

Project Dissertation

**“EMPLOYEE ATTITUDE TOWARDS  
ORGANIZATIONAL CHANGES”**

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Jan -May 2015

## CERTIFICATE

This is to certify that the Project Report titled “**Employee Attitude Towards Organizational Changes**” is a bonafide work carried out by Nikhil Aggarwal 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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Place:

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## DECLARATION

This is to certify that the report titled “**Employee Attitude Towards Organizational Changes**” which is submitted by me in partial fulfillment of the requirement for the award of Degree of Masters of Business Administration from “**Delhi School of Management, Delhi Technological University, Bawana Road, Delhi-42**” comprises only my original work and has not been submitted in part or full for any other degree or diploma of any university.

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## **ACKNOWLEDGEMENT**

"Acknowledgement is an art, one can write glib stanzas without meaning a word, on the other hand one can make simple expression gratitude".

I take the opportunity to express my gratitude to all of them who in some or other way helped me to accomplish this challenging project. No amount of written expression is sufficient to show my deepest sense of gratitude to them.

My acknowledgement is due, at the highest level, to my mentor Ms. Meha Joshi for her dedication in offering me her invaluable assistance during the entire research process.

I would also like to thank survey respondents for their welcomed responses. I also acknowledge with a deep sense of reverence, my gratitude towards my parents who have always supported me.

## **EXECUTIVE SUMMARY**

This study examines the perceptions and reactions of employees to complex organizational changes and how these perceptions may vary among employees at different hierarchical levels in the organisation. The biggest factor in failed change initiatives is the human factor, i.e. attitudes, behaviours and responses by the change recipients. Understanding of employee attitudes and behaviours towards organizational change is thus important for management for successful organizational change. This research tries to establish a general understanding on employee beliefs, perceptions and attitudes on change interventions.

A questionnaire was designed for the purpose of recording participant responses. The questionnaire was designed to measure the attitudes, opinions, and/or feelings of the participants on a Likert scale. The questionnaire was distributed to the employees working in various organizations through different mediums along with general instructions to fill the questionnaire.

The employees were grouped under three categories – non supervisors, supervisors or managers and executives or senior management based on their roles for the purpose of hierarchical comparison. The data collected was analysed using statistical charts.

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# CHAPTER 1 – INTRODUCTION

Organizational change has been defined as the process of migration from a current situation to a desired future state. The term has also been described to be usefully conceptualized, in terms of both its process, i.e. how change occurs, and its content, which describes what actually changes in the organization. Moreover, it describes the process of continually renewing an organization's direction, structure and management of people in a changing environment, in order for the business and organizational changes to be successful and for the desired results to be realized

Change is an ever-present feature of organizational life, both on an operational and strategic level. Therefore, there should be no doubt regarding the importance of an organization to be able to identify where it needs to be in the future, and how to manage the change required to get there. Every organization must submit to the varying demands and changes in the environment. Changes within an organization take place in response to business and economic events and to processes of managerial perception, choice, and actions where managers see events taking place that indicated the need for change.

Many organizations found change to be a real challenge. The change process in each organization is unique in each situation, due to the differences in the nature of the organization, the nature of the business, the work culture and values, management and leadership style, and also the behavior and attitude of the employees. Further, the risk of failure is greater as people are generally resistant to changes. For some, change may bring satisfaction, joy and advantages, while for others the same change may bring pain, stress and disadvantages.

There are three factors to be considered in implementing change processes, that is the technological, organizational and personal perspectives. Although people are the most important factor in making change, however, they are also the most difficult element to deal with. Therefore, managing the human part of the organization becomes a major challenge in handling change processes in the organization as it involves values, preferences, and attitudes toward a particular activity. Attitudes, for instance, are difficult to change as people are generally more comfortable with what they have learned or knew due to stereotyping,



fear of taking risks, intolerance to ambiguity, and possibly the need to maintain tradition.

The complex attitudes could be understood better by recognizing that every attitude has three distinct components, which are cognitive, affective and behavioral tendencies. Each of this type of attitude toward change may induce a person to support or not to support changes occurring in an organizational setting. Nonetheless, for any change to be effective, it is crucial to challenge and clarify people's beliefs, assumptions, and attitudes because the most potent leverage for significant and sustainable change resides within the human system at the core of every business system.

Much of the literature within organizational theory covering organizational change has focused on the content of change instead of the change process itself, which suggest that organizations strongly resist change. It is understandable that change is a feared subject. However, because of the increasingly fast-changing environment, organizations cannot afford not to change, and are literally forced to change in order to.

This study focuses on the people dimension of change process and understanding relations between different dimensions of organizational change, perceptions of employees toward change, and how these perceptions may vary among employees' during organizational change.

## **1.1 Research Objectives**

- To determine employees attitudes and perceptions towards change
- Study the effect of organisational position on difference in reactions to change
- Determine the various cultural and attitudinal variables and generalising employee responses
- To determine the level of employee satisfaction on various attitudinal parameters

## **CHAPTER 2 - LITERATURE REVIEW**

### **2.1 Lewin and Change Management**

The trend of humanism and social psychology in organizational research, continued from the 1940s and onwards, as researchers increasingly began to focus on change management issues in organizations. The early work on change management, was dominated by the theories of German psychologist Kurt Lewin; a pioneer in applied and social psychology. A unifying theme through most of Lewin's work was the notion that the group to which an individual belongs is the ground for his perceptions, feelings and actions.

Kurt Lewin's Force field analysis, published in the Mid-20th century, became one of the pioneering works on change management. The model focuses on two forces: driving forces and resisting forces. According to Lewin, these two forces work against each other in a dynamic way inside organizations, and ultimately reach equilibrium. An imbalance in this equilibrium may cause a tension that subsequently leads to change.

Lewin's approach to change was based on four inter-linked, and reinforcing factors: Field Theory, Group Dynamics, Action Research and the 3-Step model. Field theory was Lewin's attempt at understanding the complexity of group behavior. He believed that behavior was a set of interactions and forces that affected both group behavior and individual behavior. He claimed that any change in behavior stemmed from changes in these forces (Lewin, 1946).

Group Dynamics was Lewin's idea that group behavior should be the prime focus in change research, as he believed that understanding the internal dynamics of the group was the key to committing individuals to change, and changing individual behavior (Burnes, 2004).

The 3-step model, which by many is considered Lewin's key contribution to organizational change, he proposes that the process of change goes through 3 stages: Unfreeze, Change and Refreeze. The unfreeze stage is about creating the right conditions, in order to facilitate the change. This includes coping with resistance to change and to convince people to move

from a "frozen" state to a "ready for change" state. The next stage is the change state, often characterized by confusion and a change in roles and identity. The final stage, the refreeze stage, is about cementing the change and attempting to make it permanent.

## **2.2 Employees Attitudes and Perceptions**

Berelson and Steiner define perception as a complex process by which people select, organize and interpret sensory stimulation into a meaningful and coherent picture of the world, while Barber and Legge refer to it as the process of receiving, selecting, acquiring, transforming and organizing the information supplied by our senses. Smit and others define perception as the process in which individuals arrange and interpret sensory impressions in order to make sense of their environment and stresses that it is important for a manager to realize that what employees perceive is often different from objective reality and people react not to reality but to what they perceive as reality. They go further to say that no two individuals are the same and differences between people are discernible when it comes to age, gender, mental status, or number of dependants, while differences in emotional intelligence, intellectual capacity, personality, learning experiences, perceptions, values, attitudes and motivation among others are difficult to discern. They conclude by saying that managers require a sound knowledge of the complex nature of people.

During resistance inducing changes, the gap between perception and reality can substantially and unnecessarily increase the level of resistance to change. Perception of change will determine whether it is viewed as a threat or as an opportunity within the organization and this will determine the support, commitment, buy-in or resistance portrayed by the staff. A change starts with the perception of its need, and a wrong initial perception will be the first barrier to change. Managers effecting change underestimate substantially the extent to which members of the organization understand the need for change, what it is intended to achieve and what is involved in the changes. Members of an organization need to make sense of what is happening themselves. Perception of members of an organization is important in that when well analyzed and executed, it should furnish or make available to management critical information on which decisions impact on organizations success on the side of employees or other stakeholders.

Mullins (1999) defines perception as the mental functions of giving significance to stimuli such as feelings or shapes. Prasad and Sayeed (2006) in their study on perception of change found that there was a link between individual and organizational change by establishing that the effective states of individuals and positive perception of organizational characteristic, directly control the very base of transformational process, while Min et al in their research findings indicated that managers should be alert at all times to employees reaction to change in order to make change successful. Further, managers must understand employees acceptance and willingness to apply and support change in order to prevent poor customer service.

The preceding discussions on perception of change indicate that change starts with the perception of its need, and a wrong initial perception will be the first barrier to change. Therefore, understanding of management about the ways in which employees establish certain reactions to change will provide a potential path for developing strategy that stimulate everyone to the common objectives of the organization. Developing a unity across all levels in the organization that facilitate all members of the organization perceive things in a similar manner is crucial because which can in turn result consistent with the desired objectives of the organization that leading to successful implementation of change.

## **2.4 Psychological Experiences**

Research on theory-based models of the psychological experiences of change recipients has been lacking, despite the importance of this concept on the success of organizational change. Psychological experiences, such as employee emotions, may play a vital role when it comes to managing successful change initiatives.

Martin et al. found that employees who rated the organization and work environment favorably were more likely to have more positive attitudes towards a change process, better adjustment to the change and higher levels of general job satisfaction. These employees also showed lower levels of absenteeism and turnover intentions, and reported more psychological well being. It is therefore clear that organizations cannot afford to neglect this aspect during the change process.

As organizational change can be an especially stressful event for employees, it becomes essential for organizations to adequately manage emotional reactions of employees. There is evidence suggesting that emotional reactions and coping styles determine how well employees adjust to change, and to what extent the stress impacts their psychological and physical health.

This raises the question of which factors influence employee attitudes and perceptions, which will be the focus of the next section.

#### **2.4.1 Group Identities**

Most researchers group all change recipients together, treating them as a single entity. As a result, they potentially ignore the important effects of group membership on perceptions and attitudes amongst employees. This means, that instead of examining how different group identities may potentially influence employee reactions, most studies simply categorize change participants as one homogenous group. This categorization has however been criticized by some, who point out that the diversity of change recipients is an important variable during organizational change.

#### **2.4.2 Social Identity Theory**

Social psychology has a long tradition of research on how group factors influence behaviors and cognition of individuals. One theory that tries to identify and explain how group factors may influence explicit behaviors amongst individuals is social identity theory. The theory suggests that individuals identify with groups or categories and use those to derive a sense of self-identity.

