

Market Forces

Volume 18, Issue 2

ISSN: 1816-8434(Print), 2309-8660 (Online)

Home Page: <https://kiet.edu.pk/marketforces/index.php/marketforces>

DOI: <https://doi.org/10.51153/mf.v18i2.620>

Title: Antecedents to Change and Moderating Role of Organizational Culture

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Manuscript Information: Retrieved April 08, 2023. Revised, October 15 2023. Accepted November May 05, 2023. Available online: December 28, 2023.

Citation:

Naseem A., Arif, M., Mubeen, H. Saraih, U.N. (2023). Antecedents to change and moderating role of culture. *Market Forces*, 18(2) 1-24

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Conflict of Interest

The author (s) declared no conflict of interest and have not received any funds for the project.

Antecedents to Change and Moderating Role of Organizational Culture

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Abstract

In the prevailing era of technology diffusion and globalization, firms worldwide are changing their work process, policies, and procedures for growth and sustainability. However, implementing change management is challenging for organizations as they receive resistance from the employees. Many factors promote resistance to change, including job security, uncertainty, and losing rewards and benefits. Bank employees believe in following conventional practices and often have negative attitudes toward organizational change. Given its importance, we identified the antecedents that positively or negatively affect attitudes toward change. The study focused on the leading banks in Karachi. Based on purposeful sampling, we collected a sample of 432 employees of local banks. The study found affective commitment insignificantly affects job satisfaction. Job stress negatively affects job satisfaction and attitudes towards change. Social influence promotes job satisfaction. Job satisfaction and social influence positively affect attitude towards change. And organizational culture insignificantly moderates affective commitment and job satisfaction. The study recommends that organizations implementing change management must share the change management programs with all the stakeholders. Additionally, organizations must find out why employees are against change management. Organizations may face little resistance from employees if they understand why employees are against change management.

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Keywords: *Attitudes towards change, job satisfaction, affective commitment, organizational culture, and social influence.*

Introduction

Researchers have extensively used “resistance to change” in their studies (Baquero, 2022; Azouri et al., 2022; Lawluy, Guo, & Wang, 2022). It explains why large-scale changes are related to “technology, production methods, and management practices” (Sorensen, 2023). In the same context, Seppälä, Harju, and Hakanen (2020) asserts that many employees have a negative attitude towards change as they believe negative consequences of organizational change, including lost jobs, reduced perks, and power and authority. Mansaray (2019) asserts that organizations, to implement organizational change, must focus on understanding what apprehensions employees have against change management. Many researchers believe that change management in an organization promotes a sense of uncertainty in employees, and they think the change may not align with their values (Neill, Men, & Yue, 2020). Extant literature documents that attitude toward change is a multi-dimensional construct including “affective, cognitive, and behavioral components” (Widianto et al., 2021). Given the complexity of the attitude toward change, it is important to understand the relationship between resistance to change and its antecedents and consequences (Uchenna & Abiodun, 2020).

Stress at work promotes low motivation, decreased job performance, and low job satisfaction, resulting in turnover intention and conflicts (Labrague, Nwafor, & Tsaras, 2020). Many researchers document that the abovementioned problems, directly and indirectly, are related to organizational efficiency and resistance to change (Kurniawanto, Rahmadi, & Wahyudi, 2022). Many studies have examined the direct (Kurniawanto, Rahmadi, & Wahyudi, 2022) and indirect (Opoku, Hongqin, & Aram, 2022) effects of “job satisfaction, organizational commitment, and job stress on attitudes toward change.” But, a few studies have examined the moderating (Opoku, Hongqin, & Aram, 2022) effect “of organizational culture on affective commitment and job satisfaction” (Opoku, Hongqin, & Aram, 2022). Thus, this study has examined “the effect of job stress, job satisfaction, and social influence on attitude towards change.” It also examined the effect of affective commitment on job satisfaction. Moreover, the study also examined the “moderating effect of organizational culture between affective commitment and job satisfaction.”

Literature Review and Hypotheses Development

The following sections provide the theoretical support for the hypotheses we have proposed.

