

Assessing adherence to change management principles and its impact on employee attitudes in a selected South African bank

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Abstract

Organisations frequently implement change initiatives to enhance efficiency and effectiveness while utilising minimal resources. The implementation method of a change initiative significantly impacts its likelihood of success and the potential for adverse consequences. The bank underwent a restructuring process in 2021. The branch network was identified as an area for improvement, and the restructuring aimed to shift the business towards a more digital, platform-based model, moving away from traditional brick-and-mortar branches. The bank downsized its branch network in one town, reducing the number of branches from two to three or even one to two to enhance customer service. The study aims to evaluate whether the Ten Principles of Change Management, as outlined by Coetsee were followed during a change management project in a selected South African bank.

Furthermore, the study seeks to determine the potential impact of organisational commitment, job satisfaction, intentions to quit, and leadership skills in the banking sector on the successful implementation of change. Therefore, a quantitative method using a cross-sectional design was employed to achieve the study's objectives. The results confirmed that principles of change were positively related to job satisfaction and affective commitment, that job satisfaction was positively associated with affective commitment, and that job satisfaction and affective commitment were negatively related to intentions to quit; consequently., The research also sheds light on the differential role of change management principles, job satisfaction, affective commitment in the relationship between adherence to change management principles and intentions to leave. This study, therefore, adds to the literature and broadens our understanding of the role of adherence to change in employee attitudes, such as job satisfaction, affective commitment, and intentions to quit.

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1. Introduction

1.1. Background

This study examined whether a South African bank adhered to the Ten Principles of Change Management outlined by Coetsee (2002) during a change management initiative. Since the banks are referred to as the caretakers or custodians of the community savings in this context, they must continue to develop and maintain a healthy financial position. The banking system in South Africa (SA) is highly regulated and performs favourably when compared to many other industrialised nations (Schwab,2018). This industry has changed over the last 20 years due to law, technology, and consolidation. Over the past 25 years, the banking industry has seen substantial transformation, particularly in technology and digital platforms. Based on an analysis of existing research, it appears that there is a 70% failure rate for organisational change programmes (Hammer & Champy, 1993; Beer & Nohria, 2000; Kotter, 2008; Senturia, Flees & Maceda, 2008 and Keller & Aiken, 2009). Georgiades (2015) asserts that modifications made to an organisation must be justified. Change initiatives are commonplace in organisations, implemented to enhance organisational effectiveness and efficiency while minimising resource utilisation (Burnes, 2004).

The bank where the study was conducted had a duty of care, meaning it was obligated to exercise reasonable care skills in its business operations regarding its customer base. The bank's vision was to be the leading financial services organisation in, for, and across Africa, delivering exceptional client experience and superior value. In 2021, the selected bank in South Africa underwent a restructuring process, with the branch network identified as one of the areas requiring improvement. The goal was transitioning towards a service model where branches moved away from brick-and-mortar operations and adopted a more digital platform-based business approach. This transition involved downsizing branches from two or three in one town to only one or two to better serve its clientele. The bank committed itself to aligning with the global trend of offering clients innovative initiatives and projects to achieve its broader objectives. To achieve this goal effectively, the bank recognised the need for world-class systems and leadership skills to manage its resources effectively. This study evaluated the potential impact of adhering to change management principles during change on organisational commitment, job satisfaction, and intentions to quit.

1.2. Problem Statement

Businesses have become accustomed to changes in technological advancements, the information age, and the global economy (Deloitte, 2019). However, implementing organisational change is not always easy. According to Boonstra (2022), two-thirds of total quality management efforts fail to achieve their goals, resulting in shutdown or losses. While employee and middle managers' resistance to change can contribute to this, senior leaders and managers often believe they can impose change on the organisation without considering the challenges involved (Georgiades, 2015). According to Oreolulwa and Oludele (2010), the significant changes that have been put in place, such as reducing the labour force in the banking industry during recent times, have had a detrimental influence on employees' personal and professional lives. They fail to realise how challenging it is to lead and implement change effectively. Hussain et al. (2018) state that ineffective communication and poor project management contributed to change failures. The organisation's culture poses a significant obstacle to change (Laig & Abocejo, 2021; Cameron & Green, 2019; Tabrizi et al., 2019; Djemai, 2019). Varman's (2019) research found that approximately one-third of significant change initiatives in large companies worsen the situation, half produce unsatisfactory outcomes, and less than one-fifth achieve the expected results. Liu and Whitt (2017) suggest that managers often find it challenging to implement significant changes due to the perceived complexity of the process.

Researchers and consultancy firms have developed several change management models that can improve the success rate of change projects (Errida & Lotfi, 2021). Despite many models, there is still a need to comprehensively identify these factors and bridge the gaps in understanding how to succeed in organisational change management (Burnes, 2011; Jones, Firth, Hannibal, et al., 2018). Indeed, existing models do not fully explore or display all factors that influence the success of organisational change (Burnes, 2011). Some models emphasise specific factors that are not major success factors, as demonstrated in other models. In contrast, some models incorporate factors that are not included in others (Errida & Lotfi, 2021). Therefore, the use of a single model or few models is not sufficient to cover various change situations (Burnes & Jackson, 2011), and certain factors may be omitted or neglected, which could fail if the model is inappropriate for the change context (Errida & Lotfi, 2021). Instead of looking at steps to be followed during change implementation, the

focus of this study was on adherence to change principles during change. The study also evaluated the potential impact of adhering to change management principles during change on organisational commitment, job satisfaction, and intentions to quit.

