We proposed that communal (compared to agentic) organisational nostalgia facilitates types of OCB that are more readily observable by subordinates. Consistent with this possibility, the single-source Study 3 revealed that both agentic and communal organisational nostalgia predicted OCB (and work engagement).

Study 4

In Study 4, we had four objectives. First, we aimed to expand the nomological network of organisational nostalgia by including three additional outcomes: in-role

performance, creativity, and support for organisational change (Hypotheses 3, 7, and 9). Second, we tested Hypothesis 2: organisational nostalgia increases work engagement via need satisfaction. We therefore examined whether the associations between organisational nostalgia and outcomes are serially mediated by relatedness-need satisfaction (henceforth: relatedness) and autonomy-need satisfaction (henceforth: autonomy), and subsequently by work engagement. Third, we set out to clarify the utility of distinguishing between agentic and communal organisational nostalgia. Given that agentic organisational nostalgia pertains to experiences of achievement or growth, we expected it to be associated with autonomy-need satisfaction. Given that communal organisational nostalgia pertains to a sense of closeness with others in the workplace, we expected it to be associated with relatedness-need satisfaction. Fourth, we controlled for affective organisational commitment, job embeddedness, perceived organisational support, and past focus to test the incremental validity of organisational nostalgia.

Method

Participants and Procedure

Study 4 comprised four data collection waves to retain the proposed causal ordering of our variables in our measurement and alleviate common method variance concerns (Podsakoff et al., 2003)². In Wave 1, we recruited via Prolific.co 349 organisational employees (from the UK and USA) inviting them to participate in three additional waves, each spaced two days apart ($n_{\text{wave}2} = 336$, $n_{\text{wave}3} = 316$, $n_{\text{wave}4} = 292$). A sensitivity analysis indicated that the study was powered for effect sizes of $r = .14$ and higher (power = .80, $\alpha = .05$).

Our sample included 226 women, 120 men, and three who identified with a different gender. Their mean age was 40.50 ($SD = 10.30$), mean organisation tenure was 7.58 years ($SD = 6.60$), and mean job tenure was 5.44 years ($SD = 5.11$). As their highest degree, one participant listed less than secondary education, 62 secondary education, 62 vocational

² In this study and Study 3, we tested for common method variance (Podsakoff et al., 2003; Williams & McGonagle, 2015). Although we observed common method variance, there was no evidence that it influenced the associations between our variables. Statistical details and code are available upon request from the corresponding author.

training, 160 a Bachelor's degree, and 63 a Master's degree or higher. A total of 191 participants worked in non-management positions, 89 in line management, 56 in middle management, and 12 as senior/executive manager.

Measures

In Wave 1 we assessed organisational nostalgia with the ONS, affective organisational commitment with an 8-item scale (Allen and Meyer, 1990), job embeddedness with a 7-item scale (Crossley et al., 2007), and perceived organisational support with a 3-item scale (Wo et al., 2015). We assessed past focus with a 4-item measure (Shipp et al., 2009). In Wave 2, we assessed need satisfaction with 3-item measures of relatedness and autonomy (Bakker et al., 2004; La Guardia et al., 2000; see Van den Broeck et al., 2008, for a similar approach). In Wave 3, we assessed work engagement with the same scale as in Study 3. Finally, in Wave 4, we assessed in-role performance with a 4-item scale (Van Dyne and LePine, 1998), support for organisational change with an 18-item scale (Dunham et al., 1989), and creativity with a 5-item scale (Rogaten and Moneta, 2015). We present example items and descriptives in Table 9, and correlations in Table 10.

