

Organizational change and its effects on job satisfaction: The mediating role of job stress

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Abstract: Given the severity of its consequences, especially on physical conditions like high blood pressure, job stress has become an important topic for research. Job stress is the perception or sense of one's own personal impairment brought on by circumstances at work. Job stress can be viewed as a trigger, a response, as well as a collaboration between a person and his or her surroundings. Job stress, this is a state in which an employee is required to perform tasks that are above their capacity or their ability to do so given the resources at their disposal. As a result, there is a significant contrast between the demand of performing tasks and the benefits that are offered. Stress is a situation characterised by a syndrome that involves changes in a biological system that are not particularly induced. Employees experience workplace pressures on a regular basis, ranging from difficult coworkers or bosses to personal issues. Job satisfaction is the feeling of good regard for one's work that results from job evaluation and work experience. Job satisfaction can be characterised as a sense of achievement and accomplishment at work. It suggests a person's excitement for and satisfaction in their work, and it is closely tied to a person's health and productivity, both of which lead to a sense of fulfilment in terms of recognition, money, advancement, and the accomplishment of other goals. Job satisfaction is seen as an individual's behaviour at work. They also make the assumption that each employee enters an organisation with certain expectations and desires that must be met.

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1. Introduction

Recently, in the dynamic business cycle and competitive environment, organizations have begun searching for new opportunities to achieve a competitive advantage in order to maintain sustainability in the worldwide market (Al-Bilbiese & AlNomimi, 2017; Al Shurideh et al., 2019). Job satisfaction has become a key component of successful organizations (Tumen & Zeydanli, 2016; Alshraideh et al., 2017). Job satisfaction has been studied widely in previous literature (Eslami & Gharakhani, 2012), and several specialists, managers, and researchers believe that it plays a vital role in employee productivity and retention rate (Alshurideh, 2014; Al Kurdi et al., 2020a; Kurdi et al., 2020). Job satisfaction can be affected by many factors, such as promotion, wages, benefits, working conditions, leadership, social relationships, and the work itself (Parvin & Kabir, 2011; Alzoubi et al., 2020). Additionally, according to Akhtar and Rong (2015), organizational changes have a significant impact on job satisfaction.

Today, organizations must change constantly because development and growth occur through changes (Petrou, Demerouti, & Schaufeli, 2018; Alshurideh,

2019; Alshurideh et al., 2020). Moreover, it is important to enhance the effectiveness and efficiency of organizations (Broni, 2017; Aburayya et al., 2020). Organizational change has been classified into three levels: individual, group, and system level changes (Caves, 2018). Nevertheless, successful organizational change requires employee engagement and involvement (Van den Heuvel, Demerouti, Bakker, & Schaufeli, 2010; Petrou et al., 2018). Such changes especially require the efforts of managers in order to promote positive employee behavior for achieving the organization's goals and objectives (Petrou, Demerouti, & Xanthopoulou, 2017). Organizations require the leadership and self-motivation of decision-makers in order to utilize talented employees and assess their skills through continuous training and education programs during the change process (Caves, 2018; Abuhashesh et al., 2019a; Mehmood et al., 2019). Organizational change is needed frequently in organizations to update technology and deal with the demands of the competitive market (Shah et al., 2017). According to Cullen, Edwards, Casper, and Gue (2014), the perceived uncertainty regarding organizational changes in the work environment creates job stress

for employees. In addition, it is difficult to ignore the relationship between job stress and job satisfaction (Darmody & Smyth, 2016). According to Lu et al. (2017), job stress influences the factors of job satisfaction. Job stress is considered to cause job dissatisfaction and has a major impact on employees' productivity (Brewer et al., 2003). There are numerous factors that make jobs more stressful and difficult for employees in the services or manufacturing industries. Job stressors affect interpersonal relationships at work, such as by leading to conflict with supervisors, colleagues, subordinates, or organizational policies (Mansoor, Fida, Nasir, & Ahmad, 2011; Hoboubiet al., 2017).

