

ORGANIZATIONAL CHANGE AND JOB SATISFACTION: ROLE OF MANAGEMENT SUPPORT AND MOTIVATION

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ABSTRACT

Change is considered as an important and dominant factor in the development of an organization. An organization must have a vision, purpose and a well defined strategy for leading and managing the change. Employees are the most important asset of an organization and they fear and resist change. The literature reveals that organizational change, if not managed effectively, can influence employee's job satisfaction. Therefore, this paper is an attempt to provide a conceptual framework for studying the relationship between organizational change and job satisfaction. Further, it also explores the possible role of management support and motivation in the relationship of organizational change and job satisfaction. The current study conceptualizes that organizational change along with management support motivates the employees which ultimately increase their satisfaction level; whereas organizational change without management support demotivates the employees which results in lower level of job satisfaction. The study also incorporates some suggestions to strengthen up the management support during change process which motivates the employees and make them more satisfied.

Key Words: Job Satisfaction, Management Support, Motivation, Organizational Change

I INTRODUCTION

In the global dynamic environment, organizations are facing multiple challenges to 'change', which is a complex and multifaceted affair. Organizations which do not change with the passage of time, their survival is at stake. Whenever there is change in the organization, it has an impact on employee's job satisfaction (Kohler, Munz, & Grawitch, 2006). Job satisfaction refers to an employee's general affective evaluation of his or her job. Spector defines the concept of job satisfaction as "how people feel about their jobs and different aspects of their jobs". He also considered it as a "related constellation of attitudes about various aspects or facets of the job"(Spector, 1997). People management is an important aspect of organisational process. To ensure the achievement of firm goals during change, the organisation should create an atmosphere of cooperation for its employees through policies that facilitate employee satisfaction. When organizational change is considered as challenge then it triggers positive response and when it is considered as threat then it triggers negative response.

In case of threat, change leads to feeling of job insecurity, anxiety, dissatisfaction and depression among employees (Conner, 1993). If change is considered as a challenge, then, it influences employee's motivation, loyalty, job commitment and job satisfaction (Reichers, Wanous & Austin, 1997). Therefore, organizations need to challenge their employees in order to get positive response of change and to avoid dissatisfaction and depression among the employees. The current study throws light on how organizational change effects employee's job satisfaction and how management support and motivation play an important role during organizational change to effect the employee's job satisfaction.

II REVIEW OF LITERATURE

The organizational change and job satisfaction literature suggests that an individual's reactions to change could be influenced by individual characteristics and aspects of the change situation (e.g. Judge et al., 1999; Wanberg and Banas, 2000). Several studies indicate that many determinants such as, communication, management support, efficacy, participation and motivation etc. prevail in support of change management programmes (Eby et al., 2000; Cunningham et al., 2002; Chawla and Kelloway, 2004; Madsen et al., 2005; Rafferty and Simons, 2006). Research also indicates that employees resist change because of uncertainty and stress associated with it (Dent & Goldberg 1999). Oreg (2006) found a negative association between employee resistance to change and trust in management. In other words, as employees' trust in management increases, their likelihood of resisting change reduces even though research has found that employees often respond negatively towards change due to increased work pressure and stress (Jones et al., 2008; Schraeder, 2009; Pech and Oakley, 2005). In addition, research indicates that effectively managing employees' psychological transition is vital to achieving organizational change (Lazarus & Folkman 1989) since poor management of the transition is associated with feelings of threat, frustration and anxiety (Nielsen et al., 2007). There is evidence to show that when change is supported by management, it leads to more favourable reactions toward the organization (Singer, 1993; Greenberg, 1990; Tyler & Bies, 1990). In one such study, Schweiger and Denisi (1991) observed that providing employees with support during change process motivates the employees and reduce the dysfunctional outcomes associated with the organizational change program. Similarly, Shaw et al., (1993) found that motivation was correlated with job satisfaction for 110 employees about to experience the divestiture of AT&T into a series of independent companies. A follow-up one year later also revealed that management support was predictive of employees' attitude towards the divestiture, job satisfaction and organizational commitment. In addition, these findings have been corroborated in a recent study by Goris (2007) who found that employees who report higher levels of motivation tend to be more satisfied with their employment situation (Goris, 2007) and that other factors such as personal feedback and communication climate are also strongly related to job satisfaction. Indeed others suggested that when a change is handled well by the management, it does not only increase organizational effectiveness, but it also leads to desirable satisfaction-related personal reactions.

