Determinants of Employee Resistance to Change for Optimised Organisational Performance in the UAE

محددات ممانعة الموظفين للتغير لتحسين الأداء المؤسسي في دولة الإمارات العربية المتحدة

by

ALI ALHUMAIRI, MSc

A thesis submitted in fulfilment

of the requirements for the degree of

DOCTOR OF PROJECT MANAGEMENT

at

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ABSTRACT IN ENGLISH

Employee resistance is one of the most important problems in organization restructuring management. It has a huge impact on how any proposed change initiative in the organization will succeed. Employee's cooperation with any change initiative is essential for such initiative to be successful. Problem of employee resistance can be very difficult and complex to study and analyze due to several factors and elements affecting the severity of the problem. These factors can expand over a space with large number of dimensions where some dimensions are work-related. This research limits its investigation on factors of employee's resistance which emerges in work environment because they can be manipulated by management in ways that reduce their negative impact. Experimentation of this research was conducted in Abu Dhabi, Al Ain and Dubai Municipalities in United Arab Emirates where 192 subjects was involved. Analysis of acquired experimentation data was performed based on advanced numerical tools such as Factor Analysis, Correlation Analysis and Regression Analysis. Supportive Work Environment Variables found to have a positive influence on Resistance to Change. The research found The Influence of Employee Commitment on Resistance to Change is mainly based on Employee Satisfaction and Employee Loyalty. Only Employee Participation cluster found to have a positive influence on Resistance to Change. Further the study found Internal Training cluster have an influence on Resistance to Change.

The main contribution of this research in literature is providing a highly-needed investigation on elements affecting employee attitude toward change initiatives. Based on this investigation, policies and practices can be proposed to reduce negative effects

of employee resistance to change initiatives. Therefore, these valuable findings will be cornerstones in any solution proposed to handle such issue.

ABSTRACT IN ARABIC

ممانعة الموظفين هي واحدة من أهم المشاكل في إدارة إعادة هيكلة المؤسسات. هذه المشكلة لديها تأثير كبير على امكانية نجاح أي مبادرة تغيير مقترحة. تعاون الموظف مع أي مبادرة التغيير أمر ضروري لمثل هذه المبادرة لتكون ناجحة. دراسة و تحليل مشكلة مقاومة الموظف يمكن أن تكون صعبة للغاية نظرا لوجود عدة عوامل وعناصر تؤثر على شدة المشكلة. يمكن لهذه العوامل أن تشمل على عدد كبير من الأبعاد المتعلقة بالعمل. يحدد هذا البحث تحقيقاتها على عوامل مقاومة الموظف التي تظهر في بيئة العمل لأنه يمكن التلاعب بها من قبل الإدارة بطرق تحد من آثارها السلبية. لقد أجريت تجارب هذا البحث في بلديات أبو ظبي والعين و دبي في الإمارات العربية المتحدة حيث شارك 192 موظف في الدراسة. تحليل البيانات المكتسبة أجري بناء على الأدوات الرقمية المتقدمة مثل تحليل العوامل، تحليل الارتباط وتحليل الانسجام. المساهمة الرئيسية لهذا البحث هي توفير الدراسة اللازمة إلى حد كبير حول العناصر التي تؤثر في اتجاهات الموظفين نحو مبادرات التغيير. بناء على هذه الدراسة، يمكن اقتراح سياسات وممارسات إدارية للحد من الآثار السلبية لمقاومة الموظف لمبادرات التغيير. ولذلك، فإن نتائج هذا البحث قيمة لأنها يمكن أن تكون حجر الزاوية في أي حل مقترح لمعالجة هذه المسألة.

DEDICATION

To My Family

ACKNOWLEDGMENTS

I would like to express my deepest gratitude to my supervisor Halim Boussabaine. My supervisor has been a wonderful teacher for me. I am very thankful to him for encouraging my scientific investigation and for guiding me to be an effective researcher. His advice has been the guiding light throughout my research. Also, I would like to thank my committee member Professor Dr. Paul Chang and my previous advisor Professor Dr. Paul Gardiner for helping me to start my research endeavour.

In addition, I am very thankful for all staff and management in BUiD who helped during my Ph.D study. Same goes to employees and management of Al Ain, Abu Dhabi and Dubai municipalities who were very helpful during data collection stage. The management in these municipalities was very supportive and the employees were very responsive. This research was not possible without their help, support and contribution.

Finally, words cannot express my deep appreciation to my family. My heart is full with gratitude to my parents, my wife and every member of my family. Their support and prays for me shined a bright and warm light on my journey as Ph.D student. It is without any doubt this was main reason behind my strength and patience during this difficult journey.

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Chapter 1: Introduction

1.1 Overview

This chapter introduces the research context and identifies the research problem. The chapter will also introduce the research questions, aims and objectives of the research. The chapter further introduces the contribution to knowledge. The thesis structure is also described.

1.2 Research context

Constant organization change is a necessity that cannot be avoided due to the rapid changes in societies nowadays (Cameron and Green, 2015). There are many factors that push organization to change as a response to new society needs (Aarons et al, 2015). For example, population is increasing in size year by year which forces organizations such as the government to adapt to this increasing population size. For instance, one of the most important services that government provides is registration and issuing license for real estates. When number of population is low, one department can perform all the necessary registration processes for this small population. An example of factors that push organization to change is increased technology innovations which change the expectation of the society and how individuals and groups in the society interact with each other. As a result, organizations should adapt to this new way of interactions and communications to achieve their goals in the society (Hornstein, 2015). For instance, governmental organization used to communicate with individuals in the society through mail and telephone. However, in the era of social networking, these organizations may adapt to new tools of communication. Electronic mail, World Wide Web and instant messaging may be utilized. Individuals in the society will not expect any modern

organization to only use classical techniques of communications. Otherwise, such organization will not be able to achieve its operation objectives effectively.

Most of the research on organizational change from past focused on the practices and mechanisms to perform the organization restructuring in the most effective way (Ybema et al, 2016). Usually, these practices and mechanisms were concerned about macro-level aspects of organizational change such as strategic change and distribution of management power. However, in the last decade many researchers start focusing on the employee's attitude towards change as one of the most important factors in any successful organization restructuring (Fugate et al, 2008; Rafferty and Griffin, 2006). It is important to point out that having the optimal organization structure has no meaning if the organization employees are not willing to utilize this new structure. The problem can be much worse if the attitude toward change among employees have different levels of resistance. Employees may have total agreement with the change initiatives. Also, they may have very low agreement level with the change initiatives. Some employees may agree with some parts of change initiatives and disagree with others (Coghlan et al, 2015). As a result, organization performance after implementing change may greatly degrade if there are many processes where employees performing these processes have different attitudes toward change initiative (Hoover and Harder, 2015). Therefore, conflicts will rise. Some employees would keep try to use the same approaches and practices before change was implemented; while others will try to adopt the new proposed practices and structures. This conflicting way of dealing with change initiatives among employees would lead to wasting of organization resources and negatively affect the organization performance. Managing employee resistance toward organizational change is essential to have successful implementation of the proposed change initiatives. As point out before, management usually is concerned about macro-

level aspects of change initiative with no regard to micro-level aspects such as employee resistance. It is very important to address these aspects. Keep in mind that these kind of micro-level aspects of organization change are very hard to study and analyse.

There is a large disparity between the research conducted on public sector and private sector organizations. Most of the research available at our disposal regarding the resistance to change by the employees concentrates on the factors in private sector organization and very little information is available regarding the factors that contribute towards the resistance in employees in public sector organizations. The following discuss some of the factors that highlight the differences between public sector and private sector organization which would then establish the need to carry out further research on public Sector organization in developing economies.

1.2.1 Flexibility

Change can take any form and its different forms have different impact upon the level of acceptance in the employees towards that change (Aarons et al, 2015). One of the main concern faced by the employees and managers during a change is the different tools that they can use to counter the resistance in employees during that change. There is considerable material that concerns with private sector organizations in terms of resistance towards change (Coghlan et al, 2015). Generally private sector organizations have higher and more flexible budget as compared to the public organizations. Public sector organizations operate under strict rules and have a lot of bureaucratic procedures that might restrict the management's ability to respond to change (Cameron and Green, 2015). There is an apparent lack of evidence that investigate this disparity in flexibility

and how the increased bureaucratic procedures affect the overall resistance towards change in employees.

1.2.2 HR Policies and Objective

HR is a very important factor when it comes to understanding how the change would be perceived by the employees (Ybema et al, 2016). Public sector and Private sector organization have considerable differences in the way that they hire, train and reward employees. This difference makes it critical for researchers to study how the difference in HR policies would contribute to the overall existence of resistance (Hoover and Harder, 2015). Private organizations tend to concentrate more on development of the employees, while public sector organizations tend to concentrate more on value that they get out of the amount that they spend on the employees (Cameron and Green, 2015). These differentiating factors create a different environment in Public and Private sector organization, which calls for separate research on these different sectors.

1.2.3 Ethics, Norms and General Practices

Government or Public sector organization introduce changes very slowly and require longer procedures and documentation before the actual change can be implemented while Private sector organizations tend to be more dynamic and introduce changes more frequently (Hornstein, 2015). This irregularity in the introduction of change makes it very difficult to apply the same principles of resistance towards change in Public sector organization. Private sector organizations have a completely different culture as compared to the public sector, which is more rigid and exhibit greater resistance towards change (Aarons et al, 2015).

Seeing these basic differences in the way the public and private sector organizations operate is clearly pointing towards the fact that both have different dynamics which

require separate and detailed investigations in order to properly understand the factors that contribute to the resistance of change in these sectors (Cameron and Green, 2015). There is a large amount of research that had been conducted over the private sector and to extrapolate the outcome of this research on public sector organization that can create very misleading results (Ybema et al, 2016). Therefore, it is absolutely critical that separate and specialized studies need to be conducted on the public-sector organizations. Such a specialized research based on the data from the public-sector organizations may prove to be very effective and help broaden the understanding about the topic of resistance to the change in the employees. Such a research would also help in understanding how different culture contribute towards higher or lower level of acceptance towards change

1.3 Research Gap

Most of the effort towards understanding employee resistance to change is based on the organization in developed economies. There are numerous studies reported in literature that address employee resistance to organizational change. Commonly, each one of these works addresses employee resistance based on one or two constructs. At the same time, most of existing studies tackle employee resistance from the point of view of private organization environment and these works were conducted in societies of developed economies. These three aspects, which are Number of Constructs, Organization Type and Society Nature, distinguish this research from existing works in literature.

This research extend the existing literature by investigating the relationship between a combination of five constructs and employee resistance to organizational change. Within the UAE context, the research was able to find two publications on resistance

to change. A Study Ibrahim et al (2013) has investigated teachers' resistance to change Al-Ain government schools in the UAE. The author used the following four constructs:

Psychological factors: these are related induced stress due the work environment, e.g., "feelings of loss, threat, doubt, discomfort, and worries".

Personal factors: according to the authors these are associated with "identities, attitudes, beliefs, adaptability, and trust".

School-culture-related: these are related to the internal environment of the schools. The authors believe that "norms and values are shaped, how the work is organized, how interpersonal relations are created, and how the idea for change and renewal is interpreted in schools" have an influence on resistance to change

Organizational factors: this related to the support the schools leadership provide during the period of change.

Ibrahim et al (2013) study overlaps with this research in considering both Psychological factors (self-confidence) and work environment (organizational factors). Even though the factors considered in this study are substantiality different (see the theoretical framework). Also, their study was based on teachers in the schools. Also, the work environment in municipalities is substantiality different. Moreover, the sample of their study did not discriminate between the grades or hierarchy of the investigated teachers. However, this study discriminates between the sample populations in the UAE municipalities by concentrating on young employees. Furthermore, Ibrahim et al (2013) study did not investigate issues related to employee development, employee participation and employee commitment. Additionally, Ibrahim et al (2013) study only investigated teacher in the Al-Ain municipality whereas this study will investigate employees in Al-Ain, Abu-dhabi and Dubai municipalities. The rationale behind this is

that one assumes these municipalities are well developed administratively comparable to each other.

AL-Ameri (2013) investigated the resistance to technological change for improved job performance in the UAE (public sectors). The author stated the aims of his research as "*aims at developing a framework to identify the factors that may point to employees' resistance to technological change within UAE public companies and to use the framework to identify opportunities for improvement in job performance*". This clearly states that Al-ameri study is about resistance to technological changes, which is substantiality different to the resistance to organizational change. The former is associated with the acceptance of using new technology in the work place whereas the latter is associated with the acceptance of managerial modifications or transformations of how the organization structured. Organizational change is about "*reviewing and modifying management structures and business processes*" (Ybema et al, 2016). Thus, this study is investigating the factors that contribute to resistance organizational change as stipulated by this definition. Furthermore, Al-Ameri study questionnaire didn't include the constructs proposed by this research. Besides this, Al-Ameri study didn't distinguish between the respondents on a nationality basis. This study is only targeting junior Emiratis in the municipalities. The UAE government spends a considerable amount of recourses in the development and training. This study confirmed that these incentives have helped or hampered organizational changes to drive performance in some of the UAE municipalities.

Considering the importance of resistance to organizational change in the performance of organization, this research main aim is to investigate the employee resistance phenomenon to organizational change initiatives in public organizations of developing economies such as UAE by extending knowledge within the context of UAE through

a theoretical conceptual framework and empirical study to document the main sources of resistance to organizational change within a segment of junior Emiratis nationals in the municipalities. The research constructs are built around the cultural conditions of the UAE. That is to say, the questionnaire statements are being developed to reflect the cultural as well as organizational practices within the UAE municipalities. Therefore, this study endeavours to identify the main sources of resistance to organizational changes within some of the UAE municipalities, which could provide a basis for developing managerial strategies to mitigate adverse effect on the performance of the municipality with a view to deliver the UAE government development vision. This research is based on investigating the relationship between a combination of five constructs and employee resistance to organizational change. To the best of author knowledge, this combination has never been investigated in an approach similar to this research approach. In addition, this research focuses on public organizations which were rarely investigated in term of employee resistance. Moreover, findings of this research will be an important contribution to the small body of literature regarding employee resistance in developing economies, especially UAE.

1.4 Research Problem and Significance

Historically, organization development has not considered organization impact when looking at change (Burke, 2013). There is a lack of analysis available to determine the successfulness of planned change and producing optimum results (Campbell et al, 2014). Another major reason for the existence of the resistance is the lack of cohesion between the person introducing change and the employees bearing change (Bassey et. al., 2014). When there is a lack of communication there is anxiousness based on the unknowns and a resistance for the change (Campbell et al, 2014). Participation and

involvement with individuals in the change process has proven over time to be a very successful tactic when implementing change with the least resistance (Grant, 2012). Information to drive the change will not be available in its entirety but rather analysis and research will be needed to close the holes (Andersen, 2015). Thus, this research main aims to investigate the employee resistance phenomenon to organizational change initiatives. Studies showed that employees resistance to organizational change is an important reason behind unsuccessful implementation of change initiatives (Panao, 2010; Zolon, 2009). It was reported that the personal perception of the change initiatives has a huge impact on the initiative progress (Kohurt, 2010). Keep in mind that employee resistance may not be totally negative. It may have some positive aspects. This is expected because employees are the ones who interact with the core business operations. Their concern regarding organizational change may be valid. As a result, managers may try to study the source of employee resistance. In case the source is justified, then this resistance can be a guidance force to enhance organization performance. Otherwise, managers may need to address employee concerns about the change initiatives.

1.5 Research Questions

As a starting point, this research is built on the two general assumptions. First, there are several elements related to the work environment and the employee's characteristics which have important impact on how individuals in the organization perceive change initiatives (Cameron and Green, 2015). Second, the degree in which each one of these elements impacts individual attitudes toward change initiative depends on the individual position and status in the organization. The first assumption is based on the fact that individuals perception is shaped mainly based on the interaction with the

surrounding environment (Hornstein, 2015). Also, personal characteristics of individuals have a direct relationship with the way the interaction with surrounding environment is performed. Hence, characteristics of environments and characteristics of individuals play important role in how the perception regarding elements in the environment would be formed (Coghlan et al, 2015). In comparison with other types of social environments, elements in the work environments can be easily identified due to the hierarchical organization structure. In other words, the relationships among individuals in the work environment are majorly governed by employment contracts; while the relationships among individuals in general social environment are governed by social contract which is more complex (Hoover and Harder, 2015). Keep in mind, identifying individual characteristics related to the perception of change initiatives may not be as simple as identifying environment characteristics. Several psychological investigations have been conducted in this regard. It has become evident that studying individual characteristics with regard to work environment elements is essential to have successful research (Ichino and Maggi, 1999). The second assumption is based on the idea that social position in any social environment has a great impact on how perception is formed. For example, an employee may have different levels of resistance depending on her/his position in the organization. Both of employee characteristics and change initiatives characteristics can relate with employee position in a way that effect employee perception. Based on the narrative previously presented this research will endeavour to answer the following questions:

:

- What are the basic elements that influence how individuals in the organization perceive change?

- How would these elements correlate with each other and with employee attitude towards change?
- What is the influence of employee characteristics and work environment variables on the resistance to change

1.6 Research Hypotheses

This research proposal hypothesize that there is a direct relationship between social and psychological elements in the work environments and employee characteristics leading resistance to organizational change. The research sub hypotheses are:

- Employee perception about support in the work environment associates with employee resistance to organizational change initiative.
- Employee commitment associates with employee resistance to organizational change initiatives.
- Employee participation in change initiatives has an impact on employee attitude toward organizational change initiatives.
- Employee perception about possible development as a result of organizational change initiatives positively impacts his/her attitude toward these initiatives.
- Employee's self-confidence associates with employee resistance to organizational change initiatives.

These are the main hypotheses which are expected to be validated at the end of this research. Some elements in these hypotheses may need to be dissected to deeper levels to establish clear relationship with employee resistance to organizational change.

1.7 Specific Aim and Objectives

The main aim of this research is to investigate the employee resistance phenomenon to organizational change initiatives in public organizations of developing economies such as UAE. Factors and elements which contribute to this phenomenon need to be identified. These factors may occupy a space of several dimensions. An example of such dimension is how high the employee in management hierarchy or to which level his/her qualifications are advanced. These dimensions need to be carefully studied. This research tries to contribute to the scientific literature with deep insights of employee resistance to organizational change. As a result, the main specific objectives of this research are:

- To define several elements of organizational change and employee resistance behaviour from literature so that advanced analysis can be performed.
- To identify all essential variables in employee characteristics and work environment which have great impact on employees' attitude toward change.
- To investigate the association and linking between identified dependent and independent variables in employee characteristics and work environment.

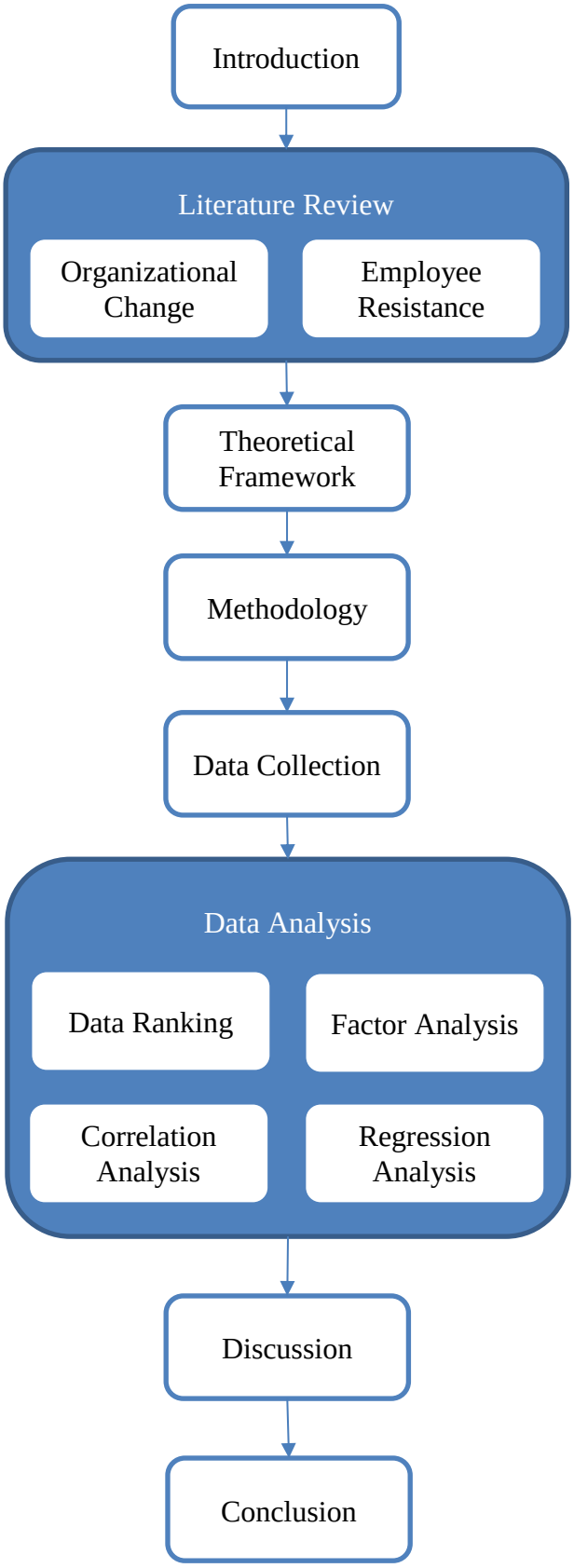
1.8 Thesis layout

This thesis consists 12 chapters including this one (Introduction). The second chapter discuss organizational change; while the third chapter provides the necessary background on employee resistance. Theoretical framework is provided in Chapter 3 which build the basis for research methodology in Chapter 5. Then, data collection is discussed in Chapter 6. Data ranking is performed in Chapter 7 and factor analysis is performed in Chapter 8. Both of correlation analysis and regression analysis were

performed in Chapter 9 and Chapter 10 respectively. The thesis concludes with discussion in Chapter 11 and Conclusions in Chapter 12. The following diagram illustrate thesis layout.

1.9 Chapter Summary

This chapter gave an overview of the research presented in this thesis. First, it provided discussions on the research context and research gaps. These discussions built the main justification for conducting this research. Then, research problem and questions were discussed. After that both of research hypotheses and objectives were highlighted. Finally, thesis layout was presented.


Introduction
Literature Review
Organizational Change
Employee Resistance
Theoretical Framework
Methodology
Data Collection
Data Analysis
Data Ranking
Factor Analysis
Correlation Analysis
Regression Analysis
Discussion
Conclusion

Chapter 2: Organizational Change

2.1 Overview

This chapter highlight the fact that change is an inevitable part of organizational life (Benn et al 2014). Constant advancements globally, economically and technologically affect organization life progression. Organizations need to anticipate change and be willing to readily adapt as the most successful organizations transform as needed. Leadership creates an environment expecting change either solely with internal resources or the assistance of external resources to ensure change is applied (Battilana and Casciaro, 2012). An organization with the expectation of change is able to resolve issues, learn from past experiences, adjust to external changes, create a shared perception, increase success and expect, respond and influence future changes. Change theory models are the core of successful organization development (Burke, 2013). The different theories take into account the various areas where change can occur for anticipation, as well as educate on the development actions needed to adjust organizationally to the change.

2.2 Lewin's Change Management Model

Lewin's Change Management Model (Bruke, 2014) is one of the first change management models. Lewin believed change is the forces of adjustment to existing stability. Change can be divided into two groups of forces, those attempting to maintain the present state of affairs and those pushing for change. Quasi-stationary equilibrium status occurs when the performance of the two forces is sustained, in other words both are equal. At any time adjusting either of the forces can change the status. An increase in a push for change or decrease forces maintaining existing conditions or combination

of the two will change the Quasi-stationary equilibrium (Bruke, 2014). Lewin believed decreasing the forces sustaining existing conditions was a more successful tactic than increasing a push for change, as there is less strain. An organizational example of a status of equilibrium might occur, as the manager's pressure for success is equivalent to the performance output of the team. But increasing a manager's pressure for success could change the status or the team's performance output by producing a decrease.

Lewin's theory on change can be further explained in his three-stage theory of change (Bruke, 2014), consisting of unfreezing, moving and refreezing. The first stage, unfreezing, involves decreasing forces that are striving to maintain the status quo. Unfreezing occurs by psychological disconfirmation, the introduction of problems and the behaviors creating the problems. This then leads to recognition for the need for change within the organization employees. Moving, the second stage encompasses a shift of behaviors, values and attitudes in the organization, organization departments and individuals within the departments. The new behaviors, values and attitudes lead to process adjustments within the organization. Finally in the third stage, refreezing, there is an adaptation of the new behaviors, values and attitudes creating a new equilibrium state. This occurs by culture changes, reward metrics and new structures within the organization to introduce and reinforce the new organizational shift.

Lewin's Change Model is a vague framework of three steps explaining the robust, complicated organizational change (Burnes, 2004). Many researchers have worked to further detail the Lewin Change Model by developing things like the eight stage process (Todnem, 2005). This method establishes urgency, creates a guideline combination, devises strategy and vision, highlights the change plan known as unfreezing, creates expansive actions, provides success for the short-term known as moving, generates change while combining achievements and establishes new cultures also called

refreezing. Another approach is a model which arranges the stages into seven robust stages (Levasseur, 2001). The seven steps include scouting, entry, diagnosis or unfreezing, planning, action or moving, stabilization and evaluation and termination or unfreezing. While Lewin's model is closely tied to organizational growth, it also explains how various forms of change can be applied. Lewin's model can be applied in various forms including, for an example, a depiction of successful implementation of information technologies.

2.3 Action Research Model

Action research model is a cyclical method where beginning findings regarding an organization provides information to drive direction which is then assessed to report additional findings and ultimately providing further guidance (Cummings and Worley, 2014). There is a focus on information collection and diagnosis followed by analysis before a plan is created and executed. Once implemented, there is additional evaluation as well. The findings and direction of this repetitive cycle is a collaborative approach between the members of the organization and consultant. Action research was initially created to help organizations implement planned change and develop broad knowledge applicable in other situations (Cummings and Worley, 2014). However, action research has been adapted to an eight-step process for development change with a large focus on planned change.

The first step, problem identification starts when someone in a leadership position such as an executive or an organizational member with large influence identifies an issue that could be solved with the assistance of a consultant. Next, there is a consultation with a behavioral science expert where an assessment between the organizational client and the consultant occurs. From the start, the consultant brings open sharing of

preconceived ideas, methods and frame of reference to the client to create a collaborative environment. After the consultation the data gathering and preliminary diagnosis status occurs. The consultant works with the organization members to gather the pertinent information and begins analysis to determine the underlying issues the organization is experiencing. Interviews, questionnaires, observation and analysis of organization performance output are the forms how the pertinent information is collected. In some instances, it begins with the observation of daily processes, which then leads to structured interviews based on those findings, and finishes with a questionnaire around the identified issues to determine the breath of the problems. Consultants have the capability to influence the organization members whom they are working with to gather data, therefore any input or actions from the consultant can be viewed as involvement and effect the organization and analysis outcome.

Next feedback to the client or group takes place. As stated previously, action based research is a collaborative effort and the data findings need to be shared with the organization in a type of group meeting or working session. Consultants provide all the findings relevant so that the organization is able to use the feedback provided to see the strengths and weaknesses of the group. While all pertinent information is provided, the consultant exhibits judgment to withhold any sensitive or confidential information that either should not be exposed, the group is not ready to hear or may result in unnecessary defensiveness. A balance of ethics and respect for privacy needs to be exhibited when providing client feedback. Once the feedback is shared the group engages in joint diagnosis of the problem to discuss with the consultant the findings and a determined course of action for resolution. Unlike the doctor-patient method of consultation where the diagnosis is delivered and an action of solution is presented, in action based research the gathered information is presented to the clients who then work with the consultant

based on the summary report to further analyze and diagnose the issue. A thorough understanding of the organization from the inside needs to exist with the consultant working with the client to diagnose the issue. If there is not this understanding and collaboration either the consultant may misinterpret the issue or the client may be unwilling to accept and believe the diagnosis. Often companies will have several files of research and feedback from consultants on their organization and proposed solutions that sit unused based on lack of understanding or buy-in.

After successful joint collaboration of determining the problem, a joint action planning between the consultant and organization happens to determine how to reach a state of resolution. Like Lewin's model of planned change this is the stage of moving where a conversation occurs to determine the next course of action. The actual plan will vary from organization to organization as the costs associated to bring change, organizational culture, problems at hand and the involved technology available are all contributing factors that differ. Once the plan is determined the action takes place. Usually the plan of action is implemented over time and does not result in an immediate change but rather duration of transition to reach the desired state. The transition time is contingent upon the type of solution whether it is implementation of new organizational structures, adjustments to processes or adaption of entirely new methods.

Data gathering after action is needed once the organization reaches the new desired state. As stated before, action based research is cyclical as it is an ongoing process of reassessment. Once a problem is resolved, it needs to be determined if other problems arose, as well as, assess the effect of the implementation of the plan of change. This can lead to another identification of an issue followed by a diagnosis and another plan of action. Organizational development and the action research model are tied together as the model has a thorough framework for organizational planned change (Smith and

Lewis, 2011). Action based research is applicable to small or large organizations. A more robust framework is in place for larger organizations compared to small. Over time researchers have further adjusted the model making it more applicable to various sizes of system units, as well as different change methods and various organization stakeholders.

The diversity of action research makes in applicable to organizations internationally, specifically organizations located in the southern hemisphere which are still developing countries. Action research is adjusted for various cultures and locations as it is found change is more collaborative among Asian cultures compared to other cultures (Cunningham, 1993). Organizations located in the northern hemisphere are found to have different viewpoints on change than those located in the southern hemisphere, creating the need for adaptability of the action research model. Action research is also applicable in situations where cultural change and development needs to occur in the community. In these circumstances researchers take on an innovative role working to level out power and adjust unequal resource allocation despite the unorganized confrontation that often occurs.

The advancement of the action research model to fit these needs has made it become more collaborative, growing the participation of members with the consultant in the change process. While consultant focused driven change is apparent there are still trends to revert back to a state of member involvement in the change process. These efforts are known as participatory action research, action learning, action science or self-design (Jones, 2010). This movement involves organization members learning about their organization and understanding it in order to develop planned change methods. Gaining insight to the organization and learning needed traits, allows the organization to internally work to change the organization.

Action research has been adjusted to fit the complexity of organizations today (Coughlan and Coghlan, 2002). It fulfills the beliefs of many that organizations need to be involved with the planned change process to learn the process, understand the organization and carry out the cyclical action research planned change within the organization. The consultant and the client need to collaboratively work together, with both sides learning together to diagnose organization issues, develop a solution and execution of the solution. It needs to be equal efforts between the consultant and client. Consultants bring to the process expertise of process, methods and plans of execution while the client has an internal understanding of the organization. Together they work to diagnose and devise the best course of action. The consultants are able to further learn about intervening and implementing while the client learns the process of identifying issues and the process to rectify, allowing them to moving forward in a manner of constantly researching and implementing planned change. Action research will remain a predominant model in planned change in organizations but the framework of it will continuously evolve to address the needs of constantly changing organizations and environments.

2.4 The Positive Model

Lewin's model and action research model both focuses on a method of identifying a problem and providing a solution to the identified problem to improve the organization. The third model, the positive model, instead of finding a problem looks at what the organization is doing correctly and how those actions can be adjusted to improve performance (Griffin et al, 2007). This model is in alignment with the social science movement called positive organizational scholarship (Peterson and Park, 2006). This expanding movement for addressing change pinpoints organization successes and

builds upon them to create astonishing results. Research shows individuals respond based on expectations, therefore showing that favorable expectations for the organization will lead to excitement and renewing of efforts to make the believed expectations become a reality in the organization (Roth, 2011). Effects of expectation impact planned change.

In the process of applied inquiry, the positive model is applied to change plans. A positive outlook is used in the analysis and adjustment of the organization as individuals learn by effectively participating in the process, social constructionism (Burr, 2015). Social constructionism operates on the belief that individual's perception of an organization and their actions towards the organization are determined by their experiences and communications at the organization. Appreciative inquiry applies a positive direction of the identification of the change and the implementation of it due to the importance of individual's perception and output. The appreciation framework outlines a strong depiction of the potential of the organization.