Table 9*Example Items, Descriptive Statistics, and Scale Reliabilities in Study 4*

Scale	Example item	<i>M</i>	<i>SD</i>	α
ONS	See Table 3	4.96	1.32	.95
Agentic organisational nostalgia	See Table 3	4.84	1.44	.93
Communal organisational nostalgia	See Table 3	5.08	1.35	.93
Organisational commitment	This organisation has a great deal of personal meaning for me	4.18	1.41	.91
Organisational embeddedness	I feel tied to this organisation.	3.73	1.54	.95
Perceived organisational support	The organisation really cares about my well-being	4.28	1.60	.94
Past focus	I think about things from my past	5.00	1.23	.95
Relatedness	Do you have good relations with your colleagues?	5.94	1.04	.89
Autonomy	When at work, I feel free to be who I am	4.70	1.27	.77
Work engagement	At my work, I feel that I am bursting with energy	4.23	1.03	.94
In-role performance	I meet performance expectations	6.46	0.63	.90
Support for organisational change	I look forward to changes at work	4.44	1.01	.95
Creativity	While working on something, I try to generate as many ideas as possible	3.78	0.66	.84

Table 10*Correlations in Study 4*

	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.
1. ONS	-	.95	.94	.71	.55	.72	.13	.53	.55	.65	.27	.34	.37
2. Agentic org. nostalgia	.93, .96	-	.78	.65	.48	.71	.12	.49	.53	.66	.27	.37	.41
3. Communal org. nostalgia	.92, .95	.73, .81	-	.69	.56	.65	.13	.52	.52	.56	.24	.28	.30
4. Org. commitment	.66, .76	.59, .71	.63, .74	-	.86	.76	.05	.52	.61	.65	.22	.28	.27
5. Org. embeddedness	.48, .63	.41, .57	.49, .63	.83, .88	-	.68	.09	.40	.47	.48	.17	.22	.20
6. Perceived org. support	.67, .77	.66, .76	.58, .70	.72, .80	.62, .73	-	.04	.54	.65	.63	.23	.36	.31
7. Past focus	.01, .22	.01, .22	.01, .24	-.06, .15	-.00, .21	-.06, .15	-	.04	-.21	.05	-.07	-.10	-.01
8. Relatedness	.45, .60	.40, .56	.44, .59	.45, .60	.32, .50	.43, .59	-.09, .12	-	.58	.46	.25	.29	.28
9. Autonomy	.49, .64	.46, .62	.44, .60	.55, .68	.39, .56	.58, .70	-.31, -.09	.49, .63	-	.54	.20	.40	.27
10. Work engagement	.59, .72	.60, .72	.49, .63	.59, .72	.41, .58	.58, .71	-.07, .15	.35, .53	.47, .62	-	.33	.40	.44
11. In-role performance	.16, .37	.16, .37	.13, .34	.11, .32	.06, .28	.11, .33	-.18, .05	.13, .35	.08, .30	.22, .43	-	.32	.34
12. Support for org. change	.24, .44	.26, .46	.17, .38	.17, .39	.10, .32	.26, .46	-.21, .01	.18, .39	.30, .49	.30, .49	.21, .42	-	.52
13. Creativity	.27, .47	.30, .50	.19, .40	.16, .37	.09, .31	.20, .41	-.13, .10	.17, .38	.16, .37	.34, .52	.24, .44	.44, .60	-

Note: ONS = Organisational Nostalgia Scale. Org. = Organisational. Pearson's r above the diagonal, 95% CI below the diagonal.