People may alter the way they see themselves when they become members of a new group, through a process of self-redefinition. This means that people adopt the behavior, values and norm of the group and that their self-esteem is tied up in the social standing of the group. They also compare other groups (out-groups) with their own (in-group). As a result, members of a group might see themselves in a more positive light if they perceive the group

they belong to, to be superior to other groups. An in-group identification of this kind has also been shown to increase intergroup conflict in organizations. In-group identification may therefore lead to undesirable outcomes, for example employees using time and effort to attempt "winning" an intergroup conflict, rather than focusing on achieving organizational goals. These findings have led researchers to point out the inherent limitation of examining individual responses to organizational change, without taking into account the intergroup nature of change processes.

Organizational change is an event where group identity may be even more important to members of the organization, as it can represent a shift in culture, norms and groups within the organization, which in turn may threaten group status. Such a group effect increases when the change is perceived as being threatening to group identities.

"Employees may identify as members of groups based on characteristics such as gender, ethnicity, role or occupation, position in the hierarchy, work unit or department/division, and union membership". Martin et al. (2006)

Now the question is which group identities to examine, and which group identities are most likely to influence perceptions.

### **2.4.3 Group Identities During Organizational Change**

As noted by Martin et al., employees may identify with in-group membership based on a variety of characteristics. One variable that might intuitively seem likely to affect employee reactions is gender.

Early theories on gender differences proposed that women and men react differently during stressful events, due to a difference in expectation, work environment and difference in socialization (Armstrong-Stassen, 1998). Despite this, most modern studies have failed to find support for the theory that men and women react differently to organizational change, and have in fact pointed out that the early findings were due to the different nature of jobs examined. For instance, Folkman and Lazarus found a difference in the coping methods of men and women, with women being more likely to make use of avoidance coping than men, but suggested that this difference was likely due to the fact that women, on average, hold

lower-level jobs than men. This means, that a difference in coping styles is likely to be connected to an individual's position in the organizational hierarchy, rather than gender.

Armstrong-Stassen furthermore found limited support for theories of gender difference, pointing out that the assumption that women and men have different work roles shows the theories to be a bit outdated. She found no significant differences in how men and women cope with downsizing in regards to job insecurity, avoidance coping or negative emotional reactions. Similarly, Kanter found that organizational structures (such as power) and hierarchical arrangements seemed to be the primary deciding factor in influencing employee reactions, and not gender differences.

In summary, there is limited support for the idea that gender is an important factor when it comes to group identities and reactions to change. Furthermore, it seems that the gender differences discussed arise due to a difference in status within the organization. These findings are furthermore consistent with those of Katz and Kahn (1978), who concluded that an employee's position in the organizational hierarchy is an important variable that determines a range of attitudes and behaviors in an organizational context.

## **2.5 Difference in Perception and Focus**

Previous research has suggested that higher-level and lower-level employees may differ in how they perceive change. Hatfield and Huseman (1982) found that subordinates and superiors have different perceptions about several organizational factors, such as the challenges subordinates face on the job, attitudes towards each other and duties and responsibilities of subordinates. These findings indicate a fundamental difference in perception depending on hierarchical status, which in turn may influence how these groups approach the change process.

King et al. (1991) discovered that managers and non-managers differ in the extent to which they focus on different phases of the change process. Managers were more likely to be focused on implementation issues, compared to non-managers. The managers were also more likely to highlight the positive aspects of the process, in comparison to non-managerial staff. The researchers hypothesized that these findings may be explained by

four factors: a group's stake (e.g. the extent to which the change affects work roles), role in the process, identity within the organization and effectiveness of inter-group communications.

The difference in focus based on hierarchical level was also researched by Covin and Kilman (1990). They found that consultants (external to the organization) were more concerned than managers about preparation and planning during change. Managers on the other hand, were more concerned about implementation issues, and less concerned about establishing a clear purpose for the change.

The difference in focus may cause a difference in the way the groups view the process, which in turn might influence their attitudes, perceptions and reactions to the change initiative. In addition to a difference in perception and focus, studies have shown that lower-level employees may fare worse during organizational change, compared to those higher up in the hierarchical ladder, on several indicators.

## **2.6 Resistance to Change**

For many workers, including lower-level managers, "change is neither sought after nor welcomed. It is disruptive and intrusive" (Strebel 1996). The present study answers Piderit's (2000) call and defines resistance as a tridimensional (negative) attitude towards change, which includes affective, behavioral, and cognitive components. Accordingly, she proposes that resistance be viewed as a multidimensional attitude towards change, comprising affective, cognitive, and behavioral components. Experts have further explored ways of reducing resistance to change. Ludson (1991) identifies a variety of tactics that managers can employ to minimize resistance to change, including threats and compulsion, criticism, persuasion, inducements and rewards, compromises and bargaining, guarantees against personal loss, psychological support, employee participation, ceremonies and other efforts to build loyalty, recognition of the appropriateness and legitimacy of past practices, and gradual and flexible implementation of change. Meanwhile, resistance to change seem natural, Conner (1998) strengthen and argues that human beings seek control and tend to fear and avoid ambiguity of disruption, whether it is positive or negative and hence what people resist in reality is not the change but the implications of the change (Gichobi, 2006).



In the other way round, the concept of resistance is complex. Sociological researchers Hollander and Einwohner (2004) assert that despite the proliferation of research on resistance there is little consensus on its definition. According to Ansoff and McDonnell (1990), resistance to change is a multi-faceted phenomenon which introduces delays, additional costs and instability into the change process. Chew et al (2006) add that resistance to change is often understood from the management standpoint as a perceived behavior of organizations members who refuse to accept an organizational change, Ansoff (1998) indicates that behavioral resistance may be both by individuals or groups within an organization and people may resist change either due to self interests, misunderstanding and lack of trust, different assessments or low tolerance to change, Doppelt (2003) states that resistance to change can be expected whenever the possibility of a change in culture appears and it is a natural reaction or safety response to interruption to the status quo.

On the other hand, systemic resistance refers to incompetence by the organization, represented by the differences in capacity required for new strategic work and the capability available to handle it. Kagan and Evans indicate that systemic resistance arises from inappropriate knowledge, information, skills and management, while behavioral resistance derives from the reactions, perceptions and assumptions of individuals and groups within an organization.

The present study answers Piderit's (2000) call and defines resistance as a tridimensional (negative) attitude towards change, which includes affective, behavioral, and cognitive components. These components reflect three different manifestations of people's evaluation of an object or situation. The affective component regards how one feels about the change (e.g., angry, anxious); the cognitive component involves what one thinks about the change (e.g., is it necessary? Will it be beneficial?); and the behavioral component involves actions or intention to act in response to the change (e.g., complaining about the change, trying to convince others that the change is bad). Of course the three components are not independent of one another, and what people feel about a change will often correspond with what they think about it and with their behavioural intentions in its regard. Nevertheless, the components are distinct of one another and each highlights a different aspect of the resistance phenomenon.

All in all, Bateman and Zeithmal (1993) give general reasons of resistance as follows:

inertia, not wanting to disturb the status quo as the old ways of doing things are comfortable; timing, where it is deemed poor especially when managers and employees are busy or under stress; surprise, if change is sudden, unexpected, or extreme and; peer pressure, where workgroups resist new ideas even if individually they do not oppose strongly. They further indicate that change specific resistance stemming from what people perceive as the personal consequences of change are, self- interest, misunderstanding and differential assessments of the proposed change.

## **2.7 Why People Accept Or Welcome Change**

Why some people resent and/or resist change, others accept and welcome it. Katz and Kahn (1978) explored individual approaches to organizational change and explained that it is difficult to account for the difference between roles and norms that exist within organizations and the behavior employees exert because of personal values alone. Short-term change in behavior, they say, is often easily achievable, resulting in some minimum temporary benefit while change in the long term is much more difficult.

The degree to which these opposites occur depends on many factors. Ashford, Rothbard, Piderit, & Dutton (1998) indicated that one reason is that employees accept change in order to get top management to pay attention to issues that employees believe must be addressed in order for the organization to maintain high performance. Therefore, a person's attitude towards change comes from his or her perception of the outcomes of a change, compared with the individual's goals and values while Kiefer, 2005, Jordan, 2005, Wanberg and Banas, 2000, Smollan, 2006), Listed a range of potential factors that positive and negative emotions and moods are depend on. These include; the perceived valence of the outcomes, the change processes that are used, the speed, timing and frequency of change, the nature of leadership and the employee's personality and emotional intelligence.

Oliver (1990), on the other hand said, positive attitudes and behaviors towards organizational change is on the basis of work place factors. These aspects of employee connected with the nature and quality of relationships between employees and an organization. This approach quite shows the individual's attachment in order to beliefs, willingness, and desires to maintain membership of the organization

All in all, the preceding literature shows that change well come of employees is not

determine by a single major factor, but as listed above self interest, work place context, change process and outcome expectation are some of them. Introduce change to employees with effective communication line and recognize motion and emotion of employees towards planed change has paramount importance for enthusiastic commitment of employees and future change success.

## **CHAPTER 3 – THEORETICAL BACKGROUND**

### **3.1 The Context and Forces of Change**

Humankind has been wrestling with the nature of change for more than 2,000 years. The sources or forces affecting a change process are important to understand, especially when trying to ascertain whether a change initiative is valid or efficacious. Often, organizations become focused on what or the how of change and forget to consider the why. Understanding why a change is taking place is an important beginning part of the change analysis and conversation. The two different forces or sources of change typically noted are (1) external environment and (2) internal environment. Organizations are complex systems that to survive, have to respond continuously to changes in their environments. Organizations differ in many ways, in their work culture, management and leadership styles, structure and designs, resources, technology, work processes and techniques, employees and their expectations, the customers served and the complexity of the business environment in which they operate. To enable successful implementation of any intended change in organizations, such change should be congruent with the dynamism, complexity and uniqueness of the organization.

An organization cannot operate in a vacuum and it is not possible to seal off all or any parts of an organization, given that it must be open to and interact with its environments if it is to secure resources and sell its products. The structures and practices of an organization and, therefore, its performance are dependent or contingent on the circumstances it faces. The pace of change especially, technological change, and the speed of global communications mean more and faster change in organizations.

This environment changes continuously and is more complex for some organizations than for others. The process by which strategic changes are made seldom moves directly through neat successive stages of analysis, choice and implementation because changes in the firms environment persistently threaten the course and logic of strategic changes. When the pace of change in the environment outstrips the pace of change inside the organization, the organization will run into problems.

The approach taken to managing strategic change requires to be context dependent as it will not be the same for all situations in all types of organizations. The success of any attempt at managing change will be dependent on the wider context in which that change is taking place and managers need to balance the different approaches to managing strategic change according to the circumstances they face. Although a firm has little or no control over environmental factors, the factors exercise considerable influence over the success of its strategy and strategic surveillance is imperative in monitoring the broad range of events inside and outside the firm that are likely to affect the course of its strategy.