The positive model of change consists of five stage process (Kalm, 2004). These are initiate the inquiry, inquire into best practices, discover the themes, envision a preferred future and design and deliver ways to create the future. In the first stage, initiate the inquiry, the topic of change is identified by the members of the organization determining the area they have the most drive to address. The positives of areas are identified such as customer satisfaction levels instead of customer disapproval or successful male and female office interactions rather than sexual discrimination. Things are highlighted that are proven successes for the company such as a new product development that rapidly penetrated the market or a work group with favorable results. The inquiry needs to come from a genuine positive light and it will create a positive planned change.

After the inquiry, the group inquires the best practices. The intangibles the organization successfully employs to achieve favorable results are gathered. The instances of success are gathered together to define the data that attributes to the organization's success. For example, if organization innovation is the inquiry subject, then a defined interview process is created to gather the stories to determine the ideas that were shared and implemented to lead to successful organization innovation. The conversations are conducted internally amongst individuals in the organization so that there is sharing of personal experiences. The information is then gathered to depict the inquiry subject.

Themes are then discovered in the stories to determine commonalities. Small and large themes are identified from the individual's experiences and no theme is considered too small. All the attributors to the success are considered a valid theme as they represent moving to a potential state of what if from a reality of what is (Kalm, 2004). Examples of themes include manager support for new ideas, collaboration and encouragement among coworkers or interaction with customers creating an environment of creativity for new ideas.

Next a preferred future for the organization is envisioned. Looking at the organization's past the individuals together visualize a future of the organization by developing statements (i.e. possibility propositions). By analyzing best practices, themes and willingness to improve the current state an ideal future of the organization is formed. The identified possibilities are measured with the current best practices and the ideal direction of the organization. The possibility of the organization becomes an exciting, stimulating next status quo for the organization. The desired future of the organization is achieved by identifying needed process changes and key stakeholders involved in the change. What ought to be becomes the new vision of the organization.

Finally the plan of change is designed and delivered to the organization to form the future of the organization. The desired concept of change is put into place by defining the actions and the process to bring it about. Similar to action research previously detailed, analysis and action of planned change is employed. The organization shifts into a concept of what it is to become as the individuals make adaptions and asses changes to bring the organization into the future. It is an ongoing process of looking at the best practices of the organization.

Lewin's change model, action research model and the positive model have all been detailed to identify the different types of developmental planned change (Fernandez and Rainey, 2006). A common theme between the three is all models having an initial stage of either unfreezing, diagnosis or inquiry and ending with the final stage of either refreezing or evaluation. All the models also employ the social science of behavior of including individuals in the change plan at various levels of involvement. The models all support the belief that the consultant and the organization's conversation have an impact on the change plan. All the models have similarities and dissimilarities.

Some of the dissimilarities include Lewin's change model deviation from the other two as it places heavily emphasis on the plan of change rather than the actions of the organization. Whereas the positive model differs from the other two as there is more involvement from the organization individuals. Lewin's and action research place more intent on the process of change and the consultant in the execution, limiting the organization's individuals compared to the positive model. However, both action research and the positive model create an equal learning between the client and the consultant in the devising of the change plan. And finally Lewin's model and action research place emphasis on correcting an issue unlike the positive model, which looks at the organization's best practices that can be built upon to increase success.

2.5 Types of Organizational Change

The planned change model is the framework for change in organizations but in reality there is often deviation or adjustments to the steps of change (Nadler and Tushman, 1995). Consultants need to alter the steps to fit the unique needs of organizations, the environment and the problem at hand. The change plan is also introduced to organizations in a variety of ways based on the organization's skills and beliefs, as well as desired future and needs. Planned change can greatly vary based on circumstances but the differences can be better comprehended in the following three significances: the magnitude of change, the degree of organization and culture.

2.5.1 Magnitude of Change

Changes can range from incremental adjustments to an organized client structure to a monumental adjustment to current operations (Benn et al, 2014). The incremental changes are aimed at improving the current state of the organization and affect limited levels of the organization. Often these adjustments affect the culture, strategy of the organization and structure and involve a small change to these areas. An example is the decision process of a work stream group. Whereas monumental changes affect several levels of the organization and will significantly change the organization operations. These changes many times occur in the organization strategy, culture, reward metrics, the information progression and work model. In addition, they also affect leadership, department organization division and even specific job roles.

Historically, organizations wanted to merely tweak existing organization structures as it related to growth and intricacy and the shared issues that arose (March 1981). In these instances planned change was used as various incremental adjustments with a detailed grouping of activities to make the needed adjustments. Consultants are usually brought

into an organization by management to address issues related to poor communication between associates or customer disapproval of a department (Lewis, 2011). There is a limited definition of the problem and solution in these instances; however additional problems may be identified and resolved. Usually the problems are resolved and the consulting services are ended once the initially narrowly defined problem is addressed and any other revealed issues in the process are fixed.

In present day more organizations are concerned with monumental changes based on the level of competitiveness in the markets today and prevalent uncertainties leading organizations to look at radical changes to meet current demands (Benn et al, 2014. This magnitude of change starts at the executive level adjusting current organization vision and values, which are then filtered down throughout the organization as these changes often affect most areas of the organization. A monumental change process is a robust and broad adjustment that is not done quickly unlike small organizational adjustments. Consultants of change assist the leadership in developing a plan of change for the future of the organization and engaging excitement in individuals in the organization for the movement. Detailed configurations are devised for the process to move the organization from the current state to the future. Additionally aspects of the organization are adjusted like existing information systems, methods of planning, measurements for performance, work structures and reward metrics. Many times teams or committees are created such as steering committees or redevelopment groups are developed with overlapping functions to spearhead the initiatives.

Teams are formed comprised of individuals with a variety of strengths to work together to drive the detailed monumental change the organization is undergoing. The consultant engages in a long-term relationship with the client managers to uncover areas of change rather than straightforward diagnosis, which occurs in incremental organizational

changes. The journey with the consultant and client is lots of research and reassessment to determine the changes needed and the plan in an environment of uncertainty. Monumental change is not always considered developmental, as there are tactics that can be employed that do not drive an organization's ability to problem solve and result in more favorable output and working conditions. For example, organizations can simply cut workforce to downsize, adjust marketing strategies and drop or add offered products and services, or change processes by tightening controls and existing procedures to achieve more from the existing workforce.

Monumental change can be developmental when efforts are employed to change from an executive-controlled environment to individual involvement, creating an environment of willingness to change and internally improve. This can be done by getting individuals in the organization more involved in decision-making and problem solving, increasing competiveness with investment in human resources and emphasizing an environment of open communication and flexibility.

2.5.2 Degree of Organization

Change plans are also contingent upon the organization structure as there can be highly-organized groups which are overly organized or those lacking who are under-organized (Hannan and Freeman, 1984). With overly organized groups there is a rigid, mechanical structure that often is bureaucratic in nature and affects the job roles, department structures, organization policies and processes and leadership employed which ultimately impacts success efforts. In these types of organizations, communication is often lacking between leadership and associates, conflict is not addressed and associates tend to be dispirited (Lewis, 2011). Whereas in under-organized groups there is a lack of order and regulation as often leadership, job roles, department structures,

organization policies and processes are too loosely defined impacting success efforts. Disjointed communications and vague responsibilities and roles are common characteristics leading to a disengaged dispirited workforce due to the lack of organization (Oreg et al, 2011). Commonly this is found in organizations in areas involving project management, product development and community development. Usually any area where a variety of personalities and teams are working together to achieve something, an under-organized group can be found (Oreg et al, 2011).

Generally more change plan efforts are applied to overly organized groups (Benn et al, 2014). Usually the main tactic involves shifting the rigid structure that impact performance. Changing the rigidity can occur with adjustments to leadership, job roles, organization or department structure as well as any other areas needing more flexibility to increase communication between associates and leadership and remove the dispirited energy. The consultant works with the management of the organization to begin employing a model of diminishing the rigidity. The consultant encourages communication, openly addressing conflicts and bringing more flexibility into the organization while maintaining a position of being flexible with the management team. Entry, diagnosis, intervention and evaluation are the planned steps of change involved in moving a firm organization into a more yielding organization able to self-assess and change.

Organizations that are under-organized require a change plan where more structure is introduced and further definition of job roles, leadership and department structure (Battilana and Casciaro, 2012). In addition, communication processes are enhanced between associates and leadership. A change plan for under-organized groups requires an adjusted form of the phases of planned change, which includes: identification, convention, organization and evaluation. In the first step, identification of the

individuals, groups or departments needed to be involved in the change are determined. One thing to note is that in under-organized groups there can be such a lack of structure there can even be initial difficulty in identifying who should be involved in the plan to provide a solution. In instances where a lack of interaction between departments may occur there will be dissent regarding which groups need to be included in the execution of new services and products.

Next the pertinent departments or individuals are gathered together to start working on organization efforts for performance, known as convention (Lewis, 2011). An example of this might be the scheduling of several meetings with representatives from several departments to discuss the plan of action and collaboration for a new product or service. Organization takes place next where one or many of the following changes can take place: new job roles, new leadership, newly defined communication processes, robust policies or detailed plans. These means of organization are developed to work with the newly devised structures for individuals and departments.

Finally evaluation takes place and the final product of the change is analyzed. Evaluation may result in determining further needed actions for more structure and organization or identify tweaks to the newly implemented organization. Identification, convention, organization and evaluation allow the consultant to work with the under-organized group to achieve a level of more structure. The consultant creates a robustly outlined leadership role possibly with lots of power initially. The client and consultant work to bring more structure to the currently unorganized situation with the role of the consultant being obviously outlined and stated.

2.5.3 Culture

Efforts of planned change were developed in the Western world and historically have been used in Western cultures (Nica, 2013). The framework replicates Western culture ideals including social equality and contribution, and short-term timeline spheres (Cummings and Worley, 2014). In the western societies there is acceptance for vagueness, strong belief of equality, importance of individuality and drive for reward. There is a desire in organizations for individual participation, open communication and desire for actions that increase success. Development consultants are expected to carry out the values from the western culture when implementing planned change. Many instances when working with western organizations consultants trained in the conventional model of planned change and those sharing similar societal values are used.

Over time the planned change model is increasingly being applied outside of Western cultures. The planned change is effective in cultures with similar values of the founding framework but there is more difficulty in applicability with other cultures with differing values (Cummings and Worley, 2014). An example is Asian cultures where there are longer-term timeline spheres, less sharing of personal issues, large emphasis on social standing hierarchy and importance on preserving one's reputation. These differences between cultures can create an obstacle for Western agents of change when working with other cultures, as there is a lack of understanding of the perceptions and beliefs existence in the culture. The same can be said about United Arab Emirates and other Arab countries.

Adaptation must occur to the action research process when using it outside of Western culture to fit. All of the stages of the model can be adjusted and need to be in order to ensure they are used in a manner aligning with the culture. For example, in the diagnosis

stage, where the metrics of success for an organization are studied, modification can occur with those involved, the diagnosis process, the flow and the involvement with internal versus external people. Many individuals from the organization can be included or only the executive leadership can be involved, in person interviews can occur or documented questionnaires can be used, internal consultants at the leadership level can lead the initiative or external consultants can be brought in are some of the many instances of modification to the diagnosis stage that can occur to fit cultural needs.

Successful development consultants working in international settings will be aware of their own values and beliefs leading to biases and be willing to view issues from a variety of varying perspectives, as well as have a concrete understanding of perceptions and beliefs of the host cultures. In addition, they will also understand political and economic drivers of the host culture that affect the business of the organization. Working in an international setting can be very stressful and requires a variety a skills, which can be hard to meet which is why many development consultants will work with a local. Many times the local will be a member of the organization who is able to provide insight to the cultural traits, political situations and operational workings in that culture.

2.6 Planned Change

Usually planned change is a series of steps to follow, which are executed to bring about a successful agent of change within the organization (Benn, 2014). However, generally more details are required to explain how to execute the stages in various conditions. Four areas have been identified from detailed research to determine the information needed to drive the change, the features of the organization able to be changed, the

desired outcome from implementing those changes, the means needed to achieve the outcomes and all dependencies needed for an effective change.

Information to drive the change will not be available in its entirety but rather analysis and research will be needed to close the holes (Andersen, 2015). A crucial piece of change in an organization is connected to change of actions of each individual but it is noteworthy that necessary means of change to create change in individuals is often missing. Another deficiency of planned change includes the lack of knowledge regarding how the stages of change will differ across various circumstances (Andersen, 2015). The change models depict a series of consecutives stages to follow when undergoing change efforts, but in actuality, as it has been demonstrated, there are various factors involving the size of the change, the organization of the client and the culture of the client which all greatly affect the change tactics to be used. Attention needs to be given to identify the unique circumstances and the varying factors so that the change model stages can be accurately updated. These efforts would lead to a variety of change models applicable to the varying circumstances, an important implication need in planned change.

The planned change model accounts for situations to be follow logically coordinated and well-organized process, which is ideal but according to critics highly unlikely. In reality planned change involves unsuspected surprises, disorganization, changing goals and direction, unconnected actions and unforeseen change groupings (Campbell et al, 2014). Some examples of this include newly identified stakeholders throughout the change process, executive implementation prior to clear definition of strategy and desired end goals and scope creep regarding introduction of new requirements of needs not previously identified. All of the examples just mentioned explain how planned

change is not an orderly process like often depicted but rather an evolving unorganized reality.

Another area identified is the lack of understanding often in existence between planned change, usefulness and organizational success (Campbell et al, 2014). There is a lack of analysis available to determine the successfulness of planned change and producing optimum results. The complicated nature of change, the long duration for performance and unsophisticated exploration lead to assessment of organization development that is not strong. Testimonials and reports of organizational development benefits are in existence from organization manager supporting the process as a successful metric but there is still lacking of regimented analysis and reporting metrics. Therefore, it is difficult to determine ideal change decisions regarding resources and allocation and to depict which change interventions will bring about the most success in various circumstances.

Finally planned change is also defined as having a beginning, a middle and an end but in reality it is unlikely the change will ever reach an end. The belief that at the end there will be a refreezing to a status quo is another unrealistic depiction of the change model argued by critics. Technological advancements and increasing globalization are some of the contributors leading to the lack of belief of an actual end with implementation of change processes. All members of an organization need to be prepared to anticipate on-going need for change in all areas of the organization and areas not readily apparent in the models of change.

2.7 Resistance and Change Implementation

Critics have identified many resistance issues associated with the change model, not the change model itself but rather the manner it is executed (Battilana, J., & Casciaro, 2013). The credentials and courses of action taken by the management are a main concern of critics. Many managers specialize in one area of expertise, while necessary for specialization such focus can lead to inability to guide change in a variety of complex situations requiring a breadth of skills to be employed for successful organization development. Managers may specialize in areas such as large-scale change interventions, team building, management quality or sharing of successes. The favoring of certain areas and skills over other areas making it difficult to fully assess an organization's development change need. As an example, it is not uncommon to see manager's employing solutions to organizations such as diversity training, reorganization, internal learning or work groups that are self-managed to reduce the possibility of employee's resistance.

Attentive diagnosis of problems is required to ensure the correct resources are employed to rectify issues effectively (Thomas and Hardy, 2011). The diagnosis ensures the source of the problem within the organization is identified and often the diagnosis requires time and money, which sometimes organizations are not willing to invest in. But the diagnosis determines the issue, for example could be associate unhappiness or lack of quality of the product. But instead of determining the actual issue, many times organizations will seek consultants who provide a solution based on their perceived understanding of the issue rather than the actual problem. For instance, a consultant to improve quality may be selected to improve a program of change for work structure when actually the problem within the organization may be due to an inefficient reward structure making the preconceived solution ineffective.

Organizations often want a quick fix to problems within the organization and are enticed by consultants who provide rapid solutions as noted in their sale's pith. However, many time organizational circumstances involve detailed paths of planned change that involves a long duration of time with lots of learning and adaptation (Cameron and Quinn, 2005). It can be a large time commitment and openness to change to rectify the situation. Consultants can be willing to provide a short-term change, which is appealing to managers within organization wanting a rapid adjustment. The plans include training outlines, cost and timelines that are laid out in a detailed manner. But a quick solution often faces organizational-wide resistance and rarely achieves the promised solution.

The change plan should consider changing more than one area of an organization. Many times only changing one area of an organization is considered as a sufficient solution to a problem but with change to one area more often than not other areas will need adjustments as well. There is a systemic nature of change within an organization to ensure there is proper alignment throughout. Short-term fixes and plans that only look at one area do not solve problems in the grand scheme but rather only address one area creating an inability to lead a complex change throughout the organization involving all individuals and empowering them to execute the needed change.

2.8 Mitigating Resistance

Many literary documents on change are focused on guiding and handling change, providing inflexible advice for organizations on how to decide a change plan and introduce it to the organization (Piderit, 2000). Conventionally the research material emphasizes determining the areas of resistance for change and suggested solutions to

the obstacles (Oreg, 2006). Studies suggest that managers find success by employing the following things:

- Providing open communication and flexibility for suggested changes as well as providing all associates with urgencies and clear role expectations
- Looking at the future with various inexpensive inquiries
- Connecting existing projects to the imminent state with predetermined composed methods of transition and interludes

Others determine an importance on the defiance of change and the creation of the expectation and dream of the future and the need for developing internal support within the organization for the plan and the transitional execution of it; while others emphasize the actions of leaders and the learning within the organization to bring about detailed change (Oreg, 2006).

The general recommendations for controlling change and mitigating resistance can be defined in five general categories that are main aspects of change: motivating change, creating a vision, developing political support, managing transition and sustaining momentum (Furst and Cable, 2008). To mitigate resistance, there is consecutive order of steps for practical change categories in which they likely occur.

The first step, motivating change is the process of creating an environment in the organization ready for change and addressing any obstacles opposing it. The atmosphere of change needs to start at the top with the executive leadership and a willingness to allocate the time and effort to it. This then needs to be filtered down throughout the organization to create a motivation to want change, as there is a natural inclination to keep things the same unless there is a strong argument for needed change. Creating a vision is the second step, which drives the point and need for a change to

achieve a goal. The organization leadership guides the vision to determine the why there needs to be change and what needs to change.

Thirdly, organizations need to develop political support for the change. Every organization contains executives and leadership with a lot of pull who can support and help implement the change or serve as roadblocks to the change. Support from these stakeholders is needed for the change to occur. The fourth step is managing the transition of the organization from where it presently is to the desired future. A roadmap for the change is created and organizational structure adjustments are managed to ensure a successful transition. Finally the fifth step is sustaining momentum of the change to ensure the change continues to completion. Change momentum is sustained by providing necessary resource tools, robust organization support systems for the change, ability for new skills and capabilities in the organization and a plan to emphasize the newly acquired traits needed for the change.

The steps mentioned above all explain the necessary metrics for leadership to employ to ensure a successful change implementation and reduced negative resistance effect. It is important for leaders to still use these tactics when wanting a change plan (Armenakis et al, 1993). Leaders need to create motivation for the change to have organization support and buy-in to ensure it is carried out. Vision is necessary otherwise there will be lack of direction and the change plan will fizzle without reaching completion. Support within the organization is needed as powerful stakeholders within have the capability to push the change to fruition or intentional halt it. In addition, managing the transition is necessary to ensure the organization transitions from where it currently is to the desired future. And finally the momentum of the change needs to be sustained to guarantee the change is fully implemented.

2.8.1 Motivating Change

Change in an organization is the process of taking the organization from a comfortable, understood state to an unsure future. This level of ambiguity greatly affects members of the organization as people do not readily accept change and often find change can affect people's perception of worth, affect capabilities and ability to manage during the change (Stanley et al, 2005). Cultures of organizations rely on the current equilibrium of the organization and naturally avoid change due to the uncertainty despite positives. Therefore, a crucial component of change is motivating the organization to support the change, which requires creating an environment prepared and accepting of change and capability to avoid obstacles of change resistance.

Creating readiness for change is a crucial aspect to guiding change as within the organization there needs to be the sense that there is a need for change (Lehman et al, 2002). Unhappiness with the current state of the organization needs to be created to guide people towards a willingness to change the situation whether it be through new technologies, processes or cultural behaviors. Creating the state of unhappiness can be difficult, as it often requires a monumental distasteful experience to lead to willingness.

Current organizations receive a lot of pressure to change, with the pressures being numerous internal and external pressures (Benn et al, 2014). Internal stresses for change can be poor leadership, new management, low product quality, employee turnover, numerous employee absences and high costs of production. External stresses from the environment the organization is in can be foreign competitors, constant fast-changing technology and trend towards global markets. While the internal and external factors listed are prompts for change, an organization needs to be perceptive to them. Organization leaders can become perceptive to them by ensuring they have external advisors and networks who bring different perspectives to the organization, visiting and

studying other organizations for awareness and understanding of others views and processes and by measuring organization success externally. Organization success can be measured externally by looking at competitors' successes and milestones and using this as a metric for measurement rather than internal historical success. Often the stresses for a need a change do not enter leaders' realm of awareness. Commonly organizations set their perception of needed change too high and are not aware of a need for a change based on internal or external factors until they are in a catastrophic situation.

Highlighting the desirable operational performance of the organization and the existing current organizational state creates awareness of a needed change (Lehman et al, 2002). Information is collected about current functions and compared to possible organizational wants, which include a vision of a positive future or goals and increased benchmarks. The awareness of the reality of the organization and perceived what if shows apparent gaps preventing the change of state for the organization. When the organization desires to reach the future, they are motivated to implement change. Feedback can be provided to the organization regarding the current state in comparison to the idealistic goals of the future, creating an awareness of the organization present status and energy from the organization to move it forward.

The creation of a positive expectation for the planned change helps motivate a want for change in the organization. People always have perceived expectations about change, creating a positive one in the organization will drive members of the organization to fulfill the positive change as there is an expectation for the success, it will then be achieved. An expectation of success drives a willingness to commit to the change and see it through to implementation, as there is involvement of positive traits from the organization members. A positive perspective on change is created by with

communication to the organization about the benefits of the change and realistic goals of the change. Research indicates when the need and benefits for the change as well as the involvement of members from the organization in the change are detailed; there is a positive reaction. Specifically when the positive impacts are outlined and there is encouragement for organization members to choose positive acceptance of the change.

Organizations and people tend to have an inclination of avoidance when it comes to change, making it extremely challenging to make adjustments to an organization (Van et al, 2009). Naturally people feel stress and concern when it comes to moving from a comfortable state into an unknown future. In an organization, members may worry if their competencies and input in the organization will hold enough value as the organization changes, and if they will be able to learn and adapt skills and profit from the new organization situation.

Technical resistance, political resistance and cultural resistance are the three organizational level areas where resistance to change is experienced (Thomas et al, 2011). Technical resistance is the difficulty of changing from current processes to new methods, as well as the concern about past investments attributing to the current state that will be obsolete. Political resistance involves any changes that impact the executive leadership or stakeholders with power and influence. This can include defensiveness of questioning past executive decisions made as change in an organization many time involves allocation adjustments of existing limited resources like quality associates, budgets and available money. Cultural resistance is an unwillingness to change as it is in opposition of cultural norms and standards of perceived method in which an organization should operate, achieving the current state. Three strategies address the previously mentioned resistances to change, empathy and support, communication, and participation and involvement.

Empathy and support involves determining those struggling to adjust to the changes and becoming educated on why there is a struggle with change and finding the best course of action to resolve the issues (Oreg et al, 2011). This approach requires a lot of support and understanding. There needs to be an open relationship with the managers overseeing the change and the individuals involved. By engaging in active listening an environment is created where concerns about the change from the individuals are brought to the attention of managers. Managers have to view the situation from the perspective of the individuals. This awareness from active listening brings about the process of a combined effort to find resolution to the identified problems.

Individuals need to be informed with effective communication in order to prepare for the change (Campbell et al, 2014). Gossip and untrue stories circulate when sufficient communication is not provided to the organization. When there is a lack of communication there is anxiousness based on the unknowns and a resistance for the change (Campbell et al, 2014). Management and consultants introducing change need to ensure solid communication plans are created. Otherwise, communication is one of the biggest pain points of changes as the information about the current state and proposed future state circulate as well as speculations about individuals, roles, policies and changes. A significant tactic for success is to create a new form of communication for the change plan compared to the existing organizational process of communication.

Participation and involvement with individuals in the change process has proven over time to be a very successful tactic when implementing change with the least resistance (Grant, 2012). Contribution of a variety of opinions to helping determine the high-level framework of the change to identification of potential pitfalls from organization members can help keep resistance to a minimum, advancement that is successful and related, and avoid critical factors that affect implementation. The strategy of

involvement and participation addresses individuals with a strong need for involvement creates motivation and strong work ethic to bring the changes into fruition and brings about individual commitment to the changes. Individuals' viewpoints will not need to be taken into consideration with the change planning as a strategy of involvement addresses their requirements and wanted benefits.

2.8.2 Creating a Vision

The next step for change is defining a vision for the future of the organization (Cole et al, 2006). Typically this includes the core values and reason for the driving change to adjust the current state of the organization. While it is one of the most common steps for change, often the understanding of creating a vision of the future of the organization is misunderstood. Vision provides energy and acceptance of the forthcoming change, as well as focuses on the plan, execution and understanding of the change for the organization. A known vision creates a common goal for the organization individuals and an understanding for the need and support for the change. In instances where the vision is too unrealistic, it will actually do the opposite and de-motivate individuals and create an unwillingness for the change. Statistics show that organizations with clearly defined visions that are feasible show a higher long-term stock market success than those without.

Executive leadership needs to take a proactive involvement and motivated assurance in determining the vision for the organization as it a crucial piece of the foundation of organization leadership (Bass, 1991). There needs to be an involvement in the development of the vision for the future of the organization with all levels and departments within the organization. It is vital for everyone to be a part of the vision

creation process, as a large breadth of support for the change and vision will be adopted as well as a variety of ideas.

Visions are formed based on individuals' principles and desires for how the organization should operate the future. The vision of the future of the organization reflects dreams, ideals and whims of individuals for what they want the organization to become. While this is the basis of vision, often organizations do not support a creative school of thought and perception, but rather push a systematic short-term and logical thought process (Andersen, 2015). Visions that include the core principles and goal of the organization that is explained in the stable crux of the organization philosophy and a perceived new state of the organization involving daring objectives along with a vibrant depiction of the proposed change the future of the organization is shown to be successful through research.

Vision Basis

The core of the organization's philosophies is the key foundation of change vision (Bass, 1991). The main beliefs of an organization, known as core values, are three to five long-term stable beliefs that represent who the organization is. Vision, while the plan for the new direction of the organization, needs to include the core values of the organization that have guided the organization historically, currently do and will continue to do so. Core values are not adopted beliefs but rather the beliefs the organization emphasizes and use in operations and processes. The core values of an organization are determined by looking at the organization. The beliefs are not decided upon, instead they represent whom the organization is and cannot be isolated from the organization.

Organization core values can be determined by analyzing the history of the organization, considering the principles of the founder, the culture, crucial incidents and those who run the organization and impact it's existence. Organizations often wish the main beliefs of the organization differ from actuality. Teamwork is a common theme that organizations in the western culture push, however this is strongly in opposition from an individual-reward based structure and culture. Core purpose of the organization gives meaning to the existence of the organization, an explanation of the brand, reputational character and appearance of the organization. Core purpose for an organization is believed to fall into one of four areas and organizations devise a phrase or allegory for an explanation of why they exist. It is not a strategy for the organization, as a plan is how to bring goals to fruition. The purpose of an organization is the enthusiasm that makes associates want to work for the organization each day and explains the existence.

The main beliefs, brand reason for existence and reputational character are defined as the identity of an organization. This explains the reasoning behind decisions to determine what will result in successful implementations and what will not as it opposes the organization identity. Strong organization identity is defined by organizations that can maintain stability of their identity prior to a change, during and after, as suggested by researchers. The future potential of an organization will receive individual buy-in when it is in alignment with the main beliefs, the purpose crux and identity of an organization.

Envisioned Future

Envisioned futures for an organization are constructed with the core ideology (Bass, 1991). The vision of the future is related to the change that needs to occur making it

differ from main beliefs and organization purpose which are found by analyzing the organization and reflect ongoing aspects. There is a variety of scope and intricacy for the envisioned futures of an organization as it depends on the type of change desired. Changing the government organization will involve a bigger scope and more complex than adjusting a team's existing software word processor. Valued and desired future state is the two parts of envisioned future that need to be explained to individuals of an organization (Benn, 2014).

Valued outcomes are the individual output and success metrics the organization or team within an organization desires to reach. Advancement standard measurement and targets are the valued outcomes of an organization. Understandable objectives are defined for individuals so that growth of sales, decrease of threat from competitors, consequential organization change, satisfaction of customers or reaching the status of industry leader are some of the many drivers from valued outcomes.

Desired future state determines in a clear depiction what the organization should be in order to produce valued outcomes. A statement is derived which creates engagement while driving the individuals of the organization to the next organizational state and explains the types of change undertakings required for the transition. The desired future state of the organization is the engaging, enticing part of the vision that speaks to individuals for a willingness to bring about organizational change.

2.8.3 Developing Internal Support

An organization internal perspective looks at organizations as a makeup of individuals laxly grouped into different teams with varying concentrations and likings (Battilana and Casciaro, 2012). The teams are all within an organization are striving for organizational power and the most access to the same limited resources. Teams work

to keep their validity within in the organization and team goals while ensuring they are in alignment with the goals and purpose of the organization success. When change for the organization comes, the equilibrium of influence among the different teams can be threatened creating organization political battles. On a departmental and individual level, change will affect perspective of control and contribution. Those who will find an increase of control and contribution will work more for the change, while those who will experience a decrease of control and contribution will work to keep the current state of the organization. Benefactors of the change in terms of power will be more inclined to push for the adjustments from a biased perspective while others that will experience a decrease, for example, might be presented arguments dictating that change is unnecessary. Therefore organization change often creates political unrest and finds individuals will have conflicting opinions and there might be inaccurate details.

Historically, organization development has not considered organization impact when looking at change (Burke, 2013). Addressing organization politics involve with change is a new organizational change consideration. Traditionally, this wasn't considered as there was less emphasis on individuals and individual groups like today but more focus on teamwork. Due to this, there is a focus on organization politics and the influence struggle involved when it comes to implementing planned change in organizations. There is an overarching concern if influence and organization politics can cohabitate.

Many are beginning to believe that development consultants can use power for good as they can connect with other influencers within the organization (Cummings and Worley, 2014). They are crucial to the decisions and influencing the direction but otherwise would not have the viewpoint of the consultant. Through strategic initiatives, development consultants can use their power in an ethical manner to get the organization influencers to see other organizational improvements. Without using

deceptive practices or even bribing or bartering, development consultants can engage those with influence in an innovative manner. This allows those influencers to be engaged and see the need for change with taking other organizational individuals with less pull into consideration. Development consultants use the power strategy positively, but there will continue to be uncertainty and concern if the influence brought in is used entirely ethically and is not a negative usage. The created strain from the power and usage appears to be beneficial and will correctly drive the actions for organizational development.

2.8.4 Managing Transition

Moving from a present state from a current state of existence for an organization is change implementation (Benn, 2014). An environment needs to be created to reach the future state and this environment creation does not occur immediately but rather over time in a transition period. Organizations discover what needs to occur to bring about the change. Many times the new state for the organization will greatly differ from the present state requiring a robust process and change activity management. Activity planning, commitment planning and change management structures are three of the major change actions to bring about organization modification.

A planned change process with milestones and contingencies for a successful transition is known as activity planning (Cummings and Worley, 2014). The objectives and urgencies for the organizational change are plainly defined, familiarize temporarily and integrated with other change tasks. Executive support is needed in activity planning as well as ensuring it is economic and flexible throughout the change transition. Identification of crucial individuals and teams involved in the change and change planning and acquisition of their support is known as commitment. At the beginning of

commitment planning, the main stakeholders need to be determined. Commitment planning is considered part of the plan for organization political reception. Change management structures need to be in place to provide a clear course, as the change transition for an organization can often be vague. Included in these structures should be all the individuals who have the influence over resources and advancement of change, the executive team and existing supporters for the change and adeptness in organization politics to accurately drive the change.

