

The Mediating Role of Organizational Commitment in the Effect of Perception of Commitment to Change on Job Satisfaction¹

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ABSTRACT

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Purpose – The period we are in forces individuals, societies, and naturally businesses to change. Businesses experience many changes together in terms of technology, organizational culture and structural features. These change processes create positive or negative effects on the satisfaction of employees. Top administrations generally have to be aware of the importance of voluntary participation in the process of change to take the support of the followers and to overcome the process without any problems. The mediating role of organizational commitment that manifests in different ways under the effect of the perception of affective commitment to the change on job satisfaction have been tried to be determined.

Design/methodology/approach – Within the scope of the study in which 372 personnel of Yozgat Provincial Health Directorate were considered as the population, data were obtained from a sample of 196 people. Due to the changes in the structuring processes of the provincial organization of the Ministry of Health, the employees of the Provincial Health Directorate were included in the research process. The quantitative method was preferred and the questionnaire was used as data collection technique.

Findings – As a result of the research, it was determined that affective and normative organizational commitment had a mediating effect on the relationship between affective commitment to change and job satisfaction. Continuance commitment does not have a mediating effect on the relationship between the perception of affective commitment to change and job satisfaction.

Discussion – It is an undeniable necessity to get the support of organization employees in the process of change and to ensure that they have faith in this process. However, another important issue is how employees develop a commitment to their organizations when they set aside the process of change in their minds. Organizations should focus on the ways of making their employees dependent on the organization rather than making them dependent on change. Especially in change processes that concern the whole organization, motivating employees to develop beliefs and support for the said change without examining and analyzing the types and levels of commitment to the organization, or providing this with pressure, can cause the failure of change processes that require very serious labor and capital.

¹ This study is an improved version of the paper presented at the 28th National Management and Organization Congress held between September 3-5.

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