1.3. Research objectives

The primary research objective is to determine whether change initiatives in the bank where the study will be conducted in the North-West province adhered to the change management principles (Coetsee, 2002) and whether adherence or not had an impact on the job satisfaction, organisational commitment, performance and intentions to quit of the staff.

The secondary objective:

- To determine employees' perceptions of whether management followed the principles of change (Coetsee, 2002) during the recent change management initiative.
- To determine if employees' perceptions of management following change management principles (Coetsee, 2002) impacted their job satisfaction, organisational commitment, performance, and intentions to quit.
- To determine the mediation effects of job satisfaction and affective commitment in the relation between change principles and intentions to quit.

2. Literature Review

This study evaluated the potential impact of adhering to change management principles during change on organisational commitment, job satisfaction, and intentions to quit. The section below focuses on the main variables under investigation, namely change management principles, job satisfaction, affective commitment, and intentions to quit, as well as the relationship between these variables.

Change management

Luoma (2015) defines change management as an organised approach, a set of instruments and tactics for effectively managing an organisation's human resources to maximise productivity and achieve predetermined goals. Change management enables organisations to define and implement unique values, behaviours, attitudes, and norms to accomplish desired results. This approach exemplifies an event or activity that falls under the category of change management. The practice of addressing behavioural and administrative concerns arising from modifications to staff members' tasks, relationships, protocols, and other aspects is known as change management (Tarbun et al., 2018). Prominent business and change

management theorists have influenced the conceptualisation of change management implementation by developing steps to implement change successfully. In the 1940s, Lewin created a three-phase model of human behaviour change: unfreezing, changing, and freezing. Hiatt (2006) emphasises that all five objectives or aspects of the ADKAR model must be met for successful change implementation. Awareness (A), Desire (D), Knowledge (K), Ability (A), and Reinforcement (R) stand for the internal and external elements that support a transformation.

Coetsee (2002) offers a model with ten principles to consider when contemplating change. In contrast to the previously mentioned models, applying the ten principles model is an integrated, comprehensive strategy and method for managing change and turning plans into actions rather than a systematic, sequential procedure. These principles include the purpose principle, the necessity principle, ensuring and creating leadership and stakeholder involvement, the diagnostic principle, the problem polarity principle, the results-orientated/integrated principle, the align commitment principle, the diagnosis apathy, and resistance to change; the learning or new culture creation principle, and the managerial leadership monitoring evaluation and transformational leadership principle.

Organisational commitment

According to Bell (2020), organisational commitment refers to an individual's identification with and involvement in their workplace organisation. It encompasses an individual's acceptance of the organisation's goals and values, willingness to exert significant effort on behalf of the organisation, and apparent desire to continue working for that organisation. Pitaloka and Puti (2021) also define organisational commitment as an attitude that emerges from the identification that occurs when an individual perceives something, someone, or some idea as an extension of themselves. Yeh (2014) states that organisational commitment is an employee's loyalty to the organisation's goals and their acceptance and embrace of its values.

Organisational commitment encompasses three distinct dimensions: affective commitment, a strong positive emotional bond with an institution; normative commitment, the realisation of the expenses associated with leaving an organisation; and continuous commitment, the moral obligation to remain with a specific organisation (Allen & Meyer, 1990; Meyer & Allen, 1991). This study focuses on affective commitment. Informal groupings and a positive work

atmosphere foster employee commitment. Voet (2016) asserts that affective commitment exerts a more significant positive impact on businesses. High-performing employees exhibit a high level of affective commitment. Grødal (2019) posits that commitment is a dedication to the goals and principles of the organisation. They contend that when an employee identifies with the organisation's objectives and is willing to assist it in achieving them, they will develop an emotional bond with it. They maintain that employees with strong affective commitment are more likely than those with weak affective commitment to go above and beyond or exhibit exemplary organisational citizenship behaviour.

Numerous studies (Ekhsan, 2019; Hussain, 2021; Riyanto et al., 2021) have linked organisational commitment to employee attitudes. Organisational commitment appears to be positively correlated with work engagement (Farid et al., 2019; Saks, 2019; Geisler, Berthelsen, & Muhonen, 2019); organisational citizenship behaviour (OCB) (Saks, 2019; Aftab, Ali Shah, & Khan, 2020, Danish, et al., 2020); and trust (Curado, & Vieira, 2019; Akhtar et al., 2019; Jain et al., 2019). Organisational commitment is negatively correlated with deviant behaviour (Afsar et al., 2019; Baysal et al., 2020; Ahmad et al., 2020) and burnout (Santi et al., 2020; Sarisik et al., 2019; Habib, 2020). Given the aforementioned, investigating organisational commitment seems crucial. The current study examines organisational commitment as a mediator between change management principles and intentions to quit.