2.8.5 Sustaining Momentum

After the planned organizational change is in process, organizations need to provide attentiveness and willingness to provide on-going support for the implementation (Cummings and Worley, 2014). Individuals will want to return to prior processes and methods as the energy and enthusiasm around the change begins to wane. Frustrations with learning new behaviors will be other contributors, making the need for continuous drive and encouragement to fully implement the change. When organizations are undergoing change while they are continuing daily operations, there will be a need for additional workforce and capital. Training, development consultation fees, gathering of information, analysis, extra meetings and information response are some of the reasons for the additional need of means. Decreases in productivity and the need for individuals focused on the change efforts, vast amounts of time from executive leadership and assistance from outside consultants are other requirements for the additional resources. Also, they lead to an underestimation of the additional needed resources during this change. There needs to be an allocation of a change management budget in addition to existing capital and operating budgets in order to successfully navigate through the change and provide the needed training. Without the allocation of this budget, it is unlikely a significant change will take place.

New traits, information and actions will be often required from individuals for organizational change (Grant, 2012). The need for these new items for the change demands individuals are educated in order to acquire them, making it vital to ensure this education occurs. Team managers will need to acquire new leadership skills and problem resolution with the adaptation of involved employee program. A vast amount of education experiences need to exist to ensure the personnel piece of change management has the needed dedication of time and means to provide individuals with the right traits for the change implementation. In addition, leaders in the organization need to be trained to acquire the right skills to ensure they can lead the teams based on their behaviours, problem resolution and on-going commitment to change. Some examples of needed means for personnel include: job training, job coaching, counselling, simulations of interactive and technical experiences.

2.9 Chapter Summary

This chapter provided a necessary background on organizational change. It discussed important change models such as Lewin's, Action research and Positive model. Then, it deliberated types of organizational change with emphasis on the magnitude, degree and culture of change. In addition, elaborations on planned change concept was delivered. Later, a link to employee resistance was established by discussing mitigation of this phenomenon.

Chapter 3: Employee Resistance

3.1 Overview

This chapter provides the necessary background on Employee Resistance. The term "Resistance to Change" became common in the era between 1950 and 1960 (Hon et. al., 2014). Since then it is commonly accepted that whenever any kind of change is sought to be implemented, the people upon which the change is being implemented would show some kind of resistance to it. Therefore, the issue is widely discussed in different management and organization management texts (Pardo and Martinez, 2003). But some recent discoveries have highlighted that the current accepted theories about "Resistance to Change" do not hold true in the real-life situations (Neves et. al.,2015). And due to the lack of implementation these ideas have become obsolete and offer a little help in the implementation and management of "Resistance to Change".

To elaborate, traditional theories seek to counter the issue of resistance through employee participation in form of meetings, group planning exercises and other techniques. These traditional theories formed the basis for the later discussions and theories about the methods to deal with the resistance towards the change. But with the passage of time some commentators challenged "Participation" method as a viable and realistic option of dealing with the resistance stating that gauging the employee perception towards change can be extremely complex and difficult. Another counter argument usually given by these commentators is that the resistance arises due to two factors (Social and Technical). While traditional theories focus on technical aspect of it they fail to pay attention to the social aspect, which is usually the prime reason for the existence of resistance towards change.

This chapter discusses the current literature and theories dealing with the topic of Resistance to change as well as it presents the traditional school of thoughts about "Resistance to change" which seeks to reform the way organizations and individuals deal with resistance to change.

3.2 Sources of Resistance

There are many reasons that may drive employees to resist in the work environment. The following present the most discussed sources of resistance in literature.

3.2.1 Self-Interest

The general idea is that individuals tend to work more towards their personal goals rather than making efforts towards achieving the organizational goals (Dent and Goldberg, 1999). Based on this belief the individual may not be willing to accept change and act aggressively towards it (Coghlan, 1993). Their whole thinking may be based on the belief that they would lose something that they value and ignore the bigger picture and future benefits that would be accrued from the change (Starr, 2011). Employees express resistance towards change due to their perceived relation with the organization. The common concerns that employees express are reduction or loss of power, loss of status or prestige, loss of financial rewards such as bonuses or salary, loss of ease and comfort and introduction of newer procedures or changes in the working environment (Jaramillo et. al., 2012).

3.2.2 Different Assessments

Another major reason for the existence of the resistance is the lack of cohesion between the person introducing change and the employees bearing change (Bassey et. al., 2014). The employees may believe that the change may not be as beneficial as the organization

perceives it will be leading to a resistant behaviour. The perceived weakness in the change makes employees resist change to protect their interests. It is also noted that organizations have a pool of different employees who possess different level of skills, education, experiences and have very different backgrounds therefore a change may be interpreted differently by each individual in the organization leading resistance, despite the fact that the employees themselves may be rooting for change. Most of the times leaders work on a misbelief that they have all the required information to make the necessary change and the other people involved in the organization would also have access to all the information that they are viewing. In reality each individual in the organization would have a different set of information that would be giving birth to a different reality or interpretation and sometimes the lower level employees in the organization have more knowledge regarding the organization then the upper apex.

3.2.3 Group Resistance

Resistance to change is a phenomenon that is not exclusive to individuals, but can also be experienced in different groups (Michel et. al, 2013). Groups tend to impose or create their own rules and work standards through communication or agreement. These accepted norms and standards become part of the group and any member who fails to comply with these expected standards and norms is considered to be underperforming or misbehaving (Deneen and Boud, 2014). If the leaders of the group seek to introduce some change that goes against the current practices and norms of the group, they would likely be faced with a resistant behaviour (Vakola, 2013). The level of resistance would be based upon the proximity of the members and their relationship with each other. Stronger the relationship between the members of the team the more resistant they would be towards change.

Groups tend to have more power in the organization as compared to the individuals, therefore the manager must be wary of the resistant behaviour of the groups towards change (Kirkman and Shapiro, 2000). They must take corrective actions to deal with the resistance and avoid any unexpected event such as strike or lack of productivity. Several researches suggest that the groups in educational institutions tend to be more resistant towards the change in the technology systems (Vaquero 2011; Hynds, 2010; Gold, 1999; Inandi et. al., 2013; Muo, 2014). Recently, governments have been actively working to introduce better technologies in the classrooms to help the students improve their learning capabilities. But despite the availability of the modern resources a majority of the teachers continue to use the old equipment and teaching methods because they are easier to follow and they have spent years learning and getting used to them. A large number of the teachers are not familiar with the new systems and have a lack of understanding regarding the change, therefore they develop self-interest resistance. Or in some cases the teachers might be operating under the fear that their students would be able to outperform them due to their familiarity and expertise in the new technology.

3.2.4 Low Tolerance for Change

Different individuals have different personality traits, some might be more acceptable towards change while other might not be so accepting (Johansson et. al., 2014). Some individual value consistency and stability more than adapting to the modern standards, this preference can give birth to resistance towards change. In most cases change is something that is difficult for the employees digest because there are a lot of uncertainties involved. Another major reason for low tolerance stems from the individual's opinion about themselves, an individual may feel that they do not possess the skills, confidence or personality traits required to handle the change resulting in the

fear and low level of tolerance for the change. While in other cases, individuals may intellectually understand the need for change, but have difficulty in reconciling with the emotional aspect of the change creating a challenge for themselves when accepting change (Johansson et. al., 2014). This phenomenon can be easily observed in the medical practitioners. Many individuals suffering from hypertension are recommended by the physicians to become more active and exercise regularly. The patients despite understanding the situation tend to lag in their physical activities because they have trouble dealing with the planning, execution or emotional aspect of the change.

3.2.5 Lack of Skills

In majority of the cases, a change is herald to the requirements of learning new skills or techniques or adjusting to different processes. Individuals in the organization may not have the confidence in themselves whether they would be able to change accordingly or not and resist change due to this perception (Schilling et. al., 2012). Irrespective of the fact whether the perception of the individual is true or false it creates a sense of fear, which makes the employee believe that they would not be able to cope with the change and express resistance towards it. Another identified issue is sometimes managers have a wrong perception about how quickly the employees can learn new skills or acquire knowledge resulting in the setting of unrealistic goals that may act as an obstacle in introducing change and growth of the organization. As the arguments above suggest the issue of adapting to change not only persists in the employees but may also extend to the managers and executives of the organization.

3.2.6 Change Cynicism

Researchers have recently identified cynicism as one of the contributors in increasing resistance when the change is introduced in the organization (Bergstrom et. al., 2014;

DeCelles et. al., 2013; Selander and Henfridsson, 2012). Cynicism can greatly influence the success of the change therefore it is important to understand what cynicism means. The common definition of cynicism is that individuals commit all actions necessary to protect their interest at the cost of honesty, sincerity and fairness. It is important to note that cynicism should not be thought of as similar to Scepticism (Bergstrom et. al., 2014). When a person is sceptic he is uncertain about the outcome of a certain action, but still he continues to perform in the hopes that the change me prove to be beneficial. The sceptics are doubtful about the feasibility of the change, their actions are not motivated by the planned motives of the change; while cynics tend to be more doubtful about the success of the change due to repeated failures. Organizations that have experienced multiple failures when a change is introduced tend to be more cynic about any new change that is introduced by the manager irrespective of the fact whether they would be good or bad. Cynicism and scepticism have one thing in common which is individuals in both cases are not confident about the stated outcome of the change, but scepticism turns into cynicism when the individuals start putting the blame on the initiators of the change. The initiators are usually high in the hierarchy and hold the title of managers or other executive positions.

Cynicism can give birth to several negative factors such as concerns about the organization, anxiety and disillusionment (Selander and Henfridsson, 2012). In order to counter cynicism it is important to understand how it happens. Cynicism is not something that pre-exists in an individual, but it is born out of the different experiences that an individual has at an organization. Some researches outlined several factors that could increase the level of cynicism in an organization. These factors include: Setting unrealistic standards that cannot be achieved by the employees, inability to meet the goals due to unrealistic expectations, and finally having disillusionments.

Certain behaviours were identified which are used by individuals to express or manifest cynicism (DeCelles et. al., 2013). Individual can use explicit language to express their cynicism but in majority of the situations the individuals tend to use subtle verbal or non-verbal expressions such as sarcastic language, rolling of the eyes to express their cynicism. The leaders within an organization should remain wary of cynicism and take action to reduce the level of cynicism in the organization. Most employees rely on the past experiences to understand the potential of success for an organization; therefore leaders should set realistic goals and keep a positive attitude in the organization so the employees can remain hopeful about any future goals or endeavours.

Several studies were carried out to test some of the solutions outlined in the literature regarding the common methods that should be used to deal with cynicism (Kuo et. al., 2014; Qian, 2013; Chiaburu et. al., 2013;). Majority of the work on the topic suggest that individuals should increase the level of participation and improve communication within the organization to reduce the level of cynicism. Some studies carried out over a sample from the public workers revealed that participation and communication are negatively proportional to the level of cynicism within an organization. Improved communication enables the workforce or employees to understand the logic and strategy behind a particular decision and creates an impression of involvement in the organization leading to lower level of cynicism. Participation and involvement in decision making process gives a sense of belonging in the organization giving birth to improved performance and lower level of cynicism.

3.2.7 Fear of Failure

A fear regarding the change has very negative implication on its implementation and it can rise due to different sources (Wyrwich et. al., 2015). One of the major contributors

of fear in the organization relates to how the managers treat their subordinates. In many organization managers tend to focus heavily on the negative aspects of their employees and remain very critical about their work. When managers tend to focus on negativity and remain heavily critical it creates an environment of fear in the organization. In such a scenario the employees would not be very appreciative of any attempt to introduce change because change involves a lot of certainty that increases the level of fear within the employees. Therefore the managers should encourage an environment that allows the employees to learn from their mistakes and not remain in fear.

Prior experienced in the organization can also give rise to fear within the organization. How the past endeavours of the organization have turned out to be determine the level of fear that employees would feel when it comes to change. Whenever a new change is introduced the employees would base the level of success of the change based on the past events. It does not mean that the managers should not do constructive criticism or point out the mistakes that would help the employees to grow. Using a positive attitude and trust in the organization the employees would feel more secure and would be more open towards accepting change.

3.2.8 Culture

Before understanding how culture relates to change it is beneficial to define it first. Culture is something that becomes part of the human nature and society as it keeps on passing from generation to generation (Fullan, 2014). Culture is a set of belief, norms, ethics or practices that individuals utilize to cope with each other, their surroundings and their workplace. Culture can also be a contributing factor in the increased or decreased resistance towards change (Carlstrom and Ekman, 2012). Any change in the organization is interpreted based on the cultural context of the employees. Employees

tend to be more resistant towards change if the values and direction of the change are not in line with their cultural values. Leaders seeking to implement change should consider the culture of the organization as well as that culture of the society. However in majority of the circumstances the organization and individuals tend to have common cultural values.

3.2.9 Resistance and Psychology

The psychological approach states that individuals go through a series of four stages to process the change being introduced in the organization (Hon et. al., 2014). The four stages are outlined below.

Denial

The first reaction people express towards change is denial (Singh et. al., 2012; Hon et. al., 2014). They begin to resist it by believing that it is impossible that such a thing or change could happen to them. People tend to react as everything is normal and avoid speaking about the change. Individuals continue to remain in this stage and behave as if nothing affecting them is happening.

Resistance

At the stage the people start to realize that change is not going away so they start expressing their displeasure or disagreement at it (Michel et. al., 2013; Hon et. al., 2014). During this stage they might feel that the change is completely contrary to their beliefs, past practices or organization culture and begin to develop the feelings of anger, disappointment and anxiety. In the worse cases the individuals can avoid express displeasure regarding the change and seek to undermine change covertly.

Exploration

At this stage the individuals start the journey towards accepting change (Hon et. al., 2014). Instead of fear and displeasure they start imaging about different opportunities that they would be able to gain from the change. The individuals have higher energy, but can also have frustration due to the increased workload.

Commitment

At this stage the individuals finally accept the change completely and direct all their energy towards improving the team work and assisting the organization in the implementation of the change (Hon et. al., 2014, Imran et. al., 2014). It is important to understand that each individual would have different pace of going through these stages. The difference in the timeline of acceptance arises because individuals have different interpretation regarding change and also have different coping mechanisms. Individuals also have different set of defence mechanism that are engaged when a person is challenged or faces a drastic change in their lives or workplace. The mechanisms can cause a conflict between the intended implementation of the change and the actions by the employees.

Some researchers studied the relationship amongst different mechanisms and their effect on the resistance (Dunn et. al., 2012; Newman and Sheikh, 2012; Meyer et. al., 2012). They employed secret questionnaire method which did not disclose the identity of the workers to ensure that all responses were accurate and truthful. The researchers studied employees from many organization and came to conclusion that maladaptive mechanisms give birth to higher level of resistance in the employees.

Individuals with adaptive coping mechanism portrayed lesser resistance towards the implementation of the change. These studies also found that individuals that rely on

humour as a coping mechanism had an easier time accepting change. Humour is a great coping tool it allows the individual to avoid the feelings of fear and anger towards the change and focuses on finding the silver lining in the change. While on the other hand it was found that “Projection” coping method is most detrimental to the process of change. Projection occurs when an individual starts to firmly believe that their source of anxiety or failure lies in someone else. Therefore when an individual believes that the weaknesses do not lie in them they begin to resist coping with it and associate their failures to the change itself.

To help such an individual it is important to counsel them that it is an internal issue rather than external. The personal life of an individual can also affect the level of resistance they would portray towards change. Troubled life or emotionally distressing situation in life can decrease the level of adaptability within an individual. Point to note is that human behaviour has drastic impacts on the professional life of an individual therefore the leaders should be aware of the fact that there are different emotional sources in a person’s life that can affect their performance. Researchers suggested two possible actions that managers can take to improve the situation. First, information-based actions which are intended to increase the leader’s understanding of unconscious emotions running through an individual’s mind. Second, counselling interventions which are based on the set of activities designed to help the individual understand different coping mechanism.

3.3 Theorizing Resistance to Change

Classical researchers sought to seek answer for the question about why people are so resistant towards any kind of change despite the fact that it may help improve their situation (Mealiea , 1978; Mainiero and DeMichiell, 1986; Tucker, 1993; Zwick, 2002;

Gowen, 1992). They created conceptual frameworks where resistance to change is treated as a contrasting variable dealing with the behaviour. Positive or desirable behaviours are treated as non-resistant while negative or non-desirable behaviours is treated as being resistant. Based on these two interpretations the employees are either categorized as resistant or non-resistant. After the categorization that traditional theories seek to counter the issue of resistance through employee participation in form of meetings, group planning exercises and other techniques.

The management style and the attitude of the executives is critical towards understanding how managers deal with resistance and studies point that expecting resistance can actually lead to resistance. In order to counter this negative perspective many commentators suggest that managers should think of resistance as a helpful indicator to drive change and deal with the issues of the employees. While other experts suggest that resistance to change should be thought of as an emotional reaction rather than a behavioural issue (Hughes , 2005; Schraeder , 2001; Zwick, 2002). They concentrate on emotional outbursts, frustrations and a sense of loss of control as possible reasons for resisting change. The emotional aspect widened the scope of the literature dealing with the theories of resistance to change.

Contrary to the traditional belief of associating one factor towards the rise of resistance to change, some researchers believed that the resistance is a behaviour that arises due to the combination or mixture of different factors (Piderit, 2000; Bovey and Hede, 2001). Therefore, in order to deal with the resistance to the change the managers should adopt a multi-faceted conceptualization model. These multi-dimensional theorists outlined several factors that can be used to conceptualize resistance to change. These factors include (1) Illogical or negative behaviours in response to change, (2) Expression of emotional distress or anxiety expressed through negative or defensive

actions, (3) Planned resistance towards change through lack of motivation or expressive actions such as unwillingness. These researchers formulated a three-part strategy that could be used to understand the attitude of employees when it comes to resistance to change. The components in this model include: (1) Emotional expression (Affective), (2) Expressive or intentional expression (Behavioural), and (3) Planned or cognitive actions. This take on the topic provides a more comprehensive understanding of the issue as compared to the single-factor studies or theories. As an example an individual might be prepared to act according to the changed guidelines but may fear or feel that the change deprives him of control or goes against his work ethics or day to day practices. The resultant actions out of these mixed emotions are referred as Ambivalence by the researchers.

Contrary to the conceptualization theory, some researchers claim that the current understanding and reasoning of the resistance is flawed and fails to provide a reliable framework in order to understand resistance to change (Kirkman e. al., 200a). Early literature on the topic associates resistance to change with varied number of factors that could exist in an organization, while some commentators also believe that resistance to change is a condition exclusive to human nature and arises specially in the sub-ordinates. It is highly arguable whether thinking on such terms provides concrete means of understanding the resistance in employees; some argue that change should be introduced by understanding the fears and attitudes of the employees.

It was also noted that sometimes the root cause of the issue of resistance to change arises actually due to the behaviours of the managers or the way a change is introduced rather than because of employee's resistance towards change. Many studies carried out in different organizations also support this argument and conclude that it is very rare for the employees to resist change in a very expressive, malicious or overt way. But

contrary to the common belief it was observed that the employees in the lower levels were actually more eager or expectant towards change while the superiors did not like or appreciate the change. This approach seeks to place the onus of resistance over the superiors rather than blaming work force entirely for all the negative feedback or resistance towards change.

3.4 Operationalize Resistance to Change

3.4.1 Routine

Different employees and individuals have different tolerance towards routines (Prasad, 2000). Similarly individuals also have different tolerance level for motivation. It becomes extremely necessary for the individuals to introduce changes in the routines of the organization, which can create a sense of resistance towards change. Some individuals may perceive change as an opportunity to increase their productivity and introduce stimulation while others may be resistant to it and may view it as an interruption in the usual norms. Routine seeking is an exercise that seeks to measure the attitude of the individuals towards change in routines. Previous studies have confirmed that individuals that value creativity tend to be more open towards changes in the routine as compared to other individuals.

3.4.2 Emotional Responses

There is an extensive collection of issues that is outlined in the literature regarding emotional responses that could give birth to resistance to change (Brockner and Higgins, 2001). For example some individuals may view change as an indicator of failure, loss of control or a drastic change that could adversely affect their performance. In such cases an individual may be very resistant towards change due to the factors

mentioned above. Researchers accepted that there is a very complex and human side to change, which if not dealt with could lead to bigger problems in the future and affect the overall effort of the company to introduce change. Managers who clearly understand the attitude of their employees tend to make better decisions and form stronger strategies in order to deal with the resistance to change.

3.4.3 Short-Term Perspective

Change is often a signal of greater investment of resources, some types of change may require the employees to work longer or learn new techniques which can seem to be a lot of investment of time in the beginning (Schneider and Northcraft, 1999). This extra effort in the beginning may cause resistance in the employees. An individual may accept that change is necessary but may not act according to the change initially due to the combination of several reasons. Studies suggest that the managers and executives have to invest more energy in the introductory stage of the change to make the transition smoother for the employees and help them in adjusting according to the changed circumstances. This fear and extra investment of energy can lead to resistance in the employees due to a short-term perspective about the change.

3.4.4 Personality

The thought process of an individual regarding the change plays a vital role in determining how that person would perceive change. This phenomenon has been the topic of several studies in the past (Oreg, 2006; Tepper et. al., 2001). An individual may become more resistant to change if they have certain traits in their personality. A person may be too set in his ways and may fear going away from his general practices resulting in more resistant behaviours towards change. Therefore the researchers tend

to put a lot of stress over the cognitive rigidity or flexibility of an individual as it contributes heavily towards determining how a person would react to change.

3.5 Organizational Justice

Individual seek security at their job. Policies of organization in dealing with the disputes and the level of justice and fair treatment in the organization has a lot to do about how an individual would react to organizational change initiative (Foster, 2010). It is observed that organizations generally adopt one of the four different kinds of justice systems. (1) Justice through disruption (how fairly the resources are allocated), (2) Procedural justice (Justice System based upon a set of predetermined rules and regulations), (3) Interpersonal justice (How individuals are treated in the organization), (4) informational justice (how the concerns and disputes of the employees are handled). It is critical to note that these justice systems seek to understand how individuals perceive justice in their organization rather than outline a standard about how a justice system should be in an organization.

3.5.1 Distributive Justice

One of the first factors that researchers concentrate on is the level of fairness in the organization when it comes to the distribution of the resources (McFarlin and Sweeney, 1992). This mode of justice seeks to define an individual's perception regarding the fairness of allocation of inputs and their perceived outputs. Inputs can take any form of resource such as time, money, skills, education or whatever an individual contributes to the organization. While outcomes are remuneration or rewards that an individual expects in exchange for his inputs, these outputs can be in form of status, rewards, pay,

bonuses, recognition or job satisfaction. An organization is said to be fair when the individuals perceive that there is a strong equity in the inputs and outputs.

Other studies on the topic of disruptive exchange seek to put a lot of importance over the exchange expectations of an individual (Alexander and Ruderman, 1987; Cohen-Charash and Spector, 2001). These studies suggest that individuals seek fair exchange and their perspective about fairness is determined by the individual's reference. Others suggest that the satisfaction is directly linked to the fairness of the exchange and the fairness is determined by the previous experiences that an individual has. Different studies relating to distributive justice have analysed the impact of status over the job and the relation of pay cuts with thefts. During a study it was found that the level of theft increased when the employees had to suffer a lot of pay cuts as they perceived an injustice which then led to theft.

3.5.2 Procedural Justice

In 1970s, researchers began to consider different aspect of organization's decision making procedure in order to determine justice (Schafer and Klonglan, 1974; Dasgupta , 1974; Keeley, 1978). Contrary to distributive justice, procedural justice seeks to identify why things happen in an organization rather than concentrate solely on the relation between inputs and outputs. In its early stages this research primarily focused upon different legal procedures used in the organizations and how those procedures were perceived by the people involved. The governing principle in procedural justice is that the control of the procedural justice should be shared among all the concerned parties in the organization. The research also sought to define factors that should be considered in order to create a fair procedural justice. These factors state that procedures should be (1) Unbiased, (2) Accurate, (3) Consistent, (4) Ethics, (5)

evolving, and (6) represent each party truthfully. Some researchers studied how the pay raise procedure works in different organizations. The study was primarily conducted by referring to the employees. The research studied accuracy, consistency and controls regarding the pay raise. The findings revealed that when procedural justice is ingrained in the procedures it leads to higher level of trust and satisfaction amongst the employees. The results also led to the conclusion that procedural justice is very important when it comes to determining the input and outputs.

3.5.3 Interactional Justice

In the beginning there was very little attention given to the interpersonal discussions as Procedural and distributive justice concentrated only on processes and outcomes (Schafer and Klonglan, 1974; Dasgupta , 1974; Keeley, 1978). Some researchers disclosed that the interaction between individuals is different from processes. The study also provided four basic principles that govern the justice in interpersonal communication. These factors included: (1) Honesty, (2) Justification, (3) Propriety and (4) respect. The study went a step further to distinguish between interactional justice that concerned itself with respect and propriety while informational justice paid attention to the truthfulness and relevance.

Interpersonal Justice

It is arguable whether interpersonal justice is different from informational justice or not (Cohen-Charash and Spector, 2001). But sometimes they are commonly referred to as Interactional Justice. However some studies were able to prove through meta-analysis that interpersonal and informational justice are actually two distinct forms of justice. Interpersonal justice is concerned with the perception that the interactional between the individuals should be appropriate and respectful.

Informational Justice

Informational justice deals with the sharing of information (Cheung, 2013). For information to be useful it must be communicated in Timely, accurate and adequate form. It should assist the managers in arriving at conclusions and making informed decisions about certain issues. Several studies have confirmed that employees tend to perform and communicate better if their personal interactions with the executive and with organization are within the boundaries of respect, propriety and honesty (Moazzezi et. al., 2014; Cheung, 2013; Zapata et. al., 2013). These studies revealed that the relevance and justification regarding executive's action improved the perception of the employees regarding him and created a more approval. The researchers were also able to prove that interpersonal and informational justice had different measurement methods therefore they both are distinct.

3.5.4 Cumulative Justice

The concept of Cumulative or integrative justice arose when researchers examined the effects of multiple factors of justice systems in combination (Jones and Skarlicki, 2013). The studies identified three major types of justice systems including: (1) Counterfactual conceptualization (combination of fairness and cognition theory), (2) Group-based conceptualization (e.g. relation model, and group value model), and (3) heuristic conceptualization (e.g. Uncertainty management theory). Counterfactual conceptualization deals with justice by asking "What could have been". As an example, an individual may favor an alternative more if that alternative is more manageable than what is being currently proposed and implementation of that idea can lead to a feeling of unfairness in the individual. Group Oriented Conceptualization bases itself upon the rating or approval from different groups within the organization. Group Engagement

on the other hand seek to identify factors that increase co-operation and positive behavior within the organization. Heuristic method seeks to employ a mental model in order to make decision regarding the fairness of an issue.

3.6 Commitment to Change

The focus of the majority of the early research was on how to decrease the turnover within an organization. But a modern school of thought has emerged that places equal importance on the organizational commitment (Nohe et. al., 2010). Researchers suggested that an individual can be committed to a multiple factors and an organization can be one of the factors that attract employees. Following the theory of multiple commitments the researchers established a new model to gauge the perspective of individuals towards change. Each of the models outlined has had three common factors in form of continued commitment, affective commitment and normative commitment.

3.6.1 Definition of Commitment

Different researchers form different conceptualization regarding the organizational commitment, some rely on single factor conceptualization while others favour multi-dimensional conceptualization (Benn et. al., 2014). There is no single widely accepted definition of commitment, different commentators have outlined different versions of it and each has its own unique characteristics. At the core of these definitions there is one driving factor that commitment is a mental state that directs an individual towards a specific behaviours in order to attain one or more goals. Commitment is usually seen in two forms either as an attitudinal commitment or behavioural commitment (Benn et. al., 2014).

Attitudinal Commitment

Attitudinal commitment focuses on the mindset of the individuals (Benn et. al., 2014). Much of the research on the topic of commitment has been directed towards understanding attitudinal commitment. Research suggests that employees tend to consider whether their goals and desires are similar to the organization or not.

Behavioural Commitment

Behavioural commitment identifies methods through which the individuals actually take certain actions or become locked towards certain behaviours (Benn et. al., 2014). Much of the research on the topic of behavioural commitment is done to identify factors that motivate the employees to be committed to a certain course of action.

3.6.2 Commitment Model

Researchers have identified three main components in order to understand the multi-dimensional nature of organizational commitment (Benn et. al., 2014). These components include: (1) Normative commitment, (2) continuance commitment, and (3) Affective commitment. Continuance commitment is the cost that is associated towards not being committed to a certain course of action, affective commitment is a commitment that arises due to the personal connection or emotional association to certain goals, and normative commitment is an implicit commitment that an individual may feel towards a goal or target. It is possible for individuals to have varying degree of confidence or motivation on each type of commitment. This difference can be analysed to formulate a commitment profile for an individual. E.g. an individual may have high normative commitment but low affective and continuance commitment. Results reveal that the existence of any one type of commitment is enough to motivate an individual towards a desired course of action.

Researchers have expanded the discussion over commitment by not leaving its application exclusively towards organizations (Shin et. al., 2015; Benn et. al., 2014). Several different models have been tested and formulated that deal exclusively with organizational change. Results suggest that commitment is an extremely important factor required for the successful implementation and introduction of change. Their research clearly proved the effectiveness of three component model in determining the commitment towards change. Each component is distinguished and has its own unique characteristics. It is also considered a very important step in dealing with the resistance to change as commitment is a very important factor when it comes to change.

Affective Commitment

It is a strong desire or wish on part of an individual to be committed to a certain course of action (Nohe et. al., 2013). As compared to other two components affective commitment is proven to be more critical in measuring the outputs. There are many theories that seek to define why affective commitment is so important, but one of the commonly accepted argument is that when a person has a high affective commitment, it becomes their desire to do a certain thing and opposing forces tend to matter far less to them in the long-run. Affective commitment arises due to three main factors. These factors include: (1) level of participation in the development of the target, (2) relation or identification with the target, and (3) values related to the outcome.

Continuance Commitment

This type of commitment deals with the perceived cost that an individual associates with being committed or not being committed to a target (Benn et. al., 2014). When an individual feels that the cost of not having commitment to a certain target is very high, he is said to have a very high continuance commitment. This situation can arise due to

different factors and may include lack of alternatives and monetary cost associated with the lack of commitment.

Continuance commitment has been proven to be a single factor and is considered to be very effective in tying a person to a goal, but it lacks the long-term view. For example a person may be committed towards a certain course of action but beyond that action that goal the person would not remain committed. An individual may want to stay in an organization due to high continuance commitment but may not be motivated enough to improve his performance or productivity in the organization.

Normative Commitment

This component deals with the state of mind where an individual feels obliged to be committed to a course of action (Benn et. al., 2014). An individual with high level of normative commitment feels obligated to be committed towards a goal or target. Empirical evidence suggests that normative commitment is as effective as affective commitment but tends to be weaker in long-run comparatively. Studies suggest that normative commitment usually arises when the norms and ethics of the organization are ingrained within an individual or when an individual is rewarded and he feels a responsibility or obligation towards the organization. Studies also suggest that normative and affective commitments are closely linked to each other. There have been situations where both have existed simultaneously. In order to get the most benefits it is usually recommended that normative and affective commitments should exist separately. But comparatively affective commitment is the strongest amongst the three components and tends to get long-term results.

3.7 Resistance to Change and Commitment

Most common belief is that a resistance to change constitutes to the lack of commitment or vice versa (Neves et. al., 2015). While in certain circumstances this argument may hold true but that may not always be the case. Commitment and resistance are two very complex factors and have lot of contributing scenarios that truly explain the existence of each. It is very critical to note that resistance and commitment are two completely separate factors with their own individual characteristics and motives. Dichotomous conceptualization tends to present an oversimplified version of the both factors. This weakness has been identified in several traditional studies and is the biggest argument when it comes to the challenging of traditional theories relating to the resistance to change. The misconception about change and commitment being on the same continuum may have risen due to the approach of traditional theories of placing commitment and resistance as action or inaction on part of the individuals.

