

Job Satisfaction and Change Readiness: Moderating Role of Gender

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ABSTRACT

Failing to assess employees' readiness for change can lead managers to waste significant time and effort managing resistance. This time could otherwise be spent productively. This study attempts to make a rigorous empirical examination of the effects of job satisfaction on change readiness along with assessing the moderating role of gender. The primary collection of data is done through likert scale and were analyzed by using IBM SPSS statistics version 23. On the other hand, the secondary data were taken from the articles, journals and website. Through a simple and dummy indicator regression analysis of the variables, it talks about the analysis's findings, which show that job satisfaction had a positive and significant impact on change readiness. This study implies that the value of coefficient of multiple determination is 0.299 which implies that the variation in CR can be explained by JS was 9.9%. Similarly, gender was no moderating the effects of job satisfaction on change readiness shown by the dummy indicator regression analysis. While acknowledging that there is no established theory describing the relationship between these two major constructs in organizational behavior, this study attempts to provide some of the empirical support that there was positive significant association between job satisfaction and change readiness. This study determined the value of R is to be .547a. This paper includes with the number of implications and research direction for both academic and organizational managers, Job satisfaction plays a critical role in determining employees' readiness for change, with higher satisfaction leading to increased acceptance and enthusiasm for change efforts.

1. INTRODUCTION

Every organization must adapt to a variety of changes that have occurred in the legal, political, technological, and economic spheres. Technological changes are the ones that the researchers have found to

occur most frequently. The sustainability of any organization is now seriously questioned in light of these developments. That is to say, once organization revival is underway, management may find that, while positive energy is directed into

preparing staff for change, actual time and effort spent handling resistance to change can be significantly reduced (Smith, 2005). Now that it's established that being change-ready is crucial to preventing resistance to change, the best way to achieve this has emerged as a crucial concern for all global business managers. Organizations and the individuals who work there need to be prepared for organizational change if it is to be successfully implemented. It is not possible to assume or assume that someone is change ready (Gordijn, 2015). An intentional "emotional stir up" is necessary to "break open the shell of complacency and self-righteousness" in organizations, according to Kurt Lewin, a pioneer in the analysis and understanding of organizational change. Lewin (1951) described the "unfreezing" of an organization as a crucial phase in organizational renewal. This fundamental idea of the need to disrupt the status quo and inspire individuals to recognize and welcome the need for change remains true, even though much of Lewin's theory particularly on the "refreezing" of organizational culture in the wake of change has been superseded by more recent thinking and experience.

Employees' confidence, commitment and willingness to participate can be developed by doing this in the planning stages and continuing on into the implementation phases of the changes (Vogelaar, 1990). To reduce change resistance in organizations, it's also critical to develop and share a vision of the future that will arise from the changes, as well as to convey a positive message about change and trust in the change process. Attitudes toward change are positively correlated with job satisfaction. According to Yousef (2000), contented workers are typically more open to change than their disgruntled counterparts. Job satisfaction is an attitude based on an evaluation of relevant aspects of the job and job situation, this attitude is a result of a weighting evaluation of different aspects of the work situation (Yousef, 2000). Vogelaar (1990) considers the object of the attitude 'Job Satisfaction' to be all

the actual work carried out by an employee, the physical environment in which these activities are performed, the formal and informal contacts in his/her work that are maintained by the employee, the rules wherein the work should be done and the remuneration and other compensation that the employee receives for his or her work. Their attitudes, skills, motivations, and base knowledge form a significant component of the organizational environment in which change is to be attempted (Jager, 2001).

However, some expert groups have proposed that establishing a need and urgency for change, conveying the change message, and encouraging engagement and involvement are some of the key factors that have a significant impact on fostering readiness for change, rather than work satisfaction. Thus, the outcome is not definitive. When developing a ready for change, managers frequently struggle to decide which one variable has to be given significant thought. Pandey (2017) found the positive impact of employee satisfaction on change readiness. Factors such as an organization's environment, leadership, culture, structure, incentive and reward systems, communication processes, work design, and employee attitudes (work satisfaction, organizational commitment, work motivation and effort) play vital role in developing models of change processes in organizations for achieving the change readiness (Rainey, 1999). It is abundantly evident from the preceding examination of several literatures that there is no consensus among researchers regarding how to achieve change readiness; instead, they are in conflict with one another. According to one set of experts, a key factor in fostering transition readiness is work satisfaction.

