

A research paper on the Employees Attitude towards organizational Change

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Abstract: This study focuses on employee workplace and demographic predictors to know the employee attitudes and behaviours regarding organisational change. The findings indicate significant relationships between readiness for change and workplace and demographic factors. The economic and social environment is so dynamic that without adopting to such change even the most successful organization can not survive in the changed environment. Any business in today's fast-moving environment that is looking for the pace of change to slow is likely to be sorely disappointed. In fact, businesses should embrace change. Change is important for any organization because, without change, businesses would likely lose their competitive edge and fail to meet the needs of what most hope to be a growing base of loyal customers. It is difficult for organizations to avoid change, as new ideas promote growth for them and their members. Change occurs for many reasons such as new staff roles; increases or decreases in funding; acquisition of new technology; new missions, vision or goals; and to reach new members or clients. Changes can create new opportunities, but are often met with criticism from resistant individuals within the group.

Keywords: Organizational change, Employees attitude, Job satisfaction, Job security and Commitment.

I. Introduction

Change in some way is the necessary aspect of human life is change. Change is the only constant in this world. Everything keeps on changing continuously. Change simply refers to alteration in the existing conditions of an organization. Occupational stress and organizational change are now widely accepted as two major issues in organizational life. The current study explores the linkage between employees attitudes towards organizational and two of the most significant constructs in organizational behaviour ; occupational stress and organizational commitment. This study focuses on employ workplace and demographic predictors to know the employee attitudes and behaviours regarding organizational change. Five hundred fifty six surveys out of one thousand were returned from full time academics working in public sector universities . The findings indicate significant relationships between readiness for change and workplace and demographic factors . The attitude of employees during change process in organization plays a vital role in the implementation of new ideas in the organizations. Change plays a major drawback which creates problems in all organizations. It is not a surprise that resistance to change occurs and it is the foremost reason for failure to change. According to Coch and French (1948), Kotter(1995), Kotter and Cohen (2002) many organizations had the drawbacks regarding the attitude of employees which lead to failures in change. But research had proved that some organizations had adapted themselves to change and it had provided a good outcome in organizational performance. The growing globalisation of business and increasing competition and technological advancement has led to an increasing need to change organisational policies and strategies (Hampel and Martinsons, 2009). The pace of challenges is increasing and thus organisational change is considered unavoidable (Drucker, 1999). In organisation, most problems and challenges are generated by competition, advanced technology, mergers, expansion, product quality maintenance, or enhancing employee efficiency on the one hand and rapid growth, new business ventures, exciting opportunities, innovations, and new leadership and management approaches on the other (Madsen et al., 2005, p-213). To overcome these challenges, organisations are often under pressure for survival and stay competitive in future. In such adverse environment, employee attitudes and behaviours to accept organisational change is considered important for management and change agents for successful organisational change (Armenakis et al., 1993; Bernerth, 2004). In fact, organisational change examines the capabilities of managers, employees and work environment. It affects employee attitudes and behaviours because of transferring a situation from the known to the unknown which can build up uncertainty, strain and anxiety among employees. Domain researchers focused on change that may have a serious negative impact on employee attitudes and productivity (Weber and Weber, 2001). Thus creating employee positive attitudes and behaviours researchers advocated on employee readiness as an important and dominant factor for promoting effective and successful organisational change programmes (Eby et al., 2000; Bernerth, 2004; Rafferty and Simon, 2006; Bareil et al. 2007). The dynamic concerned with organisational change is managing it effectively and successfully (Hanpachern et al., 1998). Thus managers, change agents, and researchers are anxious to deal with employees within organisations through readiness predictor variables. Literature reveals individuals as the centre

of analysis for the success of organisational change programs (Judge et al., 1999). In this regard many predictors like knowledge and skills, social relations in the workplace, organisational culture, management leadership relationships, logistical and occupational risks of change, ability to cope with change, to solve job related problems, social support; active vs. passive job; job demands, self-efficacy, appropriateness, management support, and personal valence (Hanpachern et al., 1998; Cunningham et al., 2002; Miller et al., 2006; Holt et al., 2007).

Organizational Change

Organization change takes place when a company makes an evolution from its current state to some desired expectations. Managing organizational change is the process of forecasting and implementing change in organization in such a way as to reduce employee resistance and cost to the organization while at the same time maximizing the effectiveness of the change effort. From an inactive perception, organizational change occurs as a reaction to an ever-changing environment or as a response to a current emergency situation. Change is an approach of shifting/transitioning individual's teams. It is an organization process intended at helping stakeholders to accept and hold change in their business environment in their delicate lives.

Organizational changes mainly focus on two factors namely

- Organizational factors/External factors
- Individual factors/Internal factors

Organizational/External Factors The exterior environmental factors occur outside the organization and causes changes within the organization. External environmental factors like social condition, availability of re- sources, economy, technology, politics and business scenario may influences organizational change.

Individual/Internal Factors The internal environment of an organization refers to the or- ganization structure, systems, people and performance. The internal force that influences organizational activities are em- ployee behavior and attitude.

