

Change management a driver of Employee engagement

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Abstract

The growing level of uncertainty in the business environment requires organizations to continuously adapt to changes and accommodate different needs of the workforce. Organizations often compete and attempt to survive by lowering prices, cutting costs, redesigning business processes and downsizing the number of employees. Hence, the theme of employee engagement has generated a great deal of attention among many human resource practitioners, business entrepreneurs and academic researchers across the globe. Change management is a driver of employee engagement. The effectiveness of change partly depends on the attitude of employees. This study aims at analyzing employee attitude towards change management of automobile industries in Ambathur industrial estate, Chennai, Tamil Nadu. The study has been done with the sample of 300 employees at Ambathur industrial estate. Simple percentage analysis has been used to analyze the data. The study has given the result of 70.7 % of employees are having positive attitude towards change and the balance 29.3 % of employees are against change. The successful design, implementation, measurement and maintenance of an organizations initiative is a must to change the attitude of employees towards organizational change.

Key words: Change management, Attitude, Employee engagement

Introduction

The extent that an employee believes in the mission, purpose and values of an organization and demonstrates that commitment through their actions and their attitude towards the employer (both internal & external) will determine the employee satisfaction towards his/her work. Employee engagement is high when the statements and conversations held reflect a natural enthusiasm for the company, its employees and the products or services provided.

May et al (2004) argued that employee engagement is related to emotional experiences and wellbeing. Emotions are a natural feature of our psychological make-up and affect not only individuals' personal lives but also their behavior at work.

Aspects of Employee Engagement

Three basic aspects of employee engagement according to the global studies are:-

1. The employees and their own unique psychological makeup and experience
2. The employers and their ability to create the conditions that promote employee engagement
3. Interaction between employees at all levels. Thus it is largely the organization's responsibility to create an environment and culture conducive to this partnership, and a win-win equation.

Advantages of Engaged employees are

- Engaged employees will stay with the company, be an advocate of the company and its products and services, and contribute to bottom line business success.
- They will normally perform better and are more motivated.
- There is a significant link between employee engagement and profitability.
- They form an emotional connection with the company. This impacts their attitude towards the company's clients, and thereby improves customer satisfaction and service levels
- It builds passion, commitment and alignment with the organization's strategies and goals
- Increases employees' trust in the organization
- Creates a sense of loyalty in a competitive environment
- Provides a high-energy working environment
- Boosts business growth
- Makes the employees effective brand ambassadors for the company

Change management is a driver of employee engagement.

Change management can be described as the application of appropriate planning, tools, and processes to effectively implement change and ensure its successful adoption.

Organizations change management I “all the actions required for an organization to understand, prepare for, implement and take full advantage of significant change.

The successful design, implementation, measurement and maintenance of an organizations initiative.

Folger &Skarlicki (1999) “Organization change can generate skepticism and resistance in employees, making it sometimes difficult or impossible to implement improvements .

Coetsee (1999) states “management's ability to achieve maximum benefit from change depends in part on how effectively they create and maintain a climate that minimizes resistance behavior and encourages acceptance and support.

When the change is fundamental and radical then will be known as organizational transformation.

Dent &Goldberg, (1999) defined resistance to change as “employees are not whole heartedly embracing a change that management wants to implement.

Effort by employees to block the intended change is referred to as resistance to change.

Alvin sander, (1950) resistance to change has been defined as “behavior which is intended to protect an individual from the effects of real or imagined change.

Zaltman and Duncan, (1974) resistance to change has been defined as “any conduct that serves to maintain the status quo in the face of pressure to alter the status quo.”

We manage resistance by working with people, and helping them deal with their concerns. There are many ways to build acceptance. It is important to be flexible, but persist.

Attitude

A predisposition or a tendency to respond positively or negatively towards a certain idea, object, person, or situation. Attitude influences an individuals' choice of action, and responses to challenges, incentives, and rewards.

Four major components of attitude are

Affective: emotions or feelings

Cognitive: belief or opinions held consciously

Co native: inclination for action

Evaluative: positive or negative response to stimuli

Positive Attitude of employees is vital for implementing organizational changes effectively.

Rhoades et al. (2001) from their study suggest that employees who are emotionally engaged with their organization have “a sense of belonging and identification that increases . . . involvement in the organization’s activities”.

Ketter (2008) state that as such, emotional engagement revolves around beliefs, which determine how behavioral engagement is formed, influenced, and directed outward.

Need for the study.

Ever changing automobile industry needs employees with positive attitude towards organizational change towards improvement in order to survive, sustain then lead.

Focus of the study

The study has been done in Ambathur industrial estate.