Job satisfaction

Job satisfaction refers to an individual's contentment and fulfilment in their work, which serves as a driving force for work motivation (Gardi, 2021), as opposed to self-satisfaction, happiness, or self-fulfilment. Gardi (2021) provides one of the most widely used definitions of job satisfaction in scholarly research, defining it as a pleasant or positive emotional state arising from the appraisal of one's job or job experiences. Zaim et al. (2012) assert that job satisfaction is a crucial component of an employee's overall well-being, encompassing emotional, cognitive, and behavioural aspects. According to Zaim (2012), behavioural components relate to individuals' work-related behaviours, while cognitive factors pertain to individuals' thoughts and beliefs about their professions. Emotional aspects are related to individuals' feelings about their work. Othman et al. (2019) define the subjective concept of affective work satisfaction as individuals' positive feelings about their jobs. Citing examples of how job satisfaction enhances employee retention, Bason (2014:) concludes that job

satisfaction is a valid and significant predictor of employee retention. Roos (2008) states there are two distinct aspects to job satisfaction: intrinsic and extrinsic. When it comes to the actual activities that need to be completed at work, an employee's feelings are tied to their inherent job satisfaction; conversely, extrinsic job satisfaction pertains to the perceptions that workers have of their immediate work environment, which is distinct from their job duties (Hirschfeld, 2000). According to Herzberg et al. (1959:), intrinsic motivators include accomplishment, responsibility, advancement, growth, and the work itself. While their absence may not always be unsatisfactory, their presence may drive job dissatisfaction. There is evidence that the two dimensions of job satisfaction have some discriminant validity regarding how they relate to other pertinent variables. For instance, Brown's (1996) meta-analysis findings indicate that the relationship between intrinsic and extrinsic work satisfaction and job involvement is more vital for the former. In scholarly research, you should avoid the use of former/latter. Be specific. Furthermore, Moorman's (1993) study's findings imply that while extrinsic job happiness lacks an adequate foundation, intrinsic job satisfaction does. Moreover, compared to extrinsic job satisfaction, intrinsic job satisfaction appears to be more influenced by hereditary factors (Bouchard, 1997).

The literature review suggests that job satisfaction impacts employee and organisational outcomes. Numerous studies (Arifin et al., 2019; Ampofo, 2020; Ekhsan, 2019; Rehman et al., 2020) have linked job satisfaction to several necessary employee attitudes. Job satisfaction is positively related to work engagement (Yandi & Havidz, 2022; Côté, Lauzier, & Stinglhamber, 2021; Ampofo, 2020); organisation citizenship behaviour (OCB) (Park & Johnson, 2019; Nelvitia 2020; Sartika, 2020; Vizano 2020); and trust (Meng & Berger, 2019; Bulińska-Stangrecka, & Bagieńska, 2021; Farrukh, Kalimuthuan & Farrukh, 2019). Research also suggests that job satisfaction is negatively related to deviant behaviour (Astuti, Maryati, & Harsono, 2020; Abbasi et al., 2020; Agrawal & Gautam, (2020) and burnout (Safari, 2020; Alzailai, Barriball, & Xyrichis, 2021; Kader et al., 2021). Based on the above, it seems crucial to investigate job satisfaction. The current study considers job satisfaction as a mediator between change management principles and intentions to quit.

Intentions to quit

This is the intention to do something specific or act in a particular way, or anything intended or planned: goal, end, or purpose (Cao et al., 2018). Bryan (2019) defines it as the willingness to bring about something planned or foreseen, the state of being set to do

something. It can also be described as an indicator of planned behaviour, especially when the behaviour is rare, difficult to observe, or involves an unpredictable time lag. Tsheole (2019) has tried to discover what influences people's intention to quit. While employers and researchers are primarily interested in actual leaving behaviour, it is suggested that intention to quit is a potent substitution indication for such behaviour. In the past ten years, the idea of employees' intention to leave their jobs has not grown, with researchers continuing to rely on the models created by Mobley (1977) and Porter and Steers (1973). Arshadi and Damiri (2013) posit that an employee's desire to quit a company is a deliberate choice to pursue alternative employment possibilities with other organisations. This decision may result from several factors and motivations driving an employee from their current position. According to Thirapatsakun et al. (2014), three primary components comprise employee turnover intention: contemplating leaving the company, planning to hunt for a new position, and taking the actual leave.

The literature review suggests that intentions to quit seem to impact employee and organisational outcomes. Numerous studies (Ahmad et al., 2020; Ekhsan, 2019; Shah et al., 2019) have linked intentions to quit to several important employee attitudes. Intentions to quit are negatively related to work engagement (Dai, Zhuang, & Huan, 2019; Karatepe, Rezapouraghdam, & Hassannia, 2020; Mazzetti et al., 2023); and organisation citizenship behaviour (OCB) (Masood et al., 2020; Manoppo, 2020; Shbail, & Shbail, 2020). Research also suggests that job satisfaction is positively related to deviant behaviour (Sender, Morf, & Feierabend, 2021; Ahmad et al., 2020; Qu, Jo, & Choi, 2020) and burnout (Santi, Nandini, & Alfiansyah, 2020; Annamalai, 2022; Maingard, 2019). Based on the above, it seems essential to investigate job satisfaction. The current study considers job satisfaction as a mediator between change management principles and intentions to quit.