III CONCEPTUAL FRAMEWORK

Organizational change, lack of management support and demotivation: Organizational change is to challenge the way things are normally done in an organization, and as a result individuals feel uncertainty, stress and fear about the potential failure of meeting the new situation (Vakola & Nikolaou, 2005). Organizational change is also defined as intentionally generated response to environmental shift (Jimmieson, Terry & Callan, 2004). Organizations adopt change in order to remain competitive in the market, for that they need competitive strategies like mergers, acquisitions and downsizing and these competitive strategies have negative impact on employees (Shook & Roth, 2011). Researchers have found that organizational change is different than the Lewin's unfreezing-moving-refreezing model (Lewin, 1947) because in reality it is difficult for the employees to reach refreezing state due to uncertainty and stress. This uncertainty and stress is overcome by management support but lack of management support can increase the amount of stress and uncertainty. It also creates feelings of threat, alienation and anxiety, resulting in increased levels of absenteeism and turnover (Erturk, 2008).

As a result of organizational change, there may be mismatch and incompatibility between employee's personal and organizational goals. Employees may not be sure about their roles in the organization due to ineffective communication during the change process. These job stressors demotivate the employees and make them stressed and anxious. Strain is the ultimate outcome of job stressors, there may be psychological strain in form of job dissatisfaction and turnover intentions, physical strain in form of headache and increased blood pressure and behavioral strain in form of smoking and withdrawal from work (Suzy, 2001). An employee can show counterproductive work behavior after the major change in the organization due to behavioral strain. Hence, we can regard job stressors as an outcome of lack of management support and demotivation during change process.

Research Proposition 1: The employees feel demotivated during organizational change due to lack of management support.

Organizational change, management support and motivation: Organizations are formed and run by people, some of these are noticed in the organization and visible to public and some of these are not visible to public and unnoticed in the organization, they work behind the scenes. But when change occurs in an organization these unnoticed and invisible people become major victim of the change process. For many of these people change results in loss of job, early retirement, change of career or they become victim of downsizing. Therefore, in order to avoid these negative feelings, management support plays an important role (Proctor, & Doukakis, 2003). Elving (2005) discussed that the top management should support the change process in order to build trust, increase readiness for change, increase commitment and increase job satisfaction.

Social learning theory stresses that employee's sense through their interpersonal networks the support that exists throughout the organization. Managers set behavioural standards in the workplace, therefore, it is important that they are on board with change and are setting the best example and tone for how change is received by the employees. Managers should deliver the change message to the employees, and should also gather feedback from employee to influence change.

When employees get support from management while embracing change, they get highly motivated and it improves the employee-employer relationship. The receptivity of employees to organizational change is an emerging and significant issue for those involved in creating successful change implementation strategies. The organizations should keep away from problems associated with change fatigue and change resistance for successful change implementation. Frahm & Brown (2007) argued that during a change process, motivation is a crucial element in employees' receptivity to change.