Affective Commitment and Job Satisfaction

Extant literature suggests that all forms of commitment (i.e., Affective, normative,

and continuous) individually and collectively affect job satisfaction (AlKahtani et al., 2021). Aruldoss et al. (2021) assert that affective commitment is employees' attachment to their organizations. The Social Exchange Theory postulates that organizations and employees maintain interpersonal relationships with each other and reciprocate valued resources (Tsen, Gu, Tan, & Goh, 2022). Affective commitment focuses on the attachment to an organization, while job satisfaction relates to a specific work environment where employees perform their duties (Xu, Wang, & Ma, 2022). To and Huang (2022) assert that alignment of the employees and organizational work goals promotes affective commitment, leading to high job satisfaction. Many past studies, including Nachmias et al. (2022), document that employees' strong commitment to an organization promotes high job satisfaction. Social Exchange Theory also postulates that when employees perceive the exchange relationship between employers and employees is fair, they reciprocate with positive attitudes toward work (Zeb et al., 2023). In contrast, Ahmad (2013) believes that employees may not be satisfied, but their organizational commitment level could still be high.

H1: Affective commitment positively affects job satisfaction.

Job Stress and Job Satisfaction

Human resource researchers believe job stress and satisfaction are crucial for organizational sustainability. Therefore, they have examined their relationship from different perspectives in different domains (Zang et al., 2022). For example, Dodanwala et al. (2022) found that, apart from other factors, job stress adversely affects job satisfaction. Similarly, another empirical study in tourism also validated a significant negative association between job stress and job satisfaction. Thus, the study concluded that organizations must develop a culture that reduces job and non-job-related stress (Akgunduz & Eser, 2022). Zhang and He (2022) believe excessive workload adversely affects job stress and satisfaction. Many researchers believe that stress and job satisfaction are highly interrelated.

Thielmann et al. (2022) believe low satisfaction stimulates stress, and high satisfaction enhances job-related stress. Thus, we argue that organizations must maintain a balance between the stress and motivation levels of employees. Many past studies have documented that the precursors to stress, including physical health, psychological wellbeing, and job satisfaction, vary from industry to industry (Akgunduz & Eser, 2022).

H2: Job stress negatively affects job satisfaction.

Stress and Attitude to Change

Attitudes are individuals' "enduring perceptions about a person or brand, which could be positive or negative" (Sedghikhanshir et al., 2022). At the same time, attitudes toward a change relate to individuals' "cognitions about change, affective reactions to change, and behavioral tendencies toward change (Verplanken & Orbell, 2022). Based on empirical research, many studies found some employees believe that change is essential for the organization (Sedghikhanshir et al., 2022). Therefore, they develop positive attitudes toward change. While other employees perceive that the change would adversely affect organizational performance, they develop negative attitudes toward it (Purwaningrum et al., 2022).

Cortis et al. (2022) assert that employees who are excited and happy about the change would respond positively. At the same time, employees who show anger and resentment toward change develop negative attitudes and oppose them. Although researchers have developed different frameworks for implementing change in organizations, results are not very encouraging. Most change management programs fail as employees perceive that the change in an organization would not benefit them (Widarko & Anwarodin, 2022). They believe that due to change, organizations may reduce the number of employees and their benefits. As a result, it promotes stress in employees and negative attitudes toward change (Gray et al., 2023). Saleem et al. (2022) also assert that organizational change is a significant precursor to negative attitude towards change. Given the above argument, we argue that stress and attitude towards change are inversely related.

H3: Job stress negatively affects attitude towards change.

Social Influence and Job Satisfaction

Social influence refers to individuals' behavior adjustment according to social environmental demand. It includes family, peers, and cultural values (Paliga et al., 2022). Extant literature documents that social influence is an important precursor of job satisfaction (Silva et al., 2023). For example, Amin (2022) asserts that employees raised under modest circumstances may desire high salaries but would not be dissatisfied with their jobs. Cultural values also translate into individuals' attitudes toward jobs. Studies using Hofstede's (1997) individualism index value concluded that individuals in developed countries focus more on their achievements, resulting in high job satisfaction (Yousuf et al., 2022).