2. Literature Review

2.1 Organizational Change

The main purpose of organizational changes is to improve the mission and vision in order to adapt to global changes (Castillo et al., 2018). Organizations struggle to develop and apply different kinds of changes to respond to the rapid developments of the external environment (caused due to technological, social, economic, and political forces). Thus, organizations must react effectively to these challenges and take advantage of the opportunities (Heckelman, 2017; Abu Zayyad et al., 2020). Organizational change is also related to high expectations of improving performance (Schneider, Brief, & Guzzo, 1996). Changes come in different forms; whereas some changes impact the organization as a whole, others only affect certain departments, teams, or processes (Yousef, 2017). Both expected and unexpected pressures (external or internal) can force organizations to take corrective measures, such as restructuring, strategies, policies, culture, or approaches, to support organization sustainability and attain competitive advantage (Alshurideh, 2010; Shah et al., 2017). Successful organizational change requires the acceptance of employees (Fairbrother & Warn, 2003). Employees' attitudes are influenced by understanding the changing conditions as well as the level of impact on them (Cullen et al., 2014; Abuhashesh et al., 2019b). Most employees do not have enough experience and motivation to feel satisfied with organizational change, which is a reason for resistance to change (Alshurideh et al., 2012). Organizations must develop effective change strategies (Bateh, Castaneda, & Farah, 2013; Alshurideh et al., 2019). Researchers agree that communication is the most effective strategy to enhance employee acceptance, which is necessary as employees play a critical role in organizational change (Petrou et al., 2018). The

quality of communication during organizational change depends on an organization's ability to provide timely, useful, and relevant information (Wanberg & Banas, 2000; Petrou et al., 2018; Alshurideh et al., 2019; Al Kurdi et al., 2020b). The changes are more effective when the three levels within an organization (i.e., individual, group, and organizational) work together (Heckelman, 2017). Organizational change comprises a series of efforts to change the structure, goals, technology, and processes of the organization (Carnall, 1986; Yousef, 2000; Yousef, 2017). Golembiewski (1995) defines organizational change as a process of transition between the current situation and the future targeted situation. It is also a normal daily process of working life, in the form of processes such as mergers, relocations, and salary freezes (Castillo et al., 2018). Seo et al. (2012) measured organizational change by three dimensions, namely, behavioral resistance to change, behavioral support for change, and creative behavior for change. However, Dahl (2011) used the following six dimensions to measure organizational change: enhanced skills/knowledge, increased effectiveness, adaptation to turbulent environments, and increased cooperation and coordination within the organization (Khan et al., 2018). Leadership is significantly related to the process of change dimension due to its role of providing rewards and efficiently communicating with employees (Khan et al., 2018).

2.2 Job Stress

Job stress has become an important subject to be researched, due to the magnitude of its effects, especially physical disorders such as high blood pressure (Brewer & McMaha, 2003). Employees suffer from job stressors daily, beginning from uncooperative supervisors or co-workers, to family problems (DeTienne et al., 2012). Stress leads to exhaustion employees' resources and reduces the quality of their social lives, such as their relationships with family and friends (Hobfoll, 2002; Castillo et al., 2018). Job stress stems from individual and environmental interactions, and can be a cause for tension that leads to long-term depression and heart disease (Queri, 2016). According to a previous researcher, poor management and inadequate communications are the main causes of job stress (Smollan, 2015). Mansoor et al. (2011) defined job stress as "a condition which happens when one realizes the pressure on them, or the requirements of a situation, are wider than their recognition that they can handle. If these requirements are huge and continue for a longer period of time without any