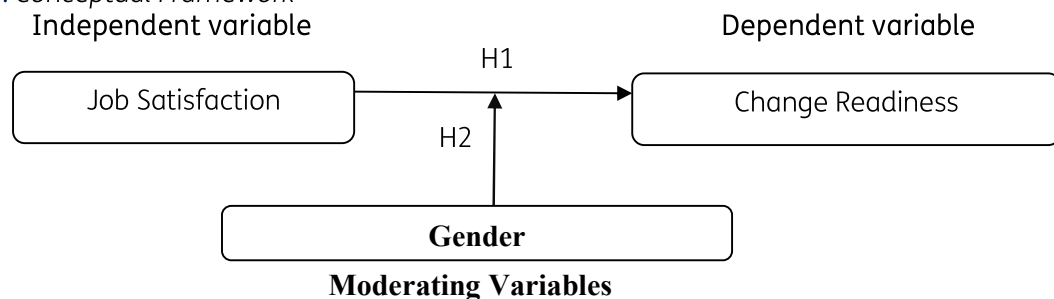
This study adds to the body of literature in several meaningful ways. Despite numerous investigations into factors influencing job satisfaction and change readiness separately, there exists a notable gap in empirical research examining the relationship between these two constructs. First, several studies have identified various antecedents to both job

satisfaction and change readiness, further exploration is necessary to elucidate how these constructs interact and potentially influence one another within organizational contexts. Understanding the interplay between job satisfaction and change readiness is crucial for organizations seeking to effectively manage change processes and cultivate a workforce that is adaptable and resilient in the face of organizational transitions. By empirically investigating the association between job satisfaction and change readiness, this study extends previous research and provides valuable insights that can inform organizational strategies aimed at enhancing employee satisfaction and readiness for change. Ultimately, the findings of this study hold implications for organizational development and change management practices, offering guidance for fostering a work environment conducive to both employee well-being and organizational agility. Second, the realm of organizational science is undergoing a notable transformation as it begins to acknowledge the significance of job satisfaction and change readiness as critical variables impacting employee behavior and organizational effectiveness (Lazarus, 1991; Armenakis et al., 1993). Existing research has consistently highlighted the positive associations between job satisfaction and various organizational outcomes, including employee performance, retention, and overall well-being (Judge et al., 2001; Bowling et al., 2010). In addition, Armenakis et al. (1993) and Holt et al. (2007) change readiness, defined as the willingness and

ability of employees to adapt to organizational change, has been recognized as a crucial determinant of successful change initiatives. Third, empirical studies have underscored the interrelationship between job satisfaction and change readiness. For instance, research suggests that employees with higher levels of job satisfaction are more likely to exhibit greater readiness to embrace organizational change, shown in Fig. 1, to examine relationship between job satisfaction and change readiness. Finally, dissatisfaction with one's job may lead to resistance to change, impeding organizational efforts to implement new initiatives effectively. Despite the growing recognition of the importance of both job satisfaction and change readiness, there remains a need for further investigation into the nuanced dynamics of their relationship within organizational contexts.

Yousef (2000) showed positive relationship between job satisfaction and change readiness. Iverson (1996) showed the similar relation as presented by (Carnall 1986). Carnall (1986) showed interrelationship between job satisfaction and change readiness. Similarly, gender is the moderating variables which control the degree of impact of job satisfaction on change readiness. Pandey (2017) confirmed positive impact of job satisfaction on change readiness with no significant difference in impact of job satisfaction in change readiness in different groups of gender. Thus, following conceptual framework was developed.

Figure 1: Conceptual Framework



Source: Pandey (2017)

The dependent variable in this study is change readiness, whereas the independent variable is job satisfaction. The link between these two variables is modified by the gender group, which functions as a moderating variable. Higher job satisfaction might lead to higher change readiness regardless of gender, indicating that satisfied employees are generally more open and prepared for changes.

