

Examining change appropriateness and related uncertainty as predictors of employees' attitudes and behaviors: A moderated mediation model



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MS HRM 2k17

A thesis submitted to NUST Business School for the partial fulfillment of the degree of
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Abstract

The present time has brought in complex business atmosphere, globalization, shortened product life cycles, rapid transformation in technology, artificial intelligence, big data, and machine learning, these megatrends have made ‘change’ a norm instead of an exception. Organizations are engage in bringing company-wide change programs but unfortunately, most of the times these change programs fail due to negative attitudes and behaviors of employees towards change, despite the good change management strategies. There is a dire need to pay attention to employees’ concerns, reactions, and perspectives towards change interventions. Therefore, the purpose of this study is to put forward some significant factors that influence employees’ attitudes and explain the reasons behind the particular behaviors during change. It has examined the effect of change related uncertainty (CRU) and change appropriateness (CAP) on employees’ job satisfaction (JS), turnover intentions (TOI) and job involvement (JI) with a mediation of perceived management support (PMS) and a moderation of change communication (CC).

The study is based on cross sectional research design following a quantitative strategy. Hypotheses were developed and tested by collecting data from a sample of 473 employees working in banking sector of Pakistan. Only those banks were approached that were undergoing transformational changes. Analysis of moderation and mediation effects were carried out through SPSS PROCESS macro. Series of confirmatory factor analysis using AMOS v.23 were ran to examine how distinctive variables and their items are from each other. The results mainly supported the proposed hypotheses. Findings revealed that CRU has a negative relation with JS and JI, whereas positive with TOI. CAP has a positive impact on JS, JI and negative on TOI. However, with the mediation of PMS; CRU and CAP are positively related to JS, JI and negatively related to TOI. CC moderated the direct relationship of CRU and CAP with JS and JI only. Moreover, CC moderated the relation between CRU, CAP and PMS and also the indirect impact of CC moderated the relationship of CRU and CAP with JS, TOI and JI through PMS. The findings would help organizations to understand the aspects that could lead to negative and positive employees’ attitudes and behaviors and also help in developing effective strategies to make change a success. Management support and good communication cannot be ruled out if company aims to implement and sustain changes successfully. The model tested in this study has not been studied before. This study experientially gathered data to examine the impact of CRU and CAP on PMS and employees’ behaviors in the context of transformational organizational changes in banking sector

Keywords: Change related uncertainty, Change appropriateness, Perceived management support, Change communication, Job satisfaction, Turnover intentions, and Job involvement

Chapter No 1: Introduction

1.0 Chapter Objectives

This chapter includes a brief overview of the master dissertation. The chapter first states the background of the organizational change and employees' attitudes and behaviors. In addition, the chapter enlightens about the past studies in this domain. It concisely explains the variables of this research, as well as the relationships that will be studied in the next chapters. Furthermore, it explains the problem statement, research aim and objectives, research questions, gap in the literature, significance, and scope of the current study.

1.1 Introduction and Background

In the present era, businesses face continuous changes and shifts in their internal and external environment. The changes occur due to globalization, new technology, business growth, innovation, enforcement of government laws and regulations, change in demand and supply, change in the taste of consumers, and because of shortened products life cycle (Malik, Akhtar, Talat, & Chang, 2019; Oreg, 2017; Van den Heuvel, Freese, Schalk & Van Assen, 2017; Akhtar, Bal & Long, 2016; Murray, 2015; Smissen, Schalk & Freese, 2013; Pasmore, 2011). To cope with such major shifts and challenges, organizations are rapidly transforming their core foundations (Burke, 2013; Tomprou, Nikolaou & Vakola, 2012). As a result, change has become a norm, instead of an exception in this complex business atmosphere (Johnson, 2016; Smissen et al., 2013). Therefore, in order to become competitive and sustain the market pressures, change in organizations has now become a core need (Oreg, 2017; Cusumano, Kahl & Suarez, 2015; Bozdo & Kripa, 2015; Katsaros, Tsirikas & Bani, 2014).

Most of the organizations are engaged in change programs or in some form of reorganization (Bozdo & Kripa, 2015; Oreg, Vakola & Armenakis, 2011; Allen, Jimmieson, Bordia & Irmer, 2007). These major organizational changes include process and system change, change in culture, structural change, downsizing, relocation, merger/acquisition, new policies, and technological change (Malik et al., 2019; Rivera, 2019; Smissen et al., 2013; Tomprou et al., 2012; Meyer, Srinivas, Lal & Topolnytsky, 2007). The organization-wide change programs are known as transformational changes.

However, according to the research statistics, around 70% percent of the planned change programs fail that were perceived to be a success at first place (Malik et al., 2019; Williams & Warf, 2016; Cândido & Santos, 2015; Lăzăroiu, 2015; Rajagopalan & Stokes, 2015; Kotter, 2008). The failure of change initiatives not only have financial impact but also leaves a considerable impact on the employees (Oreg, Bartunek, Lee & Do, 2018; Strang & Vajjhala, 2017; Matos & Esposito, 2014; Shang, 2012). Studies put forward that transformational changes often arise uncertainty and are not properly understood by the employees; hence, fail to gain enough support from employees (Soenen & Melkonian, 2017; Cartwright & Cooper, 2014). Furthermore, several researchers have pointed out multiple reasons that are associated with the change efforts failure, such as, employees' resistance towards change, lack of readiness, lower commitment, lack of support and high turnover, when encounter changes (Soenen & Melkonian, 2017; Wisse & Sleebos, 2016; Ali, Zhou, Miller & Ieromonachou, 2016; Williams & Warf, 2016; Correia, & Scholten, 2013; Erwin & Garman, 2010).

According to Pluta and Rudawska (2016) change interventions cause change in employees' behaviors and expectations. This, consequently, results in positive or negative employees' outcomes, because in general, the major changes impact the way companies operate, their structures and members (Cascio & Montealegre, 2016; Smissen et al., 2013; Oreg et al., 2011). In many cases, change programs result in stressful experience for change recipients (Adeyemi, 2017; Smissen et al., 2013; Jimmieson, Terry & Callan, 2004). For that reason, change scholars are paying attention to the effects and consequences of change on employees, they are trying to put more focus on employee's perspective, to better understand their concerns, perceptions, reactions, and attitudes towards change (Manuti & Giancaspro, 2019; Van den Heuvel et al., 2017; Denhardt, Denhardt & Aristigueta, 2015; Coyle, 2014). Therefore, it is very essential to investigate and justify the reasons of their behaviors and what they feel, after all, they are the key players that often go unnoticed (Conner, 2019; Manuti & Giancaspro, 2019; Vakola, 2016). Without getting the buy-in of employees; the success of the change programs would otherwise be at risk (Vakola, 2016; Ellett, Demir & Monsaas, 2015; Vakola, Tsaousis & Nikolaou, 2004).

In other words, it is getting increasingly important to take account of the antecedents affecting employees' attitudes and change initiative success (Oreg et al., 2018; Van den Heuvel et al., 2017; Adeyemi, 2017). As a result, this study gives attention to the attitudes of employees

amidst transformational changes by providing insights on key change related antecedents affecting perceived management support and subsequent attitudes of individuals towards change. First is, change related uncertainty that potentially impacts negatively on perceptions of employees about management support; it also influences their attitudes and behaviors in the change context (Haynie, Harris & Flynn, 2016; Cullen et al., 2014). Similarly, the scholars have argued that employees exhibit negative emotions and attitudes towards change due to uncertainty, such as, high turnover intentions and stress, resistance, and lower involvement in job. (Conner, 2019; Van den Heuvel et al., 2017; Smith, 2016; Yeo, Bennett, McNichol & Merkley, 2015; Vardaman, Amis, Dyson, Wright & Randolph, 2012; Choi, 2011; Oreg et al. 2011). Consequently, uncertainty may contribute to change programs failure.

Second, important antecedent is change appropriateness (Oreg et al., 2011; Holt, Armenakis, Field & Harris, 2007). Armenakis (2002) pointed out, that change appropriateness is as important as whether the decision to bring change is correct or not. Similarly, another study by Armenakis, Harris, Cole, Fillmer and Self (2007) also emphasized on the concept of change fit by explaining that whenever organizations plan to transform, employees always try to create sense of what they experience. Subsequently, employees then develop intentions, perceptions, cognitions, and emotions which eventually influence members' undesirable or supporting behaviors for change initiatives (Armenakis et al., 2007). Haffar, Al-Karaghoul and Ghoneim (2014) also highlighted that good thoughts about change appropriateness result in positive employees' consequences, such as, increased level of job satisfaction, higher commitment and more readiness towards change (Herold, Fedor & Caldwell, 2007; Cole, Harris & Bernerth, 2006; Van Dam, 2005).

Cullen et al. (2014) also added to the organizational change literature, that it is important to focus on the perceptions and predispositions of individuals to understand how they perceive the actions of organization, such as, management support. The perceived management support also influences the work behaviors and attitudes of individuals such as performance, satisfaction, and involvement in job (Cullen et al., 2014; Oreg et al., 2011; Armenakis et al., 2007). Hence, it is very significant to understand what employees perceive. In addition, researchers have also stressed upon the importance of change communication adequacy, that if change information is useful and timely, then it may results in constructive employees' responses (Van den Heuvel et al., 2017;

Adeyemi, 2017; Allen et al., 2007; Bordia, Hobman, Jones, Gallois & Callan, 2004; Wanberg & Banas, 2000).

However, limited research is present that studies the impact of these factors on employees' attitudes and behaviors, and justify the reasons behind particular behaviors during major changes (Al-Hussami, Hamad, Darawad & Maharmeh, 2017; Vakola, 2016; Cullen et al., 2014). Therefore, this study addresses this tension by examining some of the important antecedents affecting employees' attitudes and behaviors. The study investigates, how the perceptions about change related uncertainty and appropriateness influence employees' attitudes, i.e., job involvement, job satisfaction and turnover intentions while organizations are undergoing transformational changes. Additionally, it studies how does perceived management support mediate the causal relationship between predictors and the outcome variables. Lastly, it determines what role does change communication adequacy play as being a moderator in this study.

1.2 Problem Statement

In the past few years, globalization and financial crisis have immensely influenced financial institutions and markets. (Johnson, 2016). Like all other businesses, Pakistan's banking sector is going through a marked change. This sector is facing great competition and challenges, and required to keep up with the updated transformations, such as, new technology, structures, processes, and policies. Therefore, banks are implementing organization-wide change programs, e.g., merger and acquisition, downsizing, change in structure, change in strategy and culture, in order to survive and sustain the changing financial market dynamics. However, such major changes are affecting different stakeholders, especially employees.

As a result, organizations are facing growing problems in the way that need to be studied and resolved. The problems include, failure of change initiatives, destructive consequences of change on employees, such as, resistance, high turnover intentions, lack of involvement in jobs, and reduced job satisfaction. As the employees are under pressure to cope with the major changes and at the same time grow business. So, what must be done to overcome these issues? It is now a challenge for change scholars and practitioners to examine and understand the underlying reasons that are associated with these problems to ensure that change can be managed and implemented successfully. Since organizations face huge loss due to resistance, turnover of trained people, low satisfaction, and lack of support from employees' end. Consequently, employees' resistance to change cripples the organizations. For that reason, this study addresses the concerns by examining

the significant factors that affect employees' attitudes and behaviors amidst major organizational changes. How employees respond when change creates uncertainty and seems less appropriate. How management is facilitating the transition through support and good communication, because most of the times, negative employees' outcomes and failed change efforts are the results of lack of management support and inadequate change communication.

1.3 Research Aim

The present study is aimed at examining the effect of major organizational changes on employees by studying the relationship of change related uncertainty and appropriateness with employees' attitudes and behaviors, i.e., job satisfaction, turnover intentions and job involvement. Moreover, the role of perceived management support is studied to comprehend how it mediates between predictors and outcome variables. Also, to understand how perceptions about management support are influenced, and its effect on employees' outcomes. In addition, the role of change communication adequacy is also examined as a moderator to analyze its significance in the change context. Therefore, the study aims to understand the underlying reasons of particular employees' attitudes, failure of change initiatives, and to what extent change related antecedents are related to employees' attitudes and behaviors in the context of banking sector of Pakistan undergoing transformational changes.

1.4 Research Objectives

The present study is based on the following research objectives:

- To examine the impact of change appropriateness and related uncertainty on employees' attitudes and behaviors (employee's job satisfaction, job involvement and turnover intentions).
- To determine the link between change related uncertainty, change appropriateness and perceived management support; and test whether management support mediates between the predictors and the outcome variables.
- To determine the moderating role of change communication adequacy in the relationship between change appropriateness and related uncertainty have with employees' attitudes and behaviors via perceived management support.

1.5 Research Questions

- What impact does change related uncertainty and change appropriateness will have on employees' attitudes and behaviors i.e., employee's job satisfaction, job involvement and turnover intentions?
- How do change related uncertainty and change appropriateness relate to perceived management support?
- How does perceived management support mediate the relationship of change appropriateness and related uncertainty have with employees' outcomes?
- What role does change communication adequacy play as a moderator between predictors and employees' outcomes via perceived management support?

1.6 Research Gap

Extant literature on major organizational changes lacks some dimensions that require consideration. Firstly, there is almost no empirical research that analyze the role of change uncertainty, appropriateness and how they correlate with management support, change communication adequacy, and employees' attitudes and behaviors during major organizational changes. Despite the importance, these relationships have not been studied sufficiently. As a result, it is critical to study the perspective of employees, in order to justify and understand how their attitudes and behaviors are shaped during change. Accordingly, several authors pointed out the importance of management support and good levels of communication during change, and how does change related uncertainty influences these organizational actions (Al-Hussami et al., 2017; Cullen et al., 2014), especially in the Asian setting (Gigliotti, Vardaman, Marshall & Gonzalez, 2019). It is needed to examine how perceptions about management support are formed and extent to which it explains the relationships between predictors and employees' outcomes. Additionally, Oreg and Berson (2019), and Kirrane, Lennon, O'Connor & Fu (2017) highlighted the need to engage the mediating and moderating mechanisms in the context of major organizational changes.

Scholars have called for more research and recommended, it is necessary to explore the broader range of both positive and negative emotions and behavioral responses of employees when experiencing organizational changes (Oreg & Berson, 2019; Oreg et al., 2018; Van den Heuvel et al., 2017; Vakola, 2016). This would give in-depth understanding of the employees' concerns and reasoning underlying particular attitudes and help to reduce destructive effects of change on employees, and also improve change's success rate. In addition, there is a need to examine, how

individuals develop sense of change and how their perceptions are influenced (Rivera, 2019; Malik et al., 2019; Rafferty & Jimmieson, 2017; Akhtar et al., 2016), because they are the end users who go through the actual transition and adjust accordingly. It is significant to examine the psychological predisposition of employees.

Adigwe (2015) put forward that it is important to highlight the factors that drive job satisfaction; since, job satisfaction is said to be a key driver that underpins other attitudes and behaviors during major organizational changes. However, studies have not explicitly linked job satisfaction with organizational change and employees' attitudes and behaviors (Shah, Irani & Sharif, 2017; Alegre, Mas-Machuca & Berbegal-Mirabent, 2016). Lastly, prior research also directed to examine how major changes lead to employee stress (Lee, Kim, Quagliato, Kang & Kim, 2017). Hence, it is significant to examine and address the damaging consequences of transformational changes on employees in order to overcome the issues of employee turnover, lower satisfaction and the success of the change.

1.7 Significance and scope of the study

The present study is significant in several ways. Firstly, it adds empirical data in the domain of major organizational changes by examining how the constructs change appropriateness, uncertainty, and change communication determine employees' perceived management support and subsequent attitudes. Prior research shows that these factors were overlooked. On that account, this study will help to explain and clarify the reasons that lead to negative or positive employees' behaviors and attitudes while undergoing transformational changes at workplace. Furthermore, the research was conducted on micro level, i.e., employees; they provided a different perspective from management that could help to sort their issues towards change. Hence, the findings add to the current knowledge base by providing a richer understanding of the relationships between the key antecedents and outcome variables.

The findings of this study would be beneficial for organizations to thoroughly understand how the negative behaviors of employees, like lower involvement in job, low satisfaction levels and high turnover intentions can be reduced or eliminated in the context of major changes. The study also highlights the significance of management support and change communication adequacy in increasing job satisfaction and job involvement, whereas, limiting turnover intentions among employees. Additionally, it gives insights about how to make change recipients understand the need to bring the changes. Therefore, organizations can take benefit of the key findings to

address the problems, by making such strategies that could perhaps save themselves from the loss they face, whenever change programs fail due to employees' negative attitudes, unwillingness to accept the changes, and not being able to understand its importance. The current study is based on the private commercial banking sector of Pakistan. For data collection, only those organizations were approached that were undergoing transformational changes, so as to gather findings of during the change phase. The respondents of the study were non-managerial employees.

Chapter No 2: Literature Review

2.0 Introduction

This chapter comprises of a detailed literature review of the variables added in the hypothesized research model. The chapter further has highlighted the relation of change related uncertainty and change appropriateness with employees' attitudes and behaviors. In addition, the effects of predictors on perceived management support, and the mediating role is discussed to see how it mediates between predictors and employees' outcomes. Lastly the literature states to what extent change communication adequacy plays a moderating role. Several hypotheses are developed that are tested in this research.

2.1 Organizational Change

The organizational change literature is vast and “abounds with complexities, including multiple and conflicting theories and research findings and a good bit of inconclusiveness” (Fernandez & Rainey, 2006: p. 168). This domain is not fully developed yet and required to be studied more to identify some sort of consensus on the key concepts. Besides, change scholars have clearly distinguished between accommodative/ incremental changes and transformational/ major changes (Smissen et al., 2013) Similarly, a recent study defines organizational change “as a planned alteration of an organizational component to improve the effectiveness of an organization, organizational components include the mission, vision, strategy, goals, structure, process, system, technology, and people in an organization” (Rivera, 2019: p. 24). Such changes are transformational as they cause a revolutionary shift, for example, organizational restructuring, downsizing, and introducing new policies or processes. In contrast, accommodative is evolutionary ongoing adjustments for e.g., changing performance criteria or the compensation packages. It does not change the organization's core systems or foundations.