interval, mental, physical, or behavioral problems may occur.” Stress is defined as a negative emotional experience in a specific environment, associated with feelings of anxiety, frustration, anger, and tension (Ouellette et al., 2018). According to Yang et al. (2015), job stress occurs when an employee’s ability cannot meet the job requirements. Barzideh, Choobineh, and Tabatabaee (2014) indicated that inappropriate job conditions increase job stress and may lead to harmful health consequences. The reaction to job stress could be immediate, or occur later on, at any time and place (Barzideh et al., 2014). Job stress has been classified into challenge stress and hindrance stress. Challenge stress refers to employees’ job stress that they are able to overcome, and which benefits their career growth, such as job responsibility and time urgency; on the other hand, hindrance stress refers to employees’ job stress that they are unable to overcome, such as the stress caused by organizational politics (Yang et al., 2017). Job stress may reduce work commitment and performance (Reilly, Dhingra, & Boduszek, 2014; Abuhashesh et al., 2019c), and affects the organization as well as the employee’s mental, behavioral, and physical outcomes, including commitment, job satisfaction, and performance (Hoboubi et al., 2017). Various studies have reported that negative psychosocial conditions, such as poor support, lack of cooperation, and lack of staff, are stressful for employees (Allisey, Noblet, Lamontagne, & Houdmont, 2014). Mouza and Souchamvali (2016) measured job stress using three dimensions: occupational insecurity, performance appraisals via the forced distribution method, and the reduction of salary and benefits. Another study examined job stress through three dimensions: cognitive-appraisal coping, emotion-focused coping, and problem-solving coping (Jung & Yoon, 2016). Hayes, Douglas, and Bonner (2015) measured job stress by using the following dimensions: inadequate preparation, lack of support, conflict with managers and colleague, workload, and uncertainty regarding treatment. Mansoor et al. (2011) measured job stress using three dimensions: conflict at work, physical environment, and workload. Hunter and Thatcher (2007) indicated in their study that job stress is related to a feeling of time constraint, anxiety, and concerns regarding job responsibilities. In the present research, the job stress variable is measured using the time stress and anxiety dimensions, through a scale developed by Parker & DeCotiis (Parker & DeCotiis, 1983; Yongkang, Weixi, Yalin, Yipeng, Liu, 2014; Setar, Buitendach, & Kanengoni, 2015; Thomson,

Tourangeau, Jeffs, & Puts, 2018). This scale has been used frequently to assess overall job stress and has good psychometric properties (Jamal, 2016). The first dimension is time stress, which has been defined by Thomson et al. (2018) as insufficient time provided to accomplish numerous job responsibilities. The feeling of time stress, or of being under time pressure (Parker & DeCotiis, 1983) is one of the key factors that affect job stress (Mark & Smith, 2012). Time stress is significantly correlated to job satisfaction, with there being a negative relationship between the two variables (Linzer et al., 2000). The second dimension is anxiety, which is defined by Gaudry and Spielberger (1971) as the “relative stable proneness within each person to react to situations seen as stressful.” Anxiety is a feeling of worry related to the job (Parker & DeCotiis, 1983), and is an unhappy emotional state (Thomson et al., 2018). A specific component for anxiety is physiological hyperarousal, which is connected to depression.

2.3 Job Satisfaction

According to Abekah-Nkrumah and AyimbillahAtinga (2013), job satisfaction affects employees’ behavior and work outcomes. The work of several researchers has indicated that job satisfaction has a massive effect on attitudes and work outcomes of employees (Suifan, Diab, & Abdallah, 2017). Previous researchers have agreed that employee satisfaction is one of the most important factors for employees’ productivity and loyalty (Alshurideh, 2014; Amin, Aldakhil, Wu, Rezaei, & Cobanoglu, 2017). Satisfied and positive employees result in customer satisfaction, which ultimately leads to high financial performance (Sarraf, 2018; Ghannajeh et al., 2015). According to Ahmad, Jasimuddin, and Kee (2018), job satisfaction is a measure of the degree to which the employees have a positive or negative feeling toward the internal or external aspects of their jobs. Job satisfaction is a combination of evaluative emotions that employees feel regarding the work environment (Sarraf, 2018). According to Spector (1997), job satisfaction is the feeling that determines whether to remain in an organization or seek another job. Measuring job satisfaction is a constant challenge for both researchers and managers (Masa’deh, 2016). Haque, Karim, Muqtadir, and Anam (2012) classified job satisfaction into the dimensions of personal factors and organizational factors. The first dimension includes religion, gender, age, and race, whereas organizational factors include leadership, organizational change, and technology innovation. Al-Abdullat and Dababneh (2018) measured job

satisfaction through several dimensions: overall life satisfaction, self-esteem, stress, physical and mental illness, productivity and performance, absenteeism, turnover, and even counterproductive behavior. Job satisfaction was examined by Hayes et al. (2015) using the following six dimensions (pay, autonomy, task requirements, organizational policies, interaction, and professional status). In the present research, job satisfaction has been measured using the dimensions intrinsic job satisfaction and extrinsic job satisfaction (Tarcan, 2017; Tsounis and Sarafis, 2018), as they are considered to be valid and reliable. According to Masa'deh (2016), factors of job satisfactions are related to aspects of the job environment, such as working conditions, coworkers, and pay. Extrinsic job satisfaction includes elements related to insurance coverage, company policies and practices, opportunities for occupational progression, wages, human relations and leadership/management techniques, colleagues, and working conditions (Tarcan, 2017).