1.1 LITERATURE REVIEW AND HYPOTHESIS

1.1.1 JOB SATISFACTION AND CHANGE READINESS

The measure of an individual's pleasure, contentment, and enjoyment at work is called job satisfaction. This is a complicated and subjective metric that is impacted by a number of elements pertaining to the job itself, the workplace culture, relationships with coworkers, and personal traits. The perspectives of employees regarding the company's performance evaluation system, working conditions, prospects for advancement, and present pay and perks are just a few of the aspects that affect their level of job satisfaction. Furthermore, Adhikari (2014) mentions that the extent to which a person is gratified or fulfilled by his or her work is job satisfaction. Many important elements were considered when developing surveys to measure job satisfaction, such as the type of work, pay, progression, communication, supervision style, dynamics within the work group, and work environment. According to Etselaar and Cozijnsen (1997), being prepared for change is characterized by positive behavioral intentions regarding the implementation of changes in an organization's work and administrative procedures, as well as its structure. Members of the organization then try to assist or enhance the transformation process. The comprehensive behavioral model created provides the foundation for the phrase (Ajzen, 1991). The attitude toward behavior, the perceived subjective norm that is, the attitude of others around an individual toward activity and the sense of control an individual feels over their behavior are the three forces that this

model identifies as influencing people's behavior. Since job satisfaction affects general well-being, productivity, and retention, it is important to understand and manage it for both people and businesses. A major factor in job satisfaction is the nature of the employment itself.

When their responsibilities fit with their values, interests, and skill set, employees are often happier. Other factors include autonomy, variety, and a sense of achievement from finishing chores. Job happiness is influenced by both the social and physical components of the workplace. How comfortable, safe, and how the office is designed are all examples of factors that might affect how happy employees are with their jobs. When workers are able to strike a healthy balance between their personal and professional lives, they frequently report feeling happier at work. Employers who encourage telecommuting, flexible scheduling, and a positive work-life balance tend to have happier employees. Having good working relationships with coworkers and managers is essential to job fulfillment. A pleasant social environment is facilitated by constructive criticism, efficient communication, and a collaborative and supportive work culture. Job happiness is significantly influenced by one's sense of worth and recognition for one's work. This covers both official and informal forms of recognition, such as promotions and awards as well as expressions of gratitude and acknowledgment. Opportunities for both professional and personal growth are likely to increase an employee's job satisfaction. These covers having access to chances for skill development, job promotion, and training. The entire organizational culture has a big influence on how happy employees are at work.

Higher levels of job satisfaction are typically associated with an upbeat, inclusive culture that promotes variety, creativity, and moral conduct. Fair and competitive pay and benefits are important for job satisfaction, but they are not the only factors. Workers must believe that their efforts are being fairly recognized. Job happiness may be impacted by how secure

and stable one feels in their position. Employee commitment to the company and job satisfaction are likely to be higher among those who feel secure in their positions. Job satisfaction is typically better when people believe that the organization shares their beliefs and that their work advances their professional and personal objectives. Employers who put these things first and foster a happy workplace are more likely to have contented and motivated staff members. Not only can job satisfaction improve personal well-being, but it also boosts output, increases staff retention, and enhances an organization's reputation. Because of this, a lot of businesses actively look for ways to improve employee engagement, job happiness, and workplace culture through a variety of human resource procedures and projects.

An organization's ability and desire to adjust, develop, and successfully execute changes is referred to as its "change readiness." It is an important component of organizational development and is necessary to adapt to changes both inside and outside the company, stay competitive, and succeed over the long run. Three factor attitude, subjective norm, and perceived behavioral control have a big impact on an employee's desire to adjust their conduct. This idea of planned behavior originated from Icek Ajzen's research. Metselaar and Cozijnsen (1997) modified and expanded Ajzen's approach to make it useful for identifying and gauging preparedness for change. They replaced "the subjective norm" with "the norm to change," "the employee's attitude" with "the will to change," and "the employee's behavioral control" with "the ability to change." Both willingness to change and ability to change were taken into consideration when developing the questionnaire used in this study to assess participants' readiness for change. Being prepared for change is a continuous process that calls for forethought and initiative. Businesses that put a high priority on and actively foster change readiness are better able to deal with the obstacles and uncertainties that come with operating in the fast-paced

business world of today. To succeed in the face of change, organizations must cultivate a culture that emphasizes learning, adaptation, and continual development. Leadership's dedication to change is essential. Employees are more likely to accept and align with suggested changes when leaders actively support and express the need for change.

