

Innovations

Effect of organizational change on employee job satisfaction: the case of Ethiopian electric power

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Abstract

The purpose of this study was to examine the effects of organizational Change dimensions (discrepancy, appropriateness, principal support, efficacy and valance) on employees' job satisfaction at Ethiopian Electric Power head quarter located in Mexico Addis Ababa Ethiopia. . The study sample composed of Managerial, Professional and semi-professional staffs, included 109 employees. Moreover, the data gathering tools for this research was questionnaire and document analysis consequently, the organizational Change perception of respondents were obtained by administrating the Organizational Change Recipients Beliefs' Scale items (OCRBS) and the job satisfaction score of respondents were obtained by administrating the Job Satisfaction Survey questionnaire (JSS) of Specter. All sample respondents were completed the Organizational Change Recipients Beliefs' Scale items (OCRBS) and Job Satisfaction Survey questionnaire (JSS). A collected data were analyzed by using descriptive and inferential statistical tools. In addition, mean, standard deviation, Pearson correlation coefficient and multiple linear regressions were computed. As a result of these, the level of employees' job satisfaction was satisfied in the EEP. Moreover, 82.4% employees' job satisfaction is explained by organizational change dimensions. Finally, the study was revealed that the result of Pearson correlation analysis shows all independent variables are related and statistically significant at significance level of 0.05 suggesting the strong relationship between organizational change dimensions and job satisfaction.

Key words: *1Organizational Change (discrepancy, appropriateness, principal support, efficacy, valance) and Employee Job Satisfaction.*

1. Introduction

Facing of the tide of globalization, one of the major challenges for human resource professionals is how to gain organizational competitive advantage in the rapidly changing environment. Jones (2010) stated that organizational change is the process by which organizations move from their present state to some desired future state to increase their effectiveness. Furthermore, organizational change is triggered by the need to respond to new challenges or opportunities presented by the external environment, or anticipation of the need to cope with potential future problems (McNamara, 2011).

While 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 (Tsoukas& Chia, 2002). However, for most managers organizational change has become synonymous with downsizing by cutting expenses and retrenching employees;

and as a result some trepidation may be felt by those who are likely to be affected (Rao and Hari, 2003). Employees are integral to ensure the efficiency and effectiveness of an organization (Robbins and Judge, 2012). Therefore, if employees perceive organizational change as something to be feared, it is likely that their motivation will be affected which may be counter-productive to the objective of the change process (Jones, 2010).

Participation of employees in the decision-making process and involving them in organizational change plans and a goal setting has been shown to have a positive impact on the employee's commitment towards the organization (Kirmizi and Deniz, 2009). Abdullah and Ismail (2011) stated that involving employees in these processes adds to their satisfaction and commitment. Currently 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 consequences of change and its impact on their work are common concerns. Involving the employees in the change process right from the beginning is a good strategy, as the employees' resistance to change is a critical variable to be controlled.

Employees are more loyal and productive when they are satisfied (Hunter & Tietjen, 1997), and these satisfied employees affect the customer satisfaction and organizational productivity, (Potterfield, 1999). There is no limit for the employees to reach the full satisfaction sometimes they need to change their behaviors in order to execute their duties more effectively to gain greater job satisfaction, (Miller, 2006). 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). Employee satisfaction is a factor in employee motivation, employee goal achievement and positive employee morale in the work place. According to (Moyes, Shao & Newsome, 2008) the employee satisfaction may be described as how pleased an employee is with his or her position of employment. 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).

In general, although there are different researches finding done on the organizational change, job satisfaction separately and relationship of these two dimensions; However, the researcher do not find research findings done to simultaneously examine the effect of organizational change and employee job satisfaction. Therefore, the purpose of this study is to assess the effect of organizational change on employee job satisfaction at Ethiopian Electric Power Head Quarter located in Mexico Addis Ababa Ethiopia.

Ethiopia has registered fast and sustainable economic growth over the past two decades. Behind this achievement of the power industry prints out a commendable share towards feeding adequate electricity across the country.

The Ethiopian Electric Power (EEP) has the authority of constructing and administration of power generation plants, high voltage transmission lines, substations, whole sale of electricity, conduct feasibility study, design and survey which was given by the council of ministers with proclamation number 302/2006 as of 2006 E.C.