Results

Organisational Nostalgia

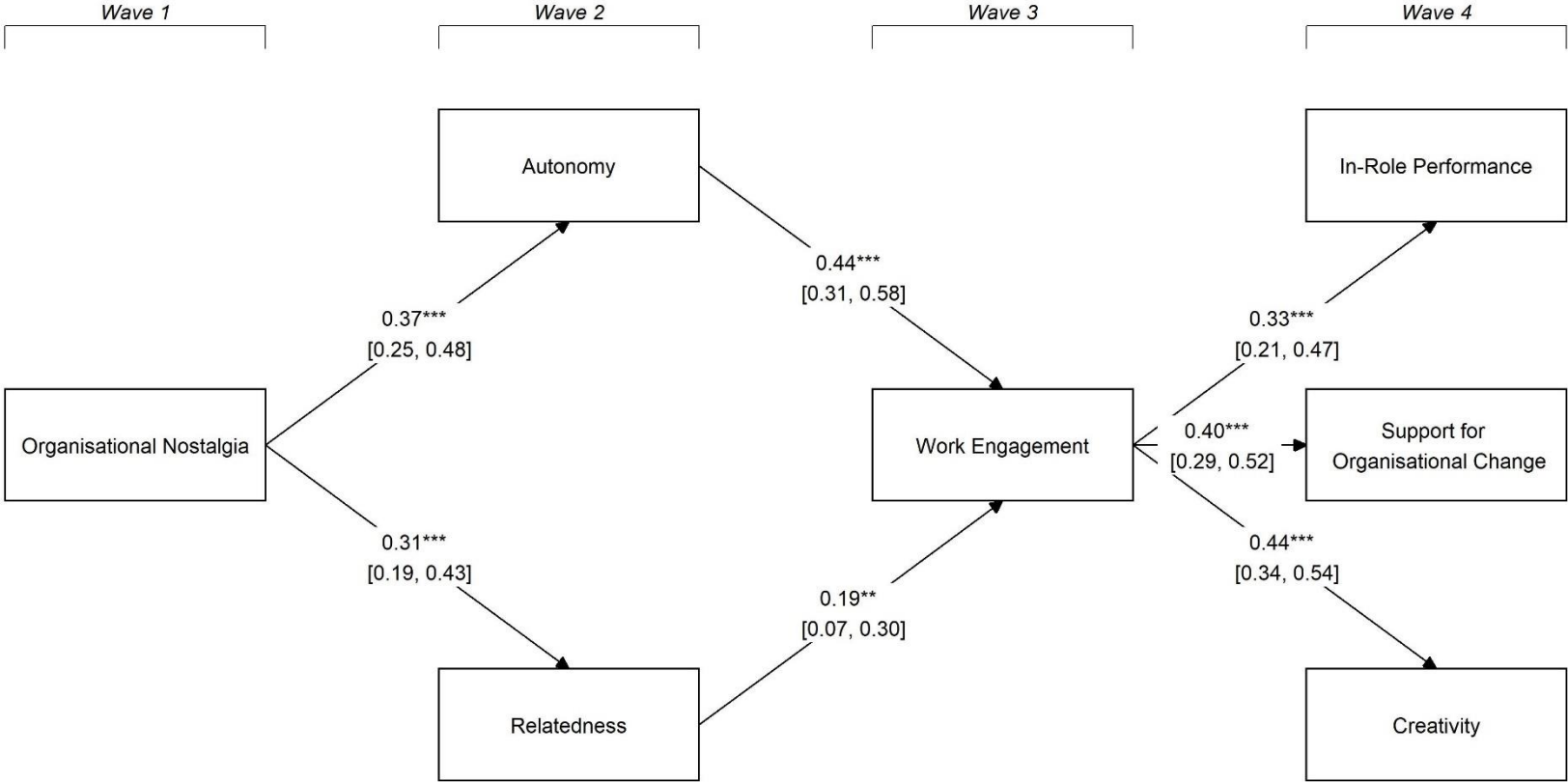
We analysed the data with linear OLS regression. We tested our mediation model using the full ONS first. The ONS was positively associated with in-role performance ($\beta = .26$, 95% CI: [.15, .37], $p < .001$), support for organisational change ($\beta = .34$, 95% CI: [.23, .45], $p < .001$), and creativity ($\beta = .37$, 95% CI: [.26, .48], $p < .001$). These results are consistent with Hypotheses 3, 7, and 9. Next, we tested if these associations are serially mediated by, first, relatedness and autonomy and, second, work engagement, using a path model (Figure 2). Relatedness and autonomy were highly correlated (Table 10). We therefore controlled for relatedness when testing the association between the ONS and autonomy, and we controlled for autonomy when testing the association between the ONS and relatedness. The ONS was positively associated with autonomy (controlling for relatedness, $\beta = .37$ 95% CI: [.27, .47], $p < .001$) and relatedness (controlling for autonomy, $\beta = .39$ 95% CI: [.29, .49], $p < .001$), consistent with Hypothesis 2. Autonomy and relatedness simultaneously predicted work engagement, consistent with Hypothesis 2. Work engagement, in turn, predicted in-role performance, support for organisational change, and creativity. Finally, we tested indirect effects of the ONS, via autonomy or relatedness, to work engagement and the ensuing outcomes, using *lavaan* (Rosseel, 2012). These indirect effects were significant (i.e., 95% CIs excluded 0; Table 11), consistent with Hypotheses 4, 8, and 10.

