

---

## Organizational change and job satisfaction: the mediating role of organizational commitment



Daniel Roque Gomes

Escola Superior de Educação - Instituto Politécnico de Coimbra

### Resumo

A mudança organizacional é uma área de acção de crescente preponderância para o desenvolvimento estratégico das organizações. Gerir eficazmente processos de mudança organizacional representa um imperativo de sucesso para organizações competitivas, bem como uma solução de resposta aos constrangimentos internos e externos que lhes são impostas.

O presente estudo pretende averiguar em que medida a eficácia percebida na gestão dos processos de mudança organizacional se encontra associada à satisfação com o trabalho, e de que forma a implicação organizacional actua nesta relação.

Participaram neste estudo 152 colaboradores de uma organização do sector hoteleiro, que responderam voluntariamente a um questionário composto por medidas de implicação organizacional, percepção de eficácia na gestão de processos de mudança e satisfação com o trabalho.

Os resultados evidenciam que a implicação afectiva exerce um efeito mediador na relação entre a percepção de eficácia na gestão de processos de mudança e a satisfação com o trabalho.

Conclui-se que a eficácia na forma como os processos de mudança organizacional são geridos influenciam positivamente o vínculo afectivo com a organização, o que, por seu turno, conduz a uma maior satisfação com o trabalho.

A importância destes resultados e destas conclusões é discutida e interpretada sob o ponto de vista das mais-valias associadas à gestão da mudança para o desenvolvimento das organizações e ao papel dos recursos humanos neste contexto.

### Palavras-chave:

Mudança organizacional, Implicação de colaboradores, Satisfação com o trabalho

### Abstract

Organizational change is a growing area of importance for modern organizations' strategic development. Managing effective organizational change processes represents an imperative of success for competitive organizations.

This study intends to clarify the relation between perceived efficacy of organizational change processes and job satisfaction, and also, the role of organizational commitment in this relation.

Participants of this study were 153 workers of the hotel business industry, which voluntarily responded to a questionnaire composed of measures of organizational commitment, perceived efficacy of organizational change processes and job satisfaction.

Main results showed that organizational commitment exerts a mediational effect in the

relation between perceived efficacy of organizational change processes and job satisfaction. Main conclusion is that the way the organizational change processes are perceived to be effective lead to an affective bond with the organization, which in turn, leads to job satisfaction.

The relevance of the results and conclusions are interpreted focusing the impact of organizational change on relevant organizational behaviour dimensions, such as commitment and job satisfaction. The role of organizational communication and human resources management in these contexts are also discussed.

### **Key-words**

Organizational change, Commitment, Job satisfaction

## **Introduction**

In the present market structures, organizations are strongly interested in implementing decision making processes that allow improving their internal and external functioning (Caetano, 1999). Competitive market dynamics have been pressuring organizations to develop a series of actions in order to stimulate their strategic development. This fact has been leading organizations to be focused on developing learning capabilities, in order to deal with all the complexity, diversity and challenges that describe the environments where they act (Ulrich, 1998). Managers have already concluded that knowing how to change and when to change has become critical for survival in modern economies.

Managing organizational change processes is a strong challenge for organizations, as it represents a path in which they can build up structured courses of action in order to become more effective (Robbins, 1999). Identifying the reasons for developing a change process is just as critical as accompanying the change and evaluating it. Managing organizational change processes raises key issues that need to be understood and controlled, notably, the ones allied to the perceived consequents of a change process. To understand its effects on workers relation with the organization is an important question.

Following this line of reasoning, it is relevant to consider that an organizational change process, regardless of its intentions, generates a perceived efficacy by the workers. This fact may be responsible for generating important organizational behavior indicators, such as organizational commitment and job satisfaction. This study aims to explore the relation between the perceived efficacy of a organization change process and organizational commitment, and also with job satisfaction.

### **Understanding organizational change**

Defining organizational change is a difficult task, given the plethora of meanings that are available in literature. We can understand organizational change as any structural, strategic, cultural, human or technological transformation, capable of generating impact in an organization (Wood, 2000). We can also view organizational change as a set of scientific theories, values, strategies and techniques which aim to change the work environment in order to stimulate the organization's development (Porras & Robertson, 1992). Despite the heterogeneity of definitions available to characterize organizational change, we can overall define it as a process that is activated by an organization in order to respond to a resolute need for development.

Given that current economies and markets are characterized as being competitive and turbulent, the prospective ranges of actions and demands for change that organizations face are very wide. Managing organizational change is still a challenge for many managers, despite being an area of research that has generated significant amount of knowledge over the years (eg. Bartlett & Ghoshal, 1994; Palmer & Dunford, 1996; Tsoukas & Chia, 2002). This fact is directly related with the need for efficacy in all steps of a change process, when dealing with all the emerging complexity and demands involved in it.