Regarding power generation plants, currently, Ethiopian Electric Power administers 18 power plants there by generating a total of 4244 megawatt electricity nationwide. Among the 18 power plants, 14 are from hydro namely Aba Samuel (6.6MW the first hydro power plant in Ethiopia), Gilgel Gibe III (1870MW), Beles (460MW), Gilgel Gibe II (420MW), Tekeze (300MW), Gilgel Gibe I (184MW), Melkawakena (153MW), Fincha (134MW), AmertiNeshi (95MW), Tis Abay II (73MW), Koka (43.2MW), Awash II (32MW), Awash III (32MW), and Tis Abay I (14.4MW) with a total installed capacity of 3814MW electricity. Adama II (153MW), Ashegoda (120MW) and Adama I (51MW) are the wind power plants that has been generated electricity in Ethiopia which amounted 324MW on aggregate. The remaining 104MW electricity is being generated from diesel generator and Auto Geothermal plant (7.3MW). Besides the power plants, high voltage transmission lines and substations are crucial to transfer the generated power from the power plant to the national power grid as well as to provide quality electricity nationwide.

The total stretched high voltage transmission lines has reached more than 17,000km across the country ranging from 132kv to 500kv. This includes 500kv Hidase-Didesa-Holeta, 400kv WolaytaSoddo II-Addis Ababa, 230kv koka-Hurso-Dire Dawa, 230kv Alaba-Hosana-GiligelGibeII-Gima-Agaro-Bedele, and 230kv Metu- Gambela transmission lines which is under operation. The number of Substations has reached 163 substations ranging from 132kv to 500kv. 500kv Didesa and Holeta substations, 400kv Gibe III, 230kv Hurso, Gambela and Mehoni substations are among the 163 substations currently under operation across the country. Currently, the annual electricity production capacity of the power company is about 4,244.1MW, the electric energy access reached 56%. Regarding its human resource as of January 31, 2020, the power company employee's database has a total of 7,360 permanent employees. Among them 1203 employees are at Head quarter in Addis Ababa. As a result, it is supplying electricity to the Ethiopian Electric Power and Industries, generating power connections with neighboring countries such as Sudan and Djibouti and generating an average of US \$ 70 million annually. In addition, the country is working to move beyond the continental level by developing and strengthening energy links with other neighboring countries to enhance the economic and social ties of the region beyond East Africa is an example. The reliability or quality of electricity supply had emerged as a key issue, because of the greater dependence of modern economies on power (Munasinghe and Sanghvi, 1988). The critical issue faced by our country is that the demand for electric power is high and there is a critical power supply problems. The significance of implementing interruption free electric power supply is crucial for reliable economic development and for social welfare. However, frequent power supplies related problems currently more aggravated. Electric power interruption and blackout is occurred due to various reasons. Interruption is the power quality problem with the most perceivable effect on facilities. It generally affects the industrial sector. Now days in Addis Ababa electric power becomes a back bone for every business and non-business endeavors and for the livelihood of every resident. But, the power company is not in a position to fulfill the growing demand for electric power and the service given by it's becoming poor. Therefore, the researchers examined the effect organizational change and job satisfaction at Ethiopian Electric Power. This study will serves as good platform for filling-up the identified research gaps to have a more comprehensive view of different kinds of organizational change and its employee job satisfaction. The study expects to add more knowledge and understanding of the effects of organizational change on employee job satisfaction in public organizations settings especially in EEP.

2. Theoretical overview and hypothesis development

2.1. Organizational Change

2.1.1. Definitions of Organizational Change

Organizational change is the process by which organizations move from their present state to some desired future state to increase their effectiveness (Aswathappa, 2012). In addition to these organizational changes is defined as the set of different actions that results shifting in directions and/or processes that affect the way in which organizations work before (Hage, 1999). In addition to these according to Wood (2000), organizational change is any structural, strategic, cultural, human or technological transformation, capable of generating impact in an organization. The need for organizational change starts when organizational management feels dissatisfaction from the current situation. Organizational changes may be planned or unplanned but in both cases the organizational changes are very important and sometimes become crucial to handle the changes.

Organizational change occurs as a reaction to an ever-changing environment, a response to a current crisis situation, or is triggered by a leader. Successful organizational change is not merely a process of adjustment, but also requires sufficient managing capabilities. However, there are many topics to be considered to achieve successful change. Furthermore, organizational change is especially evident when the organization has just undergone a transfer of executive power (Haveman, Russo & Meyer, 2002).

H₁: Discrepancy of change has negative significant effect on Employees job satisfaction at EEP.