There are many studies which suggest that resistance and commitment are part of the same continuum, however in these studies resistance and commitment were not merely treated as end-points rather they were associated with different levels of behavioral phenomenon such as Active resistance, compliance, cooperation, passive resistance and championing. After the identification of these 5 levels they were compared against the three forms of commitment. The comparison resulted in the findings that all types of commitments were closely linked to the level of compliance, but affective and normative types of commitment were linked to cooperation and championing.

Affective commitment is based on short-term thinking, affective commitment and emotional responses. Planned or cognitive factors is based upon planned inflexibility and normative commitment and finally behavioral components were based upon routine seeking and continued commitment to change. Multi-dimensional approach to

conceptualization leads to a comprehensive understanding of how different individuals would respond to change referred to as ambivalence. In order to make a clear distinction between commitment and resistance to change it is important to understand the type of commitment or resistance is being discussed. Previous discussion has identified the different types of commitment (Normative, affective and continuance) and resistance (routine seeking, short-term thinking, explicit rigidity and emotional reaction). The belief that lack of resistance means the existence of commitment would only hold true if all three types of commitment are higher than the four type of resistances.

3.7.1 Commitment Profile

In reality different individuals would have completely unique level of commitment (Neves et. al., 2015). Therefore, a concept of commitment profile was introduced by the researchers to formulate responses and gain understanding of different perceptions of commitments of individuals. For example using the model of conceptualization of commitment to change an individual can have a strong perception of affective commitment but have weak normative and continuance commitment. Researchers have identified eight different combination of commitments that an individual can demonstrate and each commitment profile can be used to gain understanding of probability of behavior.

3.7.2 Resistance Profiles

Resistance profile seeks to similarly identify the level of resistance an individual may pose towards change as commitment profile (Neves et. al., 2015). For example, an individual may have varying degree of resistance towards each type of resistance to change. But the only difference with resistance profile and commitment profile is the lack of evidence suggesting that each different type of resistance would have varying

degree of effect on the way an individual may behave towards change. Researchers have identified 16 different types of resistance profiles and when combined with the commitment profiles it gives rise to 128 different combination that challenges the dichotomous continuum belief. While some may argue that these 128 profile would have repetitive or highly similar characteristics and may not be necessary to distinctly identify, more research needs to be done on these profiles to suggest the need or lack of need for identifying these profiles. There is a lack of empirical evidence that reliably compares and contrasts the relation between resistance and commitment towards change. The aim of this study is to identify and study these combinations to provide a much more reliable evidence of this relationship.

3.8 Organizational Justice and Commitment

It is observed that individuals who are treated fairly tend to have more commitment towards the organization (Foster, 2010). Empirical studies over the ban on smoking suggested that employees responded more positive towards the ban if they felt that they were being treated fairly. It was also observed that the employees accepted the ban on smoking more readily when more information was communicated to them (Informational justice) in a more accurate fashion (Interpersonal justice).

Additional it was also suggested that when employees are involved in the decision making process they demonstrate higher level of commitment. Procedural justice gauges involvement and has very positive impact on the level of commitment. A connection between normative commitment and justice was also identified which demonstrated that when individuals are rewarded they are more inclined to reciprocate. This concept is the clear evidence of equity theory by Adam.

Some relationships between fairness and commitment may not be as clear as the previous examples discussed. For example it is logical to think that an individual would respond more positively to a change if the planned outcome of the change and would act negatively if the result was unsuccessful, but evidence is contrary to that. Research suggest that individual would continue to respond positively to change even if the outcomes are unsuccessful if the individuals feel that they are being treated justly. This leads to the proposition that justice creates a more favorable environment for the introduction of change irrespective of the perceived outcome.

Distributive justice deals with the factors related towards the outcomes such as remuneration, recognition and rewards. Similarly continuance commitment deals with the perceived cost associated by the employee towards change.

3.9 Organizational Justice and Resistance

Organizational justice has been examined with numerous factors, many of which are primarily related to the factors of resistance to change (Cheung, 2013). For example, employees respond more positively to change if treated fairly. It was also observed that fairness and justice instilled a level of confidence within the employees (Cheung, 2013). Justice created a more favorable environment and curbed resistance towards change in employees. This principle of justice and change can also be applied to turn-over or laying off of employees. It was observed that use of fairness and justice led to a smoother implementation of change.

3.10 Disposition

While many studies have focused on the situational factors that contribute to the resistance towards change, some school of thoughts also take a more dispositional approach relating to resistance to change (Hon et. al, 2014). Dispositional theory states that an individual has preconceived notions or mental maps that determine their reaction towards change. In some personality studies, it was observed that a change takes a cognitive behavioral effort on part of the individual. These studies identified two separate categories in order to define resistance to the change in form of Risk tolerance factor and positive self-concept. Risk tolerance factors included risk aversion, tolerance towards uncertainty, and willingness to participate while loss of control, self-esteem, confidence and positivity defined positive self-concept. When taking an outcome perspective it was revealed that job satisfaction and commitment towards the organization had a close relation with an individual's ability to cope with change. Also, self-esteem, optimism and perception of control towards the more accepting behavior to change were studied.

An important study was carried out that sought to create an instrument that can be used to measure an individual's disposition towards change. The study began by taking the measure of 6 different factors including loss of control, planned inflexibility, and intolerance towards the change, motivation and uniqueness. After the analysis of these factors the results were further categorized in four different factors in form of emotional responses, short-term thinking, routine seeking and planned rigidity.

3.11 Resistance and Communication

Results of organizational change can be perceived in several different ways. But in reality the outcome of organizational change comes down to the organization's ability to effectively communicate the change to employees and executives (Cason and Mui, 2014). When an organization introduces change the managers tend to stick to the certain methods of persuasion. Persuasion is closely linked with the communication during the time when the change is being introduced. It is also proven that effective communication can act as a control to manage resistance towards change. Most organizations fail to understand that inability to effectively communicate change can lead to the failure when it comes to the implementation of change. One of the prime reasons of failure to communicate exist because the managers tend to put more emphasis on operational and financial aspects of the change rather than on communication. Studies also reveal that employees would not be willing to make change if the communication is not credible or timely despite the fact that they themselves wish to see change. Therefore all above arguments suggest that communication is central to any type of strategy.

3.12 Manager Role

The supervisors and front-line managers play a vital role in easing the channels of communication between the organization and employees during the time of change (Senge, 2014). Communication coming from the supervisor can be interpreted in several different ways and can be needed at different levels within an organization. It is commonly believed that the communication from supervisors is clearly communicated in all levels of the organization but in reality that is rarely the case. The form in which the message is communicated is critical towards ensuring effectiveness.

Communication in organizations exists two different fashions either a downward communication or upward communication. Downward communication comes from the management for the employees and can come in form of feedback, instructions or strategy. While upward communication flows from employees to the management core and deal with the: (1) feedback or information about themselves, (2) information about the organization and work structure, (3) information about the needs or demands.

A repetitive relaying of the message about what needs to be done would create a sense of persuasion and understanding in the employees to facilitate the implementation of change. In most circumstances studies suggest that the change fails because of ineffective communication or unreliable rumors amongst the employees. Therefore organizations place a critical importance over the supervisors and their ability to communicate. Correct and effective communication by the front-line managers was found to be the most effective method of relaying the message of change in the organization. Effective communication also assists in dealing with the negative rumors and fears of the employees.

The effectiveness of the communication by the supervisor is closely related to his perception and expectancies regarding the change. During the implementation of the change the supervisor would assist in the communication and implementation of different procedures and policies that relate to change. It is also observed that during certain condition the managers may develop a relationship with employees that is contrary to the organization's beliefs or policies due to the extended period of socialization. The allegiance of the supervisor with the organization would determine how effectively the ideas and policies are communicated. Therefore the supervisor acts as the representative of the management who deals with the daily communication.

Former researches on communication and resistance to change at front-lines can have many different interpretations (Senge, 2014). Resistance is affected by how the supervisor deals with the flow of communication from upper levels to lower levels within an organization. If the supervisor fails to communicate effectively it could lead to uncertainties affecting the success of implementation of change. In such a situation of uncertainty the supervisor may seek other avenues to assuage himself such as increasing reliance over the rumors.

Certain conclusion can be drawn from the discussion about communication and its contribution towards resistance to change. First and foremost it is important to understand that communication is critical towards the success or failure of the implementation of the change. The study of communication with regards to the resistance seeks to create a balance between the organization's goals and the perception of the employees. While many studies have suggested communication as a primary control to handle with the resistance towards change but very few studies have actually shown the empirical evidence regarding the success or failure of communication as a means to deal with the resistance to change. But overall it is an established fact that resistance to change is heavily influenced by the level of communication prevalent within the organization.

3.13 Positive Aspects of Resistance

Most of existing research deals with resistance as something that should be prevented and it has negative impact over the operations of organization (Cameron and Green, 2015). But there are also some positive sides to the resistance. It is an agreed fact that businesses and organizations have to change and adapt in order to perform according to the modern standards, but that does not mean that every change introduced by the

organization would be positive. Any change should be analyzed based on its consequences. These consequences can only be understood when they start to materialize. Based on the previous discussion resistance should be treated as an action that questions the efficiency of the change and helps the management in analyzing it from different perspectives.

Change is important, but for the continued survival of organization there needs to be a sense of consistency and stability. Resistance can help the organization in achieving that consistency. Researchers also note that resistance is born out of fear and uncertainties therefore a resistant behavior can highlight the concerns which management might have overlooked.

Resistance can also instill a new will and energy in the workforce. It was revealed that an unchanging and static work environment the issues are not highlighted and the company continues to operate with the errors and inefficiencies (Cameron and Green, 2015). But when change is introduced, these issues are highlighted enabling the management to take corrective actions. But while conflict is good when done in a healthy and moderate way, but if it gets out of control it can seriously affect the overall atmosphere of the organization.

Resistance can also help the management look into alternative and formulate strategies that provide more coordination and are acceptable by other players in the organization. More input the employees in the organization provide about the change would enable the application of improved strategies. Considering these discussions and conflicts that arise due to resistance, it is a very good tool that can assist the management in formulating perfect strategies for their organization.

It was revealed that more often than not, management favors those decision that are more acceptable to them, but may not be the most beneficial options for the organization (Cameron and Green, 2015). Therefore most of the plans to change only take input from the management and ignore the feedback or opinions of the workforce and employees. The benefit of resistance can be observed in the politics where a conflict between two parties force them to design laws that are more improved and take a wider spectrum of issues into consideration compared to a scenario where there was no dissenting parties.

In order to harness the positive impacts of resistance, it should be treated in a healthy manner (Cameron and Green, 2015). The study further suggest that the organizations need to learn how to formulate a healthy environment where dissent is treated in a healthy manner and improved outcomes can be drawn from it. A self-critical behavior can help an organization in perfecting its processes and identifying its errors.

Resistance should be considered as a feedback from the employees (Cameron and Green, 2015). These individuals are closely associated with the day to day operation of the company and can present a very clear insight in what is wrong with the proposed change. The researchers also reveal certain methods and techniques which can be used to channel resistance in a positive manner.

3.13.1 Boost Awareness

When the managers are ready to implement the change they may have analyzed every aspect of it and perfected it according to their needs, but same is not the case for other employees in the organization. Therefore the management should keep the employees aware about the impending change and should also take their input. That way the entire organization would be involved in the process of change rather than a few individuals.

3.13.2 Change the Change

Most people who express displeasure at the change tend to be those individuals who wish the best for the organization and consider their important relevant in formulating strategies. They can provide arguments and opinions which can be used to tweak the planned change so that it is acceptable to all parties concerned.

3.13.3 Build in Participation and Engagement

When participation is encouraged it creates a sense of belonging and ownership in the employees, motivating them to work hard and commit to the new cause of the company with all their energy.

3.13.4 Complete the Past

It is common occurrence for the changes to fail, therefore the leaders should focus on the factors that caused the failures in the first place. Several times employees resist change due to past experiences rather than the content of the current change. Therefore the leaders should analyze previous failure and learn from their mistakes to make changes to their plans and ensure its success.

To summarize the discussion resistance can assist the management in the following ways.

- Reveal areas of concern that should be considered when implementing change.
- Provide motivation and energy in the organization that can be helpful for improving and channelling the change.
- Highlighting alternatives and factors which were previously not concerned by the management. It can also facilitate innovation by forcing the management to think outside the box.

- Gives a sense of belonging and ownership in the employees, motivating them to work harder an being part of the change.

3.14 Chapter Summary

This chapter discussed employee resistance phenomenon in more depth. It started with deeper discussion of resistance sources. Then, theorization basis of resistance has been provided. After that, employee resistance was deliberated from perspective from organization operations, justice and commitment to change. In addition, both of communication and manager role were linked to employee resistance. At the end, this chapter concluded with thoughts on some positive aspects of employee resistance.

Chapter 4: The Research Theoretical Framework

4.1 Overview

This chapter presents the framework used to drive this research. The first section highlights the inter-relations among different constructs in this research. Later, each one of constructs are discussed with regard to their dependent variables. At the end, this chapter concludes with summary of discussed variables.

4.2 The Framework

The framework shown in figure 4.1 is created based on the findings from previous two chapters on the theoretical background. As can be seen the framework work is made up of five independent constructs, one dependent constructs and several control variables. Each one of the mentioned constructs will be measured based on several variables. These variables are chosen from literature. In addition, framework describing the relationship among different constructs is developed as will. Each of studied constructs may have direct relationships with employee resistance to organizational change. In addition, there may be relationships among these constructs which leads to indirect relationships between them and employee resistance. Based on conducted literature review, the most reliable framework for this research is based on direct relationship between each construct and resistance to change as presented in the following diagram.

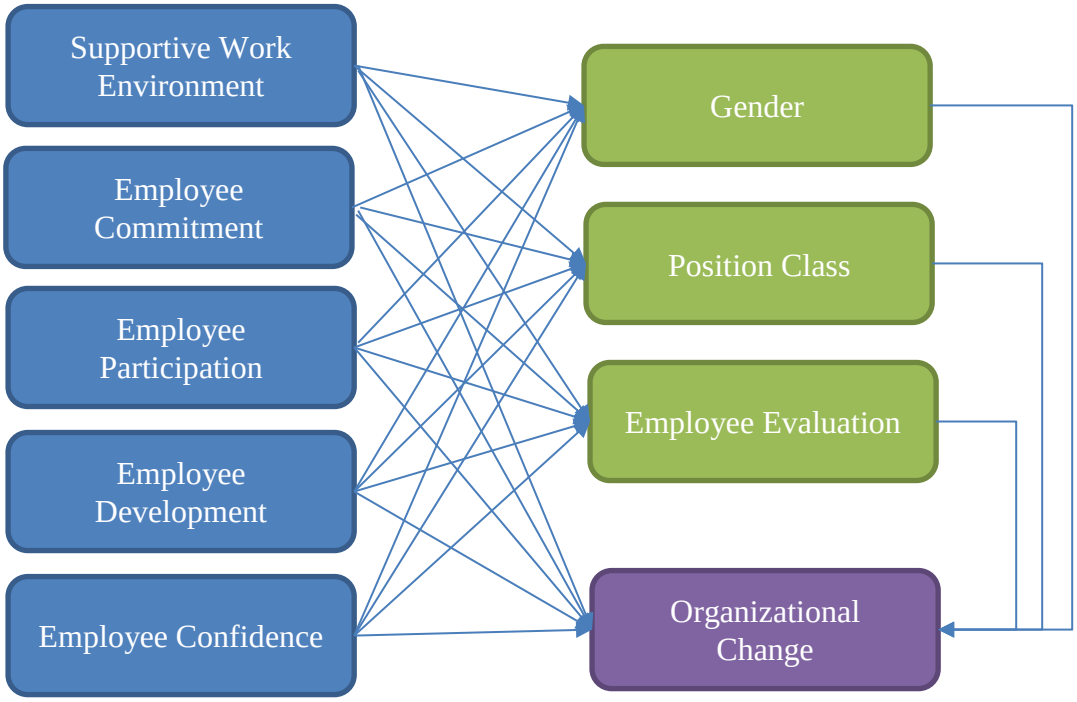


Figure 4.1: Direct relationship between each construct and resistance to change.

Note that Figure 4.1 describes the relationship among constructs as a whole. Each one of these constructs includes several variables as discussed in following sub-sections.

4.3 Support in Work Environment Variables

There are many variables to measure this construct in literature. Nevertheless, the focus of this research is on resistance to change. Hence, the most related variables are chosen. These variables are:

- Feedback
- Peer Support
- Supervisor Support
- Motivation

- Performance Coaching
- Work Load
- Rate of Complaints
- Education

A supportive work environment is part of the organization's culture. Organizational leaders always play and important role in creating diversity, inclusiveness and collaboration between employees within the organization. According to Taylor (2008), employees who feel supported tend to come to work more frequently and are more productive. Peer support or teamwork and collaboration among employees facilitate a faster completion of tasks and create synergy. This, together with the support from management enables employees to complete tasks with less effort and creates a positive work environment. Feedback is an important element within a workplace setting. Employees always want to know what the management thinks about their performance by responding to their queries and giving appraisals after certain tasks have been completed (Taylor, 2008).

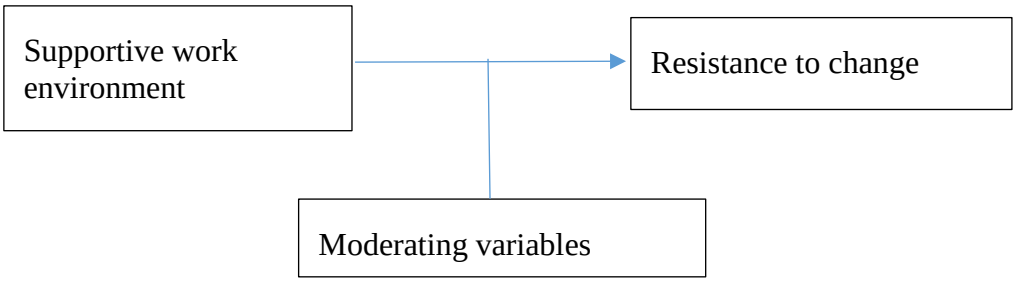
As always, employees perform better when there are programs that will enhance their skills to become more productive. Such programs include performance coaching. This is an important variable in that its availability in the workplace is an indication that the employer is committed to ensuring that employees become more productive. The availability of all these variables in the workplace increase the morale of the employees and maintain high motivation levels that bolsters their performance and output (Hua, 2010).

Support in Work Environment
Independent Variables: • **Peer Support** • **Supervisor Support** • **Motivation** • **Work Load** • **Education** • **Feedback** **Mediating Variable:** • **Performance Coaching** • **Rate of Complaints** **Dependent Variable: Resistance to Change** **Analysis Method: Pearson Product-Moment Correlation Coefficient (PPMCC)**

To investigate the relationship between supportive work environment and resistance to change Pearson Product-Moment Correlation Coefficient (PPMCC) method will be used. However, multiple regression will also be experimented with. The dependent variables will the chosen from a set of employee characteristics. It is hypothesized in this study that a positive supporting work environment will induce self-confidence and increase employee commitment leading to participation in change. This relationship is investigated through the following hypothesis.

H4.1: Employee perception about support in the work environment correlates/associates with employee resistance to organizational change initiative depending on the mediating variable.

H4.2: The characteristics of the employee/employer influence this relationship with degree reliant on the mediating variable.



4.4 Employee Commitment Variables

There are two definitions to employee commitment. First, employee commitment refers to his commitment of organization in general. Second, the same construct may refer to his commitment to change initiative. This research adopts the first definition since cannot be assumed if resistance is likely. Variables to measure this construct are:

- Loyalty
- Employee Contribution
- Employee Morale
- Satisfaction
- Senior Management Values
- Fairness
- Job Tenure
- Age
- Job Performance

Employees who exhibit a high level commitment and engagement become important tools in helping the organization realize crucial competitive advantage. A committed workforce will help an organization to reap benefits such as increased productivity and

profitability (Vance, 2006). When an organization shows its commitment to the workforce, they become loyal and always willing to scale the organization to higher level (Brown McHardy, McNabb & Taylor, 2011). Employee commitment and loyalty plays an important role in ensuring employees remain dedicated to the organization's goals and objectives and this translates to an increased job satisfaction.

According to Rauf et al (2011), when the employee morale levels are high, it tends to create job satisfaction, which also breeds improved performance. However, I can be argued that both employee morale and job satisfaction cannot be realized if the employee's expectations from the job as well as the benefits it offers are not available. Job satisfaction, therefore, is connected to rewards and privileges. This scales down to the way senior management values its employees (Rauf et al., 2011).

Employee Commitment

Independent Variables:

- **Employee Morale**
- **Senior Management Values**
- **Fairness**
- **Job Tenure**
- **Age**

Mediating Variable:

- **Loyalty**
- **Employee Contribution**
- **Satisfaction**
- **Job Performance**

Dependent Variable: Resistance to Change

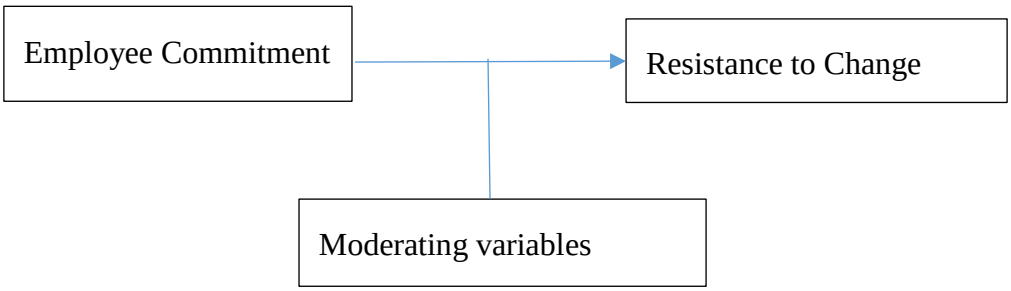
Analysis Method: Pearson Product-Moment Correlation Coefficient (PPMCC)

To investigate the relationship between employee Commitment and resistance to change using Pearson Product-Moment Correlation Coefficient (PPMCC) method. However, multiple regression will also be experimented with. It is hypothesized in this

study that a firm commitment from the employee develop self-confidence in the employee to participate in the change. This relationship is investigated through the following hypothesis.

H4.3: Employee commitment correlates/associates with employee resistance to organizational change initiative depending on the mediating variable.

H4.4: The characteristics of the employee/employer influence this relationship with degree reliant on the mediating variable.



4.5 Employee Participation Variables

Similar to previous construct, this one can have several interpretations. This construct refer to employee participation in general with focus on his participation in change initiative. Variables to measure this construct are:

- Team Work and High-Involvement
- Capability to Take Initiative
- Employees' Attitude
- Motivation
- Readiness to Accept Responsibility

- Communication
- Accomplishment
- Team-Work

High-involvement team work tends to be less hierarchical and give every person the freedom to decide on how a certain task should be approached. High involvement team work reinforces the culture of change and raise the capability if the employees to partake in major change initiatives (Irawanto, 2015). To create such a culture, organizations are required to improve their capability to improve employees' support for major change initiatives. When the attitude of the employees is positive towards change, then they are likely to support any proposed changes (Choi, 2014).

According to Dobre (2013), motivation and performance of employees play a significant role in determining whether employees will be willing to participate in various organizational activities. Also, the readiness to embrace organizational change is measured by the readiness of the employee to accept responsibility. This implies that employee dissatisfaction might weaken organizational participation and performance.

Employee Participation
Independent Variables: • **Team Work and High-Involvement** • **Capability to Take Initiative** • **Employees' Attitude** • **Motivation** • **Readiness to Accept Responsibility** **Mediating Variable:** • **Communication** • **Accomplishment** • **Team-Work**

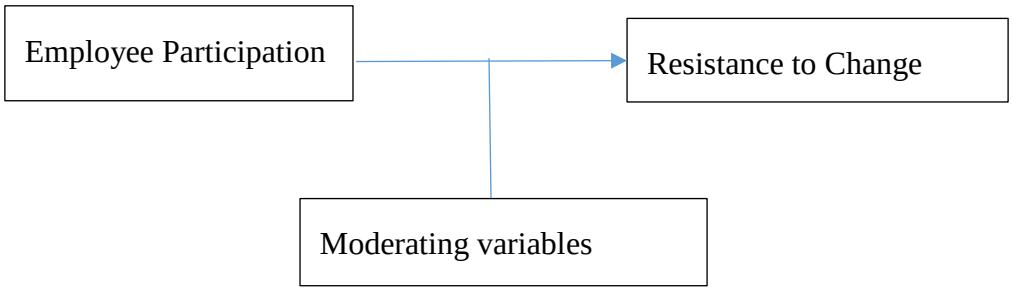
Dependent Variable: Resistance to Change

Analysis Method: Pearson Product-Moment Correlation Coefficient (PPMCC)

To investigate the relationship between Employee participation in change initiatives and resistance to change. Pearson Product-Moment Correlation Coefficient (PPMCC) method will be used however, multiple regression will also be experimented with. The dependent variables will the chosen from a set of attitudes towards charge by the employee. It is hypothesized in this study that a positive supporting work environment will induce self-confidence and increase employee commitment leading to participation in change. This relationship is investigated through the following hypothesis.

H4.5: Employee participation correlates/associates with employee resistance to organizational change initiative depending on the mediating variable.

H4.6: The characteristics of the employee/employer influence this relationship with degree reliant on the mediating variable.



4.6 Employee Development Variables

Training and development opportunities for employees before and after organizational change is completed can be very good indicator for employee resistance. To measure this construct, these variables are going to be used:

- Development Planning
- Commitment to Training and Development
- Perceptions of Employee Development Issues
- Succession Planning Processes
- Career Mentoring
- Age
- Position

Employee training and development is an important aspect in enhancing employee morale. The availability of leadership training and development planning in an organization is key parameters for determining whether employees will be willing to embrace organizational changes. If employee's supervisor shows any commitment to training and development, it means that the organization has a sound training and development opportunities and programs to enhance organizational changes (Esen & Collison, 2005). The HR professional perceptions on employee development issues are always reflected in the availability of formal succession planning and career mentoring (Esen & Collison, 2005). According to Schooley (2010), formal mentoring programs for employees play a significant role in broader talent development strategies for the firm. They facilitate employee engagement and retention that contribute to individual and organizational productivity.

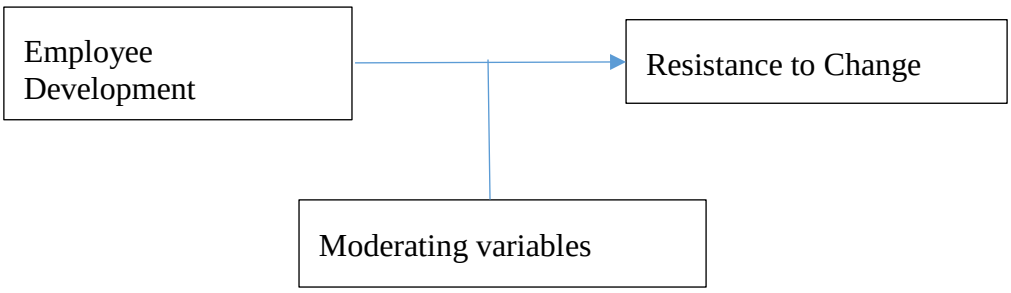
Formal succession and mentor planning programs within an organization increases organizational performance as well as productivity through offering support to employee's continuous skills development and learning. They improve employee's attitudes towards organizational changes by making them readily accept the changes instead of rejecting them.

Employee Development
Independent Variables: • **Succession Planning Processes** • **Career Mentoring** • **Age** • **Position** **Mediating Variable:** • **Commitment to Training and Development** • **Perceptions of Employee Development Issues** **Dependent Variable: Resistance to Change** **Analysis Method: Pearson Product-Moment Correlation Coefficient (PPMCC)**

To investigate the relationship between Employee development through training programmers and resistance to change. Pearson Product-Moment Correlation Coefficient (PPMCC) method will be used however, multiple regression will also be experimented with. The dependent variables will the chosen from a set of attitudes towards charge by the employee. It is hypothesized in this study that the development opportunities will induce self-confidence and increase employee commitment leading to participation in change. This relationship is investigated through the following hypothesis.

H4.7: Employee development correlates/associates with employee resistance to organizational change initiative depending on the mediating variable.

H4.8: The characteristics of the employee/employer influence this relationship with degree reliant on the mediating variable.



4.7 Employee Confidence Variables

Treatment of this construct in literature is mostly based on psychological perspective. Nevertheless, the following variables try to measure this construct from managerial perspective:

- Self-Improvement Strategies
- Appreciation
- Showing of Approval
- Extra Roles or Responsibilities
- Response to the New
- Age
- Leader Attitude

According to Kirschbaum (2006), the availability of strategies to empower, enrich, and improve moral and self-esteem can help employees heighten their self-confidence. The biggest challenge, however, is to is create and maintain a high level of self-esteem in employees and ability of the organization to create self-responsibility. Employee needs to feel the personal control sense in whatever they do to feel motivated. Without self-improvement strategies for employees, they are likely to resist any attempts to institute organizational changes. Organizations must constantly show appreciation and approval to whatever their employees have achieved or not achieved to create confidence in them. Employees need to feel that their contributions to the organization have been recognized and this raises their self-confidence, which is likely to make them show willingness to support any organizational change.

Employees with self-confidence tend to be willing to show their commitment to extra roles and responsibilities. Employees that are willing to give positive responses to anything new within the organization are likely to be willing to accept any proposed changes. Therefore, this is an important variable that organizations must cultivate (Kirschbaum , 2006).

Employee Self-Confidence

Independent Variables:

- **Self-Improvement Strategies**
- **Appreciation**
- **Response to the New**
- **Age**
- **Leader Attitude**

Mediating Variable:

- **Showing of Approval**
- **Extra Roles or Responsibilities**

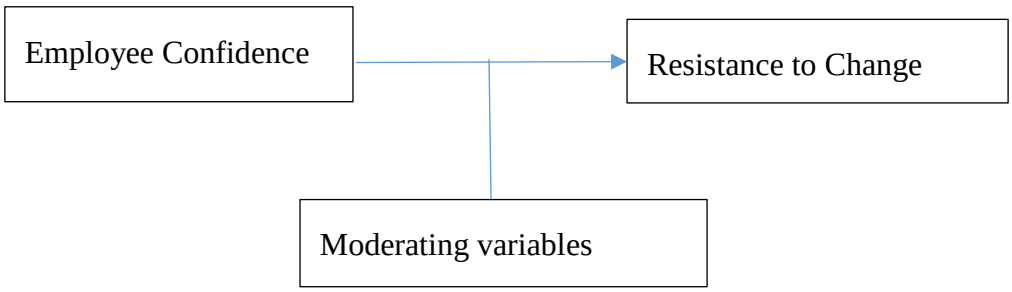
Dependent Variable: Resistance to Change

Analysis Method: Pearson Product-Moment Correlation Coefficient (PPMCC)

To investigate the relationship between self-confidence and resistance to change. Pearson Product-Moment Correlation Coefficient (PPMCC) method will be used however, multiple regression will also be experimented with. The dependent variables will the chosen from a set of attitudes towards charge by the employee. It is hypothesized in this study that a positive work environment will induce self-confidence and increase employee commitment leading to participation in change. This relationship is investigated through the following hypothesis.

H4.9: Employee confidence correlates/associates with employee resistance to organizational change initiative depending on the mediating variable.

H4.10: The characteristics of the employee/employer influence this relationship with degree reliant on the mediating variable.



4.8 Chapter Summary

This chapter built the basis for the theoretical framework adopted in the research. It discussed every research construct under investigation. These constructs are:

- Support in Work environment
- Employee Commitment
- Employee Participation
- Employee Development
- Employee Confidence

Variables related to every one of these constructs were discussed. These variables will be used in the following chapters to construct research instrument used in this thesis. The following table summarize these variables.