Relationship between change management implementation, organisational commitment, job satisfaction, and intentions to quit

Effective change management implementation positively influences organisational commitment and job satisfaction. According to a study by Ruiters (2010), it reduces intentions to quit. As Coetzee (2002) outlines, adherence to change management principles is associated with enhanced employee job satisfaction, more substantial organisational commitment, reduced intentions to quit, and improved job performance. Meaningful commitment to the organisation is positively correlated with employee job satisfaction, as

evidenced by research from Brimhal (2019), Cahyono et al. (2020), Ekhsan (2019), and Purwanto et al. (2021). Grødal (2019) suggests that in addition to developing a sense of belonging and connection with the company, employees with high affective commitment also experience an emotional attachment to their organisation. Intentions to quit negatively affect job satisfaction, as demonstrated by studies from Madigan and Kim (2021), Labrague, Nwafor, and Tsaras (2020), and Scanlan and Still (2019). Organisational commitment and intentions to quit also appear to be negatively related, as supported by research from Ahmad et al. (2020), Guzeller and Celiker (2020), Rawashdeh and Tamimi (2020), and Ekhsan (2019).

3. Research Methodology

3.1 Sample

The heterogeneity of the chosen targeted population and the study's time and costs will be considered (Bryman et al., 2014). General staff across all towns (Potchefstroom, Klerksdorp, Ventersdorp, Wolmaransstad, Delareyville, Schweizer-Reneke, Vryburg, Taung, Mahikeng, Lichtenburg, Zeerust, Rustenburg, Phokeng, Boitekong, Marikana, Brits, and Hartbeespoort) make a total of 304 and all 304 staff will be targeted, with the exclusion of security guards and cleaning staff which form part of outsourced companies. Links to the questionnaire will be made available through the gatekeeper (HR) via the bank's bulletin board. Although the total population will be targeted, the findings will be based on the convenience sample that responds to the questionnaire. Additional characteristics of the sample are presented in Table 1 below.

Table 1: Additional characteristics of the sample

Item	Category	Frequency	Percentage
Biological	1 (Female)	128	69.9
	2 (Male)	55	30.1
Age	1 (18-21 years)	1	0.5
	2 (21-25 years)	6	3.3
	3 (26-35 years)	75	41
	4 (36-45 years)	66	36.1
	5 (46-55 years)	24	13.1

	6 (55+ years)	11	6
Tenure/service years	1 (0-3 years)	25	13.7
	2 (4-10 years)	92	50.3
	3 (11-15 years)	26	14.2
	4 (16-20 years)	16	8.7
	5 (20+ years)	24	13.1
Highest qualifications	1 (Matric)	74	40.4
	2 (Diploma)	66	36.1
	3 (Degree)	28	15.3
	4 (Post Grad Qualification)	15	8.2
Job category	1 (General Staff)	142	77.6
	2 (Supervisory Staff)	41	22.4

Table 1 above reveals that most of the sample were female (69,9%) aged between 26-35 years (41%), with 4-10 years of service (50,3%), with a (Matric (40,4) educational attainment and are general staff (77,6).

3.2 Data collection

Data collection instruments

The following questionnaires will be used in this study:

- *The Ten Principles of Change Management scale (Jackson & Ruiters, 2012) is a 10-item scale used to assess whether management adhered to the ten principles of change (Coetsee, 2002). The questionnaire used a 5-point Likert scale with anchors labelled: 1 = very low, 2 = low, 3 = average, 4 = high, and 5 = very high. Sample items include but are not limited to “The purpose for integration of the bank was identified”, “The need for integration of different competencies to make branch reductions was clarified before implementation”, “Branch and provincial leadership were strongly involved in the process of integration”, “Resistance to change was proactively managed prior to integration” and “A learning culture was promoted during the implementation of integration”.*
- *The Minnesota Job Satisfaction Short Form – The Minnesota Satisfaction Questionnaire (MSQ) – A short form developed by Weiss, Dawis, England and Lofquist (1967) was*

used in the present study. Each item is rated using a 5-point Likert scale with anchors labelled as follows: 1 = very low; 2 = low; 3 = average; 4 = high; and 5 = very high. The MSQ assessed the participants' intrinsic and extrinsic satisfaction with their jobs. Sample items measured by the MSQ include "The way my job provides for steady employment", "The chances for advancement on the job", "The praise I get for doing a job", and "The way my boss handles his / her workers". Using a single-factor approach, McCallaghan (2018) obtained consistency for the measure that ranged between 0.88 and 0.91 in a recent South African study comparing three ethnic groups.