This embraces a clear need for having a mind-set of understanding what type of organizational changes may exist and how they can be best understood. A simple way of clearing some of these doubts is to understand that not all changes have the same degree of deepness or nature. It is in this perspective that the literature fluently mentions a first and second degree of organizational changes, as well as planned and unplanned changes (eg. Van de Ven, & Poole, 1995; Weick, 2000). While a first degree organizational change is superficial and incremental, a second degree organizational change is a deeper one. We can define a first degree change as being linear and continuous, involving adjustments in the characteristics of the organization's systems that can occur on a day-to-day basis (Weick & Quinn, 1999). A second degree change is a multidimensional one, as it can be multileveled, and have radical characteristics, which clearly aims at ending an existing organizational paradigm, while giving place to a new one (Porras & Robertson, 1992).

Concerning the nature of organizational change, the literature also characterizes organizational change as being able to be planned or unplanned. Within this perspective, a planned change assumes that a change process is developed in order to guarantee that the organization becomes more adjusted to the demands it faces (Van de Ven & Poole, 1995). It assumes that it is a type of change that can be programmed and

---

managed, as it has a certain degree of rationality involved in it. Kurt Lewin's frame for reasoning organizational change has had strong applicability in this type of change over the years, stimulating several proposals for managing organizational change processes (Lewin, 1965; Schein, 1987). On the other hand, an unplanned change demands another kind of framing, as it is characterized as a result of an adaptation for contingencies in the absence of a pre-established plan of action (Bulgerman, 1991). It assumes that change is unlikely to be captured holistically by the organization, and therefore, it is difficult to be predicted by managers (Weick, 2000).

From the managers' point of view, the consequents of these processes are clearly focused on updating, renewing or re-structuring an organization, in order for them to become more prepared to deal with external and internal complexity (Robbins, 1999). Involving the employees in these types of processes is a good strategy, as the employees' resistance to change is a critical variable to be controlled (eg. Hannan & Freeman, 1989; Nutt & Backoff, 2001). Managers' major concern is effectiveness with change, and choosing the right steps towards it.

From the employees' point of view, however, the concerns are different. Uncertainties with the consequents of change and with the impact of change on their work are common concerns. Perceiving in what way the change process will benefit them or not in the organization, or if the usefulness of their jobs will be maintained after the change process are other common issues (Nanda, 1999).

Following this line of reasoning, it is important to understand the relation between the perceived effectiveness of change processes and relevant organizational behaviour indicators. Consequently, this study's primary goal is to explore and to understand in what way perceived effectiveness of organizational change processes affects organizational commitment and job satisfaction. The reason for electing commitment and job satisfaction variables for this exploratory study is that they consist of variables that are commonly claimed by literature as being nuclear in organizational behaviour (eg. Locke & Latham, 1990; Schappe, 1998; Jayaratne, 1993; Brief, 1998).

### **Understanding organizational commitment and job satisfaction**

Organizational Commitment has received considerable attention in literature, regarding not only the evaluation of its determinants, but also its consequents. The reason for this interest provided by literature is due to the fact that commitment has been associated with several relevant organizational indicators, such as organizational citizenship behaviours (e.g. Schappe, 1998), job characteristics (e.g. Lin e Hsieh, 2002), organizational trust (e.g. Korsgaard, Schweiger & Sapienza, 1995). The

existing empirical evidence has led to consider the relevance of this indicator has an important variable for organizational behavior analysis.

This construct can be defined as a psychological attachment between an individual and an organization (Kuehn & Al-Busaidi, 2002). It can also be defined as the existing strength of identification between an individual and an organization (Schappe, 1998). Several theoretical debates have occurred in the literature on the subject of the sense of organizational commitment, has it has been conceptualized as an attitude (e.g. O'Reilly & Chatman, 1986), and also as a behavior (e.g., Hullin, 1990). The attitudinal view of organizational commitment gained a significant amount of followers throughout the time. Meyer and Allen's Organizational Commitment Model (1997) follows the attitudinal view of this construct, and is regarded has a highly influential model in this area of research (e.g. Tavares, 2000; Gomes, 2006). The model proposes three components of commitment: affective (willingness to maintain in an organization due to an existing affection); continuance (willingness to maintain in an organization due to a belief that it is advisable to do so); normative (willingness to maintain in an organization as it is the moral and ethical option).