Table 4.1: Summary of research variables.

Research Construct	Variables	Hypothesis	Reference
Supportive Work Environment	Peer Support Supervisor Support Motivation Performance Coaching Rate of Complaints	H1: As the work load increases, perception of supportive work environment decreases. H2: Rate of complaints is good indication of negative perception of supportive work environment. H3: Better education reduces the need for supportive work environment.	Thomas, L. T., & Ganster, D. C. (1995). Impact of family-supportive work variables on work-family conflict and strain: a control perspective. Journal of applied psychology, 80(1), 6.
	Feedback Work Load Education		Camp, S., & Steiger, T. (1995). Gender and racial differences in perceptions of career opportunities and the work environment in a traditionally white, male occupation. Contemporary issues in criminal justice: Shaping tomorrow's system, 258-290.
Employee Commitment	Loyalty Employee Contribution Employee Morale Satisfaction Age	H1: As perception of fair payment and work load increases, employee commitment increases.	Collier, J., & Esteban, R. (2007). Corporate social responsibility and employee commitment. Business ethics: A European review, 16(1), 19-33.

	Job Performance	H2: Job tenure and commitment have high positive correlation. H3: Age and commitment have negative correlation. H2: Job performance and commitment have high positive correlation.	
	Senior Management Values Fairness Job Tenure		Shore, L. M., Barksdale, K., & Shore, T. H. (1995). Managerial perceptions of employee commitment to the organization. Academy of Management Journal, 38(6), 1593-1615.
Employee Participation	Team Work and High-Involvement Capability to Take Initiative	H1: As communication in work environment increases, employee participation increases. H2: Employee Accomplishment and participation have high positive correlation. H3: Team-work and employee participation are positively correlated.	BEN-NER, A. V. N. E. R., & Jones, D. C. (1995). Employee participation, ownership, and productivity: A theoretical framework. Industrial Relations: A Journal of Economy and Society, 34(4), 532-554.
	Employees' Attitude Motivation Readiness to Accept Responsibility Communication Accomplishment Team-Work		Marks, M. L., Mirvis, P. H., Hackett, E. J., & Grady, J. F. (1986). Employee participation in a Quality Circle program: Impact on quality of work life, productivity, and absenteeism. Journal of Applied Psychology, 71(1), 61.
Employee Development	Development Planning Commitment to Training and Development Perceptions of Employee Development Issues Succession Planning Processes Career Mentoring Age Position	H1: Younger employee resistance is highly affected by development opportunity. H2: Employee resistance who has low position is highly affected by development opportunity.	Noe, R. A. (1996). Is career management related to employee development and performance?. Journal of organizational behaviour, 17(2), 119-133.

Employee Confidence	Extra Roles or Responsibilities Response to the New Age Leader Attitude	H1: Younger employee experience low self-confidence. H2: Positive leader attitude increases employee self-confidence.	Judge, T. A., Martocchio, J. J., & Thoresen, C. J. (1997). Five-factor model of personality and employee absence. Journal of Applied Psychology, 82(5), 745.
	Self-Improvement Strategies Appreciation Showing of Approval		Kolb, J. A. (1999). The effect of gender role, attitude toward leadership, and self-confidence on leader emergence: Implications for leadership development. Human Resource Development Quarterly, 10(4), 305-320.

Chapter 5: Research Methodology and Design

5.1 Overview

The purpose of this chapter is to outline methodology that was used to conduct the research. By studying the methodology, one can determine the health and relevance of the research (Kothari, 2004). Therefore, an effective research must have clear understanding about how the study is to be conducted and what procedures would prove to be the most valuable in answering questions posed by the research (Newman and Benz, 1998). This particular research however is based upon the conceptual approach and reviews from different literature. In order to justify the application of specific approach used in the research, a much more philosophical stance was also taken into account. Regarding the theory, testing discussion would centre on why a particular strategy was adopted and how the adopted framework assists in the accomplishment of the goals for this research. Utilizing different research approaches in a systematic design has been proven to be most effective (Marczyk et al, 2005). The researcher provides a detailed discussion about the data collection and other empirical strategies or methodologies adopted.

After completing data collection steps the relevance and accuracy of the data is called into question and appropriate justifications are provided for each aspect. This chapter also deals with the various types of data types utilized to test the variables. Then data is further analysed by selecting appropriate statistical techniques and processes in next chapter. At the conclusion, different ethical issues are concerned to ensure that the research is unbiased and can be relied upon and expanded. Finally, the results are drawn in a form of conclusion based on all the previous chapters.

5.2 Research Philosophy

Research philosophy is an outline about the approach of the researchers towards the accumulation and knowledge development (Crossan, 2003). This section sheds light upon the philosophical approach of the researcher upon which the entire methodology of the research is based. It is highly beneficial when the researcher is in possession of varied philosophical approaches (Hammersley, 1993). The varied knowledge of different philosophical approaches equips the researcher with the ability to understand the pros and cons of data collection and analysis in different approaches (Bryman, 2015). The methodologies of research are broadly divided in two distinct categories in form of Phenomenological and Positivism (Gray, 2013). Positivism approach tends to be more focused on the quantitative analysis while phenomenological is more directed towards the qualitative analysis. Each methodology has its own benefits and shortcomings but they tend to have similar concerns and approaches. For the purpose of selecting an appropriate methodology, both methodologies must be considered.

Positivist approach seeks to objectify human behaviour and attitudes through values. Positive paradigm functions around the causes or facts about different social phenomenon. Researchers employ different hypothesis, variable and languages in the positive paradigm. It is a highly scientific method that carries analysis using different statistical methods and objective values. It was revealed that quantitative research attempts to forecast results or events in the social domain by analysing the relationship between its creation elements. This reach proves to be highly fruitful when investigating how frequently an event or phenomenon can occur. The main purpose to accumulate quality data and facts regarding the individuals, society and social interactions and carry out analysis on this data to produce valid and general explanations why certain scenarios develop or why the world operates in the way it does.

The secondary stance of this research has qualitative concerns that seek to collect relevant and descriptive data to achieve a clear understanding about different human interactions and behaviours. Some of the commonly used qualitative researches include non-positivism, subjective and phenomenological with regards to the actual facts and reality of nature. This combo of these methods can be very enlightening regarding the understanding of how individuals solve problems, how they interpret certain things and their belief system. The subjective portion of this philosophy attempts to derive an understanding about how phenomenon of resistance occurs and their detailed understanding. This research takes a more descriptive approach where it attempts to predict and outline how the participants would achieve meaningful interaction with organizational change initiative. This method treats data collection as something alternative to positivism that usually regards interpretive search as highly imperative.

As far as philosophical stand point of positivist paradigm is concerned, it relies on the power of deduction that is derived from theory hypothesis and data collection. Phenomenological on the other hand utilizes induction, a process that relies on observing different facts of the case and then derives a general theory that explains all the parts of the case or scenario. Quantitative design operates through the theory then develops related hypothesis which are then analysed through data collection and relevant hypothesis are accepted while the non-matching ones are rejected. On the other hand, phenomenological approach begins with the observation of different scenarios and then the related themes and patterns are analysed to formulate relationship then based on these relationships a theory is developed then the detailed support description regarding the theory is developed. It has also been observed that research methodology has different variations and school of thoughts in the research world. Despite all these

differences the prime purpose of these methods is to develop valid hypothesis and glean valid facts from the society.

It is crucial to elect the right methodology paradigm to rely and appreciate the results and decisions that are controversial. It is a known fact that each method has its own pros and cons. Positivist approach tends to be quicker and is considered to be ideal for a wide population but the collection of data approach tends to be very rigid. In phenomenological the collection of data is treated in a much more natural way and does not incorporate any artificial aspects. This methodology encourages the clean understanding and interpretation of ideas and individual perspectives. As far as weakness is concerned then it requires multiple sources of data to be highly effective and can be very repetitive in nature. As compared to the positivist approach it tends to be harder and more complex to interpret.

Philosophy of a research is dependent on the epistemology, ontology, methodology and the nature of humans which is determined by the actual reality of the scenario which is then inspired by the relationship between the researchers and reality and the techniques, methods and approaches used by the researchers to identify that reality. The literature collected by the researchers identifies that ontology tends to be objective and has external consequences. On the other hand, epistemology is driven by the belief about the independence of the observers. Subjective and objective paradigms have four distinct combinations in the research of social sciences. From the ontological perspective the main focus lies upon the central idea of the social phenomenon that is under investigation. Based on this assumption a nominalist would investigate the social reality while the objectivist would concentrate on the realist position. There is preposition in epistemology that the researcher is mainly concerned regarding the forms and nature of the scenario. However, a subjective approach is heavily influenced by the

insight and experience of an individualistic or personal nature. Objectivist approach has tougher applications in the research domain due to its reliance on observable scenarios. The third presumption used by researcher is how human nature responds to the human beings and their environment. In this methodology, the subjectivist approach treats individuals as volunteers or initiators but the objectivists approach their environment in a determinist form. There are also several methodological issue as well as identification and measurement issues that must be considered as well. In the approach discussed above, the subjectivist tries to analyse the individual behaviour that may be ideographic. However, the objectivist approach seeks to design methods and procedures that can be used as general law. These are referred to as nomothetic.

5.3 Research Approach

This research concentrates on the relationship between dependent and independent variables. In the beginning the research was conducted by reviewing a large and varied amount of literature to develop a conceptual framework upon which the empirical examination can be based. Based on this conceptual framework and supporting theories are detailed outline about the hypothesis was developed in order to examine the relation between dependent and independent variable. The procedures utilized in this research employ a quantitative data collection approach and analysis. In positive paradigm deduction is used to devise conclusions based on the initial hypothesis. In literature, it was outlined that the application of positivistic paradigm requires the study of a large amount of literature in order to construct a hypothesis that is used to formulate a theory (Smith, 2015). The quantitative method of data collection was adopted due to several different aspects. First and foremost, this research is going to concentrate on relationship between varied elements and variable. Secondly, for the purpose of

ontological study, this research requires the accumulation of social facts which means a realist approach. Third, in regards to an epistemological approach, the study is conducted over the independent and observable scenarios. The final assumption is the determinism of human nature which is studied with correlation to the human beings. The final reason is that there are several procedural shortcomings with regards to the measurement of different related themes. Therefore, here in this research the objectivism is evident through the use of methods that would result in the discovery of nomothetic.

5.3.1 Support for Quantitative Approach

Epistemology deals with human facts and their related causes (Steup et al, 2013). This kind of research methodology encourages realism of context and the utilization of appropriate quantitative methods that investigate facts and the causes of their presence. This approach presumes that the real world is made out of consistent artefacts of empirical nature that have separate identification and can be studies through different scientific procedures and methodologies. Therefore, for this research, it was critical that a clear understanding about the nature and causes of human behaviour required a contextual study approach. The approach outlined clearly identifies several factors and behaviours that can influence the individual during an organizational change. These factors provide hint towards the existence of several underlying factors prevalent in many organizations. Therefore, this research concentrates on the attitudes and actions of the individuals that directly result from the financial and psychological needs. This research is very critical as it seeks to identify and understand different beliefs in the employees and their varied perspectives.

5.3.2 Reason for Quantitative Approach

Change is a critical part of the organization that requires careful consideration due to participation of different groups and individuals across the organization. Change can give birth to unknown factors that might deprive the employees of their security and create doubts or fear of unknown in their mind. These scenarios, doubts and fears develop different in each individual due to their respective experiences, motivation levels, attitudes, knowledge and social circumstances. The related literature clearly identifies that the main area of focus when studying change is the perception, beliefs and attitudes of the employees who would be experiencing the change (Mariana et al, 2013).

Employees can have several different reactions to the introduction of change. Successful introduction of change can result in proper restructuring that motivates the employees and opens new learning and growth opportunities for them. While in the adverse scenarios, the introduction of change can lead to demotivation, anxiety, doubts and uncertainty within the employees. Therefore, it has been of prime focus of different studies and researchers to understand how individuals react or respond to different levels of change. Attitude is the reflection of an individuals and personality and his expected reaction in certain scenarios. It can install a level of positivity or negativity in the individual making it easier or harder for them to accept change. Many researchers stressed the importance of positive attitude when it comes to the proper and perfect application of change (McGuinness and Cronin, 2016).

As far as change is concerned, the excitement or readiness of the employee towards the change may hint towards their support or resistance regarding the change. Readiness is a mental state where the employee is more receptive towards the change and accepts the change in much more effective manner. Researchers, management and the related

professionals must be aware of the behaviour, actions and attitude of the employees during the process of change. Chapter 3 clearly outlines the importance of knowledge about different behaviour and attitudes of employees and management during the process of change. Therefore, a majority of the studies carried out in this regard choose an objective view and develop relevant questionnaire.

Such questionnaire can prove to be very effective in the identification of the attitude, perception of the individuals and the policies of the organization. Attitude measurement is an exercise that not only seeks to understand the feelings of the participants regarding a particular scenario or element but it also seeks to understand their core belief regarding the issue in question. In positivist approach, a Likert scaling is much more appropriate due to the variety of answers that an individual can give plus its greater reliability.

This study seeks to understand, identify and examine the resistance from the employees towards the changes through the behaviour, attitude and actions of the employee towards the organization and its policies. It is a need to apply a quantitative approach towards the major types of changes in business and social sciences. This approach has been developed to understand the different emotional responses an individual can provide during the organization change. Quantitative analysis seeks to ask the questions about what, when and where.

5.4 Research Design

This study adopts a step by step approach to increase its reliability and focus. The research design is inspired by the fact that research is sequential process where each step is interrelated with the other and success of one element is heavily driven by the

success of other step. A research design outlines the study setting, investigation type and other relevant issues. It has been established that the success of the research is directly related to the selection of appropriate choices in the research design by the researcher.

For the purpose of this study, a hypothetical-deductive method has been utilized as the research design. This method begins with the identification of literature review, theoretical setting, hypothesis and logical deduction from the conclusions derived from the study. The hypothetical-deductive approach divided the research in specific segments that can finally lead to answers for the questions posed by the research. The research was initiated by carrying out an extensive study of the literature that would help the researcher in understanding the research domain. By identifying the gaps in the literature an outline was developed for the research domain. After investigating the gaps and developing an understanding regarding the literature a general model was developed for the empirical research. In this conceptual model different factors have been connected that deal with the employee attitude during a change scenario. In order to test this model further data was required to establish and reject the research hypothesis. The data type has been selected as quantitative. Epistemology stand was identified and research strategy clearly outlined.

The requirement of the research dictated that for the purpose of empirical study it was established that the research design would utilize quantitative approach for theory testing. The research design follows a predetermined plan or protocol according to the following outlines.

- To deduce the data collection task in a manageable manner.
- To make it certain that all the required data has been collected.

- To make it certain that the research is carried out as the decided schedule.
- To ensure adherence to the path that was outlined for the development of theory and knowledge.

A quantitative approach was adopted to ensure that all the data is accumulated in the required format for the analysis purposes. The method employs a detailed questionnaire that revolves around the factors which contribute to the beliefs and perceptions of the employees facing change. The questionnaire must ensure that all the ethical considerations have been respected and it follows the protocol that was established in the research design before accumulating large amounts of data. The surveys were sent for validation to different universities professors and field professionals to ensure that they confirm to the hypothesis and have a valid capability of drawing true conclusion. Data was collected through web platform. Descriptive analysis techniques were used to analyse the collected data. At the conclusion the study outlines a detailed finding and commentary about the research as well as outlines the recommendations and general principles based on the research to implement change in a much more effective manner.

It is important to understand that there is no perfect or superior method amongst the phenomenological as well as the positivist approach. But despite that the accuracy and relevance of a research is highly dependent upon the type of questions that need to be answered and the method used to answer them. In addition to that, there is no clear distinct difference between the researchers adopting either method. Certain researchers prefer the term interpretivist as compared to phenomenological to make it simplistic and avoid confusion.

5.5 Research Tools and Measurement

The majority of the data for this research was conducted through surveys from public sector municipal organizations. As far as the resistance to change is concerned, several researchers prefer to use surveys as the primary means of data collection. It is an established fact that surveys are a very effective means of collecting data in a variable of interest scenarios. The objective of the survey was to establish what the group of participants thought about the different aspects of the change and the related actions they took on their beliefs. Attitudes are driven by beliefs that an individual may have regarding the change therefore questions was posed to participants that sought to identify how they felt about different objective of the change. Likert scale was used to measure attitude. Likert scale tends to be highly reliable and provides a variety of answers to the participants which increases its effectiveness. Surveys enabled the research to extend to higher number of participants. It is a very effective and economical tool for collecting data from several different sources. Based on all above facts and benefits, the research resorted to collecting data through the surveys.

5.5.1 Questionnaire Development

The survey questionnaire is developed by identifying what kind of information is required for the research. In order to prove or disprove the hypothesis of this research a survey questionnaire was utilized to collect data. A survey is a very effective tool for understanding what individuals believe and their perception about different aspects of the change as well the concerned policies and regulations of the organization. Based on the positivist approach that is defined in detailed in previous sections of this thesis, it was established that positivist methodology is ideal for examining the social beliefs and

attitude of an individual. Therefore, the survey was selected as the most suitable data collecting tool combined with the Likert scale.

This study adopts a cross sectional approach meaning that the data is collected through random samples from participants to prove or disprove the hypothesis. Both dependent and independent variables have been utilized simultaneously for this research. The survey used for the collection of data has seven distinct sections. The first section establishes the demographics of the participants and provides critical information about the personal attributes of the participants. Questions in this section are solely concerned about the demography of the participants. The variables in the questions include age, dependents, marital status, education, experience, time on the present job and etc.

Another section seeks to identify the individual's approach and response to change. The data seeks to provide critical insight into the beliefs of the individual regarding the different levels of change and their beliefs regarding them. Survey items are directly correlated to the variables which are then used to construct a hypothesis for the study. The remaining section handle research constructs. The survey has been applied in such a manner that the information regarding different variables has been identified that would be used for analysis and construction of hypothesis. But few items in the survey identify the individual's characteristics to ensure that a detailed study is carried out. The researchers have attempted to construct the scenario around the hypothesis and it assists in the collection of data regarding the perception of the participants regarding the change. A balance has been considered in the construction of questionnaire meaning that the participants have a range of expressions available to them to express their positive beliefs as well as the negative ones. Such a balance ensures that the valid data is collected for the purpose of research.

5.6 Research Protocol

Research protocol is a part of research that identifies procedures, methodology and general guidelines adhered to for the data collection purposes (Corbin and Strauss, 2014). It is an instrument that related to the original research and systematic reviews at later parts. The application of research protocol ensures that the study is conducted effectively through a predesigned schedule and also ensures collection of accurate and reliable data. Research protocols assists in achieving consistency and focus through the data collection process. There are several stages involved in the construction of an effective research protocol. These stages include introduction, aim, objective, hypothesis, sample size, research approach and design, approach towards statistical analysis and schedule.

5.7 Reliability and Validity

Reliability is directly related to the credibility and accuracy of the data collection process. Reliability is a measure of consistency, accuracy, focus and repeatability of the research. If an identical procedure is performed multiple times it should provide identical results to achieve true repeatability. The extent to which the research can repeated is testament to its reliability and accuracy. It was outlined in literature that factors such as bias, observer error and subject error that can influence the reliability of the research. Subject error refers to the neutrality of time and data during the performance of a process, while subject bias arises when a participant or researcher adheres to the guideline outlined by the superior. Observer error relates to the structure of the tool and the bias is the way the data is interpreted by the tool.

This research revolves around a positivist approach that is a very effective means of collecting data upon different variables. Questionnaire was used to collect data from different municipal organization through a survey. The subjects were assured during the questionnaire that their identity would remain confidential to ensure their subjectivity. Due to the questionnaire format of the survey the risk of observer bias and observer error was reduce or eliminated. The reliability of the survey tools can be determined through the internal consistency approach. The Cronbach's coefficient alpha was utilized in this research to determine the reliability of survey. Senior researchers such as professors and other professional were also involved in the assessment process to establish the consistency of the questionnaire.

Validity refers to the ability of the research to represent the actual circumstances in an efficient and informative manner. Validity can be established though external as well as internal means. In internal validity the researcher identified phenomenon and supporting data through which the real life experience can be matched. External validity related to the general acceptability and application of the research. Replication logic was used for the questionnaire survey. Replication ensures that the research is conducted multiple times to ensure that the similar conclusions are drawn. External validity threats arise when the researcher is influenced by inaccurate inferences from samples, present or future scenarios.

Survey questionnaire was used as the primary tool to collect data and this instrument's validity was established through different methods. First the test of completion was carried out to establish whether the participants completed the surveys or not and whether the completed scenarios were done in accurate manner or not. Second test was to establish whether those who did not complete the survey would have returned the same answers as those who completed it. In positivist paradigm the validity tends to be

lower and difficult to achieve as its entire focus is on the accuracy and precision of the concerned data and its measurement. This theory has very low validation risk due to the several controls implemented in the methodology and involvement of concerned experts. Generalizability is the ability of a conclusion to be applied to a different set of circumstances. If the questions in the research are not clearly identified then it compromises its validity.

5.8 Ethical Considerations

Ethics play a very critical role when the research is cantered on humans and their behaviours. The research must respect the individual rights of the participants and must also provide appropriate supervision to ensure conduction of a successful study. The considerations of consent, confidentiality and privacy were respected. All ethical requirements were adhered to in this study to ensure legal accuracy and consistency. The data was collected after appropriate permission from the organizations and concerned authorities. The emails of the employees were acquired from the concerned organizations. The participants were given full freedom to participate in the study or refuse it without any consequences. The participants were notified that completion of the survey would be implied as consent from their part. The right of confidentiality and privacy was respected for all participants. The data was collected in a coded format to retain its confidentiality and privacy. The ethics committee from the university assisted in assuring that all the ethical considerations are respected. A consent form was also provided that detailed the purpose of the study, name of the university and what the involvement in the study would entail in a clear and concise manner.

5.9 Questionnaire Design

Poorly designed and implemented surveys can lead to significant wastage of time. Therefore, it is essential to undertake a proper stage of planning and designing before questionnaires are disbursed to the participants. This careful planning and sound design of questionnaire leads to better quality of data. Considering above discussion, it is important to note two main objectives that need to be adhered to when designing a questionnaire. First, the questionnaire should be designed in such a manner that it allows optimum numbers of participants to answer the questions at their own convenience so there is no form of bias or pressure. Second, the questionnaire should accurately collect data regarding the research and can accumulate relevant data in relevant form.

To achieve the first objective of ensuring optimum response rate from the participants it is extremely essential to identify and establish the goals of the research clearly. The length of survey also needs to be tailored to ensure that it covers all aspects of the research and does not go into collecting irrelevant data. The researchers also need to carefully analyze the structure and layout of the questionnaire so that it has a logical flow that helps in identifying key data for the research. It is also tricky to gain maximum amount of responses from the respondents. The implementation of following guidelines can significantly improve the response rate leading to a more reliable and accurate research.

5.9.1 Presentation of the Questionnaire

The presentation of the questionnaire establishes the first impression in the eyes of the respondents, which establishes that better presentation can lead to higher interest in the respondents that in turn would turn to higher and more detailed responses. In certain

researches it was revealed that color coding the questionnaire or using alluring presentation can cause a small (1.8%) but meaningful increase in the response rate from the participants.

5.9.2 Covering Letters

Covering letter can be another effective tool in achieving the higher rate of response from the participants. A short, precise, and well written piece of cover letter can lead to a very positive impression upon the participants (Bissett 1994). Such a letter carefully and precisely communicates the objective of research and can persuade the participants to answer the questions. There are different arguments prevailing among the researchers regarding the format and tone of the cover letter. Some researchers have discovered that a well-written personalized cover letter can lead to better response rate (Leung 2001, Bissett 1994). While other researchers have claimed that the fanciness or personalization of the cover letter does not make any significant contribution to the response rate (Galvert R, 1963). Based on the conflicting views of the prominent researchers it can be established that well-written, concise and alluring cover letter has the possibility of increasing the response rate. The signature or the initials of the researchers were also called in question, it was established that the status or authority of the researcher does not cause any significant deviation to the response rate. The inclusion of titles or initials such as Dr., Graduate or student did not make any significant impact.

Some research work has also established that a mimeographed signature has similar or almost identical effect as the handmade signatures (Munn and Drever 1999). But in certain cases, the hand-written signature produced better response rate as compared to

the other. Other studies have also established that green ink can lead to as much as 10% improvement in the response rate.

In a recent study the researchers used personalized cover letters along with hand-written signature to improve the response rate from the participants. Some factors outlined below were also given consideration.

1. The sponsors and the goals of the research were clearly defined and outlined.
2. The research's incentives were also noted and copied.
3. The questionnaires were dissipated along with envelopes containing the return address.
4. The participants were encouraged to respond quickly without putting any undue influence or pressure on them.
5. The questionnaire clearly established and communicated the anonymity and privacy of the respondents.
6. The participants were also provided with detailed communication outlets such as telephone, email, and names in case of any confusions or questions.

5.9.3 Online Survey Platform

After the designing stage, it was important to identify and establish the channel of communication and dissipation that would protect the anonymity and privacy of the respondents while ensuring quick response. The role of online questionnaire was explored in detail (Bell and Bryman, 2011). Currently there are hundreds of platforms that are operating in niche of online survey, for this purpose an application called Survey Monkey was employed to encourage speedy and timely response from the participants in an effective manner. In addition to the objective of speedy delivery the online questionnaire was also necessary to meet the postal consideration. Survey

Monkey was used as an effective mechanism to persuade the participants to respond. The following detailed procedure was adopted to glean the answers from the participants through Survey Monkey.

1. The sponsors and objectives of the research were clearly established and communicated.
2. The research's incentives were also noted and copied.
3. The questionnaire clearly established and communicated the anonymity and privacy of the respondents.
4. The participants were encouraged to respond quickly without putting any undue influence or pressure on them.
5. The questionnaire clearly established and communicated the anonymity and privacy of the respondents.
6. The participants were also provided with detailed communication outlets such as telephone, email, and names in case of any confusions or questions.
7. An online link was used as a gateway for the respondents to gain access to the questionnaire without exposing the anonymity or privacy of the respondents.
8. Results were collected and included in a separate date analysis section.

5.9.4 Respondents

The research was designed in such a manner that it would provide easy access to a large population of respondents to get varied, reliable and relevant date that would lead to valid conclusions in the research. However, it could not be clearly established how many employees were currently working in all municipalities in UAE. Therefore, the sampling technique in the research was revised. In theory, the sample (n) was a sub-section of population (N), (Brase and Brase 2009). For this particular research, it was

necessary to establish the population (N) to work back to determine the sample (n) in order to present the questions to the sample. The basic idea was that once the sample had been completed it could then be used to create a generalized population (Naoum 2013, Kuzel 1992). It is also essential to use unbiased random sampling techniques for better results.

5.9.5 Empirical Context

As mentioned before, this research is focusing on municipalities in United Arab Emirates as an example for public organizations in developing economies. It's well-known that UAE has witnessed an accelerated development in the recent decades. Population and the needed infrastructure to serve them are expanding every day. Since managing infrastructural development in any city is one of the main concerns of any municipality, this fact imposed huge responsibilities on municipalities in UAE. As a result, municipalities in UAE keep changing from time to time to adapt to the requirements of this expanding and developing society. Usually, municipalities in UAE are divided into sectors and divisions. Each one of these sectors and divisions is responsible about specific aspect of infrastructure development and management in the society. Common sectors and divisions in municipalities in UAE are:

- Support services sector
- Municipal services sector
- Infrastructure and asset sector
- Strategic planning and performance management sector
- Town to planning sector
- General manager

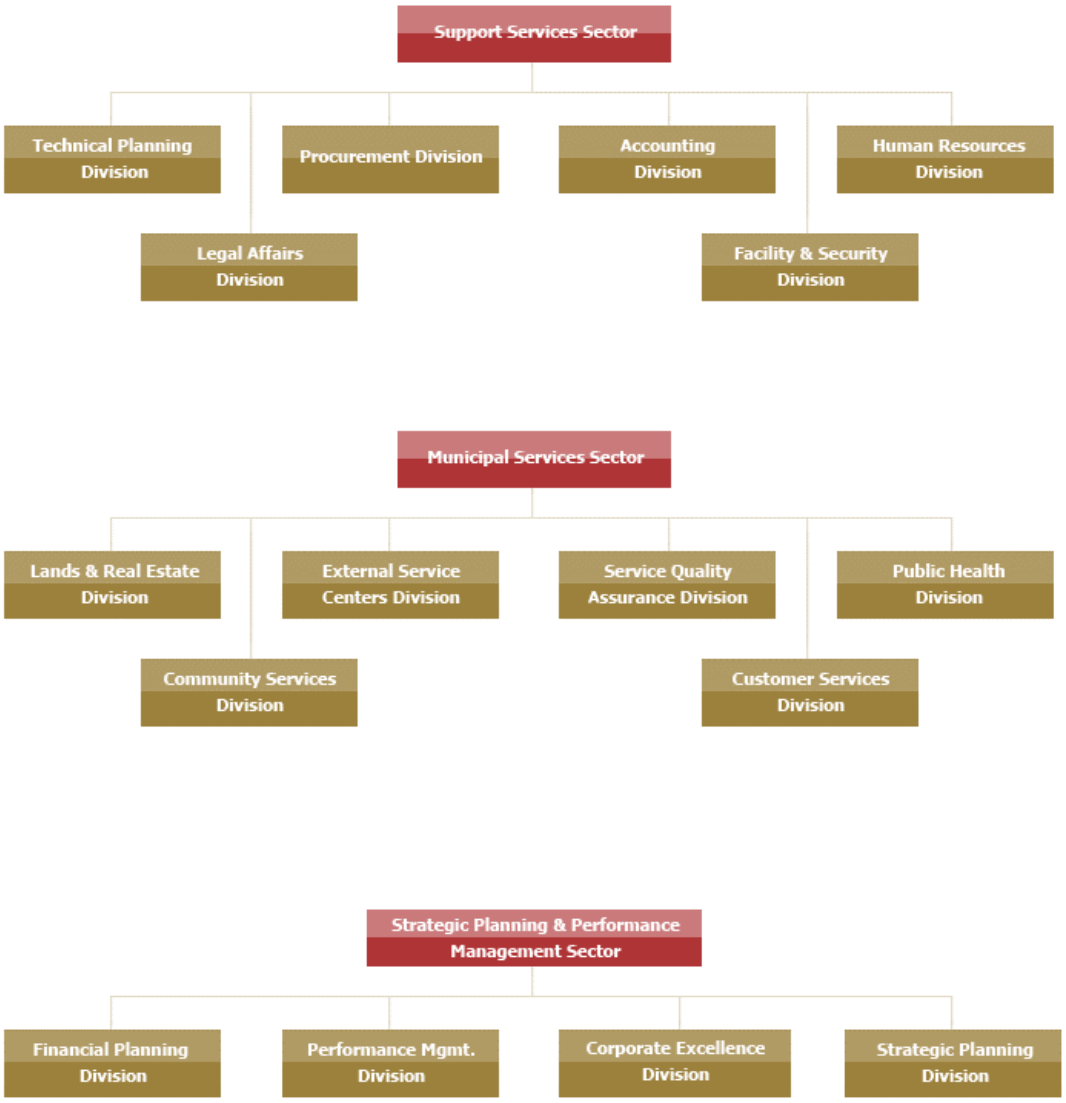


Figure 5.1: Common municipality structure in UAE.

The first sector which is support services sector is responsible about establishing the needed strategy for municipality to be operational. This sector handles many functionalities such as accounting requirements, technical planning, human resources and legal affairs. On the other hand, municipal services sectors is responsible about

handling and managing any matters regarding land and properties. Such functionality requires handling community services, real estate services and public health services. In addition, strategic planning and performance management sector is very important especially with regard to the work conducted in this thesis. This sector is responsible about developing strategic plans on annual basis. Also, this sectors is responsible about financial planning and performance management.