The Social Information Processing approach significantly explains how individuals form attitudes and behavior toward jobs (Ali et al., 2023). According to this approach, job attitude depends on the availability of attitude-relevant information. Researchers

believe that the social environment, directly and indirectly, influences job satisfaction. Individuals' attitudes about a situation or an event also depend on social norms. If the situation is contrary to social norms, individuals' attitudes will be positive; otherwise they will be negative (Conrad et al., 2022). Similarly, more direct exposure to the attitudes of coworkers also affects their attitudes toward jobs. For example, if employees in an organization have positive attitudes toward their jobs, it will motivate other employees to form positive attitudes toward their jobs (Paliga et al., 2022).

H4: Social influence positively affects attitude towards change.

Job Satisfaction and Attitude towards Change

Organizational change refers to organizational structure, work processes, and technology changes (Bagga et al., 2023). At the same time, attitude toward change refers to employees' responses or reactions to an organization's change initiatives (Lundmark et al., 2022). Sirola et al. (2022) assert that employees' attitudes toward change consist of their cognition and behavior tendency toward change. Many researchers have classified individuals' or groups' responses to change in three categories: affective, cognitive, and instrumental (Khaw et al., 2022). Affective response relates to individuals' feelings about the change. It includes satisfaction or anxiousness about change (Li et al., 2022). Individuals' cognitive responses include "advantages and disadvantages, usefulness, and knowledge" to deal with the change (Weber et al., 2022). Instrumental responses relate to individuals' favorable or negative responses to change management (Tipu, 2022). Many past studies found varying results on "job satisfaction and attitudes toward change" (Lin & Huang, 2021).

A study examined the association between job satisfaction and various dimensions of attitude toward change. It found job satisfaction directly and indirectly affects the dimensions of attitude toward change. Similarly, Da Ros et al. (2023) examined the effect of job satisfaction and attitude toward change and found they are positively associated.

H5: Job satisfaction positively affects attitude towards change.

Social Influence Attitude towards Change

Favorable social influence positively affects attitude towards change, and unfavorable social influence promotes resistance to change (Farahnak et al., 2020). Social Network Theory postulates that individuals form their attitudes toward change based on the social system in an organization (Bagga et al., 2023). Bhatt (2022) asserts that individuals develop negative attitudes toward change when they find that their colleagues, supervisors, and subordinates resist change. Similarly, Siregar (2022) argues that factors

(i.e., trust, Information, and social influence) are critical for employees' attitude towards change. Cultural aspects are also important precursors of attitudes toward change. For example, individuals in an individualistic society are more concerned about their self-achievement. Therefore, they have positive attitudes toward change. At the same time, individuals in a collective society adhere to the norms and values of their society. If a society has a positive attitude towards change management, individuals will comply with the norms of society and develop positive attitudes toward change (Bagga et al., 2023).

H6: Social influence positively affects attitude towards change.

Affective Commitment, Organizational Culture and Job Satisfaction

Organizational culture guides individuals on how to behave in an organization (Kenedi, Satriawan, & Khaddafi, 2022). Past studies have documented that organizational culture positively affects organizational commitment (Schwarz et al., 2023). Literature documents that organizational culture affects affective commitment and job satisfaction (Pathardikar, Mishra, & Sahu, 2023). Organizational culture has several dimensions, including "trust and organizational support." (Pathardikar, Mishra & Sahu, 2023). Many studies found that a supportive organizational culture significantly increases the association between affective commitment and job satisfaction (Pitts, Milstein, & Saha, 2022). At the same time, an unsupportive organizational culture inversely affects the association between affective commitment and job satisfaction (Meredith et al., 2023).

H7: Organizational culture "moderates affective commitment and job satisfaction."

Conceptual Framework

Given the above discussion, the study formulated a conceptual framework (Refer to Figure 1). It has one moderating six direct relationships.