Supplemental Analyses

We tested whether the associations between the ONS and our outcomes remained significant while controlling for affective organisational commitment, organisational embeddedness, perceived organisational support, and past focus. Results revealed that they did (Tables 12 and 13). The ONS is not redundant with these constructs. We note that past focus was negatively associated with support for organisational change.

Figure 2

Path Model with the ONS in Study 4



Note: Path coefficients are standardised regression coefficients (95% CIs in brackets). Path from organisational nostalgia to autonomy controlling for relatedness. Path from organisational nostalgia to relatedness controlling for autonomy. Waves indicate the wave in which a variable was measured. * $p < .05$, ** $p < .01$, *** $p < .001$.

Table 11*Indirect Effects in Study 4*

Indirect effect	<i>b</i>	<i>S.E.</i>	95% CI
ONS → Autonomy → Work engagement → In-role performance	.053	.015	[.030, .090]
ONS → Autonomy → Work engagement → Support for organisational change	.065	.019	[.034, .109]
ONS → Autonomy → Work engagement → Creativity	.071	.018	[.040, .113]
ONS → Relatedness → Work engagement → In-role performance	.019	.009	[.006, .043]
ONS → Relatedness → Work engagement → Support for organisational change	.023	.011	[.008, .050]
ONS → Relatedness → Work engagement → Creativity	.025	.011	[.008, .052]
Agentic → Autonomy → Work engagement → In-role performance	.039	.015	[.016, .074]
Agentic → Autonomy → Work engagement → Support for organisational change	.048	.019	[.017, .090]
Agentic → Autonomy → Work engagement → Creativity	.052	.018	[.020, .091]
Communal → Autonomy → Work engagement → In-role performance	.017	.012	[-.003, .045]
Communal → Autonomy → Work engagement → Support for organisational change	.021	.014	[-.004, .053]
Communal → Autonomy → Work engagement → Creativity	.023	.015	[-.005, .055]
Agentic → Relatedness → Work engagement → In-role performance	.004	.007	[-.006, .025]
Agentic → Relatedness → Work engagement → Support for organisational change	.005	.009	[-.007, .029]
Agentic → Relatedness → Work engagement → Creativity	.006	.009	[-.007, .033]
Communal → Relatedness → Work engagement → In-role performance	.016	.009	[.003, .041]
Communal → Relatedness → Work engagement → Support for organisational change	.020	.011	[.004, .048]
Communal → Relatedness → Work engagement → Creativity	.021	.011	[.004, .051]

Note: ONS = Organisational Nostalgia Scale. Agentic = Agentic organisational nostalgia. Communal = Communal organisational nostalgia. *S.E.* and 95% CI based on 5,000 bootstrap samples.

Table 12*Associations Between ONS and Outcomes Controlling for Related Constructs*

Predictor	Model 1		Model 2		Model 3	
	Outcome:		Outcome:		Outcome:	
	In-role performance		Support for org. change		Creativity	
	β	<i>p</i>	β	<i>p</i>	β	<i>p</i>
ONS	.23 [.05, .41]	.011	.21 [.05, .38]	.013	.34 [.17, .51]	< .001
Organisational commitment	.02 [-.25, .29]	.885	-.03 [-.29, .23]	.817	-.05 [-.31, .21]	.704
Organisational embeddedness	.01 [-.21, .23]	.944	-.04 [-.25, .17]	.684	-.01 [-.22, .20]	.927
Perceived organisational support	.04 [-.15, .23]	.680	.26 [.08, .44]	.006	.11 [-.08, .29]	.263
Past focus	-.10 [-.22, .01]	.079	-.14 [-.25, -.02]	.016	-.06 [-.17, .05]	.293

Note: ONS = Organisational Nostalgia Scale. Org. = Organisational. 95% CI in brackets.

