

Organizational Justice and Employees Readiness for Change: The Mediating Role of Perceived Organizational Change

Recent studies have shown that an organization must adapt to change to succeed in a constantly changing market. However, most change efforts fail due to employee resistance to change. It is critical to address employee readiness for change to avoid employee resistance. Employees' perceptions of fair treatment by their organizations have positively predicted their Readiness for organizational change. This research aims to investigate the influence of organizational justice on employee readiness for change using perceived organizational support (POS) as a mediator. This study was carried out on the Ethiopian Revenue and Customs Authority (ERCA) and conducted with 359 employees. The study used a structural equation model and multiple regression analysis to analyze the data. The model developed explains how POS mediates the positive relationship between organizational justice and employee readiness for change. The result shows that organizational justice is a significant influencing factor on employee readiness for change. Furthermore, POS mediates the positive influence of organizational justice on employee readiness for change. This study can assist public and private organizations, as well as policymakers and practitioners, in improving and encouraging different organizational change practices in Ethiopia. Moreover, this study can also contribute to the literature on organizational change by filling the gaps in the relationship between organizational justice and employees' Readiness for organizational change. Overall, this study concludes that organizations in Ethiopia, including ERCA, should investigate the influence of organizational justice on employee readiness for change to have successful organizational change.

Keywords: organizational justice, overall justice, perceived organizational support, readiness for change, organizational change