

A Cross Sectional Study on Effect of Changing Workplace at Employees in Service Industry

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ABSTRACT

Purpose- *Implementing changes in the organization has become one of the most important tasks for any futuristic and dynamic organization. Change within an organization is the mix of stress, conflicts, defining new roles and many other things thus making it a task involving complex environment of various dimensions. Though, many research works are available on the area pertaining to resistance to change and understanding change management in better way but available literature lacks the study with respect to service industry. The present research focuses on various factors like job security, organizational support and work life balance and impact of these factors on employees' response in service industry.*

Methodology- *This study is based on survey method for accessing the effects of organizational change on employee's responses. The study contains 223 white and blue collar workers from service industry of India as respondents. The research is cross sectional study in nature.*

Findings- *Feeling of Job Security is one of the factors under study which is negatively related with change management. Other variables – Organizational Support and Work Life Balance are the factors which are positively related with change management if taken care-of properly.*

Key Words- *change, employees response Job security, organizational support, work life balance,*

INTRODUCTION

In past few decades it has been experienced that rapid revaluations are taking place in the field of organizational changes. Fates of organizations are now linked to the way changes are implemented in the organizations. Bringing change in the organization has become a strategic decision with long term implications for the organization. Proper and successful implementation of change is only possible when management is able to understand employees' reaction towards change and also making them adapt with the change. Involving employees in the change process creates trust and motivation which reduces feeling of uncertainties and fear associated with the changing workplace environment. Thus, during the process of change, management must know employee's attitudes, beliefs and behaviors towards change programs.

Service sector is going through rapid transformation as process is becoming more automated and organizations are implementing lean processes. In the process, somehow, needs and expectations of employees are getting neglected by the management and the whole process of change become very stressful for the employees and ineffective for organizations.

On these premises, objective of the present research is to assess how employees perceive change and how they develop their attitude with certain factors? The present study is an attempt to understand how much employee's attitude is changing and whether it is positive or negative.

To assess the stated objectives factors like Job Security, Work Life Balance, Organizational Support and Employee Response have been explored further.

LITERATURE REVIEW

Job security

Many of studies suggest that employees tend to resist change as they fear job security and there is loss in trust and confidence for management. Only few cases have been reported in the studies where employees have been shown taking change favorably as it provides them an opportunity to explore and gain knowledge and to progress. Generally the basic conclusion is that the sense of resistance to change. Job security has two dimensions - qualitative job insecurity and quantitative job insecurity. Quantitative job insecurity involves worries and concerns about the loss of essential features of job, which result in insufficient development of salary, worsening of work conditions and lack of career opportunities whereas qualitative job insecurity refers to concern and worries about losing the job itself (Hellgren et. al., 1999). Witte (2006) in a study concludes that employees who are facing higher job insecurity have reported high rate of failure and accidents as job insecurity is also related to safety and employees performance in an organization.

Work Life balance

According to Lim et al., (2011) an individual can feel increase in the quality of work life when work life balance and positive family work interaction takes place. This is the situation which increases the self esteem of an individual and also helpful in improving the satisfaction. According to Kasper et al., (2004), individuals who invest particularly large proportions of their time budget in their profession and devote specifically high emotional involvement to their jobs would bring profession and family into competition for a limited amount of time and emotional commitment. Many studies have suggested that work imbalance raises high levels of stress which in turn deteriorates the quality of life. Barnett & Hyde (2001) have suggested that involvement in various roles buffers individuals from the effects of negative experiences in any one role during the organizational change.

Organization Support

Organizational support is the best way to deal with the organizational changes and it reduces resistance level in employees. Organization can develop support system by providing training on various subjects and skills which are newly adopted by the organization during the change process. Apart from training, support can also be provided by giving employees time to relax after a demanding period and providing an emotional support. Facilitation and support are most helpful when there is a need to overcome fear and anxiety. Although, change agents always ignore this side of resistance while it is most important and progressive to deal with organizational change (Kotter & Schlesinger, 2008).

Employees Response

For being in competition and surviving in the competitive environment, change is necessary in present days. Often it is found that change agents always ignore the employees' perspective during the implementation of change initiative. Employees reaction towards change can be influenced by various factors, like communication, organizational support, emotions, procedural justice, job security etc. Change agents should draw a spectrum of employees' reactions model so that they can better understand that how employees react during change and what are various factors which affect employees' reactions. (Cynthia Wittig, 2012).

CONCEPTUAL FRAMEWORK



Based on the exploratory study, this study consist three factors taken as independent variables (Job Security, Organizational Support and Work Life Balance) and Employees' Response as dependent variable. Following hypotheses have been developed to be tested and inferences are drawn to conclude the research. A model has also been developed incorporating dependent and independent factors.

H₁ : Job security has positive impact on employees' reaction during organizational changes.

H₂ : Organizational support has positive impact on employees' reaction during organizational changes.

H₃ : Work Life balance has positive impact on employees' reaction during organizational change.

RESEARCH METHODOLOGY

Present research has focused on service sector companies of India where employees are facing many challenges as rapid changes are taking place in their organizations. Stratified random sampling method has been selected to collect data. A sample of 223 employees has been drawn from the population. A self administered questionnaire was constructed containing statements explaining factors of the study - Job Security, Organizational Support, Work Life Balance and Employees Response. Likert Scale is used to capture altitudinal data.

Many statistical tools have been used in the present research. Correlation is used to access relationship between different factors. Multiple regression analysis is also used to obtain, how much and in what way, independent variables impact the dependent variable.