- *Affective commitment* (Allen & Meyer, 1990). The scale measures commitment or desire to stay with an organisation out of want rather than need or pressure to conform (Meyer, Allen & Smith, 1993). The scale comprises eight items. Typical items used were "I would be very happy to spend the rest of my career in this organisation" or "I really feel as if this organisation's problems were my own". It was scored on a Likert-type scale of 1 being strongly disagree to 5 being strongly agree. A high score indicates a high level of affective organisational commitment. In a South African study, Jackson, Rothmann and van de Vijver (2006) reported an alpha coefficient of 0.88. Another South African study by Nujjoo, A., & Meyer (2012) obtained a Cronbach's alpha coefficient of 0.90 for the affective commitment scale. Ruzungunde, Murugan, and Hlatywayo (2016) conducted an international study whereby the researchers obtained Cronbach's alpha coefficient of 0.977 for the affective commitment scale.
- *Intention to Leave Scale*: This scale was developed by Rosin and Korabick (1995) and used by Akca (2017), who discovered that the scale for intention to leave has one dimension and comprises four items. Items of the scale were based on the theorisation of Blau and Blau (1989) on precursors of turnover decisions such as frequency of thoughts of quitting, intentions to quit, planning to quit, and active job search behaviour. Rosin and Korabick (1995) obtained a Cronbach alpha coefficient of 0.95 when they used this scale, demonstrating its reliability. Each item is rated using a 5-point Likert scale with anchors labelled 1 = very low, 2 = low, 3 = average, 4 = high, and 5 = very high.
- *Demographics* such as age, gender, tenure, position, and qualification will be sought to describe the sample.

Data collection process/fieldwork

First, the researcher will apply for ethical clearance to conduct the study from the NWU BS people management scientific committee and the FEMS REC. Once ethical clearance is obtained, a letter seeking permission to conduct the study will be sent to the bank's district manager via the gatekeeper (HR). Once the study is permitted, the gatekeeper will place a notice on the bulletin board. The letter will highlight the study's objectives and the ethical considerations that will guide the study. Those interested in participating in the study will then be directed to a link to the consent form that will spell out the ethical considerations applicable to this study. A click on the link to the questionnaire will be provided at the bottom of the consent form, which will indicate granting consent (this will also be spelt out specifically). No names or identifiers will be sought from respondents to guarantee anonymity. The biographic characteristics required in the survey, such as gender, age, job category, tenure, and work experience, will only be used to describe the sample.

3.3 Data analysis

A statistical analysis will be conducted using IBM SPSS. The data will be investigated using descriptive statistics, such as means, standard deviations, skewness, and kurtosis. An exploratory factor analysis will examine the validity of the questionnaire on job characteristics. Cronbach alpha coefficients will be employed to evaluate the internal consistency of the measurement devices. Pearson product-moment correlations will determine how the variables relate to one another. A 95% confidence level ($p < 0.05$) will be used to determine the statistical significance. The practical significance of correlations 0.30 (little effect), 0.30-0.50 (medium effect), and >0.50 (big effect) will be assessed using effect sizes (Cohen, 1988). Cut-off points for the correlation coefficients' practical significance will be established at 0.30 (medium effect) (Cohen, 1988). To increase the likelihood that correlation coefficients for the work engagement variables of vigour, dedication, and absorption will have practical importance, a modified cut-off value of 0.25 will be selected. Additionally, a regression analysis was done to see what percentage of the variance in the dependent variables was explained by the independent variable. The formula $f^2 = R^2 / (1 - R^2)$ provides the effect sizes in the case of multiple regression (Steyn, 1999). According to Steyn (1999), the parameters for the practical importance of f^2 were set at 0.01 (small effect), 0.09 (medium effect), and 0.35. (large effect).

3.4 Ethics

The proposal outlining the study was defended at People Management Scientific Committee meetings of the NWUBS where steps to adhere to the ethical standards were scrutinized by the scientific committee and the faculty research ethics committee members of the ethics committee who granted ethical clearance (NWU-00712-23-A4)

4. Results and Findings

The results section of this study first cover the EFA testing for factorial validity and reliability of the measuring instruments. Then, descriptive statistics for the variables are presented, and the correlations between the investigated variables are examined. Finally, the results of the mediation analysis are presented. Table 2 below reports the descriptive statistics for all variables, including mean scores, standard deviations, mean skewness and kurtosis, and reliabilities (Cronbach alpha coefficients).

Table 2: EFA and descriptive statistics of the variables (items) used in the study

Variables / Items	Eigenvalue	Variance	Cronbach	Mean	SD	Skewness	Kurtosis
Purpose				4.01	0.91	-1.64	3.09
Necessity				3.76	1.07	-1.18	0.61
Involvement				3.96	0.99	-1.46	1.93
Diagnosis				4.07	0.87	-1.71	3.74
Problem/polarity				3.77	1.03	-1.25	0.89
Result orientated				3.65	1.13	-0.93	-0.19
Aligned commitment				3.85	1.02	-1.35	1.33
Resistance				3.87	1.00	-1.36	1.42
Learning culture				3.81	1.05	-1.13	0.53
Monitor/evaluate				3.99	0.96	-1.43	1.95
Monitor/implementation				3.9	1.05	-1.26	0.96
Principles of change	8.00	72.71	0.96	3.88	0.86	-1.25	1.91
Intrinsic JS	4.41	49.11	0.86	4.05	0.63	-0.74	2.00
Extrinsic JS	4.70	58.77	0.90	3.82	0.85	-0.76	0.20
Affective commitment	3.95	79.06	0.93	4.06	0.91	-1.21	1.35
Intentions to quit	2.61	87.07	0.93	2.37	1.31	0.66	-0.92
Performance	1.86	61.86	0.69	3.81	0.84	-0.72	0.13