2.4 Organizational Change and Job Satisfaction

Previous research has reported that job satisfaction has an impact on organizational change, and plays an important role in the acceptance of organizational change, as satisfied employees are more likely to willingly accept the change (Yousef, 2000; Yousef, 2017). Haque et al. (2012) indicated that employees respond positively to organizational change by enhancing their satisfaction and enthusiasm for work, and providing good services. However, according to Castillo et al. (2018), managers sometimes fail to consider the impact of organizational change on employee satisfaction, morale, and productivity, in the form of desertion, absenteeism, and resistance to change. Lack of trust, self-interest, a difference in the assessment of misunderstandings, and low tolerance for change are the main reasons for resistance to organizational change (Kotter & Schlesinger, 2008; Castillo et al., 2018). Hatjidis and Parker (2018) studied the influences of job satisfaction and commitment on the association between relationship quality and an individual's behavioral intention toward organizational change in the hospitality industry. They found that the relationship quality has a positive association with an individual's behavioral intention toward change; in addition, organizational commitment and job satisfaction play a mediating role in the relationship between relationship quality and behavioral intentions toward change. Shah et al. (2017) studied the effects of organizational loyalty, salary, job promotion, and organizational identity on job satisfaction, while suggesting and mediating

employee readiness for organizational change; they identified these intrinsic and extrinsic factors that enable organizational change. Adigwe and Oriola (2015) studied the relationship between organizational change and job satisfaction, and found that organizational change affects job satisfaction, but the satisfaction levels of employees depend on the effectiveness of organizational change. Cullen et al. (2014) investigated employees' adaptability and perceptions of organizational change-related uncertainty, and the mediating role of perceived organizational support as an explanation for employees' job satisfaction and performance. Their findings reveal that perceived organizational support explains the impact of perceived organizational change-related uncertainty and individual differences in adaptability on job satisfaction. Claiborne et al. (2013) investigated the role of climate and job satisfaction in employees' perception of readiness for change. According to their findings, not all climates or satisfaction factors are recognized equally while supporting change. Judge et al. (1999) examined the managerial responses to organizational change, and found that organizational change was related to extrinsic (job performance, salary, plateauing, job stress level) and intrinsic (job satisfaction, organizational commitment) factors.

2.5 Organizational Change and Job Stress

Change has become a cause of stress and frustration for the organization, including both internal and external change related to process and production, technology, government laws and regulations, political situation, and globalization of the business (Yousef, 2000). DeGhetto, Russell, and Ferris (2017) reported job stress to be another negative outcome associated with organizational change. Managing the change effectively puts organizations under pressure (Mehta, 2016). Castillo et al. (2018) recognized that during negative organizational change, individuals go through six emotional stages: denial and anger, bargaining, depression, revising, deserting and acceptance, and understanding; controlling these emotions during the change process eliminates employee resistance. Organizational changes generate uncertainty, which further translates to high levels of job insecurity among employees that generally lead to job stress (Castillo et al., 2018). According to Shah et al. (2017), change affects the entire organization by increasing employees' stress, anxiety, uncertainty, and resistance, which affects the success or failure of an organization's new strategy. It must be understood that the employees' success depends on the organization's success as well as on

their coworkers (Caves, 2018). According to Wright, Christensen, and Isett (2013), communication regarding the changes can help reduce stress, anxiety, and uncertainty among employees, which affects their response to the organizational changes. DeGhetto et al. (2017) investigated how employees perceive their uncertain environments, the politics, and work stress, and concluded that negative organizational change could create dysfunctional consequences, such as reducing effectiveness, resistance to change, uncertainty, and politics in the work environment, which in turn lead to increased employee stress. Mouza and Souchamvali (2016) examined the impact of Greece's unplanned organizational changes on the stress levels of primary school teachers; according to the finding, there was

Many researchers have reported that stress is negatively correlated with job satisfaction (Lu et al., 2017). According to Haque et al. (2012), job stress decreases the satisfaction of employees regarding matters such as routine works, physical environments, and workload. Lu et al. (2017) studied the relationship between job satisfaction, stress, work-family conflict, and turnover intention, and explored the elements associated with intention for turnover. According to their results, turnover intention is negatively and directly correlated with job satisfaction, and positively, directly, and indirectly correlated with work-family conflict and work stress; furthermore, job satisfaction is affected by work stress. Kula (2017) investigated the job stress associated with job satisfaction, work-related burnout, and supervisor support in the Turkish Police, and reported that the higher the job stress, the lower the job satisfaction, and the higher the burnout levels. In his study, Hayes (2015) explored nurses' perceptions of their work environment, job satisfaction, job stress, and burnout; the results indicated that there is an indirect impact of job satisfaction on burnout (emotional exhaustion) through job stress.