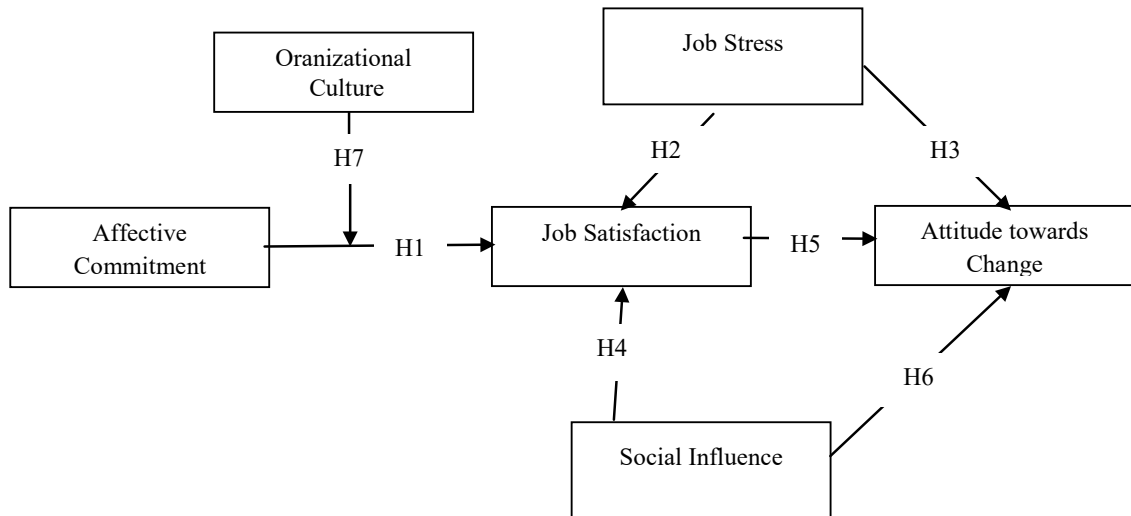


Figure 1: Conceptual Framework

Population and Sample

The study used a cross-sectional field survey to collect data from the leading commercial banks in Karachi. We have targeted this segment because bank employees have long working hours that adversely affect their wellbeing and contribute to unwarranted stress. Apart from generating employment, the banking sector also contributes to economic activities, which is necessary for the growth and development of a country. The selection criteria for the banks in this study was deposit market share. The HBL has the highest deposit market share of 14.6%, followed by National banks with a deposit market share of 11.7%, UBL with a deposit market share of 9.2%, and MCB with a deposit market share of 7.8%. The number of employees of the four banks posted in Karachi is about 20,000 Using Raosoft, we calculated the minimum sample size of 387. However, we visited the selected branches, distributed 450 questionnaires, and received 432 with a response rate of 89%.

Scales and Measures

We adapted the questionnaire from past literature. It has six latent variables. Affective commitment has five items adapted from Meyer and Allen (1997). An example of the question used in this construct is, "I feel a strong emotional attachment to this organization." Organizational culture has five items adapted from Cameron and Quinn (1995). An example of the question used in this construct is, "The organization encourages open communication and feedback." Job stress has five items adapted from Rahe, Quick, and Sinclair (1980). An example of the question used in this construct is, "I often feel overwhelmed and stressed at work." Job satisfaction has five items adapted from Weiss et al. (1985). An example of the question used in this construct is, "I am

satisfied with the opportunities for professional growth in my job.” Social influence has five items adapted from Park, Cohen, and Murch (1996). An example of the question used in this construct is, “My colleagues’ opinions and actions influence my attitudes towards change.” Attitude toward change has five items adapted from Witt and Brown (2012). An example of the question used in this construct is, “I believe that change is necessary for the organization’s growth and success.”

Statistical Analysis

Since our study has complex relationships, we have used Smart PLS for results. As suggested by many researchers, including Wong (2013), we have used two-step methods. Step one relates to developing a measurement model for “reliability, validity, predictive power of the measurement model and fit indices.” Step two relates to developing a structural model to identify the association between the exogenous and endogenous variables.

Demographic Profile

The demographic breakdown of the sample consist of gender, age, education, marital status, experience, management levels. The summary of the respondents profile is presented in Table 1.

Table 1 Demographics

Demographic	Category	Percentage
Gender	Male	39%
	Female	61%
Age	21-30	20%
	31-40	41%
	41-50	19%
	51 or above	20%
Education	Intermediate	9%
	Bachelors	48%
	Masters	38%
	Post Graduation	05%
Marital Status	Single	47%
	Married	53%
Experience	1-5 Years	20%
	6-10 Years	35%
	11-20 Years	30%
	20 Years Plus	15%
Management Levels	Junior	35%

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	Middle	30%
	Senior	20%
	Executive	15%

Results

Measurement Model

As suggested by many researchers, we initially generated a measurement model (Wong, (2013) for “internal consistency, composite reliability, discriminant validity, and fit indices.” Figure 2 shows the measurement model, followed by the relevant results.