Discrepancy: Research by numerous organizational scientists (Rudolph & DePalma, 2006; Rafferty & Griffin, 2006) supports the argument that employees must believe that a need for change exists. A difference between current and desired performance helps legitimate the need for change. Otherwise, the motive for a change may be perceived as arbitrary. Change recipients' beliefs about discrepancy can be influenced by what Bies (1987) labeled as social accounts, that is, the information provided by change agents to explain why an organizational change is needed. In the Bartunek, (2006) study, the change initiative of shared governance was necessary because a need existed for service decision making at the lowest organizational level that capitalized on the expertise of the change recipients.

H₂: Appropriateness of change has negative significant effect on Employees job satisfaction at EEP.

Appropriateness: Employees perceived appropriateness of change is very critical for avoiding individual resistance during organizational changes (Armenakis & Harris, 2002). Management should always provide information why the proposed change initiative is the correct one by noting what the initiative is intended to correct or improve (Beckhard & Harris, 1987). In other word, it should provide justification why the proposed change is the suitable action for the identified discrepancy (e.g. the difference between the current state and an ideal or desired state). Further, employees must believe they have the knowledge, skills, and ability to successfully implement the proposed change.

H₃: Principal support has negative significant effect on Employees job satisfaction at EEP.

Principal support: describes the support from change agents and the term change agent may refer to the global (i.e., the highest level in the organization, the CEO) and/or the local change agent (i.e., the immediate supervisor). Do either (or both) of these principals genuinely support the change. A common phrase associated with this support is "walking the talk." Simons (2002) labeled this as behavioral integrity, that is, alignment or misalignment of words and deeds. Supervisors act as agents of the organization who have responsibility for managing and appraising employees' performance. Thus, employees would view their positive or negative orientation toward them as indicative of the organization's support (Huntington, 1986). Generally, perceived supervisor support reflects the extent to which the organization cares about its members' well-being. If the individuals believe principal support (i.e., among the global and local change agents as well as the opinion leaders) for the change is inadequate, this belief can influence whether the change initiative will be hold.

H₄: Efficacy has negative significant effect on Employees job satisfaction at EEP.

Efficacy: In the context of organizational change, efficacy can be defined as the perceived capability to implement the change initiative (Bandura, 1986). Research demonstrated individuals commonly avoid activities that they believe exceed their coping capabilities. In contrast, individuals will undertake and perform those that they judge themselves to be capable. Thus, employees must believe they are capable of executing the new behaviors required by the change initiative. Otherwise, the outcome of a change initiative may be less than the expected. (Callan, McGuire, and Hutchins, (2006) offered recent support for the role of efficacy in organizational change. For instance, the Jimmieson, study supported the positive effects of self-efficacy on the change recipients' adjustment to the organizational change.

H₅: Valance has negative significant effect on Employees job satisfaction at EEP.

Valance: The belief we label valence originated in Vroom's (1964) work on motivation and refers to the attractiveness (from the change recipient's perspective) associated with the perceived outcome of the change. Valence can be segmented into extrinsic and intrinsic categories. Extrinsic valence refers to the rewards or benefits realized from adopting the new behaviors. Incentive systems, like gain-sharing programs, contribute to the perceived benefits of the change initiative.