Organizational Change:

Organizational change is the process by which organizations move from their present state to some desired future state to increase their effectiveness (K. Aswathappa, 2012). Lewin (1947), described change as a three-stage process that includes unfreezing, moving, and freezing. During the unfreezing stage, individuals and organizations become motivated to change. In the moving stage, the necessary change is implemented. The freezing stage is reached when the change becomes permanent. Bridges (1991) frames

an increase in the perceived stress related to factors such as job insecurity, wages, and assessments. Smollan (2015) investigated the causes of stress before, during, and after organizational change and found that the transition stage was most stressful due to feelings of insecurity, lack of information, uncertainty, workloads, and lack of management support. Dahl (2011) studied the relationship between organizational change and job stress, and found that change increases job stress. Tavakoli (2010) examined stress as a mediator between organizational change and resistance to change, and concluded that the way employees are treated during organizational change is the main cause of job stress and employee resistance.

2.6 Job Stress and Job Satisfaction

this process as endings, transitions, and new beginnings. Armenakis, Harris and Feild (1999), also developed a model on change to consolidate theory and research and described change as a three-stage process that includes readiness, adoption, and institutionalization.

Organizational change is the shift in behavior of the whole organization to one degree or another (Majid et al., 2011). It is an effort that consists of actual physical changes in operations which leads to different emotional stimulations (Bernerth, 2004). No wonder as told by Mckinsey Consultants, 80 percent of organizations down their shutter as they do not understand change and 90 percent die early death as they refuse to change (K. Aswathappa, 2012). Managing organizational change is still a challenge for many managers, despite being an area of research that has generated significant amount of knowledge over the years (Tsoukas & Chia, 2002). Currently managers' major concern is effectiveness with change and choosing the right steps towards it. From the employees' point of view, however, the concerns are different. Uncertainties with the consequences of change and its impact on their work are common concerns. Involving the employees in the change process right from the beginning is a good strategy, as the employees' resistance to change is a critical variable to be controlled.

Job Satisfaction:

Job satisfaction has been characterized by researchers as essential to organizational performance (Mathieu, 1991; Ostroff, 1993). Most people experience some degree of satisfaction or dissatisfaction with their work which tends to vary from one job to another; as some aspects of the job are more satisfying than the others. It is also believed that satisfaction with one's

job may influence various aspects of work such as efficiency, productivity, absenteeism, turnover, and intention to quit and also an employee's overall wellbeing. Figure 1 shows that productivity of employees generally falls as they become dissatisfied, distracted, confused and preoccupied with potential outcomes immediately following an organizational transition such as a major restructuring, corporate downsizing, merger, acquisition, or even rapid growth spurt. But if the organizations manage the change in time, then the productivity of employees rises again.

Job satisfaction refers to how well a job provides fulfilment of a need or how well it serves as a source of enjoyment for an employee. Vroom (1982) defined job satisfaction as workers' emotional orientation towards their current job roles. It is basically the psychological disposition of people towards their work. Job satisfaction is the feeling of an individual

about his or her job (Smith, 1969). Job satisfaction has the potential to affect a wide range of behaviours in organizations and contribute to employees' levels of wellbeing (George & Jones, 2008). It is often assumed that more satisfied workers are more productive and support organizational change.

Employee job satisfaction is a critical success factor for every organization. Satisfaction in one's job leads to increased commitment levels and dissatisfied personnel can create problems. Several antecedents of job satisfaction have been studied over the years viz; compensation, opportunity for advancement, leadership style, working environment, organisational structure and climate (Kline & Boyd, 1991). Overall, job satisfaction describes a person's affective reaction to a set of work and work related factors (T.A Judge, 1994). It involves workers' feelings towards different dimensions of working environment.

