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Does Change Management Matters For Job Satisfaction? Mediating Role Of Top Management Support

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Abstract

The objective of present research is the testing of mediating role of top management support between employee involvement in bringing the change and job satisfaction in banking sector of Sindh, Pakistan. Primary data collected for testing proposed hypothesis of present study. Adopted questionnaire is distributed among banking sector employees and total two hundreds and eighty cases were considered in the present study in order to achieve the research objective of present study. SEM technique is used in SmartPLS version 3. Findings revealed both direct effect of employee involvement in change and top management support on job satisfaction. However, partial mediation effect was confirmed of top management support between employee involvement in change and job satisfaction in banking sector of Sindh, Pakistan. Furthermore, the employee involvement in change suggested more important due to higher beta value with respect to other variables. Change management should start with employee involvement in banks. Make the organizations involved an environment where workers feel appreciated and encouraged to contribute ideas when changes are made. Managers should let employees discuss ideas, contribute to decision-making, and share expertise. This will make people happier and more devoted to their careers.

Keywords: Top management support; Job satisfaction; Employee involvement in change; Banking Sector.

Introduction

The current global economic downturn and other issues within and outside enterprises have made business competitive (Naradda Gamage et al., 2020). To survive and prosper in this climate, businesses must strategically position themselves and adapt their practices. Examine some organizations' key strategies to overcome the difficult competition. Successful companies innovate to satisfy market demands. Develop new products, improve existing ones, and adopt new

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technology (Qureshi et al., 2021). Staying ahead of the curve helps differentiate businesses and attract clients (Buccieri et al., 2023). Employers need competent, motivated personnel to prosper. Companies are investing money on recruiting, training, and retaining talented employees to attract top talent and improve workplaces. Engaged employees produce more, innovating, and satisfy consumers, giving the organisations an advantage over competition (Kuo et al., 2022). Businesses that rely on one market or product might suffer from market changes. Businesses extend into new markets to reduce risk. The firm must expand into new markets, target different clients, and develop new products to do this (Shah et al., 2021). Diversification reduces market dependence and risk by spreading risk. In a competitive business world, companies must be bold, adaptable, and fast to adapt (McGowan & Shipley, 2020). Being open to new ideas, prioritizing client demands, forging creative collaborations, simplifying processes, employing digital tools, developing talent, and expanding markets may help companies outperform the competition even in challenging times (Furr et al., 2022).

Pakistan's banking business has several issues that can be solved via change management (Imran et al., 2022). Banks are vulnerable to data breaches and hacking as they utilize technology more (Kibria et al., 2021). Change management may enhance cybersecurity by implementing a robust IT system, performing frequent security assessments, and educating employees on appropriate practices. Pakistani banks follow several regulations. Keeping up with shifting legislation is difficult. Change management may assist adapt to regulatory changes by creating a compliance division, implementing effective monitoring tools, and training employees to obey rules (Fischer et al., 2020). Due to emerging technology and consumer preferences, banking clients' expectations are changing quickly. To address these objectives, banks must adapt their business model and services. Change management may assist management understand consumer needs, redesign processes, and adopt customer-centered initiatives (Gerea & Herskovic, 2022).

The organized change management method helps set goals for the desired state and get leadership support (Alrowwad et al., 2020). Effective leadership is necessary to drive change projects and ensure they are carried out successfully. Change management stresses how important it is to communicate and train people well. Communicating clearly and consistently helps manage expectations, deal with pushback, and get people on board with the changes that are being suggested (Schwetje et al., 2020). Training programs give workers the skills they need to use new tools and ways of doing things. Change management encourages an attitude of always getting better. By regularly looking at how changes have affected things and getting feedback, banks can make the changes they need to make to get the best results and long-lasting gains. Risk review and risk reduction tactics are part of change management methods (Singh et al., 2021). This helps determine what risks come with implementing change and making plans for what to do if something goes wrong.

Although many studies have looked at how change management affects job satisfaction in different fields (Lin & Huang, 2021), (Limna et al., 2022), (Lehr, 2022) (Kibria et al., 2021). But none have

specifically looked at the role of support from upper management as a mediating variable in the banking industry of Sindh, Pakistan. Change management is an essential part of getting things done in an organization. However, more research needs to be done on how help from upper management affects job happiness in the banking industry in Sindh when it comes to change management. As a result, there is a need for empirical studies that specifically look at how help from upper management affects the relationship between employees' participation in change management and their happiness with their jobs in Sindh, Pakistan's banking industry. This study fills a gap in the research on change management, job happiness, and organizational behavior.