Affective organizational commitment is described by the literature as the most important component for the purpose of understanding organizational behavior, as most research efforts have been made in order to clarify its mains predictors and consequents (Tavares, 2000). This component is clearly defined as the emotional attachment of identification and involvement, established between workers and an organization (Meyer & Allen 1997). Workers who are affectively committed to an organization, maintain in it because they like the organization and have the willingness of continuing in the organization. This type of commitment is highly characterized with a great understanding and match of values between the individual goals and the organizational goals. Affectively committed workers are in the disposition of exerting considerable efforts for benefiting the organization, as well as having strong intention of maintaining in it (Lillian, Freeman, Rush & Lance, 1999). According to Meyer and Allen (1997), affectively committed workers are expected to have a set of positive reactions and behaviours in workplaces, as well as willingness to contribute for the organization purposes. The effects of affective organizational commitment have been a clear focus of literature, especially regarding its consequences on workers performances. Following this line of reasoning, the literature has been relating affective organizational commitment with absenteeism (eg. Hackett, Bycio, & Hausdorf, 1994), turnover intentions (eg. Somers, 1995), organizational citizenship behaviour (Meyer e Allen, 1997), organizational perception of justice (eg. Randall

---

& Mueller, 1995; Viswesvaran & Ones, 2002), and job satisfaction (eg. Rue & Byars, 2005; Chen, 2007).

Just like organizational commitment, job satisfaction is regarded as one of the most representative dimensions of organizational behavior (Ghazzawi, 2008). It is defined as positive feelings about one's job based on one's evaluation of the characteristics of the job (Robbins & Judge, 2007). It can be also be defined as a positive emotional state that results from the evaluation of the experiences given by the job (Locke, 1976), or as a set of feelings and beliefs that a person has about his job (George & Jones, 1999).

The interest of literature in studying job satisfaction is strongly related with the fact that job satisfaction has the potential "to affect a wide range of behaviors in organizations and contribute to employees' levels of wellbeing" (George & Jones, 2008, p. 84). It is also related to the assumption that more satisfied workers are also more productive. This direct relation, however, has been proving to be non-existing, contradicting this popular and intuitive supposition (Staw, 1986).

Existing research has been pointing to the existence of four main general factors that may lead to job satisfaction: the worker's personality; the worker's values; the social influence; the work situation itself (Ghazzawi, 2008). The worker's personality affects how he thinks about a job, either being more positive or more negative. For example, a person high on extraversion personality trait is more likely to have a higher level of job satisfaction, when compared with a worker who is low on that same trait (George & Jones, 2008). The basic conclusion is that a person's disposition affects the job attitudes, which will reflect on job satisfaction (Ghazzawi, 2008). Literature also points out that job satisfaction is related with the convictions that a person has about the job. The values are important factors for understanding job satisfaction, as it is well-established that intrinsic (valuing the job itself) or extrinsic (valuing the outcomes of the job) orientation work values relate differently to job satisfaction (eg. George & Jones, 2005; Ellickson, 2002). The basic conclusion is that a worker who has intrinsic orientation of work values is more likely to be satisfied with it, when compared to a worker with extrinsic orientation (George & Jones, 2005). The social influence is also an important factor to account for, in order to understand job satisfaction. It is related with the influence that individuals or groups have in the evaluation of the job. Literature has been providing evidence of the relation between social influence factors and job satisfaction (George & Jones, 2008).

The work situation is one of the most important determinants of job satisfaction. The degree of challenges, the type of tasks and responsibilities, or the types of interactions that a person might have on a day-to-day work are the commonly used

---

predictors of job satisfaction (eg. Huselid, 1995; Yazel, 2001). Within this line of reasoning, these types of predictors relate with the core of some organizational change processes. Many organizational changes occur based on dealing with changes in the responsibilities of workers, theirs tasks and with the re-structuring of workplaces. Understanding the relation between organizational change and job satisfaction is logic to explore. The role of affective organizational commitment should also be considered in the context of this relation, as the bond between the individual and the organization may play a key-role in this relation.

### **Hypotheses and model of analysis**

According to Cohen (1999), organizational changes may occur in every area of an organization. Introduction of new technologies, workforce rearrangements, job designing, downsizings, are typical organizational changes in current competitive markets. The literature is clear in stating that the way how the process of change is managed affects directly the behavior of the workforces of the organization (Cohen, 1999). As a result, it seems important and logic to realize in what way the perceived evaluation of change affects the relation between the individual and the organization. This study's primary goal is to understand the relation between perceived organizational change efficacy and two important organizational behavior constructs: organizational commitment and job satisfaction.

The relation between perceived organizational change efficacy and job satisfaction should be positive and meaningful. The reason for this assumption is that perceived efficacy of change is positioned on the level of work situation determinants of job satisfaction, as it is related with the perceived impact of the changes in the workplace. As referred earlier, the work situation determinants are the main predictors of job satisfaction (George & Jones, 2008). The first hypothesis of this study is that organizational change perceived efficacy is related with job satisfaction.