Figure 1: Organizational Productivity



Source: Coghlan and David, 1999

Organizational Trust:

Organizations have recognized the importance of trust to gain and sustain competitive advantage. Trust enables people to live in risky and uncertain situations. It is crucial to successful knowledge sharing and it appears to influence organizational performance (Bukowitz & Williams, 1999; Rolland & Chauvel, 2000; Roberts, 2000). Joseph & Winston (2005) described organizational trust as “a feeling of confidence and support in an employer”. Organizational trust refers to employees' faith in corporate goal attainment and organizational leaders and to the belief that ultimately, organizational action will prove beneficial for employees”. They further believed that the determinants of organizational trust are work group cohesion, integrity and receiving information through social integration and mentoring. Gilbert & Tang (1998) pointed out that when there is Research is a scientific and systemic search for pertinent information on a specific topic. It

not enough trust in organization, an individual will have to spend more time and energy to supervise others' behaviours so as to protect his/her own interests. Whereas, high levels of trust among employees increases their performance, thus contributing to profitability.

Objectives of the Study:

The specific objectives for the present study are as under:

- 1) To study the relationship between Organizational Trust (OT) and two organizational behaviour constructs viz; Organizational Change (OC) and Job Satisfaction (JS).
- 2) To understand the mediating effect of Organizational Trust (OT) on the relationship of Organizational Change (OC) and Job Satisfaction (JS).

Research Methodology:

constitutes the blueprint for the collection, measurement and analysis of data.

Sample and Collection of Data:

The primary data has been collected from 150 respondents of an IT company, Tata Consultancy Services Ltd. (TCS). The primary data has been collected with the help of three standardized questionnaires viz. organizational change scale, job satisfaction scale and organizational trust scale. The organizational change scale (2007) by Achilles A. Armenakis consists of five dimensions (valence, principal support, efficacy, appropriateness and discrepancy) with twenty four statements. The job satisfaction scale (2001) by Paul Spector consists of nine dimensions (pay, promotion, supervision, operating conditions, contingent rewards, co-worker, fringe benefits, nature of work and communication) with thirty six statements. The organizational trust scale (2010) by Paliszkievicz consists of 15 items to measure organizational trust among all levels of management. The reliability of sample has been satisfactory with Cronbach Alpha estimate equal to 0.92.

Hypotheses of the Study and Proposed Model:

To achieve the objectives of the study, the following hypotheses have been framed:

H1a: There is a significant correlation between organizational trust and job satisfaction.

H1b: There is a significant correlation between organizational trust and organizational change.

H2a: There is a significant correlation between organizational change and job satisfaction.

H2b: There is a significant mediating effect of organizational trust on the relationship of organizational change and job satisfaction.

The proposed model for testing of hypotheses is presented below (Figure 2).

Statistical Tools for Analysis:

To analyse the relationship between Independent Variable (Organizational Change), Mediator Variable (Organizational Trust) and Dependent Variable (Job Satisfaction) Correlation Analysis has been carried out. Regression Analysis has been used to assess the mediating effect of Organizational Trust on the relationship of Organizational Change and Job Satisfaction. The data has been analyzed using statistical analysis software, SPSS.

Discussion & Findings:

In order to explore the relationship among three variables of the study, correlation analysis has been carried out and the results have been shown in table 2 for all variables at 0.01 level of significance.

The results in table 2 have shown positive and significant relationship of organizational trust with job satisfaction ($r = .62$) and organizational change ($r = .74$) at 1 percent level of significance. It implies that effective management of organizational change go hand in hand with high levels of organizational trust. Therefore, when an organizational change is implemented, after careful deliberation and planning, change recipients express less uncertainty and have more trust. Further high levels of trust among employees increase their performance. As a result, the employees working with positive attitude and energy will be more satisfied. Hence, first and second hypotheses are accepted.

The results further depict that organizational change has also been positively and significantly correlated with job satisfaction ($r = .52$) at 1 percent level of significance. This implies that an organizational change that provides more autonomy for decision making makes their employees more involved and increases their satisfaction level. Hence, third hypothesis is accepted.

To examine whether organizational trust mediates the relationship between organizational change and job satisfaction, Baron and Kenny's (1986) linear regression method has been applied. To verify the existence of a mediation effect, the following conditions (table 3) need to be fulfilled:

The results in the table 4 indicate that organizational change and job satisfaction (step 1) has been positively related at 1 percent level of significance. The β value is significant (.722) with adjusted R2 (.208). This implies that 20.8 percent variation in job satisfaction has been due to organizational change. It can be inferred that organizational changes influence job, individual and organizational characteristics and, therefore, job satisfaction. Thus, the results satisfy the condition given in first step i.e. organizational change is a significant predictor of the job satisfaction.