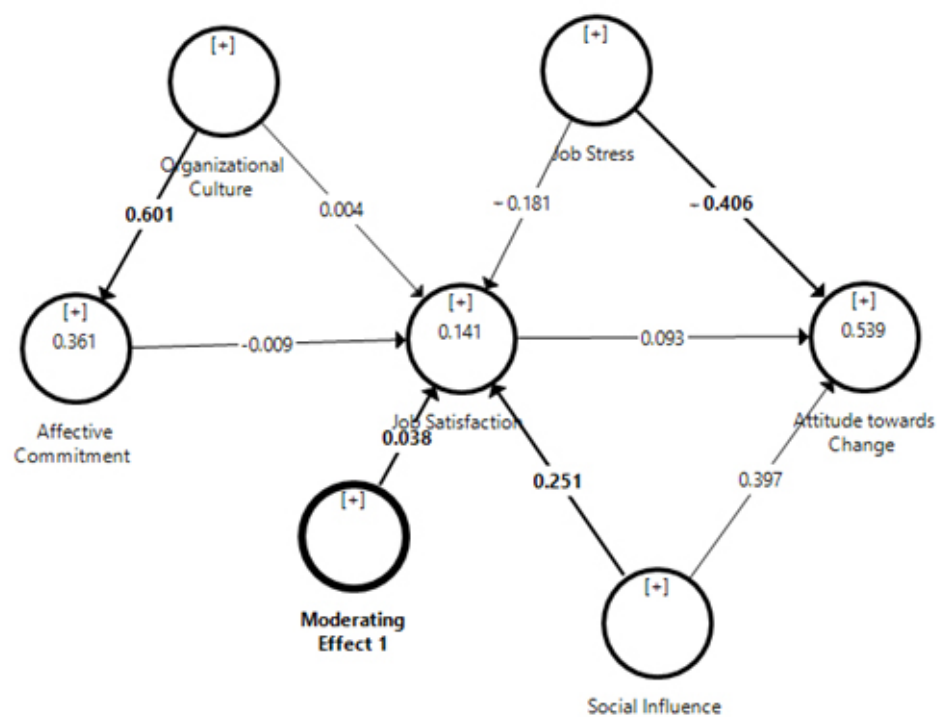


Figure 2: Measurement Model

Descriptive Analysis

Table 2 depicts the internal consistency, composite reliability, and AVE results.

Table 2: Descriptive Analysis

Constructs	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Affective Commitment	0.848	0.853	0.908	0.768
Attitude towards Change	0.716	0.719	0.841	0.638
Job Satisfaction	0.828	0.828	0.897	0.744
Job Stress	0.835	0.837	0.89	0.669
Organizational Culture	0.88	0.885	0.926	0.807
Social Influence	0.882	0.883	0.927	0.810

Kennedy (2022) suggests that for acceptable internal consistency, Cronbach's Alpha must be greater than 0.70. Composite reliability (Aburumman et al., 2022) must be greater than 0.80, and AVE Values (Kennedy, 2022) must be higher than 0.60. Our findings align with the above researchers. Therefore, the study fulfills the requirements of "internal consistency and convergent validity."

Discriminant Validity

Researchers, including Roemer Schuberth and Henseler (2021), suggest that apart from discriminant validity based on Fornell and Larcker (1981), researchers also examine the same based HTMT ratios, an improved version of discriminant validity. Following the authors' advice, as mentioned above, the study has used both methods for discriminant validity analyses. Tables 3 and 4 depict the results of Fornell and Larcker (1981) criteria and the HTMT ratio (Henseler, 2021).

Table 3: Discriminant Validity (Fornell and Larcker, 1981)

Constructs	AC	ATC	J.SAT	J. Stress	OC	SI
Affective Commitment	0.876					
Attitude towards Change	0.440	0.799				
Job Satisfaction	0.208	0.352	0.863			
Job Stress	0.442	0.630	0.306	0.818		
Organizational Culture	0.601	0.522	0.239	0.437	0.899	
Social Influence	0.511	0.630	0.339	0.497	0.652	0.900

Fornell Larcker (1981) suggests that the "square root of AVE values must be greater than Pearson Correlation values." The results in Table 3 are in confirmatory to the Fornell and Larcker (1981).