The contextual features within an organization may impact on the approach to change in an organization - time available for the change to be implemented, the scope or degree of change required, the organization resources and characteristics needed to be preserved, diversity of experience, views and opinions within the organization, availability of managerial and personnel capability to implement the change capacity in terms of change resource, readiness of the workforce for change, and the power possessed by the change leaders to impose the change. The organization culture prevailing is also viewed as important when implementing strategic change.

Any factor in the environment that interferes with an organization's ability to attract the human, financial and material resources it needs or to produce and market its services or products becomes a force of change. The forces of change act as structural drivers of change and the managers need to understand the differential impact of the external influences and drivers on particular industries, markets and individual organizations. Managing change is one of the most difficult challenges facing managers and understanding when and how to change is a vital function of management in today's fast changing world. If leaders and managers do not sense the need for change and do not look beyond their boundaries, they will lead their organizations to failure. To manage change successfully, an analysis of the forces pushing for change both within and external to the organization as well as the forces resisting change may be made using the force field analysis which will provide an initial view of the change problems that need to be tackled.

It is the relevant trends in the external environment that determine the opportunities and threats that face the organization and, consequently, directly affect the strategic alternatives available to the organization and it is crucial to obtain an understanding of the

environment in which the company is operating.

Somehow, the direct participation of employees in changing system need to be encourage by management as they are full responsible for future change outcome. Employees within the organizational system are responsible for adapting and behaving in ways aligned with change strategies and programs initiated by management, often with fewer resources than before.

### **3.2 The People Dimension of Change**

Change management is about helping people through change. It is the process, tools and techniques for proactively managing the people side of change in order to achieve desired results. Change in organizations may be classified into; technological changes, product or service changes, administrative changes and people changes involving attitudes, expectations and behaviors'. The classifications can be pooled into two dimensions namely the business dimension and the people dimension of change. To achieve change, the organization's management must be prepared to get people to understand that the changes being introduced are good and desirable and refers to this as the human dimension of change.

The people dimension of change involves the alignment of the organizations culture, values, people and behaviors to encourage the desired results and addresses how employees experience and cope with the change process. People are at the heart of organizational strategy and the knowledge and experience of people can be the key factors enabling success of strategies. Possession of resources, including people, does not guarantee strategic success, but the way the resources are deployed, managed, controlled and in the case of people, motivated, creates competencies leading to strategic capability. Many of the problems of managing change result from failure to understand, address and implement the change in the context of people as a cultural and political context within which strategy is developed and delivered.

In a strong organizational culture, everything from the physical environment to the way in which employees interact, conveys information about a organizations values and organizations succeed and fail not only based on how well they are led but on how well

followers follow. The most effective followers are deemed to be capable of independent thinking and at the same time are actively committed to organizational goals.

### **3.3 Employee Hierarchical Levels**

Employees increasingly use professional identity as a primary mean of organizational and social identification. This means that members of the organization to a greater extent identify as members of a group based on job-role, status or level within the organization.

A number of studies have found differences in reactions, perceptions and attitudes, based on hierarchical status of the change recipient. In the following sections, we will highlight the most significant findings of these studies.

According to Kanter et al. (1992), there are three main groups of stakeholders during organizational change: change strategists (at the top), change managers (typically middle-management) and change recipients (non-managers). De Luca (1984) similarly groups change participants into: controllers, interventionists and targets.

In accordance with this definition, some studies categorize members of the organization into three parts: non-supervisors, supervisors and executives. (Covin & Kilmann, 1990; Jones et al., 2008). Others divide members into two parts: managers and non-managers; superiors and subordinates; or white-collar and blue-collar workers (King et al., 1991; Nelson et al., 1995; Kozlowski et al., 1993).

The different hierarchical categories of organizational members have accordingly been described in the following way:

Non-supervisors are the employees who do not have management responsibilities. These employees are likely to be those most affected by a change initiative, in terms of an altering of day-to-day processes. This group is also likely to be the least influential, and have the least amount of power and decision-making influence. Supervisors/managers/middle managers have management responsibilities, and are typically one level up from the non-managers. This group is often responsible for implementation of change initiatives, and although the change is not as likely to affect their day-to-day work as much as non-

supervisors, they may find themselves in a difficult position between the non-managers and executives.

Executives/senior managers/change strategists are at the top of the hierarchy. They are often the ones who plan and device the changes, but the changes will most likely not affect them on a day-to-day basis. Despite this, executives may have higher stakes in seeing the change successfully implemented (Jones et al., 2008; Kanter, et al., 1992; Covin & Kilmann, 1990)

According to Kanter et al. (1992), there are three main groups of stakeholders during organizational change: change strategists (at the top), change managers (typically middle-management) and change recipients (non-managers). De Luca (1984) similarly groups change participants into: controllers, interventionists and targets.

In accordance with this definition, some studies categorize members of the organization into three parts: non-supervisors, supervisors and executives. (Covin & Kilmann, 1990; Jones et al., 2008). Others divide members into two parts: managers and non-managers; superiors and subordinates; or white-collar and blue-collar workers (King et al., 1991; Nelson et al., 1995; Kozlowski et al., 1993).

The different hierarchical categories of organizational members have accordingly been described in the following way:

Non-supervisors are the employees who do not have management responsibilities. These employees are likely to be those most affected by a change initiative, in terms of an altering of day-to-day processes. This group is also likely to be the least influential, and have the least amount of power and decision-making influence. Supervisors/managers/middle managers have management responsibilities, and are typically one level up from the non-managers. This group is often responsible for implementation of change initiatives, and although the change is not as likely to affect their day-to-day work as much as non-supervisors, they may find themselves in a difficult position between the non-managers and executives.

Executives/senior managers/change strategists are at the top of the hierarchy. They are often



the ones who plan and device the changes, but the changes will most likely not affect them on a day-to-day basis. Despite this, executives may have higher stakes in seeing the change successfully implemented.

### **3.4 Employee Perception of Change**

Scholars in the field of organizational change generally agree that change initiatives tend to fail more often than they succeed. Applebaum (2012) found failure of change initiatives to range from 30% to 80%, while Kotter (1995) estimated that approximately 70% of all organizational change initiatives fail. Herold and Fedor (2008) estimated that only around 20% of change initiatives were successful, and that the failure rate was somewhere between 67-80%.

One of the key reasons for this high failure rate is resistance to change from employees. They suggest that creating and sustaining favorable beliefs, perceptions and attitudes amongst employees is critical for successful implementation of change initiatives. The biggest factor in failed organizational development is the human factor, i.e. attitudes, behaviors and responses by the change recipients.

The study of attitudes and perceptions dates back to the 1930s, and has long been a staple of the social psychological tradition . The term attitude has been defined as "a psychological tendency that is expressed by evaluating a particular entity with some degree of favor or disfavor". For example, an employee may have certain pre-determined attitudes towards organizational change, which might influence the way he/she perceives change initiatives. It is then up to leaders to manage those attitudes, and form new favorable attitudes towards the process.

Perception is a related concept to attitudes, and generally attitudes are believed to influence perceptions. Perception has been defined as "the process by which organisms interpret and organize sensation to produce a meaningful experience of the world". For example, an employee who has a generally negative attitude towards change initiatives will be influenced by the way he/she perceives the change. Again, it is up to the change initiators and leadership to develop and encourage more favorable attitudes and perceptions amongst employees.

This requires a focus on the individual within the organization, instead of just a focus on the processes within the organization itself.

Traditionally, organizational efforts have tended to focus on processes within the organizations, more than how individuals react to change. That perspective has however been criticized, as some claim that a more individual-centric approach is needed in order to successfully understand changes within organizations.

## **CHAPTER 4 - RESEARCH METHODOLOGY**

A survey-based questionnaire was used for data collection. First, participants defined the change process they were currently or had previously experienced. Subsequently the participants answered 27 question related to the change process, followed by three background questions.

The intention was to measure subjective variables such as attitudes and perceptions, using self-assessments. Therefore many survey questions involved what is essentially a rating task, where respondents are given a stimulus in the form of a question or a statement, and are subsequently asked to describe their attitudes, opinions, and/or feelings towards the subject on a response scale. These questions took the form of a summative scale that allows for agreement and disagreement on individual items, where the participants responded to statements along a 7-point Likert-scale, which is the most common form of summative scale. The respondents were asked whether they strongly disagreed, disagreed, somewhat disagreed, neither disagreed nor agreed, somewhat agreed, agreed or strongly agreed with the position or statement contained in the question.

The questionnaire was distributed through a combination of platforms including Google drive, LinkedIn, Facebook and direct interaction.

Secondary data and informations was collected through internet, books, journals and research papers

For the purpose of data analysis the questions were categorized into five sub-sections: Relationships between people; Perceptions of change - attitudes and feelings; Uncertainty; and Conflict, power and politics. The data was analysed using statistical charts.

## CHAPTER 5 - DATA ANALYSIS

First the background information on participants, including the subsection general attitudes towards change is presented, where participants' answers are covered without taking hierarchical position into account. In the following section the results will be analysed and presented more thoroughly by comparing findings with the participants' hierarchical position. This will allow us to find potential differences in the attitudes towards change based on the hierarchical position of participants.

### 5.1 PARTICIPANTS' BACKGROUND

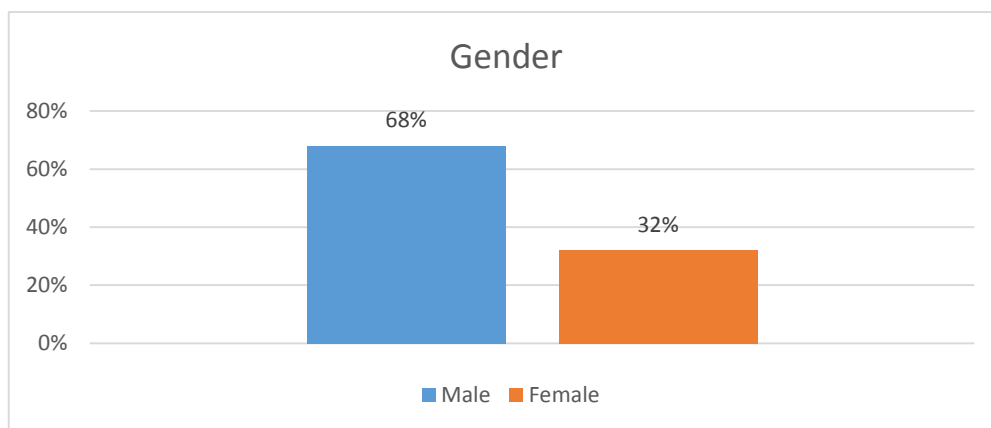


Figure 1 – Participants' Background

As can be seen in above figure, 68% of the participants were male and 32% female.