5.9.6 Questionnaire Coding

The main object of the research was to analyze how employee's perception regarding organizational change initiative may increase their resistance. Each section of the research has a collection of variables that belong to specific construct so that the participants can rate based on their relevance. Therefore prior to going into the analysis of the results it is important to identify these variables and the coding technique.

The research identified 110 main variables that were triggered and linked to each one of the constructs under investigation. The list of variables were not exhaustive in nature but were designed to cover issues that have been established as being central to this research. The 110 variables were coded or abbreviated as SWE1 to OC28 and were summarized in the appendix. This enabled the respondents to use linker scale to rate the variables using the number 0 to 5, wherein 0 represented "Not applicable", 1 represented strong disagreement, 2 represented low disagreement, 3 represented neutral opinion, 4 represented mild agreement and 5 represented strong agreement.

The labeling of variables from SWE1 to OC28 does not represent their priority or significance meaning that the order of variables in the questionnaire did not have relative importance or significance. All variables were treated as equal and had identical importance to the research and had equal opportunity to be presented in front of the

participants without any higher importance attached to any variable. The labeling of the variables from SWE1 to OC28 was merely incidental and did not signify any particular order.

The first phase was to prepare a sample or pilot survey that would contain a detailed list of questionnaire that can be analyzed and evaluated by a small group of people currently active in the industry. The purpose of the pilot questionnaire was to glean feedback from the professionals that would help in developing the full survey. It is encouraged to employ procedures and methods which can analyze the resilience of the tools used to gather data and ensure that the collected data is error-proof although all errors cannot be eliminated (Bryman and Bell 2011).

The feedback collection from the pilot questionnaire was used as the basis for the construction of detailed questionnaire. The detailed questionnaire contained questions that were standard in nature and could be easily coded to make them easy to understand and respond to by the respondents involved in the sampling which would facilitate timely completion of the survey and would enhance the reliability of the questionnaire. For example, there were certain sections in the questionnaire that specifically placed emphasis on resistance aspect while others targeted organizational change aspects.

5.10 Sampling Method

The possibility of stratified sampling technique was also explored wherein the researchers had to establish a two-phased design. First phase constituted to accumulating and requesting information from the participants and the second phase involved deciding regarding the use of this said information in the research (Naoum 2013). The first step could not be applied due to the schedule constrains and the cost

involved in undertaking such a process that could lead to bias in the research therefore the stratified sampling technique was not employed.

The random technique of sampling involves identifying the targeted population and then providing each member of population with the equal statistical opportunity and chance to participate in the research (Suri 2011). Realistically it is not possible to establish the process that would be able to accommodate all employees currently working in municipalities and providing them with an opportunity to participate in the research. There are several contributing factors that could be used to improve the response rate of the participants including the length of time required to complete the survey or the collection mechanism of the research (Naum 2013). If the survey is too lengthy and the number of participants is also too large, then it can be successfully employed in the research (De Carvalho Et al 2015). This research established a target audience of 192 participants working in UAE. It was logical to assume that the population size of 192 would provide valid results based on the targeted confidence (Moore 2010) depending on the prevailing circumstances of the research. No information was available regarding the population.

5.11 Data Collection Method

Web-based questionnaire (White, 2014) would be used to collect data regarding the relationship between investigated elements and employee resistance to the organizational change phenomenon. This questionnaire will be self-administered where subjects will be asked to fill it based on their convenience. Multi-scale items would be used in questionnaires questions. Some of these questions may not directly relate to the employee resistance phenomenon. They are introduced to gather information regarding subject environment such as operation nature of her/his department or job description.

Each item in this questionnaire would be measured based on several dimensions. For example, employee perception regarding support in work environment can be investigated based on psychological, cognitive and social dimensions. Subjects in this research experiments will have the chance to choose an answer from five multiple answers for each question in the questionnaire. These multiple answers measure to which degree subjects agree with the statement in the question. Clarity, simplicity and precision will be the focus during questionnaire design because they are very important to have clean results.

Measurements of different research elements would be used to establish models which describe the relationship between these elements. In general, there are two approaches to model the relationship between any two elements in the research. The first approach uses linear modeling (Hofmann et al., 2000) to describe the relationship between elements. The second approach uses nonlinear modeling (Sedaghat, 2003) to describe this relationship. In the first approach, factors of research elements will be fitted on predefined linear equation. For the second approach, the process is more complex because there are so many ways to model nonlinearity. Nevertheless, the most used nonlinear equation in literature for fitting nonlinear models is based on logistic equation. Here, each factor of research element will be multiplied by some specific weight. The result of all factors multiplications would be added together. Then, sigmoid function would be applied to this summation to produce the nonlinear coefficient. This process will be repeated for all factors of all research elements.

The bidirectional relationship between any two elements in this research will be measured by using both of linear and nonlinear approaches. To combine both of these approaches in a general approach, one can use hierarchal technique of two steps. First, the linear modelling will be used for relationship between research elements. Then,

nonlinear modelling will be applied on the top of the linear models produced in the previous step. In each one of these steps, the objective is to reduce least square error or increase maximum likelihood. This method of analysis requires research data to be numerically precise. This can be achieved by designing questions in the survey in very specific numerical approach. For example, to measure one of research elements such as Employee Commitment, the survey can ask a question such as:

Are you willing to stay in this organization to the end of your career?

The subject can choose from multiple answers ranging from strongly disagreed to strongly agree as follow:

A. Strongly disagree B. Disagree C. Neutral D. Agree E. Strongly agree

This survey question can be formed in more numerical precise way such as:

For how long do you expect to stay in this organization (in years)?

The subject can choose between multiple numerical choices as follow:

A. 1 B. 2 C. 5 D. 10 E. More than 20 years

Such way of designing questions will give us more compact numerical answers which can be easily used to construct linear and nonlinear models for the relationship between research elements. At the same time, using statistical techniques and measurements such as the average and standard deviation will be more accurate because the reduction of noise in subjects answers.

5.12 Data Analysis

A range of techniques is used to analyze collected data during this research. Basic statistical tools such as percentage, mean and standard deviation would be utilized to

provide a general sense of collected data behavior. Then, more sophisticated tools would be employed such as Pearson Product Moment Correlation Coefficient (Cohen et al., 2013). This tool is one of the most used statistical tools to calculate correlation between different variables. This tool would produce zero if variables under consideration are not correlated. Positive and negative correlations are represented by positive and negative values generated by this tool. Keep in mind that total positive correlation is presented by one; while total negative correlation is represented by negative one.

Another main analysis tool in this research would be Factor Analysis (Gatignon, 2014) and multiple regression. Based on these techniques, hypotheses is used to construct a model. This model should describe how different elements and constructs in this research are correlated with each other based on these hypotheses. After acquiring the data in the measurement investigation, the proposed model will be tested. If the model truly presents the correlations and the relationships among different elements and characteristics of work environment and employee personality with organizational change resistance, then the collected data should be easily fitted in this model. Otherwise, more elements and constructs should be introduced in the model. Or, research hypotheses should be re-evaluated. Therefore, the analysis stage is expected to be conducted for several rounds.

In addition, data ranking was performed were each of the questionnaire variables was ranked based on subject's answers. Data ranking reveals what are the most important variables in term of subjects agreement. Variables which are answered with agreement similarly throughout the questionnaire by most subjects had higher ranking. On the other hand, variables which witnessed common disagreement among most of subjects scored low ranking.

Statistical Package for the Social Science (SPSS) was used as the main tool to perform the statistical analysis on the collected data. This tool is widely adopted in social science research with a great success. It is able to calculate and evaluate all the necessary numerical computations such as averages, standard deviation and correlation.

5.13 Ranking Analysis

This research is using mean weighted rating to perform data ranking where each item of the survey is averaged and ranked. To perform ranking process, rate for each response need to be converted into numerical value. In this research, 1 is used to represent Strongly Disagree while 5 is used for Strongly Agree. After that, the frequency for each value is counted. In other words, frequency figure answers how many subjects chose a specific value. Now the trick part will be handling null responses of subjects who chose not to answer the specific item question. This is necessary because we need the total number of responses for each value. In this thesis, null responses are ignored and the total number of response is equal to the summation of frequencies. Note that the maximum possible value for this summation is 192 since there are only 192 subjects. Then, ranking is calculated according to the following formula:

Mean weighted rating = $[\sum (R*F)] / n$

Where;

R = Rating of each item (1, 2, 3, 4, 5)

F = Frequency of responses

n = Total number of responses ($\sum F$)

In addition, a Severity Index (S.I.) is utilized for significance measurement. This index has percentage scale where it is calculated as follow:

$S.I. = \{[\sum(W*F)] / n\} * 100\ \%$

Where;

W = Weight of each rating (1/5, 2/5, 3/5, 4/5, 5/5)

F = Frequency of responses

n = Total number of responses (n = 192)

To measure how variation of responses is behaving as percentage, Coefficient of Variation (COV) measure is used.

$COV = (S / M) * 100\ \%$

Where;

S = Standard Deviation

M = Weighted mean sample

This measure is calculated through dividing the standard deviation by the mean. Then, it scaled to a percentage scale.

5.14 Pilot Study

Pilot study is one of the first practical steps in any research. It's very important to make sure that the research instrumentation is valid and it's measuring what is supposed to be measuring. In this research pilot study can be decomposed into several stages. In the first stage, many works of literature was reviewed to validate research instrumentation items. Here, every questionnaire item was investigated by reviewing how many times it has been used in literature. Questionnaire items which were controversial was removed from the research instrumentation. By the end of first stage, all questionnaire items are fully inspected based on the traditional and classical approaches adopted in literature by many researchers.

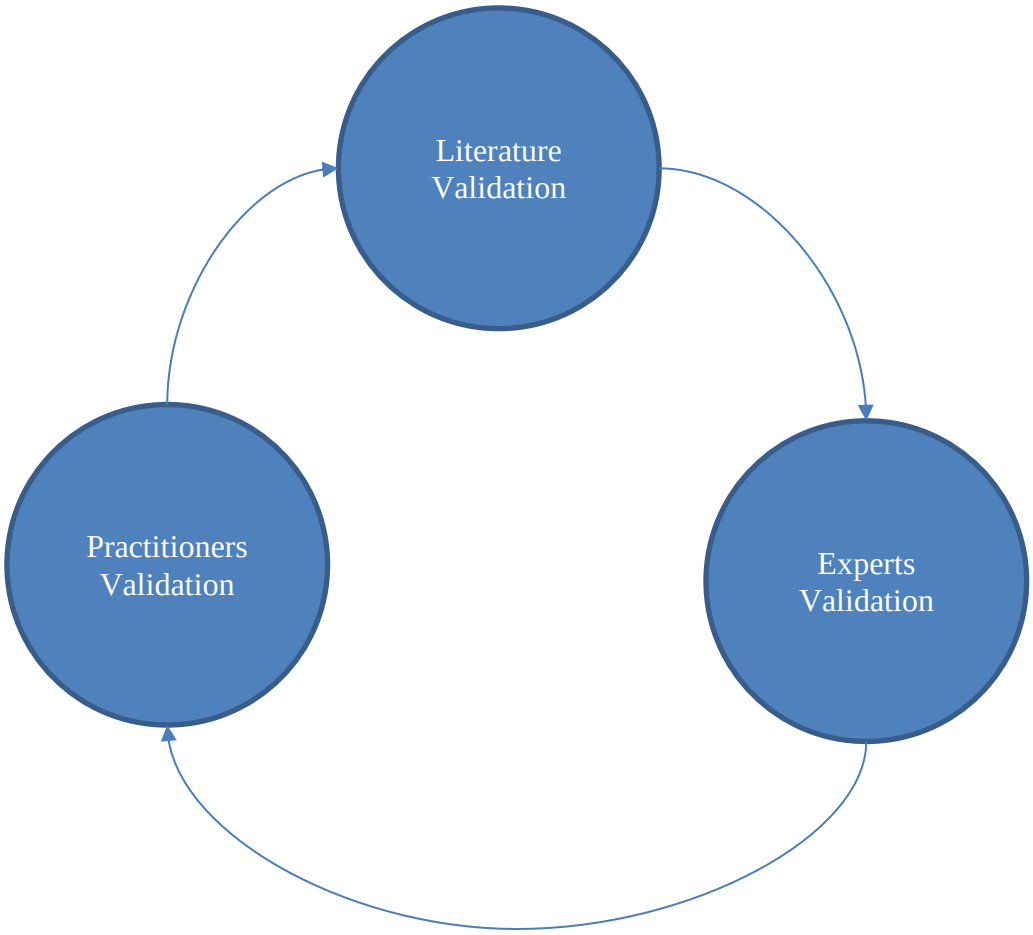


Figure 5.2: Pilot study stages.

Then, the second stage started by sharing research instrumentation with expert researchers such as research supervisors in the university and other external experts. The main task of these experts is to point out any weaknesses that may lead to noise in the data collected by this research instrumentation. Due to the fact that this research in some extent is interdisciplinary, this stage was very important since many of the experts provided very useful insights from their perspective fields of interest. Their inputs and contributions helped reshaping the research instrumentation in more effective ways. The next stage was concerned about the practicality of the research instrumentation.

Here, we utilized municipality resources in this regard. Each municipality has its own department for research and development. These departments usually conduct many questionnaires and surveys to find out about their employee's attitude and behaviours with regard to many aspects of the operations in the organization. Hence, these departments are very qualified to give us an idea of the practicality of the research instrumentation developed in this thesis. Since they are going to conduct the data collection using our research instrument through their infrastructure, their inputs and recommendations were very valuable due to their vast experience with the organization in general. They reviewed the research instrumentation and provided many recommendations on how the research should be structured and what is the most optimal approach to be distributed and collected. At the same time, this department conducted a small-scale data collection with an average of 22 subjects as a sample of the population of this research to make sure that research instrumentation can be distributed among employees in these organizations. These small studies provided very important insights especially with regards to the research instrumentation language since it was distributed using Arabic language.

5.15 Chapter Summary

The main purpose of this chapter was to present research methodology adopted in this thesis. At the beginning both of research philosophy and research approach were discussed. Later, research design was presented. All of necessary design aspects such as research protocol, reliability, ethical consideration and questionnaire development were deliberated. Finally, data collection methods was discussed in addition to brief introduction to the used data analysis tools.

Chapter 6: Results and Analysis

6.1 Overview

The given chapter is devoted to the presentation and statistical analysis of the empirical data collected by researcher via questionnaire. Five research hypotheses were tested in the given study:

- H1: Employee perception about support in the work environment associates with employee resistance to organizational change initiative.
- H2: Employee commitment associates with employee resistance to organizational change initiatives.
- H3: Employee participation in change initiatives has an impact on employee attitude toward organizational change initiatives.
- H4: Employee perception about possible development as a result of organizational change initiatives positively impacts his attitude toward these initiatives.
- H5: Employee's self-confidence associates with employee resistance to organizational change initiatives.

Pearson Correlation coefficient and multiple regression have been used for testing these hypotheses. Reliability analysis has been used for investigation of the items' consistency. The value 0.05 was used as the significance level. This value is used because it a widespread practice in social science research to use both of 0.05 and 0.01 as significance level.

6.2 Descriptive Statistics

The sample consists of 192 respondents. The 22 respondents didn't mark the gender in the questionnaire. Around 52% of the respondents were males and about 48% of the respondents were females. Therefore, above data indicate the approximately equal proportions of males and females in the sample. Age group 31-35 years has a most number of the respondents (41%) followed by age groups 26-30 years (23%) and 36-40 years (20%). The 11% of the respondents belong to the age group 41-45 age. The least number of respondents belong to the age group 46 year (3%) and 21-25 years (2%). Therefore, this data indicates the majority respondents are from “middle” age groups from 26 to 40 years.

Marital status was marked by 169 respondents from 192. Around 73% of the respondents are married. About 23% of the respondents are single and 4.1% are divorced. These data show the majority of the respondents are married. Education level was indicated by 169 respondents from 192. Approximately 56% of the respondents are Bachelors, 32% have Master degree, 1.8% of respondents are PhD, and 10.1% have a secondary education. Therefore, these data indicate the majority of the respondents have Bachelor degree.

Position class was marked by 164 respondents among 192 of them. Position class represents the rank of employee within the organization. The organization has hierarchical structure where each level in this hierarchy is occupied by employees of specific characteristics which define the position class. For example, Class 1 employees are usually senior management who has a lot on managerial experience and qualifications.

Around 36% of the respondents has a 3rd position class, 25.3% has a 4th position class, 24.7% has a 2nd position class, 7.2% - 5th position class, and 5.4% - 6th position class. These data show the majority of the respondents have the position classes from 2nd to 4th. Organization name was marked by 162 respondents from 192. Data indicate above 54% of respondents work in Municipality Abu Dhabi, 40.7% work in Municipality Al Ain and 4.9% work in Municipality Dubai. Therefore, data indicate the majority of the respondents work in Municipality Abu Dhabi. The employee evaluation was indicated by 169 respondents from 192. Around 63% of respondents have employee evaluation "very good", 20.7% of the respondents have last evaluation "Excellent", 13.6% - "Good", 2.4% -"Not satisfactory", and 0.6% - "Satisfactory". These data show the majority of the respondents have last evaluation "Very Good".

6.3 Constructs Statistics

Each one of the investigated constructs in this research has its own block of questions in the survey. The following sub-sections provide detailed discussion about related questions to each one of research constructs.

6.3.1 Support in Work Environment

This block questions includes the rate of current Work Environment by respondents and consist of 23 statements. Frequencies and percentage of the respondents' rates the statement "I provide support to my co-workers" are reported in Table 6.1.

Table 6.1: Respondents' evaluations of statement 1 (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	159	82.8
Agree	29	15.1
Neutral	2	1.0
Disagree	2	1.0
Strongly Disagree	0	0
Not Applicable	0	0
Total	192	100.0

As Table 6.1 about 82.8% of respondents are "Strongly Agree" with above statement. Therefore, the most respondents provide support to co-workers. Respondents' estimations the statement "My co-workers help me when I need it" are presented in Table 6.2.

Table 6.2: Respondents' evaluations of statement 2 (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	97	50.8
Agree	78	40.8
Neutral	14	7.3
Disagree	2	1.0
Strongly Disagree	0	0
Not Applicable	0	0
Total	191	191

Table 6.2 indicates 50.8% of respondents are “Strongly Agree” and 40.8% are “agree” with above statement. Therefore, the most respondents agree and Strongly Agree that co-workers help them. Respondents’ estimations the statement “Supervisor of the team provides employees with constant help and support” are demarcated in Table 6.3.

Table 6.3: Respondents’ evaluations of statement 3 (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	70	37.0
Agree	91	48.1
Neutral	21	11.1
Disagree	6	3.2
Strongly Disagree	1	0.5
Not Applicable	0	0
Total	189	100

As table 6.3 around 48% respondents are “Agree” and 37% are “Strongly Agree” with above statement. Therefore, the majority of respondents agree and Strongly Agree that supervisor of the team provides employees with constant help and support. Table 6.4 presents respondents’ estimations the statement “Supervisors motivate employees to achieve better performance.”

Table 6.4: Respondents' evaluations of statement 4 (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	60	31.3
Agree	92	47.9
Neutral	31	16.1
Disagree	6	3.1
Strongly Disagree	1	.5
Not Applicable	2	1.0
Total	192	100.0

Table 6.4 indicates around 48% of respondents are "Agree" and above 31% are "Strongly" agree. Therefore, most respondents agree and Strongly Agree that supervisors motivate employees to achieve better performance. Respondents' evaluations the statement "Employees motivate each other to achieve better performance" are displayed in Table 6.5.

Table 6.5: Respondents' evaluations of statement 5 (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	58	30.2
Agree	99	51.6
Neutral	26	13.5
Disagree	4	2.1
Strongly Disagree	3	1.6
Not Applicable	2	1.0
Total	192	100.0

As the table above around 51% of respondents are "Agree" and 30.2% of respondents are "Strong Agree". Therefore, the majority of the respondents agrees and Strongly Agrees that Employees motivate each other to achieve better performance in their organization. Table 6.6 shows respondents' rates the statement "Employees are tasked with overwhelming work load".

Table 6.6: Respondents' evaluations of statement 6 (frequencies and percentage)

EVALUATION	FREQUENCY	PERCENT
Strongly Agree	50	26.0
Agree	98	51.0
Neutral	27	14.1
Disagree	10	5.2
Strongly Disagree	4	2.1
Not Applicable	3	1.6
Total	192	100.0

Table 6.6 indicates 51% of the respondents are "Agree" and 26% are "Strongly Agree" with above statement. Therefore, the majority of the respondents is agreed and Strongly Agrees that employees are tasked with the overwhelming work load. Respondents' estimations the statement "The work load is divided equitably among employees" are presented in Table 6.7.

Table 6.7: Respondents' evaluations of statement 7 (frequencies and percentage)

EVALUATION	FREQUENCY	PERCENT
Strongly Agree	21	10.9
Agree	52	27.1
Neutral	38	19.8
Disagree	55	28.6
Strongly Disagree	22	11.5
Not Applicable	2	1.0
Total	192	100.0

Table 6.7 displays that 28.6% of respondents are "Disagree" and 27.1% are "Agree" whereas the rest are "Neutral" (19.8%), "Strongly Agree" (10.9%), and "Strongly Disagree". Therefore, respondents' opinions were divided about equally. Table 6.8 demarcate respondents' evaluations the statement "It is easy to get feedback from supervisors".

Table 6.8: Respondents' evaluations of statement 8 (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	24	12.5
Agree	84	43.8
Neutral	51	26.6
Disagree	22	11.5
Strongly Disagree	4	2.1
Not Applicable	4	2.1
Total	192	100.0

As Table 6.8 around 44% of the respondents are "Agree" and 12.5% are "Strongly Agree" with above statement. Therefore, the majority of the respondents are agreed that it is easy to get feedback from their supervisors. Respondents' rates the statement "It is easy to get feedback from co-workers" are displayed in Table 6.9.

Table 6.9: Respondents' evaluations of statement 9 (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	35	18.2
Agree	102	53.1
Neutral	41	21.4
Disagree	11	5.7
Strongly Disagree	0	0
Not Applicable	1	.5
Total	192	100.0

Table 6.9 indicates around 53% of the respondents are "Agree" and 18.2% are "Strongly Agree" with above statement. Therefore, the majority of respondents agree that it is easy to get feedback from co-workers. Table 6.10 shows respondents' estimation the statement "Employees can easily get training and guidance if needed".

Table 6.10: Respondents' evaluations of statement 10 (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	26	13.5
Agree	79	41.1
Neutral	36	18.8
Disagree	38	19.8
Strongly Disagree	11	5.7
Not Applicable	2	1.0
Total	192	100.0

As Table 6.10 around 41% of the respondents are "Agree" and 13.5% are "Strongly Agree". This data indicates the majority of the respondents agree and Strongly Agree that employees can easily get training and guidance if needed in their organization.

Respondents' evaluations the statement "Employee's complaints are frequent" are demarcated in Table 6.11.

Table 6.11: respondents' evaluations of statement 11 (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	38	19.8
Agree	78	40.6
Neutral	57	29.7
Disagree	12	6.3
Strongly Disagree	2	1.0
Not Applicable	2	1.0
Total	192	100.0

Table 6.11 indicates 40.6% of the respondents are "Agree" and 19.8 are "Strongly Agree" with above statement. Therefore, the majority of the respondents agree and Strongly Agree that Employee's complaints are frequent.

Table 6.12 demonstrates respondents' ratings the statements "Most of the time employee's complaints are about serious issues".

Table 6.12: respondents' evaluations of statement 12 (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	28	14.6
Agree	91	47.4
Neutral	52	27.1
Disagree	17	8.9
Strongly Disagree	1	.5
Not Applicable	1	.5
Total	192	100.0

According to Table 6.12 around 47% of the respondents are “Agree” and 27.1% are “Strongly Agree”. This data indicate the majority of the respondents agree that most of the time employee’s complaints are about serious issues.

Respondents’ evaluations the statement “Social satisfaction such as family status help employees to notes less likely resist organizational change” are reported in Table 6.13.

Table 6.13: respondents’ evaluations of statement 13 (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	26	13.5
Agree	84	43.8
Neutral	52	27.1
Disagree	23	12.0
Strongly Disagree	3	1.6
Not Applicable	2	1.0
Total	192	100.0

As the table above around 48% of the respondents are "Agree" and 13.5% are "Strongly Agree" while 1.6% are "Strongly Disagree" and 12% are "Disagree". This data indicate the majority of the respondents agree and Strongly Agree that social satisfaction such as family status helps employees to notes less likely resist organizational change

Table 6.14 displays respondents’ rates the statement “Change initiative can be easily accepted by the employee if it is proposed by senior manager who has family and social ties with the employee”

Table 6.14: respondents’ evaluations of statement 14 (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	36	18.8
Agree	69	35.9
Neutral	49	25.5
Disagree	29	15.1
Strongly Disagree	4	2.1
Not Applicable	4	2.1
Total	192	100.0

As the table above around 36% of the respondents are "Agree" and 18.8% are "Strongly Agree" while 2.1% are "Strongly Disagree" and 15.1% are "Disagree". This data indicate the majority of the respondents agree and Strongly Agree that change initiative can be easily accepted by the employee if it is proposed by senior manager who has family and social ties with the employee.

Respondents' estimations the statement "It is harder for the employee to accept change if it is proposed by senior manager belonging to different family or tribe" are presented in Table 6.15.

Table 6.15: respondents' evaluations of statement 15 (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	13	6.8
Agree	38	19.8
Neutral	52	27.1
Disagree	59	30.7
Strongly Disagree	20	10.4
Not Applicable	7	3.6
Total	192	100.0

Table 6.15 indicates around 19.8% of the respondents are “Agree” and 6.8% are “Strongly Agree” while 10.4% are “Strongly Disagree” and 30.7% are “Disagree”. About 27% of the respondents are “Neutral”. This data indicate one part of the respondents disagree and Strongly Disagree and another part of respondents agree that it is harder for the employee to accept change if it is proposed by senior manager belonging to different family or tribe.

Table 6.16 reports the respondents’ evaluations the statement “Employees who belong to families with high social status will not be affected by change initiative”.

Table 6.16: respondents’ evaluations of statement 16 (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	20	10.4
Agree	46	24.0
Neutral	59	30.7
Disagree	50	26.0
Strongly Disagree	7	3.6
Not Applicable	5	2.6
Total	192	100.0

Table 6.16 shows around 24% of the respondents are “Agree” and 10.4% are “Strongly Agree” while 3.6% are “Strongly Disagree” and 26% are “Disagree”. About 30% of the respondents are “Neutral”. This data indicate one part of the respondents disagree and Strongly Disagree and other parts of respondents are neutral or agree that employees who belong to families with high social status will not be affected by change initiative.

Table 6.17 demarcates respondents’ rates the statement “Most employees in the municipality feel life is rewarding”.

Table 6.17: respondents’ evaluations of statement 17 (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	12	6.3
Agree	65	33.9
Neutral	76	39.6
Disagree	24	12.5
Strongly Disagree	5	2.6
Not Applicable	5	2.6
Total	192	100.0

Table 6.17 indicates around 34% of the respondents are “Agree” and 6.3% are “Strongly Agree” while 2.6% are “Strongly Disagree” and 12.5% are “Disagree”. About 39.6% of the respondents are “Neutral”. This data indicate one part of the respondents is neutral and other parts disagree or agree that most employees in the municipality feel life is rewarding.

Respondents’ estimations the statement “Interaction among employees in the municipality is generally warm” are presented in Table 6.18.

Table 6.18: respondents’ evaluations of statement 18 (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	22	11.5
Agree	108	56.3
Neutral	35	18.2
Disagree	16	8.3
Strongly Disagree	5	2.6
Not Applicable	6	3.1
Total	192	100.0

As Table 6.18 around 56% of the respondents are “Agree” and 11.5% are “Strongly Agree” while 2.6% are “Strongly Disagree” and 8.3% are “Disagree”. About 18% of the respondents are “Neutral”. This data indicate the majority respondents agree that interaction among employees in the municipality is generally warm.

Respondents’ evaluations the statement “Optimism regarding future is a common feeling among employees in the municipality” are declared in Table 6.19.

Table 6.19: respondents’ evaluations of statement 19 (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	18	9.4
Agree	74	38.5
Neutral	41	21.4
Disagree	35	18.2
Strongly Disagree	13	6.8
Not Applicable	7	3.6
Total	192	100.0

Table 6.19 displays around 38% of the respondents are “Agree” and 9.4% are “Strongly Agree” while 6.8% are “Strongly Disagree” and 18.2% are “Disagree”. About 21.4% of the respondents are “Neutral”. This data indicate one part of the respondents is neutral and other parts disagree or agree that optimism regarding future is a common feeling among employees in the municipality.

Table 6.20 displays respondents’ rates the statement “Employees in the municipality are usually committed and involved”.

Table 6.20: RESPONDENTS’ EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	14	7.3
Agree	73	38.0
Neutral	65	33.9
Disagree	22	11.5
Strongly Disagree	11	5.7
Not Applicable	6	3.1
Total	192	100.0

As Table 6.20 around 38% of the respondents are “Agree” and 7.3% are “Strongly Agree” whereas 5.7% are “Strongly Disagree” and 11.5% are “Disagree”. About 33.9% of the respondents are “Neutral”. This data indicate one part of the respondents is neutral and other approximately equal parts disagree or agree that employees in the municipality are usually committed and involved.

Table 6.21 presents the respondents’ estimations the statement “Employees in the municipality can easily find time to do what they want”.

Table 6.21: respondents’ evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	26	13.5
Agree	77	40.1
Neutral	44	22.9
Disagree	34	17.7
Strongly Disagree	5	2.6
Not Applicable	4	2.1
Total	192	100.0

Table 6.21 indicates about 40% of the respondents are “Agree” and 13.5% are “Strongly Agree” while 2.6% are “Strongly Disagree” and 17.7% are “Disagree”. About 22.9% of the respondents are “Neutral”. This data indicate the majority respondents agree Employees in the municipality can easily find time to do what they want.

Respondents’ rates the statement “Employees in the municipality usually feel that they are in control” are reported in Table 6.22.

Table 6.22: respondents’ evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	14	7.3
Agree	66	34.4
Neutral	70	36.5
Disagree	30	15.6
Strongly Disagree	1	.5
Not Applicable	5	2.6
Total	192	100.0

As Table 6.22 around 34% of the respondents are “Agree” and 7.3% are “Strongly Agree” whereas 0.5% are “Strongly Disagree” and 15.6% are “Disagree”. About 37% of the respondents are “Neutral”. This data indicate one part of the respondents is neutral and other parts disagree or agree that employees in the municipality usually feel that they are in control.

Respondents’ estimations the statement “Joyful and cheerful events such as office parties are common in the work environment” are demarcated in Table 6.23.

Table 6.23: respondents’ evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	22	11.5
Agree	76	39.6
Neutral	41	21.4
Disagree	35	18.2
Strongly Disagree	11	5.7
Not Applicable	4	2.1
Total	192	100.0

Table 6.23 reports around 40% of the respondents are “Agree” and 11.5% are “Strongly Agree” while the rest 5.7% are “Strongly Disagree” and 18.2% are “Disagree”. About 21% of the respondents are “Neutral”. This data indicate the majority respondents agree that joyful and cheerful events such as office parties are common in the work environment.

6.3.2 Employee Commitment

Table 6.24 presents respondents’ rates the statement “The municipality provides good outlook and well-being for its employees”.

Table 6.24: respondents’ evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	10	5.2
Agree	53	27.6
Neutral	51	26.6
Disagree	45	23.4
Strongly Disagree	20	10.4
Not Applicable	10	5.2
Total	192	100.0

As Table 6.24 around 28% of the respondents are “Agree” and 5.2% are “Strongly Agree” whereas the rest 10.4% are “Strongly Disagree” and 23.4% are “Disagree”. About 26.6% of the respondents are “Neutral”. This data indicate one part of the respondents is neutral and other approximately equal parts disagree or agree that municipality provides good outlook and well-being for its employees. Table 6.25 shows respondents’ evaluations the statement “I find my jobs fulfilling”.

