

A Study of the Relationship for Perception of Organizational Change, the Employee's Job Satisfaction and Employee...

王瓊穎、劉莉玲

E-mail: 9701371@mail.dyu.edu.tw

ABSTRACT

This paper discusses our study on the characteristics of organizational change, specifically which characteristics influence an individual's appraisal of the uncertainty associated with change and ultimately how change affects the employees' job satisfaction and turnover intentions of an organization's employees. We sampled two different international companies with a survey questionnaire using the quota sampling method. 500 copies of the questionnaire were sent out in total. The employees were first surveyed before the organizational change took place, and then again six months after the change had taken place so that we could better understand three characteristics of change events that influence individuals' response to change and employees' job satisfaction and turnover intentions. As a result, the findings are as follows: The perception that change is very frequent displays a significant, unique positive relationship with psychological uncertainty. The perception that change has resulted in significant modification to core aspects of an organization displays a significant, unique positive relationship with psychological uncertainty. The perception that change has been implemented after deliberation and planning displays a significant, unique negative relationship with psychological uncertainty. Psychological uncertainty is negatively related to Employees' Job Satisfaction. Psychological uncertainty is positively related to turnover intentions. Results suggest are as follows: Before an organizational change occurs, careful planning for the change process can reduce the negative influence which the change brings. To avoid psychological uncertainty, to increase the employees' job satisfaction. To avoid psychological uncertainty, to decrease the turnover intentions.

Keywords : organizational change ; psychological uncertainty ; employees job satisfaction ; turnover intention

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