

Cross-level Analysis of Organizational Change Perception and Workplace Psychological Pressure on Commitment to Change

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Abstract: Previous studies have shown that organizational change commitment has an important impact on the success or failure of change. However, the research on change commitment in the context of digital transformation is in its infancy. This study examines the cross-level mediating effect of organizational change perception and change commitment, and verifies the cross-level mediating effect of organizational empowerment on workplace psychological stress and change commitment. Based on the theory of cognition and adaptation, through 8 provinces and cities, 7 different industries, 388 middle and senior managers of digital transformation enterprises survey data, this paper explores the relationship among organizational change perception, psychological workplace stress and organizational change commitment, and investigates the moderating effect of organizational empowerment in these relationships from the perspective of incentive theory. The results show that: (1) perception of organizational change has a significant positive impact on employees' commitment to organizational change; (2) perception of organizational change not only directly affects employees' commitment to organizational change, but also indirectly affects employees' commitment to change through psychological workplace stress; (3) organizational empowerment is a significant positive moderating effect between workplace psychological stress and organizational change commitment. The results are helpful to grasp and understand the corresponding effects of employee change under the background of digital transformation, and have important reference significance for enterprises to carry out organizational change. There is a significant positive correlation between organizational change perception and organizational change commitment, and this relationship is mediated by workplace stress and organizational empowerment.

1. Introduction

In recent years, under the influence of internal and external environment development and competitive pressure, digital transformation is becoming the strategic core of manufacturing enterprises. In order to adapt to the new situation, manufacturing enterprises are active to speed up the organizational change, business innovation, and process reengineering, promote research and development, production, management, service and so on key link of the digital transformation, so as to realize open r&d system, mode of production, the flexibility of intelligent, personalized products and services and organizational boundaries, the value network, formed by digital technology as the core elements, on the basis of the open platform support, in data driven for the typical features of the new enterprise form [1]. Although it is critical for managers to effectively implement enterprise digital transformation, it is also critical for employees to accept and invest in it [2]. In fact, the digital revolution usually not easy to success, McKinsey for 1733 executives of enterprise digital transformation survey found that only 14% of people said that they have made continuous efforts in the digital transformation of performance improvement, only 3% of people said he was a full success in terms of continual change. As a result, many companies have to deal with the fact that digital transformation often doesn't work, while pushing hard on their path to digital transformation. To a large extent, the failure of the reform is not due to external environmental factors, but because the members of the organization have different ideas and reactions to the reform, and even do their best to reject the reform without knowing it. Of course, the promotion of the reform is questioned and challenged by the members everywhere [2]. Employees have their own specific ideas and assumptions when it comes to reform. If the reformers do not have a clear understanding of the ideas and assumptions of the employees, the result will certainly be unsatisfactory.

Many experiences show that the key to the reform of an enterprise is not whether the organization has a grand and comprehensive reform strategy or plan, but the psychological reaction of its members will also be one of the main factors that affect the content, process and success of the reform [3]. And because in the process of pushing for change, the staff is predictable for a change of unease and resist, as a result, the employees of the psychological course of the change is an important research topic, and organizational change are related to the behavior of members of organization change is somewhat even, organizational change is the important key factors in success and whether the changes of organization members by success [4], therefore, when the organization change, employees in the face of the change of attitude and reaction will affect employee through Shared mental models to make staff produce change promises to improve organizational performance, one of the motivation for research.

Many scholars have pointed out that organizational change has been regarded as the main source of stress in work and life [5]. In other words, organizational change can be regarded as a stressful event, and the attitude of employees in the face of this situation is a pressure processing process to adapt to the change. However, workplace psychological stress is caused by the transformation of individual traits to their working environment, and individual differences will also make different physiological or psychological responses to the stress results. Therefore, when the organization changes, the degree of psychological response generated by the working environment experienced by individuals is what this study aims to explore, and the acceptance and feeling of employees in the face of sudden pressure and threat is also very important [6]. Therefore, the second motivation of this study is whether psychological pressure in the workplace will enhance employees' perception of organizational support and their commitment to change when organizational change takes place.

Given the general members of the psychological phobia are resistant to change, so the members in the change of cognitive process, managers should know the members of the mental process, and

give full ability in time, otherwise not give the opportunity to participate in decision-making, and can not be appropriate to its real interests guarantee, against change, naturally expected normal reaction [7]. When group members for organizational goals and the value of a strong faith and accept, willing to strive for organizational interests, hope to continue to be a member in the organization, the higher their commitment will be, Get satisfaction after work can also be relatively increased [8]. Members of the organizational change will affect their perception of change of support and opposition. About workplace stress and promise promise change relations of literature, there is little research in view of the existence of the adjustment between variables were discussed, therefore, this study group assignment can be used as interference variables, and examines the impact of psychological stress and change commitment in the workplace, is to explore the third motive of this research.

In recent years, there have been two focuses of research on organizational behavior [9]. One is to explore organizational behavior from micro and macro cross-level perspectives [10]; The other is the mediation view, that is, the theory and method of analyzing the mediation mechanism of linking antecedent and consequential variables [11]. And the two kinds of research ideas, research in organizational behavior category has not yet complete integration [12], and past research to explore more with the level of intermediary factor and the relationship between variables, less discussed meso-mediational relationships, Mathieu & Taylor (2007) proposed the mediation, think the field of organizational behavior should be focus on multi-level view and mediation research ways of the integration of research, and claims by hierarchical multilevel relationships of organizational behavior, the organization behavior will make us have a more in-depth and comprehensive understanding. Cross-level model can further improve its complexity, and cross-level theories and analysis methods such as individuals, teams and organizations can be explored simultaneously [13]. Therefore, this study aims to explore the relationship between organizational change perception, organizational empowerment, workplace psychological stress and change commitment through cross-level analysis.