Figure 2: Proposed Model for Hypotheses Testing

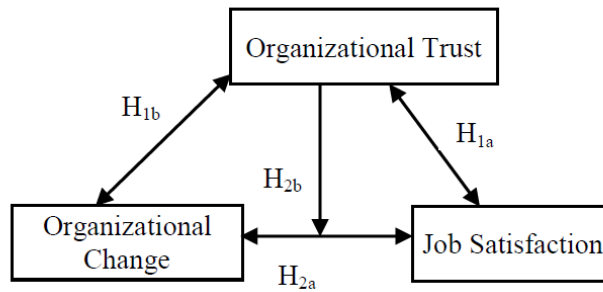


Table 2: Correlation between Organizational Change, Job Satisfaction and Organizational Trust

	Organizational Change	Job Satisfaction	Organizational Trust
Organizational Change	1		
Job Satisfaction	0.52**	1	
Organizational Trust	0.74**	0.62**	1

** Significant at 0.01 level of significance

Table 3: Baron and Kenny’s (1986) Linear Regression Method

S.No	Conditions to be fulfilled
Step 1	The Independent Variable (Organizational Change) should be a significant predictor of the Dependent Variable (Job Satisfaction).
Step 2	The Independent Variable (Organizational Change) should be a significant predictor of the Mediator Variable (Organizational Trust).
Step 3	The Mediator Variable (Organizational Trust) should be a significant predictor of the Dependent Variable (Job Satisfaction), while controlling the Independent Variable (Organizational Change).

Table 4: Effect of Organizational Change on Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	Adjusted R ²	t-value	Sig.
	B	Std Error	Beta			
OC	.611	.048	.722	.208	13.077	.000

Dependent Variable: JS

Table 5: Effect of Organizational Change on Organizational Trust

Model	Unstandardized Coefficients		Standardized Coefficients	Adjusted R ²	t-value	Sig.
	B	Std Error	Beta			
OC	.244	.044	.433	.173	5.573	.000

Dependent Variable: OT

Table 5 shows that organizational change has been found to be a significant predictor (step 2) of criterion variable (organizational trust) at 1 percent level of significance with the standardized β value for the dimension being .433. The adjusted R2 (.173) reveals that 17.3 percent variation in organizational trust has

been due to organizational change. This implies that organizational change is an important variable that creates employees' trust in management. Therefore, second condition is also fulfilled i.e organizational change is a significant predictor of organizational trust.

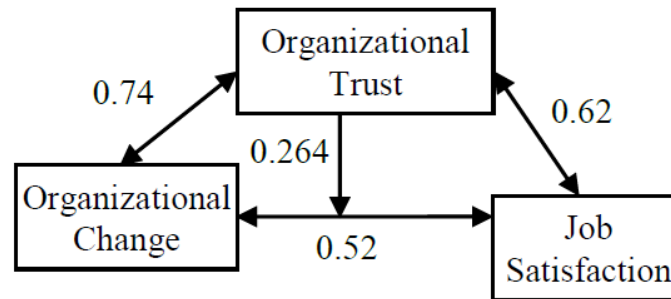
Table 6: Effect of Organizational Change and Organizational Trust on Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	Adjusted R ²	t-value	Sig.
	B	Std Error	Beta			
OC	.104	.050	.158	.108	2.077	.040
OT	.383	.042	.264	.112	9.11	.000

Dependent Variable: JS

The results reveal that (step 3) organizational trust has been found to be a significant predictor of criterion variable (job satisfaction) with the standardized β value for the dimension being .264 at 1 percent level of significance. But the study shows that organizational change has been found to be non-significant at 1 percent level of significance on job satisfaction with the standardized β value for the dimension being .158. Therefore, condition given in third step i.e. organizational trust is a significant predictor of job satisfaction making the relationship between organizational change and job satisfaction non-significant is satisfied.