In order to establish the tone for the entire organization, leaders are essential. Developing effective communication is crucial to becoming change-ready. Employee understanding of change motivations, anticipated results, and their roles within the process are all aided by open and honest communication. A pleasant attitude is fostered throughout the change process through regular updates and transparency. Employee commitment and buy-in are increased when they are involved in the transformation process. Employees feel more appreciated when their opinions are sought out and when they participate in decision-making, which can also result in more successful change implementation. Change readiness is heavily influenced by the corporate culture that already exists. A culture that encourages creativity, education, and flexibility is more likely to welcome and tolerate change. However, a culture that is inflexible or resistive could make change difficult. One important measure of an organization's preparedness for change is its degree of flexibility and adaptability. This involves having the ability to modify methods, procedures, and structures in response to changing conditions. Ensuring that employees receive the training and development opportunities they need guarantees that they possess the abilities and information needed to adapt to and participate in the changes. The preparation for change is improved by this human capital investment. Change frequently entails some risk. Businesses that can tolerate calculated risks better are inclined to welcome change and try out novel strategies.

A culture that embraces failure and grows from it is one factor in general

change preparedness. Sufficient financial and human resources are necessary for the effective execution of changes. Employee resistance and dissatisfaction might be caused by a lack of resources, which can impede their readiness for change. Setting up measures to evaluate the success and advancement of change projects is essential. Organizations can adapt their plans in response to feedback and results through regular evaluation, which helps maintain change ready. An organization's readiness for upcoming changes might be influenced by its prior experiences with change. Good experiences with well-managed change can boost readiness and confidence. On the other hand, poorly executed changes could lead to opposition. An organization's need for change may be influenced by the external business environment, which includes industry trends, market conditions, and regulatory changes. Change readiness is demonstrated by proactive adaptation to external circumstances and awareness of them. Employee understanding of the goal and possible effects of the suggested changes is improved by clearly outlining the advantages and favorable results, which encourages a more positive attitude toward change.

Job satisfaction and change readiness can create a positive feedback loop. When employees are satisfied with their jobs, they may be more open to change because they perceive the organization as supportive and conducive to their well-being. Conversely, a high level of change readiness can contribute to job satisfaction, as employees feel engaged and adaptable in a dynamic work environment. Job satisfaction often depends on employees' perception of organizational support. If employees believe that the organization values their well-being and invests in their development, they are likely to be more satisfied. Similarly, organizations that foster a culture of change readiness signal to employees that they are committed to staying competitive and evolving, which can contribute to job satisfaction.

Understanding and managing the interrelationship between job satisfaction and change readiness is vital for organizational success. Organizations that prioritize both aspects are likely to create a more positive and adaptable work environment, leading to increased employee well-being and sustained competitiveness. Job satisfaction is often associated with a sense of fulfillment and contentment in one's role. Employees who are satisfied may demonstrate higher levels of resilience and adaptability, making them more open to change. On the other hand, a workforce that is inherently change-ready may be more adaptable to shifts in job responsibilities and conditions, contributing to overall satisfaction. Engaged employees are more likely to be satisfied with their jobs and, concurrently, are likely to be more receptive to change. Engagement involves factors such as enthusiasm, commitment, and emotional connection to the organization, all of which can influence both job satisfaction and readiness for change.

Coupling the observations mentioned above, this study presents the following hypotheses:

H1: Workplace change readiness and job satisfaction are positively correlated.

H2: There is not much of a difference between the change readiness of males and females.

Regarding readiness for change, there are no appreciable differences across gender groups.

2. METHODS

2.1 SAMPLE METHOD

The sample for this research consisted of professional individuals with different demographic background from insurance companies. Out of total 10 companies in Nepal 5 insurance companies were taken as sample for collecting the data using purposive sampling technique. After excluding missing data 90 out of 100 respondents were included in the sample for analysis. The average age of participants was 1.7111 (SD =0.453246) and had an

average of 2.2333 years of tenure (SD = 0.830662). Among them, 49.5% were male, and 68.8% of them had earned their bachelor’s degree and above.

2.2 MEASURES

All substantive variables were assessed using a 5-point. Likert-type scale (1=not satisfied; 5=extremely satisfied).