Literature Review and Hypothesis Development

Theoretical foundation

Based on the social exchange theory, social relations happen when people or groups trade resources (Thomas & Gupta, 2021). This idea says that people connect with others in a social exchange relationship when they think that the relationship will bring them more benefits than harm. According to the social exchange theory, workers feel valued by their company when actively involved in the change management process (Luqman et al., 2023). Being involved gives them a sense of control, independence, and the chance to share their thoughts and knowledge. This positively affects workers' mental health and makes them more likely to have a mutually beneficial relationship with the company. It has been noticed that the social exchange theory enforced between both resources and developing good relations (Meira & Hancer, 2021). Therefore, in the present study the upper management acts as a link between employees' participation in change management and job satisfaction are taken into consideration. The employees can job satisfaction when they are mentally and emotionally happy in their respective lives (Malokani et al., 2023). The social exchange theory says job happiness results from the social exchange link between the company and its workers (Cortez & Johnston, 2020). Lastly, it can be said that the strong emotional would help the top management for creating a healthy competition for change management within organization.

Hypothesis Development

Employee Involvement in Change Management & Job Satisfaction

When workers participate in change management, they feel like they own the process and have more power (Katsaros et al., 2020). They think their thoughts and feelings are significant and directly affect how the change turns out. This sense of ownership and freedom makes workers happier because they feel they have more control over their surroundings. When workers are involved in change management, they often have to learn new skills, get used to new ways of doing things, and do their part to make the change project successful (Reinholz & Andrews, 2020). This higher drive and interest can make people happier with their jobs. Because they feel like they have a reason and are fulfilling their roles', engaged workers are likelier to be happy with their jobs

(Sharma & Nambudiri, 2020).

Furthermore, change management works best when employees are involved (Faupeil & Süß, 2019). This way, they fully grasp the change initiative's goals and aims. This better understanding and participation lead to better work from employees. Top management will likely be happy with how well workers do their jobs and how much they help the change go smoothly (Hubbart, 2023). Getting workers involved in the change management process makes it easier to talk to upper management openly and honestly. People who work for the company can give feedback, voice their worries, and share their thoughts (Whillans et al., 2021). Better conversation between managers and employees helps them understand their points of view and meet their wants and concerns. Because of this, a good relationship between employees and management will likely make top management happier (Bellet et al., 2023).

H1: Employee involvement in change management positively related to job satisfaction.

H2: Employee involvement in change management positively related to top management support.

Mediating Role of top management support between Employee Involvement in Change Management & Job Satisfaction

Top management is crucial for ensuring workers have the tools and support they need to join change management projects (Mansaray, 2019). This help can come in the form of giving time, money, and people to make the change happen, as well as training and growth chances for workers to get better at their jobs. When upper management actively encourages workers to be involved in change management by giving them the necessary tools, it creates a setting that makes people happier at work (Gupta et al., 2022). Employees need to know the reason for the change management project, goals, and standards. Top management is critical in this area. Top management's clear communication helps workers understand why the change is happening, their roles and duties, and the expected results (Malokani et al., 2023; Li et al., 2021). Clear communication from upper management makes the workplace more helpful and clear, which leads to higher job happiness. The people at the top of an organization are its leaders and examples. How workers feel about the change and how much they trust the company is affected by how much they are involved in and support the change management process (Alqudah et al., 2022). When top management shows a solid resolve to change and creates an atmosphere of trust and openness, workers are happier with their jobs. Workers who believe their bosses are likelier to be happy with their jobs and the company (Purnama et al., 2020).

H3: Top management support mediates relationship between employee involvement in change management and job satisfaction.