Organizational change is somewhat classified into two parts (Oreg et al., 2011). The first stream mainly includes the process of change programs development and the outcomes of these change interventions (Oreg & Berson, 2019). The other stream takes into account the perspectives of employees that are the change recipients. This stream is newer and less researched. It focusses on the impact of change on recipients, their experiences, psychological processes, and the consequences of change on individuals, such as, personal outcomes, job attitudes and behaviors

(Oreg, Michel & By, 2013). Additionally, there are two more areas of organizational change that includes *change process* and the other is *change context*. The change process involves the way in which change is managed, the process and procedures taken by the change managers. On the other hand, change context involves organizational conditions when change is initiated. Context includes the role of the environmental conditions in influencing the change programs and its outcomes (Oreg & Berson, 2019; Armenakis & Bedeian, 1999).

The current study takes into consideration transformational organizational changes. It is important to examine major changes as compared to accommodative type of changes, such as fine tuning because major organizational changes bring long lasting impact on the organization, and its stakeholders. Additionally, the drastic changes are always very extensive, impactful, and broad. Therefore, there is a need to investigate the significant factors affecting individuals and success of change efforts. Similarly, Smissen et al. (2013) also pointed out that most of the studies have focused on effects of a particular change instead of investigating characteristics of change events that results in desirable or undesirable employee outcomes. For that reason, this study analyzes some antecedents related to change i.e., change related uncertainty and appropriateness, to understand their influence on change recipients experiencing revolutionary organizational changes. Since most of the times change interventions result in stressful experience for employees (Adeyemi, 2017). These predictors help in explaining how the perceptions, attitudes and behaviors of employees are formed; and reasons of demonstrating particular attitudes.

2.2 Organizational Change, Uncertainty, and Appropriateness

Change recipients tend to develop negative or positive beliefs about the organizational changes. They try to create sense of perceived benefits of change, appropriateness of change, its effects on organization, work environment, its members, and the uncertainty attached to change. These kinds of beliefs influence the subjective perceptions of employees about change and management, and subsequently impact the attitudes and behaviors of individuals. Besides, major organizational changes often create uncertainties and unpredictability that lead to high stress and anxiety among employees (Shah et al., 2017; Smith, 2016; Rafferty & Griffin, 2006). Likewise, Haynie et al. (2016) argued that uncertainty is a stressor, therefore, future studies should give attention to it and explore the effects of uncertainty on change recipients, and how they respond to this stressor. Employees are likely to feel uncertain about their job security, the change in typical methods of working, the nature of new roles and duties, in short, they are mostly uncertain about

the effects of change on their work life. In addition, such uncertainties in the mind lead to damaging consequences (Oreg & Berson, 2019), in the form of negative employees' outcomes and change efforts failure (Shah et al., 2017). Hence, empirical examination of this construct is important to avoid the problems (Haynie et al., 2016) and understand psychological tendency.

On the other hand, employees consider major changes as personal experience at workplace by making sense of their quality of life, work patterns, perceived benefits/harm (Oreg et al., 2012; Bartunek, et al., 2006). Similarly, in such situation, looking at how employees perceive these changes appropriate or not becomes even more important i.e., when employees perceive specific change as appropriate and beneficial for them, then they demonstrate more positive attitudes towards such change (Rafferty et al., 2013; Pare et al., 2011). According to Asfaw (2017), change appropriateness is a key predictor that could affect employees' reactions. In other words, based on the perceptions whether a proposed change is a suitable response to a situation or not, individuals will consequently demonstrate positive or negative attitudes. It is an important belief because it forms the basis for employees to accept or reject the change. Therefore, it is a significant factor that affects the orientation of employees towards change and needs to be analyzed more to see how employees behave when they are introduced to major changes at workplace.

2.2.1 Change Related Uncertainty

The transformational changes are most likely to create an environment of uncertainty for change recipients (Rafferty & Jimmieson, 2017; Shah et al., 2017). Uncertainty is basically a psychological state that is critical and frequent while undergoing an organizational change. It has been defined as "an individual's perceived inability to predict something accurately" (Milliken, 1987: p. 136). Employees perceive uncertainty when they have insufficient information about the change and its effects. As a result, employees may have doubts and confusion about the outcomes of change and its effect on their work lives. In addition, Smith (2016) also pointed out that change related uncertainty causes stress among employees, especially when they are unaware of the effects of change on their work unit. Similarly, Bordia et al. (2004a) also highlights that employees are more likely to experience uncertainty about their job security, stability of current position, future responsibilities, and roles. They may also feel uncertain about potential opportunities, pay, promotions, layoffs, and changes in current culture.

In contrast, several authors have argued that uncertainty is not solely negative, because for some individuals uncertainty acts as a motivational force, as it pushes a person to seek information

that could help in reducing change related uncertainty (Rodell & Colquitt, 2009; Bordia et al., 2004; Brashers et al., 2002). It is likely that uncertainty gives some hope and optimistic feelings about the outcomes of change, unlike a certainty that signals about undesirable outcomes beforehand. Furthermore, there is a classification of uncertainty, such as, organizational level (external environment), group level (organization structure) and individual level (job, role, and task), (Jackson, Schuler, Vredenburg, 1987). Therefore, this construct acts as an antecedent of employee's behaviors and attitudes towards change. It is important to pay attention to the factor of change related uncertainty to understand how individuals respond to it.

2.2.2 Change Appropriateness

According to Armenakis et al. (2007), there are some significant beliefs that have been identified which plays an important role in determining the attitudes and reactions of employees experiencing major organizational changes. The beliefs include, appropriateness, valence, discrepancy, principal support, and efficacy (Shah et al., 2017; Rafferty et al., 2013, Holt et al., 2007; Armenakis et al., 1999). In view of that, this study takes into account change appropriateness to examine how it influences change recipients. The belief of change appropriateness conveys multiple messages to an individual about change, which consequently forms the perceptions and attitudes (Imran et al., 2016). In addition, employees try to evaluate and make sense whether a particular change that is being planned or introduced would actually address the organization's concerns. Good thoughts about the appropriateness of change communicate that the organization has taken correct and appropriate measure in a specific situation to address the needs, thus removing discrepancy (Rafferty et al., 2013; Armenakis et al., 2007; Cole et al., 2006).

When change intervention is perceived as necessary and beneficial for the organization as a whole then it is likely to cause positive employees' attitudes during organizational changes. Similarly, Asfaw (2017) and Pare et al. (2011) also argued, that the sense and perceptions of change recipients about the appropriateness of change is considered a key factor during the planning and implementation phase, since it can affect the orientation of members towards the change initiatives. However, at times organizations do not properly convey employees about the need and purpose of a change; as a result, members perceive that a specific change effort is not appropriate (Cole et al., 2006). This consequently results in lack of support, negative perceptions about organization and undesirable employees' outcomes, such as, change resistance. In such situation, it becomes difficult for organizations to achieve their set goals where individuals view

change interventions incorrect to remove the inconsistencies. Employees feel more satisfied when they view that a specific change is appropriate for the organization (Mardhatillah et al., 2017; Imran et al., 2016; Cole et al., 2006). Therefore, it is very essential for the organizations to choose appropriate change interventions and inform employees about the purpose of change, so that employees can better understand the need and benefits of change.

2.3 Employee Reactions to Change: Attitudes and Behaviors

The revolutionary organizational changes greatly impact employees, their perceptions, attitudes and, behaviors (Rafferty & Jimmieson, 2017). According to Rivera (2019: p. 23), “An attitude toward change is defined as individual positive or negative perceptions of a change initiative that results in a behavioral tendency concerning change”. The changes in the organization’s core systems and habitual patterns are very disturbing for employees. Following, the major changes put new demands and pressures on the employees because of the adaptation required, for e.g., developing new skills, change in job duties, and adjustment in new culture or new structure. Consequently, the discomfort and changes in work life gradually translate into damaging employees’ outcomes. Therefore, it is necessary to give attention to the perspective of employees during transformational changes, in order to have an in-depth understanding of their concerns, perceptions and behaviors (Manuti & Giancaspro, 2019); because without the support of employees change cannot sustain longer. It would further clarify what they feel, how they perceive, and how the attitudes and behaviors are formed. Hence, to develop successful change strategies and policies, it is useful to explore employees’ attitudes and behaviors in support or against organizational change interventions. It can put forward new insights and contrasting findings yet related drivers about employees in change environment (Shah et al., 2017).

Most of the existing research on organizational changes has focused on the change related employees’ outcomes, such as, resistance to change (Stanley et al., 2005), participation in change (Cunningham et al., 2002), commitment to change (Herold et al., 2007; Cunningham, 2006), readiness for change (Holt et al. 2007), openness towards change (Wanberg & Banas, 2000), adaptability (Lehman et al., 2002), coping with change (Amiot et al., 2006). However, there is a need to look into the other factors that are not concerned specifically with change but carries great importance while organizations undergoing change i.e., employees’ job satisfaction, turnover intentions and, job involvement. These factors are influenced by major changes at workplace and may also lead to desirable or undesirable change related outcomes, such as, resistance to change

or openness towards change. Additionally, organizations bear huge cost while implementing major changes due to turnover of trained people, dissatisfied employees and change programs failure. Therefore, it is important to empirically examine employees' job satisfaction, turnover intentions and, job involvement during transformational changes, because without understanding the perceptions, attitudes, and behaviors of employees; it is difficult to successfully implement change. These three variables are in general explained in the following section.

2.3.1 Organizational Change and Employee Job Satisfaction

Initially, job satisfaction is described as a pleasurable emotional state that results from the evaluation of one's job as achieving or enabling the achievement of job values (Cronley & Kim, 2017; Locke, 1969). In addition, job satisfaction is viewed as a supposed relationship between what an individual wants from his/her job and what they view their job is offering them, or what it entails (Locke, 1969). It is an emotional reaction towards the job that is basically caused by the job assessment with respect to individual's personal values. Additionally, it is comprised of both behavioral and emotional components. Job satisfaction is viewed as an imperative attitude since it describes the feelings, attitudes, and perceptions of individuals about their work (Chen, 2008). It is also considered as an important aspect for organizational change (Yousef, 2017), as it depicts the reactions of individuals that are linked with the aspects of their job and work environment (Nath & Agrawal, 2015).

There are numerous factors that have an influence on job satisfaction such as, level of stress, salary, benefits and, working hours (Abuhashesh et., 2019). According to Wang, Liu, and Liu (2017), employee's perception and level of satisfaction and dissatisfaction are also shaped by the changes in his/her job. It is highly possible that major organizational changes alter the key aspects of the jobs, which may cause a change in the level of employee's job satisfaction. Additionally, job satisfaction of employees is considered as a significant factor to motivate an individual to embrace and accept major changes at workplace (Vakola, 2016). Furthermore, some authors have mentioned in their studies that job satisfaction is an important and critical indicator to gauge the adjustments of the employees for organizational change (Rafferty & Griffin, 2006; Amiot et al., 2006). Besides, it influences the productivity of an individual at workplace, affects career growth and development, and encourages to achieve the objectives (Zawiah & Taha, 2007). Similarly, a study highlights that it overall affects the totality and productivity of an organization (Zawiah & Taha, 2007). Therefore, it is important to examine the factors influencing job

satisfaction during change. Accordingly, organizations should take necessary steps to provide an appropriate and healthy environment to their people that positively effects their job satisfaction.

2.3.2 Organizational Change and Employee Turnover Intentions

Employee turnover has been a much researched and studied phenomenon in the field of employee behaviors and attitudes (Morrell, Clarke & Wilkinson, 2004). Despite the extensive research, there is still no standard and absolute account of why individuals choose to quit their job and leave the organization (Bordia et al., 2011; Lee & Mitchell, 1994). One of the important indicator and antecedent of turnover is turnover intentions, since it is the mainstay that eventually leads to actual turnover (Cohen, Blake & Goodman, 2016; Lu & Gursoy, 2016; Yamazakia & Petchdee, 2015; Cho & Lewis, 2012). There are multiple factors that could lead to turnover. Additionally, Hassan (2014) pointed out, that unfulfilled expectations of individuals may also lead to quitting intentions. Examining turnover intentions helps to identify the underlying reasons behind turnover. Turnover intention is described as “an individual’s desire or willingness to leave an organization” (Rafferty & Griffin, 2006: p. 2). According to DeTienne et al. (2012), it basically determines whether the person has aim of leaving the organization and self-terminating the employment.

Studies highlight that organizations have to bear significant direct and indirect cost along with social capital loss in the case of voluntary turnover (Karatepe & Ngeche, 2012; Dess & Shaw, 2001). Similarly, Keni, Muthuveloo, Ping and Rahman (2013), mentioned in their study that turnover intentions of employees also effect the productivity and long-term success of the organization. In addition, several authors explain that when organizations undergo through transformational changes, such as, downsizing then more able and competent individuals are retained, whereas in voluntary turnover, it is more likely that best performers might leave and find another employment (Skagestad, 2015; Jackofsky, Ferris & Breckenridge, 1986). Therefore, it carries great importance when organizations plan or implement changes (Babalola, Stouten & Euwema, 2016; Morrell et al., 2004). It can be concluded that individuals are likely to develop turnover intentions when they experience discomfort due to major changes. High turnover intentions among employees may eventually lead to the failure of change programs since change cannot sustain longer without the support and acceptance from employees. Hence it gets difficult for organizations to implement change successfully without talented and trained employees.

2.3.3 Organizational Change and Employee Job Involvement

The concept of job involvement was initially put forward by Lodahl and Kejner (1965: p. 24), “Job Involvement is the extent to which a person identifies psychologically with work or the degree to which work is essential to one’s self-image”. They explained that it can be called as the involvement in internalizing the values related to the importance of the work. This term was also explained by Khan et al. (2011: p. 2) “As degree to which one show emotional or mental identification with his job”. In other words, it refers to the extent of employees’ absorption in the work, assignments, and culture of organization (Varshney, 2020). Job involvement is the responsiveness of individual towards the work environment. It is viewed as an important element that could have a significant impact on organizational and individual outcomes. Several authors have made consensus on the argument that the construct of job involvement is different from other related job constructs such as intrinsic motivation, job satisfaction and organizational commitment (Singh & Gupta, 2015; Khan et al., 2011; Shore, Thornton & Shore 1990; Patterson & O’Driscoll, 1990).

A study highlights that employees who have high scores on job involvement are responsible towards their job, care about it and are identified with it (Hafer & Martin, 2006). In addition, they feel motivated, job seems attractive to them, and place job at the central to their interests. Furthermore, Hirschfeld and Field (2000) study on job involvement explains that it includes multiple aspects such as how employees see their jobs, the relation with job itself, and with the environment in which they work. Similarly, other authors also pointed out that high job involvement leads to higher employee efficiency and productivity (Khan et al., 2011; Probst & Tahira, 2000). However, when employees encounter major organizational changes, they often face disruption due to the change in key aspects of organization or because of change in job roles and duties. Such feelings among employees may consequently results in lower involvement in job. Job involvement is particularly important to accept and embrace organizational changes, as it helps employees to adapt to transformations. Therefore, organizations and their management must consider this element since it is known to be an essential and significant part of employee work behaviors.

2.4 Transformational Changes and Consequences

There are several external and internal factors that affect employees' outcomes in a positive or negative manner. There is a debate that attitudes and behaviors are developed by the choice of employees and not through forced adaptation; they are reflected via multiple factors, such as, organizational loyalty or salary (Shah et al., 2017; Choi & Ruona, 2011). There is another argument says that employees' extent of experiencing organizational changes is directly associated with employees' attitudes, behaviors, and psychological well-being (Rafferty & Jimmieson, 2017). By and large, revolutionary organizational changes are more likely to negatively influence employees as it changes the key aspects of the organization and their job.

In addition, to investigate the effects of major organizational changes on employees' outcomes; the relationship of antecedents i.e., change related uncertainty and appropriateness with employees' attitudes and behaviors that are job satisfaction, job involvement and turnover intentions are examined in the following section. The relationships are observed from the perspective of *social exchange theory* (Blau, 1964; Homans, 1958), which explains that human relationships are developed through a subjective cost and benefit analysis, involving exchange of activities. It is inferred, when employees perceive positive about organizational change and management's actions, then they are more likely to engage in a healthy exchange by demonstrating desirable employee's attitudes. They feel a duty to repay the organization. On the other hand, if they experience some sort of uncertainty during change or recognize a change as inappropriate; then they are likely to develop negative perceptions about management. Consequently, this results in undesirable employees' attitudes and behaviors, such as, high turnover intentions or lower involvement in job.

