Impact of Employee's Willingness on Organizational Change

Faryal Siddiqui

Department of Management Sciences, Abbasia Campus

The Islamia University of Bahawalpur, Punjab, Pakistan.

E-mail: faryalsiddiqui_88@yahoo.com

Abstract

The purpose of this study was to determine the impact of employees' readiness on organizational change. In today's dynamic environment constantly changes are occurring so it requires the organizations to accept those changes and also the employees must be ready to accept those changes. However, the personnel's do not understand the advantages of the subsequent change and this is the reason they want to remain in status quo. In this study, certain components on employees' readiness such as self-efficacy, principle support and personal valence have been discussed and had seen how these components affects the organizational change. All these have a positive impact on organizational change.

Keywords: organizational change, readiness to change, self efficacy, principle support, personal valence, change agent, intervention, mutual trust.

1. Introduction:

In our life occurrence of change is natural whereas every individual come across a point where he has to change. If we go through the behavior of life; the first change that occurs is when one has to shift from the dependent life to become independent. Besides change also occurs when an individual completes his education, finds the job and gets married. It follows that the change is natural. It occurs in every one's life and also it takes place in the organizational context (Van de Ven & Poole, 1995). The change takes place in individual personal life and his reaction towards that change is related to reaction of change occurring in the workplace environment (Amenakis & Bedeian, 1999).

Although managing organizational change is not an easy task yet it requires an organization to have a deeper insight about currently policies in place and identifying the adversities the firm has been confronting while implementing the current policies and procedures. Organizational change is very important because if the firms do not change their strategies according to the different changes occurring around in the environment, then it is very difficult for a firm to survive in today's active, challenging and continuously changing environment. However, it may require a firm to properly train their employees and prepare them to successfully implement the required change. Management must communicate their vision to their employees to achieve their willingness.

While moving from one state into another state the company must be secure enough so that it could mange to reduce the employees' resistance against the change. The change must be undertaken gradually in a very systematic way so as to minimize the employees' resistance and make the efforts successful. Organization move towards change with the purpose of increasing their quality of services. The change can be brought about in many aspects such as firms change their opinion and activities to improve the performance. A change can be through the information technology by introducing ways and means for increasing the performance. A change process can also be taken as a problem solving process. When employees' are involved in the discussions along with top management; they get more motivated to work and eventually leads towards successful implementation of organizational change. This all requires a vast array of skills and knowledge for the successful execution of change process.

2. Literature review:

2.1. Organizational change:

Organizational change is defined as a way to impart new attitude and behaviors in the employees that will help them to do their tasks more effectively, efficiently and also to overcome their fears against change (Nichols, 2010).

Organizational change is also described as "*the combination of managerial and organizational capabilities that allow enterprises to adapt changes more quickly and effectively than its competitors*" (Judge & Douglas, 2009).

2.1.2 Managing organizational change:

More than seventy percent of the organizational efforts towards change go unsuccessful because of the lack of proper planning and poor assessment. Organizations do not properly determine the required competencies for the change (Judge & Douglas, 2009). Managing organizational change is a strategic procedure of moving from current state to an unknown state. Planning must be taken on for organizational change in order to reduce the workforce resistance against the change and to make the struggle successful so as to get the competitive edge and to carry on the business in today's active and changing environment. It is very essential for organizations to adapt to the changes of the external environment (Dan, 2006).

For the successful implementation of the change; continuous expansion of business, creative ideas and strong management support are amongst the essential elements. However, to adapt all these changes is very much vital for the prosperous businesses and successful organizations must make their employees informed about the respective changes they are going to implement. In order to attain individual's willingness to accept the new ways for accomplishing the tasks, the companies successfully implementing the change must address the two important issues; first to obtain the willingness of the employees' and secondly mitigate the opposition of change (Madsen et al, 2005).

In today's dynamic environment more trials are there for the organizations to deal with in order to sustain and survive. It is very important for an organization to deal with the

complex situations and to adapt the changes occurring in the environment. Although this change affects the employees' thoughts and feelings both in a positive and negative manner yet the employees' feel tensions and stress in moving to an unfamiliar situations. Before going towards organizational change it is responsibility of the top management to make their employees' well aware of the transformations and obtain their willingness in order to reduce the personnel's anxiety. (Shah & Shah, 2010).

Many of the companies' hire change agents for the successful implementation of change. But introduction of this external support must be to bare minimum. In this aspect 'Human Resource Personnel' play a vital role in inducting the required competencies in the employees. Human resource persons fill the space between the recent acquired knowledge and those which is required in the near future. This may help both the employees and organization to adapt the change more successfully (Court, 2011).

