

**Project Dissertation Report on**  
**EMPLOYEE PERCEPTIONS AND ATTITUDES**  
**TOWARDS ORGANIZATIONAL CHANGE**  
**(STUDY OF A PUBLIC SECTOR HOSPITAL)**

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## DECLARATION

I, **Bhanu Sehrawat**, student of MBA Batch 2016-18 of Delhi School of Management, Delhi Technological University, Bawana Road, Delhi-42 declare that Project Report on **Employee perceptions and attitudes towards organizational change (study of a public sector hospital)** submitted in partial fulfilment of Degree of Masters of Business Administration, is the original work conducted by me.

The information and data given in the report is authentic to the best of my knowledge. This report is not being submitted to any other University for award of any other Degree, Diploma and Fellowship.

Bhanu Sehrawat

Place: New Delhi

Date:

## **CERTIFICATE FROM THE INSTITUTE**

This is to certify that the Project Report titled **Employee perceptions and attitudes towards organizational change (study of a public sector hospital)**, is a bonafide work carried out by **Ms. Bhanu Sehrawat** of MBA 2016-18 and submitted to Delhi School of Management, Delhi Technological University, Bawana Road, Delhi-42 in partial fulfilment of the requirement for the award of the Degree of Masters of Business Administration.

Signature of Guide

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## **ACKNOWLEDGEMENT**

Firstly, I would like to thank Dr Meha Joshi (Assistant Professor, Delhi School of Management, DTU) for extending her valuable time in guiding me towards making my project a reality. Her constant mentoring, encouragement and impeccable insights have been crucial in completing this project effectively.

I gratefully acknowledge my profound indebtedness towards the PMO, Civil Hospital, Gurgaon for allowing me to visit the facility and gather ground information from the employees.

I would also like to thank all the employees at the hospital who graciously made time for interacting with me and helped me understand their honest opinions.

## **EXECUTIVE SUMMARY**

This study examines the attitudes and perceptions of employees during any organizational change, based on their hierarchical position in the company. Based on prior research and literature review on organizational change, we predicted that higher-level employees tend to respond more favourably to change, and that their attitudes and perceptions would be different from those at lower levels in the hierarchy. This led to the following research question:

*Do employees' attitudes and perceptions during any organizational change differ across various hierarchical levels?*

The measurement method used on the same organizational sample was a structured questionnaire. A public sector hospital was visited. Semi-structured interviews were conducted with the employees and questionnaire responses were collected. The data was then analysed through charts and Annova data analysis technique.

Results showed a partial confirmation of the hypothesis. Higher-level employees displayed a positive attitude on several indicators. In fact the lower level employee also showed positive attitude towards change with only a few deviations from the behaviour of the managerial staff. Employees tended to be more convinced that the changes employed would positively influence relations and working of the organisation and believed that the change was necessary. They had less fear of the change affecting their own position in a negative way.

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# 1. INTRODUCTION

## 1.1 Industry Profile

India's public health system consists of a set of health-care facilities which are state owned funded and resourced by the Indian government. While a few of them are tracked by central government agencies, some are controlled by the governments of Indian states. The governmental ministry which controls the central government interests in these institutions is the *Ministry of Health & Family Welfare*. Mostly, such treatments in these institutions are fully or partially subsidised. Thus there is much governmental spending on health care in India.

The facilities are:

- All India Institutes of Medical Sciences owned and controlled by the central government. These hospitals have specialized facilities and are referral hospitals. All India institutes which are functional are All India Institute of Medical Sciences, New Delhi, AIIMS Bhopal, AIIMS Bhubneshwar, AIIMS Jodhpur, AIIMS Raipur, and AIIMS Rishikesh.
- Regional Cancer Centres are controlled jointly by central and state governments, and these are mainly cancer care hospitals as well as research institutes.
- Government Medical Colleges are referral hospitals, which are owned and managed by respective state governments.
- District Hospitals or General Hospitals: These hospitals serve respective districts (administrative divisions in India) and are managed by respective state governments.
- Taluk hospitals: Taluk level hospitals serve respective taluks (administrative divisions in India, and smaller than districts).and are controlled by the respective state governments
- Rural hospitals and Block Primary Health Centres – These are mostly one or two in a Community Development Block, in those states where they are running as administrative sub-districts like Taluks.
- Community Health Centre CHCs: Community Health Centres are available is basic health unit in the urban areas.
- Primary Health Centres: The basic units are generally at the panchayat level, serving with basic facilities, especially in rural areas of India.

- Sub-centres: The most basic units of health in villages; first point of contact between villagers and public health care system in India.

## **1.2 Organization Profile**

Civil Hospital, Gurgaon was established under the Haryana Government's Health department. Their mission is to improve the quality of life of people by giving better Health Services, so as to help people improve their productivity and reduce danger of diseases and injury in a way which is less costly and which helps to establish long-term relationships with groups and individuals. This would enable them to keep working to attain optimal health. The department aims at providing cost-competitive health promotion services at par with patient's satisfaction as well as accountability.

The change that the hospital has recently observed which is the basis of this study is the organisation wide automation of several department operations and maintenance of patient records online.

## **1.3 Objective of the Study**

The objective of this project is to observe if there is a difference in the perceptions and attitudes of employees who fall in different hierarchical levels with regard to organisational change. By reviewing literature and theories available we have formulated this research question which we will try to answer through this study.

'Does the perception and attitude of employees towards organisational change vary when they belong to different hierarchical levels in the organisation?'

## 2. CHANGE MANAGEMENT

The dictionary meaning of change management is the management of change and development within a business or similar organization. Its origins can be traced back to the early 20<sup>th</sup> century. Change management studies became popular with the advent of industrialization in the 1900s where a sharp increase in production caused a demand to understand the organisation a little better.

There exist many models that try and describe the change management process. Let us now discuss a few models that are widely used.

### 2.1 Lewin's Model

Lewin's *Force field analysis*, is one of the most pioneering works on change management. It identifies on two major forces namely, driving forces and resisting forces. According to him, these forces work against each other in an organisation dynamically before finally reaching a stable state. Any imbalance which might occur in this state of stability can cause change (Burnes, 2004).

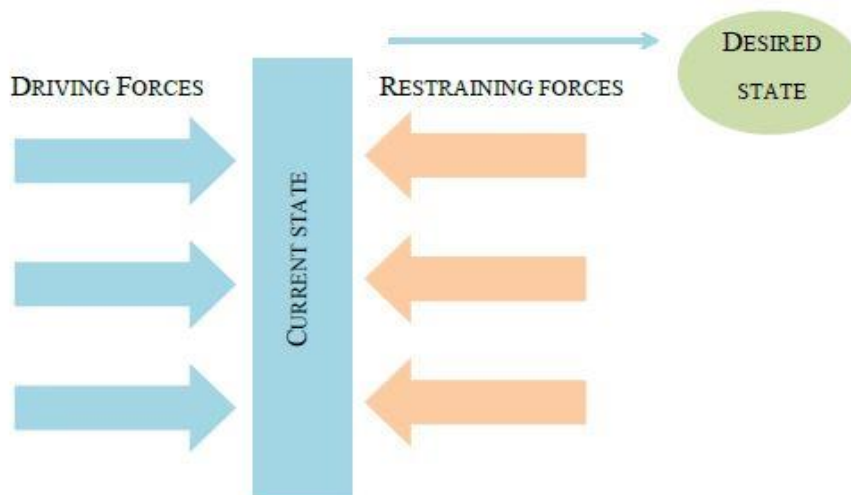


Figure 1: Lewin's Model. Source: Burnes (2004).

Lewin's approach is based on four inter-linked factors: *Field Theory*, *Group Dynamics*, *Action Research* and *the 3-Step model* (Burnes, 2004).