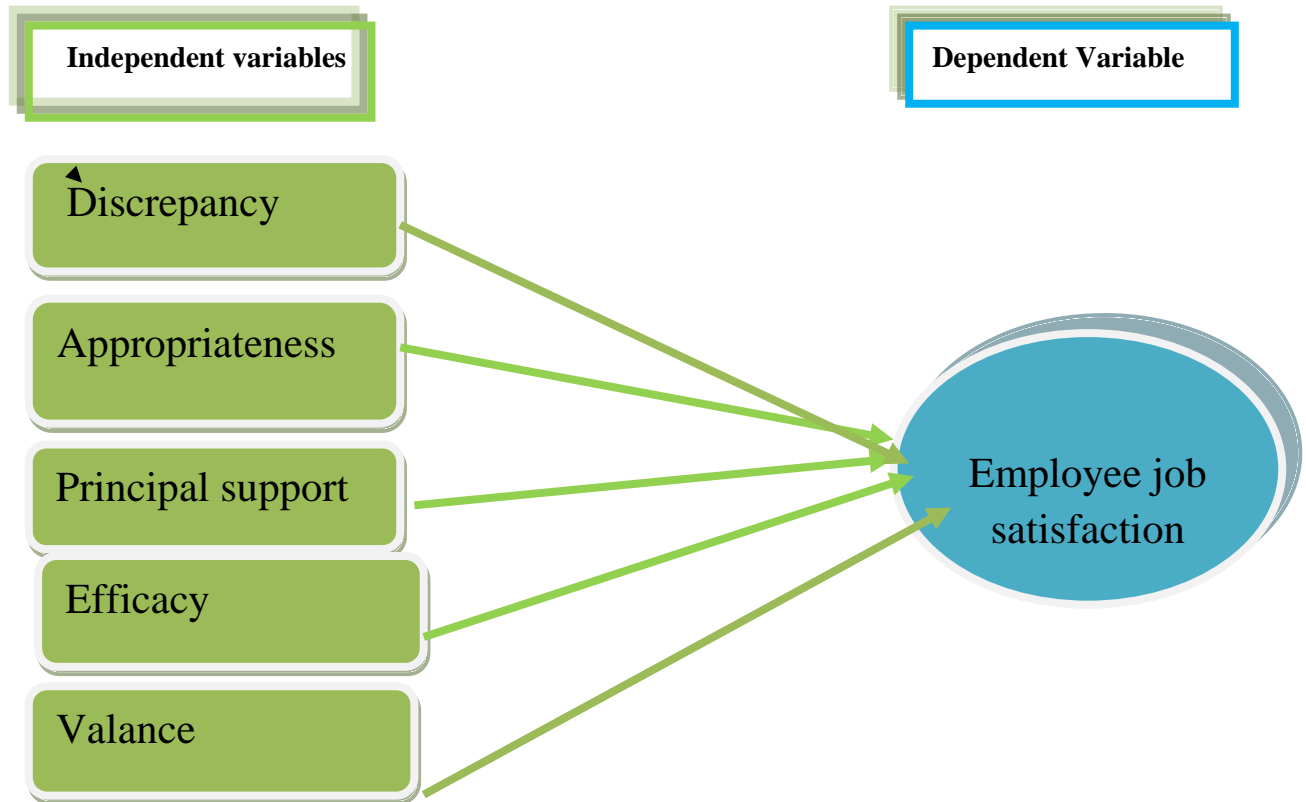
3. Methodology

In this study, quantitative approach and correlation research design was employed. The quantitative approach is intended to describe current conditions, investigates relations and study cause-effect phenomena (Gay, Mills & Airasian, 2005). In order to achieve the purpose of the study quantitative research method is used because it is structured in nature, and the data are interpreted in statistical form using questionnaire. The research was employed to involve the Managerial, Professional, and semi-professional staff to collect standardized information from the subject under study, making generalization possible. This enables to find out the effect of Organizational Change on employees' job satisfaction at Ethiopian Electric Power.

A correlation explanatory survey design describes a given state of affairs as it exists at present (Fraenkel and Wallen, 2008). It is also used when a study seeks to identify the extent to which two or more variables covary (Cresswell, 2012). Change in one variable leads to change in the other. Organizational change and Employees' job satisfaction are the independent and dependent variable of this study respectively. The reason for the selection of such approach is that this research involves examine the existing effect of Organizational Change on Employees' job satisfaction and the dimension of organizational changes perceptions (discrepancy, appropriateness, principal support, efficacy and valance).

Conceptual frame work

Figure 1. Conceptual frame work



4. Analysis and Discussion

4.1. Introduction

This chapter consists of presentation, analysis and interpretation of data. This chapter deals with the analysis of the data collected through the questionnaire. Based on the type of data collected descriptive and inferential statistical tools were employed to analyze the data. Frequency and percentage was used to analyze the general characteristics of the respondents such as Gender, educational qualification, and work experience in the organization and job category. In addition, mean, standard deviation, Pearson correlation coefficient and multiple linear regressions were computed.

4.1. Profile of Respondents

The major purpose of the study was to investigate the effect of organizational change on employee’s job satisfaction in Ethiopian Electric Power. The analysis of this research is based on 109 questionnaires and discussed hereunder. Hence, the presentation and interpretation of the data are presented in tables as follows: Table 5 below indicates that out of the total 109 respondents, the male respondents constitute 76 (69.7%) while female respondents are 33 (30.3%). With regard to educational level of respondents, 70 (64.2%) were bachelor degree holders. Respondents with master’s degree constitute 22 (20.2%) of the respondents and the rest 17 (15.6%) were diploma holders. This implies that most respondents were in a position to understand the current situation in the organization and to what extent of change is needed. The table below indicates that work experience of respondents in EEP. Majority 54 (49.5%) had above 10 years’ experience, 22 (20.2%) respondents had between 3 to 5 years’ experience, 19 (17.4%) of the respondents were between 6 to 10 years, and 14 (12.8%) of the respondents were below three years of experiences. This implies that majority of the respondents had a longer years of experience in the corporation. In respect to respondents by job category, about half 50 (45.9%) of the respondents were professionals, 30 (27.5%) of the respondents were on managerial positions and 29 (26.6%) were semi-professionals.

