

Employees Attitude towards change A theoretical analysis

S.DHANALAKSHMI, DR.J.SENTHILVELMURUGAN

PG Scholar (M.Phil- Periyar Institute of Management Studies), Periyar University Salem, Tamilnadu, India
Assistant Professor (Periyar Institute of Management Studies), Periyar University Salem Tamilnadu, India

ABSTRACT

Any business in today's fast-moving environment that is looking for the pace of change to slow is likely to be sorely let down. In fact, businesses should embrace change. Change is important for any organization because, without change, businesses would likely lose their competitive edge and fail to meet the needs of what most hope to be a growing base of loyal customers. It is difficult for organizations to avoid change, as new ideas promote growth for them and their members. Change occurs for many reasons such as new staff roles; increases or decreases in financial support; achievement of new technology; new missions, vision or goals; and to reach new members or clients. Changes can create new opportunities, but are often met with analysis from challenging individuals within the group.

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

INTRODUCTION

The attitude of employees during change process in organization the stage a vital role in the implementation of new ideas in the organizations. Change plays a major drawback which creates problems in all organizations. It is not a surprise that resistance to change occurs and it is the fore most reason for disappointment to change. According to Coch and French (1948), Kotter(1995), Kotter and Cohen (2002) many organizations had the drawbacks regarding the attitude of employees which lead to failures in change. But research had proved that some organizations had adapted themselves to change and it had provided a good outcome in organizational performance.

ASSOCIATION CHANGE

association change takes place when a company makes an evolution from its current state to some preferred opportunity. organization organizational change is the process of forecasting and implementing change in organization in such a way as to reduce employee resistance and cost to the organization while at the same time maximizing the effectiveness of the change effort.

From an inactive perception, organizational change occurs as a reaction to an ever-changing environment or as a response to a current emergency situation. Change is an approach of shifting/transitioning individual's teams. It is an organization process intended at helping stakeholders to accept and hold

change in their business environment in their delicate lives.

Organizational changes mainly focus on two factors namely

Ø Organizational factors/External factors

Ø Individual factors/Internal factors

Organizational/External Factors

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

Individual/Internal Factors

The internal environment of an organization refers to the organization structure, systems, people and performance. The internal force that influences organizational activities are employee behavior and attitude.

EMPLOYEE ATTITUDE TOWARDS CHANGE

Thurstone, (1931) defined attitude as an influencer for organist an emotional leaning. All port, (1935) detailed attitude as a mind and neural condition of willingness, planned through knowledge, exert an instruction or lively pressure up on the individual's response to all substance and situations which it is related.

Attitude is a word related to psychology, and attitude differs from person to person perception. The main focus of research on attitude concerns the nature, function of attitude and how employees mould

themselves towards change. The employee attitudes can influence character to formulate their response to change.

Employee attitude focused on individual attitude towards change in the organization. The attitude brings positive or negative type of activities of employees during the change process. There are two types of employee's attitude towards change. One aspect of employees may have a negative attitude towards organizational change and are more likely to refuse to accept the change. And the other aspect of employees have a positive attitude towards organizational change are more likely to hold up to the change.

Koslowsky and Zeev (1990) commented that employees who are reliable towards the organization have a positive attitude regarding change. In other hand, employees who are not committed to the organization; has a negative attitude towards the change.

According to Erich J.Schwarz, (2009), employees who have positive attitude towards change in the organization become valuable employees to the organization. Apfelthaler, (2008) revealed employees recognized change with valuable training, which helped in the development of the employees with effective skill. Baumgartner, K (2008), described that most of the employees are not prepared for change. Employee's negative attitude towards change is due to the fear about job. They avoid change because they may be unable to cope up with change and may lose their job when organization is downsized or reshuffled with change.

Meyer (2002) stated that employees who are highly pleased with the organization have no reason for reporting negative attitude without any threat in common. Contented employees themselves show greater attention in organizational change behavior in ascertaining the goals and providing precise outcome. To effectively cope with permanent change in their business situation, organization should commonly focus on planned change. To overcome resistance to change, organization should prepare a clear arrangement and change awareness among employees in order to generate well planned work surroundings and in proportion work agenda to reduce pressure and insecurity.