2. Related Research Reviews and Research Hypotheses

2.1 Organizational Change Perception

Organizational change perception, as a specific category of organizational climate, is defined as the internal environment characteristics of the organization that employees perceive that contribute to the implementation of organizational change [14]. The stimulation of organizational change to employees will produce differences in perception, which in turn derives different attitudes and behaviors of employees. The perception of change reflects a value orientation of the entire organization, and the perception of a strong atmosphere of change reflects a strong change orientation within the organization, providing an important context for employees to understand the change event they are facing. The individual's perception of situational factors is considered an important antecedent variable for the formation of change commitment and is included in the change commitment model [15]. Due to differences in positions, work teams, employment experience, etc., employees have different perceptions of the atmosphere in their organizations. MC Yu (2009) believes that the stage of enterprise change and the psychological reaction process of organization members are two sides. Therefore, the change manager must understand and grasp the psychological reaction of the organization members when facing the change. The responsibility of the change manager is to help people shed light. Under the negative psychological burden, the positive and positive emotions are enhanced, and then the energy needed to promote personal self-renewal and organizational reformation is released or created [16]. Therefore, it is theoretically reasonable to study the effect of change atmosphere perception on change commitment from the individual level.

2.2 Commitment to Change

Commitment is one of the most important variables to explain individual behaviors and work results, and refers to the power that makes individuals show behaviors related to specific goals [17]. In recent decades, organizational commitment has been widely discussed in the fields of management and social psychology, but the research topic of organizational change commitment has only recently received attention [18]. Regarding organizational change commitment, different scholars have adopted different definitions. Piderit (2000) believes that change commitment is to show the behavioral intention operation for successful change, and its focus is on the positive and intention, not just lack of resistance or less negative attitude towards the change [19]. This article adopts the definition of commitment to organizational change by Herscovitch, etc., which is widely accepted by academia. They believe that commitment to change is "a force or mode of thinking that can prompt employees to make the attitudes and behaviors required for organizational change." It is the cohesive agent that connects organizational change goals and employee attitudes and behaviors, and the most common factor influencing the failure of change projects [20]. According to this definition, organizational change commitment includes three behavioral responses—change emotional commitment, change normative commitment, and continuous change commitment. The emotional commitment to change refers to the belief and desire of employees to provide support for the change; the normative commitment to change refers to the employee's obligation and sense of responsibility to provide support for the change; the continuous commitment to change refers to the employee's perception of the possible costs of not supporting the organizational change [21].

2.3 Organizational Change Perception and Change Commitment

Organization members' commitment to change is the most basic work attitude of organization members, and it is also the key focus of organizational change [22]. The implementation process of change will affect employees' attitudes and behaviors towards change [23]. This is important for researchers or practitioners. Said are the focus of important attention [24]. Therefore, if employees perceive the communication quality of the change, the ability to lead the change, and the attitude of the senior managers to the change are the same as their own perceptions, they will have a positive impact on the change commitment. This study takes change commitment as a dependent variable to explore whether employees will affect the change commitment in the context of organizational change.

Individual's perception of change atmosphere can affect the formation and development of employees' change commitment in two ways. First of all, the atmosphere of change perceived by employees will increase their commitment to change through a standardized mechanism [25]. The theory of planned behavior points out that the pressure from social norms has an important decisive significance for the behavior intentions and corresponding behaviors of individuals. The atmosphere of change created by leaders of organizational change through meetings, propaganda, etc., actually plays the role of social norms. Secondly, the perceived atmosphere of change can increase employees' commitment to change through the intermediary mechanism of other variables [26]. Existing research has found that the positive atmosphere of change perceived by employees can enhance their positive work results. For example, when in an atmosphere of "open communication", employees' job satisfaction is higher; the changing atmosphere can improve job performance [27]. Through these positive psychological processes and work results, employees' perception of the atmosphere of change will have a positive impact on their commitment to change. In summary, suppose:

H1: Organizational change perception is positively related to its change commitment.

2.4 The Mediating Role of Psychological Workplace Stress

In 1972, Caplan and French proposed environmental matching theory. They argue that the generation of stress is determined by the surrounding environment and individual characteristics [28]. This theory not only pays attention to the balance between the surrounding environment and personal characteristics (motives, goals, values, etc.), but also pays attention to the balance between environmental requirements and personal methods and abilities. French et al. believe that as long as one of the above two balances is unbalanced, the individual will produce stress, and then produce bad psychological and stress responses. Most of the psychological stress in the workplace is due to the imbalance between the personal abilities of employees and job requirements [29]. And in the workplace, the greater the imbalance, the greater the psychological pressure. Guerrero (2012) pointed out in a research that workplace psychological stress refers to the degree of psychological response that an individual experiences in the work environment. It is hoped that by reducing employees' workplace psychological stress, they can improve their degree of adjustment to the organization and improve their work performance for smoothness. Achieve the tasks assigned by the enterprise [30].

Organizational changes will put pressure on the members of the organization, because when the job skills or positions may change after the change, and the skills of the members of the organization cannot be adjusted accordingly, it will form a sense of uncertainty about the future, which includes the expected change Post-employees' existing status loss, job insecurity, role conflicts, role load, and reduction of available resources, and even a decline in trust in the entire organization [31]; in other words, uncertainty is the possibility of inability to adapt to change, and Modifying the difficulty of personal special skills, these results will cause employee pressure [32].