Table 1: Respondents’ Demographic Characteristics

		Frequency	Percent
Gender of respondent	Male	76	69.7
	Female	33	30.3
	Total	109	100.0
Educational Qualification	Diploma	17	15.6
	BA/BSC	70	64.2
	MA/MSc	22	20.2
	Total	109	100.0
Years of service in the Organization	Below 3 years	14	12.8
	3-5 years	22	20.2
	6-10 years	19	17.4
	More than 10 years	54	49.5
	Total	109	100.0
Job Category of respondent in the organization	Managerial (Leader)	30	27.5
	Professional	50	45.9
	Semi-professional	29	26.6
	Total	109	100.0

Source: Survey result, 2022

4.2. Organizational Change Management Practice

The five beliefs in determining the reactions of change recipients to organizational transformation, planning and implementing organizational change are discrepancy, appropriateness, efficacy, principal support and valence. Research that is more recent provides similar evidence that the change recipient beliefs play a key role in the ultimate success or failure of organizational change initiatives. An understanding of the importance of these beliefs plus having the ability to measure them among organizational change recipients should reveal useful information to change leaders that can be used to initiate process strategies and tactics that will facilitate the change process. This section briefly covered the results of participants’ perceptions or attitudes towards the change their company had recently experienced. The instrument contains 24 questions so that respondents’ beliefs on organization change were rated on the five point likert scale which was grouped as strongly agree, agree, undecided, disagree and strongly disagree. The likert scale is used because the data was 5 attitudinal measurements of continuous or equal interval nature (Singh, 2007). The items included in the questionnaire as well as descriptive statistics in the form of mean and standard deviation was presented here under. For the purpose of interpretation throughout this paper, the mean distribution is categorized as .05-1.49 very low 1.50 - 2.49 low, 2.50-3.49 moderate or fair, 3.50-4.49 high and 4.50 and above very high.

Table 2: Respondents perception towards change management at EEP

	Minimum	Maximum	Mean	Std. Deviation
Discrepancy	1.70	5.00	3.9537	.59643
Appropriateness	1.90	5.00	4.0651	.61016
Principal support	1.23	4.50	3.3418	.59635
Efficacy	2.20	5.00	4.0621	.60185
Valance	1.70	5.00	3.6527	.64474
Mean			3.8151	.61352
Valid N (listwise)				

Source: Survey result, 2022

As data presented in table 6 indicates, the average mean rating of the employee’s perception of total organizational change management is 3.81. This indicated that the perception for the organizational change at EEP was high. A critical examination of the mean rating for each dimensions indicated that out of the total five dimensions related to change management perception at EEP four of them (discrepancy, appropriateness, efficacy and valance) were rated high (between 3.65 to 4.06) while one (principal support) was rated moderate or fair (3.34).

4.3. Level of Employees' Job Satisfaction at Ethiopian Electric Power

This section presents the staff perception and attitude towards their satisfaction in EEP. The feedback of the respondents for the variables indicated below were measured on six point scale with measurement value 1= disagree very much, i.e. very much disagree with the case described; 2= disagree moderately, i.e. not satisfied with the case described but it is moderate; 3= disagree slightly, i.e., not agreed with the case described but it is slight; 4= agree slightly, i.e., feeling all right with the case described and considered as slightly agreed; 5 =Agreed moderately, i.e. supporting the case described and considered as agreed reasonably, and 6= agreed very much, i.e. supporting the case described and considered as very much satisfied. The job satisfaction of the staffs of EEP was measured using the Job Satisfaction scale (JSS). The staffs responded there were 36 individual items of the 36 total items, 18 items were written in a positive direction and 18 items were written in a negative direction. Responses to items written in the positive direction were numbered 1 for the strongest disagreement and 6 for the strongest agreement. Items written in the negative direction were reverse scored. Negatively worded items use 1 for the strongest agreement and 6 for the strongest disagreement. The following items are negatively worded and therefore reverse scored: 2, 4, 6, 8,

10, 12, 14, 16, 18, 20, 21, 23, 26, 29, 31, 32, 34, and 36. The scholar also suggested that the six scales can be recoded into three average scores. Average score ranging from 1 to 3 can be recoded into dissatisfied, average score from 3 to 4 is recoded into ambivalent (neutral) and 4 to 6 is recoded into satisfied (Bateh and Heyliger, 2014). The 36 items were transformed into one variable named as job satisfaction in order to get the overall job satisfaction score. To get the mean score, the 36 questions were summed and divided into 36. Accordingly, to analyze the data collected through JSS, the mean score is used to determine the job satisfaction level and the score is interpreted as follows: 6.00-4.00 satisfied, 3.00-3.99 = ambivalent, and 1.00-2.99 = dissatisfied. Mean scores on the job satisfaction could range from 1-6. The mean score in this study was 4.31. This score, according to the cut point presented above, is labeled as ‘satisfied’. This may suggest that the EEP employees were satisfied with their job.