2.3 JOB SATISFACTION (JS)

This scale was based on the satisfiers or motivators from the motivation hygiene theory (Herzberg et al, 1959). This scale includes three items based on satisfaction with compensation, peers and supervisor. (Balami, 2022) Sample items included “I am rewarded for the quality of my efforts”, “I can trust my peers” and “Supervisor encourages me to be my best.” The coefficient alpha for this scale was 0.886.

2.4 CHANGE READINESS (CR)

The CR scale developed by (BJ Weiner, 2009). This scale includes two items based on change readiness with willing to change and ability to change. Balami, (2022) Sample items included “I am willing to work hard to make the change successful” and “Change process is participative.” The coefficient alpha for this scale was 0.799.

2.5 CONTROL VARIABLES

Spector and Brannick (2011) and Atinc et al. (2012) discussed the appropriate use (and potential misuse) of control variables in non-experimental research. They recommended that before using any extraneous control variables, previous findings and theory should be considered.

Therefore, this study controlled for employee's gender (0=female, 1=male; Kish-Gephart et al. 2010; Umphress et al. 2010; Thau et al. 2015). Out of the total respondents, (49.5%) are male.

2.6 RESEARCH DESIGN AND DATA ANALYSIS TOOLS

Correlational research design was adopted to assess the relationship between JS and CR in Nepalese insurance companies and achieve the first research objective in which regression analysis was performed. The collected data were analyzed by using IBM SPSS statistics version 23. Under the correlation analysis, Pearson correlation coefficient and simple linear regression analysis were performed. Pearson’s ‘r’ has been calculated to test the first hypothesis. Similarly, dummy variable regression analysis was performed to test whether the length of the employment is moderating the relationship between JS and CR.

3. RESULTS

3.1 DESCRIPTIVE STATISTICS AND INTER-CORRELATIONS

Table 1 presents the descriptive statistics and correlations. As expected, JS was strongly related to change readiness. In particular, JS ($r = 0.547$, $p < 0.001$) were all highly and positively correlated with change readiness. Similarly, the mean of job satisfaction (JS) and change readiness (CR) were 55.13 (SD = 8.146) and 36.94 (SD = 4.898) respectively. The implications for this are presented in the “Discussion” section.

3.2 RELATIONSHIP BETWEEN JS AND CR

Pearson's correlation coefficient is calculated; the result is presented in TABLE 1.

Table 1: Descriptive statics

	mean	SD	CR	JS
JS	55.13	8.146	1	
CR	36.94	4.898	0.547**	1

**.

Source: SPSS Outcome

As indicated by the results presented in Table 1, Job satisfaction had a positive relationship with change readiness and the

relationship is significant since p-value was less than 0.05.

3.3 IMPACT OF CHANGE READINESS ON JOB SATISFACTION

To achieve the first research objective and test the first research hypothesis, multiple regression model was

used; the results are presented in the following tables:

The results on the coefficient of multiple determination (R square) are presented in Table 2. This shows the total variation in CR explained by JS.

Table 2: Variation in CR explained by JS

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.547 ^a	.299	.291	4.028

a. Predictors: (Constant), Job satisfaction

b. Dependent Variable: Change readiness

Source: SPSS Output

As shown in Table 2, the value of coefficient of multiple determination is 0.299. This implies that the variation in CR can be explained by JS was 9.9%.

For the goodness of fit of regression analysis, analysis of variance test was made. The results of this test are presented in Table 3.

Table 3: Goodness of Fit of regression

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	594.545	1	594.545	36.652	.000 ^b
	Residual	1395.045	86	16.221		
	Total	1989.591	87			

a. Dependent Variable: Change readiness

b. Predictors: (Constant), job satisfaction

Source: SPSS Output

As indicated in Table 3, the alternation hypothesis was accepted since p-value was significant (0.000). This implies that JS contributes to the CR.

The constant value and regression coefficients for the analysis of regression were calculated; the results of these values are presented in Table 4.