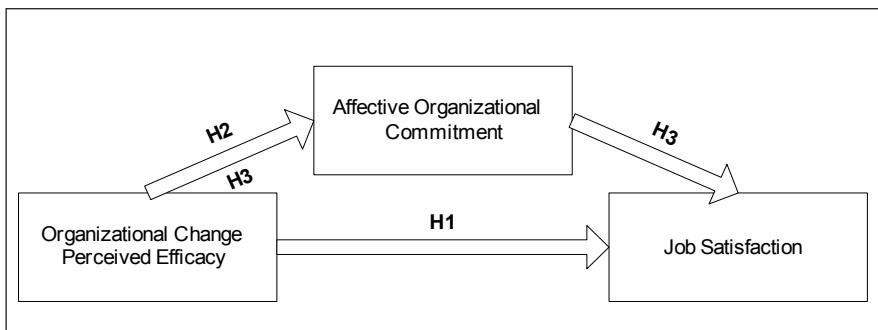
As referred to earlier, affective organizational commitment refers to a bond between an individual and an organization (Kuehn & Al-Busaidi, 2002). The way how the workers understand a change process and regard it as being useful should increase organizational affective commitment, because it is being perceived as favoring the organization, and consequently its workforces. Also, an effective change process should be grounded on the involvement of the workers in it, and thus, it is logical to assume that positive perceptions of change efficacy should increase affective organizational commitment. Following this sense of reasoning, this study's second hypothesis is that organizational change perceived efficacy is related with affective

---

organizational commitment.

Also, affective organizational commitment and job satisfaction are commonly regarded by literature as being positively related (eg. Liu & Norcio, 2008). The proposal of this exploratory study is to question if affective commitment is a part of a process that starts in change perceived efficacy and leads to job satisfaction. Following this sense of reasoning, the third hypothesis is that affective organizational commitment mediates the relation between organizational change perceived efficacy and job satisfaction.

The reason for this mediation hypothesis is the assumption that the way how a worker perceives efficacy of a change process will contribute to generating a bond with the organization, which in turn, will lead to job satisfaction. The question of causal order between commitment and job satisfaction has been debated in literature (Bluedorn, 1982; Johnston, Charles, Pasuramanan & Sager, 1988). Despite the literature appearing to favor the causal precedence of job satisfaction in the relation with affective commitment (Reichers, 1985), having perceived change efficacy as a predictor, for this exploratory study, it seems more logical to understand the relation with job satisfaction as the criteria variable, and to understand if organizational commitment is a mediator of this process. Figure I shows the simplified model of analysis considered for this study.



**Figure I. Model of Analysis**

## Method

### Sample and procedure

153 workers of an organization of the hotel business industry voluntarily participated in this study. This sample had predominantly male participants (55%), and integrated all the work areas of the organization (5 work areas of the hotel business industry). Education degrees varied from basic instruction (30%), mandatory graduation (50,7%) to higher education and master degree (19,3%).

Each participant responded to a questionnaire that contained the measures of the study variables in a hotel room, specifically prepared for the data collection. The instructions informed that they were participating in a study that was designed to understand how they evaluate their organization. The construction of the instrument observed to several criteria in order to minimize and control the impact of potential systematic errors (Podsakoff, Mackenzie, Lee & Podsakoff 2003). Major concerns were focused on controlling errors derived from: (1) items characteristics (item adaptation had in consideration the need to be clear and specific; a seven point scale was used in order to have metric gains as the equidistance between all points of the scale were assured (Foddy, 1993; Moreira, 2004); some items were reversed in order to avoid acquiescence error); (2) context of the items (the instrument dimension was optimized in order to exclusively accomplish the study purposes; combinations of items of different constructs in the same sections of the questionnaire).

### **Measures**

*Organizational change perceived efficacy.* Two items were built for accessing this variable. Sample item includes: “In this organization, change processes are implemented with efficacy”. The items were measured using a seven point scale from 1 (Strongly Disagree) to 5 (Strongly Agree).

*Affective organizational commitment.* Six items were taken from Meyer and Allen (1997), and Caetano and Vala (1999) were used to build this measure. Sample item includes: “I feel myself affectively bonded to this organization”. Items were measured using a seven point scale from 1 (Strongly Disagree) to 7 (Strongly Agree).

*Job satisfaction.* Two items were taken from Alcobia (2001). Sample item includes: “I am highly satisfied with my work conditions”. All items were measured using a seven point scale from 1 (Strongly Disagree) to 7 (Strongly Agree).

### **Results**

The Harman test was performed in order to assure that the collected data do not account for a significative amount of common method bias (Podsakoff, Mackenzie, Lee & Podsakoff, 2003). Subsequently, an exploratory factorial analysis (EFA) with varimax rotation was conducted including all the items of the variables of the model of analysis. This procedure was performed in order to assure the dimensionality of the questionnaire and to guarantee that each variable constitutes an independent construct for this sample. All severe outliers were deleted. Table 1 shows the results of the

EFA performed, with ten items loaded, which resulted in a three factor structure, corresponding to the study variables, and accounting for 66% of the common variance. Composite variables were built based on the factorial weights (items with factorial weights above .40 (meaning that the items are relevant for interpreting the factor in reference (Hair, Anderson, Tatham and Black, 1998) were admitted in the corresponding factor). Content criteria for items positioning in accordance with the factors of this study were also applied.