He believed that getting a good hold of the concepts and principles that govern the dynamics of a group was key to make people believe in change and committing them towards changing their behaviour. Lewin introduced an action research in his paper *Action Research and Minority Problems* (Lewin, 1946). In this paper he stated that for a successful implementation of change we need to understand the given situation and then find a solution for the same.

In his 3-step model, he proposed that any process of change has 3 stages: *Unfreezing*, *Changing* and *Refreezing*. The first stage involves creating a right environment to promote and facilitate the desired change. The next stage is the changing state which involves a change in the roles and identities of employees. The last stage which is the refreezing stage, one solidifies the desired change to make it permanent and sustainable.

The model is given below

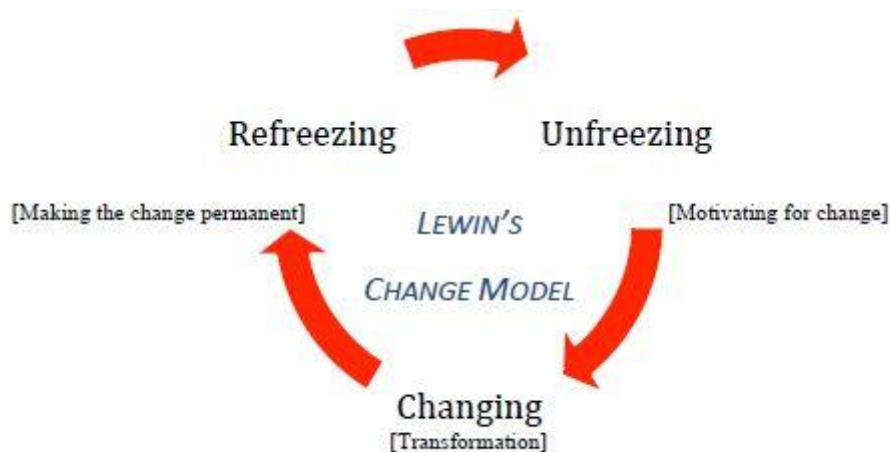


Figure 2: Lewin's three step model. Source: Burnes (2004).

## 2.2. Kotter's 8 Step Model

Kotter in 1996 gave an 8-step change model. It closely consistent with Lewin's model and he said that most organisations undergo a series of steps to increase their chances of creating a successful change.

1. *Establishing a sense of urgency*. It is very essential to establish among employees in the early stages itself that the change proposed is necessary. If the people don't understand the need for change they are more likely to be strongly resistant to it. This resistance further causes hindrance in the implementation.

2. *Create a guiding coalition.* Kotter stressed on the importance of creating a group of people who will in turn communicate the need, plan and the benefits of the proposed change. These people must feel strongly motivated towards the change and must be able to motivate others for the same. It is essential to get the right kind of people for this group. They should belong to the right hierarchical level with good expertise and leadership and communication skills.

3. *Develop a vision and strategy.* It is crucial for organisations undergoing change to have definitive goals and objectives for the change process. According to Kotter, failure to do so leads to ineffective change implementation.

4. *Communicate the vision for change.* It is crucial for everybody in the organisation to understand why the change is necessary. Employees need to get involved as successful change can only happen if there is clear communication and involvement on behalf of the employees.

5. *Empower action.* In order to initiate a change, firstly all obstacles need to be removed, and we need to create a dialogue among the members of the organization. This requires managerial support and employees can also be incentivised for their contribution.

6. *Generate short-term wins.* Change processes are usually lengthy and tiring for employees involved. Hence it is crucial to create short term goals as these wins will motivate the employees and build a positive momentum. Such practices increase morale amongst members as people get a sense of accomplishment, which can motivate them to finish the tasks in hand.

7. *Consolidating gains and producing more changes.* It is essential to keep evaluating progress of the change process. At the same time we need to keep assessing and re-evaluating the goals and objectives after the current ones have been met. If the objectives have not been met we need to examine the causes for the same and then take corrective measures. These corrective measures can be introduced as a new plan of action.

8. *Anchoring new approaches in the culture.* Similar to the “freezing” stage of Lewin, Kotter emphasized on the importance of making a successful change permanent. This can be achieved by imbibing the changes into the organisational culture.

### 2.3. Bridges' transition model

Bridges in 2009 proposed a model which focused on the reluctance of people when asked to adopt a change or go through a transition.

According to him, employees in an organisation tend to not be very accepting of transitions and struggle with changes that come with it. According to him there exists a difference between change and transition. Change is the circumstance whereas transition is the psychological aspect of feelings and reactions to that particular change. Bridges claimed that most change recipients go through several stages. In his framework, he identified three specific emotional stages which were interdependent in nature and usually intersect. The three stages are: letting go, neutral zone and new beginning.

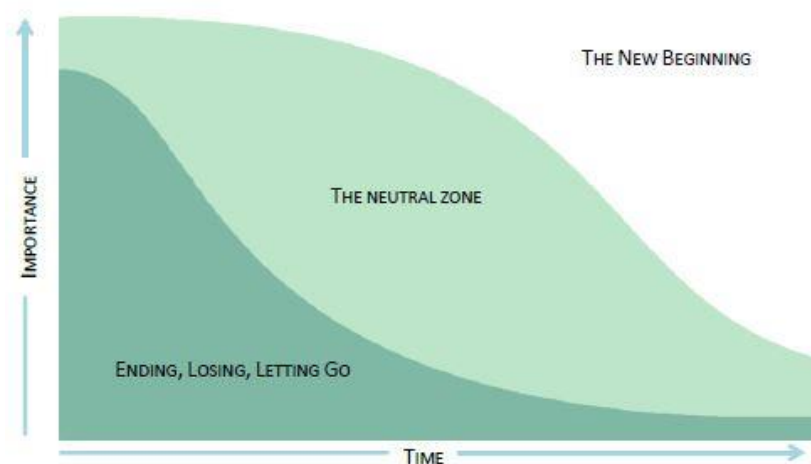


FIGURE 3: BRIDGES' MODEL. SOURCE: BRIDGES (2009)

To start with a new stage, members need to let go of a few things like aspects of the organisational culture, relationships with co-workers etc. employees need to be prepared for the feeling of loss that they might have due to change.

The second stage is neutral stage. Here the employees transition from old methods but are yet to begin with the new ones. This is the stage where they require support and guidance from the top management.

The final stage is new beginning. This is where new methods are finally adopted and changes are made permanent and acceptable.

### **3. ORGANIZATIONAL CHANGE**

Organizational change is defined as the process of changing the strategies, business processes, technology involved or culture of the organisation. It can be defined as continuous renewal of the organisation's processes for achieving the desired outcomes.

#### **3.1 Types of Change**

Changes can be broadly classified into the following categories.

(i) Downsizing and Restructuring

In business, downsizing is a term used for reducing the workforce or removing any division or department to gain profitability. It is also called the process of trimming the fat and is done by radically redesign the job profile of the employees. This leads to increased productivity and enhanced efficiency. Restructuring involves dramatic changes like mergers, removal of unprofitable divisions and team restructuring to increase productivity, competitiveness advantage and reduce any overheads.

(ii) Mergers and Acquisitions

Mergers and acquisitions refer to the process where two companies integrate their operations and ownership to form one different organisation all together. Mergers involve combination of organizations where neither one of them is the acquirer. They are usually more synergetic in nature. They promote diversification on the company's part and thus improves its financial strength.

(iii) Culture Change

Organizational culture is an important ingredient in the company's environment. Cultural changes are generally long term in nature and affect the outcomes on a very basic level. They can include activities like modifying employee behaviour, changing the way customers are handled, changing the power dynamics of the company etc.