2.4.1 Change Related Uncertainty and Employee Outcomes

The uncertainty attached with major organizational changes can have adverse effects on change recipients' behaviors, their attitudes, performance, and work experience (Shah et al., 2017). The perceptions of change uncertainty among employees leave a psychological effect on the members (Cullen et al., 2014). In addition, uncertainty regarding change is considered as an important variable due its negative effects on employees' work behaviors and their job attitudes (Conner, 2019; Bordia et al., 2004). It is viewed as one of the major causes of employees' stress while undergoing changes at workplace. Besides, change uncertainty develops obstacles for the

completion of tasks, which make employees feel unsatisfied from their job and work (Haynie, Harris & Flynn, 2016). Moreover, employees often feel uncertain about the effects of change on their work unit, job security, pay, promotion or stability of the current position (Van den Heuvel et al., 2017). This sort of ambiguities may perhaps lead to dissatisfaction from job. Similarly, Marshall and Olphert (2009) argued that uncertainty is a profoundly serious and a repeated psychological state that arise from change, especially transformational changes. Change uncertainty is basically a hindrance stressor that negatively influences employees' job satisfaction. Therefore, it is inferred that change uncertainty and job satisfaction will have an inverse relationship. The study proposes that

H1a: *Change related uncertainty will be negatively related to employee's job satisfaction*

High turnover intentions among employees is another problem that is common when organizational changes are being introduced or implemented (Van den Heuvel et al., 2017). There are numerous factors that impact employees and subsequently result in developing high turnover intentions. One of the reason amongst these factors is uncertainty related to change; it negatively influences employees' commitment, morale, motivation, and increases turnover intentions (Conner, 2019; Smith, 2016), as well as absenteeism (Hui & Lee, 2000). Moreover, employees working in stressful environment wish to leave that workplace. Haynie et al. (2016) argued that under such uncertain circumstances where members are not sure and aware about the consequences of change, how their job and responsibilities will be affected, whether they will be able to meet the future needs or not; such uncertainties push them to leave the organization. Similarly, different authors have highlighted in their studies that uncertainty leads to high turnover intentions and other undesirable attitudes (Van den Heuvel et al., 2017; Pollard, 2001). Therefore, to overcome the stress and discomfort due to change related uncertainty, employees choose to quit from the organization. Hence, the present study hypothesizes that

H1b: *Change related uncertainty will be positively related to employee's turnover intentions*

The situational perspective infers that with the change in the work environment the involvement of employees in the job changes. During organizational changes, employees feeling of uncertainty about the requirements of their job and expectations in future, negatively impacts job involvement (Khalid, 2011). Similarly, uncertainty due to change creates perception of threat

among employees which consequently results in feeling of depression, job insecurity and stress. This stress and anxiety subsequently shape employees' behaviors and attitudes (Rafferty & Jimmieson, 2017; Khalid, 2011). Moreover, uncertainty about change arise negative emotions, as a result, change recipients might get demotivated to perform their work and likely to demonstrate low involvement in job. They lose the focus on the work and are less imaginative. Employees having low degree of job involvement are less open to changes and new concepts (Varshney, 2020; Abdallah et al., 2016). Additionally, Uygur and Kilic (2009) described job involvement in simplest form that it is the motivation to do work, accordingly, lack of motivation due to uncertainty will reduce job involvement. Therefore, the responsibility and identification towards job decreases when employees experience change related uncertainty. Such unfavorable attitudes are likely to affect the success of change interventions. Hence, this study puts forward the following hypothesis:

***H1c:** Change related uncertainty will be negatively related to employee's job involvement.*

2.4.2 Change Appropriateness and Employee Outcomes

According to Asfaw (2017) and Holt et al. (2007), perceptions about change appropriateness play a significant role when organizations are undergoing change. It shapes the behaviors and emotions of employees. Good thoughts about the appropriateness of change are especially important to make change a success (Mardhatillah et al., 2017; Katsaros, Tsirikas & Bani, 2014). In addition, when change is not well communicated, it creates doubt in the mind of members about the appropriateness, necessity and benefits of change; the doubts consequently lead to negative employees' attitudes (Van den Heuvel et al., 2017; Pare et al., 2011). However, studies on this area highlight that when change is perceived to be correct, well executed and in line with vision and goals, then it positively affects employees' attitudes. For example, increased level of job satisfaction, commitment (Mardhatillah et al., 2017; Cole et al., 2006; Armenakis & Harris, 2002), and reduced turnover intentions (Neves, 2009). Therefore, it is proposed that positive views about appropriateness of change will have a good impact on employees' job satisfaction. Employees are likely to perceive change a beneficial initiative for stakeholders. Hence, it is anticipated that

***H2a:** Change appropriateness will be positively related to employee's job satisfaction.*

The effect of change appropriateness on turnover intentions among employees is examined here because high turnover is a very serious issue that organizations face during major changes.

The more the change is viewed appropriate and fit to achieve the goals, the less employees will be likely to leave the organization. Positive views about change fit result in negative relationship with employees' turnover intentions (Rusly, Corner & Sun, 2012; Neves, 2009; Cole, Harris & Bernerth, 2006). Similarly, Rafferty and Simons (2006) also argued, when change is perceived as beneficial and right, it shapes the beliefs about change in the minds of change recipients, thus encouraging them to stay along it. Therefore, positive thoughts about the appropriateness and value of change would motivate employees to support change and implement it rather than quitting from workplace. Thus, it is proposed that

H2b: Change appropriateness will be negatively related to employee's turnover intentions.

Job involvement is the willingness of employees to work for their organization and provide support, even if it requires an extra time and efforts (Katsaros, Tsirikas & Bani, 2014; Madsen, Miller & Cameron, 2005). Some studies have highlighted, when change is perceived to be in line with company's vision and well understood by employees, it is then more likely to increase employee's contribution and involvement towards the execution of change interventions (Imran et al., 2016; Rusly, Corner & Sun, 2012; Gold et al., 2001). Moreover, the good thoughts about change appropriateness have a positive relationship with employees' job involvement in the context of organizational change. Job involvement helps individuals to adapt to transformations and accept new concepts. Similarly, Trzaska, (2015) found that employees who were more involved in the job had more readiness towards change. Therefore, when change is viewed as beneficial and correct initiative, as a result, employees are more willing to work for it, like to be involved in the job and eager to embrace changes. Hence, it is hypothesized that

H2c: Change appropriateness will be positively related to employee's job involvement.

2.5 Change Related Uncertainty, Appropriateness and Perceived Management Support

2.5.1 Change Related Uncertainty and Perceived Management Support

In a fast pace environment organizations often overlook the psychological and unseen factors that in reality have a great impact on employees (Soenen, 2017; Weber & Fried, 2011). Similarly, an important aspect that is perceived management support often goes unnoticed and little has been explored about its significance and effects on employees during major

organizational changes with greater uncertainty. Perceived management support has been described as the perceptions of employees about organization's commitment to them; “the extent to which employees felt supported by their organization’s management, including their direct supervisor” (Cullen et al., 2014: p. 5). It is based on *organizational support theory* (OST), which proposes that “employees develop global beliefs concerning the extent to which the organization values their contributions and cares about their well-being” (Kurtessis et al., 2017: p. 2). Additionally, individuals appraise and build perceptions about organization’s support for them in terms of how it works for their wellbeing, values them as individuals and helps in difficult situations (e.g., during change interventions, uncertainty).

The relationship between change related uncertainty and perceived management support has been examined here to understand the link between them. Following the OST, it is implied that uncertainty related to change may eventually leads to negative perceptions about management’s support. The transformational changes result in employees facing great disruption (Rafferty & Jimmieson, 2017). In addition, when change programs bring so much ambiguity, stress, confusion, and anxiety among employees then they are more prone towards developing negative thoughts about their managers and upper management. Employees appraise the treatment and support they receive from management, based on that they perceive whether management is supportive or not. According to Haynie et al. (2016), the presence of uncertainty and doubts about change interventions and its outcomes in the minds of employees signal them that their management is not supportive and does not care about removing the stressors. Thus, employees develop negative opinions about management support. This study puts forward the following hypothesis:

H3a: Change related uncertainty will be negatively related to perceived management support

2.5.2 Change Appropriateness and Perceived Management Support

The relationship of perceived management support has also been studied with change appropriateness, in line with the theoretical assumptions of OST. It is proposed that good thoughts about the appropriateness of change will lead to positive perceptions about management support. A positive link is found between these two variables. A study by Armenakis et al. (2007) explained, when employees are well aware and convinced that a specific change intervention is beneficial and suitable for the organization and its members then they are likely to have positive views about

perceived management support in the context of change. Similarly, other studies also put forward that when organizations communicate well about change fit, its need, usefulness and make them understand that those changes are consistent with company's vision and goals then this positively influence employees' perceptions about the support from management (Haffar et al., 2014; Pare et al., 2011). They feel that their organization is concerned about its employees, cares for their growth and well-being. Therefore, the positive perceptions about appropriateness of change interventions will make employees believe that management is supportive in difficult time. The hypothesis is as follows:

H3b: Change appropriateness will be positively related to perceived management support

2.6 The Mediating Role of Perceived Management Support

Several authors explain that the perceptions of individuals about workplace environment and management support shape the attitudes and responses of employees (Kirrane et al., 2017; Vakola, 2016; Kiefer, 2005). Perceived management support is useful to understand individual and organizational outcomes. Employees try to evaluate the extent of support from senior managers and direct supervisor (Rafferty et al., 2013). In addition, such underpinning psychological forces affect the way employees behave and respond at workplace. Furthermore, it has been theorized in this study that during major organizational changes, the attitudes of employees i.e., job satisfaction, turnover intentions and job involvement are dependent on the perceptions about change related uncertainty and its appropriateness. This relationship is mediated by the belief of perceived management support and moderated by change communication adequacy.

The assumptions of *OST* elucidate this mechanism, individuals evaluate support in terms of how much management is helpful in difficult times (e.g., role ambiguity, changes in crisis, work overload, transformational changes), and cares for the good of employees. Additionally, the positive perceptions about supervisory support would motivate employees to repay the organization by demonstrating positive behaviors and attitudes at workplace (Vakola, 2016; Imran et al., 2016; Cullen et al. 2014; Rhoades & Eisenberger, 2002). However, major organizational changes often arise uncertainty (Shah et al., 2017), this negatively influences employees' perception about management support as the presence of ambiguity and uncertainty show that

management is neither helpful nor concerned in removing such problems (Haynie et al., 2016; Marmenout, 2010). Individuals perceive that there are multiple stressors at workplace that management can control through different actions, therefore, the presence of stressors and the treatment employees receive indicate the extent of management support and care for employees (Gigliotti et al., 2019; Cullen et al., 2014; Rhoades & Eisenberger, 2002). As a result, lack of support may lead to unfavorable employees' outcomes during change, such as, reduced job satisfaction.

The mediating role of management support is also coherent with *social exchange theory*. It explains that when employees perceive positive about management support then they are more willing to show positive work behaviors and attitudes (Kurtessis et al., 2015), such as job satisfaction (Mardhatillah et al., 2017). They feel a duty to return to the organization (Gigliotti et al., 2019; Tavares, Knippenberg & Dick, 2016; Cullen et al., 2014; Jimmieson et al., 2009). Besides, supportive relationship plays a significant role to develop positive employee behaviors and attitudes, as it fulfils their socio-emotional needs, so they are more willing to demonstrate positive attitudes. This ultimately encourages employees to embrace and accept changes. Therefore, it is proposed that change uncertainty relates with employees' outcomes during change via the mediating influence of perceived management support. Thus, study proposes following hypothesis:

H4a: *Perceived management support mediates the relationship between change related uncertainty and job satisfaction*

H4b: *Perceived management support mediates the relationship between change related uncertainty and turnover intentions*

H4c: *Perceived management support mediates the relationship between change related uncertainty and job involvement*

In addition to change uncertainty, the other antecedent variable i.e., change appropriateness is also examined to understand its affects. Appropriateness of change influences employees' perceptions, attitudes, behaviors, emotions, and morale in the context of organizational change (Imran et al., 2016; Holt et al., 2007; Rafferty & Griffin, 2006). According to Armenakis et al. (2007), when employees perceive a change to be beneficial and appropriate to address the needs,

it then creates positive perceptions about management support, subsequently members display positive attitudes. Perceived management support is considered as an appraisal that explains the link between predictors and outcomes. Moreover, as the *OST* posits, management's support makes employees feel that organization is concerned about their wellbeing and needs (Rhoades & Eisenberger, 2002). For that reason, employees feel obliged to repay the organization by performing well and showing positive attitudes, such as, reduced withdrawal behaviors (Kurtessis et al., 2015), and increased job satisfaction (Mardhatillah et al., 2017; Cullen et al., 2014). Therefore, it is hypothesized, organizations that convey properly about the appropriateness of change, how it is useful and in line with the vision will positively influence employees' job satisfaction, involvement in job and reduce turnover intentions, and this process will be mediated by perceived management support. Thus, study concludes the following hypothesis:

H5a: Perceived management support mediates the relationship between change appropriateness and job satisfaction

H5b: Perceived management support mediates the relationship between change appropriateness and turnover intentions

H5c: Perceived management support mediates the relationship between change appropriateness and job involvement

2.7 The Moderating Role of Change Communication Adequacy

In this section, the study explains the construct of change communication adequacy that is placed as a moderator between antecedents' variables i.e., change related uncertainty and appropriateness, and the mediating variable perceived management support. This acts as a bridge to outcome variables i.e., job satisfaction, turnover intentions, and job involvement. According to several authors, change communication is very important to implement organizational change, and make it a success (Van den Heuvel et al., 2017; Rafferty et al., 2013; Allen et al., 2007), however, the link between change uncertainty and change communication adequacy is scarcely researched. Change communication includes communicating change plans, training individuals, proving job related information, change implementation information, feedback, strategic information, and many other aspects (Jimmieson et al., 2008; Allen et al., 2007). Moreover, in the context of major

changes, a sense of uncertainty can affect job satisfaction, involvement, and turnover intentions. Employees' sense of change uncertainty can depend on change communication usefulness and adequacy. Therefore, good quality and adequate information help employees to overcome uncertainties and show more openness towards change (Van den Heuvel et al., 2017; Simoes & Esposito, 2014; Rafferty et al., 2013). Adequate change information also helps in avoiding negative perceptions and undesirable attitudes.

When members of the organization experience change uncertainty, then employees are more likely to develop negative perceptions regarding management support (Allen et al. 2007). However, in such situation if the organization maintains a good flow of effective communication, then change uncertainty could be reduced. Consequently, the negative effect of change uncertainty on perceived management support would get weakened. Furthermore, it can be inferred from *social exchange theory*, when management gives something (i.e., information or support) to employees then they are more likely to return the organization by performing well, making contributions and demonstrating positive attitudes (Tavares, Knippenberg & Dick, 2016), such as, job satisfaction (Mardhatillah et al., 2017), and high job involvement (Khalid, 2011). Some studies have pointed out, not only the provision of information is important, but the quality and adequacy are also very significant (Adeyemi, 2017; Rafferty et al., 2013) in reducing uncertainty during change (Bordia et al. 2004b). Similarly, Van den Heuvel et al (2017) and Allen et al. (2007) found, that employees placed higher importance to the adequacy, timeliness, and usefulness of the change information. They further highlighted that, members of the organization who perceived that the quality of change is poor, were likely to perceive high uncertainty regarding change. Therefore, it indicates that change communication adequacy would moderate the negative relationship of change uncertainty with perceived management support. As adequate and timely change communication will attenuate the negative effect of change uncertainty on perceived management support. Hence, it is proposed that

H 6a: *Change communication adequacy moderates the relationships of change related uncertainty have with job satisfaction, turnover intentions and job involvement via perceived management support. The relations will be accentuated when change communication adequacy is low rather than high.*

The moderating role of change communication adequacy has also been examined between change appropriateness and perceived management support. It is expected that positive thinking

about appropriateness of change and its effect on employees' views about management support may get stronger when a change message is viewed as useful, timely and convinces employees about change fit. Beneficial communication that provides meaningful messages could build positive reactions (Vakola, 2016; Khalid, 2011) and healthy relationships among members (Welch, 2012). In the context of organizational change, communication has been viewed as a very important element that contributes towards the success of the change program and gaining employees acceptance for change (Van den Heuvel et al., 2017; Vakola, 2016; Simoes & Esposito, 2013). Additionally, change information helps employees to understand the need and appropriateness of change, and how change would contribute to achieving the vision.

The messages that are exchanged while interacting, leave cognitive effects and leads to the development of new meanings. It is inferred, when management conveys change messages/information, it is viewed as the management is committed to devote their time and energy to support employees to adjust with new changes at workplace (Armenakis & Harris, 2002). Similarly, Elving (2005) also mentioned that good communication develops trusting relationships and mutual understanding between employer and employees. The present study examines the significance of adequate, timely, and useful communication that answers the questions of employees about transformational changes. It is supposed that the effect of change appropriateness on perceived management support would get stronger in the presence of meaningful, timely and adequate change communication. Consequently, communication overcomes the doubts and other negativities in the minds of employees (Vakola, 2016; Rogiest, Segers & Witteloostuijn, 2015). As a result, employees would be more likely to show positive attitudes and behaviors, such as, high job satisfaction and involvement, and low turnover intentions. Hence, it is hypothesized that

H 6b: *Change communication adequacy moderates the relationships of change appropriateness have with job satisfaction, turnover intentions and job involvement via perceived management support. The relations will be accentuated when change communication adequacy is high rather than low.*

Hypothesized Research Model

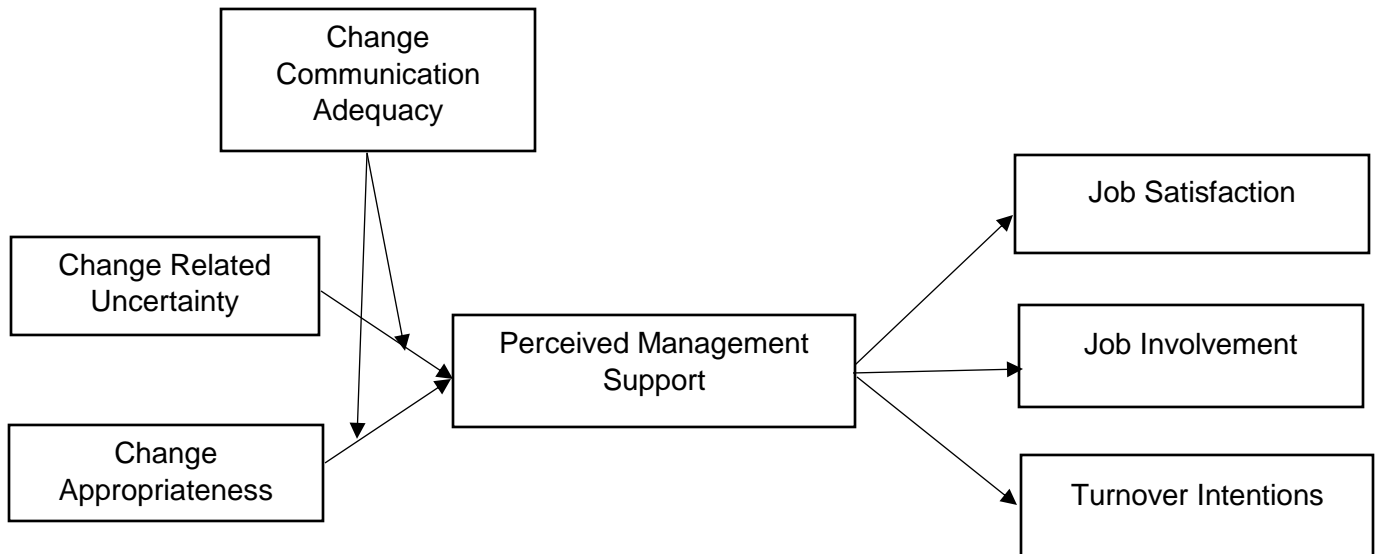


Figure 2.1 Hypothesized Research Model

Chapter No 3: Methodology and Research Design

3.0 Introduction

The objective of this chapter is to explain the methods and methodology that are followed in order to carry out the study. It includes research strategy, philosophy, design, sampling technique, measurement scales, research sample, and data collection procedures. Moreover, the context of the study, participants and their characteristics are explained.

As the objective of this research is to understand the relationship of change related uncertainty, change appropriateness with employee attitudes and behaviors, and how perceived management support mediates the relationship between them. Along with the moderating role of change communication adequacy. Therefore, this study is conducted using quantitative research strategy and a deductive approach, as it is most suitable to study cause and effect relationships and when generalizability of the findings is a preference of the researchers.