**■ Table 1. Factor analysis of the variables included in the study (varimax rotation)**

	Factorial Weights		
	1	2	3
<b>Affective Organizational Commitment</b>			
I feel myself affectively bonded to this organization	,848	,175	,025
I don't feel I belong to this organization*	-,786	,013	,149
Even if I was offered a better pay job, I would maintain in this organization	,762	,113	,069
I am proud of working for this organization	,648	,066	,400
I don't feel the problems of this organizations as my own problems*	-,631	,495	,236
This organization has great personal meaning for me	,628	,235	,062
<b>Organizational Change Perceived Efficacy</b>			
In this organization, change processes are implemented with low efficacy*	,123	-,819	,110
In this organization, adaptation problems related to change are resolved with efficacy	,161	,813	,089
<b>Job Satisfaction</b>			
I am highly satisfied with my work conditions	,116	,040	,876
When considering all aspects of my work, my degree of satisfaction is high	,148	,209	,824
Extraction Method: ACP			-
Rotation Method: Varimax with Kaiser Normalization.			-
* Inverted items in the original scales			

KMO: .834

Table 2 shows the means, standard deviations, inter-item correlations, and reliabilities for all variables. The multi-item scales reliability and item-correlations (for variables composed with only two items) were all good and correlated at  $p \leq .01$ .

It is possible to verify that organizational change perceived efficacy is positively and meaningfully correlated with affective organizational commitment ( $r = ,36$ ), as well as with job satisfaction ( $r = ,25$ ). As expected, these evidence provides support for the study's first and second hypotheses.

**■ Table 2. Descriptive statistics and correlations**

Variables	Means	Standard Deviation	1	2	3
1. Organizational Change Perceived Efficacy	3,2 b	0,87	.48 c		
2. Affective Organizational Commitment	5,0 a	1,25	.36		
3. Job Satisfaction	5,1 a	1,13	.25	.32	.48 c
All variables intercorrelated at $p \leq .01$					

a. 7 points Likert scales; b. 5 points Likert scales; c Inter-Item Correlation; Cronbach Alpha reported in parentheses

In order to test the mediation effects proposed on this study's fourth hypothesis, we followed Baron and Kenny's (1986) linear regression method<sup>1</sup>. According to the authors guidelines, to verify the existence of a mediation effect, the following conditions should be assured: (1) the predictor variable should affect the mediator variable in the first regression equation; (2) the predictor variable should be affected by the dependent variable in the second equation; (3) the mediator variable should affect the dependent variable in the third regression equation.

Following the steps of the mediation procedure, it was verified that organizational commitment and organizational change perceived efficacy (step one) were positively related ( $\beta=.120$ ;  $p<.01$ ) (Table III).

**■ Table 3. Regression of the mediator on the predictor**

Model	B	Unstandardized	Coefficients	Standardized	t	Sig.
		Beta				
1 Affective organizational commitment	,246	,053	,355	4,630	,000	

Dependent Variable: Organizational change perceived efficacy

Then, it was verified that organizational change perceived efficacy and job satisfaction (step two) revealed also positive relation ( $\beta=.253$ ;  $p<.01$ ;  $R^2 Adjust.=.058$ ) (Table IV).

**■ Table 4. Regression of the predictor variable on the criteria**

Model	Organizational Change Perceived Efficacy	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Organizational Change Perceived Efficacy	,332	,106	,253	3,141	,002

Dependent Variable: Job satisfaction

When controlling affective organizational commitment (table V) the relation between organizational change perceived efficacy and job satisfaction (step three), became non-significant ( $\beta=.157$ ;  $p>.05$ ), and the effect of affective organizational commitment in job satisfaction was positive and significant ( $\beta=.263$ ;  $p<.01$ ;  $R^2 Adjust.=.112$ ), revealing a full mediation of affective organizational commitment in this relation.

**■ Table 5. Regression of the predictor variable on the criteria, controlling the mediator**

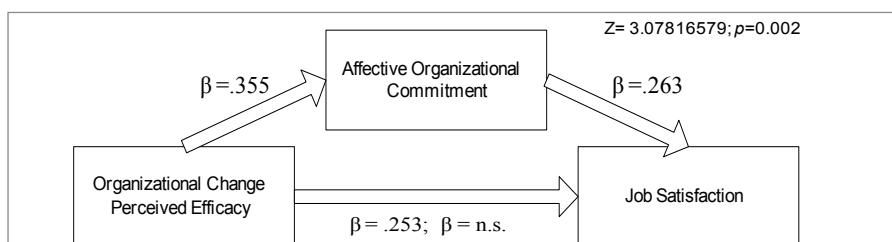
<b>Model</b>		<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
2	Organizational Change Perceived Efficacy	,206	,110	,157	1,869	,064
	Affective organizational commitment	,240	,076	,263	3,134	,002