### **3.2 Communication**

People usually are fixed in their ways and tend to hate any changes. The only way to promote changes in an organisation is by creating a trustful environment where the need for change is expressed and explained logically through reports, case studies and facts and numbers. But this message can only be driven through by the top management. Information through one source especially a credible one creates an air of believability and removes lingering doubts. Proper and effective communication tend to reduce anxiety among employees regarding change and help them understand why it is happening what is happening. Sharing the proper objectives of the change plan and sharing the new vision of the organisation the leaders can reduce the employees' resistance to change.

### **3.3 Conflict**

Employees may have some difficulty in getting away from the old organisational practices and beginning a new chapter. Organisational changes basically forces them to work in a different manner than what they are used to. This creates a highly stressful environment where there chances of conflict arising among employees or between employees and managers

### **3.4 Resistance to Change**

For most people change is hard as they are reluctant to move away from their habits. They believe that there is no need to mend what is not broken. The subject of resistance to change is highly talked about and is directly related to one's attitude. Resistance to change on employees' part is one of the most common reasons for failure of change implementation.

Employees tend to resist change as they are afraid to lose something of value to them. The resistance can also occur due to any miscommunication or general low tolerance towards change. They fear loss of their current status quo and are reluctant to get out of their comfort zone.



## **4. EMPLOYEE PERCEPTIONS AND ATTITUDES**

Researchers working in the field of change management agree that most changes fall apart and the success rate of change initiatives is not very good.

One of the causes for such an abysmal rate of success is the resistance on behalf of the employees. The biggest reason for change failure is generally the human factor i.e. the behavioural patterns and the attitude of the employees.

### **4.1 Perception and Attitude**

The term attitude is generally defined as the psychological tendency which is expressed by evaluating a particular entity with some degree of favour or disfavour. For example, employees tend to have certain preconceived notions about change which might hamper his perception of it at this point it becomes the responsibility of the management to manage these perceptions and promote favourable attitude.

Perception is a concept which is based on attitudes which are generally known to influence perceptions. Perception is "the process through which people tend to interpret and organize sensations to produce well-defined and meaningful experiences of the world". For example, any employee who generally has a bad attitude towards change will be influenced by the way he perceives it.

### **4.2 Hierarchical Level**

Employees tend to use their professional identity as a primary means for organizational and social identification which means that they identify themselves as members of a group that is based on their specific job-role or status in the organization. Many studies have found differences in the reactions, perceptions and attitudes of people based on their hierarchical status.

There are three major groups of stakeholders involved in any organizational change: change strategists, change managers and the change recipients.

Non-supervisors are those who do not have any managerial tasks. They are more likely to be the most affected by a change. This group is the least influential. Supervisors or managers have managerial responsibilities, and are one level up from the non-managers. This group takes care of the implementation of any change initiative. They can potentially find themselves in a difficult position between the non-managers and executives. Executives/senior managers/change strategists are at the top of the hierarchical level who are responsible for planning and strategizing any change initiative. They have a lot riding on successful change implementation.

Higher-level and lower-level employees tend to differ in their perceptions and attitude towards change. Managers are focussed on implementation. Lower level employees are more worried about how these changes might affect their work and their position in the organisation

## 5. RESEARCH CONCEPTS AND PROCESSES

Any scientific research is a systematic process which focusses on collecting information for any kind of analysis which comes to a meaningful conclusion at the end. Research involves the following steps:

### Step 1: Problem Identification

The first step is identifying the problem and then developing a valid research question around it. The problem may be anything that the researcher thinks is an issue, he then collects information about it after which he works towards identifying a trend which might exist at a national level.

### Step 2: Literature Review

After we have identified the problem in its entirety, the researcher starts to learn more about the problem he intends to investigate. For this he starts going through all the previous literature that might be available for this problem. This step is what forms the entire basic knowledge base for solving the problem in hand. Reading up on the topic through various papers and literature available helps the researcher in getting up to speed on what kind of work has been previously done on the topic in consideration, understand how studies were conducted and what kind of results and conclusions were drawn.

### Step 3: Clarifying the Problem

There are occasions where the problem statement decided after the first step is too big in its scope. We need to focus the problem statement to a much narrower field. This is done when the researcher has performed due literature review and has gained some clarity on the same. The learning he gains from going through the literature helps him in reducing the scope of his project and getting more clarity about what exactly needs to be done.

### Step 4: Defining the terms and concepts clearly

Terms and concepts are what we use to define the reason behind the study and describing it. They need to be specific to the project. This is essential because sometimes

they have different meaning for different people and this might cause some misunderstanding depending on who is going through the report. By being more precise we can combat this issue. Things like these also make reading and understanding of the study much easier. It makes data collection much more streamlined.

#### Step 5: Defining the Population for sampling purposes

Most projects focus on a certain group of people which share a particular set of common traits. They could be employed in the same sector, they can be of the same region or may share any other numerous demographic, cultural or economic characteristics. The problem statement helps the researcher in realizing exactly what kind of people he requires for his study, what kind of traits they should have, whether they should belong to any specific strata of the society or professional group. This helps in improving the effectiveness of the research to be done making it more relevant and precise. By properly identifying the population the researcher finds out that the conclusion and outcomes of this study will apply to whom.

#### Step 6: Developing of an Instrumentation Plan

Instrumentation plan is what a plan for the research study is called. It is a road map which guides the execution of the entire project. It defines who will take part in the study, how, what and when the required data will be collected and how the possible analysis will be done. An instrumentation plan describes all the series of steps that are to be performed for completing the study. This plan helps the researcher in staying on the right track and not wavering or going beyond the scope of the study.

#### Step 7: Data collection

The study actually starts with the process of data collection. After identifying the right kind of population we start collecting responses regarding the kind of information that we need. This information can be gathered in various forms such as interviews, questionnaires, observations etc. one can also receive information and data from previous researches conducted.

#### Step 8: Data analysis

The final step of any research study is data analysis. This step is where the researcher finally tries to answer the research question he formed at the beginning of the study. The researcher decides what method he will use for data analysis, performs the analysis,

gets it reviewed and finally presents the results and conclusion.

## **5.1 Types of Research**

Primary research is the research that has been carried out in this particular study. It usually involves getting the responses from the population first hand through instruments like interviews, observations and questionnaires. Another type of research there exists is secondary research. Secondary research involves collection of the already gathered data from any other data collection source or any previous study that has been conducted which has the relevant data from the group of people we intend to target as well.

Research can be basic or applied in nature.

### Basic Research

Basic research is generally done for knowledge enhancement and enrichment. It is done to add to the already existing information about any specific field of interest. It is research in its more raw, fundamental and pure form. These kind of research can be very time consuming and costly.

### Applied Research

It is generally performed to help solve practical problems. The objective of such researches is to improve the standard of human life. It does not involve knowledge acquisition just for the heck of acquiring knowledge. Such researches are large scale and involve high monetary stakes. They usually require funding from organizations like UN, governments and big public corporations. Sometimes applied research is also termed as investigative research as it involves investigating the current situation and finding a solution to make it better.

## **6. RESEARCH METHODOLOGY**

### **6.1 Primary Research**

Primary research is the research that has been carried out in this particular study. It usually involves getting the responses from the population first hand through instruments like interviews, observations and questionnaires. This study involves conduction of a primary research at a public hospital.

### **6.2 Survey Methodology**

In this study a survey was conducted at Civil Hospital, Gurgaon. The survey was conducted in the form of a questionnaire that was circulated among the employees and they were asked to fill it anonymously.

Surveys involve analyzing the samples of respondents and the information collected from these samples. They involve asking the respondents few questions and studying their respective responses in individual and collective capacity. Surveys are conducted to draw statistical inferences from the sample information collected.

Opinion polls, market research surveys, public sector and government study surveys are all examples where generally surveys are used for data collection.

## **7. ANALYSIS AND DISCUSSION**

### **7.1 Introduction to the case**

The purpose of this study was to examine the employee attitude and perception towards organisational change especially in public sector. The sector picked for this study was healthcare and hospitals. For the conduction of this study we used survey methodology which is a process through which can collect data and information from a large scale population. Surveys help us in evaluating the individual responses and their collective trends.