An organization brings change in order to resolve the difficulties they are facing and work proactively in order to compete in a dynamic situation. The difficulties which an organization faces are the quality related problems, personnel's competence, company's expansion and availing new opportunities. So, change is result of both the internal and the external demands (Namaituallah, 2011). Gleick (1987) and Abrahamson (2000) defined change as a disordered state because in that the organization tends to move from a familiar to unfamiliar arrangements (Namaituallah, 2011).

It is only the workers of an organization who help the organization to bring and manage the change effectively. Because the workforce of an organization have different qualifications, competencies and they are proficient in different fields which help the company to cope up with different challenges (llgen & pulakos, 1999). The structure of the organization must be flexible in order to adapt with distinct situations (Cummings & Worley, 2001).

3. CONCEPTUAL FRAMEWORK:
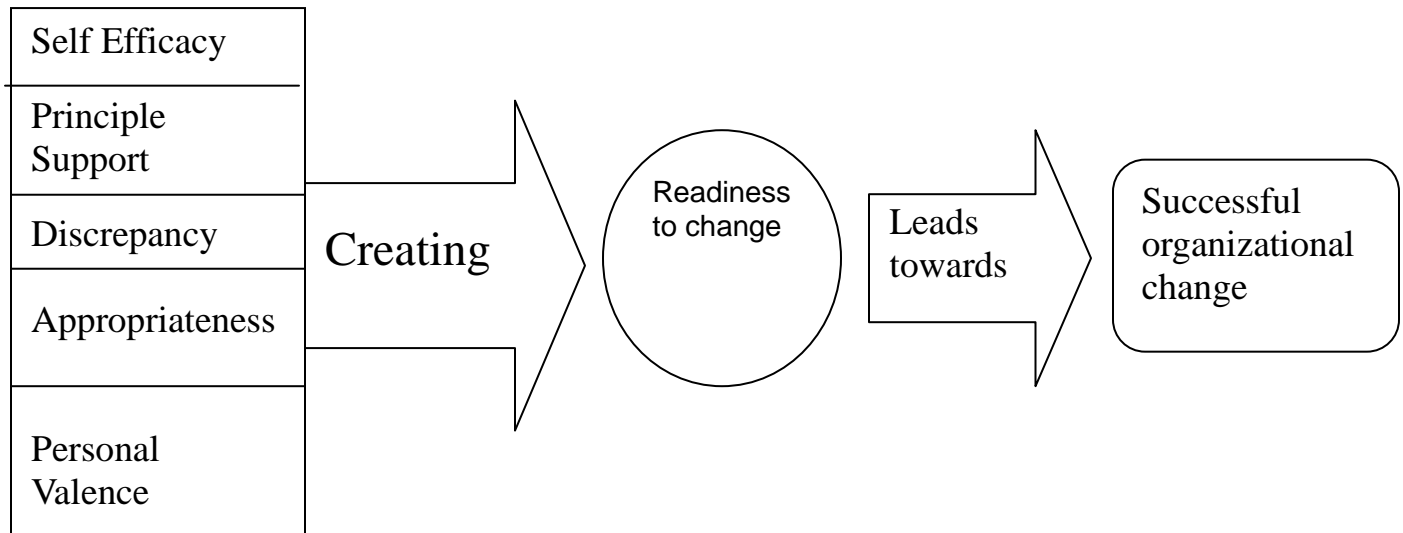
Source *Adapted from Amenakis & Harris (2002).

4.   Discussion

4.1 Self-efficacy:

Organizational change can be successfully implemented when the employees' of the organization are sure that they have requisite knowledge and degree of skills required to make the efforts prosperous but if they do not have the required competencies then they will pose resistance against such interventions and are not encouraged to have active participation in the whole process (Madsen, 2008).

More the employee is confident on his knowledge and skills; greater are the chances that the change can be handled more effectively. If the employees' are not comfortable in implementing the new interventions it will create anxiety amongst the individuals which ultimately affect their productivity level. Although studies have found no relationship between the self efficacy and job stress but Schwarzer and Hallum (2008) found that there is negative link between the self efficacy and the job stress (Dijk, 2009).

Self-efficacy is not only related with having sufficient knowledge and skills about the job; it is also concerned with an extent of which the employee is proficient in handling the situations in the active and continuously changing environment. If the top management makes employees aware of respective change interventions then these employees feel more confident to handle or manage the change situation effectively. Otherwise the employees' will resist because they are not uncertain for the competencies

required to manage the change. Employees' having appropriate information of the change intervention can easily makes their adjustments in the unfamiliar situation because they think that the situation is in their control and they have the proficiency to fulfill the requirements of that situation (Jimmieson et al, 2004). High self efficacy indicates that the individual have internal locus of control and the personnel having low self efficacy indicate that they had external locus of control (Carter, 2008).