**Dependent Variable: Job satisfaction**

According to these results, when controlling affective organizational commitment, the effect between Organizational Change Perceived Efficacy and Affective organizational commitment is non-significative. In addition, we further tested the present model using Sobel Test (Sobel, 1982). The purpose of this test is to verify whether a mediator carries the influence of an independent variable to a dependant variable. This test proposes the following equation for estimating indirect effects:

$$Z\text{-value} = a*b/\text{SQRT}(b^2*s_a^2 + a^2*s_b^2).$$

The reason for complementing this analysis with this methodology is that it permits evaluating more directly the indirect effects, and may be regarded as a complementary analysis of the mediation steps proposed by Baron and Kenny (1986). Sobel Test is also characterized as being a restrictive test, and as so, assures that the verified results are not derived from colinearity issues. In the present study, the test value verified was  $Z= 3.07816579$ ;  $p=0.002$ . Figure II shows the simplified results of the proposed model.



**Figure II. Simplified results of the proposed model**

These results points out that the way how organizational change processes are perceived to be effective lead to an affective bond with the organization, which in turn, leads to job

satisfaction. This result has important consequences both for human resources management and organizational communication practices that will be discussed.

### **Discussion and conclusions**

As previously stated, understanding the consequents of perceived change efficacy is a relevant issue for organizational behaviour, notably in clarifying the established relation with important organizational indicators such as affective organizational commitment and job satisfaction. The main goal of this study was to clarify the relation between organizational change perceived efficacy and affective organizational commitment, and also with job satisfaction. It was proposed a mediational model for explaining the path between perceived change efficacy and job satisfaction.

Main results have confirmed the proposed model of analysis, pointing that affective organizational commitment is a mediator of the process between perceived change efficacy and job satisfaction. These results are consistent with some clues retrieved in literature, and also with some results that pointed the importance of evaluating the relevance of job satisfaction and affective organizational commitment as consequents of perceived change efficacy, and also regarding the relation between affective organizational commitment and job satisfaction (eg. Johnston, Charles, Pasuramanan & Sager, 1988; Nutt & Backoff, 2001; Liu & Norcio, 2008).

Main results of this study point to empirical and practical implication that should be made clear, both to human resource and organizational communication managers.

From the empirical point of view, this study proves the impact of organizational change on important organizational dimensions, such as affective organizational commitment and job satisfaction. These dimensions are strongly associated with important outcomes for any organization, such as absenteeism (eg. Hackett, Bycio, & Hausdorf, 1994), turnover intentions (eg. Somers, 1995), organizational citizenship behaviors (Meyer e Allen, 1997). This study has additionally demonstrated that, with perceived organizational change efficacy as a predictor of organizational commitment and job satisfaction, the causal order between commitment and job satisfaction evidenced the causal precedence of affective commitment, which contradicts some literature trends (eg. Reichers, 1985). This study regarded and justified this causal precedence based on the logic that perceiving effective organizational change efficacy stimulates the development of an affective bond with the organization, as workers may realize that change benefits them, and thus, was developed considering the workers as a criterion for change. Also, perceiving change efficacy clearly invites reasoning the importance of involving the workers with change, and thus, job satisfaction should

---

arise as a consequence of the relation between perceived change efficacy and affective organizational commitment.

From a practical point of view, this study brings important ideas, both for human resources as to organizational communication managers. Human resources managers should be aware that developing change processes affects the bond between organization and workers. In addition, change processes affect indirectly the relation with job satisfaction. Developing change processes should be performed with the criteria of involving the workers in it, as its impact on workers performance is evident.

Organizational communication managers should be aware that organizational change processes should be accompanied with the concern of informing, involving and integrating the workers in the change process. Informing the workers of all consequences and expectations with the change seems to be an adjusted strategy. Planning internal communication practices should be made with the concern of maximizing the potentialities of the organization to inform and to include the workers in the change process. Planning internal communication practices through using diversified communication channels for approaching the workers with the organization seems to be also an adjusted internal communication strategy.

### **Study limitations**

The main conclusions as well as the theoretical, empirical and practical implications of this study should be read with some conditionings. Regarding the internal validity, this study is not immune to some potential systematic common method errors, notably, errors inserted by the measure context, despite all procedures and efforts to minimize and control them. In what relates to the external validity, the obtained results may not be generalized to other cases beyond the hotel business industry. Its generalization potential advises some restriction to this sector, as it is guided by specific rules, notably the characteristic of standardization of procedures as a privileged job coordination method.

For future research, we suggest the replication of this study within another business industry, as it is pertinent to verify if these results maintain their stability among industries with different characteristics.