Jamal (1990) research shows that fatigue, depression, dissatisfaction, and low self-esteem of work pressure are significantly negatively correlated with the value commitment of organizational commitment, commitment to effort, and commitment to retention [33]. Many studies have also pointed out that stress is negatively correlated with turnover intention, job satisfaction, and organizational commitment [34]. Yu (2009) studied the impact of stress response generated by change perception on organizational commitment. The results show that employees under organizational change have a negative impact on organizational commitment. The results show that employees in different organizations are in the process of organizational change, The overall organizational change awareness, work pressure and organizational commitment are significantly related [35]. Smollan (2015) also pointed out in the stress assessment theory constructed by the individual that whether an individual feels pressure on a stressful event, and what kind of response strategy he adopts, is determined by the individual's cognitive assessment of the stressful event[36]; The evaluation process can be divided into two parts: primary cognitive evaluation and secondary cognitive evaluation, both of which will jointly affect whether individuals feel pressured by stressful events, and then affect their strategies. As far as the psychological reaction of the members of the organization is concerned, the implementation of changes in the organization will inevitably lead to internal conflicts. The employees believe that the changes make them feel anxious and uncertain, especially related to the changes in their work, career development, and work partnerships. Therefore, in the process of organizational change, it will often bring employees uncertainty, anxiety and other pressures [37].

As many previous studies on the relationship between organizational change and pressure perception have pointed out, the degree of perception of organizational change has differences in pressure perception, that is, if the perception of organizational change is positive, the associated pressure perception will also be positive. In this way, organizational change is the driving force to promote the progress of the organization and its members [38]. Conversely, when the perception of organizational change is less clear and unsupported by members of the organization, it will present

negative feelings, and if the organization is disregarding the feelings of the members of the organization and making adjustments or improvement measures will be detrimental to the organization and its members in the long run. Therefore, this research establishes research hypothesis 2:

H2: Perception of organizational change has a significant negative impact on psychological workplace stress

Kern M (2020) research shows that fatigue, depression, dissatisfaction, and low self-esteem of work stress are significantly negatively correlated with the value commitment of organizational commitment, commitment to hard work, and commitment to retention. Many studies have also pointed out that stress is negatively correlated with turnover intention, job satisfaction, and organizational commitment [39, 40].

As far as the psychological reaction of the members of the organization is concerned, the implementation of digital changes in the organization will inevitably lead to internal conflicts. Employees believe that the changes make them feel anxious and uncertain, especially related to their work changes, career development, and work partnerships. Partly, therefore, in the process of organizational change, it will often bring employees uncertainty, anxiety and other pressures [41]. This research is to explore whether the psychological pressure of employees in the workplace will affect the situation of change commitment in the context of organizational digital transformation, so the research hypothesis three is established:

H3: psychological workplace stress has a significant negative impact on change commitment

As the organization changes, the pressure on the members of the organization also starts to kick in. Although organizational change will bring pressure to the members of the organization, pressure is not necessarily a bad influence. Organizational change may increase the organizational commitment of employees. Whether the impact is good or bad, it depends on what strategies the organization members use to respond and face. Munir et al (2013) studied the relationship between organizational change cognition, work pressure and organizational commitment, and the results showed that organizational change cognition has a partial mediating effect on organizational commitment through work pressure, which has a negative impact on organizational commitment [42]. Furthermore, Chung & Hsichou (2005) conducted a study on the relationship between employee stress perception and organizational commitment and job satisfaction in public vocational training centers. The results show that the positive perception of organizational change affects the perception of stress. The results show that if the perception of organizational change is greater Positive, its perception of pressure will be more positive, and the positive perception of organizational change will also affect the perception of pressure of organization members [43]. The promotion of organizational change will stimulate the internal subjective feelings of individual members of the organization to stimulate the stimulus of the stress response [44]. The generation of this stressor will cause the stress response, including physiological response, psychological response and behavioral response [45], The stress response will affect the personal turnover intention, job satisfaction and organizational commitment of the members of the organization, and they are highly correlated with each other [46]. And all kinds of organizational change measures, from total quality management, reengineering, right sizing, restructuring, downsizing to strategy change, Organizational redesign, system changes, etc., are tantamount to pushing employees from the "current known" to the "unknown in the future" in an uncertain situation, causing tremendous psychological pressure on employees. This uncertainty is Building on existing facts and phenomena brought about by long-term organizational changes.

To sum up, in the process of implementing digital change management, resistance is an unavoidable process. However, if it can guide employees to think and face positive perceptions, the pressure in the process of change can not only affect the members of the organization. Knowing how to resist stress, and then achieve the screening effect of eliminating the weak and supporting the

strong, may also become a source of motivation for employees to learn upward. Therefore, this study intends to explore whether the perception of organizational change will affect the commitment to change through the mediation of psychological workplace stress, and establish research hypothesis 4:

H4: Organizational change perception will significantly influence change commitment through the mediating effect of psychological workplace stress

2.5 The Regulatory Role of Tissue Empowerment

Organizational empowerment, in simple terms, is the organization's empowerment or energy to employees. It first appeared in positive psychology in the 1980s, indicating that positive energy can be given to employees through changes in words and deeds, attitudes, and the environment, so as to maximize their potential [47]. Conger et al. defined organizational empowerment from two perspectives of relationship construction and incentive construction. From the perspective of relationship construction, organizational empowerment is a process in which leaders or managers share power with subordinates; from the perspective of incentive construction, Organizational empowerment is a kind of incentive framework, which means empowerment rather than simply delegation and delegation. In the field of business management, organizational empowerment refers to the mechanism of power and responsibility that matches the positions of organization members through empowerment and reciprocal mechanisms to motivate and restrict the behavior of organization members [48]. In order to allow individuals to have continuous creativity in the digital transformation of enterprises, it is necessary to pay more attention to individual value and empower individuals to become the basis of a "symbiotic organization". At work, employees have a variety of value demands, such as flexible working hours, collaborative office software, mobile office, mental health consultation, etc. These needs show that employees need more autonomy, technical empowerment and psychological support, which is the core of organizational empowerment.