Table 6.25: respondents’ evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	33	17.2
Agree	85	44.3
Neutral	38	19.8
Disagree	20	10.4
Strongly Disagree	6	3.1
Not Applicable	8	4.2
Total	192	100.0

As Table 6.25 around 44% of the respondents are “Agree” and 17.2% are “Strongly Agree” while 3.1% are “Strongly Disagree” and 10.4% are “Disagree”. About 19% of the respondents are “Neutral”. Therefore, the majority of the respondents agree that they find their jobs fulfilling.

Respondent’s estimation the statement “I am treated with high level of fairness and respect” are displayed in Table 6.26.

Table 6.26: respondents’ evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	51	26.6
Agree	83	43.2
Neutral	28	14.6
Disagree	16	8.3
Strongly Disagree	5	2.6
Not Applicable	8	4.2
Total	192	100.0

Table 6.26 indicates around 43% of the respondents are “Agree” and 26.6% are “Strongly Agree” while 2.6% are “Strongly Disagree” and 8.3% are “Disagree”. Around 15% of the respondents are “Neutral”. Therefore, the majority of the respondents agree that they are treated with high level of fairness and respect.

Respondents’ rates the statement “Fairness is a part of municipality value and culture” are reported in Table 6.27.

Table 6.27: respondents’ evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	22	11.5
Agree	54	28.1
Neutral	43	22.4
Disagree	38	19.8
Strongly Disagree	21	10.9
Not Applicable	9	4.7
Total	192	100.0

As Table 6.27 around 28% of the respondents are “Agree” and 11.5% are “Strongly Agree” while the rest 10.9% are “Strongly Disagree” and 19.8% are “Disagree”. About 26.6% of the respondents are “Neutral”. This data indicate one part of the respondents is neutral and other parts disagree or agree that fairness is a part of municipality value and culture.

Table 6.28 reports respondents’ estimations the statement “I am loyal to the municipality”.

Table 6.28: respondents’ evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	97	50.5
Agree	66	34.4
Neutral	18	9.4
Disagree	1	.5
Strongly Disagree	1	.5
Not Applicable	9	4.7
Total	192	100.0

Table 6.28 shows around 34.4% of the respondents are “Agree” and 50.5% are “Strongly Agree” while the rest 0.5% are “Strongly Disagree” and 0.5% are “Disagree”. About 9% of the respondents are “Neutral”. Therefore, most of the respondents are loyal to the municipality.

Respondents’ evaluations the statement “I am aware many of my colleagues want to leave the municipality for better jobs” are demarcated in Table 6.29.

Table 6.29: respondents' evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	100	52.1
Agree	57	29.7
Neutral	16	8.3
Disagree	6	3.1
Strongly Disagree	2	1.0
Not Applicable	8	4.2
Total	192	100.0

As Table 6.29 the 29.7% of the respondents are "Agree" and 52.1% are "Strongly Agree" whereas the rest 1% are "Strongly Disagree" and 3.1% are "Disagree". Around 8% of the respondents are "Neutral". Therefore, mostly are aware many of their colleagues want to leave the municipality for better jobs.

Table 6.29 indicates respondents' rates the statement "I am highly satisfied in my current grade position".

Table 6.30: respondents' evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	32	16.7
Agree	69	35.9
Neutral	40	20.8
Disagree	33	17.2
Strongly Disagree	9	4.7
Not Applicable	8	4.2
Total	192	100.0

As Table 6.30 the 35.9% of the respondents are “Agree” and 16.7% are “Strongly Agree” while the rest 4.7% are “Strongly Disagree” and 17.2% are “Disagree”. Around 21% of the respondents are “Neutral”. Therefore, the majority of the respondents are highly satisfied with their current grade position.

6.3.3 Employee Participation

Table 6.31 shows respondents’ evaluations the statement “Many tasks in the municipality require collaborative team work”.

Table 6.31: respondents’ evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	71	37.0
Agree	92	47.9
Neutral	12	6.3
Disagree	5	2.6
Strongly Disagree	0	0
Not Applicable	12	6.3
Total	192	100.0

Table 6.31 indicates around 47.9% of the respondents are "Agree" and 37% are "Strongly Agree" while the rest 2.6% are "Strongly Disagree" and 6.3% are "Neutral". Therefore, the majority of the respondents consider many tasks in the municipality require collaborative team work. Respondents' estimations the statement "I have the opportunity to take initiatives" are presented in Table 6.32.

Table 6.32: respondents' evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	31	16.1
Agree	90	46.9
Neutral	39	20.3
Disagree	17	8.9
Strongly Disagree	3	1.6
Not Applicable	10	5.2
Total	192	100.0

As Table 6.32 around 47 % of the respondents are “Agree” and 16.1% are “Strongly Agree” while the rest 1.6% are “Strongly Disagree” and 8.9% are “Disagree”. Near 20% of the respondents are “Neutral”. These data indicate the majority of the respondents consider that they have the opportunity to take initiatives.

Table 6.33 shows respondents’ rates the statement “I am willing to help in forming new change initiatives”.

Table 6.33: respondents’ evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	75	39.1
Agree	85	44.3
Neutral	20	10.4
Disagree	0	0
Strongly Disagree	1	.5
Not Applicable	11	5.7
Total	192	100.0

Table 6.33 indicates around 44% of the respondents are "Agree" and 39.1% are "Strongly Agree" while the rest 0.5% are "Strongly Disagree" and 10.4% are "Neutral". Therefore, mostly are willing to help in forming new change initiatives.

Table 6.34 displays respondents’ evaluations the statement “Accepting new responsibilities as a consequence of organizational change is a common characteristic among employees”.

Table 6.34: respondents’ evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	41	21.4
Agree	84	43.8
Neutral	40	20.8
Disagree	11	5.7
Strongly Disagree	4	2.1
Not Applicable	10	5.2
Total	192	100.0

As Table 6.34 the 43.8% of the respondents are “Agree” and 21.4% are “Strongly Agree” whereas the rest 2.1% are “Strongly Disagree” and 5.7% are “Disagree”. Around 21% of the respondents are “Neutral”. Therefore, the majority of the respondents consider that accepting new responsibilities as a consequence of organizational change is a common characteristic among employees.

Respondents’ estimations the statement “I am willing to accept new responsibilities as a consequence of organizational change” are demarcated in Table 6.35.

Table 6.35: respondents’ evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	71	37.0
Agree	93	48.4
Neutral	12	6.3
Disagree	3	1.6
Strongly Disagree	1	.5
Not Applicable	11	5.7
Total	192	100.0

Table 6.35 displays the 48.4% of the respondents are "Agree" and 37% are "Strongly Agree" whereas the rest 0.5% are "Strongly Disagree" and 1.6% are "Disagree". Around 6% of the respondents are "Neutral". Therefore, mostly are willing to accept new responsibilities as a consequence of organizational change" are demarcated

Table 6.36 indicates respondents' rates the statement "Communication channels among employees and management are utilized to announce organizational changes".

Table 6.36: respondents' evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	25	13.0
Agree	96	50.0
Neutral	40	20.8
Disagree	12	6.3
Strongly Disagree	8	4.2
Not Applicable	10	5.2
Total	192	100.0

According to Table 6.36, the 50% of the respondents are "Agree" and 13% are "Strongly Agree" whereas the rest 4.2% are "Strongly Disagree" and 6.3% are "Disagree". Around 21% of the respondents are "Neutral". These data indicate the majority of the respondents consider that communication channels among employees and management are utilized to announce organizational changes.

Table 6.37 displays respondents' evaluations the statement "Usually management provides detailed information regarding any organizational change".

Table 6.37: respondents' evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	22	11.5
Agree	54	28.1
Neutral	52	27.1
Disagree	39	20.3
Strongly Disagree	13	6.8
Not Applicable	10	5.2
Total	192	100.0

As Table 6.37 around 28% of the respondents are “Agree” and 11.5% are “Strongly Agree” while the rest 6.8% are “Strongly Disagree” and 20.3% are “Disagree”. Around 27% of the respondents are “Neutral”. This data indicate one part of the respondents is neutral and other approximately equal parts disagree or agree that usually management provides detailed information regarding any organizational change.

Respondents’ rates the statement “My contribution to accepting organizational change is well recognized by co-workers and management” are reported in Table 6.38.

Table 6.38: respondents’ evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	35	18.2
Agree	92	47.9
Neutral	48	25.0
Disagree	4	2.1
Strongly Disagree	0	0
Not Applicable	10	5.2
Total	192	100.0

Table 6.38 shows around 48% of the respondents are “Agree” and 18.2% are “Strongly Agree” while the rest 2.1% are “Disagree” and 25% are “Neutral”. This data indicate the majority of the respondents agree that their contribution to accepting organizational change is well recognized by co-workers and management.

6.3.4 Employee Development

Table 6.39 displays respondents estimations the statement “The municipality has clear succession processes for all positions”.

Table 6.39: respondents’ evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	9	4.7
Agree	47	24.5
Neutral	75	39.1
Disagree	30	15.6
Strongly Disagree	12	6.3
Not Applicable	14	7.3
Total	192	100.0

As Table 6.39 around 24.5% of the respondents are “Agree” and 4.7% are “Strongly Agree” while the rest 6.3% are “Strongly Disagree” and 15.6% are “Disagree”. Around 39% of the respondents are “Neutral”. This data indicate one part of the respondents is neutral and other parts disagree or agree that municipality has clear succession processes for all positions.

Respondents’ evaluations the statement “I fully understand my position role” are demarcated in Table 6.40.

Table 6.40: respondents’ evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	64	33.3
Agree	85	44.3
Neutral	15	7.8
Disagree	12	6.3
Strongly Disagree	4	2.1
Not Applicable	12	6.3
Total	192	100.0

Table 6.40 indicates around 44.3% of the respondents are “Agree” and 33.3% are “Strongly Agree” whereas the rest 2.1% are “Strongly Disagree” and 6.3% are “Disagree”. Around 7.8% of the respondents are “Neutral”. Therefore, the majority of the respondents consider that they fully understand their position role.

Table 6.41 indicates respondents’ rates the statement “Management provides constant mentoring and guidance for employee’s career”.

Table 6.41: respondents’ evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	25	13.0
Agree	86	44.8
Neutral	40	20.8
Disagree	22	11.5
Strongly Disagree	6	3.1
Not Applicable	12	6.3
Total	192	100.0

Table 6.41 displays around 44.8% of the respondents are “Agree” and 13% are “Strongly Agree” whereas the rest 3.1% are “Strongly Disagree” and 11.5% are “Disagree”. Around 20.8% of the respondents are “Neutral”. Therefore, the majority of the respondents consider that management provides constant mentoring and guidance for employee’s career.

Table 6.42 reports the respondents' estimations the statement "Most employees understand their career path".

Table 6.42: respondents’ evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	14	7.3
Agree	52	27.1
Neutral	44	22.9
Disagree	44	22.9
Strongly Disagree	22	11.5
Not Applicable	13	6.8
Total	192	100.0

As Table 6.42 around 27.1% of the respondents are “Agree” and 7.3% are “Strongly Agree” whereas the rest 11.5% are “Strongly Disagree” and 22.9% are “Disagree”. Around 23% of the respondents are “Neutral”. These data indicate one part of the respondents is neutral and other approximately equal parts disagree or agree that most employees understand their career path.

Respondents’ evaluations the statement “Most employees in the municipality take training seriously” are presented in Table 6.43.

Table 6.43: respondents’ evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	20	10.4
Agree	63	32.8
Neutral	45	23.4
Disagree	33	17.2
Strongly Disagree	17	8.9
Not Applicable	14	7.3
Total	192	100.0

Table 6.43 indicates around 32.8% of the respondents are "Agree" and 10.4% are "Strongly Agree" while the rest 8.9% are "Strongly Disagree" and 17.2% are "Disagree". Around 23.4% of the respondents are "Neutral". These data indicate one part of the respondents is neutral and other parts disagree or agree that most employees in the municipality take training seriously.

Table 6.44 shows respondents' rates the statements "Development opportunity can change my view regarding organisational change initiatives".

Table 6.44: respondents' evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	38	19.8
Agree	103	53.6
Neutral	30	15.6
Disagree	5	2.6
Strongly Disagree	1	.5
Not Applicable	12	6.3
Total	192	100.0

Table 6.44 indicates around 53.6% of the respondents are “Agree” and 19.6% are “Strongly Agree” whereas the rest 0.5% are “Strongly Disagree” and 2.6% are “Disagree”. Around 15.6% of the respondents are “Neutral”. Therefore, the majority of the respondents consider that development opportunity can change their view regarding organizational change initiatives.

Respondents’ estimations the statement “My municipality organization provides full time study leaves for its employees” are reported in Table 6.45.

Table 6.45: respondents’ evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	7	3.6
Agree	33	17.2
Neutral	64	33.3
Disagree	39	20.3
Strongly Disagree	23	12.0
Not Applicable	14	7.3
Total	192	100.0

According to Table 6.45 around 17.2% of the respondents are “Agree” and 3.6% are “Strongly Agree” while the rest 12% are “Strongly Disagree” and 20% are “Disagree”. Around 33.3% of the respondents are “Neutral”. These data indicate one part of the respondents is neutral and other parts disagree or agree that their municipality organization provides full time study leaves for its employees.

Respondents’ evaluation the statement “My municipality organization provides short time study leaves for its employees” are displayed in Table 6.46.

Table 6.46: respondents’ evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	29	15.1
Agree	106	55.2
Neutral	33	17.2
Disagree	7	3.6
Strongly Disagree	2	1.0
Not Applicable	12	6.3
Total	192	100.0

Table 6.46 displays around 55.2% of the respondents are “Agree” and 15.1% are “Strongly Agree” whereas the rest 1% are “Strongly Disagree” and 3.6% are “Disagree”. Around 17.2% of the respondents are “Neutral”. Therefore, the majority of the respondents consider that their municipality organization provides short time study leaves for its employees management provides constant mentoring and guidance for employee’s career.

Table 6.47 indicates respondents’ rates the statement “My municipality provides financial aid such as scholarships to its employees”.

Table 6.47: RESPONDENTS’ EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	4	2.1
Agree	24	12.5
Neutral	61	31.8
Disagree	43	22.4
Strongly Disagree	26	13.5
Not Applicable	13	6.8
Total	192	100.0

According to Table 6.47 around 12.5% of the respondents are "Agree" and 2.1% are "Strongly Agree" while the rest 13.5% are "Strongly Disagree" and 22.4% are "Disagree". Around 32% of the respondents are "Neutral". These data indicate one part of the respondents is neutral and other parts disagree or agree that their municipality provides financial aid such as scholarships to its employees.

Table 6.48 indicates respondents' estimation the statement "Rotating employees among jobs is common practice in my municipality".

Table 6.48: respondents' evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	17	8.9
Agree	66	34.4
Neutral	55	28.6
Disagree	27	14.1
Strongly Disagree	7	3.6
Not Applicable	12	6.3
Total	192	100.0

As Table 6.48 around 34.4% of the respondents are “Agree” and 8.9% are “Strongly Agree” whereas the rest 3.6% are “Strongly Disagree” and 14.1% are “Disagree”. Around 29% of the respondents are “Neutral”. Therefore, one part of the respondents is neutral and other parts disagree or agree that rotating employees among jobs is common practice in their municipality.

Respondents’ evaluations the statement “Employees in the municipality are given the opportunity to participate in projects and assignments which are not related to their main job” are demarcated in Table 6.49.

Table 6.49: respondents’ evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	16	8.3
Agree	53	27.6
Neutral	64	33.3
Disagree	31	16.1
Strongly Disagree	9	4.7
Not Applicable	12	6.3
Total	192	100.0

Table 6.49 indicates around 27.6% of the respondents are "Agree" and 8.3% are "Strongly Agree" while the rest 4.7% are "Strongly Disagree" and 16.1% are "Disagree". Around 33% of the respondents are "Neutral". Therefore, one part of the respondents is neutral and other parts disagree or agree that employees in the municipality are given the opportunity to participate in projects and assignments which are not related to their main job.

Respondents' rates the statement "Job shadowing is a common practice in the municipality" are reported in Table 6.50.

Table 6.50: respondents' evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	11	5.7
Agree	67	34.9
Neutral	68	35.4
Disagree	19	9.9
Strongly Disagree	10	5.2
Not Applicable	12	6.3
Total	192	100.0

According to Table 6.50 around 34.9% of the respondents are “Agree” and 5.7% are “Strongly Agree” while the rest 5.2% are “Strongly Disagree” and 9.9% are “Disagree”. Around 35% of the respondents are “Neutral”. Therefore, one part of the respondents is neutral and other parts disagree or agree that job shadowing is a common practice in the municipality.

Table 6.51 displays respondents’ estimation the statement “Employees of the municipality usually work in different work environments”.

Table 6.51: respondents’ evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	26	13.5
Agree	93	48.4
Neutral	48	25.0
Disagree	12	6.3
Strongly Disagree	0	0
Not Applicable	12	6.3
Total	192	100.0

As Table 6.51 around 48.4% of the respondents are “Agree” and 13.5% are “Strongly Agree” while the rest 6.3% are “Strongly Disagree”. Around 25% of the respondents are “Neutral”. These data indicate the majority respondents consider that employees of the municipality usually work in different work environments.

Respondents’ evaluations the statement “The municipality encourages employees to attend seminars and conferences” are presented in Table 6.52.

Table 6.52: respondents’ evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	31	16.1
Agree	74	38.5
Neutral	36	18.8
Disagree	31	16.1
Strongly Disagree	6	3.1
Not Applicable	13	6.8
Total	192	100.0

Table 6.52 indicates around 38.5% of the respondents are “Agree” and 16.1% are “Strongly Agree” while the rest 3.1% are “Strongly Disagree” and 16.1% are “Disagree”. Around 19% of the respondents are “Neutral”. Therefore, the majority of the respondents majority respondents consider that municipality encourages employees to attend seminars and conferences.

Table 6.53 displays respondents’ rates the statement “Employees are properly placed after returning from full time study leave”.

Table 6.53: respondents’ evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	8	4.2
Agree	36	18.8
Neutral	78	40.6
Disagree	37	19.3
Strongly Disagree	11	5.7
Not Applicable	13	6.8
Total	192	100.0

According to Table 6.53 around 18.8% of the respondents are “Agree” and 4.2% are “Strongly Agree” while the rest 5.7% are “Strongly Disagree” and 19.3% are “Disagree”. Around 41% of the respondents are “Neutral”. Therefore, one part of the respondents is neutral and other parts disagree or agree that employees are properly placed after returning from full time study leave.

Table 6.54 reports respondents' estimations the statement "Employees are properly placed after working in another department".

Table 6.54: respondents' evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	7	3.6
Agree	31	16.1
Neutral	88	45.8
Disagree	34	17.7
Strongly Disagree	13	6.8
Not Applicable	13	6.8
Total	192	100.0

As Table 6.54 around 16.1% of the respondents are "Agree" and 3.6% are "Strongly Agree" whereas the rest 6.8% are "Strongly Disagree" and 17.7% are "Disagree". Around 46% of the respondents are "Neutral". Therefore, one part of the respondents is neutral and other parts disagree or agree that employees are properly placed after working in another department.

6.3.5 Employee Confidence

Table 6.55 shows respondents' evaluations the statement "The municipality adopts many strategies to advocate for self-improvement".

Table 6.55: respondents' evaluations of statement (frequencies and percentage)

Evaluation	Frequency	Percent
Strongly Agree	20	10.4
Agree	64	33.3
Neutral	55	28.6
Disagree	24	12.5
Strongly Disagree	10	5.2
Not Applicable	16	8.3
Total	192	100.0

Table 6.55 displays around 33.3% of the respondents are “Agree” and 10.4% are “Strongly Agree” while the rest 5.2% are “Strongly Disagree” and 12.5% are “Disagree”. Around 29% of the respondents are “Neutral”. Therefore, one part of the respondents is neutral and other parts disagree or agree that municipality adopts many strategies to advocate for self-improvement.

Respondents’ estimations the statement “Management expresses appreciation to good performance achieved by employees” are presented in Table 6.56.

Table 6.56: RESPONDENTS’ EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	25	13.0
Agree	71	37.0
Neutral	41	21.4
Disagree	27	14.1
Strongly Disagree	9	4.7
Not Applicable	16	8.3
Total	192	100.0

As Table 6.56 near 37% of the respondents are “Agree” and 13% are “Strongly Agree” while the rest 4.7% are “Strongly Disagree” and 14.14% are “Disagree”. Around 21% of the respondents are “Neutral”. Therefore, half of the respondents consider that management expresses appreciation to good performance achieved by employees.

Table 6.57 displays respondents’ rates the statement “Supervisors have positive attitude regarding organisational change initiatives in general”.

Table 6.57: RESPONDENTS’ EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	15	7.8
Agree	71	37.0
Neutral	66	34.4
Disagree	18	9.4
Strongly Disagree	3	1.6
Not Applicable	16	8.3
Total	192	100.0

Table 6.57 indicates around 37% of the respondents are “Agree” and 7.8% are “Strongly Agree” whereas the rest 1.6% are “Strongly Disagree” and 9.4% are “Disagree”. Around 34% of the respondents are “Neutral”. Therefore, one part of the respondents is neutral and other parts disagree or agree that supervisors have positive attitude regarding organisational change initiatives in general.

Table 6.58 demarcates respondents’ evaluations the statement “There are always extra roles and responsibilities for employees to take as consequences of organismal changes”

Table 6.58: RESPONDENTS’ EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	31	16.1
Agree	106	55.2
Neutral	32	16.7
Disagree	4	2.1
Strongly Disagree	1	.5
Not Applicable	16	8.3
Total	192	100.0

As Table 6.58 near 55% of the respondents are “Agree” and 16.1% are “Strongly Agree” whereas the rest 0.5% are “Strongly Disagree” and 2.1% are “Disagree”. Around 17% of the respondents are “Neutral”. These data indicate the majority of the respondents consider that there are always extra roles and responsibilities for employees to take as consequences of organismal changes.

Respondents’ estimations the statement “I believe in my own best intentions and trust my own innate goodness” are reported in Table 6.59.

Table 6.59: RESPONDENTS’ EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	90	46.9
Agree	77	40.1
Neutral	8	4.2
Disagree	1	.5
Strongly Disagree	0	0
Not Applicable	16	8.3
Total	192	100.0

Table 6.59 indicates around 40% of the respondents are "Agree" and 46.9% are "Strongly Agree" whereas the rest 0.5% are "Disagree" and 4.2% are "Neutral". Therefore, the majority of the respondents believe in their own best intentions and trust my own innate goodness.

Table 6.60 indicates respondents' rates the statement "I confront rather than avoiding difficulties".

Table 6.60: RESPONDENTS' EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	46	24.0
Agree	80	41.7
Neutral	35	18.2
Disagree	13	6.8
Strongly Disagree	0	0
Not Applicable	16	8.3
Total	192	100.0

As Table 6.60 near 42% of the respondents are “Agree” and 24% are “Strongly Agree” whereas the rest 0.5% are “Strongly Disagree” and 6.8% are “Disagree”. Around 18% of the respondents are “Neutral”. These data indicate the majority of the respondents consider that they confront rather than avoiding difficulties.

Respondents’ estimations the statement “I always have a feeling of personal competence” are presented in Table 6.61.

Table 6.61: RESPONDENTS’ EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	100	52.1
Agree	66	34.4
Neutral	7	3.6
Disagree	3	1.6
Strongly Disagree	0	0
Not Applicable	16	8.3
Total	192	100.0

Table 6.61 indicates around 34.4% of the respondents are “Agree” and 52.1% are “Strongly Agree” whereas the rest 1.6% are “Disagree” and 3.6% are “Neutral”. Therefore, the majority of the respondents always have a feeling of personal competence.

Table 6.61 shows respondents’ evaluations the statement “I always have a feeling of personal worth”.

Table 6.62: RESPONDENTS’ EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	112	58.3
Agree	57	29.7
Neutral	7	3.6
Disagree	0	0
Strongly Disagree	0	0
Not Applicable	16	8.3
Total	192	100.0

Table 6.62 shows around 30% of the respondents are “Agree” and 58.3% are “Strongly Agree” whereas the rest 3.6% are “Neutral”. Therefore, the majority of the respondents always have a feeling of personal worth.

Table 6.63 indicates respondents’ rates statement “I take responsibility for the fulfillment of my own desires and decisions”.

Table 6.63: RESPONDENTS’ EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	104	54.2
Agree	65	33.9
Neutral	6	3.1
Disagree	1	.5
Strongly Disagree	0	0
Not Applicable	16	8.3
Total	192	100.0

According to Table 6.63 around 34% of the respondents are “Agree” and 54.2% are “Strongly Agree” whereas the rest 0.5% are “Disagree” and 3.1% are “Neutral”. Therefore, the majority of the respondents take responsibility for the fulfillment of their own desires and decisions.

Respondents’ estimations’ the statement “I evaluate my results of work/actions with honesty and compassion” are presented in Table 6.64.

Table 6.64: RESPONDENTS’ EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Estimation	Frequency	Percent
Strongly Agree	112	58.3
Agree	59	30.7
Neutral	4	2.1
Disagree	1	.5
Strongly Disagree	0	0
Not Applicable	16	8.3
Total	192	100.0

Table 6.64 displays around 31% of the respondents are “Agree” and 58.3% are “Strongly Agree” whereas the rest 0.5% are “Disagree” and 2.1% are “Neutral”. Therefore, the majority of the respondents evaluate their results of work/actions with honesty and compassion.

Table 6.65 displays respondents’ evaluations the statement “I am not an arrogant boaster”.

Table 6.65: RESPONDENTS' EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	125	65.1
Agree	39	20.3
Neutral	9	4.7
Disagree	2	1.0
Strongly Disagree	1	.5
Not Applicable	16	8.3
Total	192	100.0

As Table 6.65 near 20% of the respondents are "Agree" and 65.1% are "Strongly Agree" whereas the rest 0.5% are "Strongly Disagree", 1% are "Disagree", and 4.7% are "Neutral". Therefore, the majority of the respondents are not an arrogant boaster.

Respondents' estimations the statement "I am not a transgressor" are reported in Table 6.66.

Table 6.66: RESPONDENTS' EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	123	64.1
Agree	46	24.0
Neutral	6	3.1
Disagree	0	0
Strongly Disagree	1	.5
Not Applicable	16	8.3
Total	192	100.0

According to Table 6.66 near 24% of the respondents are "Agree" and 64.1% are "Strongly Agree" whereas the rest 0.5% are "Strongly Disagree" and 3.1% are "Neutral". Therefore, the majority of the respondents are not a transgressor.

Table 6.67 indicates respondents' rates the statement "I tend to ignore any and all destructive criticism or insults".

Table 6.67: RESPONDENTS' EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	73	38.0
Agree	67	34.9
Neutral	12	6.3
Disagree	18	9.4
Strongly Disagree	3	1.6
Not Applicable	19	9.9
Total	192	100.0

Table 6.67 indicate around 35% of the respondents are “Agree” and 38% are “Strongly Agree” whereas the rest 1.6% are “Strongly Disagree”, 9.4% are “Disagree”, and 6.3% are “Neutral”. Therefore, the majority of the respondents tend to ignore any and all destructive criticism or insults.

Table 6.68 demarcates respondents’ evaluations the statement “I tend to thank GOD for the good and ask his forgiveness and help from the bad”.

Table 6.68: RESPONDENTS’ EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	153	79.7
Agree	21	10.9
Neutral	2	1.0
Disagree	0	0
Strongly Disagree	0	0
Not Applicable	16	8.3
Total	192	100.0

Table 6.68 shows around 11% of the respondents are “Agree” and 80% are “Strongly Agree”. These data indicate the majority of the respondents tend to thank GOD for the good and ask his forgiveness and help from the bad.

Respondents’ rates the statement “I tend to take small steps and make small choices to gain confidence in my ability to make organisational change decisions” are described in Table 6.69.

Table 6.69: RESPONDENTS' EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	80	41.7
Agree	80	41.7
Neutral	8	4.2
Disagree	3	1.6
Strongly Disagree	0	0
Not Applicable	19	9.9
Total	192	100.0

Table 6.69 indicates around 41.7% of the respondents are "Agree" and 41.7% are "Strongly Agree" whereas the rest 1.6% are "Disagree", and 4.2% are "Neutral". Therefore, the majority of the respondents tend to take small steps and make small choices to gain confidence in my ability to make organizational change decisions.

Table 6.70 reports respondents' estimations the statement "I don't always try to please others as a consequence of organizational change requirements".

Table 6.70: RESPONDENTS' EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	29	15.1
Agree	73	38.0
Neutral	42	21.9
Disagree	24	12.5
Strongly Disagree	4	2.1
Not Applicable	19	9.9
Total	192	100.0

According to Table 6.70 around 38% of the respondents are "Agree" and 15.1% are "Strongly Agree" whereas the rest 2.1% are "Strongly Disagree", 12.5% are "Disagree", and 21.9% are "Neutral". Therefore, the majority of the respondents don't always try to please others as a consequence of organizational change requirements.

Table 6.71 displays respondents' evaluations the statement "I tend to criticize myself if I fall short of my expectations because of organizational change".

Table 6.71: RESPONDENTS' EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	42	21.9
Agree	87	45.3
Neutral	26	13.5
Disagree	13	6.8
Strongly Disagree	3	1.6
Not Applicable	19	9.9
Total	192	100.0

As to Table 6.71 around 45% of the respondents are “Agree” and 21.9% are “Strongly Agree” whereas the rest 1.6% are “Strongly Disagree”, 6.8% are “Disagree”, and 13.5% are “Neutral”. These data indicate the majority of the respondents tend to criticize myself if I fall short of my expectations because of organisational change.

Table 6.72 indicates respondents’ rates the statement “I try to copy or emulate others in getting on with the new organisational change initiatives”.

Table 6.72: RESPONDENTS’ EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	11	5.7
Agree	26	13.5
Neutral	50	26.0
Disagree	58	30.2
Strongly Disagree	25	13.0
Not Applicable	16	8.3
Total	192	100.0

Table 6.72 indicates near 13.5% of the respondents are “Agree” and 5.7% are “Strongly Agree” whereas the rest 13% are “Strongly Disagree”, 30.2% are “Disagree”, and 26% are “Neutral”. These data indicate the part of the respondents are “Neutral” and other parts agree and disagree that they try to copy or emulate others in getting on with the new organisational change initiatives.

Respondents' estimations the statement "I tend to listen to negative colleagues regarding organisational changes" are presented in Table 6.73.

Table 6.73: RESPONDENTS' EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	43	22.4
Agree	105	54.7
Neutral	22	11.5
Disagree	3	1.6
Strongly Disagree	0	0
Not Applicable	17	8.9
Total	192	100.0

As to Table 6.73 around 55% of the respondents are "Agree" and 22.4% are "Strongly Agree" whereas the rest 1.6% are "Disagree", and 11.5% are "Neutral". These data indicate the majority of the respondents tend to listen to negative colleagues regarding organisational changes.

Table 6.74 demarcates respondents' rates the statement "I tend to face my fears and learn from my failures from take on organisation changes".

Table 6.74: RESPONDENTS' EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	71	37.0
Agree	87	45.3
Neutral	9	4.7
Disagree	6	3.1
Strongly Disagree	0	0
Not Applicable	18	9.4
Total	192	100.0

According to Table 6.74 near 45% of the respondents are "Agree" and 37% are "Strongly Agree" while the rest 3.1% are "Disagree", and 4.7% are "Neutral". These data indicate the majority of the respondents tend to face my fears and learn from my failures from take on organisation changes.

Respondents' evaluations the statement "I tend to have negative thoughts about organisational changes" are reported in Table 6.75.