Table 13*Associations Between ONS and Outcomes Controlling for Related Constructs*

Predictor	Model 1		Model 2		Model 3	
	Outcome: Autonomy		Outcome: Relatedness		Outcome: Work engagement	
	β	<i>p</i>	β	<i>p</i>	β	<i>p</i>
ONS	.14 [.02, .26]	.024	.24 [.10, .38]	< .001	.29 [.17, .41]	< .001
Organisational commitment	.38 [.20, .57]	< .001	.32 [.10, .53]	.004	.46 [.27, .64]	< .001
Organisational embeddedness	-.15 [-.30, -.00]	.045	-.11 [-.28, .07]	.233	-.20 [-.35, -.05]	.010
Perceived organisational support	.36 [.23, .49]	< .001	.17 [.02, .32]	.028	.22 [.09, .35]	.001
Past focus	-.22 [-.29, -.14]	< .001	-.02 [-.11, .07]	.639	-.01 [-.09, .07]	.763

Note: ONS = Organisational Nostalgia Scale. 95% CI in brackets.

Agentic and Communal Organisational Nostalgia

We proceeded to test our mediation model with agentic and communal organisational nostalgia as simultaneous predictors. First, we regressed in-role performance, support for organisational change, and creativity on agentic and communal organisational nostalgia. Agentic, but not communal, organisational nostalgia was positively associated with these outcomes (Table 14, Models 1-3).

Next, we tested the mediational roles of autonomy, relatedness, and work engagement (Figure 3). Agentic, but not communal, organisational nostalgia was positively associated with autonomy (controlling for relatedness), whereas communal, but not agentic, organisational nostalgia was positively associated with relatedness (controlling for autonomy). Autonomy and relatedness simultaneously predicted higher work engagement. Work engagement in turn predicted in-role performance, support for organisational change, and creativity. We found significant indirect effects of agentic organisational nostalgia on our outcomes (in-role performance, support for organisational change, and creativity) via first autonomy and next work engagement. Likewise, we found significant indirect effects of communal organisational nostalgia on our outcomes via first relatedness and next work engagement. Finally, neither the indirect effects of agentic organisational nostalgia via relatedness nor those of communal organisational nostalgia via autonomy were significant (Table 11).