### **7.2 Data Collection Sources**

A survey-based questionnaire was used to collect data for this study. Firstly the participants were asked to identify the change they were currently going through in their organisation. The questionnaire had 29 questions which were then succeeded by 6 questions about the respondent's background. The source of data collection in case of this primary research study is the employees working at Civil Hospital, Gurgaon. The hierarchical level of the respondents in the organisation ranged from entry level executive to the various managerial positions. The purpose of this study was to measure the variables like attitude and perceptions of people. The questions can be said to be a kind of stimulus for the respondents and their responses can be the way they react to these stimuli. The questions were in a 7-point likert scale format. This scale was used to get more precise and accurate responses from the sampled population.

Information theory clearly states that a larger number of levels in the responses help us in collecting more in depth information about the more underlying perceptions of an individual. Since we intend to find out information about the subjective variables about human nature such a high response level can provide much accuracy.

Before circulation of this survey, the validity of this questionnaire was checked by interacting with the employees and taking their feedback. Proper permissions were taken from the PMO of the hospital and then the responses were collected on-site and in person from each respondent which helped me understand the attitude of the employees a lot better.

### 7.3 Data Analysis and Techniques

40 employees took part in this study. We think this is a sufficient amount of responses as in all scientific studies it is important to get enough people that it is representative of the population to be measured. However, we found that the sample we went for was satisfactory in size as it was consistent with the findings of Anderson and Vingrys (2001) which show how small samples can be used to show reliable results when chosen from a selectively normal population under a very specific set of rules.

#### 7.3.1 Background of the participants

The background of participants can be presented as follows:

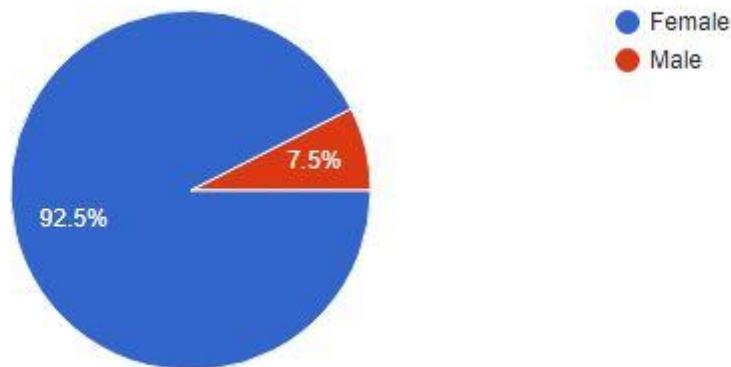


Figure 4: Gender

Out of 40 participants 92.5% were women and 7.5% were men.



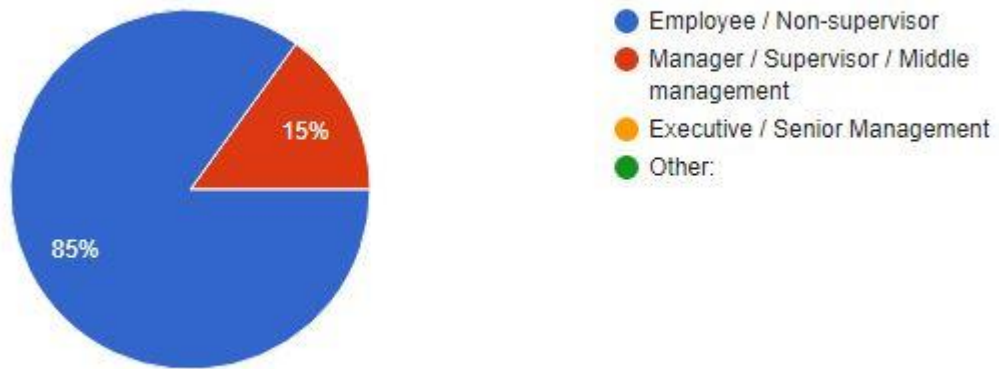


Figure 5: Hierarchical Position

As can be seen in Figure 5, out of all 40 participants, 15% were managers and or supervisors and 85% were non-supervisors.

### 7.3.2 General attitude towards change

#### 7.3.2.1 I feel that change brought about was essential:

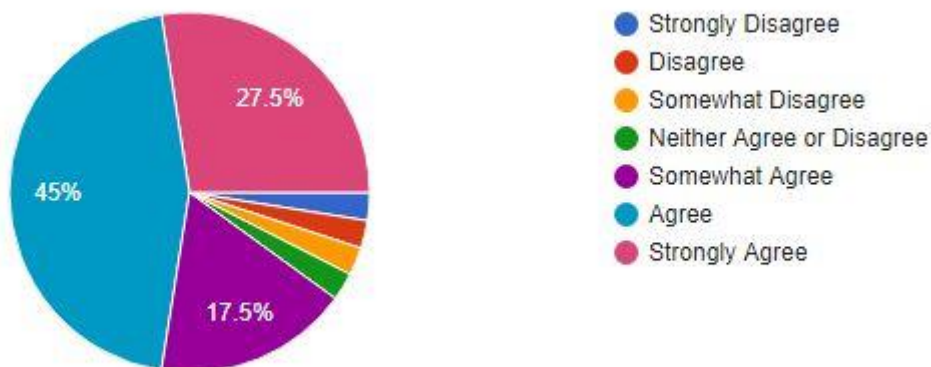


Figure 6: I feel that change was necessary

From the above figure we can see that 90% of the respondents felt that change was necessary while 10% respondents either disagreed or neither agreed nor disagreed.

#### 7.3.2.2 I think that changes in this organization, in general, tend to work well:

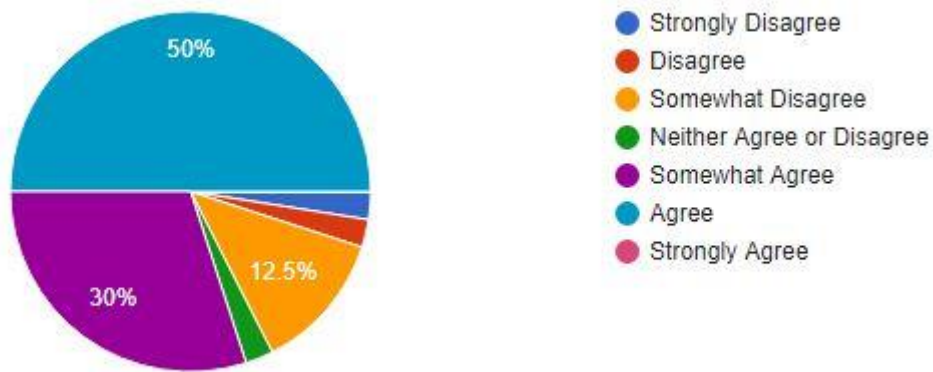


Figure 7: I think that changes in this organisation, in general, tend to work well

When asked if they thought that changes in their organization, in general, tended to work well, 80% of participants generally agreed with the statement, 12.5% somewhat disagreed, and the rest either disagreed or neither agreed nor disagreed as seen in Figure