3.1 Research Philosophy and Design

This study is based on objective ontology and positivist epistemology because there exists a single reality, and information can be explained and extracted from senses. It follows a deductive approach. Additionally, the hypothesis were developed and proposed based on the existing literature, and were empirically tested. Cross sectional research design was used to collect the responses as data collection occurred in one point in time only.

3.2 Context of the Study

The responses of the survey were collected from service sector industry. The specific sector considered to gather the data is commercial banking sector of Pakistan. Since the last decade, the banking sector has been transformed into a competitive, more agile, and profitable industry. Moreover, the burden of new regulations by “State Bank of Pakistan”, FBR, IMF, World Bank, and due to the inclusion in the grey list of Financial Action Task Force (FATF); they all have reformed the banking sector of Pakistan. The state bank of Pakistan which is the central bank has the authority to regulate and monitor operations and performance of all the banks in Pakistan. As a result, these powerful institutes pushed the banking sector to change rapidly and re-evaluate their strategies, structures, operations, and functions. For that reason, private commercial banks were approached to collect the data. As they are experiencing transformational organizational changes

in the sector due to the global financial crisis, competition and new rules, and regulations imposed on commercial banking sector. Therefore, this sector was quite relevant to carry out this study.

Banks in Pakistan are implementing major organizational changes such as new policies and procedures, new people, and culture with new structures specially merger and acquisitions, and downsizing to become competitive and effective in the banking industry. The revolutionary changes greatly impact the perceptions, attitudes, and behaviors of the employees at workplace because they get directly affected. In addition, employees also effect change efforts and its success by their positive or negative behavioral responses and reactions. Moreover, transformational changes are often very stressful and disturbing for employees since it puts new demands and pressures on employees. Therefore, this makes it essential and also interesting to understand what influences employees' behaviors and attitudes, how change recipients perceive and behave in the times of major organizational changes in the banking sector of Pakistan.

3.3 Participants and Procedure

The selection of the participants and sampling techniques are based on some criteria that has been formulated and taken into consideration. Firstly, one country i.e., Pakistan is selected to collect data to eliminate country differences. Most of the existing research have taken into account the developed countries and the developing countries like Pakistan have not been examined much despite of the fact, that it could provide different insights to the researchers. Secondly, data is only gathered from those organizations that were experiencing transformational organizational changes, such as, structural change, process and system change, mergers and acquisitions, downsizing, people, and culture change. The changes were occurring in the organizations at the time of data collection phase; hence, the research is based on during organizational change phase.

The unit of analysis targeted in the study were individuals as the study examines the perceptions, attitudes, and behaviors of employees during major changes. For collecting data, junior and middle level employees were contacted who have experienced changes directly or indirectly. Contractual and permanent both employees were part of the sample. Additionally, males and females both participated in the study to avoid gender biasness. Furthermore, the ethical considerations were taken into account while carrying out the research. Firstly, proper permission for data collection was requested from higher authority of the organizations. A cover letter was attached to the questionnaire that states the details of researcher, purpose of study, guidance to fill

survey, confidentiality, and anonymity undertaking. Besides, voluntary participation of the respondents was also ensured. Participants were also asked to write the time when starting the survey and also when finishing it. The purpose of entering the time twice was to ensure whether they have properly read the questions and gave engaged responses or not. As there is some standard average time required to fill the survey. This helped to gather authentic responses.

Responses were gathered using survey technique as it is a quantitative study and questionnaire is a suitable method for collecting data from large sample size. It also helps in developing generalizability of the findings. Moreover, online and printed both surveys were used to collect data from the respondents. A total of 700 questionnaires were distributed, out of them 530 were received back and after screening 473 were used for data analysis. The sample size was identified by following the rules and formulas of Krejcie and Morgan (1970). In their paper they suggested 384 sample size when the population is unknown. Lastly, the sampling technique that is used to gather the responses is non-probability technique, within which purposive sampling was selected as there was a specific criterion established for the collection of data from banking sector.

3.4 Measures

For data collection, survey questionnaire was designed based on the existing scales published already. Such measures were selected that were relevant to the model of this study. The questionnaire was distributed in English language as it is the official language in Pakistan. Therefore, the items were not needed to be translated into National language i.e., Urdu. In addition, to measure the extent of individuals' agreement or disagreement with the statements; a 5 point Likert-scale has been used where 1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree.

Change related uncertainty: Rafferty and Griffin's (2006) 4 items survey was adopted to record the responses of employees about change uncertainty. The items included in this variable measured the degree to which change recipients were uncertain about how transformational changes will affect their jobs and work units. Since the perceived uncertainty about changes would likely to occur among employees during revolutionary changes. Therefore, this specific scale is quite suitable for this study as it measured employee's perceived uncertainty related to change when organizations were undergoing major changes. It focused on the views of employees during change phase, which is a focal point in this research. Additionally, this scale measured employees'

evaluation of uncertainty generated by all the major changes in the organization, rather than only measuring a specific change intervention. This scale has been utilized by numerous studies; Johnson, 2016; Cullen et al., 2014; Bernerth et al., 2011; Lattuch and Young, 2011. The example of item includes “I am often unsure about the effect of change on my work unit”. The Cronbach’s alpha is $\alpha= 0.85$.

Change appropriateness: This construct was measured by using a 10 items survey developed by (Holt, 2007). This scale effectively measured what employees perceived and felt about the appropriateness of change occurring in the organization. Additionally, it assessed employees’ views, whether the major changes happening at the workplace were correct approach to address the discrepancies or not. Since the perceptions about appropriateness of change would influence employees’ outcomes and support for change. Therefore, this scale was suitable for this study and reflects what employees think about the particular change itself. The scale has been used in several studies i.e., McKay et al., 2013; Pare et al., 2011; Armenakis et al., 2007. Example of the items include “I think that the organization will benefit from this change”. Cronbach’s α ($\alpha= 0.89$).

Job satisfaction: It is measured through 6 items survey adapted by Agho, Price and Mueller (1992), based on a scale initially developed by Brayfield and Rothe (1951). This scale measured the level of employees’ satisfaction, happiness and enjoyment in the job when they were facing major organizational changes. It gave insights about the influence of revolutionary changes on job satisfaction of employees. Job satisfaction is a multi-dimensional construct that is difficult to measure. However, this scale very well measured the psychological fulfillment of employees from one’s career. This scale was adopted by several studies; Sultana et al., 2017; Abbas et al., 2014; Forouzanfar et al., 2013; Loghmani et al., 2013; Karimi et al., 2012. Example of the items include “I feel fairly well satisfied with my present job”. Cronbach’s α ($\alpha= 0.80$).

Turnover intentions: This variable has been measured with 3 items adopted from Vigoda (2000). The scale is best to measure the intentions of employees about leaving or staying in the organization. The statements in this scale are very direct and easily evaluate the quitting intentions of employees in the context of major changes. Which further give insights about actual turnover chances. Several researchers used this scale in their studies; Abbas et al., 2014; Ahmad et al., 2010; Poon, 2004. A sample question is “I often think about quitting this job”. Cronbach’s α ($\alpha= 0.79$).

Job involvement: Scale of this construct was developed by Kanungo's (1982) that includes 10 items. This scale was utilized to collect responses about employees' level of involvement in the job when the organization undergoing transformational changes. The scale also had one reverse coded question that evaluated whether employees felt detached from job or liked to be absorbed in work. Hence, this measure successfully gathered useful responses about employees' psychological identification with job. Different authors used this scale i.e., Van der Walt et al., 2015; Zopiatis et al., 2014; Esfahani et al., 2013; Sjöberg and Sverke, 2000; Example of survey item is "I am very much personally involved in my job". Cronbach's α ($\alpha= 0.81$).

Perceived management support: The items of this contract are adopted from Bouckenooghe et al. (2009) that includes 7 items. This scale was suitable to conduct this study and collect data as it effectively measured the perceptions of employees about management's support, including senior management and direct supervisor during the times of change. It specifically takes into account the context of organizational change. It gathered responses of what change recipients perceive about organizational support amidst changes. This scale has also been utilized by the following studies: Seggewiss et al., 2019; Kirrane et al., 2017; A sample question is "Our department's senior managers coach us very well about implementing change". Cronbach's α ($\alpha= 0.81$).

Change communication adequacy: It is being measured with 4 items adapted by Wanberg and Banas (2000), based on 6 items scale developed by Miller et al. (1994). This scale perfectly measured change communication in terms of adequacy, usefulness, timeliness, and how much the information satisfied the employees by answering their questions. This construct helped to understand the views of employees about the change related communication. Several researchers used this scale in their studies; Yue et al., 2019; McKay et al., 2013. A sample question is "The information I have received about the changes has been useful". Cronbach's α ($\alpha= 0.71$).

Control variables: Age (1=20 – 29; 5= 60 & above), Gender (1= male; 2= female), and qualification (1= Bachelors, 2= Masters, 3= MS/M Phil, 4=PhD, 5= others) were taken as control variables in the analysis to see if demographics create any differences or not. Several researchers have recommended these control variables to study when examining employee attitudes and behaviors (Freese et al., 2008, Bal et al., 2008; Van der Smissen et al., 2013). In the analysis, age

and education were taken as ordinal variables, whereas gender was included in the analysis as a nominal variable.

Chapter No 4: Data Analysis and Results

4.0 Introduction

This chapter presents complete analytical procedure followed to analyze the data and explain the findings of the study. Firstly, it states about the initial data screening steps that were taken to clean the data. Moreover, several statistical tests and techniques were applied to test the proposed hypothesis of the study by using Pearson's' correlation, reliability test, simple linear regression. In addition, SPSS Process Macro analysis is also included to examine the mediation and moderation effects. The chapter also includes confirmatory factor analysis of the research model.

4.1. Analytical Procedure

Several steps were carried out to check the normality of the data, such as, outliers were being identified and missing values were treated. Then, unengaged responses got eliminated. Furthermore, linearity, homoscedasticity, multicollinearity, frequencies, skewness, kurtosis, and standard deviation were calculated. Moreover, Pearson's' correlation analysis was estimated to examine the direction, significance, and strength of the relationships between the variables (Gall et al. 2003), in addition, reliability was tested through Cronbach's Alpha reliability. After that, a series of confirmatory factor analysis (CFA) using AMOS v.23 were ran to examine how distinctive variables are from each other. To identify the threats in the actual model due to common method variance; the hypothesized model was first tested with baseline model that was seven factor, and also compared with other alternative factor models (Podsakoff et al. 2003; Podsakoff et al. 2012).

In addition, to test proposed hypothesis of the study, hypothesizes 1a, b, c; 2a, b, c and 3a, b were being tested via simple linear regression. Analysis of moderation and mediation were carried out through SPSS PROCESS Macro v.23 (Hayes et al. 2012), recommended by Preacher et al. (2007). The tests gave good estimates about the effect of predictors on employees' outcome variables alongside moderation and mediation estimates. Additionally, the impact of independent variables on mediator was also estimated along with the mediation direct effects (Hypothesis 4a, b, c and 5a, b, c).

Lastly, moderated mediation analysis was estimated to test hypothesis in which the whole model was tested with each outcome variable, and also included the direct impact of change uncertainty and appropriateness on employees' outcomes. The moderated mediation effect was examined with bootstrapped size of 1000 which gave estimated assumption of population, recommended by Hair et al., (2014), with change communication as a moderator between change uncertainty, appropriateness in relation to perceived management support and employees' attitudes. Additionally, the indirect moderating effect of change communication adequacy on employees' attitudes (job satisfaction, turnover intentions and job involvement) via perceived management support was investigated, with bootstrapped size of 1000 and 95% confidence intervals, and bias-corrected (Preacher et al. 2007) (Hypothesis 6a, b). Independent variables were mean centered to avoid multicollinearity (Cohen et al. 2003; Cohen et al. 2013). In the analysis, age, gender, and qualification were taken as control variables.

4.2. Initial Analyses

Self-completion survey creates an issue of common method variance (CMV) bias (Chu, Wang & Collins, 2019). To address the potential CMV issues in this study, several steps were carried out. Firstly, Harman's test was adopted to investigate the potential effect of CMV bias, in this examination all the variables of the study were merged into a single factor. The results made it clear that single factor of all variables was a poor fit, and hence, not suitable for analyzing data $\chi^2(902) = 3242.30, p < 0.001$, goodness fit index (GFI) =0.73, root mean square error of approximation (RMSEA) =0.07, comparative fit index (CFI) =0.77, non-normed fit index (NNFI) =0.71. In addition, Pavlou, Liang and Xue (2007) formula was adopted to test the correlation coefficients of variables of the study. The results of examination suggested that the effect of CMV was relatively low. Moreover, chi square difference was also significant. Thus, the effect of CMV bias was tested through 2 tests and the analysis confirmed a very low probability of CMV effect (Podsakoff et al. 2012; Schwarz et al. 2017).

4.3. Confirmatory Factor Analysis

Table 4.1 demonstrates the results of confirmatory factor analysis (CFAs). A series of CFAs were conducted, in order to confirm the distinctiveness of the variables and the respective items of the research model used in the study. At first, the overall fitness of the model was checked through the baseline model that is a seven factor model. The baseline model was then compared

with some other alternative models to check the best fit model. Moreover, a five factor model was also tested. Additionally, one factor model was also examined in which items of all the variables were amalgamated into one single factor.

The results of the CFAs presented that seven factor model achieved the best fit, all other models estimated were compared to baseline model and they turned out to be a worse fit. The seven factor model was a finest fit to data, as the (GFI) = 0.85, (RMSEA) = 0.04, (CFI) = 0.92, (NNFI) = 0.85. The results are in line with the standard limits set, for example, the RMSEA value should be between 0.04 - 0.06, GFI, CFI and NNFI near to 0.90 (Hu & Bentler, 1999). The values of seven factor baseline model show a good model fit compared to one factor in which all the variables were loaded into single factor (GFI = 0.73, RMSEA = 0.07, CFI = 0.77, NNFI = 0.71). Similarly, the five factor does not seem to be a good fit as the values do not fulfil standards. Therefore, the CFAs clarify the unique validity of variables and the items. Moreover, it does not comprise of any substantial CMV threats linked with validity of the items. Hence, the hypothesized research model is accepted as a reasonable depiction of the covariance and variances amid the measures, and valid for advance hypothesis testing.

Table 4.1 Results of confirmatory factor analysis

Model	χ^2	df	GFI	RMSEA	CFI	NNFI	$\Delta\chi^2$	Δ df
One-factor model	3242.30***	902	0.73	0.07	0.77	0.71	1597.61***	50
Five-factor model	2613.15***	892	0.76	0.06	0.83	0.77	968.46***	40
Seven-factor model	1644.69***	852	0.85	0.04	0.92	0.85	Baseline model	

Notes: $n=473$; (***) $p<0.001$. GFI = goodness of fit index; RMSEA = root mean square error of approximation; CFI = comparative fit index; NNFI = non-normed fit index. The seven factors model here refers to the proposed seven factors in this study. In the five-factor model the two outcome variables job satisfaction and job involvement having same direction were put into one factor and turnover intentions was used as a separate factor, predictors were merged into one factor. In the one factor model all of the items were put together in one latent variable.

4.4. Correlation Coefficients

Table 4.2 presents the values of means, standard deviation and correlation coefficient of the variables studied in this research. Cronbach's alpha reliability was also checked for all the items used to gather responses. The reliability scores of all the variables lie inside the acceptable range and meeting the standard criteria; scores are ranging from 0.71-0.89. Moreover, the results of the correlation analysis show that change related uncertainty (CRU) was negatively related to change communication adequacy (CC) ($r = -0.54, p < 0.01$), perceived management support (PMS)

($r = -0.56, p < 0.01$), job satisfaction (JS) ($r = -0.58, p < 0.01$), and job involvement (JI) ($r = -0.57, p < 0.01$), whereas it was positively related to turnover intentions (TOI) ($r = 0.55, p < 0.01$).

On the other hand, change appropriateness (CAP) was positively related to CC ($r = 0.73, p < 0.01$), PMS ($r = 0.69, p < 0.01$), JS ($r = 0.74, p < 0.01$), JI ($r = 0.74, p < 0.01$), and negatively related to TOI ($r = -0.61, p < 0.01$). Moreover, PMS has a negatively significant relationship with TOI ($r = -0.57, p < 0.01$), and a significant positive relationship with JS ($r = 0.71, p < 0.01$), and JI ($r = 0.67, p < 0.01$). Fortunately, the results of correlation are in the direction as expected.

Table 4.2 Descriptive statistics of research variables

	Mean	SD	1	2	3	4	5	6	7
1.CRU	2.85	1.01	<i>(0.85)</i>						
2.CAP	3.44	0.79	-0.59**	<i>(0.89)</i>					
3.PMS	3.27	0.80	-0.56**	0.69**	<i>(0.81)</i>				
4.CC	3.39	0.80	-0.54**	0.73**	0.70**	<i>(0.71)</i>			
5.JS	3.46	0.79	-0.58**	0.74**	0.71**	0.70**	<i>(0.80)</i>		
6.TOI	2.88	1.03	0.55**	-0.61**	-0.57**	-.53**	-0.60**	<i>(0.79)</i>	
7.JI	3.40	0.68	-0.57**	0.74**	0.67**	0.69**	0.77**	-0.60**	<i>(0.81)</i>

Means, standard deviations, Cronbach's α and correlation scores for all variables

Notes: $n = 473$; (** $p < 0.01$). CRU = change related uncertainty; CAP = change appropriateness; PMS = perceived management support; CC = change communication adequacy; JS = job satisfaction; TOI = turnover intentions; JI = job involvement. Cronbach's α scores are in diagonal against each variable in italic

4.5. Regression Analysis

Table 4.3 displays the results of simple linear regression of change related uncertainty with job satisfaction, turnover intentions, and job involvement. Change related uncertainty was perceived to have a negatively significant relationship with employee's job satisfaction ($\beta = -0.588, p < 0.001$), this accepted hypothesis 1a of the study. Change related uncertainty indicated a positive significant relationship with turnover intentions ($\beta = 0.558, p < 0.001$), thus, hypothesis 1b was also confirmed. Next, change related uncertainty found to have a negative significant relationship with job involvement ($\beta = -0.578, p < 0.001$), as a result hypothesis 1c was also accepted. The negative values of coefficient beta indicate that when employees experience change related uncertainty, it leads to lower job satisfaction and lower job involvement along with high turnover intentions among employees.