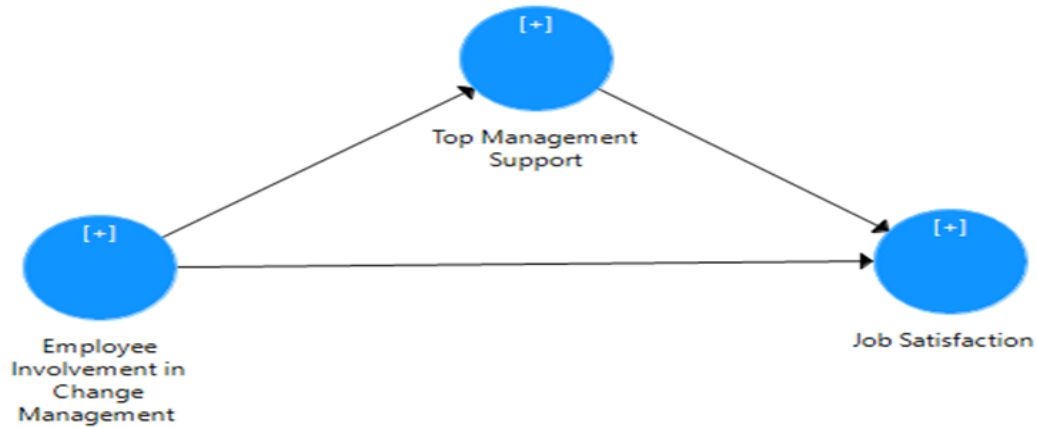


Figure 1: Proposed conceptual framework

Methodology

This study used a cross-sectional research methodology because data is gathered at a certain point in time. The study's central question is how change management affects job happiness in the banking industry, focusing on the part of help from upper management. It is possible to get information from many people simultaneously with a cross-sectional plan, which shows how different factors are related. In the present study questionnaire is used as instrument for data collection and validity and reliability issue can be addressed as well (Pandey & Pandey, 2021). In the present study data was gathered from banking sector and two hundreds eighty were respondents.

It has been noticed that most of banks were not ready to give data, therefore, nonprobability type of sampling including convenience and snowball sampling method were considered. Participants were chosen based on how easy it was to reach and when they were available. This method helped the experts get their data quickly and correctly (Gao et al., 2020). Snowball picking was also used to find more volunteers by asking the first responders to recommend others. This approach helps reach people through their social networks who have helpful experience managing change and being happy at work in the banking sector (Naeem & Ozuem, 2021).

People at all stages in the banking industry were asked to give information for this study. This method ensures everyone knows how change management affects job happiness at all levels. The study gets a lot of different opinions and experiences about change management and job happiness by including employees at different levels, like entry-level workers, middle managers, and top leaders.

The experts started gathering information by emailing the HR staff of each bank that was going to take part. The study's goals were explained in the email, and permission to collect data from workers was requested. After getting the appropriate permissions, the researchers went to the banks in

person to get surveys that had been filled out. Lastly, this method helps to protect the privacy of responded. The research instrument was adopted from past studies of (Osei-Bonsu, 2014) and (Holt et al., 2007).

Analysis Tool

It is suggested that the data should be analysed with last method in terms of software and technique. Therefore, the SEM is a statistical method that lets researchers look at how factors are related in complex ways and test theory models (Kline, 2023). Especially, when constructive when observing into how to mediate or moderate relationships among model (Kline, 2023).

Results and Discussion

Reliability and Validity

In the present study three variables including employee involvement in change management, top management support and job satisfaction were taken into consideration. It was calculated that Cronbach's alpha values higher than the suggested level of 0.7. Therefore, it can be said factors are internally consistent and reliable (Nawi et al., 2020). In addition to this, this means that the things in each factor are firmly connected and constantly measure their concepts. There is also good reliability because the total reliability ratings for all three factors are higher than the suggested level of 0.7 (Shrestha, 2021). Similarly, findings supported that things can be trusted to measure their specific structures. Studied variables also revealed AVE numbers are above the suggested level of 0.5, therefore, the convergent validity is good (Yusoff et al., 2020). Furthermore, the things in each factor are very similar and measure the same central idea. General, the reliability and validity tests show that the items used to measure job satisfaction, top management support, and employee involvement in change management are reliable and valid in this study. Lastly it can be said that the categories being tested are internally consistent, reliable, and converging, so researchers can test the proposed hypotheses.

Table 1: Reliability and Validity

Factor	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)	No. of Items
Employee Involvement in Change Management	0.857	0.903	0.700	4
Top Management Support	0.907	0.931	0.731	5
Job Satisfaction	0.908	0.929	0.685	6

Hypothesis Testing

The path coefficient (beta value) of 0.428 shows that employees are happier with their jobs when they are involved in change management. The t-value of 8.693 for this effect shows that it is statistically meaningful. As a result, there is a strong positive link between job satisfaction and employee involvement in change management. The path coefficient (beta value) of 0.699 shows

that when employees are involved in change management, it has a direct and good effect on the support of upper management. The t-value of 24.540 for this effect shows that it is very statistically meaningful. So, there is a robust good link between employees involved in change management and backing from upper management.