#### 7.3.2.3 It is really not possible to change things around here:

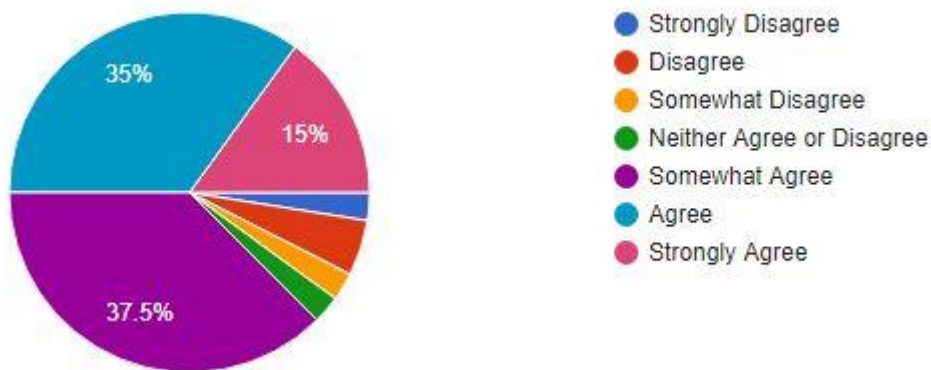
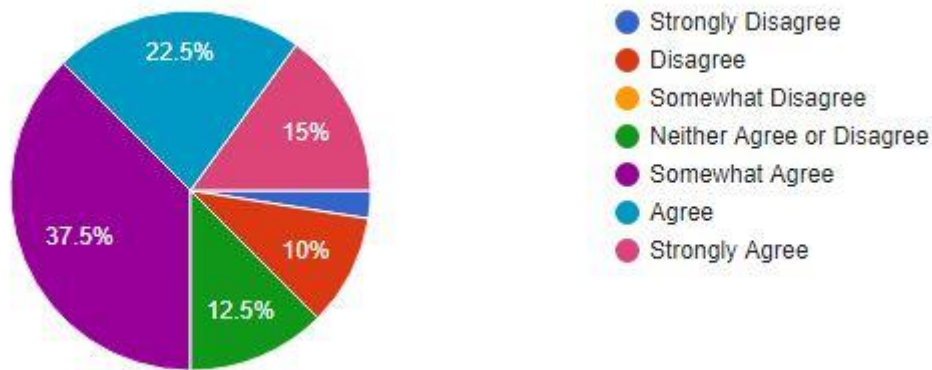


Figure 8: It is really not possible to change things around here:

From the figure we can see that about 87.5% of respondents generally agree with this statement whereas the rest either disagree or neither agree or disagree.

#### 7.3.2.4 Changes seem to create more problems than they solve



The figure clearly shows that 37.5% of participants somewhat agreed that changes seem to create more problems than they solve, 32.5% participants generally disagreed with the statement.

#### 7.3.2.5 I fear that the change might affect my position in a negative way:

As from the figure given below we can see that 57.5% participants generally agree with the statement while at least 35% participants generally disagree.

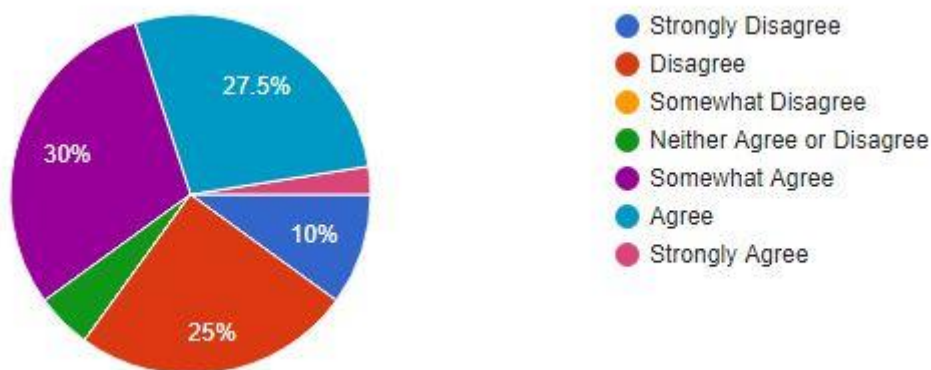


Figure 9: I fear that the change might affect my position in a negative way

#### 7.3.2.6 I believe that the change fits well with the overall company culture:

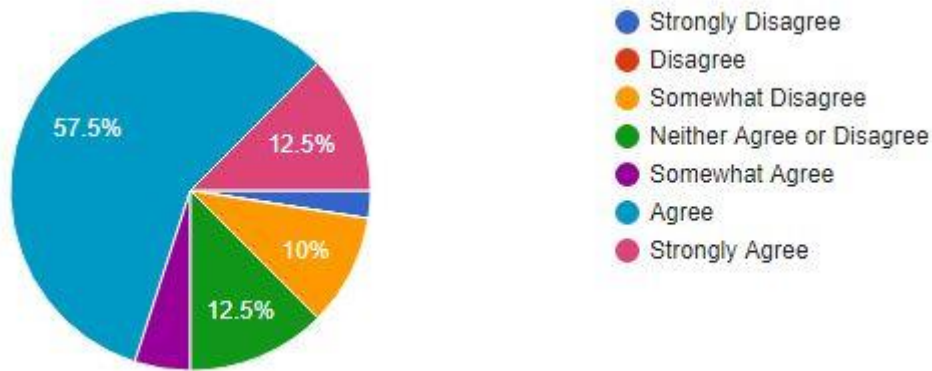


Figure 10: I believe that the change fits well with the overall company culture

From the above figure we can see that 70% participants generally agree with the statement while 12.5% neither agree nor disagree and 10% somewhat disagree with the statement.

#### 7.3.2.7 I think the change might cause uncertainty about work-roles in the company:

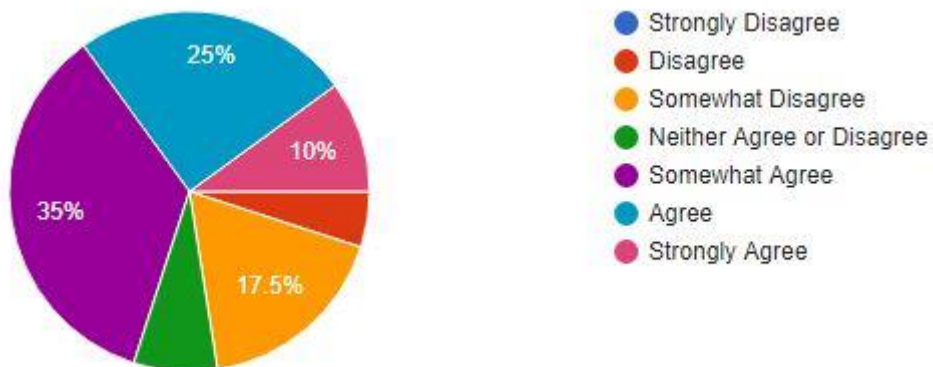


Figure 11: I think the change might cause uncertainty about work-roles in the company

The above figure shows that when the participants were asked whether they thought that change will create uncertainty regarding their job role, 70% generally agreed with it, while 17.5% somewhat disagreed with the statement.

### 7.3.3 Emotional and attitudinal issues

#### 7.3.3.1 I believe the change process will positively influence relations between me and my co-workers

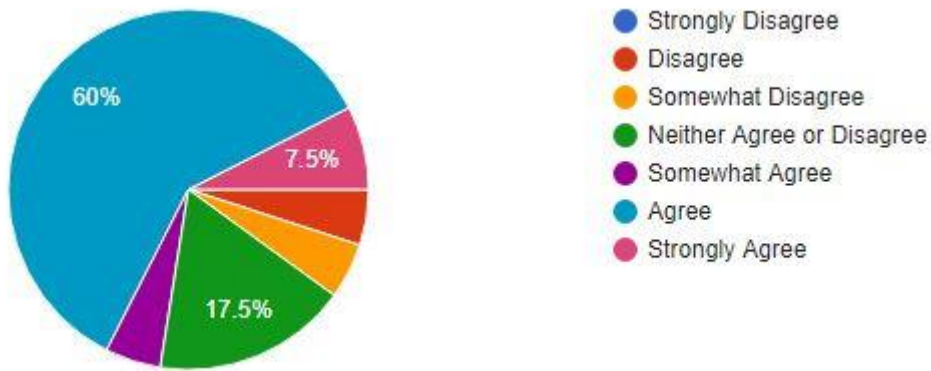


Figure 12: I believe the change process will positively influence relations between me and my co-workers

The figure clearly depicts that 67.5% of the participants generally agree with the statement while 17.5% neither agree nor disagree with the statement.