## Bibliography

- Alcobia, P. (2001). *Influência das características da função e da justiça organizacional sobre a satisfação no trabalho*. Lisboa: ISCTE. Tese de mestrado em Psicologia Social e Organizacional.
- Baron, R. & Kenny, D. (1986). The moderator-mediator variable distinction in social psychological research: conceptual, strategic, and statistical consideration. *Journal of Personality and Social Psychology*, 51, 1173-1182.
- Bartlett, C. & Ghoshal, S. (1994). Changing the role of top management: beyond strategy to purpose. *Harvard Business Review*, 72, 79-88.
- Bluedorn, A. (1982). A unified model of turnover from organizations. *Human Relations*, 35, 135-153.
- Brief, A. (1998). *Attitudes in and around organizations*. Thousand Oaks, CA: Sage
- Bulgerman, R. (1991). Intraorganizational ecology of strategy making and organizational adaptation: theory and field research. *Organizational Science*, 2, 239-262.
- Caetano, A. (Coord.), (1999). Mudança organizacional e gestão de recursos humanos. *Observatório do Emprego e Formação Profissional*. Lisboa: Colprinter - Indústria Gráfica, Lda.
- Chen, Y. (2007). Relationships among service orientation, job satisfaction and organizational commitment in the international tourist hotel industry. *Journal of American Academy of Business*, 11, 71-83.
- Ellickson, M. (2002). Determinants of job satisfaction of municipal employees. *Public Personnel Management*, 31 (3) 343-358.
- Foddy, W. (1993). *Constructing questions for interviews and questionnaires: theory and practice in social research*. Cambridge, UK: Cambridge University Press.
- Ghazzawi, I. (2008). Job satisfaction antecedents and consequences: a new conceptual framework and research agenda. *The Business Review*, 11, 1-11.
- George, J. & Jones, G. (1999). *Understanding and managing organizational behaviour*. (2nd ed.). Reading, MA: Addison-Wesley.
- George, J., & Jones, G. (2008). *Understanding and managing organizational behavior*. (5th ed.). Upper Saddle River, New Jersey : Pearson Prentice Hall.
- Gomes, D. R. (2006). *Estruturação de postos de trabalho e implicação organizacional: o papel mediador das percepções de justiça organizacional*. Lisboa: ISCTE. Tese de mestrado em Psicologia Social e Organizacional.
- Hackett, R. D., Bycio, R. & Hausdorf, P. A. (1994). Further assessments of Meyer and

- Allen's (1991) three-component model of organizational commitment. *Journal of Applied Psychology*, 79, 15-23.
- Hair, J., Anderson, R. Tatham, R. & Black, W. (1998). *Multivariate data analysis*. (5th ed.). London: Prentice-Hall International.
- Hannan, M., Freeman, J. (1989). *Organizational ecology*. Boston, MA: Harvard Business Press.
- Huselid, M. (1995). The impact of human resources management practices on turnover, productivity and corporate financial performance. *Academy of Management Journal*, 38, 635-672.
- Jayaratne, S. (1993). The antecedents, consequences and correlates of job satisfaction. In R. T. Golembiewski (Ed.), *Handbook of organizational behaviour* (pp.111-140). New York: Marcel Dekker.
- Johnston, M., Charles, F., Pasuraman, A. & Sager, J. (1988). Performance and job satisfaction effects on salesperson turnover: a replication and extension. *Journal of Business Research*, 16, 67-83.
- Korsgaard, M., Schweiger, D. & Sapienza, H. (1995). Building commitment, attachment and trust in strategic decisions. *Academy of Management Journal*, 38, 60-85.
- Kuehn, K, Al-Busaidi, Y. (2002). Citizenship behaviour in a non-western context: an examination of the role of satisfaction, commitment, and job characteristics on self-reported OCB. *International Journal of Commerce & Management*, 12, 107-125.
- Lewin, K. (1965). *Teoria de campo em ciência social*. São Paulo: Liv. Pioneira Editora.
- Lin, S., Hsieh, A. (2002). Constraints of task identity on organizational commitment. *International Journal of Manpower*, 23, 151-165.
- Lillian, E., Freeman, D., Rush, M. Lance, C. (1999). Motivational bases of affective organizational commitment: A partial test of an integrative theoretical model. *Journal of Occupational and Organizational Psychology*, 72, 463-483.
- Liu, S. & Norcio, R. (2008). Mediating effects of job characteristics on job satisfaction and organizational commitment of Taiwanese expatriates working in Mainland China. *The Business Review*, 9, 62-69.
- Locke, E. (1976). The nature and causes of job satisfaction. In M.D. Dunnette (ed.), *Handbook of industrial and organizational psychology* (pp.1297-1349). Chicago: Rand McNally.
- Locke, E., Latham, G. (1990). Work motivation and satisfaction: light at the end of the tunnel. *Psychological Science*, 1, 240-246.