Table 3: Level of respondent’s job satisfaction at EEP

	Range		Mean	Std. Deviation
	Minimum	Maximum		
Job satisfaction	2.31	6.00	4.3151	.71653

Source: Survey result, 2022

4.4. Correlation between Organizational Change and Employee Job Satisfaction

Correlation shows how the strength or the magnitude and direction of the variable relationship with each other’s. The linear relationship between variables can be measured by correlation coefficient (r), which is commonly called as Pearson product moment correlation. The Pearson Product-Moment Correlation Coefficient is a statistic that indicates the degree to which two variables are related to one another. Pearson’s “r” mainly measures the data from the interval or ratio level and used to measure based on the deviation from the mean (Muluadam, 2015). To fit this assumption, the Likert scale data were transformed into continuous data. The sign of a correlation coefficient (+ or -) indicates the direction of the relationship between -1.00 and +1.00. Variables may be positively or negatively correlated. A positive correlation indicates a direct positive relationship between two variables. A negative correlation, on the other hand, indicates an inverse, negative relationship between two variables (Ruud et. al. 2012). The correlation analysis is conducted by using Pearson method because this study used multiple model to identify the relationship between independent and dependent variables.

Table 4: Pearson Correlation Coefficient

		1	2	3	4	5	6
Discrepancy	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	109					
Appropriateness	Pearson Correlation	.790**	1				
	Sig. (2-tailed)	.000					
	N	109	109				
Principal support	Pearson Correlation	.648**	.693**	1			
	Sig. (2-tailed)	.000	.000				
	N	109	109	109			
Efficacy	Pearson Correlation	.663**	.678**	.542**	1		
	Sig. (2-tailed)	.000	.000	.000			
	N	109	109	109	109		
Valance	Pearson Correlation	.810**	.762**	.664**	.715**	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
	N	109	109	109	109	109	

Job_satisfaction	Pearson Correlation	.827**	.833**	.756**	.690**	.818**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	109	109	109	109	109	

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Survey result, 2022

Result of correlation analysis indicated in table 8 shows that all independent variables are related and statistically significant at significance level of 0.05 suggesting the strong relationship between organizational change dimensions and job satisfaction. Appropriateness is most correlated dimension with the coefficient of 0.833 suggesting that the higher provided justification why the proposed change is the suitable.

Discrepancy of organizational change is also found to be the second strongly correlated dimension with job satisfaction with correlation coefficient of 0.827 suggesting that action for the identified discrepancy the higher job satisfaction. This implies that the magnitude of correlation, the relationship of the need to organizational change with employee job satisfaction is high with a positive significance respectively.

Similarly, valance is positively correlated with job satisfaction and the relationship between variables is strong with a value of .818 at significant level of 0.05. This implies that higher job satisfaction is due to higher attractiveness associated with the perceived outcome of the change. Principal support is significant with a correlation value of .756 and p value of 0.000 which is less than 0.05. Hence on the principal support is found to have positive significant relationship with job satisfaction. Likewise, efficacy is positively correlated with an employee job satisfaction and the relationship between variables is strong with a value of .690 a p value of 0.000 which is less than 0.05. Therefore, the higher employees believe on the need for change the more employee job satisfaction.

4.5. Effect of Organizational Change on job Satisfaction

Before running the multiple linear regressions, classical linear regression assumptions should be tested to determine whether the data can qualify the assumption requirements. Therefore, prior to conducting multiple regression analysis, the researcher performed test of five assumptions of multiple regression and the data was proven against those assumptions.

4.6. Multiple Linear Regression Result

4.6.1. Model Summary

Table 5: Model summary table

Model Summaryb					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.908a	.824	.815	.30819	2.098
a. Predictors: (Constant), Valance, Principal support, Efficacy, Appropriateness, Discrepancy					
b. Dependent Variable: job satisfaction					

Source: Survey result, 2020

As shown in the model summary table below, the multiple correlation coefficients, R, indicate a strong correlation of .908 between the independent variables and the dependent variable. This implies that the cumulative coefficient of the five dimensions of organizational change is strong. From the R square (R2 = .824, F= 96.15) value (coefficient of determination) the model fits accounts 82.4% of the variation in the job satisfaction explained by the

fitted model linear combination of all the (predictors) determinants of job satisfaction. The adjusted R square also found to be 0.815 that means the five dimensions of organizational change (discrepancy, appropriateness, principal support, efficacy & valence,) i.e., has contributed 81.5% of the variability in job satisfaction.