#### 7.3.3.2 I feel that the change was necessary:

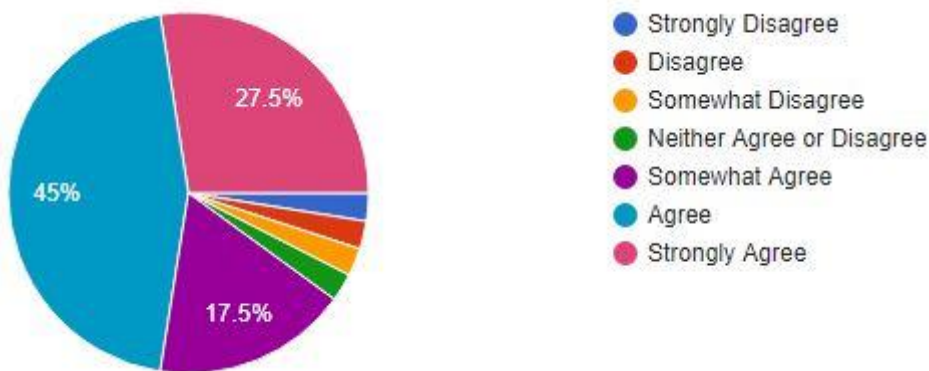


Figure 13: I feel that the change was necessary

According to the above figure, 90% of the participants agree with the statement.

#### 7.3.3.3 I fear that the change might affect my position in a negative way:

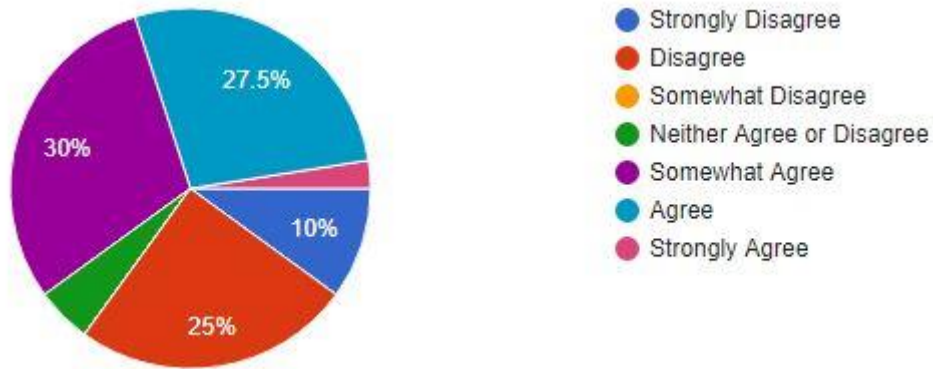


Figure 14: I fear that the change might affect my position in a negative way

About 57.5% participants generally agreed with the statement whereas around 35% participants generally disagreed.

#### 7.3.3.4 I believe the change will be beneficial for me personally:

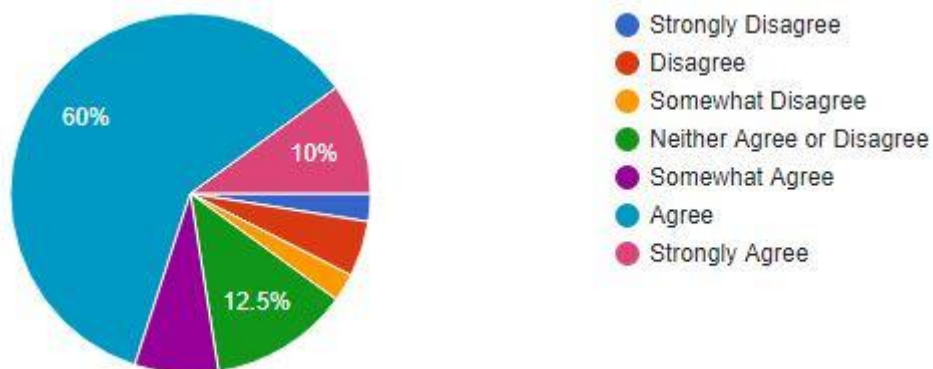


Figure 15: I believe the change will be beneficial for me personally

The figure shows that a strong 70% participants generally agree with the statement. 12.5% of the participants neither agree with the statement nor do they disagree with it. Most of the rest of the sample generally disagrees with the statement.

### 7.3.4 Conflict, power and politics

#### 7.3.4.1 I think the change will increase conflict in the company:

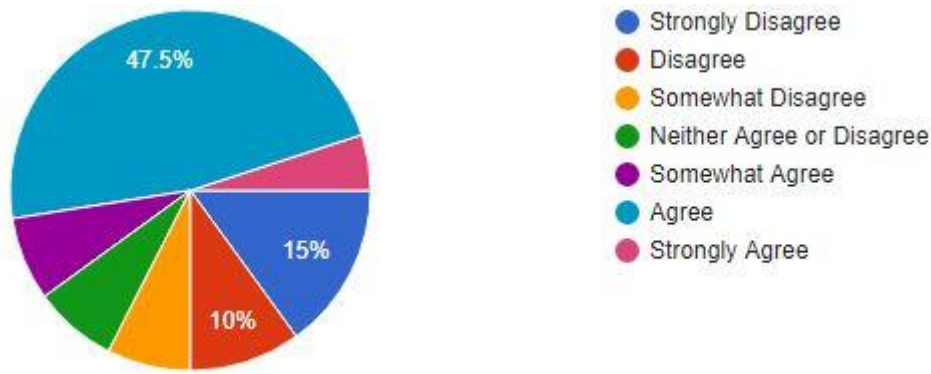


Figure 16: I think the change will increase conflict in the company

According to the above figure, 47.5% of the participants agree with the given statement.

#### 7.3.4.2 I feel like I have been included in the change process:

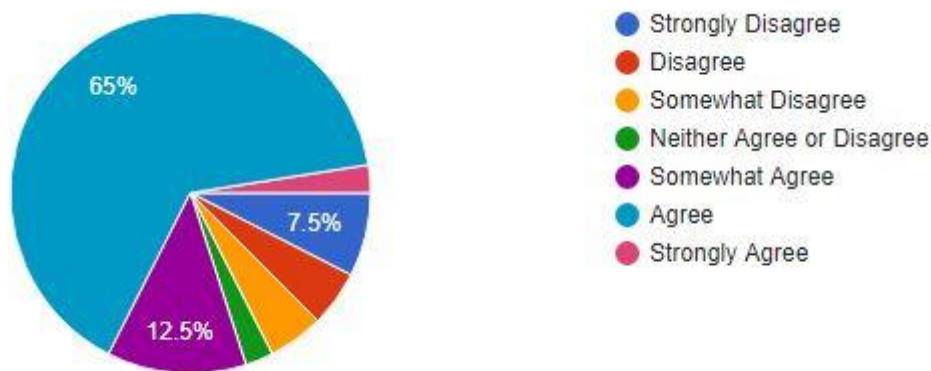


Figure 17: I feel like I have been included in the change process

When asked whether the participants felt that they were included in the change process, 77.5% of them generally agreed. About 7.5% participants strongly disagreed with the statement.