Table 4: Discriminant Validity (HTMT Ratio)

Constructs	AC	ATC	Job Sat	Job Stress	OC	SI
Affective Commitment	-					
Attitude towards Change	0.561					
Job Satisfaction	0.251	0.447				
Job Stress	0.523	0.818	0.365			
Organizational Culture	0.692	0.651	0.282	0.509		
Social Influence	0.592	0.785	0.396	0.577	0.741	-

Roemer Schuberth and Henseler (2021) suggest that HTMT values must be less than 0.90. The results align with the above mentioned authors, therefore, we have established discriminant validity based on HTMT ratios.

Predictive Power of the Measurement Model

Following the suggestion of Ramayah et al. (2017), the study used R^2 and Q^2 values for the predictive power of the measurement model. Refer to Table 5 for a summary of the results.

Table 5: R Square Values and Q Square Values

Constructs	R Square	R Square Adjusted	SSO	SSE	$Q^2 (=1 - SSE/SSO)$
Affective Commitment	0.361	0.361	3594	2608.808	0.274
Attitude towards Change	0.539	0.538	3594	2379.364	0.338
Job Satisfaction	0.141	0.238	3594	3228.917	0.102

The results show that R square values are at least 0.20, as Ramayah et al. (2017) recommended, and Q square values are greater than zero, as Harel (2009) suggested. Thus, we have inferred that the “measurement model has adequate predictive power.”

Fit Indices

Wong (2013) suggests that $SRMR < 0.08$ and $NFI > 0.90$. The results presented in Table 6 align with the suggestion of the researcher mentioned above, indicating the measurement model has adequate fitness.

Table 6: Fit Indices

Fit Indices	Saturated Model	Estimated Model
SRMR	0.062	0.078
d_UIS	0.737	1.167
d_G	0.326	0.346
NFI	0.902	0.905

Structural Model

The structural model measures the association between “exogenous and endogenous variables,” presented in Figure 3.

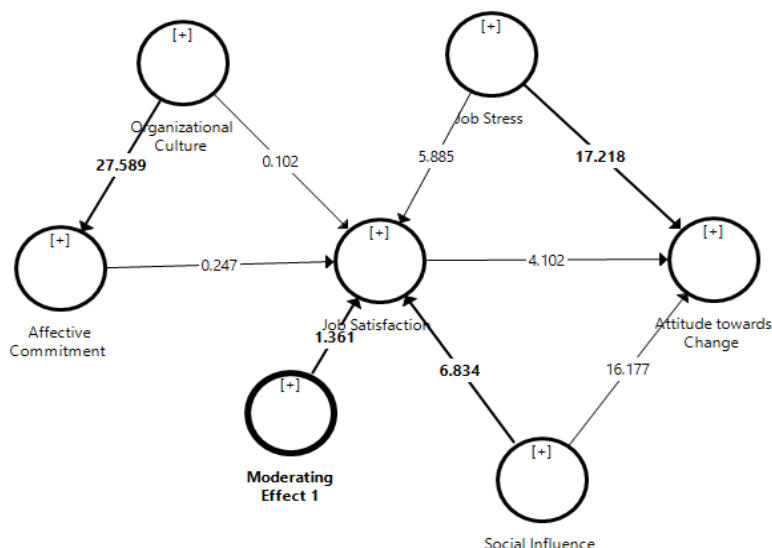


Figure 3: Structural Model

Hypotheses Results

Table 7 shows that the results support five hypotheses and do not support two hypotheses.

Table 7: Hypotheses Results

Hypotheses	β	T Stat.	P Values	Results
Affective Commitment -> Job Satisfaction (H1)	-0.009	0.247	0.805	Rejected
Job Stress -> Job Satisfaction (H2)	-0.181	5.885	0.000	Accepted
Job Stress -> Attitude towards Change (H3)	-0.406	17.218	0.000	Accepted
Social Influence -> Job Satisfaction (H4)	0.251	6.834	0.000	Accepted
Job Satisfaction -> Attitude towards Change (H5)	0.093	4.102	0.000	Accepted
Social Influence -> Attitude towards Change (H6)	0.397	16.177	0.000	Accepted
Org. culture*Affective Commitment -> Job Sat. (H7)	0.038	1.361	0.174	Rejected

Our study supports five direct hypotheses but does not support one direct and one moderating relationship. In the context of direct hypotheses, we found the strongest effect size between job stress and attitude toward change ($\beta = -0.406$, $t = 17.218 < 0.05$). The weakest effect size is between job satisfaction and attitude toward change ($\beta = 0.093$, $t = 4.102 < 0.05$).