The concept of organizational empowerment is developed from the research of organization-level empowerment. Luo Zhongwei et al. pointed out that organizational empowerment can motivate and restrict the behavior of organization members through the power and responsibilities that match the positions of organization members. The transformation of organizational structure is a prerequisite for enterprise empowerment, and the transformation from organizational authorization to organizational empowerment is discussed from the enterprise level [49]. At the same time, studies on community groups such as LING point out that structure, leadership and psychology are the keys to empowering organizations and groups [50].

According to Mishra & Bhaskar, et al (2010), organizational empowerment is related to job satisfaction, loyalty, high-level management effectiveness, and positive support for organizational value [51]. It can be seen that the behavior of employees will indeed be affected by the help and guidance of organizational culture or organization to affect behavioral response. Many studies have pointed out that organizational empowerment will have a positive impact on its organizational commitment [52-54], that is to say, in an environment with stronger organizational empowerment, employees' commitment to organizational change will increase. Ferris et al. (1989) believe that when employees lack empowerment support in the organization, employees may withdraw from the organization and avoid involvement in change through resignation or absence; on the contrary, employees may remain in the organization. However, they focus their efforts on work and become supportive of the implementation of changes [55]. Just like, employees with high psychological workplace stress, the strength of their self-efficacy beliefs will affect their willingness to try to deal with specific situations, that is, when people believe that matters are beyond their own processing scope, they will feel afraid and try to avoid threats; Conversely, when they think they are capable of handling a daunting situation, people will focus on activities and show confidence. In other words,

when the organization promotes change, in a highly organizationally empowered environment, most employees will consider organizational goals as a priority. When experiencing threats and stressful situations, not only will they not be nervous or afraid, but they can even show positiveness. Xiangji's positive attitude regards it as a test and a challenge to success, and is more supportive of organizational change. Therefore, this study concludes:

H5: Organizational empowerment mediates the relationship between psychological workplace stress and commitment to change.

Theoretical model is shown in Figure 1.

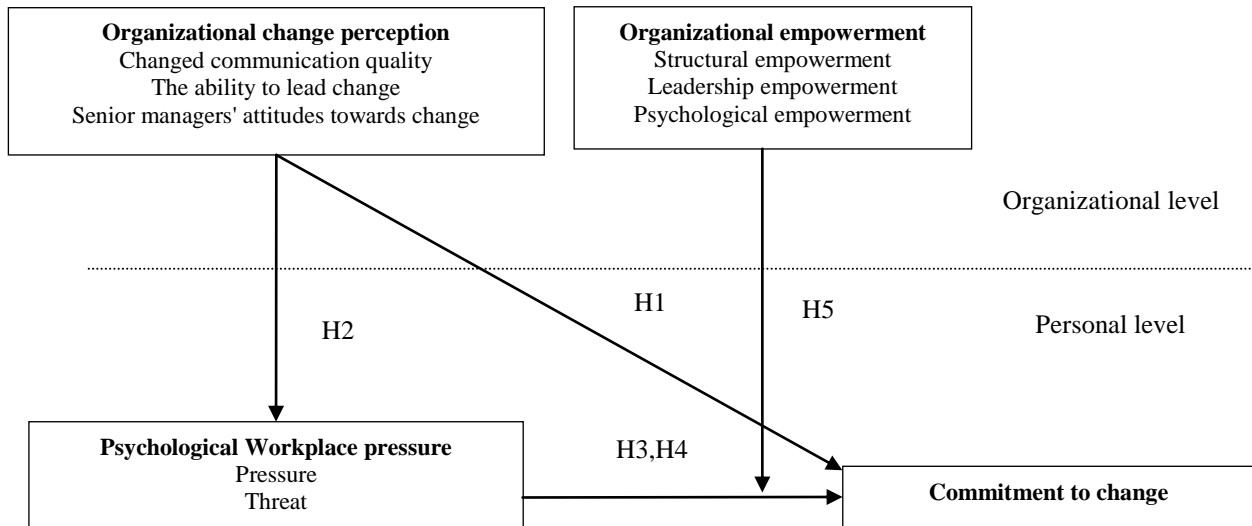


Fig. 1. Theoretical model

3. Research Methods and Research Design

3.1 Research Sample

Since this research is to study the influence mechanism between the perception of organizational change and the commitment of employee share reform in the context of digital transformation, the subject of this research is mainly middle and senior employees of companies related to digital transformation and transformation. Such organizations are affected by digital transformation. The impact of the change is relatively high, and at the same time, it is also facing greater psychological workplace stress in the digital transformation of organizations. When conducting the survey, in order to be targeted, the survey subjects are mainly for companies related to digital transformation and transformation in Jiangsu, Guangdong, Zhejiang, etc. Mainly senior staff.