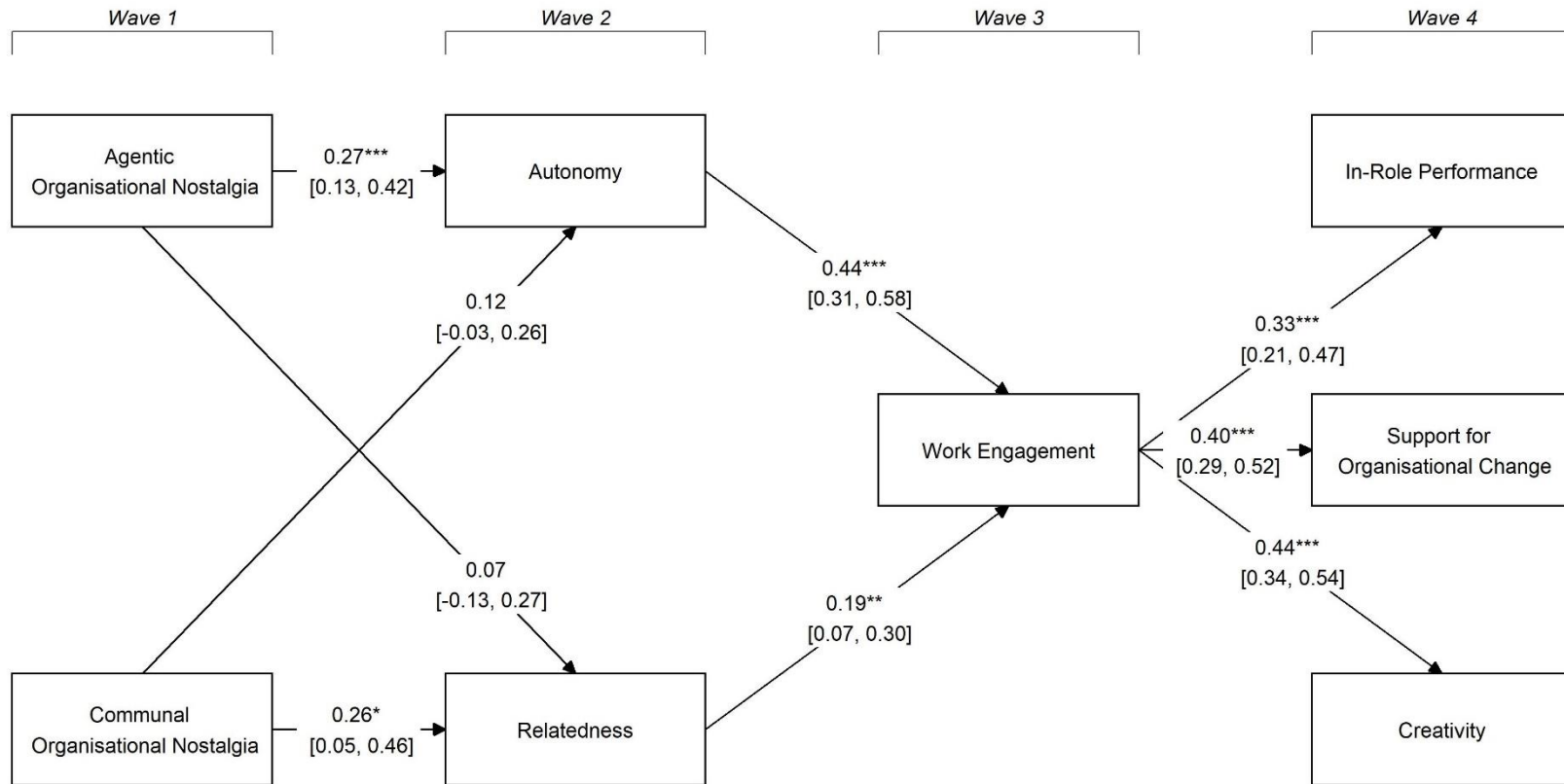
Table 14*Regression Models with Agentic and Communal Organisational Nostalgia Subscales Study 4*

Predictor	Model 1		Model 2		Model 3	
	Outcome:		Outcome:		Outcome:	
	In-role performance		Support for org. change		Creativity	
	β	p	β	p	β	p
Agentic org. nostalgia	.21 [.03, .39]	.025	.39 [.21, .56]	< .001	.45 [.28, .62]	< .001
Communal org. nostalgia	.07 [-.10, .25]	.407	-.02 [-.20, .15]	.776	-.05 [-.22, .11]	.523

Note: ONS = Organisational Nostalgia Scale. Org. = Organisational. 95% CI in brackets.

Figure 3

Path Model with Agentic and Communal Organisational Nostalgia Subscales as Simultaneous Predictors in Study 4



Note: Path coefficients are standardised regression coefficients (95% CIs in brackets). Paths from agentic and communal organisational nostalgia to autonomy controlling for relatedness. Paths from agentic and communal organisational nostalgia to relatedness controlling for autonomy. Waves indicate the wave in which a variable was measured. * $p < .05$, ** $p < .01$, *** $p < .001$.

Discussion

We expanded the nomological network of organisational nostalgia by demonstrating its positive associations with in-role performance, creativity, and support for organisational change (as per Hypotheses 3, 7, and 9). Agentic organisational nostalgia predicted these outcomes better than communal organisational nostalgia. Although unexpected, these outcomes may be more strongly associated with agency than communion, because adeptness (i.e., in-role performance) and creativity (i.e., openness to novel ideas) are instances of agency (Abele et al., 2008). We note that the indirect effects of communal organisational nostalgia, via relatedness and work engagement, on these three outcomes were significant.