Karyn E. Trader-Leigh (2001) projected that change and organization transformation is a rigid effort. Change fails because surroundings are not ready to agree to change and do not well look forward to the strength on individual system. Individuals' personal and emotional impact and domination of norms, traditions, compatibility and supporting factors are

the reasons to individual resistance to change. Maria Vakalo (2005) detailed of professional pressure related to negative attitudes to change. Tension created by difficult task related to burden and unfair pay, can cause negative attitude towards organization change and therefore reside in change process.

According to West wood, (1984), Gottfried (1994) and Thomas and David (2005) not only male employee's attitudes are changing during change implementation in the organization but women employees are also mostly conflicted to change in everyday practice. Leanne catcher, (2009) understood that the organization change influences the attitude of both the gender according to the workplace and it entitled the things which traditions and situation, where employees resist change that determine the job fulfillment and lack of confidence for the work.

Lan Coa, (2013) opined employee attitude is proactively determined by the environment and their individual objective and morals. Hechanava (2003) said that in order to make change valuable, employees need to feel sufficiently skilled and knowledgeable in particularly during change supportive statement which would reduce panic and doubt and therefore, opposition to change.

FACTORS AFFECTING EMPLOYEE ATTITUDE TOWARDS CHANGE

Job satisfaction

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

Job security

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

Commitment

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

Conclusion

One of the most baffling and recalcitrant of the problems which business executives face is employee resistance to change. Resistance is usually created because of certain blind spots and employee attitudes with the technical aspects of new ideas. Management can take concrete steps to deal constructively with these employee attitudes. The steps include emphasizing new standards of performance and encouraging them to think in different ways, as well as making use of the fact that signs of resistance can

serve as a practical warning signal in directing and timing technological changes.

An organization must develop a new vision and a new faith in the workforce before it can approach the organizational change process. Managers must exhibit a trust in the workers to contribute to solving organizational problems, which in turn will build trust in management. The door must always be open for individuals to take an active role in improving the organization, allowing for open communication, initiative, and teamwork in problem solving.

REFERENCE

- [1] Alvesson, M. & Willmott, D. (2002). Identity regulation as organizational control, producing the appropriate individual, *Journal of Management*, vol. 39, Iss. 5, pp. 619-44. |
- [2] Apfelthaler, G. et al., (2008). Global entrepreneurship monitor Austria 2007, FH. Joanneum and university of graz, Graz. |
- [3] Becker, T. (1992), "Foci and bases of commitment: are they distinctions worth making?", *Academy of Management*, Vol. 35, pp. 232-44. |
- [4] Cartwright, S. and Cooper. C.L. (2002). *Asset an organizational stress screening tool*, Roberston cooper limited and cubiks, London. |
- [5] Cascio, W. F. (1986). *Managing human resources: Productivity, quality of work life, profits*. New York: McGraw-Hill. |
- [6] Coch, L. & French, J. (1948). Overcoming resistance to change, *Human relations*, vol. 4, pp. 512-532. |
- [7] Cordery, J. et al., (1993). Correlates of employee attitude toward functional flexibility, *human relations*, vol. 46, Iss. 6, pp. 705-723. |
- [8] Eisenberger, R. et al., (1990). Perceived organizational support and employee diligence, commitment and innovation, *Journal of applied psychology*, vol. 75, pp. 51-59. |
- [9] Erich J. Schwarz, (2009). The effects of attitudes and perceived environment conditions on students, *Entrepreneurial intent*, vol. 51, pp. 272-291. |
- [10] Gottfried, H. (1994). Learning the score: The duality of control and everyday resistance in the temporary help service industry, In Jermier, J. Knights, D. and Nord, W. (Eds) *resistance and power in organizational Rout ledge*, London. |
- [11] Hechanova, R. et al., (2003). Antecedents and consequences of employees adjustment to oversea assignment: A meta-analytic review, *Applied psychology: An International Review*, vol. 52, Iss. 2, pp. 213-236. |
- [12] Ingwer Borg, et al., (2008). Attitudes of demographic item non-respondents in employee surveys, vol. 29, Iss. 2, pp. 146-160. |
- [13] Iverson, R.D. (1996). Employee acceptance of organizational change: The role of organizational commitment: *The international journal of human resources management*, vol. 7, Iss. 1, pp. 122. 149. |
- [14] Jaramillo, F., Prakash Mulki, J. and Marshal, G.W. (2005), A meta-analysis of the relationship between organizational commitment and salesperson job performance: 25 years of research, *Journal of Business Research*, Vol. 58, pp. 705-14. |
- [15] Koslowsky, M. & Zeev, U.B. (1990). Attitude profiles of anonymous responders, *The journal of applied behavioral science*, vol. 26, pp. 359-364. |