Table 4.3 Summary of regression analysis

Regression Analysis: The impact of change related uncertainty on employees' job satisfaction, turnover intentions, and job involvement- H1a-H1c

JS

	Model 1	Model 2
<u>Hypothesis 1a</u>		
<i>Step 1</i>		
Gender	-.029	-.007
Age	.089	.015
Qualification	-.004	-.031
<i>Step 2</i>		
CRU		-.588***
<i>F</i>	1.434	62.143***
<i>Adjusted R²</i>	.003	.341
<i>Δ Adjusted R²</i>		.338

TOI

	Model 1	Model 2
<u>Hypothesis 1b</u>		
<i>Step 1</i>		
Gender	-.023	-.044
Age	-.124**	-.054
Qualification	.061	.087*
<i>Step 2</i>		
CRU		.558***
<i>F</i>	2.660*	55.20***
<i>Adjusted R²</i>	.010	.315
<i>Δ Adjusted R²</i>		.304

JI

	Model 1	Model 2
<u>Hypothesis 1c</u>		
<i>Step 1</i>		
Gender	-.022	.000
Age	.085	.013
Qualification	.006	-.021
<i>Step 2</i>		
CRU		-.578***
<i>F</i>	1.321	58.86***
<i>Adjusted R²</i>	.002	.329
<i>Δ Adjusted R²</i>		.326

Notes: n= 473; (*p<0.05; **p<0.01; ***p<0.001). CRU= change related uncertainty; JS = job satisfaction; TOI = turnover intentions; JI = job involvement. The results shown are standardized regression coefficients (β)

Table 4.4 below shows the results of linear regression of change appropriateness with job satisfaction, turnover intentions, and job involvement. Change appropriateness was perceived to have a positive significant relationship with job satisfaction ($\beta= 0.742, p < 0.001$), thus, confirming hypothesis 2a of this research. Furthermore, change appropriateness showed a negatively significant relationship with turnover intentions ($\beta= -0.614, p < 0.001$), this accepted hypothesis 2b as well. Lastly, change appropriateness indicated a positive significant relationship with job involvement ($\beta= 0.749, p < 0.001$), thus results were in line as expected. Hypothesis 2c was also accepted. The positive values of coefficient indicate that when change is perceived to be appropriate then it increases job satisfaction and job involvement, whereas decreases turnover intentions among employees.

Table 4.4 Summary of regression analysis

Regression Analysis: The impact of change appropriateness on employees' job satisfaction, turnover intentions, and job involvement- H2a-H2c

JS		
	Model 1	Model 2
<u>Hypothesis 2a</u>		
<i>Step 1</i>		
Gender	-.029	.020
Age	.089	.017
Qualification	-.004	-.005
<i>Step 2</i>		
CAP		.742***
<i>F</i>	1.434	143.62***
<i>Adjusted R²</i>	.003	.547
<i>Δ Adjusted R²</i>		0.542
TOI		
	Model 1	Model 2
<u>Hypothesis 2b</u>		
<i>Step 1</i>		
Gender	-.023	-.063
Age	-.124**	-.064
Qualification	.061	.062
<i>Step 2</i>		
CAP		-.614***
<i>F</i>	2.660*	74.30***
<i>Adjusted R²</i>	.010	.383
<i>Δ Adjusted R²</i>		.372

JI

	Model 1	Model 2
<u>Hypothesis 2c</u>		
<i>Step 1</i>		
Gender	-.022	.027
Age	.085	.013
Qualification	.006	.005
<i>Step 2</i>		
CAP		.749***
<i>F</i>	1.321	149.28***
<i>Adjusted R²</i>	.002	.557
<i>Δ Adjusted R²</i>		.552

Notes: $n = 473$; (* $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$). CAP= change appropriateness; JS = job satisfaction; TOI = turnover intentions; JI = job involvement. The results shown are standardized regression coefficients (β)

Table 4.5 displays the results of regression of change related uncertainty and change appropriateness with perceived management support. Hypothesis 3a predicted that views of uncertainty about changes result in negative perceptions about management support. The hypothesis was confirmed as the direct relationship between these two variables is negatively significant ($\beta = -0.561, p < 0.001$), thus hypothesis 3a was accepted. Moreover, hypothesis 3b predicted that change appropriateness leads to positive perceptions about management support during the times of change. The hypothesis was accepted as the direct relationship between the two variables is highly significant and positive ($\beta = 0.692, p < 0.001$). Hypothesis 3b was also accepted.

Table 4.5 Summary of regression analysis

Regression Analysis: The impact of change related uncertainty and change appropriateness on perceived management support- H3a-H3b

PMS

	Model 1	Model 2
<u>Hypothesis 3a</u>		
<i>Step 1</i>		
Gender	-.087	-.066
Age	.047	-.023
Qualification	.004	-.021
<i>Step 2</i>		
CRU		-.561***
<i>F</i>	1.724	54.66***
<i>Adjusted R²</i>	.005	.313
<i>Δ Adjusted R²</i>		.308

PMS		
	Model 1	Model 2
Hypothesis 3b		
<i>Step 1</i>		
Gender	-.087	-.042
Age	.047	-.019
Qualification	.004	.004
<i>Step 2</i>		
CAP		.692***
<i>F</i>	1.724	108.97***
<i>Adjusted R²</i>	.005	.478
<i>Δ Adjusted R²</i>		.471

Notes: $n = 473$; (***) $p < 0.001$. CRU = change related uncertainty; CAP = change appropriateness; PMS = perceived management support. The results shown are standardized regression coefficients (β)

4.6. Mediation Analysis

The hypothesis testing was further carried on by analyzing mediation and moderation effects. It was tested by using 1000 bootstraps size via PROCESS Macro by Preacher and Hayes. The results of the analyses are shown in Tables 4.6 and 4.7. Table 4.6 shows the mediation analysis results of perceived management support between change related uncertainty and job satisfaction, turnover intentions, and job involvement. The results present that change related uncertainty was related significantly negative with perceived management support ($\beta = -0.4466$, $p < 0.001$), job satisfaction ($\beta = -0.2134$, $p < 0.001$), job involvement ($\beta = -0.1964$, $p < 0.001$), and significantly positively linked with employees' turnover intentions ($\beta = 0.3469$, $p < 0.001$). Moreover, perceived management support had a significant positive relationship with job satisfaction ($\beta = 0.5595$, $p < 0.001$), thus, confirming hypothesis 4a. Whereas, perceived management support had a negative significant relationship with turnover intentions ($\beta = -0.4985$, $p < 0.001$). Hence, it confirmed hypothesis 4b of the study. Lastly, it also had a significant positive relation with job involvement ($\beta = 0.4303$, $p < 0.001$), the result supported hypothesis 4c.

Table 4.7 illustrates the mediation analysis results of perceived management support between change appropriateness and job satisfaction, turnover intentions, and job involvement. The analysis shows that change appropriateness had a significant positive relationship with perceived management support ($\beta = 0.7041$, $p < 0.001$), job satisfaction ($\beta = 0.4752$, $p < 0.001$), job involvement ($\beta = 0.4671$, $p < 0.001$), however, significantly negative relationship with turnover intentions ($\beta = -0.5372$, $p < 0.001$). Furthermore, perceived management support was having a

positive significant link with job satisfaction ($\beta= 0.3864, p< 0.001$), hence, confirmed hypothesis 5a. Whereas, perceived management support had a negative and significant relationship with turnover intentions ($\beta=-0.3765, p< 0.001$), thus, hypothesis 5b was also accepted. Lastly, a positive link with job involvement ($\beta= 0.2509, p< 0.001$), the results supported the hypothesis 5c.

Table 4.6 Results of bootstrapped mediation analysis examining the relationship of change related uncertainty, perceived management support on job satisfaction, turnover intentions and job involvement.

	PMS	JS	TOI	JI
Age	-0.0281 (0.0481)	0.0341 (0.0381)	-0.0990 (0.0568)	0.0256 (0.0344)
Gender	-0.1123 (0.0658)	0.0515 (0.0523)	-0.1515 (0.0780)	0.0482 (0.0473)
Qualification	-0.0234 (0.0432)	-0.0213 (0.0342)	0.1113 (0.0511)*	-0.0094 (0.0309)
Change related uncertainty	-0.4466 (0.0307) ***	-0.2134 (0.0293)***	0.3469 (0.0437)***	-0.1964 (0.0265)***
Perceived management support		0.5595 (0.0366)***	-0.4985 (0.0546)***	0.4303 (0.0331) ***
<i>F</i>	54.66***	121.13***	68.59***	97.82***
<i>R</i> ²	0.31	0.56	0.42	0.51

Notes: $n= 473$; (* $p<0.05$; *** $p<0.001$). CRU = change related uncertainty; PMS = perceived management support; JS = job satisfaction; TOI = turnover intentions; JI = job involvement. Bootstrap sample size = 1000.

Table 4.7 Results of bootstrapped mediation analysis examining the relationship of change appropriateness, perceived management support on job satisfaction, turnover intentions and job involvement.

	PMS	JS	TOI	JI
Age	-0.0239 (0.0418)	0.0300 (0.0350)	-0.1105 (0.0562)	0.0195 (0.0308)
Gender	-0.0709 (0.0574)	0.0609 (0.0482)	-0.1645 (0.773)	0.0571 (0.0424)
Qualification	0.0040 (0.0376)	-0.0075 (0.0315)	0.0895 (0.0506)	0.0033 (0.0277)
Change appropriateness	0.7041 (0.0341)***	0.4752 (0.0395)***	-0.5372 (0.0634)***	0.4671 (0.0348)***
Perceived management support		0.3864 (0.0387)***	-0.3765 (0.0621)***	0.2509 (0.0341)***
<i>F</i>	108.97***	159.03***	71.32***	143.83***
<i>R</i> ²	0.48	0.63	0.43	0.60

Notes: $n= 473$; (***) $p<0.001$). CAP= change appropriateness; PMS = perceived management support; JS = job satisfaction; TOI = turnover intentions; JI = job involvement. Bootstrap sample size = 1000.

The indirect effects of change related uncertainty on job satisfaction, turnover intentions, and job involvement via mediating effect of perceived management support have also examined. Table 4.8 shows that there is an indirect effect where change related uncertainty negatively impacts job satisfaction through perceived management support ($\beta = -0.2498$), and the relation is statistically significant with 95% CI; the lower level and upper level of confidence interval are as follows -0.3007, -0.2015. Similarly, there is an indirect negative predictive relationship between

CRU and job involvement mediated by PMS ($\beta = -0.1921$), and it is significant with 95% CI; the LL and UL of CI are (-0.2350, -0.1533). Lastly, the indirect effect of CRU via PMS on turnover intentions is positively significant ($\beta = 0.2226$), 95% CI; the LL and UL of CI are 0.1668, 0.2797.

Table 4.9 illustrates the indirect effects of change appropriateness on JS, TOI, and JI via PMS. The indirect effect of CAP through PMS on JS is positively significant ($\beta = 0.2721$), with 95% CI; the LL and UL of CI are 0.2024, 0.3369. Similarly, there is an indirect positive predictive relationship between CAP and JI via PMS ($\beta = 0.1766$), and it is significant with 95% CI; the LL and UL of CI are 0.1209, 0.2277. Lastly, CAP has indirect negative relationship with TOI through PMS ($\beta = -0.2651$), and it is statistically significant with 95% CI; the LL and UL of CI are -0.3752, -0.1604.

Table 4.8 Indirect effects of change related uncertainty on job satisfaction, turnover intentions, and job involvement

Indirect Effect of Change Related Uncertainty	Effect (SE)	LL	UL
		CI 95%	CI 95%
<i>Job Satisfaction</i> Mediator: PMS	-0.2498(0.0254)	-0.3007	-0.2015
<i>Turnover Intentions</i> Mediator: PMS	0.2226(0.0287)	0.1668	0.2797
<i>Job Involvement</i> Mediator: PMS	-0.1921(0.0210)	-0.2350	-0.1533

Notes PMS = perceived management support; LL = lower limit; UL = upper limit; CI = confidence interval. Bootstrap size 1000

Table 4.9 Indirect effects of change appropriateness on job satisfaction, turnover intentions, and job involvement

Indirect Effect of Change Appropriateness	Effect (SE)	LL	UL
		CI 95%	CI 95%
<i>Job Satisfaction</i> Mediator: PMS	0.2721(0.0344)	0.2024	0.3369
<i>Turnover Intentions</i> Mediator: PMS	-0.2651(0.0540)	-0.3752	-0.1604
<i>Job Involvement</i> Mediator: PMS	0.1766(0.0276)	0.1209	0.2277

Notes PMS = perceived management support; LL = lower limit; UL = upper limit; CI = confidence interval. Bootstrap size 1000

4.7. Moderated Mediation Analysis

Table 4.10 and 4.11 illustrate the moderated mediation impact of change communication adequacy on employee's job satisfaction, turnover intentions, and job involvement via perceived management support. It was tested by using 1000 bootstraps size via PROCESS Macro by Preacher and Hayes. Hypothesis 6a predicted that change communication adequacy moderates between change related uncertainty and perceived management support. The coefficient values in table 4.10 present that the interaction between change related uncertainty and change communication had a highly significant and positive relationship with perceived management support ($\beta = 0.1243, p < 0.001$), job satisfaction ($\beta = 0.0911, p < 0.01$), and job involvement ($\beta = 0.1185, p < 0.001$). Additionally, it had a non-significant positive relation with turnover intentions ($\beta = 0.0484, ns$), the results are presented in Figure 4.1-4.3. On the other hand, hypothesis 6b predicted that change appropriateness and perceived management support was moderated by change communication adequacy. The values in table 4.11 illustrate that the interaction between change appropriateness and change communication had a significant negative relationship with perceived management support ($\beta = -0.0860, p < 0.05$), job satisfaction ($\beta = -0.0822, p < 0.05$), and job involvement ($\beta = -0.1259, p < 0.001$). However, it had a non-significant negative relation with turnover intentions ($\beta = -0.0740, ns$), Figure 4.4-4.6.

Table 4.10. Results of bootstrapped moderated mediation analysis examining the relationship of change related uncertainty and perceived management support on job satisfaction, turnover intentions, and job involvement

	PMS	JS	TOI	JI
Age	-0.0192 (0.0390)	0.0336 (0.0352)	-0.0980 (0.0563)	0.0254 (0.0315)
Gender	-0.1087 (0.0534)*	0.0292 (0.0484)	-0.1393 (0.0774)	0.0276 (0.0433)
Qualification	-0.0094 (0.0351)	-0.0175 (0.0317)	0.1091 (0.0506)*	-0.0060 (0.0283)
Change related uncertainty	-0.6321 (.1234)***	-0.4722 (0.1146)***	0.1422 (0.1832)	-0.5567 (0.1025)***
Change communication	0.1582 (0.1184)	0.0595 (0.1072)	-0.3518 (0.1712)*	-0.0563 (0.0958)
CRU*CC	0.1243 (.0346)***	0.0911 (0.0317)**	0.0484 (0.0506)	0.1185 (0.0283)***
Perceived management support		0.3393 (0.0419)***	-0.3923 (.0669)***	0.2216 (0.0374)***
F	96.35***	112.49***	51.38***	96.65***
R²	0.55	0.62	0.43	0.59

Notes: $n = 473$; (* $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$). CRU = change related uncertainty; CC = change communication; PMS = perceived management support; JS = job satisfaction; TOI = turnover intentions; JI = job involvement. Bootstrap sample size = 1000.

Table 4.11. Results of bootstrapped moderated mediation analysis examining the relationship of change appropriateness and perceived management support on job satisfaction, turnover intentions, and job involvement.

	PMS	JS	TOI	JI
Age	-0.0152 (0.0383)	0.0331 (0.0339)	-0.1099 (0.0561)	0.0230 (0.0296)
Gender	-0.0951 (0.0528)	0.0391 (0.0469)	-0.1647 (0.0776)*	0.0351 (0.0410)
Qualification	-0.0010 (0.0346)	-0.0115 (0.0306)	0.0860 (0.0506)	-0.0027 (0.0267)
Change appropriateness	0.6555 (.1342)***	0.6240 (0.1218)***	-0.2681 (0.2015)	0.7739 (.1064)***
Change communication	0.7002 (.1396)***	0.4958 (0.1270)***	0.1748 (0.2100)	0.6008 (.1109)***
CAP*CC	-0.0860 (0.0404)*	-0.0822 (0.0359)*	-0.0740 (0.0595)	-0.1259 (.0314)***
Perceived management support		0.2951 (0.0410)***	-0.3587 (.0679)***	0.1694 (.0358)***
F	101.40***	125.26***	51.35***	116.54***
R²	0.56	0.65	0.43	0.63

Notes: $n = 473$; (* $p < 0.05$; *** $p < 0.001$). CAP= change appropriateness; CC = change communication; PMS = perceived management support; JS = job satisfaction; TOI = turnover intentions; JI = job involvement. Bootstrap sample size = 1000.