### 7.3.5 Participation and involvement

#### 7.3.5.1 I feel like I have a voice when it comes to the change process:

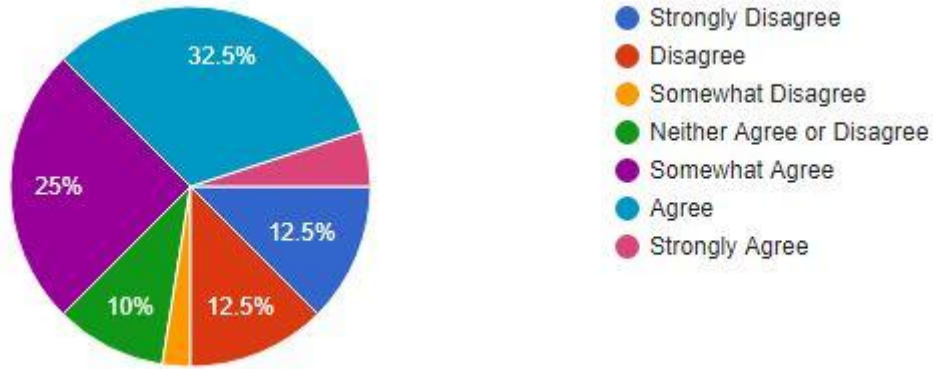


Figure 18: I feel like I have a voice when it comes to the change process

According to the above figure, 57.5% of the participants generally agree with the statement whereas 25% of the participants generally disagreed with the statement.

#### 7.3.5.2 I actively participate in the decision-making, in matters that affect me at work:

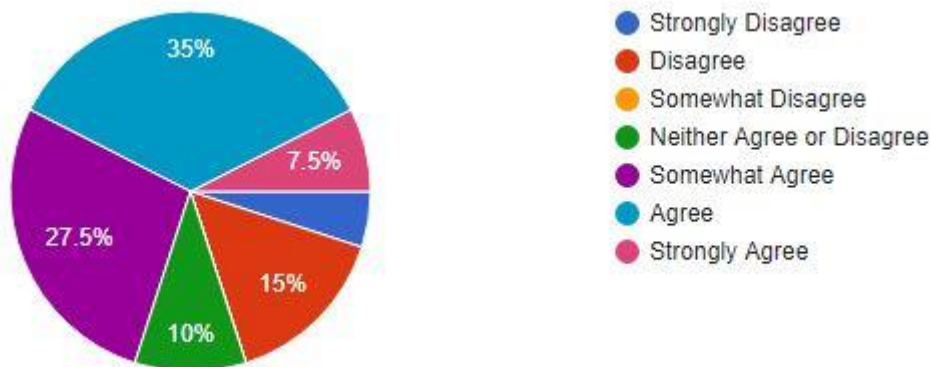


Figure 19: I actively participate in the decision-making, in matters that affect me at work

In the above figure we can see that 70% participants generally agree with the statement whereas 15% participants disagree with it.

### 7.3.6 Desired Process

#### 7.3.6.1 I would have preferred some things done differently:



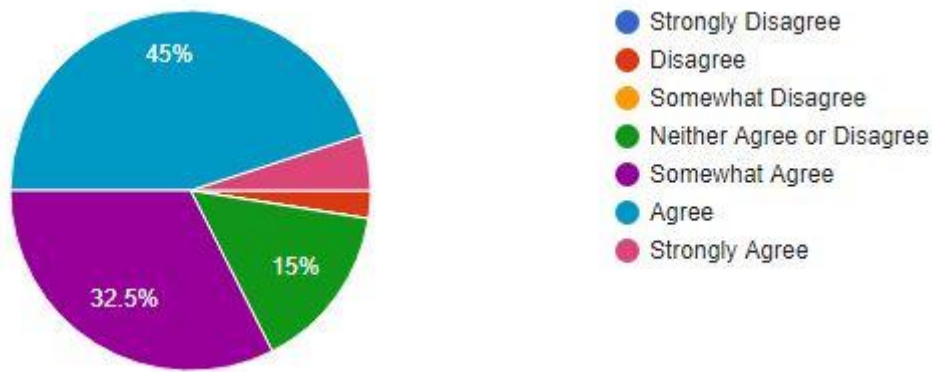


Figure 20: I would have preferred some things done differently

In the above figure we can see that 77.5% participants agree with the statement whereas 15% neither agree nor disagree.

### 7.3.7 Outcomes

#### 7.3.7.1 The change process has made it easier for me to solve certain tasks:

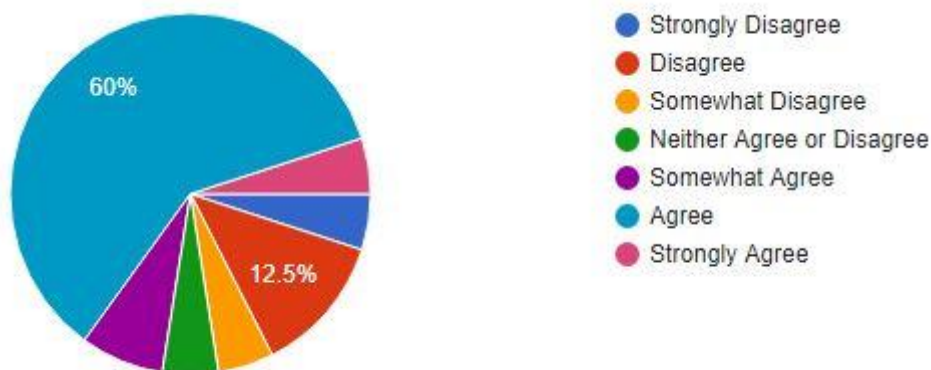


Figure 21: The change process has made it easier for me to solve certain tasks

When asked whether the changes have made it easier for participants to solve certain tasks, 60% agreed whereas 12.5% disagreed with the statement.

### 7.3.8 ANNOVA single factor analysis for responses

The data collected was grouped together to identify six basic questions of importance. The responses from both managers/ supervisors and employees/ non-supervisors was then studied to see if there was any deviation in the way the respond to the

organisational change that happened at the hospital. The analysis can be summarised in the following table:

Category	Mean (Non-supervisors)	Mean (managers)	P-value
Inclusion, participation and voice in change process	5.08	5.16	0.92
Doing things differently in retrospect	5.21	6.00	0.06
Perceived necessity of change	6.02	5.16	0.08
Increased conflict in the company	4.61	3.50	0.22
Positive impact on relationship with co-workers	5.50	4.00	0.01
Clarity of Communication	5.91	5.16	0.12

The above table we can clearly see that the p-value for all categories except for “positive impact on relationship with co-workers” is greater than 0.05. This means that we do not have enough evidence to reject the null hypothesis which is that the population means of both are equal. From this observation we can see that the behaviour of managers and non-supervisors is almost similar.

## 8. FINDINGS AND RECOMMENDATIONS

The framework of the questionnaire can be divided into three categories: attitude issues, outcome issues and process issues. Jones et al. (2008) observed that executives usually focussed on issues regarding the process and the final results of the change and not on the emotional issues that might arise due to these changes. Managers tend to concentrate on taking care of challenges. Non-supervisors are more concerned about the emotional issues involved and tend to feel negatively about the change initiatives.

### i. Distribution of Gender and Hierarchical Positions

The majority of the responses received were from female participants. This might have been unusual under any other corporate scenario but in case of a public sector hospital it is actually quite common since majority of the work force comprises of staff nurses which are prominently female. Adding this to the fact that there are a comparable number of female doctors that are employed in wards like neo-natal and gynaecology, the majority of the respondents turn out to be females.

In terms of hierarchical positions, among the respondents about 85% were employees/non-supervisors and 15% were managers and supervisors. This trend occurs usually because the promotion schemes are a lot slower in government sector and even if the employees receive a promoted pay scale actual position and responsibility allocation are few. The executive or top management was unavailable to fill out the questionnaire.