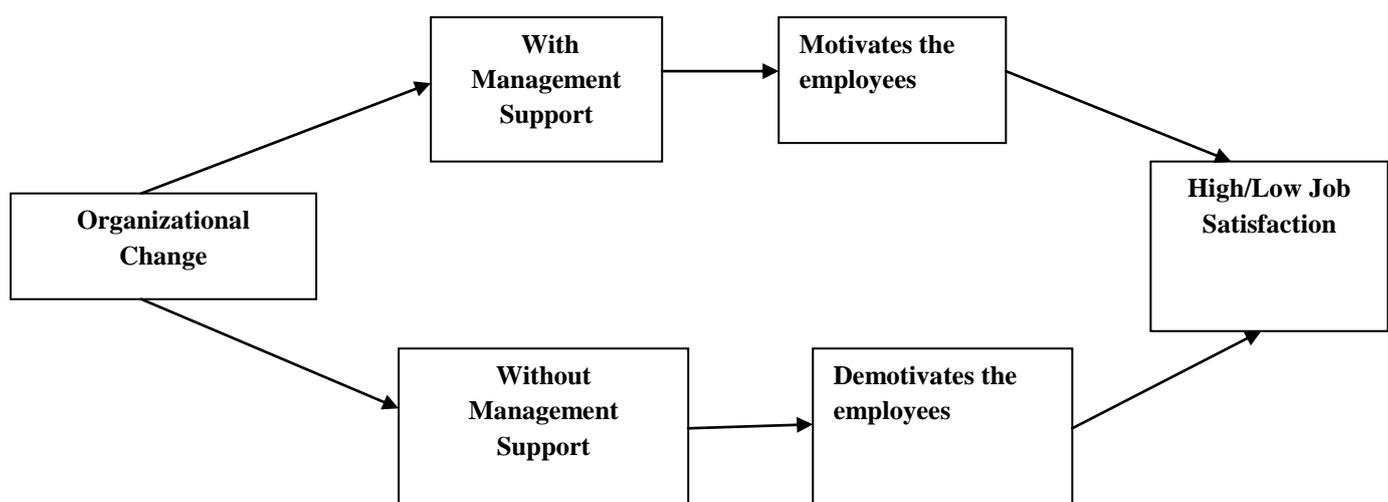
Research Proposition 2: The employees are motivated to accept the change if change is supported by management.

Management Support, Motivation and Job Satisfaction: As it is said that management support and motivation play an important role in determining job satisfaction level of employees during change process. Job satisfaction is defined as the extent to which individuals identify psychologically with work or the importance of work to the total self-image (Lodahl, & Kejner, 1965). Job satisfaction is conceptualized as a cognitive state of psychological identification with the job which, in turn, depends on the need-satisfying potentialities of the job (Kanungo, 1982). Within the organization culture, management support plays very important role in developing positive feelings like motivation and loyalty among employees which leads to job satisfaction. Therefore, employee' motivation to improve job-related skills affects the extent to which they are satisfied in their jobs (Noe, 1986). In other words, employees who are supported well and are highly motivated are more likely to have high level of job satisfaction (Russell et al. 1995). Thus, in the current study, management support and motivation are hypothesized to influence job satisfaction of the employees positively.

Research Proposition 3: High level of management support and motivation is positively related to job satisfaction of employees.

On the basis of discussion, the researcher proposes the following conceptual model for organizational change and employee job satisfaction along with the mediating role of management support and motivation.

Fig.1: Proposed Conceptual Model



IV SUGGESTIONS

The study reveals that effective management of organizational change positively influences the job satisfaction level of employees. It shows that management support and motivation encourages the relationship of

organizational change and job satisfaction. The change agent plays the role of a mediator between organization and employees during change process. Therefore, this study provides the following suggestions for change agents on how to support and motivate the employees for smooth implementation of organizational change:

- The change agent should support the change process with adequate resources, processes, and facilities. The employees should also be given formal learning through courses and training sessions to motivate them for embracing the change. The training of the employees should be related to the strategic needs of the business. It enables the employees to develop their potential around an organization's growth/change needs.
- The change agent should share all the information on 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 with the employees. Providing employees with complete information motivates them to think broadly about the organization and enhances their satisfaction.
- The change agents should recognize employees for good performance and contributions in the organization to enhance motivation. They should recognize their employees by providing monetary as well as non monetary incentives. This will not only motivate the beneficiary, but will also motivate other employees to do their best.

V CONCLUSION

The current study proposes the relationship between organizational change and job satisfaction while management support and motivation play the mediating role. The study found that organizational change supported by management, motivate the employees which ultimately increase the employee's job satisfaction where as organizational change without management support demotivates the employees which results in low employee job satisfaction. The researchers in future can use this conceptual model to empirically check the strength of proposed relationships between the organizational change and employee job satisfaction. There has been a lot of work done on the pre-change phase and role of management support and motivation in making change happen in the organization. The practitioners can use this model in order to focus on post-change phase in order to increase employee's job satisfaction and productivity.

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