The path coefficient (beta value) of 0.298 shows that when top management support between employee involvement in change management and job satisfaction. This is because help from upper management acts as a buffer. Based on the t-value of 7.682, this indirect effect is likely statistically significant. There is a solid secondary effect, which means that help from upper management plays a role in the link between employees taking part in change management and job happiness. When employees are involved in change management, top management is more likely to back the change, making employees happier with their jobs. The clear link between employees' participation in change management and job happiness (0.428) is still essential to remember. So, the mediation effect is only partly there. This means that while help from upper management is essential, there are other things or ways that employee involvement in change management directly affects their job happiness.

Table 2: Hypothesis Testing

Path Direction (Direct effects)	Beta value	T-value	Remarks
Employee Involvement in Change Management -> Job Satisfaction	0.428	8.693	Accepted
Employee Involvement in Change Management-> Top Management Support	0.699	24.540	Accepted
Path Direction (Indirect effects)	Beta value	T-value	Remarks
Employee Involvement in Change Management -> Top Management Support -> Job Satisfaction	0.298	7.682	Partial Mediation

Discussion

The study found that employees, who manage change are much happier with their jobs. These results show that actively involving workers in the change management process makes them happier at work. This result fits with an earlier study that shows how important it is for employees to be involved in making decisions because it makes them feel more in control and responsible, which makes them happier at work (Espasandín-Bustelo et al., 2021). Companies should make it a priority for employees to be involved in change management projects (Reinholz & Andrews, 2020). Giving workers chances to share their thoughts, views, and suggestions during change can make them happier and positively affect the organization (Ahmed et al., 2020). The study found that when employees are involved in change management, it has a significant, good direct effect on the support of upper management (Hameed et al., 2020). This shows that when workers are involved in making changes, they think that upper management is behind them more. When employees know their bosses value and appreciate what they do, it creates a helpful work environment during change (Kong et al., 2021). The research found a robust indirect effect, showing that help from

upper management partly mediates the link between employees' participation in change management and their happiness with their jobs. This shows that employees' participation in change management directly improves job happiness (Salas-Vallina et al., 2021; Islam et al., 2021).

Conclusion

The findings showed robust links between change management engagement, top management help, to job satisfaction. The findings show that change management makes workers happy and gains higher management support. Employee engagement in change management and work satisfaction are also linked by higher management support. These findings demonstrate how employee engagement in change management may impact work satisfaction and higher management support. Participating in change processes, establishing a helpful environment, and being recognized may benefit organisations. Companies may improve employees' satisfaction and create a change-friendly workplace this way.

Managerial Implications

Firstly, change management should start with employee involvement in banks. Make the organisations an environment where workers feel appreciated and encouraged to contribute ideas when changes are made. Managers should let employees discuss ideas, contribute to decision-making, and share expertise. This will make people happier and more devoted to their careers.

Secondly, managers should actively support employee participation in change management by clarifying how significant contributions are, recognizing their work, and giving them the tools and help they need. This will help improve the workplace by making workers feel valued and supported during the change process. This will ultimately make them happier with their job.

Lastly, managers should set up ways for employees to give feedback on how change management methods work and what they think could be done to improve them. Asking for feedback and acting on it regularly shows that you want to keep improving and engage researcher employees. This will help improve the workplace and make people happier with their jobs in the banking industry.

Theoretical Contribution

The study supports the social exchange theory by showing that involving employees in managing change is helpful. According to social exchange theory, people connect with others because they expect to get resources or benefits in return. Regarding change management, involving employees can be seen as a service companies offer their workers. Researchers found that when companies involve their workers in change processes, it makes them happier with their jobs, which could be seen as a reward in a social exchange relationship. The study adds to the social exchange theory by showing that help from upper management is a critical factor in the link between employees taking part in change management and being happy with their jobs. Social exchange theory says that people should think about the pros and cons of their relationships and interactions with other

people.

Regarding change management, workers see the help and praise they get from upper management as a resource or benefit. This research shows that when workers think their bosses back them up, the sound effects of being involved in change management on their job happiness are even more substantial. The social exchange theory says that people are happier in relationships when they feel supported and have good trades. This result supports that idea.

Future Research Directions

The model we examined tells us a lot about the connections between employees' participation in change management, help from upper management and job happiness. However, it is essential to remember that other variables may also affect these relationships. To get an expanded understanding of how things work, future studies could look into other factors or influencers, like how employees feel about justice in the organization, trust, or how well they can communicate.

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