### ii. Inclusion, Participation and Voice in the Change Process

Three questions in the questionnaire talked about inclusion and participation of employees in the change process. In response to how involved the employees felt about being included in the change process 77.5% of them agreed that they were included in the change process. This depicts that the change process was actually very inclusive for both non-supervisors and managers/ supervisors. For the question about whether the employees felt like they had a voice in the process, 57.5% of the participants generally agreed. Similarly for the question about being able to participate actively in the decision making that involved their work, 70% participants generally agreed that they have the freedom to make their own decisions to certain degree. These responses just

prove that the change process was majorly inclusive, participatory and employees did have a say when it came to their responsibilities.

**iii. Doing things differently in retrospect**

When asked whether they wanted something regarding the change process to be done differently, participants across all hierarchical levels replied in affirmative. During interactions with the employees, a lot of them agreed that the change that had occurred was correct. So when we try and understand both of these responses it can be said that though employees agreed that the change was needed they do believe that the method with which the organisation went about bringing the change could have been better.

**iv. Perceived necessity of the change**

The survey responses showed that about 90% of the participants, independent of their positions in the hierarchical structure, believed that change was essential which means that they felt positively about the change initiative. This is in line with our previous discussion where it was stated that belief of an employee tend to be more positive towards change than their emotional response to it. It also shows that while the employee is hesitant about the change he might also generally believe that it is essential for the company's future growth.

**v. Negative effects on the position and personal benefits of the change initiative**

Majority of the participants irrespective of their experience and hierarchy did not believe that the change would affect their position in the organisation in a negative way. It was the responses of the non-supervisors that were quite unexpected. Unlike conventional thinking the non-supervisors were quite unfazed about the change process having any negative impact. It is an interesting observation to make that about 70% of the participants agreed that change that has been brought about in the organisation is beneficial for them personally.

**vi. Increased conflict in the company**

Many previous researches have showed that non-supervisors are more caught up with the emotional issues that come with any change initiative. These issues then tend to cause conflicts. We hence expected that most of our participants will be concerned

about conflict issues arising in the organisation as our majority responses were from non-supervisors but that wasn't true. So we can argue that since executives are more experienced and knowledgeable on what all can happen during a change process they are usually more concerned about conflict issues. Non-supervisors who are the receivers in the change process tend to have more practical and realistic expectations out of the initiative and less worried about the big picture involving conflicts.

**vii. Positive impact on relationship with co-workers**

The response for this aspect is in line with the response we got for the questions regarding conflict. Most participants believed that change might positively impact their relationship with their co-workers. By applying the theory of emotional intelligence on this subject, it may be considered that the awareness of emotion in the self and others, is present amongst the workers at the organisation.

**viii. Clarity of Communication**

Most participants of the study felt like the benefits and what all entailed the change process was very clearly communicated to them. This gives a positive impression about the management and people in leadership positions who are generally responsible for such initiatives in the change process. As Kotter clearly stated in his framework one of the most important part of making a change successful is communicating the vision very clearly to all the stakeholders involved. The leaders who are trying to bring about the change must create a sense of urgency among the employees through effective communication. A majority of the participants who participated in our study answered that they believed the change was essential which means the management was able to create a sense of urgency among the employees by effectively communicating with them stating exactly why change was necessary.

**Recommendations:**

The following steps can be taken to ensure that the change initiative keeps running smoothly:

1. Communication: We need to help employees understand why the change is essential. This can be done by telling them how the current system is failing and how the new system will help improve performance and efficiency. We should ask the employees to suggest methods through which we can make change more successful. Collection of periodic feedback is also very important.
2. Make the changes relevant: The employees should be told how important the change is for the organisation and how it is relevant to their day to day functioning. We need to make employees see the bigger picture by sharing with them the organisation's goals and vision and how the changes that are being proposed will help their achievement. We can also break down how these changes will directly be advantageous to the employees.
3. Training & support: An initiative like the one discussed in this study must include rigorous training before implementing the change. Also the management must ensure that regular refresher training sessions are conducted to make sure the learning sticks.
4. Keeping track of the progress: Every person loves success metrics. They help in motivating the workforce and highlight the areas that needed to be improved. Rewarding change agents and their contribution no matter how small is essential to promote a high morale and create enthusiasm among the employees regarding the change process.
5. Continuously reviewing, revising and improving: As difficult change is, as painful as sometimes it can be it is a continuous process which is always ongoing. The strategies and objectives involved in change management process must be revised and adjusted continuously throughout the change cycle. Like communication, this step also need to be included in all the other steps to improve those processes and remove obstacles might cause hindrances.

## **9. SUMMARY**

This study is partly based on the research that has been conducted by Jones et al. (2008). He identified three kind of issues that are generally faced during any change process. These are namely: attitudinal issues, outcome issues and issues regarding the process itself. Based on the previous research that were studied and the literature that was reviewed we thought that the perceptions and attitudes of people at different hierarchical levels would differ but there were numerous indicators where participants felt positively about the change.

In summary, we found that most of the respondents felt that the change initiative taken was essential which reflects positively on the change handling method adopted by the senior management. But such a response can also raise a doubt about whether the respondents when asked to go ahead about discussing a change if they would actually discuss a change that they feel was not necessary. Overall the respondents felt positively about the change process. They believed it was essential, they were satisfied with the support they got from the leaders and there was less overall resistance among them regarding the change. They were happy with the outcome issues like the success and impact of the change initiative and also with the process issues like the communication between employees and leaders and the established feedback system.

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## 11.ANNEXURE

The questionnaire that was constructed for conducting the study is given below:

Below each of the following statements please indicate where on the scale between 'Strongly Agree' and 'Strongly Disagree' most reflects your experience or opinion.

The 7-point scale is as follows:

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Somewhat disagree
- 4 – Neither agree or disagree
- 5 – Somewhat agree
- 6 – Agree
- 7 – Strongly agree

**The change process has affected work relationships in a positive way \***

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

**I believe the change process will positively influence relations between me and my coworkers\***

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

**I feel that the change was necessary \***

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

**I think that changes in this organization, in general, tend to work well \***

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

**Changes seem to create more problems than they solve \***

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

**I fear that the change might affect my position in a negative way \***

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

**I think the change might cause uncertainty about work-roles in the company \***

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

**I believe the change will be beneficial for me personally \***

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

**I think the change will increase conflict in the company \***

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

**I am confident that I will be able to influence the extent to which the changes will affect my job \***

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

**I feel like I have been included in the change process \***

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

**I believe that the change fits well with the overall company culture \***

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

**I fear that the change may threaten some part of the company culture \***

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

**The implications of the change have been clearly communicated to me by my superiors \***

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

**I know what to expect from the change process \***

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

**I feel like I have a voice when it comes to the change process \***

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

**I actively participate in the decision-making, in matters that affect me at work \***

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

**I'm concerned about implementation issues related to the change process \***

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

**For the most parts, change processes tend to run smoothly around here \***

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

**It is really not possible to change things around here \***

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

**I am confident in my ability to deal with the planned structural changes \***

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

**My superiors have been supportive throughout the process \***

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

**I can generally count on good feedback from my superiors \***

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

**I would have preferred some things done differently \***

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

**I feel like the change will have a positive impact \***

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

**I feel like the change has been successful so far \***

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

**It is my opinion that the change will be permanent \***

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

**I am pleased with the way the change process has been handled \***

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

**The change process has made it easier for me to solve certain tasks \***

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

**Background Information**

The following information is needed to help us with the statistical analyses of the data. This information will allow comparisons among different groups of employees and comparisons between groups, within the organization. All of your responses are strictly confidential; individual responses will not be seen by anyone within this organization. Thank you for your cooperation.

**Year of birth \***

**Sex \***

Female

Male

**Educational level \***

- High school
- Undergraduate degree / Bachelor's degree
- Graduate degree / Master's degree
- Doctorate (Ph.d)
- Other:

**Hierarchical Position \***

- Employee / Non-supervisor
- Manager / Supervisor / Middle management
- Executive / Senior Management
- Other:

**How long have you worked at this organization? \***

**How long have you held your current position? \***