Employee Attitude Towards Change

Thurstone, (1931) defined attitude as an influencer for or against an emotional leaning. All port, (1935) detailed attitude as a mind and neural condition of willingness, planned through knowledge, exert an instruction or lively pressure upon the individual's response to all substance and situations which it is related. Attitude is a word related to psychology, and attitude differs from person to person perception. The main focus of research on attitude concerns the nature, function of attitude and how employees mould themselves towards change. The employee attitudes can influence character to formulate the response to change. Employee attitude focused on individual attitude towards change in the organization. The attitude brings positive or negative type of activities of employees during the change process. There are two types of employee's attitude towards change. One aspect of employees may have a negative attitude towards organizational change and are more likely to re- fuse to accept the change. And the other aspect of employees have a positive attitude towards organizational change are more likely to hold up to the change. Koslowsky and Zeev (1990) commented that employees who are reliable towards the organization have a positive attitude regarding change. In other hand, employees who are not committed to the organization; has a negative attitude to- wards the change. According to Erich J. Schwarz, (2009), employees who have positive attitude towards change in the organization become valuable employees to the organization. Apfelthaler, (2008) revealed employees recognized change with valuable train- ing, which helped in the development of the employees with effective skill. Baumgartner, K (2008), described that most of the employees are not prepared for change. Employee's negative attitude towards change is due to the fear about job. They avoid change because they may be unable to cope up with change and may loose their job when organization is downsized or reshuffled with change. Meyer (2002) stated that employees who are highly pleased with the organization have no reason for reporting negative attitude without any threat in common. Contented employees themselves show greater attention in organizational change behavior in ascertaining the goals and providing precise outcome. To effectively cope with permanent change in their business organization should commonly focus on planned change. To overcome resistance to change, organization should prepare a clear arrangement and change awareness among employees in order to generate well planned work surroundings and in proportion work agenda to reduce pres- sure and insecurity. Karyn E. Trader-Leigh (2001) projected that change and or- ganization transformation is a rigid effort. Change fails be- cause surroundings are not ready to agree to change and do not well look forward to the strength on individual system. Individuals' personal and emotional impact and domination of norms, traditions, compatibility and supporting factors are the reasons to individual resistance to change. Maria Vakalo (2005) detailed of professional pressure related to negative attitudes to change. Tension created by difficult task related to burden and unfair pay, can cause negative

attitude towards organization change and therefore reside in change process. According to Westwood (1984), Gottfried (1994) and Thomas and David (2005) not only male employees' attitudes are changing during change implementation in the organization but women employees are also mostly conflicted to change in everyday practice. Leanne Cather (2009) understood that the organization change influences the attitude of both the gender according to the workplace and it entitles the things which traditions and situation, where employees resist change that determine the job fulfillment and lack of confidence for the work. Lan Coa (2013) opined employee attitude is proactively determined by the environment and their individual objective and morals. Hechanava (2003) said that in order to make change valuable, employees need to feel sufficiently skilled and knowledgeable in particularly during change supportive statement which would reduce panic and doubt and therefore, opposition to change.

Factors Affecting Employee Attitude Towards Change

Job satisfaction Locke, E.A. (1969) defined job satisfaction is the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating one's job values and it is conceptualized as a general attitude toward an employee. Job satisfaction is highly important because it is significant to the physical and mental well-being of employees, i.e. job satisfaction has relevance with human health and it is essential to understand the factors involved in job satisfaction to improve the well being of employees. Work is an important feature of employee lives and most employees spend a large part of their lives at work. Schwepker (2001), Smith, P.C., Kendall, L.M. and Hulin, C.L. (1969). Tait, M., Padgett, M.Y. and Baldwin, T.T. (1989) argued that job satisfaction is linked with job performance, workplace turnover and life satisfaction. Job dissatisfaction predicts withdrawal behaviors like turnover and absenteeism which measures the financial impact of employee on organizations. Hence measuring facet of job satisfaction can attain a complete picture of their specific strengths and weaknesses related to organization. Cascio, (1986); Mirvis & Lawler, (1977).

Job security

Myths and Reality (1994) proposed an interesting starting point to define job security as the relative assurance, owned by an employee, that he/she is shielded against damages that would result from the loss of his/her work. Morris et al., (1993) stated job security as one of the most important obstacle for change and it is directly related with the organizational commitment. Compensation and benefits' is another occupational stressor associated with negative attitude to change. Employees need to undergo sufficient training and should be educated particularly during change because job security reduces fear and uncertainty that act as resistance to change.

Commitment

Commitment is the extent to which a person identifies with and works towards organization-related goals and values. Noble and Mokwa (1999). Guest, (1987) and Storey (1992) observed that employees committed to the organization are the valuable resource to the organization. Becker, (1992) projected commitment consists of four factors such as commitment to the organization, to the top management, to immediate supervisors and to work groups. Workers who feel that the organization is committed to them are likely to have a positive attitude says Eisenberger et al, (1990), Meyer and Smith (2000). According to Mowday et al. (1979) organizational commitment is an attitude, which exists between the individual and the organization where it considered as a relative strength of the individual's psychological identification and involvement with the organization Jaramillo et al., (2005), described commitment as representative connecting stress and attitude of employees. The negative or positive attitudes are strongly related to commitment in the organization. Iverson (1996) said believed that employees who are highly attached to the organization are ready to accept organizational change. Cordery (1993), held that employees may generate negative attitude of Commitment towards change and its consequences is unwilling to deliver the change.

II. Conclusion

One of the most baffling and recalcitrant of the problems which business executives face is employee resistance to change. Resistance is usually created because of certain blind spots and employee attitudes with the technical aspects of new ideas. Management can take concrete steps to deal constructively with these employee attitudes. The steps include emphasizing new standards of performance and encouraging them to think in different ways, as well as making use of the fact that signs of resistance can serve as a practical warning signal in directing and timing technological changes. An organization must develop a new vision and a new faith in the workforce before it can approach the organizational change process. Managers must exhibit a trust in the workers to contribute to solving organizational problems, which in turn will build trust in management. The door must always be open for individuals to take an active role in improving the organization, allowing for open communication, initiative, and teamwork in problem solving.

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