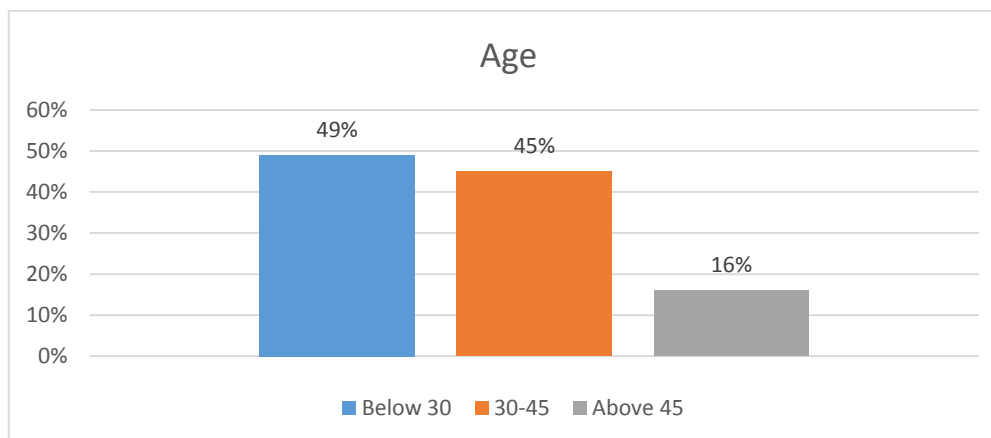


Figure 2 – Participant Age

Most participants were in the age group of 30 years or younger, or 49%, with the second largest age group being 30-45 year olds, or 45%. Participants of above 45 years

accounted for 16%.

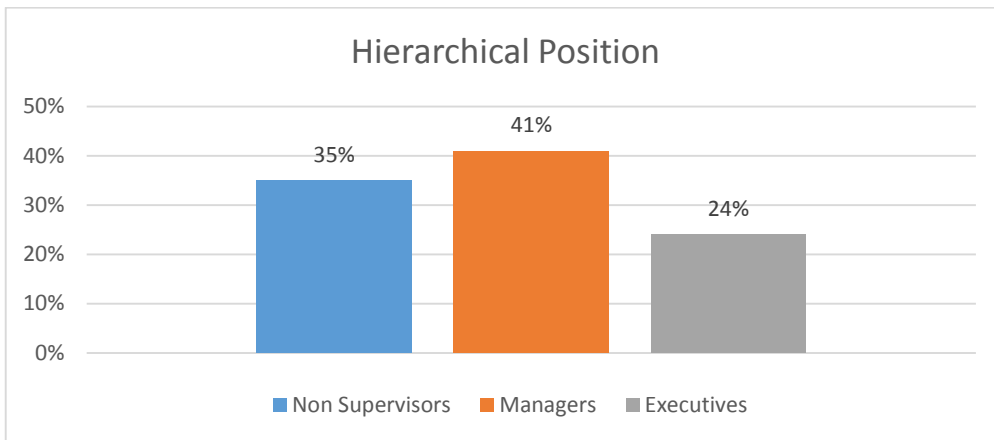


Figure 3 – Hierarchical Position

Out of all participant 35% were non supervisors, 41% managers or supervisors and 24% were executives or from senior management.

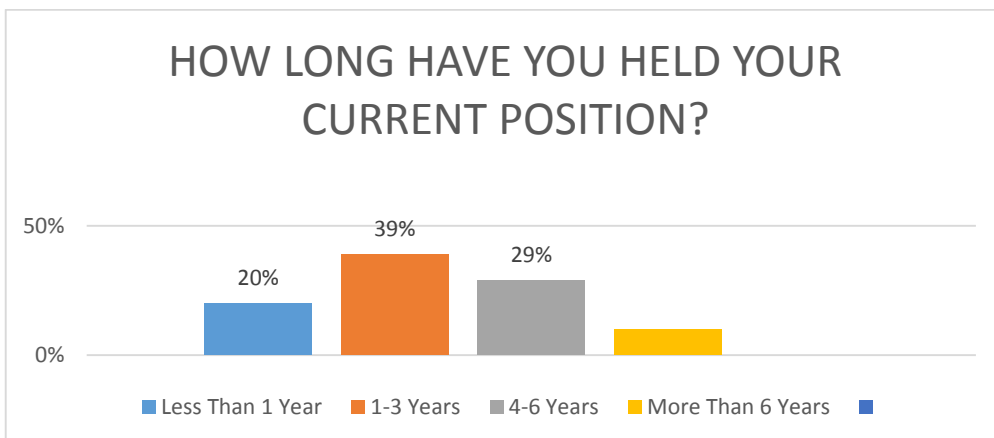


Figure 4 – Current Position Tenure

When questioned about how long the participants had held their current position, most participants had work experience at their current company of one to three years or 39%, while 29% had a held their current position for 4-6 years, 20% had held the position for less than 1 year and 10% had held the position for 6 years or longer.

## 5.2 RESULTS FROM THE QUESTIONNAIRE

### 5.2.1 I FEEL THAT THE CHANGE WAS NECESSARY

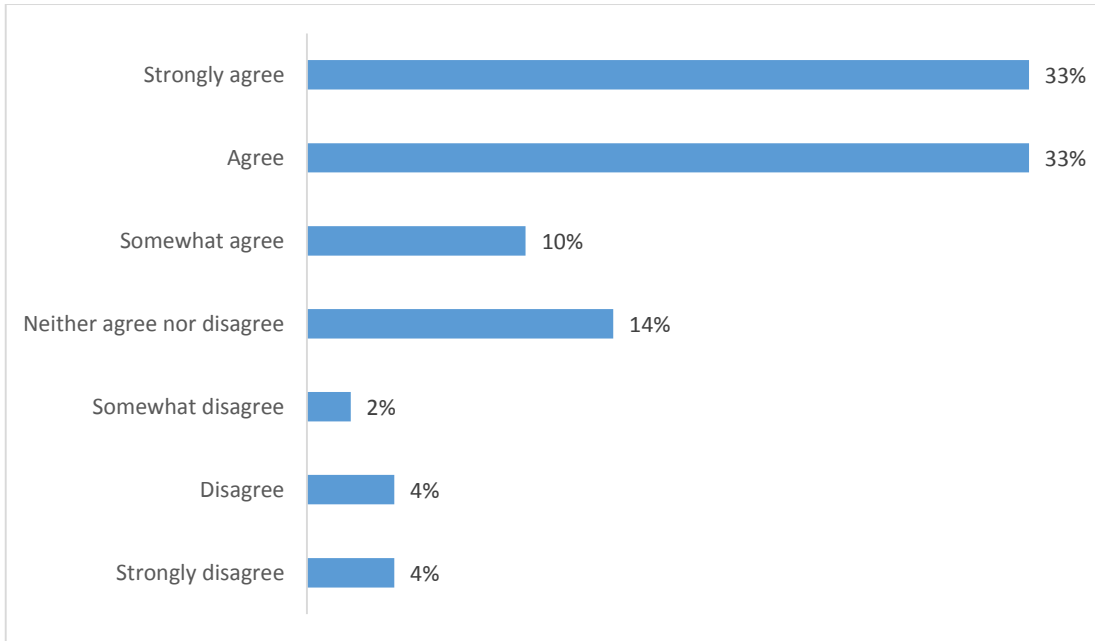


FIGURE 5: I FEEL THAT THE CHANGE WAS NECESSARY

Participants were overall in agreement that the change the company was going through was necessary, with 76% of participants generally agreeing with the statement. Only 10% of participants generally disagreed, and 14% neither agreed nor disagreed.

### 5.2.2 I THINK THAT CHANGES IN THIS ORGANISATION IN GENERAL TEND TO WORK WELL

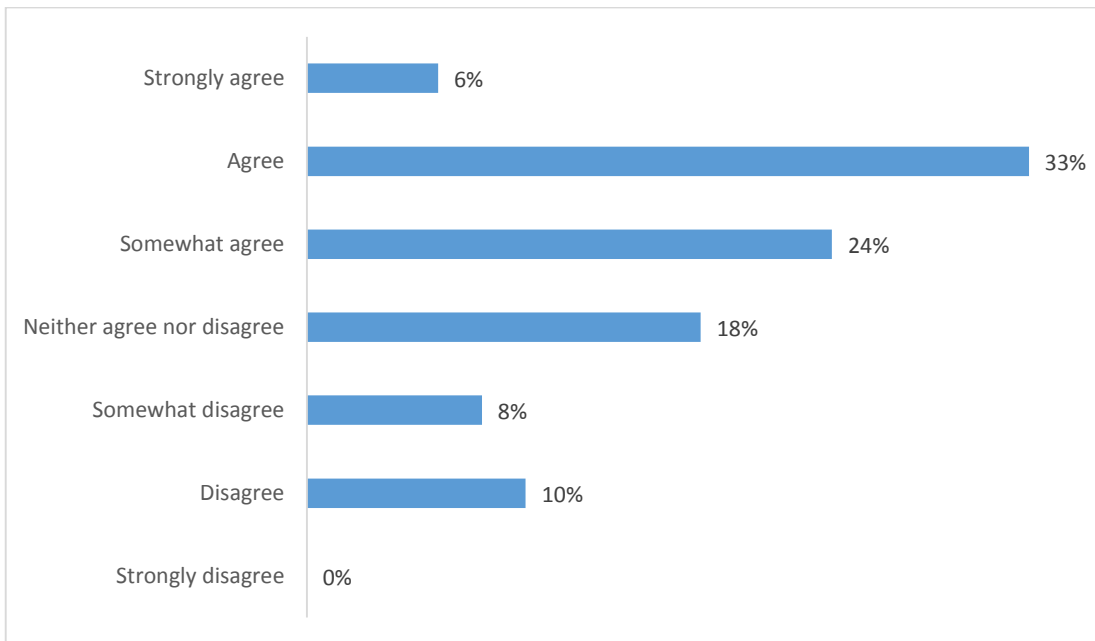


FIGURE 6: I THINK THAT THE CHANGES IN THIS ORGANIZATION, IN GENERAL, TEND TO WORK WELL

When asked if they thought that changes in their organization, in general, tended to work

well, 63% of participants generally agreed with the statement, while 18% neither agreed nor disagreed, and 18% generally disagreed.