4.6.2. ANOVA Model Fit

Table 6: ANOVA Model Fit

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	45.666	5	9.133	96.159	.000b
	Residual	9.783	103	.095		
	Total	55.449	108			
a. Dependent Variable: job satisfaction						
b. Predictors: (Constant), Valance, Principal support, Efficacy, Appropriateness, Discrepancy						

Source: Survey result, 2022

The regression model overall fit can be examined with the help of ANOVA table 8 of this study. In doing so, the ANOVA table determined the relationship between the independent variable and the dependent variable (Muluadam, 2015). As shown in the below table, the value of R and R2 obtained under the model summary part was statistically significant at (F= 96.15), (P<0.005) and it can be said that there is a relationship between independent variables (organizational change dimensions) and the dependent variable (job satisfaction).

4.6.3. Regression Coefficient

Table 7: Regression Coefficient

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.259	.228		-1.139	.257
	Discrepancy	.299	.096	.249	3.120	.002
	Appropriateness	.319	.091	.272	3.507	.001
	Principal support	.279	.072	.232	3.855	.000
	Efficacy	.077	.074	.065	1.038	.302
	Valance	.232	.090	.209	2.580	.011
a. Dependent Variable: job satisfaction						

Source: Survey result, 2022

Table 11 presents the multiple linear regression coefficient results. The regression result indicates that four of the independent variables (appropriateness, principal support, discrepancy and valance) have positive coefficient while efficacy has no significant coefficient. The t statistics helps in determining the significance of each variable in the model. The t-test significance shows that the discrepancy (t= 3.12), appropriateness (t= 3.50), principal support (t= 3.85), and valance (t= 2.58) were significant at 95% confidence level (p<0.05). Therefore, the study concluded that these variables have a significant effect on job satisfaction.

The standardized coefficients are the coefficients which explained the relative importance weight (RIW) of explanatory variables. These coefficients are obtained from regression after the explanatory variables are all

standardized. The idea is that the coefficients of explanatory variables can be more easily compared with each other as they are then on the same scale.

As displayed in the coefficient table (Table 11), the appropriateness standardized coefficient is larger than the other dimensions having $\beta = 0.272$. This implies that appropriateness has a great effect on employee job satisfaction compared to the other dimensions. The larger the standardized coefficient, the higher is the relative importance and contribution of the factors to the job satisfaction. Thus one can conclude that a change in the appropriateness of change has a greater relative effect (RIW = 27.2%) on job satisfaction value than the successor factors. The second variable is discrepancy having a relative importance in a respective manner by contributing a 24.9% change in job satisfaction followed by principal support and valance contributing 23.2% and 20.9% respectively. On the other hand, efficacy has an insignificant positive effect on job satisfaction.

5. Discussions

According to Nanda (1999), organizational changes may occur in every area of an organization. Introduction of new technologies, workforce rearrangements, job designing, downsizing, are typical organizational changes in current competitive markets. The literature is clear in stating that the way how the process of change managed is affects directly the behavior of the workforces of the organization. As a result, understanding the relation between perceived organizational change and employee job satisfaction is important and logic to realize in what way the perceived evaluation of change affects the relation between the individual and the organization.

Change of any type disrupts the existing employment relationships between the employer and employee. Many organizational changes occur based on dealing with changes in the responsibilities of workers, their tasks and with the re-structuring of workplaces. Therefore, job satisfaction is strongly related with the fact that the potential “to affect a wide range of behaviors in organizations and contribute to employees’ levels of wellbeing” (George and Jones, 2008). Organizational change and reorganizations may influence job and organizational characteristics and, as a result, job satisfaction. According to Mack, (1998), organizational change causes employees to alter their ways of working. Based on their research Mack, conclude that, in general, organizational changes result in increasing levels of job dissatisfaction, mainly as a result of increased uncertainty during the process of change.

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 and Jones, 2008). Organizational change can take different forms and, while some changes affect the entire organization, other affect only specific divisions, teams or jobs.

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.