4.2. Principle support:

An encouraging environment of an organization will let the individuals to work more effectively and efficiently. A support from the top management is very important, because these are the people who are responsible for providing the proper means to do the work. The latest leadership styles give more importance to team building activities; they encourage the employees' to have active involvement in their task. This in return makes the personnel's feel that they are being valued in their organization. So the assistance from the top management is very significant because it helps the teams to implement their innovative and creative ideas as well. Organic structures of an organization will help the firms to fulfill the demands of dynamic environment and help the teams to effectively manage the organization change as well (Cooper & Santora, 2010).

In today's active environment organizations are required to have organic structures in order to have an extensively coherent communication which leads towards more exchange of information between managers and employees'. Managers or the top management plays an important role in the developing the collaborative culture of an organizations. Top management support and organizational culture are significant in the change process (Cooper & Sarros 2011).

More the personnel's are engaged in process of decision making more they feel accountable for doing the perspective tasks effectively. It in turn creates a mutual trust between the management and the employees of the organization. More the employees are involved in the decisions making processes there are more chances that the employees can handle the change process effectively. In the dynamic and knowledge based economy when the bonuses, rewards and appreciation are associated with the employees efforts they exert in change process; employees successfully implement the change process. They take the risk and fulfill the requirements of changing situation more efficiently. Support from the leadership creates motivations in the personnel's and they become more committed to their jobs. (Devos & Bouckenooghe, 2006).

In order to gain the competitive advantage in today's active and changing environment the need of the hour is that the employees' of an organization must have vast array of knowledge and skills because the knowledge and skills are very essential for gaining the competitive edge. Organizational culture is a compelling force that enables collective knowledge creation, integration and dissemination. Organizational culture emphasizing on collectivism helps the teams to work collectively which in turn create motivation to share their thoughts as well. It creates the environment of openness where the employees feel free to work and their idea and thoughts a s well (Wand, Su & Yang, 2011).

4.3. Personal valence:

Personal valence is a very important element in creating readiness for organizational change. Unless and until employees' think that the change has more benefits as compared to the efforts required to implement those changes. When the individuals realize that the change is more beneficial for them, it helps them to remain competitive in the market then they are more willing to execute the change process. Once employees' understand that how the change can benefit them, then employees; would be ready to do their task more effectively (Madsen, 2008).

Personal valence is actually self interest of any employee. When an employee has its personal interest in carrying out the organizational change he is more inclined to do so in order to achieve his own interest. Individuals always evaluate the advantages and disadvantages of respective intervention and then put the respective intervention into practice. When the employees' think that by adopting the new ways of doing their work will benefit the employees' to gain the new insights, then employees' are more willing towards change. If the employee does not think that the there is need of change and also this change is not worthwhile for them, then employees' are not ready to accept the change (Andersen, 2008).

If the change fulfills the needs of employees' then the employees' will not resist against the change. In personal valence employees actually seek that how the change can benefit them and to what an extent. And also not only the benefits they gain from the organizational change they also access the desirability of that outcome. If the management has declared that there is immediate need for change and employees also think likewise but still they concentrate for their personal gain. (Self & Schraeder, 2009).

In conceptual framework there are five elements of employees' willingness these are self-efficacy, principle support, appropriateness, discrepancy and personal valence. But in I have discussed three of them according to my study. Because this study is trying to explore those component which create readiness to change at an individual level. And the rest two components appropriateness and discrepancy are not discussed. Appropriateness is about determining that whether the current strategies are effective or not. This is the responsibility of top management to determine that whether their strategies are competitive to the market or not. And the other component is discrepancy which means to understand the need for change. Both of these components are mainly related to actions and behaviors of managers and leaders.

5. Conclusion:

The above dissertation concludes that organizational change is a very difficult process. In order to explicate the viewpoint, a number of studies have put forth to provide in depth knowledge about the organizational change and also how to make the execution of change process successful. But this study has attempted to provide knowledge about how the organization can reduce the employees' resistance against the change. Organizations should firstly evoke the willingness of the employees' and follow with the implementation of the respective changes. Because it is the personnel's making the difference that can help the firms to make the efforts successful or unsuccessful. There are different factors of employees' willingness such as self efficacy, principle support and personal valence. We have seen the impact of these factors on organizational change by a conceptual framework. The result of this study is consistent with the results of study made by *Self, R(2007).*

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