Table 4: Regression Analysis of CR on JS

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.242	2.953		6.516	.000
	Job satisfaction	.321	.053	.547	6.054	.000

a. Dependent Variable: Change readiness

Source: SPSS Output

As indicated in Table 4, the degree of impact of job satisfaction on change readiness was significant since p-value (0.000) was less than 0.05. The regression equation of Change readiness on job satisfaction in line with the equation $Y = a + bX$ is given by:

$$\text{Job satisfaction} = 19.242 + (0.321)$$

Job Satisfaction

Where,

Y= Dependent Variable (Change Readiness)

X=Independent Variable (Job Satisfaction)

a= constant (19.242)

b= Slope of regression line (0.321)

3.4 MODERATING ROLE OF GENDER ON IMPACT OF JOB SATISFACTION ON CHANGE READINESS

To test whether the gender is playing moderating role on impact of job satisfaction on change readiness, dummy or indicator variable regression analysis

was performed. The result on this is presented in subsequent table.

Table 5: Variation in Change readiness explained by Job satisfaction (gender)

Gender	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Female	1	.466 ^a	.218	.198	4.043
Male	1	.630 ^a	.397	.384	3.972

a. Predictors: (Constant), Job satisfaction

b. Dependent Variables: Change readiness

Source: SPSS Output

As shown in table 5, the values of coefficients of multiple determination for female and male were 0.218 and 0.397 respectively. This implies that the variation

in change readiness explained by job satisfaction is different in different gender.

For the goodness of fit of dummy regression analysis, analysis of variance test was made. The results of this test are presented in Table 6.

Table 6: Goodness of fit of Regression

Length of Employment	Model		Sum of Squares	Df	Mean Square	F	Sig.
Female	1	Regression	181.756	1	181.756	11.119	.002 ^b
		Residual	653.863	40	16.347		
		Total	835.619	41			
Male	1	Regression	457.733	1	457.733	29.017	.000 ^b
		Residual	694.093	44	15.775		
		Total	1151.826	45			

a. Dependent Variable: Change readiness

b. Predictors: (Constant), Job satisfaction

Source: SPSS Output

As indicated in Table 6, the alternative hypotheses were accepted since p-value were significant in all gender-female (0.002) and male (0.000)- of firms. This implies that there was no significance difference between gender when it came the job satisfaction to have impacted on change readiness. This didn't show the gender as moderating variable on impact of Job satisfaction on Change readiness.

3.5 HYPOTHESES TEST

The study had proposed to test two different hypotheses. They were tested based on simple and dummy variable regression model.

H₁: Workplace change readiness and job satisfaction are positively correlated.

For testing the first hypothesis, simple regression model was performed. The regression equation of CR on JS showed that JS has significant positive impact on CR. This confirmed the proposed hypothesis.

H₂: There is not much of a difference between the change readiness of males and females.

Regarding readiness for change, there are no appreciable differences across gender groups.

Referred to Table 6, the gender was not moderating the impact of JS on CR, which rejected the proposed hypothesis.

4. DISCUSSION

This study explored the relationship between job satisfaction and change readiness in the organization. This study furthermore focused on the potential

underlying role of gender as moderating variable in the relationship between job satisfaction and change readiness. As expected, the significant positive relationship was found between JS and CR. Job satisfaction plays a crucial role in influencing change readiness within an organization. When employees are satisfied with their jobs, they tend to be more open to and accepting of organizational changes (Balami, 2022). Furthermore, this study also shows that among the nine aspects of job satisfaction, only communication contributed to the readiness for change. Conversely, Claiborne et al. (2013) the results support previous research, which showed that not all aspects of job satisfaction contribute readiness for change and only communication affects the readiness for change of employees. High job satisfaction fosters a positive work environment, promoting trust and collaboration, which are essential elements for successful change initiatives. Contrastingly, low job satisfaction may lead to resistance, as dissatisfied employees may be hesitant to embrace new processes or structures. Therefore, cultivating a positive work culture and addressing job satisfaction can enhance overall change readiness within a workforce. In addition to external factors, organizational change can also occur due to internal demands such as decline in profits, decline in employee competencies, and the growth of the company itself, the opportunity to develop the company's business, and a new innovation or policy undertaken by the company (Madsen et al. 2005). Many demands from external and internal factors lead to moderate to major changes in the organization to cope with the demands, giving organizations the ability to survive and achieve efficiency and effectiveness (Cumming & Worley 2009).