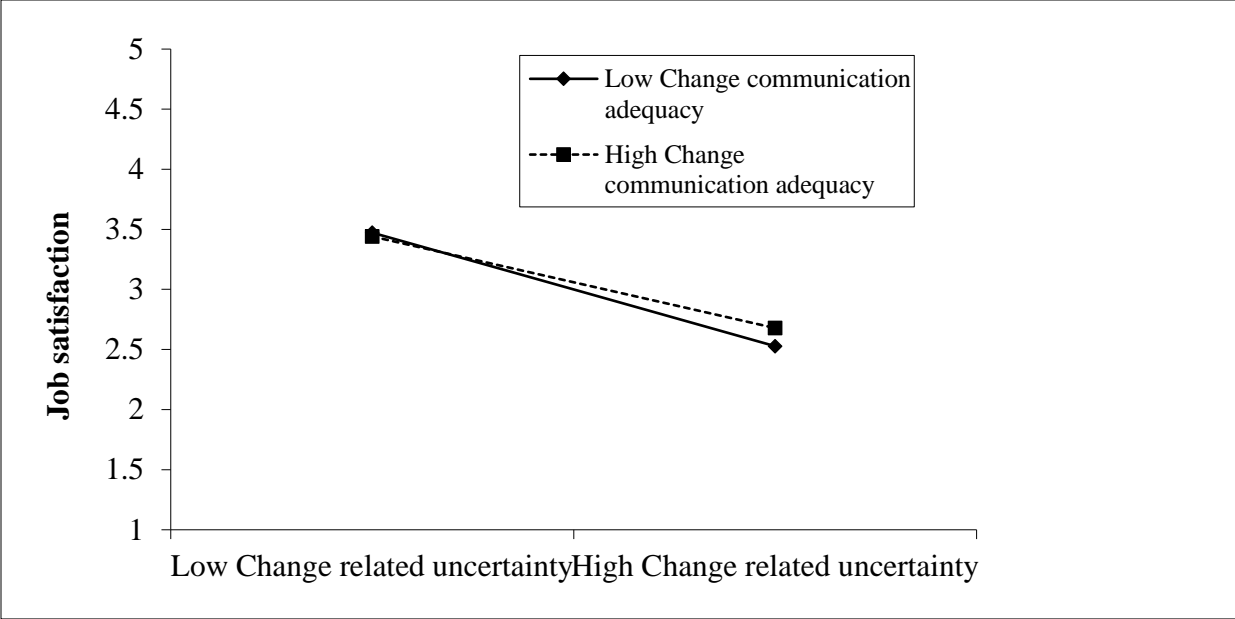


Figure 4.1 Two-way interaction graph (change related uncertainty x change communication) - Job satisfaction

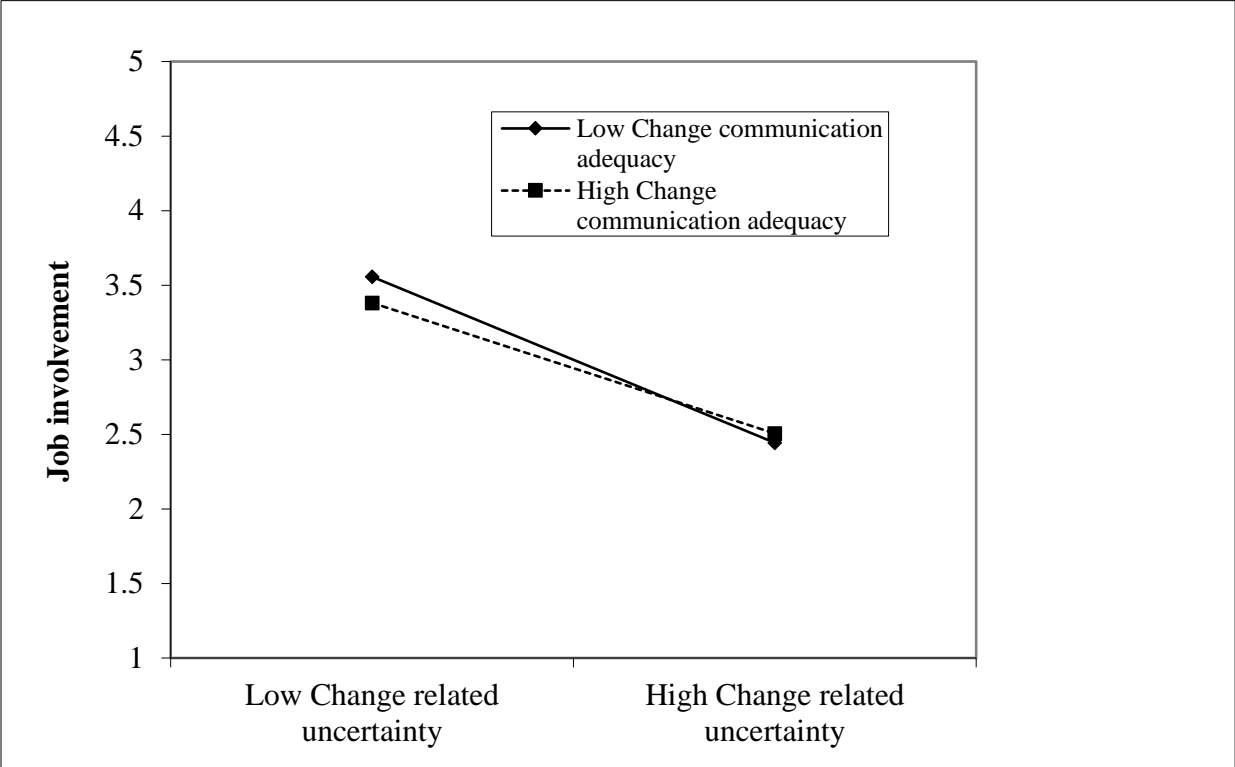


Figure 4.2 Two-way interaction graph (change related uncertainty x change communication) - Job involvement

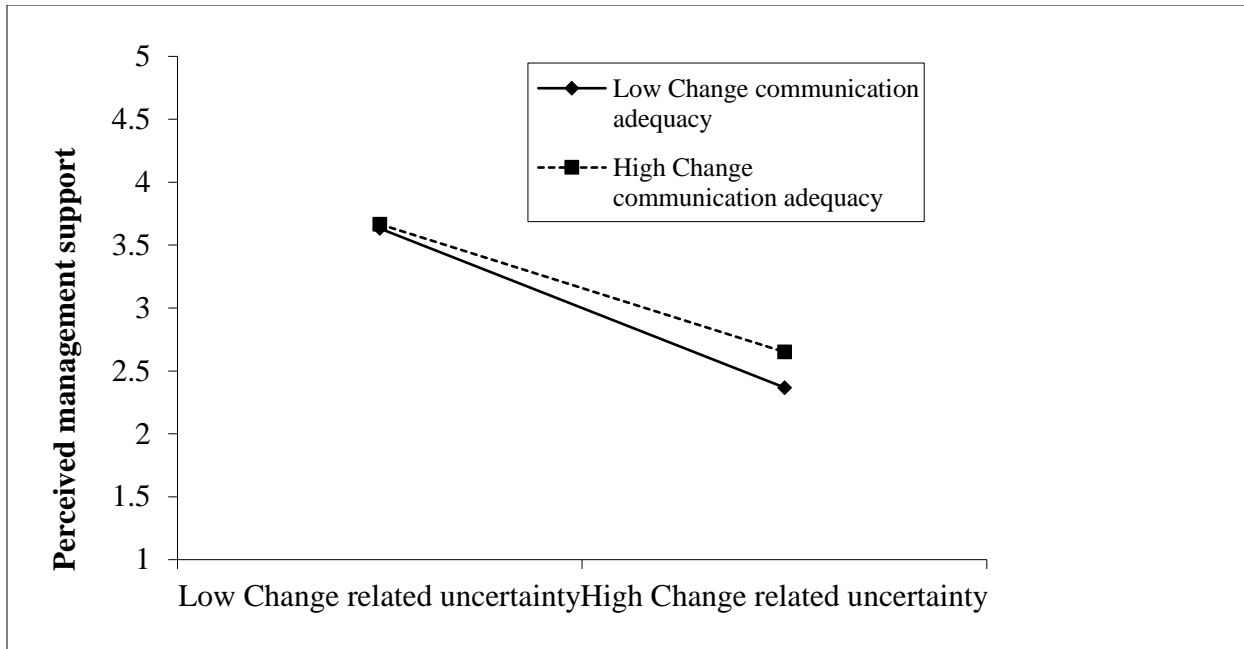


Figure 4.3 Two-way interaction graph (change related uncertainty x change communication) – Perceived management support

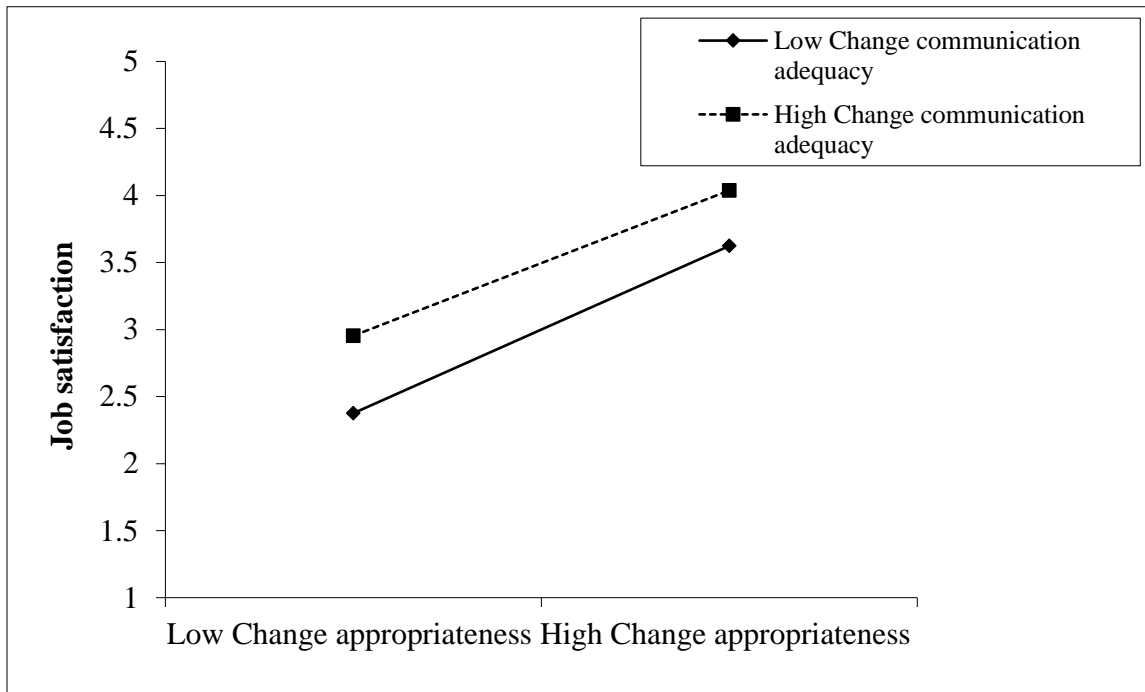


Figure 4.4 Two-way interaction graph (change appropriateness x change communication) - Job satisfaction

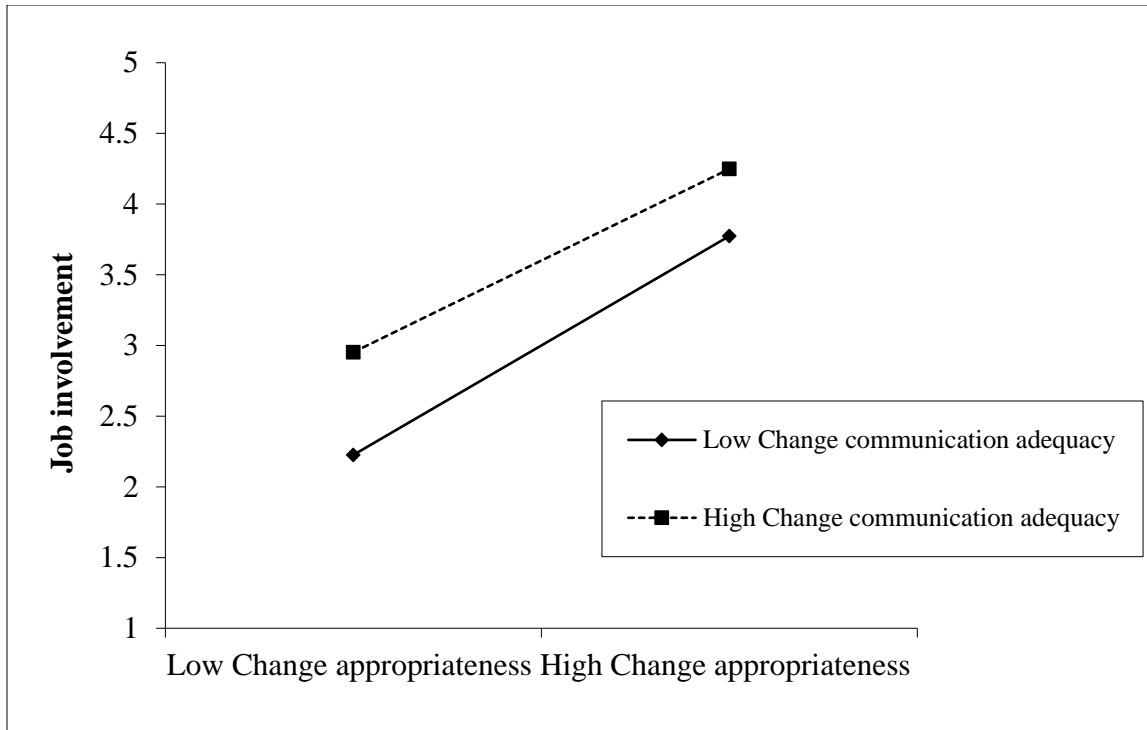


Figure 4.5 Two-way interaction graph (change appropriateness x change communication) – Job involvement

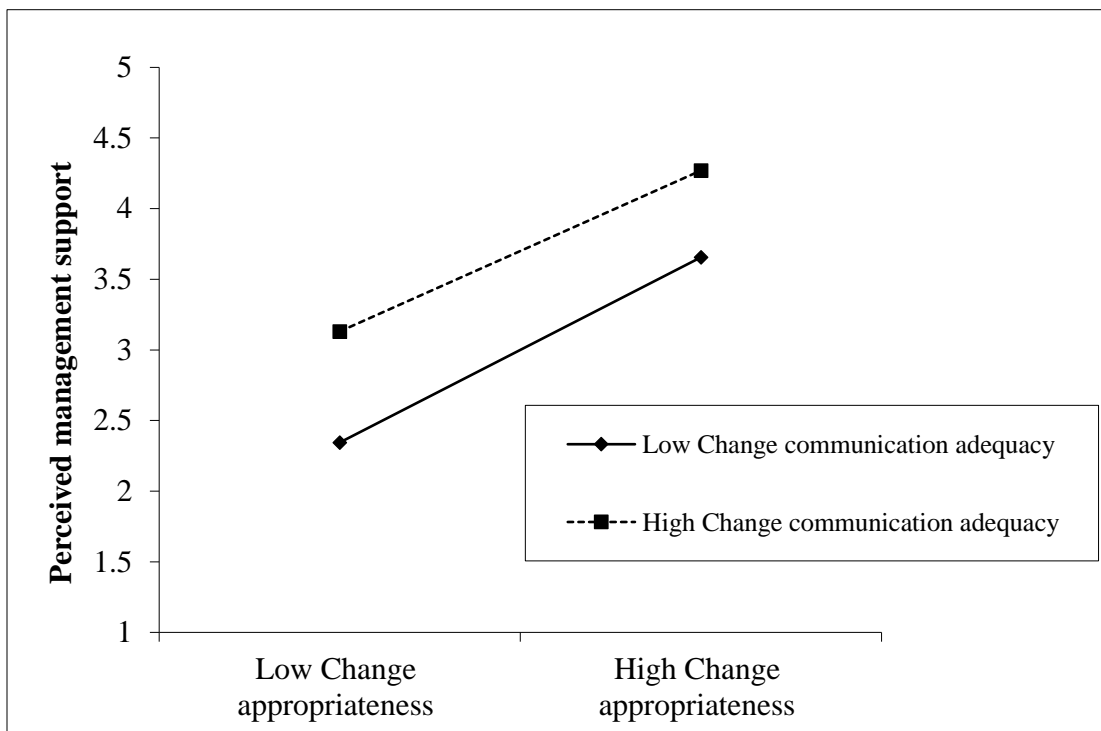


Figure 4.6 Two-way interaction graph (change appropriateness x change communication) – Perceived management support

The indirect effects of change communication adequacy were also examined in this study. Table 4.12 shows that change related uncertainty was negatively and significantly related through perceived management support with job satisfaction ($\beta = -.1056$), and job involvement ($\beta = -.0690$), and significantly positive to turnover intentions ($\beta = .1221$), when change communication was low in the organization. Similarly, change related uncertainty was having a negatively significant relationship with job satisfaction ($\beta = -.0374$), and job involvement ($\beta = -.0244$), and positively significant with turnover intentions ($\beta = .0432$), via perceived management support, when change communication was high in the organization. The results of indirect effect show that when change communication adequacy was high in the case of change related uncertainty, it acted as a cushion against the undesirable employees' outcomes, such as, turnover intentions. Whereas it intensified the positive behaviors and attitudes i.e., job satisfaction and job involvement, as predicted in hypothesis 6a.

On the other hand, table 4.13 shows that change appropriateness via perceived management support was positively and significantly related to job satisfaction ($\beta = .1279$), and job involvement ($\beta = .0734$), and negatively significant to turnover intentions ($\beta = -.1555$), when change communication was low in the organization. Likewise, change appropriateness via perceived management support was having positive and significant relationship with job satisfaction ($\beta = .0869$), and job involvement ($\beta = .0499$), and negatively significant with turnover intentions ($\beta = -.1056$), when change communication was high in the organization. However, the results does not fully support hypothesis 6b, where in one part, it was predicted that in the case of change appropriateness, high change communication adequacy will intensify the positive outcomes i.e., job satisfaction and job involvement, and weaken negative behaviors i.e., turnover intentions.

Table 4.12. Indirect effects of change related uncertainty on job satisfaction, turnover intentions, and job involvement

Indirect Effect of Change Related Uncertainty	Effect (SE)	LL	UL
		CI 95%	CI 95%
Job Satisfaction			
Mediator: PMS			
-1 <i>SD</i> of Change Communication	-0.1056 (0.0225)	-0.1540	-0.0654
Mean Change Communication	-0.0715 (0.0148)	-0.1030	-0.0451
+1 <i>SD</i> of Change Communication	-0.0374 (0.0156)	-0.0687	-0.0076
Turnover Intentions			
Mediator: PMS			
-1 <i>SD</i> of Change Communication	0.1221 (0.0298)	0.0691	0.1869
Mean Change Communication	0.0827 (0.0204)	0.0468	0.1262
+1 <i>SD</i> of Change Communication	0.0432 (0.0196)	0.0094	0.0854
Job Involvement			
Mediator: PMS			
-1 <i>SD</i> of Change Communication	-0.0690 (0.0163)	-0.1034	-0.0396
Mean Change Communication	-0.0467 (0.0110)	-0.0702	-0.0268
+1 <i>SD</i> of Change Communication	-0.0244 (0.0106)	-0.0471	-0.0053

Notes: PMS = perceived management support; LL = lower limit; UL = upper limit; CI = confidence interval. Bootstrap size 1000

Table 4.13. Indirect effects of change appropriateness on job satisfaction, turnover intentions, and job involvement

Indirect Effect of Change Appropriateness	Effect (SE)	LL	UL
		CI 95%	CI 95%
Job Satisfaction			
Mediator: PMS			
-1 <i>SD</i> of Change Communication	0.1279 (0.0259)	0.0797	0.1813
Mean Change Communication	0.1074 (0.0237)	0.0638	0.1572
+1 <i>SD</i> of Change Communication	0.0869 (0.0255)	0.0419	0.1417
Turnover Intention			
Mediator: PMS			
-1 <i>SD</i> of Change Communication	-0.1555 (0.0377)	-0.2356	-0.0867
Mean Change Communication	-0.1306 (0.0364)	-0.2122	-0.0693
+1 <i>SD</i> of Change Communication	-0.1056 (0.0389)	-0.1957	-0.0455
Job Involvement			
Mediator: PMS			
-1 <i>SD</i> of Change Communication	0.0734 (0.0198)	0.0345	0.1123
Mean Change Communication	0.0616 (0.0177)	0.0282	0.0979
+1 <i>SD</i> of Change Communication	0.0499 (0.0177)	0.0195	0.0893

Notes PMS = perceived management support; LL = lower limit; UL = upper limit; CI = confidence interval. Bootstrap size 1000

Chapter No 5: Discussion

5.0 Introduction

The objective of this chapter is to discuss the findings and results of the study with respect to the hypothesis developed and tested. It further states how this research fits in the body of literature.