- Meyer, P. & Allen, N. (1997). *Commitment in the workplace: theory, research and application*. London: Sage Publications.
- Moreira, J. (2004). *Questionários: teoria e prática*. Coimbra : Almedina.
- Nanda, A. (1999). Implementing organizational change. In M. P. Cunha & C. A. Marques (Eds). *Readings in organization science: organizational change in changing context* (pp. 489-522). Lisboa: ISPA.
- Nutt, P. & Backoff, R. (2001). A transformação das organizações contemporâneas. In M. P. Cunha, J. M. Fonseca & F. Gonçalves (Eds), *Empresas, caos e complexidade: gerindo à beira de um ataque de nervos* (pp. 205-239). Lisboa: RH Editora.
- O'Reilly, C. A., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behaviour. *Journal of Applied Psychology*, 71, 492-499.
- Palmer, I. & Dunford, R. (1996). Conflicting uses of metaphors: reconceptualizing their use in the field of organizational change. *Academy of Management Review*, 21, 691-717.
- Podsakoff, P., MacKenzie, S., Lee, J. & Podsakoff, N. (2003). Common method biases in behavioural research: a critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88, 879-903.
- Porras, J. & Robertson, I. (1992). Organizational development: theory, practice, and research. In M. D. Dunnette, L. & M. Hough (Orgs.). *Handbook of industrial and organizational psychology* (pp.719-822). Palo Alto, CA : Consulting Psychologists Press .
- Randall, C. & Mueller, C. (1995) Extensions of justice theory: justice evaluations and employees reactions in a natural setting. *Social Psychology Quarterly*, 58, 178-196.
- Reichers, A. (1985). A review and reconceptualization of organizational commitment. *Academy of Management Review*, 10, 465-476.
- Robbins, S. (1999). *Mudança organizacional e administração do stress*. In Comportamento organizacional (pp.394-423). Rio de Janeiro: LTC.
- Robbins, S. P. & Judge, T. A. (2007). *Organizational behavior*. (12th ed.). Upper Saddle River: New Jersey: Pearson Prentice Hall.
- Rue, L.W. & Byars, L.L. (2005). *Management: skills and application* (11th ed.). New York. McGraw Hill
- Schappe, S., (1998). The influence of job satisfaction, organizational commitment, and fairness perceptions on organizational citizenship behaviour. *The Journal*

- of Psychology*, 132, 277-290.
- Schein, E. (1987) *Process consultation*. Vol. 2. Reading, MA.: Addison- Wesley.
- Tavares, S. (2000). *Determinantes da implicação organizacional afectiva - um estudo transcultural*. Lisboa: ISCTE. Tese de mestrado em Psicologia Social e Organizacional.
- Sobel, M. E. (1982). Asymptotic confidence intervals for indirect effects in structural equation models. In S. Leinhardt (Ed.), *Sociological methodology* (pp. 290-312). Washington, DC: American Sociological Association.
- Somers, M. J. (1995). Organizational commitment, turnover and absenteeism: an examination of direct and interaction effects. *Journal of Organizational Behavior*, 16, 49-58.
- Staw, B. (1986). Organizational psychology and the pursuit of the happy/productive worker. *California Management Review*, 28, 40-53.
- Tsoukas, H. & Chia, R. (2002). On organizational becoming: rethinking organizational change. *Organizational Science*, 13, 567-582
- Ulrich, D. (1998). A new mandate for human resources. *Harvard Business Review*, January-February, 124-134.
- Van de Ven, A. & Poole, M. (1995). Explaining development and change in organizations. *Academy of Management Review*, 20, 510-540.
- Vieswesvaran, C., & Ones, D., (2002). Examining the construct of organizational justice: a meta-analytic evaluation of retaliations with work attitudes and behaviours. *Journal of Business Ethics*, 38, 193-204.
- Weick, K. & Quinn, R. (1999). Organizational change and development. *Annual Review of Psychology*, 50, 361-386.
- Weick, K. (2000). Emergent change as a universal in organizations. In M. Beer & N. Nohria (Eds.), *Breaking the code of change* (pp.223-241). Boston, MA: Harvard Business School Press.
- Wood, T. (Coord.) (2000). *Mudança organizacional*. São Paulo: Atlas.
- Yazel, L. (2001). *Fly the flexible skies*. *Working Mother*. New York: Sep. 2001. 24 (8), 24.

## Notes

1 All previous tests for validating the following regression model were fulfilled, notably: linearity of the study phenomenon; randomized residual variables with null expected value; inexistence of multicolinearity; homocedasticity; normal distribution of the randomized variables; independency of the residual randomized variables. Regression analyses were performed with centered variables, as the initial variables had different scales.

## Correspondência

Daniel Roque Gomes

Escola Superior de Educação de Coimbra,  
Praça Heróis do Ultramar – Solum  
3030-329 COIMBRA

[drmgomes@esec.pt](mailto:drmgomes@esec.pt)