### 5.2.3 IT IS REALLY NOT POSSIBLE TO CHANGE THINGS AROUND HERE

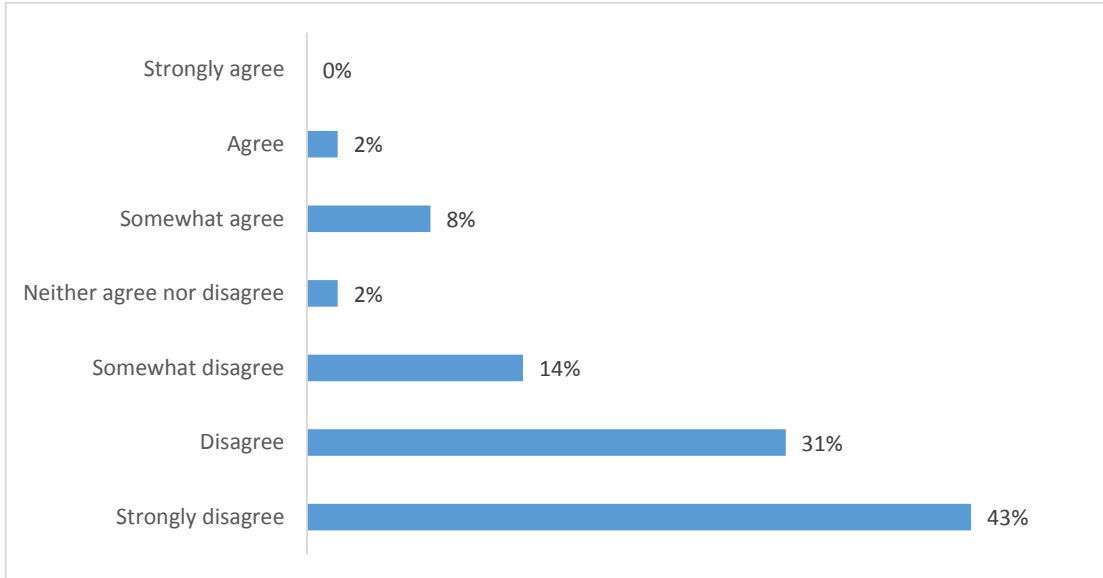


FIGURE 7: IT IS REALLY NOT POSSIBLE TO CHANGE THINGS AROUND HERE

Similar results to the previous question were derived from the statement it is really not possible to change things around here, where 88% generally disagreed with the statement, while 2% neither agreed nor disagreed and 10% generally agreed.

### 5.2.4 CHANGES SEEM TO CREATE MORE PROBLEMS THAN THEY SOLVE

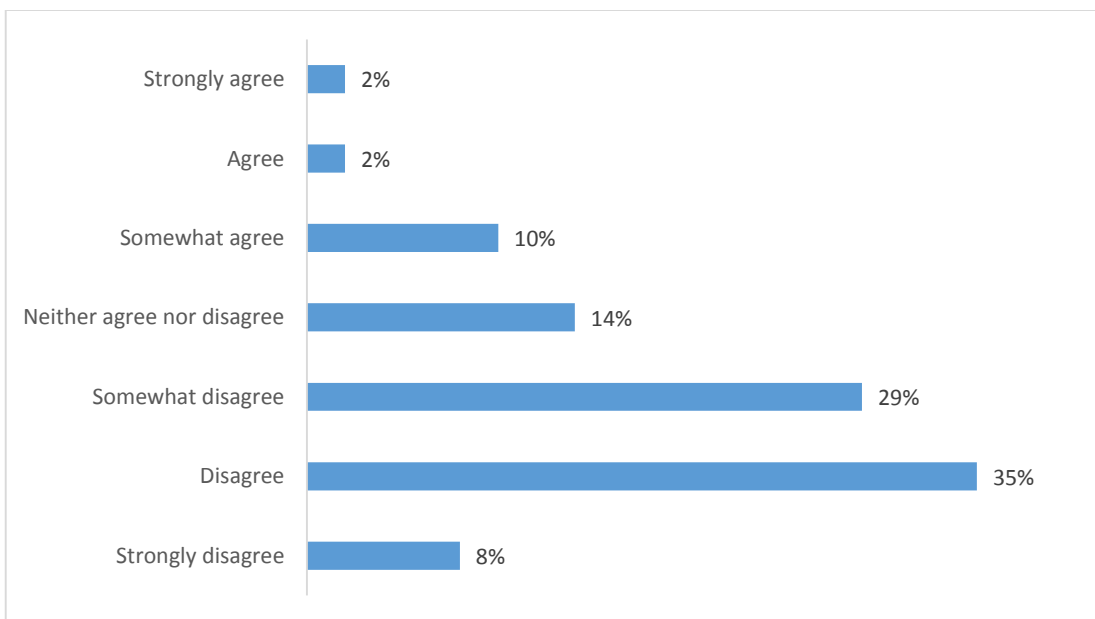


FIGURE 8: CHANGES SEEM TO CREATE MORE PROBLEMS THAN THEY SOLVE

The statement changes seem to create more problems than they solve was generally rejected by participants, with 72% generally disagreeing. Meanwhile, 14% neither agreed nor disagreed, and 14% agreed that changes seemed to create more problems than they solved.

#### 5.2.5 I FEAR THAT CHANGE MIGHT AFFECT MY POSITION IN A NEGATIVE WAY

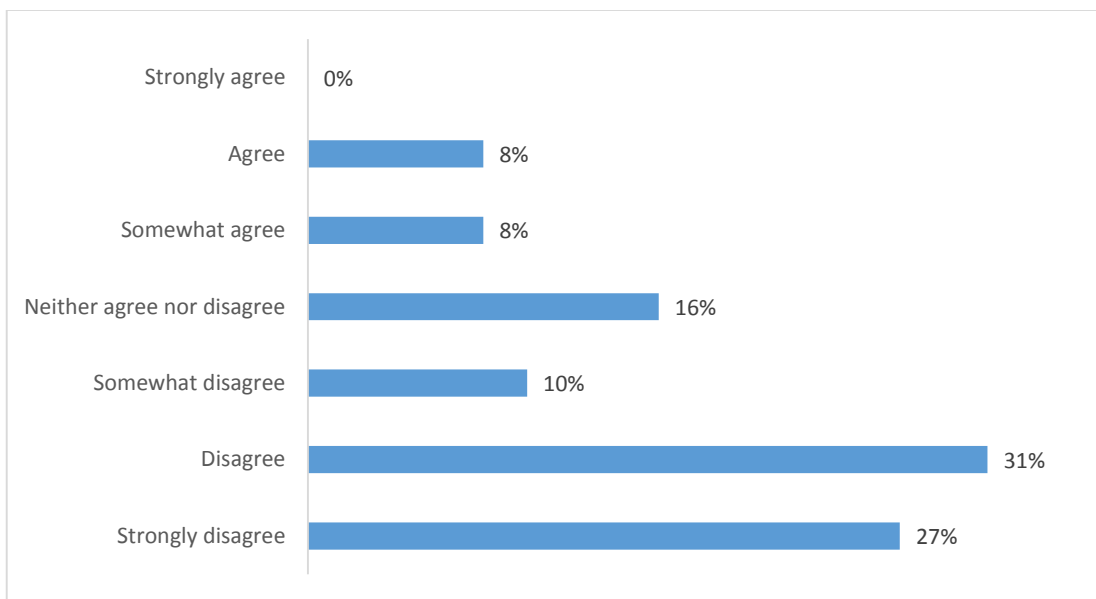


FIGURE 9: I FEAR THAT CHANGE MIGHT AFFECT MY POSITION IN A NEGATIVE WAY

Participants predominantly disagreed with the statement I fear that change might affect my position in a negative way, with 68% generally disagreeing, while 16% generally agreed with the statement, and 16% neither agreed nor disagreed.



### 5.2.6 I THINK THAT THE CHANGE FITS WELL WITH THE OVERALL COMPANY CULTURE

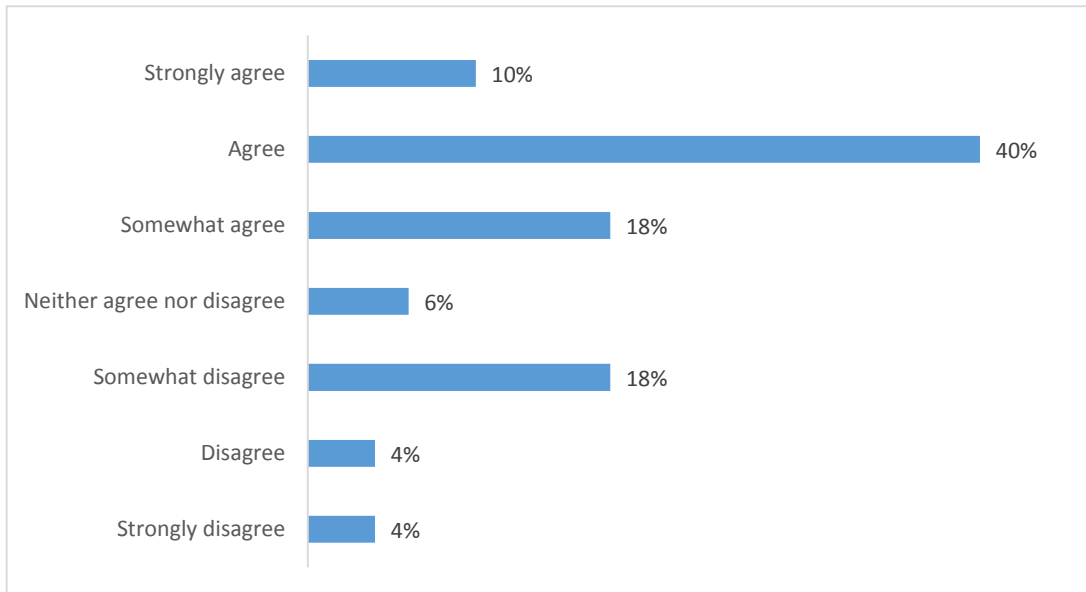


FIGURE 10: I BELIEVE THAT THE CHANGE FITS WELL WITH THE OVERALL COMPANY CULTURE

When questioned on the subject of company culture with the statement I think that the change fits well with the overall company culture, 67% of participants generally agreed with the statement, as seen in Figure 14. Furthermore 26% of participants generally disagreed, while 6% neither agreed nor disagreed with the statement.