Internal consistency test was conducted to test reliability of the questionnaire and was found significant. Value of Cronbach's alpha has been presented in the Table 1.

Table 1: Reliability Analysis

S. No.	Dimensions	No of Items	Cronbach's alpha
1	Employees Response	10	.938
2	Job security	8	.893
3	Organizational Support	8	.911
4	Work Life Balance	8	.910

RESULTS AND DISCUSSION

To examine relationship between Employees Response and other factors - Job Security, Organizational Support, Work Life Balance, correlation values with the help of Pearson's Moment Correlation method were calculated. These values have been presented in the Table 2.

Table 2: Pearson's moment correlation N=223

		Employees Response	Job security	Organizational Support	Work Life Balance
Employees Response	Pearson Correlation	1	.597*	.635**	.491*
	Sig. (2-tailed)	.000	.020	.004	.019
	N	223	223	223	223
Job security	Pearson Correlation	.597*	1	.514	.212
	Sig. (2-tailed)	.020	.000	.029	.12
	N	223	223	223	223
Organizational Support	Pearson Correlation	.635**	.514	1	.535*
	Sig. (2-tailed)	.004	.029	.000	.019
	N	223	223	223	223
Work Life Balance	Pearson Correlation	.491*	.212	.535*	1
	Sig. (2-tailed)	.019	.12	.019	.000
	N	223	223	223	223

Correlation values in the Table 2 states that the correlation between Job security and employee Response is significant with correlation value .597 ($p = .020$, significant at significance level .05). Hence alternate hypothesis H_1 is accepted and it can be said that there is positive correlation between Employee Response towards Job Security.

Similarly correlation between Organizational Support and Employee Response has been found positive and significant with correlation value 0.635 ($p=.004$, significant at significance level .01). Hence alternate hypothesis H_2 is accepted and it can be said that there is positive correlation between Employee Response and Organisational Support.

Correlation between Work Life Balance and Employee Response has also been found positive and significant with correlation value 0.491 ($p=.019$, significant at significance level .05). Hence alternate hypothesis H_3 is accepted and it can be said that there is positive correlation between Employee Response and Work Life Balance.

To predict the model for the variables incorporating dependent variable and independent variable (the predictors), multiple regression analysis has been done as there are more than one independent variable. Table 3 presents model developing values on different parameters.

Multiple Regressions

Table 3 Beta Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	3.921	1.011		4.021	.000
Job security	-.653	.020	-.123	-3.235	.000
Organizational Support	.821	.031	.231	5.623	.000
Work Life Balance	.451	.010	.032	4.750	.000

Theoretically, the independent factors that influence the dependent factor can be expressed in the form:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Y = Employees Response

a = constant

X₁ = Job Security

X₂ = Organizational Support

X₃ = Work Life Balance

b = regression of coefficient of X_i,

i = 1, 2, 3,

e = an error term, normally distributed of mean 0 (usually e is assumed to be 0 for sample study)

From the table it is evident that:

Constant = 3.921,

Coefficient of Job Security = -.653, means that this factor has negative contribution in establishing employee willingness towards change. If change is implemented in the organisation, employees will 'resist to change' to the factor .653 as they will feel threatened about their job security. Results (t= -3.235, p= 0.00) shows statistically significant influence on 5% significance level

Coefficient of Organisational Support = + 0.821. Positive contribution towards favourable response will generate if organisation provide support to its employee during the process of organisational change. Results (t= 5.623, p= 0.00) shows statistically significant influence on 5% significance level.

Coefficient of Work Life Balance = + 0.451. Positive contribution towards favourable response will generate if organisation provide avenues of Work Life Balance to its employee during the process of organisational change. Results (t= 4.750, p= 0.00) shows statistically significant influence on 5% significance level.

Thus the model prediction is

$$Y \text{ (Employees Response)} = 3.921 - 0.653 \text{ (Job security)} + 0.821 \text{ (Organizational Support)} + 0.451 \text{ (Work Life Balance)}$$

Thus we can say that the factor Job security has negatively significant influence on employees' response towards change. Result shows that if there is a change of one unit disturbance in Job security, it will result in decrease in the employees' response towards change by 0.653. Further analysis shows that the factor Organizational Support has significantly positive influence on employees' response towards change. This indicates that every one unit increase in Organizational Support will result in increases in the employees' response towards change by 0.821. Last result shows that work life balance has positive influence on Employee response towards change. For every unit increase in work life balance will have positive incremental change in employee response towards change by 0.451.

CONCLUSION

Findings of the study show that job security is negatively related with employees response at the time of change as any change in the service industry leads to complexity in process and innovation which creates fear for the employees to sustain in the environment. As service sector is growing day by day, so changes are taking place very rapidly and randomly as a result of this employees feel de-motivated and anxiety which finally results in job insecurity. Further findings of the study shows that employees' response is positively correlated with organizational support and work life balance. At the time of organisational change, if management provides proper support then employees feel safe and motivated. Such support and work life balance provide employees strength to withstand the anxiety and stress of the turbulence phase of the change process. Overall with these two factors, employees gradually become receptive to change and they start welcoming the changes and help the organization to implement the changes. Work life balance has also positive influence on employees during change. When family and social circle gives support to individuals then they adapt themselves to changes easily. With such support employees become ready to take challenges and innovation.

SUGGESTIONS

On the basis of findings of the study it is very clear that job security is negatively associated with employees during change, but if management support is continuously with employees then job insecurity can be reduced up to some extent. As present study is cross sectional in nature, further longitudinal research can be done with more variables and sub variables. Lastly as change is very prominent now a day so many new variables will originate in future which can also included in future research.

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