The Ambathur industrial estate, spread over an area of 1,430 acres has about 1800 units and is the biggest small scale industrial estate in South Asia. It was commissioned in the year 1964 by Government of Tamil Nadu. Several factors such as suitability of soil, communication facilities, availability of raw materials, a large volume of ground water suitable for industrial and domestic purposes, and the were responsible for seeking this place for the setting up of industrial estate.

Objective of the study

To identify the employees attitude towards change management in automobile industries in Ambathur industrial estate.

Methodology of the study

The study has adopted descriptive design. The population for this study has been made up of employees of automobile manufacturing industries in Ambathur industrial estate. A sample of 300 employees was randomly selected from 25 automobile parts manufacturing industry in Ambathur industrial estate.

Instrumentation

The present study was based on survey method. Primary data have been collected from 300 employees of 25 automobile parts manufacturing industries using interview and questionnaire method as an instrument. Simple percentage method has been used to analyze.

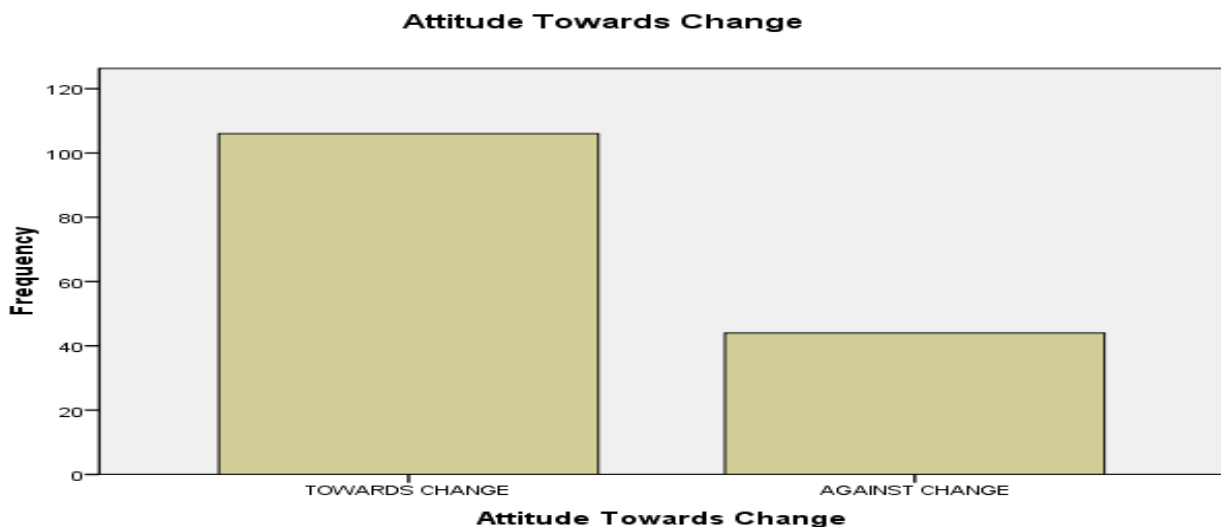
Data presentation and analysis

DISTRIBUTION OF EMPLOYEES ON THE BASIS OF ATTITUDE TOWARDS CHANGE

Table no 1. Attitude Towards Change

	Frequency	Percent	Valid Percent	Cumulative Percent
TOWARDS CHANGE	106	70.7	70.7	70.7
AGAINST CHANGE	44	29.3	29.3	100.0
Total	150	100.0	100.0	

Figure no: 1 Attitude towards Change



Inference:

It is inferred that most of the employees have an attitude towards change .About 70.7 % employees have an attitude towards change and remaining 29.3% where against change.

Key finding:

29.3 % of employee’s attitudes are against change.

Probable causes to resistance to change:

Individuals may not be resisting the change as they are resisting the potential loss of status, pay, comfort or power that arises from expertise.

In many cases there is not a disagreement with the benefits of the new process, but rather a fear of unknown future and about their ability to adapt it.

There may be resentment in disgruntled employees due to perceive unfair of the change. This can be strong enough to lead sabotage.

Some employees may see the change as a violation of “personal compacts “management has with their employees. This can involve elements of mutual trust, loyalty, and commitment and go any deep.

An employee may have a competing commitment that is incompatible with the desired change.

An employee may operating on the basis of a desire to protect what they feel is the best interest of the organization.

An employee may provoke an insightful and well indeed debate, criticism or disagreement in order to produce better understanding as well as additional options and solutions.

Conclusion

The successful design, implementation, measurement and maintenance of an organizations initiative are a must to change the attitude of employees towards organizational change.

The application of appropriate planning, tools, and processes to effectively implement change and ensure its successful adoption

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