All items were subjected to individual EFAs to assess the measurement properties of the constructs under consideration. The EFAs indicated that all scales used in this study were unidimensional. The screen plots and a significant drop in the eigenvalues after the first factor were considered for the EFAs. The mean scores obtained for the scales and items (observed variables) of the principles of change were all above the midpoint, except for intentions to quit. These above midpoints suggest that the respondents generally perceived that management adhered to the principles of change when they initiated the last change programme at work and were satisfied and committed to the organisation. To determine if the data were normally distributed, a cut-off point of 2.00 was set for skewness (Finch & West, 1997) and 4.00 for kurtosis (Field, 2009). A skewed variable has a mean that is not centred, while a kurtotic variable indicates the presence of clustering of scores (Tabachnick & Fidell, 2001). All skewness and kurtosis values were within the acceptable range for normality. The reliability coefficients for the instruments are presented in the first column of Table 3. Nunnally and Bernstein (1994) recommend a guideline of 0.70 as an acceptable cut-off point. Table 2 shows that the coefficients were moderate to high.

Next, the focus shifted to examining the correlations between the principles of change, intrinsic and extrinsic job satisfaction, and intentions to quit.

Correlation analysis

The study's primary objective was to investigate the relationships between principles of change, intrinsic and extrinsic job satisfaction, and turnover intention among employees within a selected bank in South Africa. These correlations are presented in Table 3.

Table 3: Relation between principles of change, intrinsic and extrinsic job satisfaction and intentions to quit

	Principles of change	Intrinsic job satisfaction	Extrinsic jobs satisfaction	Affective commitment
Principles of change	1			
Intrinsic job satisfaction	0.613**	1		
Extrinsic job satisfaction	0.618**	0.733**	1	
Affective commitment	0.534**	0.603**	0.683**	1
Intention to quit	-0.004	-0.083	-0.133	-0.342**

Table 3 reveals a positive and statistically significant correlation between principles of change and intrinsic and extrinsic job satisfaction, along with affective commitment (Large effect). Additionally, intrinsic job satisfaction positively correlated with extrinsic job satisfaction and affective commitment. Furthermore, extrinsic job satisfaction positively correlated with affective commitment (significant effect). Notably, affective commitment displayed a negative correlation with intentions to quit.

Regression analysis

The study's second objective aimed to determine whether change principles significantly predict job satisfaction, affective commitment, and turnover intention among employees within a selected bank in South Africa. Separate linear regression analyses were conducted, with change principles as independent variables and intrinsic and extrinsic job satisfaction, affective commitment, and intentions to quit as dependent variables. The results of the regression analysis with intrinsic and extrinsic job satisfaction as dependent variables are presented in Table 4 below.

Table 4: Regression analysis with organisational culture dimensions as the independent variable and job satisfaction and intentions to quit as the dependent variable

Predictors	Intrinsic job satisfaction			Extrinsic job satisfaction		
	<i>B</i>	<i>t</i>	<i>p</i>	<i>B</i>	<i>t</i>	<i>p</i>
1. Purpose principle	0.27	2.64	0.01	0.05	0.51	0.61
2. Necessity principle	-0.29	-2.70	0.01	-0.16	-1.41	0.16
3. Leadership/stakeholder involvement	0.02	0.18	0.86	0.00	0.02	0.98
4. Diagnostic principle	-0.02	-0.16	0.88	0.03	0.31	0.75
5. Problem/polarity principle	0.11	0.96	0.34	0.22	1.80	0.07
6. Results-orientated/integrated principle	0.24	2.01	0.05	0.17	1.41	0.16
7. Align commitment principle	-0.05	-0.33	0.74	0.01	0.08	0.94
8. Managing resistance to change	0.11	1.04	0.30	0.00	0.01	0.99
9. Learning culture creation principle	0.04	0.35	0.73	0.12	1.00	0.32
10. Monitoring	0.16	1.34	0.18	0.26	2.15	0.03
11. Evaluation	0.14	1.14	0.25	0.02	0.17	0.87

<i>F</i>	12.319	10.864
<i>p</i>	<.001	<.001
<i>R</i>	.67	.64
<i>R</i> ²	.44	.41
Adjusted <i>R</i> ²	.41	.37
Practical significance	.79	.56

B = standardised beta coefficients

Examining Table 4, it is evident that change principles accounted for 44% of the variation in intrinsic job satisfaction, with the purpose principle ($B = .27$; $t = 2.64$; $p = .01$) and the necessity principle ($B = -.29$; $t = 2.70$; $p = .01$) emerging as the sole statistically significant predictors. Likewise, Table 5 reveals that change principles in this study explained 41% of the variance in extrinsic job satisfaction, with monitoring and evaluation ($B = .20$; $t = 4.46$; $p = .03$) standing out as the only statistically significant predictor. Additionally, the study sought to determine the influence of change principles on affective commitment and intentions to quit. The results of the regression analysis with affective commitment and intentions to resign as dependent variables are presented in Table 5 below.