### 5.2.7 I THINK THE CHANGE MIGHT CAUSE UNCERTAINTY ABOUT WORK ROLES IN THE COMPANY

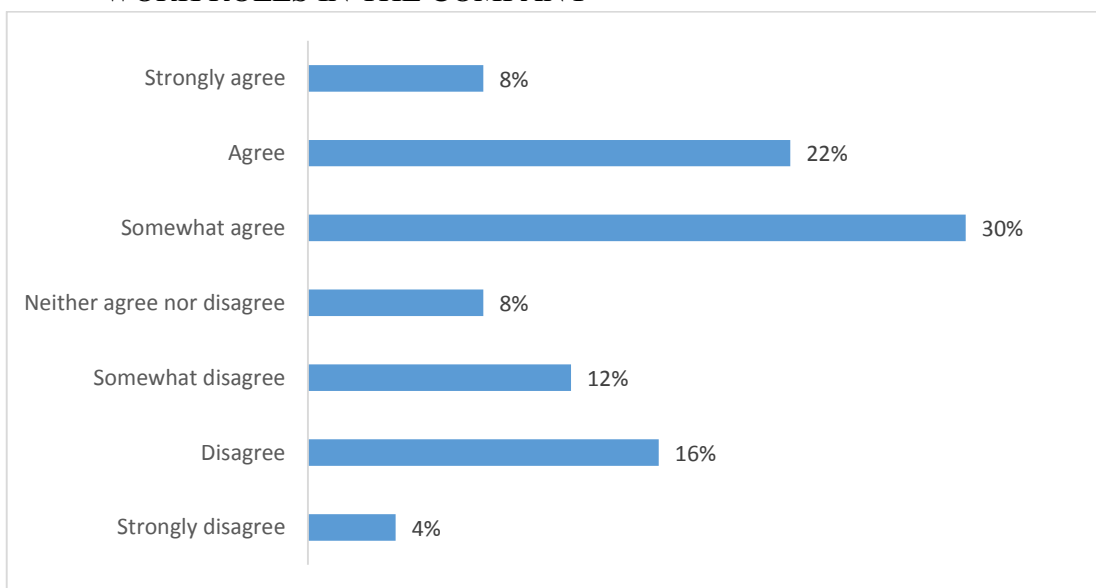


FIGURE 11: I THINK THE CHANGE MIGHT CAUSE UNCERTAINTY ABOUT WORK-ROLES IN THE COMPANY

When faced with the above statement ‘I think the change might cause uncertainty about work roles in the company’, 59% generally agreed with it, while 32% generally disagreed, and 8% neither agreed nor disagreed with the statement.

### 5.3 EMOTIONAL AND ATTITUDENAL ISSUES BY POSITION

In this section, the results will be analyzed by comparing the hierarchical positions of employees. The section will furthermore be divided into five sub-sections: Relationships between people; Perceptions of change - attitudes and feelings; Uncertainty; and Conflict, power and politics.

#### 5.3.1 RELATIONSHIPS BETWEEN PEOPLE

##### 5.3.1.1 I believe the change will positively influence relations between me and my co workers

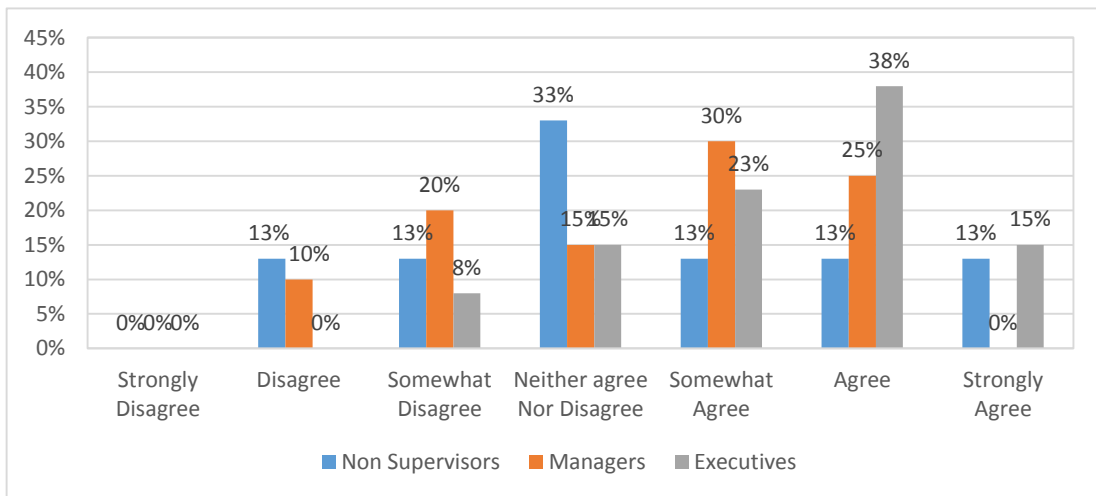


FIGURE 12: I BELIEVE THE CHANGE WILL POSITIVELY INFLUENCE RELATIONS

77% of executives generally agree with the statement I believe the change process will positively influence relations between me and my co-workers. Managers seem to have generally spilt views on the subject, unlike participants from other hierarchical position groups, with 55% generally agreeing with the statement, 15% neither agreeing nor disagreeing, and 30% generally disagreeing. Among non-supervisors, 40% generally agree with the statement, 33% neither agree nor disagree, and 27% generally disagree.

### 5.3.2 PERCEPTIONS OF CHANGE - ATTITUDES & FEELINGS

#### 5.3.2.1 I feel that the change was necessary

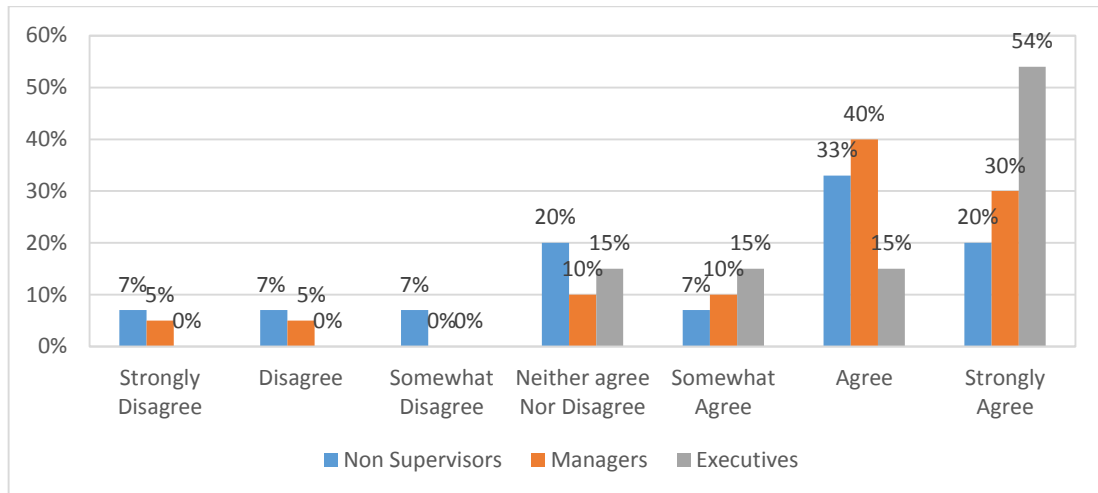


FIGURE 13: I FEEL THAT THE CHANGE WAS NECESSARY

When asked if they felt the change was necessary, the participants were generally harmonious with the statement, with all hierarchical position groups mostly agreeing. 85% of executives generally agree with the subject, while no executive disagreed with the statement. Both managers and non-supervisors participating answered similarly, although a few percent of them strongly disagreed or disagreed. Overall though, participants were generally in agreement on the subject that change was necessary at their respective company.

### 5.3.3 UNCERTAINTY

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

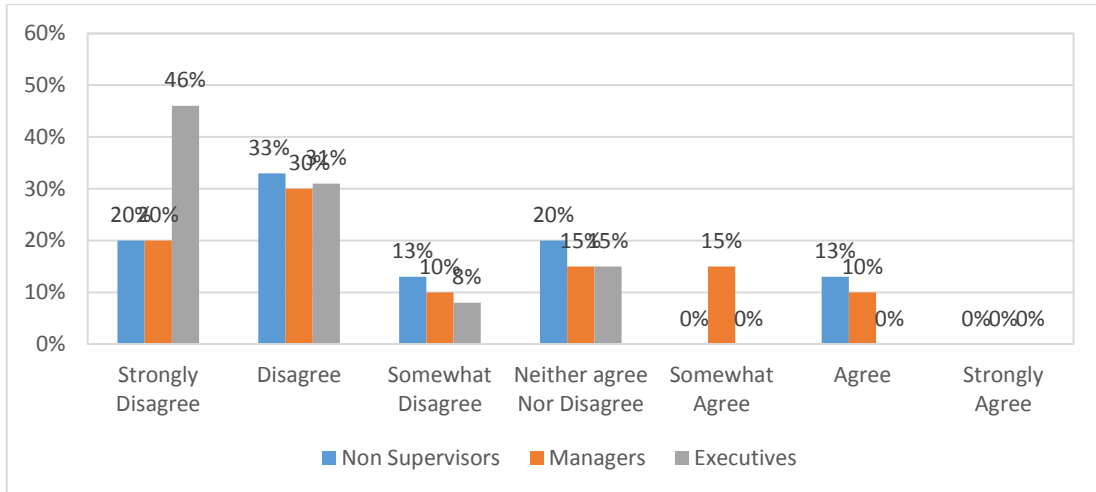


FIGURE 14: I FEAR THAT THE CHANGE MIGHT AFFECT MY POSITION IN A NEGATIVE WAY

Executives generally disagree with the statement I fear that the change might affect my position in a negative way, where 46% strongly disagree, and a total of 85% generally disagree with the statement. The managers participating had a fairly even distribution of answers, although a larger share of managers than non-supervisors and executives agreed with the statement. Overall, more managers generally disagreed with the statement, 60%, than generally agreed with it. Non-supervisors, similar to the managers, mostly disagreed with the statement, although their answers were spread fairly evenly on the scale. A total of 63% of non-supervisors generally disagreed with the statement.

### 5.3.3.2 I believe the change will be beneficial for me personally

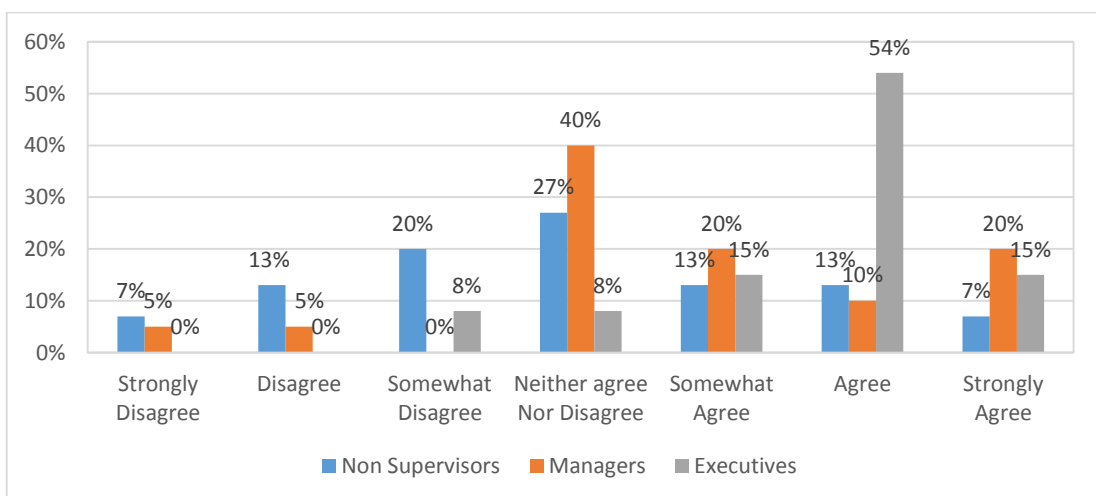


FIGURE 15: I BELIEVE THE CHANGE WILL BE BENEFICIAL FOR ME PERSONALLY

When participants were asked if they thought the change would be beneficial for them personally, it became evident that executives mostly agreed with the statement, with 85% of executives generally agreeing with the statement, while only 8% generally disagreed. In comparison 50% of managers generally agreed with the statement, while only 10% generally disagreed. The answers of non-supervisors were fairly evenly distributed, with 33% generally agreeing with the statement, 40% generally disagreeing, and 27% neither agreeing nor disagreeing.