The adjusted R2 (.112) shows the causal relationship between organizational trust and job satisfaction. It is inferred that organizational trust predicts 11.2 percent of job satisfaction. Also the t value has been found to be 9.11, which is significant at 1 percent level of significance which proves the reliability of our regression model. Further, the results show that organizational trust reliably predicts job satisfaction and has a full mediating effect on the relationship of organizational change and job satisfaction. Thus, fourth hypothesis is also accepted. The graphical presentation of results is shown in Figure 3.

Figure 3: Graphical Presentation of Results**Suggestions:**

The study reveals the mediating effect of organizational trust on the relationship of job satisfaction and organizational change. The results further show that beliefs of efficacy and valence are most important for creating trust among employees. Also, the level of trust highly influences the employee's attitude towards promotion, contingent rewards, fringe benefits and nature of work. Therefore, the organizations should adopt the following strategies to create the atmosphere of mutual trust:

□ **Effective Communication with Employees:** For effective communication, the use of social media should be increased along with traditional techniques of communication like meetings, letters, electronic mails, telephonic conversation etc., for more open dialogue as effective communication is the key to create the atmosphere of trust within an organization. Once the trust gets established, the employees believe that the change is appropriate for them which further leads to better working environment.

□ **Sharing Information with Employees:** Sharing information is one of the best ways to build trust among employees. It means disclosing information that is considered privileged, including sensitive and important topics such as the competition's activities, future business plans and strategies, the way group activities contribute to organizational goals, and performance feedback. Providing employees with complete information motivates them to think broadly about the organization and the inter-relationships of various groups, resources, and goals. This builds trust and increases the credibility of an organization.

□ **Assessment of Employee's Capacity and Development of Strengths:** The incremental approach should be used to assess the capacity of employees over a period of time. In this, the employees are

given short term assignments and they are assessed on the basis of each assignment which they complete step by step. It makes the process of promotion transparent and creates trust among them. Further, to develop the strength of employees, 9-Box Grid should be used as it evaluates company's talent pool on the basis of employees' actual performance and their potential. It tabulates the results and presents them in a format which helps to create a development plan for individual employee.

□ **Recognition of Effective Work:** The organizations should recognize and reward the employees who perform well in the workplace. It goes a long way in increasing their motivation level and building trust. Whether it's a formal award program, a feature published on the intranet, or a personal note of thanks, applauding success should always be a part of organizational plan.

□ **Promotion of Employee Engagement:** The organizations should generate the feeling of efficacy among their employees by involving them in decision making process and providing principal support to achieve employee engagement. The employees should be encouraged to develop and enhance their skills through training and workshops. This will help employees to positively accept the change and implement it for effective working. Contingent reward and fringe benefits in accordance with the efficiency and capability of the employees should also be provided to enhance employee engagement.

Limitations and Future Research Directions:

□ The data has been collected only from TCS, an IT company; hence the results may not be generalized.

□ The study can be conducted on large sample for better results in future.

Conclusion:

In today's scenario, nothing is permanent but change. The organizations need to adapt themselves to changing environment. The main goal of this study is to clarify the relationship among organizational change, job satisfaction and organizational trust. As discussed earlier, organizational readiness for change is a critical precursor for the successful implementation of change in organizations. The employees should be informed, involved and well integrated in the change process. Informing the employees of all consequences and expectations builds the trust among employees. It makes them highly motivated and satisfied as change is not forced upon them, but, they are involved in the change process. Thus, job satisfaction arises as a consequence of the relation between organizational change and organizational trust.

How organizational change affects job satisfaction

- **Change as a stressor:** Organizational changes are inherently stressful, as they require employees to adapt to new dynamics, work processes, and often increased demands.
- **Stress as a mediator:** This stress is the key link between the change and its effect on job satisfaction. High levels of stress can lead to low motivation, poor performance, and a decrease in overall satisfaction.
- **Negative impact:** If stress is not managed, organizational change can lead to negative outcomes such as high employee turnover and poor communication.

Factors that mitigate negative effects

- **Organizational trust:** A high degree of trust between employees and management can significantly reduce the negative impact of change on job satisfaction.
- **Supportive culture:** A supportive work environment and strong relationships with colleagues can help buffer against the stress caused by change.
- **Employee control and support:** Providing employees with a sense of control over their work and offering support during the change process can help reduce stress and burnout.
- **Clear communication and training:** Employees who are well-informed and provided with the necessary training are better equipped to handle changes, which can reduce stress and increase satisfaction.

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