Table 5: Regression analysis with organisation culture dimensions as independent variable and job satisfaction and intentions to quit as dependent variables

Predictors	Affective commitment			Intention to quit		
	<i>B</i>	<i>t</i>	<i>p</i>	<i>B</i>	<i>t</i>	<i>p</i>
1. Purpose principle	0.12	1.17	0.24	0.01	0.04	0.97
2. Necessity principle	-0.16	-1.43	0.16	-0.02	-0.11	0.91
3. Leadership/stakeholder involvement	-0.18	-1.58	0.12	0.26	1.91	0.06
4. Diagnostic principle	0.06	0.62	0.54	0.23	1.89	0.06
5. Problem polarity principle	0.10	0.78	0.44	0.00	-0.01	0.99
6. Results-orientated/integrated principle	0.31	2.49	0.01	-0.01	-0.05	0.96
7. Align commitment principle	0.12	0.81	0.42	-0.09	-0.50	0.62
8. Managing resistance to change	-0.17	-1.52	0.13	0.03	0.26	0.80
9. Learning culture creation principle	0.14	1.16	0.25	-0.05	-0.35	0.73
10. Monitoring and evaluation	0.49	4.01	<.001	-0.50	-3.40	<.001
11. Task structure	-0.20	-1.59	0.11	0.16	1.05	0.30

<i>F</i>	10.111	1.934
<i>p</i>	<.001	0.038
R	.63	.33
R ²	.39	.11
Adjusted R ²	.36	.05
Practical significance	.56	.05

B = standardised beta coefficients

Scrutinising Table 5 reveals that the change management principle accounted for 39% of the variance in affective commitment, with the results-orientated/integration principle ($B = .31$; $t = 2.49$; $p = .01$) and monitoring and evaluation ($B = .49$; $t = 4.01$; $p < .001$) emerging as the only statistically significant predictors. Table 5 also indicates that the change management principle explained 11% of the variance in intentions to quit, with the leadership/stakeholder involvement principle ($B = .26$; $t = 1.91$; $p = .06$), the diagnostic principle ($B = .23$; $t = 1.89$; $p = .06$), and monitoring and evaluation ($B = -.50$; $t = -3.40$; $p < .001$) proving to be the only statistically significant predictors.

Mediation analysis

The final objective of the study was to examine whether principles of change indirectly influenced turnover intention through job satisfaction (separate analyses were conducted for intrinsic and extrinsic job satisfaction) and affective commitment among employees within a selected South African bank. Table 6 presents the results of three separate models, each containing the direct, indirect, and total effects of principles of change on intentions to quit, with intrinsic and extrinsic job satisfaction and affective commitment as mediators. Table 6 also includes the confidence intervals for each tested model. To determine mediation effects, particular attention was paid to the indirect impacts and the exclusion of zero between the higher and lower intervals.

Table 6: Mediation effects of Job satisfaction and affective commitment in the relation between change principles and Intentions to quit

	Direct	Indirect	Total	LLCI	ULCI	R ²
Intrinsic job satisfaction						
Change principles	0.115	-0.121	-0.006	-0.289	0.041	0.010

Extrinsic job satisfaction						
Change principles	0.194	-0.199	-0.006	-0.393	-0.036	0.028
Affective commitment						
Change principles	0.382	-0.388	-0.006	-0.610	-0.230	0.162

(1)

Examining Table 6 reveals that a significant indirect effect indicates a mediating role of extrinsic job satisfaction and affective commitment, which can be confirmed in the model with change principles as an independent variable and intentions to quit as the dependent variable in three separate models for extrinsic job satisfaction and affective commitment. This is corroborated by the exclusion of zero in the confidence intervals of the indirect effects of change principles. This suggests a significant indirect impact and implies that the mediating role of extrinsic job satisfaction and affective commitment was confirmed in the tested models.

The study's first objective was to investigate the relationships between principles of change and intrinsic and extrinsic job satisfaction, along with affective commitment and turnover intention among employees within a selected South African bank. The findings indicate that principles of change positively and statistically significantly correlated with intrinsic and extrinsic job satisfaction and affective commitment. These results align with those reported by Ruiters (2010). Intrinsic job satisfaction exhibited a positive and statistically significant association with extrinsic job satisfaction and affective commitment. Extrinsic job satisfaction demonstrated a positive and statistically significant correlation with affective commitment. These findings corroborate those of recent empirical studies that have confirmed these relationships. Meaningful commitment to the organisation positively correlates with employee job satisfaction (Brimhal, 2019; Cahyono et al., 2020; Ekhsan, 2019; Purwanto et al., 2021).