3.2 Pre-investigation and Formal Questionnaire Distribution and Recovery

This article draws on relevant scales in the more mature literature on organizational change perception, change commitment, psychological workplace stress, and organizational empowerment, while making minor adjustments based on the context of digital transformation. In order to ensure that the questionnaire in this study has a good reliability and validity, a pre-survey was conducted before the questionnaire was formally issued. The pre-survey data of a small sample was analyzed, and the ambiguity was adjusted according to the pre-survey results. The subject of the pre-survey is mainly middle and senior management objects of digital transformation and transformation enterprises. According to the analysis of the pre-survey data, the formal survey adjusted the content of

the questionnaire appropriately.

This study uses a questionnaire survey method to collect corporate data. The subjects of the survey are digital transformation and transformation enterprises. The survey area mainly covers the Yangtze River Delta region (Zhejiang, Shanghai, Jiangsu Province), the Pearl River Delta region (Guangdong Province), the representative eastern provinces (Shandong Province), the central region (Henan Province) and the western region (Gansu Province and Shaanxi Province) Middle and senior managers of digital transformation and transformation enterprises in 8 provinces and cities. The survey period lasted for half a year, starting on December 15, 2019 and ending on June 15, 2020, during which 500 questionnaires were distributed. The questionnaire distribution methods include on-site distribution, email distribution, and distribution through personal relationships. Finally, 388 questionnaires were received, and 50 questionnaires were eliminated according to the invalid questionnaire standard. The remaining 338 questionnaires were used as the final questionnaires for statistical testing. The total effective recovery rate was 67.2. The statistical tables of data collected through different channels are shown in Table 1.

Table 1. Basic information statistics of interviewed companies

(N=338)	Index	Quantity	Proportion	Cumulative
Sample area	Jiangsu	87	25.74%	25.74%
	Zhejiang	66	19.53%	45.27%
	Guangdong	58	17.16%	62.43%
	Shanghai	53	15.68%	78.11%
	Henan	31	9.17%	87.28%
	Shandong	25	7.40%	94.68%
	Shanxi	10	2.96%	97.64%
	Gansu	8	2.36%	100%
Industry	Advanced manufacturing	60	17.75%	17.75%
	Electronics and Information	75	22.19%	39.94%
	biomedicine	40	11.83%	51.77%
	New energy and high efficiency	48	14.20%	65.97%
	Environmental protection	44	13.02%	78.99%
	new material	48	14.20%	93.19%
	other	23	6.81%	100%
Number of companies	More than 1000 people	30	8.88%	8.88%
	501-1000 people	128	37.87%	46.75%
	301-500 people	94	27.81%	74.56%
	101-300 people	50	14.79%	89.35%
	100 people and below	36	10.65%	100%
Years of establishment	More than 10 years	38	11.24%	11.24%
	9-10 years	32	9.47%	20.71%
	6-8 years	58	17.16%	37.87%
	3-5 years	123	36.39%	74.26%
	2 years and below	87	25.74%	100%
Enterprise size	Over 500 million yuan	59	17.46%	17.46%

	50 million to 500 million yuan	216	63.91%	81.37%
	50 million yuan and below	63	18.63%	100%
Enterprise Nature	State-owned enterprise	28	8.28%	8.28%
	Collective enterprises	44	13.02%	21.30%
	Private Enterprise	243	71.89%	93.19%
	Foreign companies	23	6.81%	100%

3.3 Variable measurement

Organizational change perception. This study refers to the scale developed by Bouckenoghe et al. (2009), and divides the perception of organizational change into three dimensions, namely, the communication quality of the change, the ability to lead the change, and the attitude of the senior managers to the change. There are 15 items in the scale.

Psychological pressure in the workplace. This research department uses Takeuchi et al. (2005) to define workplace psychological stress as the degree of psychological response generated by the work environment experienced by an individual. It is hoped that by reducing employees' workplace psychological stress, they can improve their degree of organizational adjustment. Improve work performance to successfully achieve the tasks assigned by the company. In terms of measurement tools, this research adopts the scale developed by Stanton et al. (2001). There are 15 questions in total, which are 7 questions about pressure and 8 questions about threat. From these two dimensions, we can understand the organization The level of perception of middle-level employees when faced with the threat of psychological workplace stress from organizational change. Among them, the stress dimension includes two inverse questions: "I can cope with the current work calmly and calmly" and "The current work content can relax me"; the threat dimension includes "The current work content is in my Under control and completion", "I feel comfortable and comfortable with the current work content", "I can carry out the current work content smoothly", etc.

Commitment to change. This research department uses Herscovitch & Meyer (2002) to define change commitment as a mental state in which an individual's actions must be consistent with the goal in order for organizational change to succeed; and these actions must reflect the individual's commitment to emotional change and continuous change Commitment and normative commitment to change. In terms of measurement tools, this study adopts the change commitment scale proposed by Fedor et al. (2006), with 4 questions in total to understand the behavior and response of employees to organizational changes. Including I am willing to do anything to assist the success of the company's reform; I fully support the company's reform; I have tried or tried to persuade others to support the company's reform; in the reform, I tried to fully support my supervisor.

Organizational empowerment. This research department uses Su Zhonghai et al. (2020) to deconstruct organizational empowerment into structural empowerment, organizational resource empowerment and employee empowerment. Among them, structural empowerment refers to changing the situational conditions to improve organizational efficiency, focusing on using digital technology to improve organizational structure, policies, channels, etc., and increasing flexibility and response speed, including 6 items in two aspects: deorganizing horizontal boundaries and deorganizing vertical boundaries; Resource empowerment improves the company's ability to acquire, control, and manage various resources. Digital technology has also created a new way of resource integration, including 9 topics in two aspects, including data standardization and networking of organizational resources, and automatic resource integration. item; Employee empowerment refers to the use of digital technology to promote direct communication between employees and free access to

information, which is helpful for cross-functional and cross-departmental decision making. Employee empowerment includes not only allowing employees to share information and resource decision-making power, but also helping employees improve their own skills and management capabilities, thereby enhancing employees' sense of self-efficacy and stimulating their work potential. It has 12 questions in 3 areas, including system support analysis, independent decision-making, and independent management.