5.1 Discussion

In this study, some proposed hypotheses are developed and tested empirically in order to understand the impact of significant predictors on the perceptions, behaviors and attitudes of change recipients during transformational changes. In addition, this research explains how antecedents are related to employees' outcomes. The extensive review of the literature on organizational change had highlighted some under researched areas that need to be examined in more detail in different settings. Therefore, this study has investigated the relationships of change related uncertainty, change appropriateness have with employee attitudes and behaviors i.e. job satisfaction, job involvement and turnover intentions with the mediating effect of perceived management support, along with a moderating role of change communication adequacy. Perceived management support has been studied as an underlying mechanism that explains how predictors influence outcome variables. The findings of the study have shown that change related uncertainty was correlated negatively with employees' job satisfaction (Hypothesis 1a). Uncertainty regarding changes acts as a stressor and gives feeling of anxiety and stress to change recipients. It also develops obstacles for the completion of tasks which make employees feel unsatisfied from their job and work (Haynie, Harris & Flynn, 2016). Furthermore, the results showed that change related uncertainty had a significant direct link with employee turnover intentions (Hypothesis 1b). During major changes in banks, the uncertainty created due to changes and ambiguity about outcomes of change effected employees' quitting intentions and morale. When employees are not aware of the consequences of change, job security, pay, promotion, future job duties, and responsibilities then there are high chances of having exit intentions among individuals.

Lastly, change uncertainty has an inverse relationship with employees' job involvement (Hypothesis 1c). It has been observed in banks that revolutionary organizational changes also result in changing employees' involvement in their jobs. The environmental factors had an influence on the work, therefore, the involvement in job also effected and changed the connection

an individual had with his work. Additionally, change uncertainty raises multiple questions in the minds of employees regarding their job requirements, stability of the current position, targets, and job security after the transition. Thus, the ambiguity about job aspects in future mostly demotivates and changes employees' identification with their work (Khalid, 2011).

Additionally, the findings of the study have presented that positive thinking of employees about change appropriateness has a direct positive relationship with employees' job satisfaction (Hypothesis 2a). When change intervention is well communicated to employees that they feel a particular change to be a good fit and necessary for the organization; then it leads to positive employees' outcomes. Therefore, job satisfaction of employees was high in those banks where change was perceived to be appropriate and correct action of the organization, and vice versa. Additionally, findings of the study highlighted that change appropriateness has an inverse relationship with turnover intentions (Hypothesis 2b). The results state that employees are less likely to leave the organizations when they view change programs as appropriate to achieve the goals and beneficial for stakeholders. It motivates them to stay in the organization and support it.

Lastly, the data from banks showed that change appropriateness also had a positive link with employees' job involvement (Hypothesis 2c). When employees recognize a change program in line with vision and goal of the company, beneficial for its employees and appropriate action to address discrepancy, then it encourages change recipients to be supportive towards change programs. It increased employees' contribution and involvement towards the execution of change initiative in banks. Hence, employees were involved in their jobs and supported their employers to achieve the company goals, where particular changes were perceived to be right choice.

Additionally, the impact of change related uncertainty and change appropriateness on employees' perceived management support was also examined. To understand the perceptions of employees when change is viewed to be uncertain and ambiguous, or when change is taken as appropriate and beneficial. This aspect is incredibly significant because the perceptions of employees about the characteristics of change and management support shape the attitudes and responses of employees (Kirrane et al. 2017; Vakola, 2016). However, when change brings uncertainty and stress among employees then it negatively influences perceptions about management support, since presence of stressors signal employees that management is not supportive and committed (Hypothesis 3a) (Cullen et al. 2014). The data also showed this trend

that where there was high change related uncertainty and ambiguity about change outcomes; the employees developed negative thoughts about management and perceived that management is not supportive.

The hypothesis proposed that change appropriateness has a positive impact on perceived management support (Hypothesis 3b) (Haffar et al., 2014). The data collected from the banks presented that perceptions about management support in the minds of employees were positive where they viewed change programs as appropriate, beneficial, and necessary for company as a whole. The good thoughts about management support motivate employees to repay their organization (Cullen et al. 2014). They feel that their supervisor and upper management have concerned about their needs and wants, thus in return they hold good views about their management (Rafferty & Griffin, 2006).

The mediating role of perceived management support was examined in this study in order to understand the underlying mechanism between predictors and outcome variables in the context of major organizational changes. It explains the relationship between antecedents and employees' outcomes. The data has highlighted that perceived management support mediates change related uncertainty and employees' job satisfaction during organizational changes (Hypothesis 4a). Management support perceptions had a positive influence on employees' job satisfaction in banks. They believed that their management is taking measures to address unfavorable experiences. As a result, the direct negative effect of uncertainty was controlled through mediation.

The data has confirmed that perceived management support also mediates between change related uncertainty and employees' turnover intentions (Hypothesis 4b). It had presented that it negatively relates to turnover intentions, that means when employees felt good about support from management and treated well, then they were less likely to develop turnover intentions during the times of transformational changes. It is perceived that management tries to address the needs of its people. Tavares et al. (2016) also support this notion. Lastly, the findings showed that perceived management support also mediated between change related uncertainty and employee's job involvement (Hypothesis 4c). Management support had a significant positive affect on job involvement. This showed that employees were more involved in their jobs when they viewed that management is concerned and care for the needs of employees during transition. Consequently,

individuals showed mental and emotional identification with the job, willing to embrace change and adapt to transformations.

The mediation effect of perceived management support between change appropriateness and job outcomes was also studied to understand the relationship between predictor and employees' job outcomes. The data has presented that perceived management support mediates between change appropriateness and employees' job satisfaction (Hypothesis 5a). It had a positive influence on change recipient's job satisfaction levels. It was observed that employees had high job satisfaction where they viewed their management as supportive and helpful during difficult times. It fulfills their socio-emotional needs. In addition, it also mediates between change appropriateness and employees' turnover intentions (Hypothesis 5b). Perceived management support has an inverse relationship with turnover intentions. This explains employees did not have aim to quit from the company where the management was perceived as supportive during change phase.

Lastly, the data highlighted that perceived management support also mediates between change appropriateness and employees' job involvement (Hypothesis 5c). It has a positive influence on job involvement. Employees were more involved and responsible towards their work where the management was perceived as supportive and committed towards its employees, in the times of organizational changes. Based on the principle of reciprocity, management support motivates employees to repay the organization by performing well, helping them, and displaying positive attitudes, and behaviors (Cullen et al. 2014). Therefore, positive perceptions about management support is vital to gain employees' commitment and acceptance for change interventions.

Finally, the hypothesis 6a and 6b predicted that change communication adequacy moderates between change related uncertainty, change appropriateness and perceived management support. It moderated change related uncertainty—change appropriateness in relation to job satisfaction and job involvement via perceived management support. The data collected from banks showed that change uncertainty under the influence of change communication adequacy was highly significantly and positively related to perceived management support, employees' job satisfaction and job involvement. However, it was not related significantly with employees' turnover intentions. The results indicated that adequate, useful, and timely change communication

is beneficial and played a part in reducing the negative effect of uncertainty and inverse relationship of change uncertainty had with perceived management support, employees' job satisfaction and job involvement. A study also supports this notion that quality and adequate information about changes help employees to overcome uncertainties related to change and show more openness and acceptability towards change interventions (Simoes & Esposito, 2014). Thus, employees are likely to exhibit positive attitudes.

On the other hand, change appropriateness under the influence of change communication adequacy was significantly but negatively related to perceived management support, employees' job satisfaction and job involvement. While it was not related significantly with employees' turnover intentions. The results are not in the same direction as expected that change communication adequacy will strengthen the positive relationships of change appropriateness with perceived management support, employees' job satisfaction and job involvement. It had developed some unexpected outcomes such as negative employees' job satisfaction and job involvement. The organizations need to take other favorable steps that could influence employees' job outcomes in a positive manner and make transition smooth. There might be some other factors that have an influence on employees and how they think and behave. This suggests that change communication is not enough in assessing the impact of change appropriateness on employees' job satisfaction, turnover intentions, and job involvement via perceived management support. Future studies need to consider other constructs.

The indirect effects of change communication adequacy were also studied. The results showed that the negative relationship of change related uncertainty with employees' job satisfaction and job involvement, and the positive correlation with turnover intentions via perceived management support were weakened when change communication adequacy was high in the organizations undergoing change programs. It acted as a cushion against the undesirable employee's outcomes such as turnover intentions, whereas it intensified the positive behaviors and attitudes i.e. job satisfaction and job involvement. Moreover, change appropriateness was related significantly positive with employees' job satisfaction and job involvement, whereas significantly negative with turnover intentions via perceived management support when change communication adequacy was low/high. However, the findings presented that the positive outcomes were not

intensified in the presence of high change communication adequacy, nor the undesirable outcome turnover intention was decreased. This was not in line with our proposed hypothesis.

The data overall presented that with change related uncertainty, it is change communication that emphasizes job satisfaction and involvement in job during transition. The findings suggested, in the existence of change related uncertainties, the provision of adequate, timely and useful change communication have a major influence on how employees perceive and behave in the context of major changes. It reduced the negative impact of change uncertainty. However, it was not good enough to positively moderate and strengthens relationships in the case of change appropriateness. Furthermore, perceived management support also has a significant effect on employees' attitudes and behaviors during change programs.

Chapter No 6: Conclusion

6.0 Introduction

This chapter discusses the limitations of this study, recommendations for future studies, practical implications of this research for organizations, change agents and practitioners. Lastly, the chapter ends with a conclusion.

6.1 Limitations of the study

This research study has some limitations. The data collected from banks was recorded through self-completion survey questionnaire, in which the employees were asked to fill the surveys. Self-report measures have chances of having participant's biasness in answering the questions. Common method variance might have affected the results; however, the discriminant validity of the measures was shown in the analyses. Besides, the multi-level data collection from different sources such as employees and employers both, would more validate the results by providing more perspectives.

Secondly, the research design used to collect data was cross sectional study in which the data was collected in one point in time that recorded responses based on current scenario only. It did not spread over a long duration where data can be gathered multiple times. Cross sectional data collection did not take into account the change in employees' responses with the change in time, change in circumstances and the variation in the effects of changes over the time. Hence, the relationships were not studied longitudinally. Although bootstrap analyses indicated but cannot be sure of causality in the relationships.

Additionally, the responses were collected from those banks that were currently experiencing change interventions. Therefore, the pre change and post change contexts were not examined that could provide different insights about employees' perceptions and reactions. Only during change context was taken into consideration while collecting data. Furthermore, the private commercial banks were targeted, and the public sector banks were not part of the study. Both sectors can be examined to draw comparisons. Lastly, the data was collected from service sector and only from banking industry. Future studies can do the research on other industries or on manufacturing sector.

6.2 Recommendations for future research

The recommendations for future research are to investigate how major change plans are designed keeping in view the opinion of employees and the process of its implementation in the organizations. There is a need to understand in depth that how employees perceive change programs and its effects on individuals. Additionally, the other factors should also be explored and analyzed that are significant in affecting the perceptions, reactions, attitudes, and behaviors of employees, that may directly or indirectly effect the implementation and successfulness of change programs. This research has presented that perceived management support played a vital role in the relationships of predictors and employees' attitudes, and behaviors. Additionally future studies can include moderated mediation graphs of the current study. Therefore, it is recommended to further search the underlying mechanisms that explain the relationship between antecedents and outcomes in the context of change.

It is suggested to explore other important predictors having a greater value and impact and also other outcomes that are associated with employees to have a complete understanding. It would help in improving success of change programs. There is a need to identify the favorable factors that can increase employees' motivation to stay in the organization and work for it. Therefore, attention should be given to those aspects that are important in the eyes of employees after transition, such as, job security, job duties and responsibilities, salary, growth, and development of employees.

Another recommendation is to study those organizations that successfully implemented and sustained change interventions and also those who have failed to implement and sustain changes. The comparison should be drawn to learn what factors are foremost important to make change a success, and what factors are lacking in the organizations where change programs failed. Future studies can also assess the perceptions and reactions of employees in both organizations where changes were successful and where they failed.

As the present study is based on self-completion surveys, therefore future researchers are encouraged to collect data from different types of individuals, such as, employees and employers. This would provide a different perspective as well as holistic and valid responses from sample audience. It is also suggested to include several levels of organizational members with a focus on managerial level employees, since they have generally more involvement and influence on change

programs implementation processes as compared to non-managerial level employees. It would put forward interesting findings from multiple groups of employees.

The present study is conducted on cross sectional research design which did not cater to the change in response of participants with the change in time. It is suggested to future researchers to conduct longitudinal research including multi-wave or multi-source in the context of organizational change. In this way the data will be gathered in different times that could record the variation in responses and reactions of employees with the change in time and circumstances. Researchers can also conduct a longitudinal research where pre change, during change and post change; all three phases can be examined to make a comparison and highlight the interesting findings. Besides, mixed method approach can be adopted as well to have objective and subjective both views. Lastly, it is suggested to include different types of organizations or collect data from other sectors, such as, manufacturing sector; include public and private sector organizations to make a comparison and increase generalizability of the findings.

6.3 Practical Implications of the study

This study has some practical implications for the organizations, practitioners, policy makers and change agents. The current study shows that there are some important factors that need to be taken into consideration when organizations plan to introduce and implement change interventions. The findings can help companies and change agents to understand employees' perspective to develop successful change policies and strategies. Since, employees' attitudes are usually based on their opinion and perceptions about change characteristics and management's support during change. However, change agents often undermine the behavioral responses, feelings, perceptions, and reactions of employees towards the change initiates.

Additionally, the study suggests that organization's management must be aware of the factors that create hindrance for change to be successful and discomfort employees. The findings of study would help organizations to understand the aspects that could lead to negative and positive employees' attitudes and behaviors while companies undergoing change. As the study has given attention to the perspectives of employees, therefore it can help change practitioners and organizations to make transition smooth and reduce failure of change interventions.

The results suggest change agents to give high importance to timely, useful and adequate change communication, and management support as they remove all uncertainties in the mind of

employees' and communicate them about the purpose and outcomes of change interventions. One more suggestion for companies is that they must allow their employees to participate in the change plans or at least ask them about their opinions, this will give employees a sense of purpose and motivate them to own change plans. Hence, it is recommended that companies should give more focus to human resource development when carrying out change interventions. This will ultimately add to the wellbeing of organizations, employers, and employees.

6.4 Conclusion

The current study shows that perceptions of employees about change related uncertainty, change appropriateness, perceived management support, change communication adequacy, employees' job satisfaction, job involvement and turnover intentions, are important factors that need attention of change managers. The organizations and existing research in developing countries have mainly given attention to the economic or financial benefits of change interventions and paid less focus on employees' perspective, despite knowing that they are the key assets of the company. Moreover, a change might seem perfect plan in terms of financial gains but turn into a failure if cannot be sustained due to lack of support from employees and undesirable attitudes. . As a result, this study has focused on views and opinions of employees about change and their attitudes while experiencing changes.

The study presents some key findings that perceptions of employees about the occurrence of change uncertainty led to negative job satisfaction, job involvement and positive turnover intentions. However, in the presence of perceived management support, the adverse effect was eliminated and resulted in positive job satisfaction, job involvement and negative turnover intentions. Similarly, adequate change communication played a pivotal role in curbing the negative effects of change related uncertainty on employees' outcomes.

Additionally change appropriateness had a good impact on employees' perceptions and behaviors. Perceived management support also positively mediated the relationships and worked as a mechanism in explaining the link between predictors and outcome variables. Unfortunately, the interaction between change appropriateness and change communication did not positively moderate and resulted in negative employees' job satisfaction and job involvement. This was not in line with our proposed hypothesis. It gives a new direction in major organizational change literature that needs to be further explored to understand what other factors are important to

consider. Therefore, studying employees' perspective is important to gain their support for transformational changes, retain employees, and lastly to increase change program's success rate.

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Appendix

List of Abbreviations

CRU= Change related uncertainty

CAP= Change appropriateness

PMS= Perceived management support

JS= Job satisfaction

JI= Job involvement

TOI= Turnover intentions

CC= Change communication adequacy

CMV= Common method variance

RMSEA = Root mean square error of approximation

CFI = Comparative fit index

NNFI = Non-normed fit index

Dear Sir/Madam,

You are requested to participate in a study which is a part of a MS research thesis. The purpose of this research is to study the impact of organizational change management on employee attitudes and behaviors. I assure you that **your replies will be kept confidential and the data acquired will only be used for academic research purposes**. Please spare your precious time and try to answer the questions logically. If you have any question related to this research please feel free to contact me on nimshaukat@gmail.com.

Thanks & Regards,

Nimra Shaukat
MS Human Resource Management
NUST Business School
National University of Science and
Technology

Instructions to complete the Questionnaire:

- i) Please do not write your name and Organization's name
- ii) Please fill all the questions and do not leave anything blank.
- iii) The questions are in two general formats. (Appendix A & B)
- iv) One format (Appendix A) requires to circle a choice

Please enter the time on your clock before filling out form (hours, minutes e.g. 13:05):

Appendix A

The following information is concerned about your position and other personal information. Please encircle the appropriate one.