Discussion and Conclusion

Discussion

We found affective commitment insignificantly affects job satisfaction (H1). Many past studies, including Nachmias et al.(2022), document that employees' strong commitment to an organization promotes high job satisfaction. Social Exchange Theory also postulates that when employees perceive the exchange relationship between employers and employees is fair, they reciprocate with positive attitudes toward work (Zeb et al., 2023). In contrast, Ahmad (2013) believes that employees may not be satisfied, but their organizational commitment level could still be high.

The study found job stress negatively affects job satisfaction (H2). Dodanwala et al. (2022) found that, apart from other factors, job stress adversely affects job satisfaction. Similarly, another empirical study in tourism also validated a significant negative association between job stress and job satisfaction. Thus, we argue that organizations must develop a culture that reduces job and non-job-related stress (Akgunduz & Eser, 2022). Zhang and He (2022) believe excessive workload adversely affects job stress and satisfaction. Many researchers believe that stress and job satisfaction are highly interrelated.

We found job stress negatively affects attitude towards change (H3). Although researchers have developed different frameworks for implementing change in organizations, results are not very encouraging. Most change management programs fail as employees perceive that the change in an organization would not benefit them (Widarko & Anwarodin, 2022). They believe that due to change, organizations may reduce the number of employees and their benefits. As a result, it promotes stress in employees and negative attitudes toward change (Gray et al., 2023). Saleem et al. (2022) also assert that organizational change is a significant precursor to negative attitude towards change.

The study found social influence positively affects job satisfaction (H4). The Social Information Processing approach significantly explains how individuals form attitudes and behaviors toward jobs (Ali et al., 2023). According to this approach, job attitudes depend on a complex information environment that includes the availability of attitude-relevant Information. Researchers believe that the social environment, directly and indirectly, influences job satisfaction (Conrad et al., 2022). Similarly, more direct exposure to the attitudes of coworkers also affects their attitudes toward jobs. For example, if employees in an organization have positive attitudes toward their jobs, it will motivate other employees to form positive attitudes toward their jobs (Paliga et al., 2022).

We found a positive association between job satisfaction and attitude toward change (H5). Many past studies examined the association between job satisfaction and attitudes towards change and found varying results (Lin & Huang, 2021). A study examined the association between job satisfaction and various dimensions of attitude toward change. It found job satisfaction directly and indirectly affects the dimensions of attitude toward change. Similarly, Da Ros et al.(2023) examined the effect of job satisfaction and attitude toward change and found they are positively associated.

The study found social influence positively affects attitude towards change (H6). Cultural aspects are also important precursors of attitude toward change. Bhatt (2022) asserts that individuals develop negative attitudes toward change when they find that their colleagues, supervisors, and subordinates resist change. Similarly, Siregar (2022) argues that factors (i.e., trust, information, and social influence) are critical in employees' attitudes toward change. Cultural aspects are also important precursors of attitudes toward change. For example, individuals in an individualistic society are more concerned about their self-achievement. Therefore, they have positive attitudes toward change. At the same time, individuals in a collective society adhere to the norms and values of their society. If a society has a positive attitude towards change management, individuals will comply with the norms of society and develop positive attitudes toward change (Bagga et al., 2023).

The study documents that organizational culture insignificantly “moderates affective commitment and job satisfaction.” Organizational culture guides individuals on how to behave in an organization (Kenedi, Satriawan, & Khaddafi, 2022). Many studies have documented that organizational culture positively affects organizational commitment (Schwarz et al., 2023; Pathardikar, Mishra, & Sahu, 2023). Organizational culture has several dimensions, including “trust and organizational support.” (Pathardikar, Mishra & Sahu, 2023). Many studies found that a supportive organizational culture significantly increases the association between affective commitment and job satisfaction (Pitts, Milstein, & Saha, 2022). At the same time, an unsupportive organizational culture inversely affects the association between affective commitment and job satisfaction (Meredith et al., 2023).