Control variables. The selection of control variables at the individual level uses independent sample T-test and one-way analysis of variance to control the gender, age, education and position of the surveyed. Among them, male=1, female=2; under 20 years old=1, 21-30 years old=2, 31-40 years old=3, 41-50 years old=4, 51 years old and above=5; junior high school and below=1, High school or technical secondary school=2, junior college=3, bachelor's degree=4, master's degree=5, doctor's degree=6; management personnel=1, ordinary employees=2. At the team level, based on previous research, this paper takes the company scale and company's annual turnover as the control variables at the team level.

4. Data Analysis and Hypothesis Testing

4.1 Homologous Deviation Test

In this study, Harman single factor was firstly used for analysis. The results showed that the first factor only explained 32.08% of the variance in the factor analysis of the whole questionnaire without rotation, which was lower than the 40% cutoff value. Moreover, multiple factors appeared, explaining 69% of the variance in total. Therefore, according to Harman univariate analysis, the common method deviation is not serious. In order to further verify the common method bias, latent factor analysis was used in this study. The results showed that the fitting goodness of the model containing the common square method bias was higher than that of the model ($\chi^2/df=2.468$; NFI = 0.769; TLI = 0.821; CFI = 0.853; RMSEA=0.063 was not higher than the theoretical model without potential factor ($\chi^2/df=1.687$; NFI = 0.997; TLI = 0.996; CFI = 0.999; RMSEA = 0.042). These results agree that common method bias is not a major problem in this study.

4.2 Reliability Analysis

In this study, Cronbach's α was used to analyze the reliability. The overall Cronbach's α coefficient of the organizational change perception scale was 0.924, and the overall Cronbach's α coefficient of the workplace psychological stress scale was 0.896. The overall Cronbach's α coefficient was 0.869. The Cronbach's α coefficient was 0.904.

This is shown in Table 2. Cronbach's α coefficients of all dimensions of the formal questionnaire in this study are above the minimum standard of 0.5 as suggested by Nunnally (1978), indicating that the scales used in this study are all within the acceptable range, with small measurement errors and high internal consistency.

Table 2. Reliability analysis of the scale

Variable		Question number	Cronbach's alpha coefficient	
Organizational change perception	Quality of communication for change	15	0.924	0.836
	Ability to lead change			0.845
	Top management's attitude to			0.872

	change			
Psychological stress in the workplace	pressure threat	15	0.896	0.878 0.883
Organizational empowerment	Structural empowerment	6	0.869	0.878
	Leadership empowerment	9		0.892
	Mental empowerment	12		0.831
Change commitment	Emotional commitment	6	0.904	0.851
	Normative commitment	6		0.803
	Continued commitment	6		0.819

4.3 Validity Analysis

With the help of AMOS software, the four variables were combined in different ways to synthesize single factor, two factor, three factor and four factor models. Table 3 shows that, except for the four-factor model, other models fail to meet the requirements of fitting. The four-factor model ($X^2 / DF = 2.375$, NFI= 0.840, CFI= 0.900, IFI= 0.901, GFI= 0.883, RMSEA= 0.064) is superior to other models, and the discriminative validity among variables is good.

Table 3. Confirmatory factor analysis results

Comparison test group	Model	χ^2	df	$\chi^2 / d.f.$	NFI	CFI	IFI	GFI	RMSEA
Single factor model	Poc+Pws+Oe+C c	1678.64 3	23 0	7.29 8	0.47 5	0.51 7	0.52 5	0.63 8	0.136
Two factor model	Poc+Pws, Oe+C c	1392.37 9	22 9	6.08 0	0.56 9	0.61 9	0.62 4	0.68 2	0.112
Three factor model	Poc, Pws+Oe, C c	931.569 7	22 7	4.10 4	0.70 9	0.77 0	0.77 6	0.80 6	0.096
Four factor model	Poc, Pws, Oe, Cc	525.876 2	22 2	2.36 9	0.83 8	0.90 0	0.90 3	0.87 9	0.062

Note: POC refers to the perception of organizational change, PWS refers to psychological workplace stress, OE refers to organizational empowerment, CC refers to commitment to change, and + refers to the combination of factors.

4.4 Descriptive statistics and correlation analysis

Table 4 shows the mean value, standard deviation and correlation coefficient matrix of each study variable.

Since this study is a cross-level analysis, in order to simplify the analysis mode, the data of the team members' gender, age, marital status, education level, and service years were included into the analysis mode through one-way ANOVA, and the variables with significant influence were included into the analysis mode. The results showed that gender, age, education level and service sector's commitment to change were significantly different ($p < .001$). Therefore, gender, age, marital status, education level and service sector were included as the control variables at individual level. For the sex part, the value of male is 0, and that of female is 1. Marital status is set to be 0 for married and 1 for unmarried. In addition, this research also will level of organization of the industry categories, the number of companies, capital and annual turnover data, through one-way ANOVA (one - way ANOVA) found that the number of companies to the organization can assign a significant difference

($p < .001$), and the turnover of organizational change perception is also a significant difference ($p < .001$), so both countries will be included in as control variables, and the number of companies in the past related team study, shown as the important factors that affect team and performance (Brewer & Kramer, 1986)