1. Gender	Male	Female	Others		
2. Age (in years)	20 – 29	30 - 39	40 – 49	50 - 59	60 & above
3. Job Type	Permanent	Contractual	Others		
4. Qualification	Bachelors	Masters	MS/M Phil	PhD	Others
5. Total work experience (in years)	1 – 5	6 -10	11-15	16 – 20	21 & above
6. Work experience with this institution (in years)	1 – 5	6 -10	11-15	16 – 20	21 & above

Please encircle any transformational changes that your organization is presently going through (Select as many as happening)

1. Process and system change	5. Downsizing
2. People and culture change	6. Structural change
3. Relocation	7. New policies introduced
4. Merger/acquisition	

Appendix B: Survey

i) The second format (Appendix B) is based on different scales to select the option, for example:

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1- Honesty is the best policy.	1	2	3	4	5

If you are strongly agree with the above statement you would circle the number 5

The following statements concern your perception about changes in your organization. Please encircle the appropriate box against each statement to indicate the extent to which you agree or disagree with that statement

Sr.	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	My work environment is changing in an unpredictable manner	1	2	3	4	5
2.	I am often uncertain about how to respond to change	1	2	3	4	5
3.	I am often unsure about the effect of change on my work unit	1	2	3	4	5
4.	I am often unsure how severely a change will affect my work unit	1	2	3	4	5

The following statements are about how you see the appropriateness of changes in your organization.

Sr.	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I think that the organization will benefit from this change	1	2	3	4	5
2.	It doesn't make much sense for us to initiate this change	1	2	3	4	5
3.	There are legitimate reasons for us to make this change	1	2	3	4	5
4.	This change will improve our organization's overall efficiency	1	2	3	4	5
5.	There are a number of rational reasons for this change to be made	1	2	3	4	5
6.	In the long run, I feel it will be worthwhile for me if the organization adopts this change	1	2	3	4	5
7.	This change makes my job easier	1	2	3	4	5
8.	When this change is implemented, I don't believe there is anything for me to gain	1	2	3	4	5
9.	The time we are spending on this change should be spent on something else	1	2	3	4	5
10.	This change matches the priorities of our organization	1	2	3	4	5

The following statements are about your satisfaction level in job.

Sr.	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I am often bored with my job	1	2	3	4	5
2.	I feel fairly well satisfied with my present job	1	2	3	4	5

3.	I am satisfied with my job for the time being	1	2	3	4	5
4.	Most days I am enthusiastic about my work	1	2	3	4	5
5.	I like my job better than the average worker does	1	2	3	4	5
6.	I find real enjoyment in my work	1	2	3	4	5

The following statements are about your exit Intentions.

Sr.	Statement	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
1.	I often think about quitting this job	1	2	3	4	5
2.	Next year I will probably look for a new job outside this organization	1	2	3	4	5
3.	Lately, I have taken interest in job offers in the newspaper	1	2	3	4	5

The following statements are about the level of involvement in your job.

Sr.	Statements	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
1.	Most important things that happen to me involve my job	1	2	3	4	5
2.	My job is a small part of who I am	1	2	3	4	5
3.	I am very much personally involved in my job	1	2	3	4	5
4.	I live, eat and breathe my job	1	2	3	4	5
5.	Most interests are centered around my job	1	2	3	4	5
6.	I have very strong ties to my job	1	2	3	4	5
7.	I usually feel detached from my job	1	2	3	4	5
8.	Most of my life goals are job oriented	1	2	3	4	5
9.	I consider my job to be very central to my existence	1	2	3	4	5
10.	I like to be absorbed in my job	1	2	3	4	5

The following statements are about your perception of management support during organizational change.

Sr.	Statements	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
1.	Our department's senior managers pay sufficient attention to the personal consequences that the changes could have for their staff members	1	2	3	4	5
2.	Our department's senior managers coach us very well about implementing change	1	2	3	4	5
3.	Our department's senior managers have trouble in adapting their leadership styles to the changes	1	2	3	4	5
4.	My manager does not seem very keen to help me find a solution if I have a problem	1	2	3	4	5
5.	If I experience any problems, I can always turn on my manager for help	1	2	3	4	5
6.	My manager can place herself/himself in my position	1	2	3	4	5
7.	My manager encourages me to do things that I have never done before	1	2	3	4	5

The following statements are about change related communication.

Sr.	Statements	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
1.	The information I have received about the changes has been timely	1	2	3	4	5

2.	The information I have received about the changes has been useful	1	2	3	4	5
3.	The information I have received has adequately answered my questions about the changes	1	2	3	4	5
4.	I have received adequate information about the forthcoming changes.	1	2	3	4	5

Please enter the time on your clock after answering all above questions:

Thank you for participating

HYPOTHESES OF THE STUDY

H1a: Change related uncertainty will be negatively related to employee's job satisfaction.

H1b: Change related uncertainty will be positively related to employee's turnover intentions.

H1c: Change related uncertainty will be negatively related to employee's job involvement.

H2a: Change appropriateness will be positively related to employee's job satisfaction.

H2b: Change appropriateness will be negatively related to employee's turnover intentions.

H2c: Change appropriateness will be positively related to employee's job involvement.

H3a: Change related uncertainty will be negatively related to perceived management support

H3b: Change appropriateness will be positively related to perceived management support

H4a: Perceived management support mediates the relationship between change related uncertainty and job satisfaction

H4b: Perceived management support mediates the relationship between change related uncertainty and turnover intentions

H4c: Perceived management support mediates the relationship between change related uncertainty and job involvement

H5a: Perceived management support mediates the relationship between change appropriateness and job satisfaction

H5b: Perceived management support mediates the relationship between change appropriateness and turnover intentions

H5c: Perceived management support mediates the relationship between change appropriateness and job involvement

H 6a: Change communication adequacy moderates the relationships of change related uncertainty have with job satisfaction, turnover intentions and job involvement via perceived management support. The relations will be accentuated when change communication adequacy is low rather than high

H 6b: Change communication adequacy moderates the relationships of change appropriateness have with job satisfaction, turnover intentions and job involvement via perceived management support. The relations will be accentuated when change communication adequacy is high rather than low

Demographics Statistics of the respondents

Age (1=20 – 29; 2= 30 – 39; 3= 40-49; 4= 50-59; 5= 60 & above)

Gender (1= male; 2= female; 3= others)

Qualification (1= Bachelors, 2= Masters, 3= MS/M Phil, 4=PhD, 5= others)

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	319	67.4	67.4	67.4
	2	153	32.3	32.3	99.8
	3	1	.2	.2	100.0
	Total	473	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	237	50.1	50.1	50.1
	2	195	41.2	41.2	91.3
	3	39	8.2	8.2	99.6
	4	2	.4	.4	100.0
	Total	473	100.0	100.0	

qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	178	37.6	37.6	37.6
	2	246	52.0	52.0	89.6
	3	40	8.5	8.5	98.1
	4	4	.8	.8	98.9
	5	5	1.1	1.1	100.0
	Total	473	100.0	100.0	

Cronbach's Alpha Reliability of all variables

Change Related Uncertainty

Reliability Statistics

Cronbach's Alpha	N of Items
.855	4

Change Appropriateness

Reliability Statistics

Cronbach's Alpha	N of Items
.892	10

Job Satisfaction

Reliability Statistics

Cronbach's Alpha	N of Items
.803	6

Job Involvement

Reliability Statistics

Cronbach's Alpha	N of Items
.815	10

Turnover Intentions

Reliability Statistics

Cronbach's Alpha	N of Items
.790	3

Perceived Management Support

Reliability Statistics

Cronbach's Alpha	N of Items
.815	7

Change Communication Adequacy

Reliability Statistics

Cronbach's Alpha	N of Items
.715	4

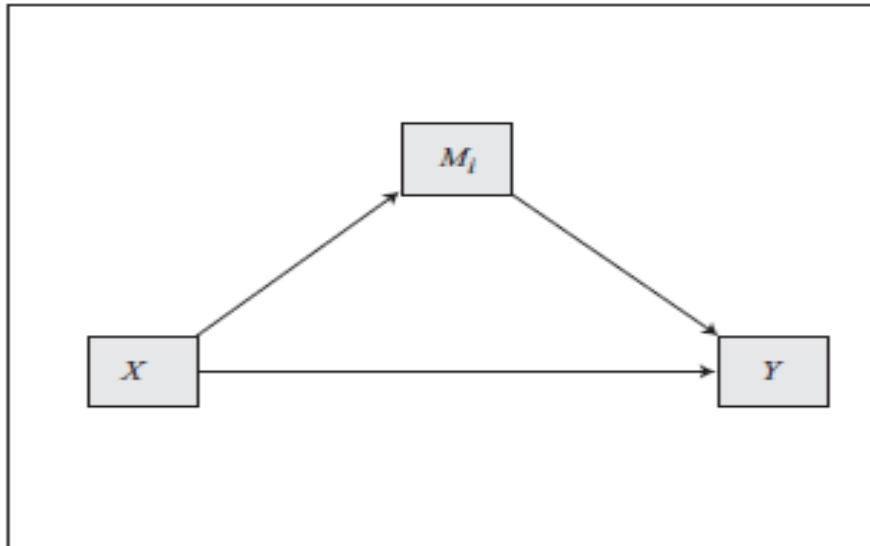
Descriptive Statistics

	Mean	Std. Deviation	N
CRU	2.8552	1.01428	473
CAP	3.4455	.79337	473
PMS	3.2779	.80750	473
CC	3.3901	.80817	473
JS	3.4651	.79924	473
TOI	2.8865	1.03610	473
JI	3.4080	.68208	473

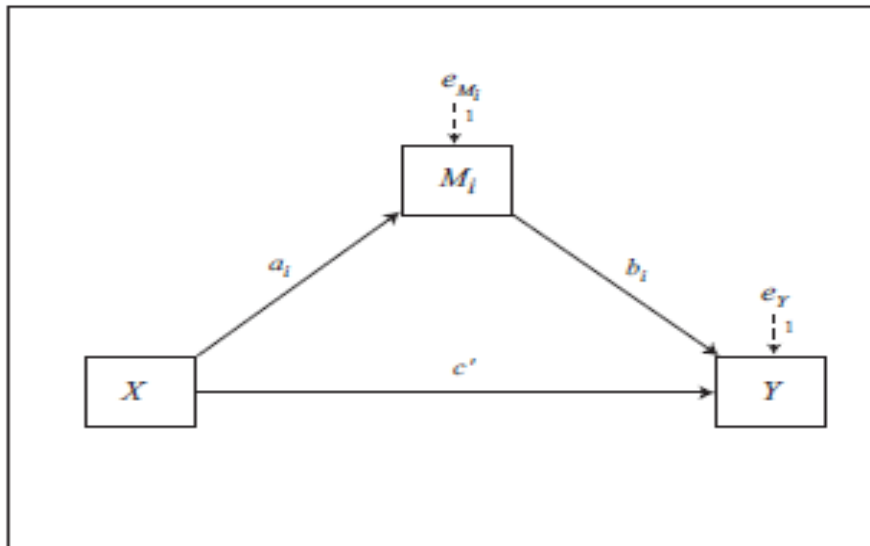
SPSS PROCESS macro model consulted in the study. It is recommended by Hayes et al. 2012 to examine the effects of mediators.

Model 4

Conceptual Diagram



Statistical Diagram



Indirect effect of X on Y through $M_i = a_i b_i$

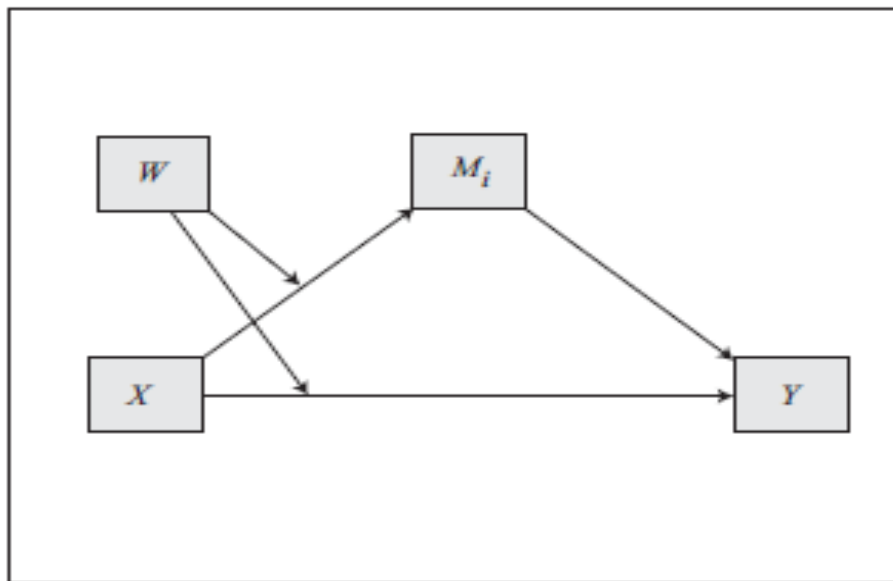
Direct effect of X on $Y = c'$

*Model 4 allows up to 10 mediators operating in parallel

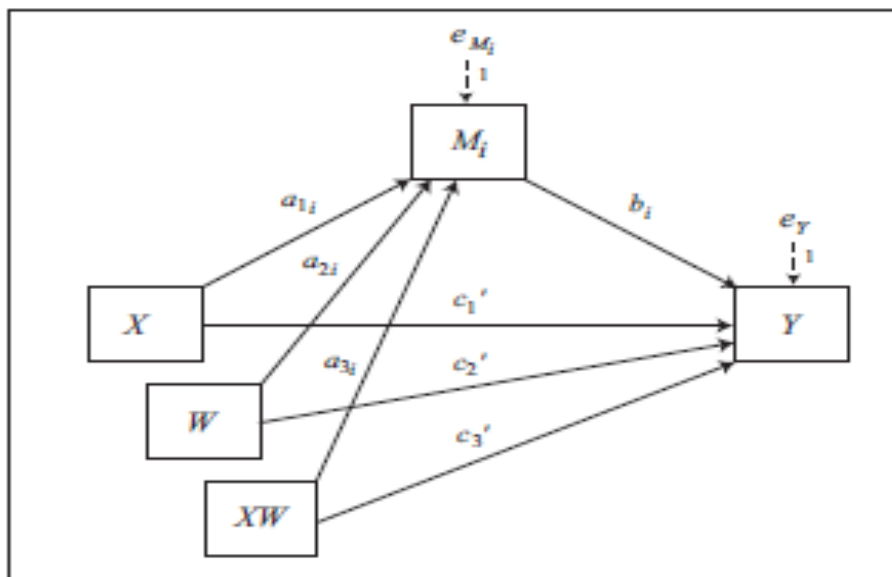
SPSS PROCESS macro model consulted in the study. It is recommended by Hayes et al. 2012 to examine the effects of moderated mediations

Model 8

Conceptual Diagram



Statistical Diagram

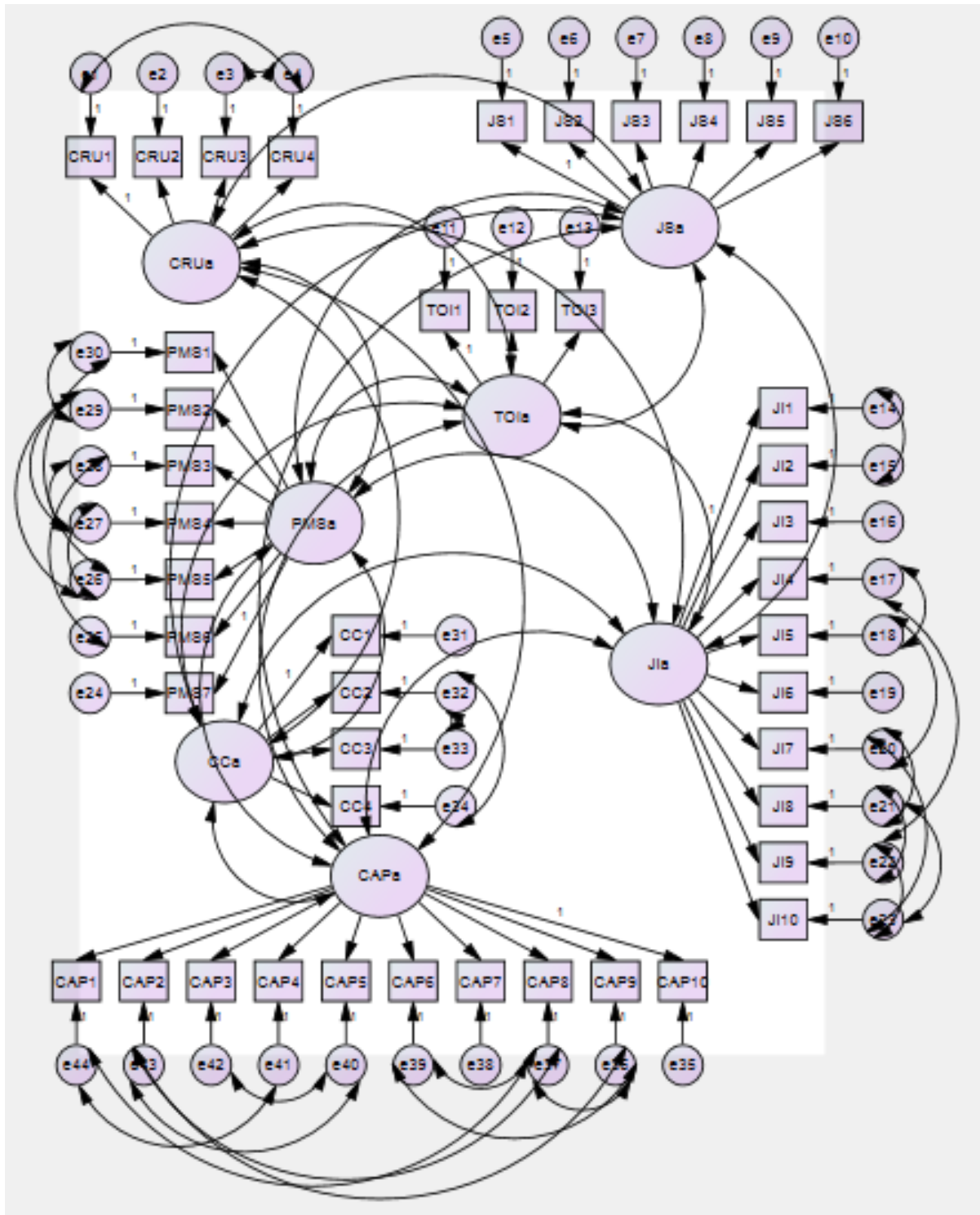


Conditional indirect effect of X on Y through $M_i = (a_{1i} + a_{3i}W)b_i$

Conditional direct effect of X on $Y = c_1' + c_3'W$

*Model 8 allows up to 10 mediators operating in parallel

Confirmatory Factor Analysis Baseline 7 factor Model



Confirmatory Factor Analysis 5 factor Model