Conclusion

Organizational change is necessary for the growth of business entities and to remain competitive in the present era of globalization. Most employees worldwide resist change. They feel change management in an organization may result in downsizing and reducing other benefits. Such feeling is also common in the banking sector of Pakistan. Given its importance, we identified the antecedents that positively or negatively affect

attitude toward change. The study collected a sample of 432 employees of pre-selected banks. The study found affective commitment insignificantly affects job satisfaction. Job stress negatively affects job satisfaction and attitude towards change. Social influence promotes job satisfaction. Job satisfaction and social influence positively affect attitude towards change. And organizational culture insignificantly moderates affective commitment and job satisfaction.

Implication

The study found that job stress negatively affects attitude towards change and satisfied employees cooperate in the change management process. Thus, the study suggests that firms must enhance employees' job satisfaction by reducing undue stress. Besides other measures, firms may develop a culture in which they empower the employees and allocate job-related assignments based on the capabilities of the employees—assignments beyond the capabilities of the employees or below their capabilities promote job dissatisfaction. Literature suggests that if most employees have positive attitudes toward change, the rest will follow them. Thus, while planning and implementing change management, the firms must share it with the employees and other stakeholders. Employees often have apprehension that due to change management, they would lose their jobs and other benefits. Addressing employees' concerns and apprehensions about change management may increase the participation of the employees in implementing change management. Employees develop affective commitment when they believe employers are concerned about the wellbeing of the employees. Clarity in the policies and procedures of firms and fair distribution of resources and rewards enhance effective commitment and promote positive attitude towards change management.

Limitations and Future Research

The study has focused only on one city, Karachi's banking sector. Other studies may extend this model to other sectors and cities. Change management is a complex phenomenon, and we recommend others add more antecedents and consequences of job satisfaction in their conceptual framework. For example, other researchers may consider adding variables such as leadership style types and turnover intention. Organizational culture, affective commitment, and social influence mediate job satisfaction and attitudes toward change. These mediating relationships were beyond the scope of this study. But we invite others to use them in their studies. Attitude towards change may also vary from one culture to another, which we did not consider. However, we recommend others to incorporate cultural aspects in their studies.

Annexure-1

Constructs and Items Used in the Questionnaire

Affective Commitment

AC1. I feel a strong emotional attachment to this organization.

AC2. I am proud to be a part of this organization.

AC3. I am willing to put in great effort to help this organization succeed.

AC4. I am committed to the goals and values of this organization.

AC5. I am enthusiastic about working for this organization.

Organization Culture

OC1. The organization encourages open communication and feedback.

OC2. The organization emphasizes teamwork and collaboration.

OC3. The organization values innovation and creativity.

OC4. The organization has a strong customer-oriented culture.

OC5. The organization values employees' wellbeing and work-life balance.

Job Stress

JST2. I often feel overwhelmed and stressed at work.

JST2. The workload in my job is manageable.

JST3. I have adequate resources to cope with work demands.

JST4. I experience a high level of pressure in my job.

JST5. My job negatively impacts my physical and mental wellbeing.

Job Satisfaction

JSAT1. I am satisfied with the opportunities for professional growth at work.

JSAT2. I feel valued and recognized for my contributions at work.

JSAT3. I am satisfied with the level of autonomy at work.

JSAT4. I find my job interesting and fulfilling.

JSAT5. I am satisfied with the overall work environment in my organization.

Social Influence

SI1. My colleagues' opinions and actions influence my attitudes towards change.

SI2. I am influenced by my immediate supervisor's stance on organizational change.

SI3. I often discuss the proposed changes with my coworkers before forming an opinion.

SI4. Social interactions with others play a significant role in shaping my attitude towards change.

SC5. I am more likely to accept change if I see others around me supporting it.

Attitude towards Change

ATC1. I believe that change is necessary for the organization's growth and success.

ATC2. I am open to trying new approaches and methods at work.

ATC3. I feel anxious about the uncertainty that comes with organizational change.

ATC4. I resist change because I prefer the status quo.

ATC5. I am optimistic about the positive outcomes that can result from organizational change.

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