### 5.3.4 CONFLICT, POWER AND POLITICS

#### 5.3.4.1 I think the change will increase conflict in the company

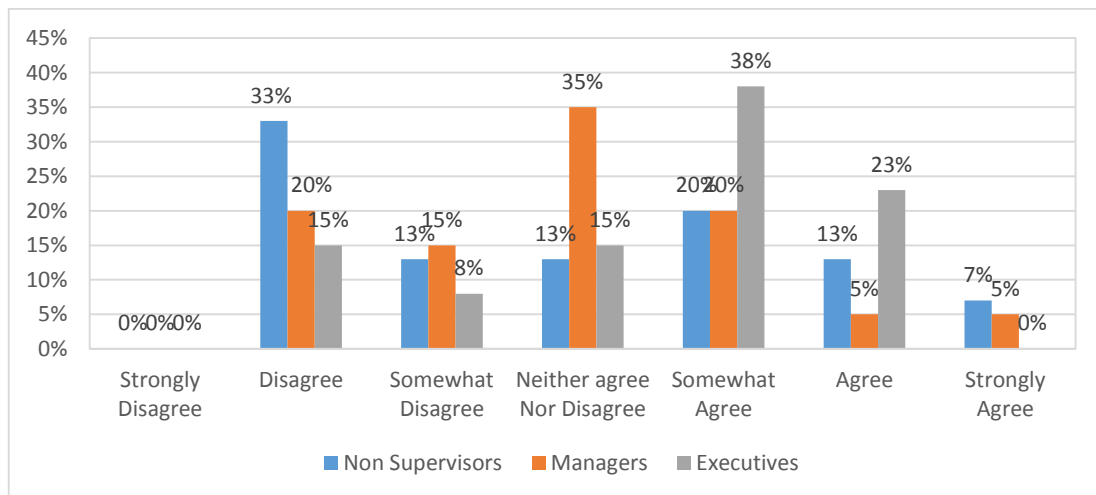


FIGURE 16: I THINK THE CHANGE WILL INCREASE CONFLICT IN THE COMPANY

Executives to a large extent agreed with this statement I think the change will increase conflict in the company, with 62% generally agreeing, although no one strongly agreed. Managers responded to the statement quite differently, with 35% generally disagreeing with it. Another 35% of managers neither agreed nor disagreed with the statement. Furthermore around 30% of managers generally agreed with the statement. Similarly to managers, non-supervisors mostly disagreed with the statement, with 47% generally disagreeing. Meanwhile, 40% of participating non-supervisors generally agreed, and 13% neither agreed nor disagreed with the statement.

### 5.3.4.2 I feel like I have been included in the change process

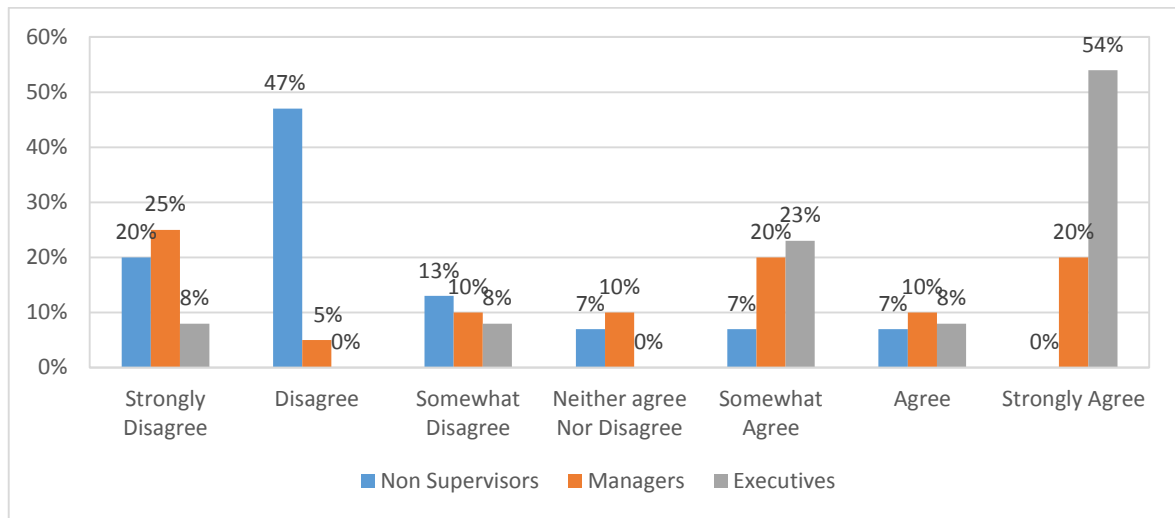


FIGURE 17: I FEEL LIKE I HAVE BEEN INCLUDED IN THE CHANGE PROCESS

There seemed to be a difference in how participants answered the statement I feel like I have been included in the change process, depending on their hierarchical position. It is clear that executives agreed with the statement, with 54% strongly agreeing, and a total of 85% generally agreeing they had been included in the change process in some way.

The responses of managers were fairly distributed along the scale, with 50% of managers generally agreeing, while 40% generally disagreed. The remaining 10% neither agreed nor disagreed. When compared to the answers of executives, the results of non-supervisors are quite different. Non-supervisors, for the most part disagreed, with 20% strongly disagreeing, 47% disagreeing, and 13% somewhat disagreeing. Thus, 80% of non-supervisors generally disagreed with the statement, while only 14% generally agree with the statement.

## 5.4 PROCESS

This section will continue covering the results by comparing the hierarchical positions of employees. The section will be divided into two sub-sections: Participation and involvement, Desired process and Outcomes.

### 5.4.1 PARTICIPATION AND INVOLVEMENT

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

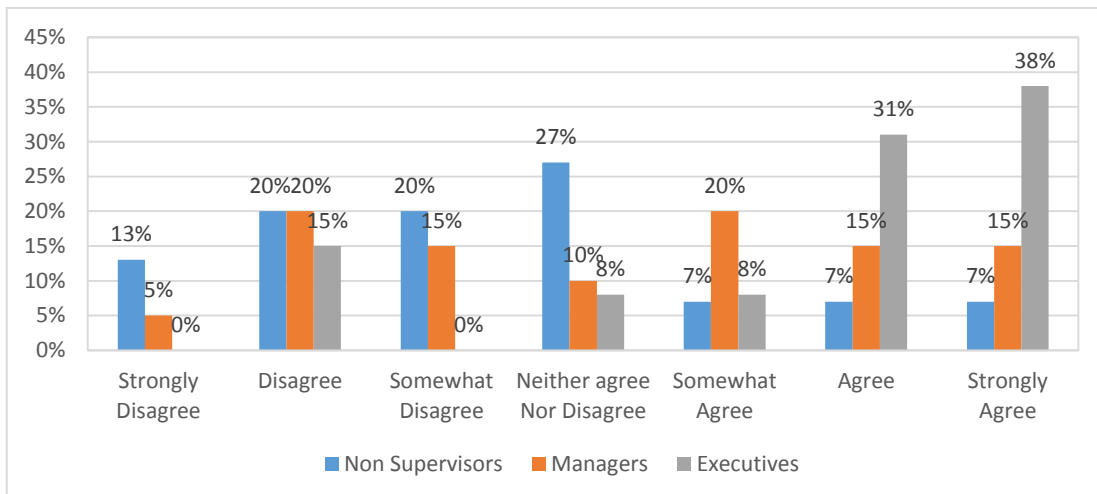


FIGURE 18: I FEEL LIKE I HAVE A VOICE WHEN IT COMES TO THE CHANGE PROCESS

When asked if participants felt like they had a voice when it came to the change process, the distribution of answers was in many ways similar to the previous question on whether participants felt like they were included in the change process.

Executives mostly agreed, with 38% strongly agreeing with the statement I feel like I have a voice when it comes to the change process, with 31% agreeing, and 8% somewhat agreeing to the statement. Therefore, 77% of executives generally agreed with the statement.

The responses of managers were fairly evenly distributed, although generally they were more likely to be in agreement with that they had a voice when it came to the change process. Half of the managers participating generally agreed with the statement, while 40% generally disagreed. The remaining 10% therefore neither agreed nor disagreed with the statement.

Non-supervisors were in more disagreement than executives and managers with the statement, with only 21% generally agreeing. On the contrary, 53% generally disagreed when asked whether they felt they would have a voice when it came to the change process. The remaining 27% neither agreed nor disagreed with the statement.

#### 5.4.1.2 I actively participate in the decision making, in matters that affect me at work

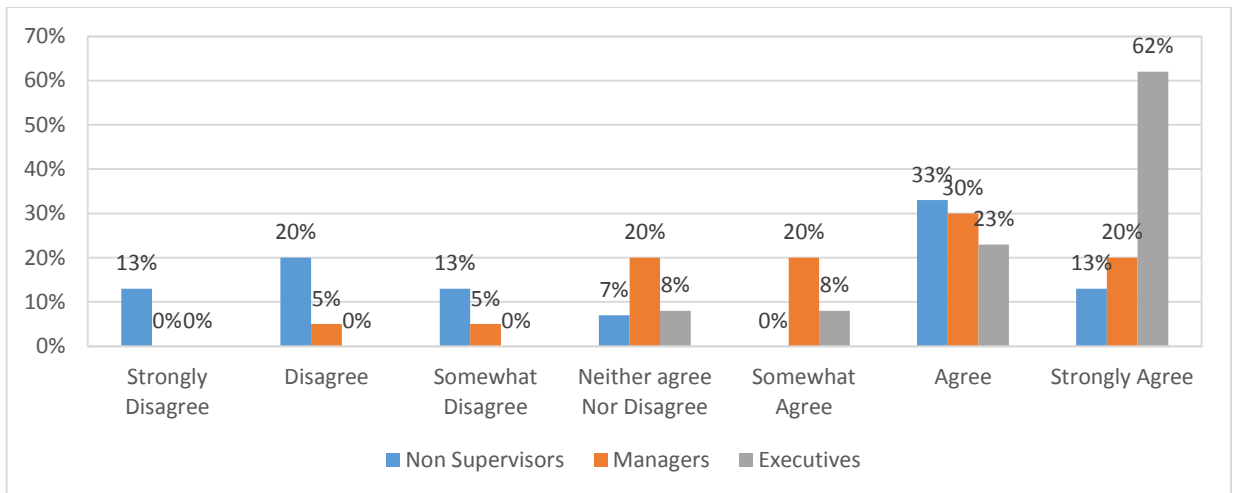


FIGURE 15: I FEEL LIKE I HAVE A VOICE WHEN IT COMES TO THE CHANGE PROCESS

Figure 19 shows the distribution of answers when participants were asked if they agreed or disagreed with the statement that they actively participated in the decision-making, in matters that affected them at work.