Table 4. Descriptive Statistics and Correlation Coefficient of Research Variables (N=338)

variable	mean	Standard deviation	1	2	3	4	5	6
1. The gender	0.492	0.576	1					
2. Age	323.384	7.931	0.020	1				
3. Education level	1.997	0.941	0.087	-0.278**	1			
4. Position hierarchy	1.280	0.777	0.427	-0.32	6**	1	0.107	1
5. Psychological stress in the workplace	2.81	0.642	0.104	0.173**	-0.301**	0.276	1	
6. Commitment to change	3.52	0.623	0.082	0.160**	0.178	0.301	-0.167**	1
Level of organization								
1. Number of employees	378	45.01	1					
2. The sales turnover	1.78	0.654	0.328**	1				
3. Perception Of organizational change	3.23	0.780	-0.068**	-0.105	1			
4. Organizational empowerment	3.38	0.531	-0.057*	-0.072	0.501**	1		
NOTE:*** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$								

The mean and standard deviation of all variables and the correlation coefficient among variables in this study show that the team-level variables, DLMX, have a significant correlation with team work happiness ($r = -0.184$, $P < 0.01$). At the individual level, RLMX was significantly positively correlated with workplace spirituality ($r = 0.624$, $P < 0.01$) and employee work happiness ($r = 0.572$, $P < 0.01$). This hypothesis provides evidence for the establishment of a test step to verify research hypothesis testing.

4.5 Hypothesis Testing

In this study, the hierarchical linear model (HLM) was used to verify the relevant hypotheses in the research framework. During the HLM analysis, the Null model should be tested first, and then the relevant hypotheses of this study should be tested sequentially. The testing results of these hypotheses will be explained in the following sections. The results are shown in Table 5.

Table 5 Linear model analysis of change commitment hierarchy

variable	Workplace stress (M2)	Change commitment			
		M1	M3	M4	M5
Level-1					
Intercept	3.452	2.187	2.578***	1.876	2.677
Gender	-0.024	-0.165*	-0.057	-0.048	-0.049
Age	-0.007	0.009*	0.026**	0.025**	0.015**
Education level	-0.321	0.069	0.078	0.081	0.087
Job level	0.265	0.321***	0.358**	0.356**	0.239*
Workplace stress (PWS)			-0.169***	-0.173***	-0.150***
Level-2					
Number of employees	0.024	-0.049		-0.065	-0.071
Company annual turnover	0.011	0.029		0.014	0.012
Organizational change perception	-0.378***	0.367*		0.298*	0.302
Organizational Empowerment (OE)				0.028	0.203
PWS*OE					0.448**
Model variation	2178.325	2078,324	2836.518	2862.259	2057.983

POC is perceived organizational change, PWS is psychological workplace stress, OE is organizational empowerment, and CC is commitment to change

Note :(1) * $p < 0.1$; ** $p < 0.05$; *** $p < 0.01$ (two-tailed test); (2) $N = 338$

To verify that H1 organizational change perception has a positive impact on change commitment. This study examined the relationship between organizational change perception and change commitment. Dependent variables in this undertaking (change), and the level of a control variables (gender, age, position level), the level of the variables (organizational change) perception and control variables (the number of companies, the company turnover last year), the analysis Model, and the table 4 Model 2 shows that organizational change perception has a significant positive effect on change commitment ($\gamma = .387$, $p < .05$). Therefore, the establishment of H1 indicates that employees' commitment to change will be enhanced when they have good communication quality for perceived change, managers have the ability to lead change, and senior managers hold a positive attitude towards change.

To verify the negative effect of H2 organizational change perception on workplace psychological stress, this study examined the relationship between organizational change perception and workplace psychological stress. This study establishes an analysis model based on variables (psychological stress in workplace), control variables (gender, age, education level, job level) in level 1, self-variable (perceived organizational change) in level 2, and control variables (company number, annual turnover) in level 2. According to Table 4 Model2, perceived organizational change has a significant negative impact on workplace psychological stress ($\gamma = -0.413$, $P < .001$). Therefore, the establishment of H2 indicates that the perception of organizational change has a significant negative impact on psychological stress in the workplace.

To verify the negative effect of H3 workplace psychological stress on employees' change commitment. This study further examined the relationship between workplace psychological stress and commitment to change. In this study, an analysis model was established based on variables (commitment to change), independent variables (psychological stress in the workplace) and control variables (gender, age, marital status, education level, and job level). According to Table 4 Model3, workplace psychological stress has a significant negative impact on change commitment ($\gamma=-0.142$, $P <.001$). Therefore, H3 holds, indicating that psychological pressure in the workplace has a significant negative impact on change commitment.

To verify the mediating effect of H4 organizational change perception on employees' commitment to change through workplace psychological stress, this study was conducted according to the three steps of Krull & Mackinnon (2001) test of the mediating relationship. First, this study examines the relationship between organizational change perception and change commitment, which has been tested in H1. Secondly, this study examined the relationship between organizational change perception and workplace psychological stress, which was also examined in H2. Third, to examine the mediating effect of organizational change perception through workplace psychological stress, we found that organizational change perception had a negative impact on employees' commitment to change. In this study, an analysis model was established based on variables (change commitment), independent variables (workplace psychological stress) at level1, control variables (gender, age, education level, job level), and independent variables (organizational change perception) and control variables (organizational change perception, number of employees, and annual turnover of the company) at level 2. According to Table 4 Model5, workplace psychological stress has a significant negative impact on change commitment ($\gamma=-0.122$, $P <.001$). However, the original significant effect of organizational change perception in Model1 was not significant in Model5 ($\gamma=0.036$, $p>0.05$), indicating that workplace psychological stress has a complete mediating effect. Finally, the results of Sobel Test show that this mediation has a significant effect ($P =0.005$ ($P <.01$)). Therefore, H4 holds, indicating that organizational change perception can significantly affect change commitment through the mediating effect of psychological workplace stress.