The study's second objective sought to determine whether change principles significantly predict job satisfaction, affective commitment, and turnover intention among employees within a selected bank in South Africa. The results of the regression analysis with intrinsic and extrinsic job satisfaction as dependent variables suggest that change principles accounted for 44% of the variance in intrinsic job satisfaction, with the purpose principle and the necessity principle emerging as the sole statistically significant predictors. This implies that respondents were more intrinsically satisfied with their jobs if the need for and reasons for

change were clearly communicated. Additionally, the findings indicate that change principles in this study explained 41% of the variance in extrinsic job satisfaction, with monitoring and evaluation as the only statistically significant predictor. This suggests that respondents were extrinsically more satisfied with their jobs if the implementation and results of the change were monitored and evaluated.

The regression analysis with affective commitment and intentions to quit as dependent variables indicates that the change management principle explained 39% of the variance in affective commitment, with the results-orientated/integration principle and monitoring and evaluation emerging as the sole statistically significant predictors. This implies that respondents were more committed to the organisation if the selected intervention was goal-directed and results-orientated and if the implementation and results of the change initiative were monitored and evaluated.

The findings also suggest that the change management principle explained 11% of the variance in intentions to quit, with the leadership/stakeholder involvement principle, the diagnostic principle, and monitoring and evaluation proving to be the only statistically significant predictors. This means that respondents were more likely to contemplate leaving the organisation when they were not consulted, when the implementation of the initiative was not preceded by a diagnosis of the organisation's internal functioning, and when the implementation and results of the change initiative were not monitored and evaluated.

The study's final objective aimed to determine whether intrinsic and extrinsic job satisfaction and affective commitment mediate the relationship between change principles as the independent variable and intentions to quit as the dependent variable among employees within a selected South African bank. The results suggest that the mediating role of extrinsic job satisfaction and affective commitment was confirmed in the models tested. This implies that extrinsic job satisfaction and affective commitment influence the relationship between adherence to change management principles and intentions to quit.

5. Managerial Implications

The findings suggest that adherence to Coetzee's (2002) change management principles will enhance employee satisfaction, commitment, and retention. Intrinsic job satisfaction was positively influenced by the purpose and necessity principles, indicating that conveying the rationale and expected outcomes of change can foster intrinsic motivation. Monitoring and evaluation emerged as significant predictors of extrinsic job satisfaction, suggesting that

managers should closely track and assess the implementation and outcomes of change initiatives to promote extrinsic satisfaction. The affective commitment was positively influenced by the results-orientated/integration principle and monitoring and evaluation. This implies that managers should clearly articulate the connection between the change initiative and the desired outcomes while continuously evaluating the initiative's impact.

Leadership/stakeholder involvement, the diagnostic principle, and monitoring and evaluation were key factors influencing quitting intentions. This highlights the importance of involving and informing employees about change plans and seeking their input. Additionally, conducting thorough diagnoses of the organisation's internal functioning and effectively monitoring and evaluating change initiatives can help reduce turnover intentions. Adhering to Coetzee's (2002) change management principles can foster a positive organisational climate that enhances employee satisfaction, commitment, and retention. Managers should prioritise transparent communication, thorough planning, and continuous evaluation to implement change and minimise turnover intentions effectively.

To enhance job satisfaction and affective commitment and reduce intentions to quit, managers in the selected bank should adhere to Coetzee's (2002) change management principles when considering and implementing change. To foster intrinsic job satisfaction, managers must clearly explain the rationale behind the change and the anticipated outcomes. To boost extrinsic satisfaction, managers should monitor and evaluate the implementation and outcomes of the change initiative. Additionally, managers should articulate the connection between the chosen change initiative and the desired results and monitor and evaluate the initiative's impact to enhance affective commitment during change. To reduce thoughts about leaving the organisation, it is essential for managers to be perceived as involved and for employees to be consulted about the intention to bring about change. Furthermore, managers should avoid basing the initiative's implementation on diagnoses of the organisation's internal functioning. They should monitor and evaluate the change initiative's implementation and outcomes. By addressing these concerns, managers can enhance extrinsic job satisfaction and affective commitment and minimise intentions to quit due to the implementation of change.

6. Conclusions, Limitations and Future Research

The study's findings corroborate the positive association between change management principles, job satisfaction, and affective commitment. Additionally, job satisfaction and affective commitment were positively and negatively correlated with intentions to quit. Furthermore, the study sheds light on the differential role of individual change management principles in influencing job satisfaction, affective commitment, and intentions to quit. The findings also confirm the mediating role of extrinsic job satisfaction and affective commitment in the relationship between adherence to change management principles and intentions to leave. Consequently, this study contributes to the literature. It broadens our understanding of the role of adherence to change in employee attitudes, such as job satisfaction, affective commitment, and intentions to quit

Like other empirical investigations, this study has limitations. First, cross-sectional studies do not allow for cause-and-effect inferences; therefore, longitudinal studies involving the same variables should be conducted using larger samples from diverse sectors to enhance the generalisability of the findings. Additionally, surveys may introduce response bias, prompting the recommendation to reverse some items in future studies

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