- [16] Kotter, J. (1995). Leading change: Why transformation efforts fail: Harvard business review, vol. 73, Iss. 2, pp. 59-67. |
- [17] Kotter, J.P. & Cohen, D.S. (2002). The heart of change: Read-life stories of how people change their organizations, Boston, MA: Harvard business school press. |
- [18] Lan cao. (2013). The positive effects of a protean career attitude for self-initiated expatriates, vol. 18, Iss. 1, pp. 56-77. |
- [19] Leanne Catcher, (2009). Resisting change from within and without the organization, Journal of organizational change, vol. 22, Iss. 3, pp. 275-289. |
- [20] Locke, E.A. (1969), What is job satisfaction? Organizational Behavior and Human |
- [21] Maria vakola & Ioannis Nikolaou. (2005). Employee relations, Athens university of economics and business, vol. 27, Iss. 2, pp. 160-174. |
- [22] Meyer. J & Allen, N. (1997), Commitment in the workplace, theory, research and application, sage thousand oaks. |
- [23] Mirvis, P.H. & Lawler, E. E. (1977).Measuring the financial impact of employee attitudes. Journal of Applied Psychology, 62, 1—8. |
- [24] Morris, T. et al., (1993). Can commitment be managed? A longitudinal analysis of employee commitment and human resource policies, Human resource management journal, vol. 3, Iss. 3, pp. 21-42. |
- [25] Mowday, R.T. et al., (1979). The measurement of organizational commitment, Journal of vocational behaviour, vol. 14, pp. 224-247. |
- [26] Mowday, R.T., Steers, R.M. and Porter, L.W. (1979), The measurement of organizational commitment, Journal of Vocational Behavior, Vol. 14, pp. 224-47. |
- [27] Schwepker, C.H. (2001)Ethical climate's relationship to job satisfaction, organizational commitment, and turnover intention in the sales force, Journal of Business Research, Vol. 54, pp. 39-52. |
- [28] Smith,P.C., Kendall, L.M. and Hulin, C.L. (1969), The Measurement of Satisfaction in Work and Retirement: A Strategy for the Study of Attitudes', Rand McNally, Chicago, IL. |
- [29] Smith, T.W. (2005). Defining homeland security: Content and context grounded in curricula, in William C.N (Ed) Homeland security law and policy, sharles, C. Thomas publisher, Springfield, IL, pp. 20-22. |
- [30] Storey. J. (1992). Developments in the management of human resources, Blackwell, oxford. |
- [31] Tait, M., Padgett, M.Y. and Baldwin,T.T. (1989), Job and life satisfaction: a reevaluation of the strength of the relationship and gender effects as a function of the date of the study, Journal of Applied Psychology, Vol. 74, pp. 502-7. |
- [32] Thomas, R. & Davies, A. (2005). What have the feminists done for us? Feminist theory and organizational resistance, Organization,vol. 12, Iss. 5, pp. 711-740. |
- [33] Thurstone, L.L. (1931). The measurement of social attitudes, Journal of abnormal and social psychology, vol. 26, Iss. 3, pp. 249-269. |
- [34] Trader-Leigh, W. (2001). Resistance to organizational change: The role of cognitive and affective processes, Leadership & organization development journal, vol. 22, Iss. 8, pp. 372-382. |
- [35] Westwood, S. (1984). All day every day: Factory and family in the making of women's, lives, Pluto press, East haven, CT. |

Author's Details:

S.Dhanalakshmi, Student, Department of Periyar Institute of management studies, Periyar University Salem, ghanamelectrical@gmail.com

Mr., DR, J.Senthilvelmurugan, MBA, M.COM., PGDCA., PHD., works as Assistant Professor in Periyar Institute of Management Studies Periyar University, Salem.(Deputy Controller i/c, Office of the COE Periyar University, Salem, Tamilnadu,India.hehas19experienceinteaching.IndustrialExperience 2 Years. jsenthilv@rediffmail.com