In order to verify H5, in a highly empowering environment, the more psychological pressure employees have in the workplace, the more positive their attitude towards change commitment will be. Firstly, this study examines the relationship between positive psychological capital and change commitment, which has been tested in H3. Second, this study tested positive psychological capital and organizational political climate perception and change the relationship commitment, this study established dependent variables (leather commitment), and the level of a variable (positive psychological capital) and the control variables (gender, age, marital status, job level), level two of the variables (organizational political climate of consciousness) and the control variables (organizational change perception, the number of the company, the company turnover last year) the analysis of the model. According to Table 4 Model 5, organizational empowerment has a significant interfering effect on psychological workplace stress and commitment to change ($\gamma=-.557$, $P <.01$). So H5 holds. Moderating effect is shown in Figure 2.

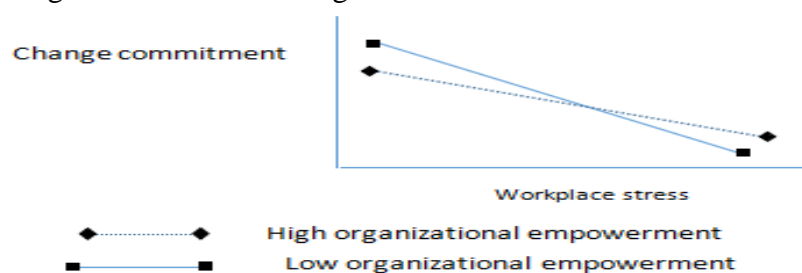


Fig. 2. Moderating effect of organizational empowerment

4. Discussion and Conclusions

The main contribution of this study is to adopt a cross-level perspective to make up for the shortcomings of previous studies that only focused on the relationship between mediators and variables at the same level. However, since previous mediation studies only focused on a certain level of research gap, this study aims to have a more comprehensive understanding of the mediation process of organizational change perception affecting employee change commitment through the cross-level mediation model. The present study also investigated the interplay between organizational empowerment and workplace psychological stress on change commitment, and examined the mediating and moderating effects of cross-level variables on change commitment. The research findings can be summarized as follows: first, employees' perception of organizational change has a significant positive impact on employees' commitment to change, which means that when employees have good communication quality for perceived change, managers have the ability to lead change, and senior managers hold a positive attitude towards change, employees' commitment to change will be enhanced; The second is that the perception of organizational change has a negative impact on the behavior of workplace psychological stress. The less clear and unfavorable the perception of organizational change is, the higher the workplace psychological stress is. Third, psychological workplace stress negatively affects the behavior of employees' commitment to change. When employees are faced with more negative psychological workplace stress caused by change, their commitment to change is lower. Fourth, organizational change perception significantly affects workplace psychological stress, and then affects change commitment through its mediating effect. Fifth, the interaction between workplace psychological stress and organizational empowerment will have a cross-level interference effect on change commitment.

The significance of these findings is that: first, there are many research only to workplace stress can have negative effects on organizational commitment, there is no research organization can assign a commitment to psychological workplace stress and change of the interference effect across levels, through hierarchical analysis, this study confirmed that the organization can really play a key role of mediation, for positive organization can provide a new study found. In addition, this study examines the cross-level mediating effect of organizational change perception and change commitment, and verifies the cross-level mediating effect of organizational empowerment on workplace psychological stress and change commitment. By using the HLM method, the cross-level mediating effect and interference relationship are analyzed. Since HLM can simultaneously analyze the influence of data from different sources on dependent variables and fully understand the interaction effect of variables at different levels, it is expected that this study will explore the frontiers of cross-level research on organizational change and organizational behavior, and more scholars will continue to explore the causes and consequences of organizational behavior in the future.

In terms of practice, the conclusions of the current research suggest to management practitioners that organizational change perception is of great significance in improving employees' commitment to change. Therefore, change managers should take positive measures to form a strong change atmosphere, including establishing a good communication mechanism, improving managers' change leadership ability, and establishing organizational culture that supports change, so as to improve their commitment to change and promote the smooth implementation of organizational change. In addition, organizational empowerment positively moderates the relationship between workplace psychological stress and commitment to change. Change managers must pay attention to employee participation and distribution of power to employees, and build a fu to the organizational structure of the system, to promote leadership can actively assigned subordinates, encourages subordinates to participate in the organization change process, improve the staff's power, power and ability to enhance the staff to overcome difficulties, undertake and complete the task of self-confidence, full display to realize the

goal of the current change of ability of organization, formed in employees a positive belief of implement the desired organizational change, resulting in increased sense of commitment to change the positive role of change atmosphere, eventually to promote the smooth implementation of organizational change.

In conclusion, the conclusions of this paper reveal the complex relationship between organizational change perception and change commitment in the process of organizational change. The results show that there is a significant positive correlation between organizational change perception and organizational change commitment, and this relationship is mediated by workplace stress and organizational empowerment. Through this study, we hope to increase people's further understanding of the formation and development of commitment to change, and give some guidance to practitioners.

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Data Availability

Data sharing is not applicable to this article as no new data were created or analysed in this study.

Conflict of Interest

The author states that this article has no conflict of interest.

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