We clarified the processes linking organisational nostalgia to these outcomes. Organisational nostalgia satisfies autonomy and relatedness needs. Agentic organisational nostalgia is positively associated with autonomy-need satisfaction, whereas communal organisational nostalgia is positively associated with relatedness-need satisfaction (as per Hypothesis 2). Satisfaction of these needs predicts increased work engagement, which in turn predicts in-role performance, creativity, and support for organisational change (as per Hypotheses 4, 8, and 10). Finally, the associations of the ONS with these mediators and ensuing outcomes remained significant while controlling for affective organisational commitment, organisational embeddedness, perceived organisational support, and past focus. These results illustrate the incremental validity of the ONS.

General Discussion

The literature has addressed the identity implications and coping capacity of organizational nostalgia in the context of organisational change or threat (Leunissen et al., 2018; Milligan, 2003; Ylijoki, 2005). We moved beyond this prior work by first developing and validating the ONS—a brief instrument that assesses two facets of organisational nostalgia, agentic and communal (Study 1). Subsequently, we found in a multi-source investigation (Study 2) that organisational nostalgia is positively associated with OCB. In the next three studies, we examined the motivational property of organisational nostalgia as it applies to organisational context. In a lagged single-source investigation (Study 3), we replicated the positive association between organisational nostalgia and OCB, with work

engagement mediating this association. In a second lagged single-source investigation (Study 4), we observed that organisational nostalgia predicts in-role performance, creativity, and support for organisational change. We also demonstrated that the emotion is prognostic of relatedness-need and autonomy-need satisfaction, with need satisfaction predicting increased work engagement. In turn, work engagement predicted increased in-role performance, creativity, and support for organisational change.

Contributions

We made several contributions to the literature. First, we situated organisational nostalgia in the JD-R model, according to which resources are conducive to work engagement and performance (Bakker et al., 2004, 2014). Indeed, organisational nostalgia positively predicted work engagement and thereby promotes in-role and extra-role performance, creativity, and support for organisational change. We documented why it is linked with increased work engagement. We evinced that the emotion is associated with autonomy-need and relatedness-need satisfaction, which in turn predict work engagement. Specifically, agentic organisational nostalgia predicted autonomy-need satisfaction, whereas communal organisational nostalgia predicted relatedness-need satisfaction. Furthermore, our results clarified the construct of organisational nostalgia. Relevant work has indicated that the emotion strengthens work meaningfulness and, via work meaningfulness, weakens turnover intentions (Leunissen et al., 2018). The authors speculated (but did not test) that organisational nostalgia strengthens work meaningfulness due to higher social connectedness. Our research is consistent with this speculation, as organisational nostalgia was associated with relatedness-need satisfaction.

Also, we differentiated organisational nostalgia from related constructs that refer to positive bonds with organisations: organisational identification, organisational commitment, job embeddedness, and perceived organisational support. Organisational nostalgia does not concern the organisation as an entity, but rather it concerns experiences within the organisation. Moreover, the emotion pertains to past experiences, whereas those constructs capture how an employee views the current organisation. Second, we differentiated organisational nostalgia from other forms of nostalgia, that is, personal and relational.

Organisational nostalgia solely refers to events that occurred in one's organisation. Finally, we distinguished organisational nostalgia from past focus. The latter construct captures a generalised reference to the past, whereas organisational nostalgia entails specific events. We showed that organisational nostalgia predicts in-role and extra-role performance, creativity, and support for organisational change, controlling for the aforementioned constructs (Study 3–4).

In addition, we developed the ONS to measure organisational nostalgia, consisting of agentic and communal aspects. Agentic organisational nostalgia reflects memories of achievement or personal growth while carrying out one's professional duties. Communal organisational nostalgia represents moments when an employee felt close to others in their organisation and experienced belongingness. Thus, we provided researchers with a useful tool for advancing knowledge on the topic.