There is difficult to find studies focused on the effect of organizational change on job satisfaction. The empirical relation of organizational change and employee’s job satisfaction is not framed well. Therefore, it was difficult to see the consistency of the study with previous studies.

Research has indicated that changes in aspects of the job might be positive and can lead to higher levels of satisfaction (Thomas et al., 2004). The finding of the current research is in accord with the above argument. The study revealed that changes that were taking place in the company positively affect employees’ satisfaction.

Literature indicates that managers and staff should be prepared for the changes well in advance, from some months (Longest, 2004) to up to two years (Goodman & Truss, 2004). In the case under investigation a similar practice was

put into practice, since the changes were announced to the employees. In the framework of the specific case, since the relations between co-workers were considered to be at a good level, the communication between the managers and the rest of the employees should be put in the centre of the interest, in order to have more satisfied workers.

The study revealed that discrepancy of change has a significant positive effect on employee's job satisfaction. That means research by numerous organizational scientists (Rudolph & DePalma, 2006; Rafferty & Griffin, 2006) supports the argument that employees must believe that a need for change exists.

Employee's perceived appropriateness of change is very critical for avoiding individual resistance during organizational changes (Armenakis & Harris, 2002). In other word, it should provide justification why the proposed change is the suitable action for the identified discrepancy. The study also revealed that appropriateness of change in organizations is found to be high and it significantly affects job satisfaction positively. The result is consistent with empirical findings supporting the salience of appropriateness can be found in Bartunek, and Rafferty and Griffin, (2006). They have found that when an organizational change was perceived as being implemented, after careful deliberation and planning, change recipients expressed less uncertainty. This may in turn boost employee's job satisfaction.

When principals genuinely support the change, the change will be inevitable and thereby employees will be satisfied with their job. Thus, employees would view their positive or negative orientation toward them as indicative of the organization's support (Huntington, 1986). Generally, perceived supervisor support reflects the extent to which the organization cares about its members' well-being. In this study, there was found a moderate or fair principal support and it significantly affect job satisfaction. It supports the empirical research by Lam and Schaubroeck (2000) demonstrated that opinion leaders play a useful role in organizational change by facilitating the success of organizational changes.

The last organizational change belief that is found high in this study and has a significant impact on job satisfaction is valence. The belief we label valence originated in Vroom's (1964) work on motivation and refers to the attractiveness (from the change recipient's perspective) associated with the perceived outcome of the change. Incentive systems, like gain-sharing programs, contribute to the perceived benefits of the change initiative. Furthermore, as pointed out by Morse and Reimer, (1956), an organizational change can also provide intrinsic rewards. Morse and Reimer found that an organizational change that provided more autonomy for decision making among operative workers resulted in increases in higher-order need satisfaction (e.g., self-actualization, an intrinsic need). Bandura (1986) stressed the importance of intrinsic valence in organizational change efforts. Thus, from the research on valence, we felt there was a benefit to including both extrinsic and intrinsic valence. This component recognizes the importance of change agents addressing the personal needs of change recipients. More recent research on the valence belief can be found in published research by (Bartunek, and Herold, 2006). For instance, Bartunek found that personal gains and losses (in terms of quality of care, professional development; i.e., intrinsic valence) from the shared governance initiative were relevant to the change recipients.

6. Conclusion

The aim of this study was to establish the effect of organizational change on employee job satisfaction in Ethiopian Electric Power. From the major findings of the study, the following conclusions have been drawn as follows:

Concerning the extent effort of organizational change perceptions at EEP employees were in the category high. The highest staff perception was appropriateness, the belief that the contemplated changes address the current organizational deficiencies. Although, discrepancy, efficacy and valence of the employee have also the other dimensions of organizational change that employee's effort to bring change to the organization under study. On the other hand, principal support was found to be the moderate perception of change management dimensions.

Regarding the level of EEP employees' job satisfaction in the organization has in the Satisfaction category. This result revealed that the employee job satisfaction in Ethiopian electric power has showed an increment.

The other objective was to test the relationship between Organizational Change belief dimensions on employee Job Satisfaction at EEP. Organizational change dimension of appropriateness, discrepancy, valence and principal support has strong positive and statistically significant relationship with employee job satisfaction. This means employee's belief on organizational change dimensions could affect positively one's employees' job satisfaction. In order to enhance employees' job satisfaction, the study concluded that better information over the changes, make employees feel part of the changes, prepare better induction sessions and expand the broadband system.

In conclusion, the study identified areas for improving employees' job satisfaction by applying organizational changes. Since it emerged that employees are satisfied with their overall working conditions, it was the company's turn to try to enhance employees' satisfaction.

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