Executives almost entirely agreed with this statement, with 62% strongly agreeing, and a total of 92% generally agreeing. No executives strongly disagreed, disagreed, or somewhat disagreed with the statement.

Similar results can be observed amongst managers, with 70% generally agreeing. Managers neither agreeing nor disagreeing accounted for 20%, while only 10% of generally disagreed with the statement.

The answers of non-supervisors were quite different from those of the executives, with only 46% of non-supervisors generally agreeing with the statement, compared to 92% of non-supervisors. The number of non-supervisors generally disagreeing with the statement accounted for 47%, which is in contrast to the results of executives, where no one generally disagreed.

## 5.4.2 DESIRED PROCESS

### 5.4.2.1 I would have preferred the things done differently



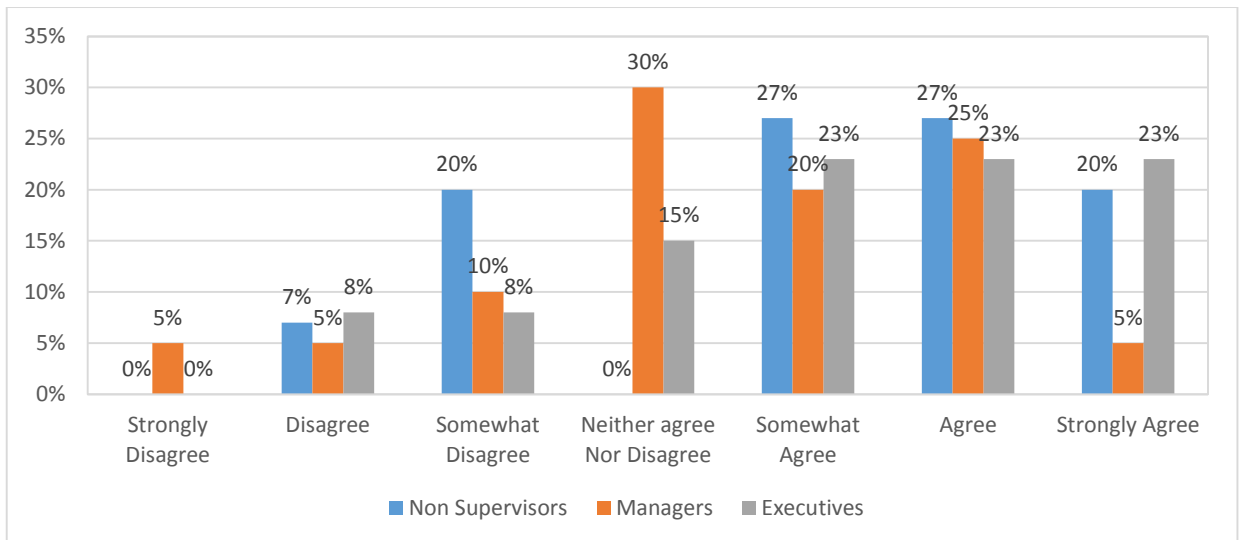


FIGURE 20: I WOULD HAVE PREFERRED SOME THINGS DONE DIFFERENTLY

When asked if participant would have preferred some things done differently, all three groups of executives, managers and non-supervisors provide similar answers. More than two-thirds of executives, or 69%, generally agreed with the statement, while 15% neither agreed nor disagreed. Managers were also quite positive towards the statement, with 50% generally agreeing, while 30% neither agreed nor disagreed, and 20% generally disagreed.

Out of the three groups, non-supervisors agreed the most with the statement, with 73% generally agreeing. Meanwhile 27% of non-supervisors generally disagreed with the statement. The results can be seen in Figure 24.

### 5.4.3 OUTCOMES

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

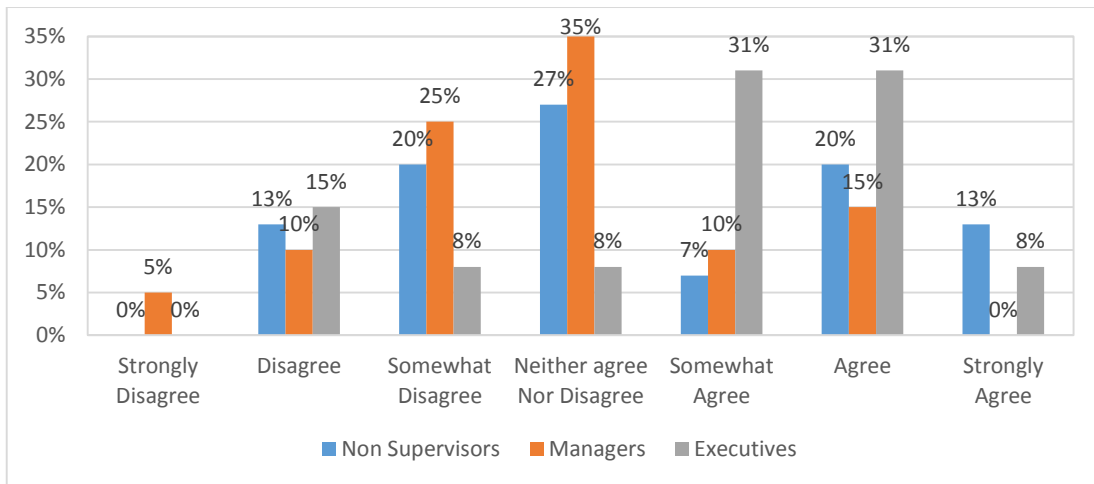


FIGURE 21: THE CHANGE PROCESS HAS MADE IT EASIER FOR ME TO SOLVE CERTAIN TASKS

The views of the participants were divided on this question. Executives mostly agreed with the statement, with a total of 69% generally agreeing. Meanwhile, 23% generally disagreed with the statement, and 8% neither agreed nor disagreed.

Managers answered quite differently, as a higher proportion of participants neither agreed nor disagreed, or 35%. For the most part though, managers disagreed with the statement, with 50% generally disagreeing, while 25% of managers participating generally agreed with the statement.

The attitude of non-supervisors regarding the subject were somewhat split, with 40% generally agreeing, while 33% generally disagreed. More than a quarter of non-supervisors, or 27%, neither agreed nor disagreed with the statement.

## **CHAPTER 6. FINDINGS & RECOMMENDATIONS**

Out of all items on the questionnaire, 10 deemed to show sufficient variance. Five of these 10 factors belonged to the category of emotional and attitudinal issues, four factors were in the category of process issues and one belonged to outcomes.

Executives reported higher levels of satisfaction on all of the emotional and attitudinal items, which was as expected. Non-supervisors reported the least amount of satisfaction on these factors, out of all three groups.

The only outcome category issue to be represented was whether participants believed that the change had made certain tasks easier to solve. Interestingly, this issue was the only one where the managers' group was the least content group. Managers in general, did not seem to think that the change had made it easier to solve certain tasks.

In general, participants were pleased with outcomes issues, such as the success and positive impact of the change; process issues, such as communication and leadership support and feedback. The most polarizing results came from the emotional and attitudinal category of issues, such as influence on co-worker relationships, negative affect on position and personal benefit of the changes. On these indicators, executives tended to be positive, while managers and non-supervisors seemed to be less enthusiastic.

One factor in particular, whether participants would have wanted things done differently, appeared to highlight a conflicting view among participants.

Most participants expressed satisfaction with the level of leadership support and feedback they received during the change process. This reflects positively on the leaders of those companies. There was also a general satisfaction with the clarity and amount of communications during the change, which may be connected to the high approval rate of leadership. However, there was a clear gap between the responses of executives on the one hand, and non-supervisors on the other when it comes to

factors such as perceived personal benefits of the change, and concerns about negative effects on position. This further emphasizes the need for leaders to be aware of the fact that their own attitudes and perceptions in regards to organizational matters are not necessarily shared by others in the organization. This must be accounted for when planning and delegating tasks related to change, as well as during communication to members positioned lower in the hierarchy.

The findings underline the need for leaders to consider the intergroup nature of organizations, especially during organizational change. To this end, it might in some cases, be beneficial to tailor communications specifically to members of a hierarchical group. For instance, employees lower in the hierarchy, who are pessimistic about the prospects of the change being beneficial to them, may need another type of communication than executives.

## **CHAPTER 7 - LIMITATIONS AND FUTURE RESEARCH**

Research such as the one presented in this dissertation inevitably come with several limitations. For instance, a limitation of this study as well as most studies dealing with perceptions and attitude is the fact that attitudes and perceptions changes with time. The responses were only examined at one point in time. It is quite possible that perceptions differ at different stages of the change process. Many change management scholars, such as Lewin and Kottler, tend to agree that change recipients go through a series of stages during a change process. During each of these stages participants may hold different views. For this reason, other researchers might consider a longitudinal design, where data would be collected over a period of time, in order to see how perceptions change over time. Due to the fact that this research was conducted within a specific time frame, this was not a possibility.

The sample size used in the research was limited, a larger and more diversified sample could arguably have given more significance to the findings and increased generalizability.

Finally, it could be beneficial for future researchers to consider collecting data from alternative sources, as the self-report nature of measurement is limited to some extent.

Employees may have a distorted view of their role in the process, and factors such as memory of events can play a role. Furthermore, factors such as response bias may influence outcomes (i.e. participants may answer questions the way they think researchers want them to answer). To counter this, researchers might find it beneficial to collect data from alternative sources, like supervisor ratings or other performance indicators, in order to corroborate statements made by participants.

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# QUESTIONNAIRE

The following is a questionnaire about change management. If your organisation is undergoing or has undergone any technological, structural or some major change process, please spare few minutes to fill this questionnaire.

**\* Required**

Below each of the following statements please indicate where on the scale between 'Strongly Agree' and 'Strongly Disagree' what 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 co-workers \***

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

**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.

**Age \***            30 years or younger            30-45 years            45 years or above

**Sex \***            Female            Male

### **Hierarchical Position \***

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

### **How long have you held your current position**

- Less than 1 year
- 1-3 years
- 4-6 years
- More than 6 years