Finally, we contributed to the literature on time perspective in occupational settings. Scholars have argued that an orientation toward the past (i.e., past temporal focus) is maladaptive (Briker et al., 2020; Gamache and McNamar, 2019; Shipp and Aeon, 2019). Our findings challenge the idea that such a focus is inherently associated with reluctance to change. Although past focus was negatively linked to support for organisational change, organisational nostalgia was positively related to it. This calls for a more nuanced understanding of how different ways of pondering the past influence willingness to change.

Practical Implications

An implication of prior work is that managers should appreciate organisational nostalgia in change situations, because it helps employees to cope with them. Our research indicates that organisational nostalgia is more broadly beneficial to employees and organisations: The emotion predicts improved work engagement, performance both on formal and informal organisational tasks, creativity, and willingness to support organisational changes.

Our research additionally suggests *how* managers can elicit organisational nostalgia. We identified two themes of the emotion: agentic, referring to achievement or personal growth at work, and communal, referring to closeness to or connection with organisation

members. Managers might foster organisational nostalgia by decorating the physical environment with referents of the emotion, such as photos of group outings or New Year parties. Also, certain events, such as office parties, leaving dos, or opportunities for personal growth, have the potential to become the fodder for organisational nostalgia. Finally, in appraisal and development meetings, managers might encourage employees to think back about and reflect on experiences of achievement, success, and connectedness with fellow organisation members.

Limitations and Directions for Future Research

A first limitation that should be addressed in future research is that we based the ONS items on organisational memories from participants originating in 10 cultural contexts (e.g., Anglo, Latin America, Sub-Saharan Africa; Gupta and Hanges, 2004). However, we tested associations between organisational nostalgia and outcomes (Studies 2-4) in Western cultures. Research has revealed strong cross-cultural agreement concerning the prototypical features of nostalgia (Hepper et al., 2014). As such, we would expect our current findings to replicate cross-culturally but this deserves empirical scrutiny. Second, although our theoretical thinking implied a directional ordering of variables, our studies are correlational. Therefore, the findings should be replicated experimentally (Leunissen et al., 2018).

Our research provides avenues for further research. First, we linked organisational nostalgia to the JD-R model (Bakker et al., 2004, 2014). This link could stimulate further research into the role of the emotion. For example, one central tenet of the JD-R model is that the positive association between job resources and outcomes becomes more pronounced as job demands increase. Does organisational nostalgia help employees to cope with job demands, and does it become more helpful as these demands increase? Second, prior studies have found that personal nostalgia can play a positive role in organisations (Van Dijke et al., 2015; 2019). However, this seems to be the case only in situations characterised by threat. Follow-up work would need to specify the circumstances under which personal versus organisational nostalgia predicts organisational outcomes. Third, there is suggestive evidence that shared narratives of organisational nostalgia can divide people into ingroups and outgroups (Milligan, 2003; Ybema, 1997). Are organisational nostalgic narratives perceived

as positive or exclusionary from the perspective of those who did not experience the relevant events? Does introducing newcomers to such nostalgic narratives help or hurt their integration? This line of inquiry has the potential to uncover adverse consequences of organisational nostalgia. Lastly, future research may analyse organizational nostalgia with other models than the JD-R model, such as the circumplex model of emotions (Feldman Barrett & Russell, 1998). Nostalgia is positive in valence and low in arousal (Van Tilburg, 2023; Van Tilburg, Wildschut, & Sedikides, 2018). Organizational nostalgia may thus link differently with work motivation than emotions that are typically associated with this outcome, such as excitement, which is positive in valence and high in arousal.

Conclusion

We conceptualised organisational nostalgia as an emotion with motivational properties, and developed and validated a pertinent scale. Further, we demonstrated that organisational nostalgia is positively associated with outcomes that are integral to well-functioning organisations, attesting to the emotion's practical significance in occupational contexts.

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