Organizational change elicits varied reactions from different employees. Employee attitudes and responses to change can generally be categorized as effective 'rejecting' and ineffective 'accepting'. Cooperation, support for changes in settings, processes, and

circumstances, as well as organizational change, are examples of an effective attitude. On the other hand, an ineffective attitude is indicated by defending themselves in the organization, always complaints, and openly rejecting the change (Galpin 1996) and (Rafferty et al. 2013). Armenakis et al. (1993) and Haris & Field (1999) to be able to support the change process, people should be ready for change. Readiness is defined as beliefs, intentions, attitudes, and behavior that support the change and organizational capacity to achieve success. Holt et al. (2007) suggested a more comprehensive concept of readiness for change, which is defined as a comprehensive attitude that is influenced simultaneously by the content 'i.e., what is being changed', the process 'i.e., how the change is being implemented', the context 'i.e., circumstances under which the change is occurring', and the individuals 'i.e., characteristics of those being asked to change' involved.

Moreover, preparedness as a whole indicates the degree to which a person or people are emotionally and cognitively predisposed to accept and embrace a specific strategy to intentionally change the status quo. Determining whether employees are prepared for change can aid in averting any possible resistance from them later on when changes are imposed. Therefore, it is important for companies to assess individual and organizational readiness for change and also to understand the factors that influence individual and organizational readiness for change (Madsen, 2005). Locke (1976) revealed that job satisfaction is an emotional state that is pleasant or positive feeling that employee gain from their work experience, where it also includes cognitive, affective, and evaluative reactions or attitudes towards work. Approach to job satisfaction can be viewed as globally approach and as facets approach (Spector, 2000). The outcome demonstrated that employee preparedness for change was significantly impacted by job satisfaction.

5. THEORETICAL IMPLICATIONS

The findings of this study build on previous research (Hallgrimson, 2008; Gordijn, 2015) that explored the effects of age, gender, and career history on change readiness. By focusing on how gender influences change readiness, this study enhances our understanding of gender-related impacts on change acceptance and adaptation. It advances the concept of relationship-based leadership and offers insights into how gender dynamics affect attitudes towards organizational change. The study's results provide practical advice for improving transformational strategies and offer guidance for designing interventions focused on communication to prepare employees for change.

6. PRACTICAL IMPLICATIONS

Job satisfaction, an intangible measure of contentment from work, is increasingly assessed through surveys in many companies. It varies between employees, with gender-specific needs in HR policies potentially enhancing job satisfaction and change readiness. High job satisfaction generally fosters adaptability and a positive attitude towards organizational changes, while dissatisfaction can lead to resistance. Effective communication, training, and a supportive corporate culture are key to improving change readiness and minimizing resistance, ensuring that employees are engaged and prepared for change.

7. LIMITATIONS AND FUTURE IMPLICATIONS

Job satisfaction may both hinder and encourage change readiness, depending on employees' perceptions of change and their involvement in decision-making. While high job satisfaction can promote openness to change, it can also create resistance if employees are content with the status quo. Challenges in measuring job satisfaction include subjective self-reports, social desirability bias, and varying individual responses. Effective strategies may not be universally applicable across different organizations due to diverse management styles and external factors like economic conditions.

Future research should involve larger, more diverse samples, factor analysis, and data collection methods beyond self-report questionnaires, such as interviews. Researchers should also explore other factors influencing change readiness, such as the urgency of change and communication strategies. Longitudinal studies could reveal causal relationships between job satisfaction and change readiness, and future work could focus on prioritizing key determinants of job satisfaction for more effective change management.

8. CONCLUSION

Job satisfaction and change readiness are crucial aspects of organizational dynamics. A satisfied workforce is generally more flexible and open to change, fostering an environment conducive to growth and innovation. Identifying factors that enhance job satisfaction, such as opportunities for growth, supportive leadership, and clear communication, can significantly boost an organization's readiness for change. Conversely, neglecting employee satisfaction can lead to resistance and challenges during change processes. Organizations must balance job satisfaction and change readiness, particularly in a constantly evolving environment. Managers should assess and address job satisfaction to minimize resistance to change and promote successful change initiatives. Investing in change readiness can reduce managerial efforts dealing with resistance and redirect focus toward preparing staff for changes. Future strategies should include evaluating job satisfaction levels, as they impact employees' willingness to support change and overall organizational success.

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