Table 6.75: RESPONDENTS' EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	10	5.2
Agree	20	10.4
Neutral	63	32.8
Disagree	56	29.2
Strongly Disagree	19	9.9
Not Applicable	16	8.3
Total	192	100.0

Table 6.75 shows around 10.4% of the respondents are “Agree” and 5.2% are “Strongly Agree” whereas the rest 9.9% are “Strongly Disagree”, 29.9% are “Disagree”, and 32% are “Neutral”. These data indicate the part of the respondents are “Neutral” and other parts agree and disagree that they tend to have negative thoughts about organisational changes.

Table 6.76 reports respondents’ estimations the statement “I am always worried about being not perfect in take on organisational changes”.

Table 6.76: RESPONDENTS’ EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	8	4.2
Agree	17	8.9
Neutral	41	21.4
Disagree	83	43.2
Strongly Disagree	19	9.9
Not Applicable	16	8.3
Total	192	100.0

According to Table 6.76 around 9% of the respondents are “Agree” and 4.2% are “Strongly Agree” whereas the rest 9.9% are “Strongly Disagree”, 43.2% are “Disagree”, and 21.4% are “Neutral”. These data indicate the majority of the respondents disagree that they are always worried about being not perfect in take on organisational changes.

Table 6.77 shows respondents' estimations the statement "I do appreciate myself when I do well in organisational changes".

Table 6.77: RESPONDENTS' EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	82	42.7
Agree	84	43.8
Neutral	9	4.7
Disagree	0	0
Strongly Disagree	0	0
Not Applicable	16	8.3
Total	192	100.0

As Table 6.77 around 43.8% of the respondents are "Agree" and 42.7% are "Strongly Agree" whereas the rest are "Neutral". Therefore, mostly consider that they do appreciate themselves when they do well in organisational changes.

Respondents' evaluations the statement "I like to see organizational change occurring in my municipality" are described in Table 6.78.

Table 6.78: RESPONDENTS' EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	97	50.5
Agree	67	34.9
Neutral	10	5.2
Disagree	1	.5
Strongly Disagree	0	0
Not Applicable	16	8.3
Total	192	100.0

According to Table 6.78 near 35% of the respondents are "Agree" and 50.5% are "Strongly Agree" whereas the rest 0.5% are "Disagree", and 5.2% are "Neutral". Therefore, mostly like to see organizational change occurring in my municipality.

Table 6.79 displays respondents' rates the statement "I have high motivation to participate in the organizational change initiatives".

Table 6.79: RESPONDENTS' EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	80	41.7
Agree	75	39.1
Neutral	17	8.9
Disagree	2	1.0
Strongly Disagree	1	.5
Not Applicable	16	8.3
Total	192	100.0

Table 6.79 displays around 39.1% of the respondents are “Agree” and 41.7% are “Strongly Agree” while the rest 0.5% are “Strongly Disagree”, 1% are “Disagree”, and 8.9% are “Neutral”. These data indicate the majority of the respondents have high motivation to participate in the organizational change initiatives.

Table 6.80 indicates respondents’ evaluations the statement “I have fear of the unknown consequences due to organisational changes”.

Table 6.80: RESPONDENTS’ EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	16	8.3
Agree	39	20.3
Neutral	53	27.6
Disagree	52	27.1
Strongly Disagree	11	5.7
Not Applicable	17	8.9
Total	192	100.0

Table 6.80 shows near 20% of the respondents are “Agree” and 8.3% are “Strongly Agree” whereas the rest 5.7% are “Strongly Disagree”, 27.1% are “Disagree”, and 27.6% are “Neutral”. Therefore, the part of the respondents are “Neutral” and other parts agree and disagree that they have fear of the unknown consequences due to organisational changes.

Table 6.81 displays respondents' rates the statement "I have fear of losing my job because of organisational change".

Table 6.81: RESPONDENTS' EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	7	3.6
Agree	18	9.4
Neutral	33	17.2
Disagree	70	36.5
Strongly Disagree	38	19.8
Not Applicable	17	8.9
Total	192	100.0

According to Table 6.81 around 9.4% of the respondents are "Agree" and 3.6% are "Strongly Agree" while the rest 19.8% are "Strongly Disagree", 36.5% are "Disagree", and 17.2% are "Neutral". These data indicate the majority of the respondents disagree that they have fear of losing my job because of organisational change.

Respondents' estimations the statement "I fear having more demand and job requirements to implement the organisational change" are reported in Table 6.82.

Table 6.82: RESPONDENTS' EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	14	7.3
Agree	23	12.0
Neutral	39	20.3
Disagree	68	35.4
Strongly Disagree	21	10.9
Not Applicable	17	8.9
Total	192	100.0

Table 6.82 indicates around 12% of the respondents are "Agree" and 7.3% are "Strongly Agree" whereas the rest 10.9% are "Strongly Disagree", 35.4% are "Disagree", and 20.3% are "Neutral". Therefore, the part of the respondents are "Neutral" and other parts agree and disagree that they fear having more demand and job requirements to implement the organisational change.

Respondents' evaluations the statement "I feel overwhelmed by the information overload due organisational change" are shown in Table 6.83.

Table 6.83: RESPONDENTS' EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	12	6.3
Agree	24	12.5
Neutral	58	30.2
Disagree	55	28.6
Strongly Disagree	18	9.4
Not Applicable	16	8.3
Total	192	100.0

According to Table 6.83 near 12.5% of the respondents are "Agree" and 6.3% are "Strongly Agree" while the rest 9.4% are "Strongly Disagree", 28.6% are "Disagree", and 30.2% are "Neutral". Therefore, the part of the respondents are "Neutral" and other parts agree and disagree that they feel overwhelmed by the information overload due organisational change.

6.3.6 Organizational Change

Table 6.84 indicates respondents' rates the statement "I see the need for organizational change to improve performance".

Table 6.84: RESPONDENTS' EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	75	39.1
Agree	72	37.5
Neutral	22	11.5
Disagree	1	.5
Strongly Disagree	0	0
Not Applicable	21	10.9
Total	192	100.0

Table 6.84 shows around 37.5% of the respondents are “Agree” and 39.1% are “Strongly Agree” while the rest 0.5% are “Disagree”, and 11.5% are “Neutral”. These data indicate the majority of the respondents see the need for organizational change to improve performance.

Table 6.85 describes respondents’ estimations the statement “I believe in the management ability to implement organisational change successfully”.

Table 6.85: RESPONDENTS’ EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	49	25.5
Agree	76	39.6
Neutral	30	15.6
Disagree	12	6.3
Strongly Disagree	2	1.0
Not Applicable	21	10.9
Total	192	100.0

As Table 6.85 about 39% of the respondents are "Agree" and 25.5% are "Strongly Agree" while the rest 1% are "Strongly Disagree", 6.3% are "disagree", and 15.6% are "Neutral". These data indicate the majority of the respondents believe in the management ability to implement organisational change successfully.

Respondents' estimations the statement "I trust the municipality organisational change strategic team" are reported in Table 6.86.

Table 6.86: RESPONDENTS' EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	39	20.3
Agree	51	26.6
Neutral	49	25.5
Disagree	16	8.3
Strongly Disagree	13	6.8
Not Applicable	22	11.5
Total	192	100.0

As Table 6.86 about 26.6% of the respondents are "Agree" and 20.5% are "Strongly Agree" while the rest 6.8% are "Strongly Disagree", 8.3% are "disagree", and 25.5% are "Neutral". These data indicate the majority of the respondents trust the municipality organisational change strategic team.

Table 6.87 shows respondents' rates the statement "I am aware of my role in the organisational change process".

Table 6.87: RESPONDENTS' EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	21	10.9
Agree	39	20.3
Neutral	47	24.5
Disagree	48	25.0
Strongly Disagree	10	5.2
Not Applicable	21	10.9
Total	192	100.0

According to Table 6.87 near 20% of the respondents are “Agree” and 10.9% are “Strongly Agree” while the rest 5.2% are “Strongly Disagree”, 25% are “Disagree”, and 24.5% are “Neutral”. Therefore, the part of the respondents are “Neutral” and other parts agree and disagree that they are aware of their role in the organisational change process.

Respondents’ evaluations the statement “I think the organisational change disrupts my stable work norms and relations” are presented in Table 6.88.

Table 6.88: RESPONDENTS’ EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	8	4.2
Agree	17	8.9
Neutral	51	26.6
Disagree	68	35.4
Strongly Disagree	18	9.4
Not Applicable	22	11.5
Total	192	100.0

Table 6.88 indicates around 9% of the respondents are “Agree” and 4.2% are “Strongly Agree” while the rest 9.4% are “Strongly Disagree”, 35.4% are “Disagree”, and 26.6% are “Neutral”. Therefore, the majority of the respondents are neutral or doesn’t think the organisational change disrupts their stable work norms and relations.

Table 6.89 indicates respondents’ rates the statement “I reject the organisational change due to the lack of conformity to norms and values of the municipality”.

Table 6.89: RESPONDENTS’ EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	8	4.2
Agree	15	7.8
Neutral	49	25.5
Disagree	66	34.4
Strongly Disagree	22	11.5
Not Applicable	23	12.0
Total	192	100.0

According to Table 6.89 around 8% of the respondents are "Agree" and 4.2% are "Strongly Agree" while the rest 11.5% are "Strongly Disagree", 34.4% are "Disagree", and 25.5% are "Neutral". Therefore, the majority of the respondents are neutral or doesn't reject the organisational change due to the lack of conformity to norms and values of the municipality.

Respondents' estimations the statement "I resist organisational change because everybody does in the municipality" are demarcated in Table 6.90.

Table 6.90: RESPONDENTS' EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	8	4.2
Agree	20	10.4
Neutral	46	24.0
Disagree	64	33.3
Strongly Disagree	23	12.0
Not Applicable	21	10.9
Total	192	100.0

According to Table 6.90 near 10% of the respondents are "Agree" and 4.2% are "Strongly Agree" while the rest 12% are "Strongly Disagree", 33.3% are "Disagree", and 24% are "Neutral". Therefore, the majority of the respondents are neutral or doesn't resist organisational change because everybody does in the municipality.

Table 6.91 shows respondents' rates the statement "The supervisor communicate very well the proposed organisational changes to all subordinates in the municipality".

Table 6.91: RESPONDENTS' EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	12	6.3
Agree	40	20.8
Neutral	73	38.0
Disagree	25	13.0
Strongly Disagree	16	8.3
Not Applicable	21	10.9
Total	192	100.0

As Table 6.91 around 20.8% of the respondents are “Agree” and 6.3% are “Strongly Agree” whereas the rest 8.3% are “Strongly Disagree”, 13% are “Disagree”, and 38% are “Neutral”. Therefore, one part of the respondents are neutral and other parts of the respondents agree and disagree that supervisor communicates very well the proposed organisational changes to all subordinates in the municipality.

Respondents’ evaluations the statement “The supervisor has to collaborate with subordinates formulating the new organisational change vision” are reported in Table 6.92.

Table 6.92: RESPONDENTS’ EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	14	7.3
Agree	36	18.8
Neutral	80	41.7
Disagree	22	11.5
Strongly Disagree	15	7.8
Not Applicable	22	11.5
Total	192	100.0

Table 6.92 indicates around 18.8% of the respondents are “Agree” and 7.3% are “Strongly Agree” whereas the rest 7.8% are “Strongly Disagree”, 11.5% are “Disagree”, and 41.7% are “Neutral”. Therefore, one part of the respondents are

neutral and other parts of the respondents agree and disagree that supervisor has to collaborate with subordinates formulating the new organisational change vision.

Table 6.93 displays respondents' rates the statement "The organisational changes are in agreement with the municipality's norms and values".

Table 6.93: RESPONDENTS' EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	14	7.3
Agree	54	28.1
Neutral	74	38.5
Disagree	13	6.8
Strongly Disagree	10	5.2
Not Applicable	22	11.5
Total	192	100.0

As Table 6.93 around 28.1% of the respondents are "Agree" and 7.3% are "Strongly Agree" whereas the rest 5.2% are "Strongly Disagree", 6.8% are "Disagree", and 38.5% are "Neutral". Therefore, one part of the respondents are neutral and other parts of the respondents agree and disagree that organisational changes are in agreement with the municipality's norms and values.

Respondents' estimations the statement "Subordinates participate in planning for the organisational change" are presented in Table 6.94.

Table 6.94: RESPONDENTS' EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	17	8.9
Agree	50	26.0
Neutral	60	31.3
Disagree	21	10.9
Strongly Disagree	14	7.3
Not Applicable	24	12.5
Total	192	100.0

According to Table 6.94 around 26% of the respondents are "Agree" and 8.9% are "Strongly Agree" while the rest 7.3% are "Strongly Disagree", 10.9% are "Disagree", and 31.3% are "Neutral". Therefore, one part of the respondents are neutral and other parts of the respondents agree and disagree that subordinates participate in planning for the organisational change.

Table 6.95 displays respondents' evaluations the statement "The supervisors provide guidance and support during the development and implementation organisational change".

Table 6.95: RESPONDENTS' EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	14	7.3
Agree	57	29.7
Neutral	69	35.9
Disagree	17	8.9
Strongly Disagree	6	3.1
Not Applicable	24	12.5
Total	192	100.0

Table 6.95 displays around 30% of the respondents are “Agree” and 7.3% are “Strongly Agree” while the rest 3.1% are “Strongly Disagree”, 8.9% are “Disagree”, and 35.9% are “Neutral”. Therefore, one part of the respondents are neutral and other parts of the respondents agree and disagree that supervisors provide guidance and support during the development and implementation organisational change.

Respondents’ estimations the statement “Sufficient time is provided assimilating and implementation organisational change initiatives” are demarcated in Table 6.96.

Table 6.96: RESPONDENTS’ EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	10	5.2
Agree	43	22.4
Neutral	76	39.6
Disagree	27	14.1
Strongly Disagree	12	6.3
Not Applicable	22	11.5
Total	192	100.0

As Table 6.96 near 22% of the respondents are “Agree” and 5.2% are “Strongly Agree” while the rest 6.3% are “Strongly Disagree”, 14.1% are “Disagree”, and 39.6% are “Neutral”. Therefore, one part of the respondents agrees and another disagrees that sufficient time is provided assimilating and implementation organisational change initiatives. A significant part of the respondents is neutral.

Table 6.97 indicates respondents’ rates the statement “The municipality culture encourages experimentation and continuous learning”.

Table 6.97: RESPONDENTS’ EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	23	12.0
Agree	66	34.4
Neutral	45	23.4
Disagree	28	14.6
Strongly Disagree	7	3.6
Not Applicable	22	11.5
Total	192	100.0

Table 6.97 indicates near 34.4% of the respondents are “Agree” and 12% are “Strongly Agree” whereas the rest 3.6% are “Strongly Disagree”, 14.6% are “Disagree”, and 23.4% are “Neutral”. Therefore, one part of the respondents agrees and another disagrees that municipality culture encourages experimentation and continuous learning.

Table 6.98 displays respondents' estimations the statement "The strategic team assesses the staff member's readiness for organisational change".

Table 6.98: RESPONDENTS’ EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	10	5.2
Agree	33	17.2
Neutral	71	37.0
Disagree	33	17.2
Strongly Disagree	19	9.9
Not Applicable	23	12.0
Total	192	100.0

As Table 6.98 around 17% of the respondents are “Agree” and 5.2% are “Strongly Agree” while the rest 9.9% are “Strongly Disagree”, 17.2% are “Disagree”, and 37% are “Neutral”. Therefore, one part of the respondents agrees and another disagrees that strategic team assesses the staff member's readiness for organisational change Significant part of the respondents is neutral.

Respondents’ rates the statement “The organisational change is planned and directed towards particular performance goals” are presented in Table 6.99.

Table 6.99: RESPONDENTS’ EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	18	9.4
Agree	65	33.9
Neutral	67	34.9
Disagree	13	6.8
Strongly Disagree	4	2.1
Not Applicable	22	11.5
Total	192	100.0

According to Table 6.99 near 34% of the respondents are "Agree" and 9.4% are "Strongly Agree" while the rest 2.1% are "Strongly Disagree", 6.8% are "Disagree", and 34.9% are "Neutral". Therefore, one part of the respondents agrees and another disagrees that organisational change is planned and directed towards particular performance goals.

Respondents' evaluations the statement "The organisational change goals are clear to all staff members" are reported in Table 6.100.

Table 6.100: RESPONDENTS' EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	11	5.7
Agree	37	19.3
Neutral	57	29.7
Disagree	43	22.4
Strongly Disagree	18	9.4
Not Applicable	24	12.5
Total	192	100.0

As Table 6.99 about 19% of the respondents are "Agree" and 5.7% are "Strongly Agree" while the rest 9.4% are "Strongly Disagree", 22.4% are "Disagree", and 29.7% are "Neutral". Therefore, one part of the respondents agrees and another disagrees that organisational change goals are clear to all staff members.

Table 6.101 indicates respondents' estimations the statement "The organisational change is introduced gradually".

Table 6.101: RESPONDENTS' EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	13	6.8
Agree	53	27.6
Neutral	70	36.5
Disagree	20	10.4
Strongly Disagree	10	5.2
Not Applicable	23	12.0
Total	192	100.0

Table 6.101 indicates near 28% of the respondents are “Agree” and 6.8% are “Strongly Agree” whereas the rest 5.2% are “Strongly Disagree”, 10.4% are “Disagree”, and 36.5% are “Neutral”. Therefore, one part of the respondents agrees and another disagrees that organisational change is introduced gradually.

Respondents’ rates the statement “The timing of implementing the organisational change is appropriate” are demarcated in Table 6.102.

Table 6.102: RESPONDENTS’ EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	23	12.0
Agree	40	20.8
Neutral	81	42.2
Disagree	12	6.3
Strongly Disagree	6	3.1
Not Applicable	22	11.5
Total	192	100.0

According to Table 6.102 indicates about 21% of the respondents are “Agree” and 12% are “Strongly Agree” whereas the rest 3.1% are “Strongly Disagree”, 6.3% are “Disagree”, and 42.2% are “Neutral”. Therefore, significant part of the respondents is neutral.

Table 6.103 reports respondents’ evaluations the statement “The successful implementation of the organisational change is linked to rewards”.

Table 6.103: RESPONDENTS' EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	15	7.8
Agree	39	20.3
Neutral	73	38.0
Disagree	24	12.5
Strongly Disagree	9	4.7
Not Applicable	23	12.0
Total	192	100.0

As Table 6.103 about 20% of the respondents are "Agree" and 7.8% are "Strongly Agree" whereas the rest 4.7% are "Strongly Disagree", 12.5% are "Disagree", and 38% are "Neutral". Therefore, significant part of the respondents is neutral. The rest agree and disagree that successful implementation of the organizational change is linked to rewards.

Respondents' rates the statement "The staff development activities meet the organizational change objectives" are described in Table 6.104.

Table 6.104: RESPONDENTS' EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	9	4.7
Agree	52	27.1
Neutral	76	39.6
Disagree	17	8.9
Strongly Disagree	9	4.7
Not Applicable	24	12.5
Total	192	100.0

Table 6.104 indicates about 27% of the respondents are "Agree" and 4.7% are "Strongly Agree" whereas the rest 4.7% are "Strongly Disagree", 8.9% are "Disagree", and 39.6% are "Neutral". These data indicate significant part of the respondents is neutral. The rest is divided by group which agrees and the group which disagrees that staff development activities meet the organizational change objectives.

Table 6.105 shows respondents' rates the statement "The presence of coaching is essential for ensuring the acquisition of skills necessary for the anticipated organizational".

Table 6.105: RESPONDENTS' EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	74	38.5
Agree	67	34.9
Neutral	23	12.0
Disagree	2	1.0
Strongly Disagree	2	1.0
Not Applicable	22	11.5
Total	192	100.0

According to Table 6.105 around 35% of the respondents are “Agree” and 38.5% are “Strongly Agree” whereas the rest 1% are “Strongly Disagree”, 1% are “Disagree”, and 12% are “Neutral”. Therefore, the majority of the respondents agree that presence of coaching is essential for ensuring the acquisition of skills necessary for the anticipated organizational.

Respondents’ evaluations the statement “The implemented organizational changes are evaluated for their effectiveness” are presented in Table 6.106.

Table 6.106: RESPONDENTS’ EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	18	9.4
Agree	52	27.1
Neutral	76	39.6
Disagree	11	5.7
Strongly Disagree	9	4.7
Not Applicable	23	12.0
Total	192	100.0

As Table 6.106 about 27% of the respondents are “Agree” and 9.4% are “Strongly Agree” whereas the rest 4.7% are “Strongly Disagree”, 5.7% are “Disagree”, and 39.6% are “Neutral”. These data indicate significant part of the respondents is neutral.

Table 6.107 displays respondents’ estimations the statement “My municipality has very good training plan for its employees”.

Table 6.107: RESPONDENTS’ EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	15	7.8
Agree	37	19.3
Neutral	56	29.2
Disagree	32	16.7
Strongly Disagree	25	13.0
Not Applicable	22	11.5
Total	192	100.0

Table 6.107 shows about 19% of the respondents are "Agree" and 7.8% are "Strongly Agree" whereas the rest 13.0% are "Strongly Disagree", 16.7% are "Disagree", and 29.2% are "Neutral". These data indicate significant part of the respondents is neutral. The rest agree and disagree that their municipality has very good training plan for its employees.

Table 6.108 indicates respondents' rates the statement "The training provided to me in last three years was very effective".

Table 6.108: RESPONDENTS' EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	18	9.4
Agree	46	24.0
Neutral	44	22.9
Disagree	33	17.2
Strongly Disagree	25	13.0
Not Applicable	22	11.5
Total	192	100.0

As Table 6.108 around 24% of the respondents are "Agree" and 13% are "Strongly Agree" whereas the rest 13.0% are "Strongly Disagree", 17.2% are "Disagree", and 22.9% are "Neutral". These data indicate that part of the respondents agree and other parts are neutral or disagree that training provided to them in last three years was very effective.

Table 6.109 demarcates respondents' rates the statement "The municipality performs necessary studies regarding training need before implementing change".

Table 6.109: RESPONDENTS' EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	14	7.3
Agree	35	18.2
Neutral	65	33.9
Disagree	27	14.1
Strongly Disagree	26	13.5
Not Applicable	22	11.5
Total	192	100.0

According to Table 6.109 near 18.2% of the respondents are "Agree" and 7.3% are "Strongly Agree" whereas the rest 13.5% are "Strongly Disagree", 14.1% are "Disagree", and 33.9% are "Neutral". These data indicate part of the respondents agree and other parts are neutral or disagree that municipality performs necessary studies regarding training need before implementing change.

Respondents' estimations the statement "The municipality implements change initiative in organized and effective manner" are reported in Table 6.110.

Table 6.110: RESPONDENTS' EVALUATIONS OF STATEMENT (FREQUENCIES AND PERCENTAGE)

Evaluation	Frequency	Percent
Strongly Agree	13	6.8
Agree	39	20.3
Neutral	68	35.4
Disagree	29	15.1
Strongly Disagree	18	9.4
Not Applicable	23	12.0
Total	192	100.0

As Table 6.110 around 20% of the respondents are “Agree” and 6.8% are “Strongly Agree” whereas the rest 9.4% are “Strongly Disagree”, 15.1% are “Disagree”, and 35.4% are “Neutral”. These data indicate significant part of the respondents which are neutral. The rest is divided by approximately equal groups which agree and disagree that municipality implements change initiative in organized and effective manner.

6.4 Reliability testing

Some variable were constructed for the testing of the hypotheses: Work environment, Commitment, Work Participation, Employee Development, Confidence, and Organizational change. Reliability analysis has been conducted before calculation of these variables.

6.4.1 Supportive Work Environment

At first reliability test has been performed for 23 items which were included in the corresponding section of the Questionnaire. The results are reported in Table A.1.

Chronbach's Alpha has value 0.835>0.7 that is considered as good reliability (George and Mallery, 2003). So we can calculate new variable "supportive work environment" as a sum of the estimates of corresponding items (5- Strongly Agree, 4- Agree….. and 1 –Strongly Disagree). In further the level of this variable above 82 considered as "high" and equal or lower than 82 considered as "low" (mean value of this variable is 82.3).

6.4.2 Employee Commitment

The results of reliability test are shown in Table A.2 where the Chronbach's Alpha has value 0.712 that considered as "acceptable" level of reliability (George and Mallery, 2003). Therefore the variable "Employee Commitment" was calculated as sum estimation of the corresponding items. Level higher 25 considered as "high" (means is 25.5) and level =<25 considered as "Low".

6.4.3 Employee Participation

Table A.3 indicates results of the reliability test for group items "Work Participation". It indicates an acceptable level of the reliability as $\alpha>0.7$ (George and Mallery, 2003). So the variable "Employee Participation" was calculated as sum corresponding items. The level >34 considered as "high" (means is 34.2) and value =<34 considered as "low".

6.4.4 Employee Development

Table A.4 reports results of the reliability test for group items “Employee Development”. It indicates “good” level of the reliability as α>0.8 (George and Mallery, 2003). Therefore the variable “Employee Development” was calculated as sum corresponding items. The value >51considered as “High” (mean is 51.5) and value =<51 considered as “Low”.

6.4.5 Employee Confidence

Table A.5 displays results of the reliability test for group items “Confidence”. It shows the acceptable level of reliability as α>0.7 (George and Mallery, 2003). So the variable “Employee Confidence” was calculated as sum corresponding items. The value >109 (mean is 109.4) considered as “High” and value =<109 considered as “Low”.

6.4.6 Organizational change

Table A.6 demarcates results of the reliability test for group items “Organizational change”. It indicates “excellent” level reliability as α>0.9 (George and Mallery, 2003). Therefore the variable “Organizational Change” was calculated as sum corresponding items. The value >84 (mean is 84.2) considered as “Low” and value =<84 considered as “High” level of resistance to organizational change initiative.

6.5 Data Ranking

6.5.1 Overview

This survey is composed of 110 items to measure employees' perception regarding organizational change in municipality organizations in UAE. I was constructed based on five constructs as shown in the following diagram:

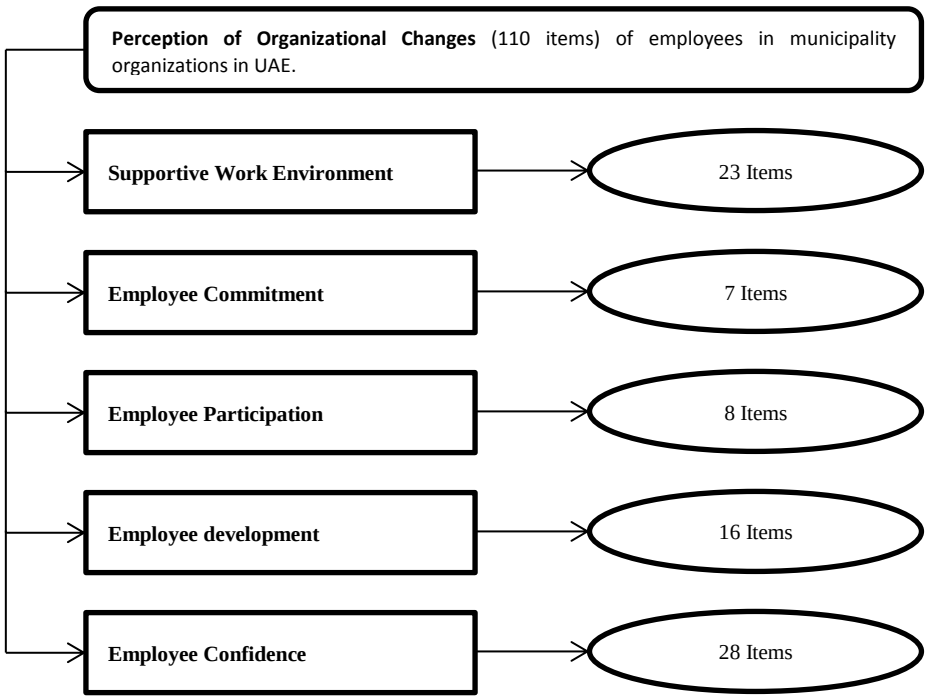


Figure 6.6.1: Survey structure.

Each one of constructs in previous figure is hypothesized to have a direct relationship with how employees perceive organizational change initiatives.

6.5.2 Supportive Work Environment

Results of performing ranking analysis for Supportive Work Environment construct can be seen in Table 6.111. This table covers 23 elements of the conducted survey. The ranking is performed over the whole questionnaire of 110 variables. The highest value of overall ranking for Supportive Work Environment is 99; while the lowest is 2. The

median is 50. SWE1 element has the highest overall rank; while SWE15 has the lowest. From this analysis, we can see that SWE15 comes as the lowest ranking and SWE1 comes as the highest.

Table 6.111: Analysis data for Supportive Work Environment.

Code	Mean	Std. Deviation	Severity Index	Coefficient of Variation	Rank
SWE1	4.8	0.5	95.94	10.32	2
SWE2	4.41	0.67	88.27	15.23	12
SWE3	4.18	0.79	83.6	18.89	23
SWE4	4.07	0.8	81.47	19.75	27
SWE5	4.08	0.81	81.58	19.95	26
SWE6	3.95	0.9	79.05	22.73	30
SWE7	2.97	1.22	59.47	40.96	90
SWE8	3.55	0.94	71.03	26.33	51
SWE9	3.85	0.78	77.04	20.33	38
SWE10	3.37	1.12	67.47	33.21	61
SWE11	3.74	0.89	74.76	23.81	41
SWE12	3.68	0.85	73.54	23.18	44
SWE13	3.57	0.93	71.38	26.02	49
SWE14	3.56	1.03	71.12	29.09	50
SWE15	2.81	1.11	56.15	39.36	99
SWE16	3.12	1.05	62.42	33.7	80
SWE17	3.3	0.88	66.04	26.6	69
SWE18	3.68	0.89	73.55	24.15	43
SWE19	3.27	1.1	65.41	33.69	72
SWE20	3.31	0.98	66.16	29.6	68
SWE21	3.46	1.03	69.14	29.71	55
SWE22	3.34	0.86	66.85	25.81	66
SWE23	3.34	1.09	66.81	32.76	67

The overall average weighted mean for Supportive Work Environment lies between 2.81 and 4.8. It has 3.63 as the mean. Similarly, the average value for Supportive Work Environment with regards to standard deviation is 0.92. This average lies in the range between 0.5 and 1.22. Similarly, the average value for Supportive Work Environment with regards to severity index is 72.53. This average lies in the range between 56.15

and 95.94. The overall coefficient of variation for Supportive Work Environment lies between 10.32 and 40.96. It has 26.31 as the mean.

Table 6.112: Ranking data for Supportive Work Environment with regards to Marital Status.

Code	Single	Married	Divorced
SWE1	2	2	1
SWE2	21	12	9
SWE3	20	23	26
SWE4	28	27	28
SWE5	27	26	29
SWE6	36	29	31
SWE7	95	91	98
SWE8	43	54	52
SWE9	34	38	41
SWE10	51	65	46
SWE11	46	40	47
SWE12	39	47	60
SWE13	70	45	33
SWE14	50	50	86
SWE15	94	99	108
SWE16	75	80	93
SWE17	74	64	87
SWE18	48	43	45
SWE19	81	63	54
SWE20	77	66	57
SWE21	67	56	90
SWE22	60	67	89
SWE23	53	70	65

By considering Marital Status only, the ranking analysis for Supportive Work Environment construct can be seen in Table 6.112. Similarly, the median value for Supportive Work Environment with regards to overall ranking is 50 if Single is considered solely. This median lies in the range between 2 and 99. Similarly, the median value for Supportive Work Environment with regards to overall ranking is 50 if Married is considered solely. This median lies in the range between 2 and 99. SWE1 element has the highest overall rank; while SWE15 has the lowest for Married attribute. From this analysis for Married attribute, we can see that SWE15 comes as the lowest ranking

and SWE1 comes as the highest. Only considering Divorced, the highest value of overall ranking for Supportive Work Environment is 99; while the lowest is 2. The median is 50.

Table 6.113: Ranking data for Supportive Work Environment with regards to Gender.

Code	Male	Female
SWE1	1	2
SWE2	10	17
SWE3	21	23
SWE4	22	34
SWE5	25	28
SWE6	29	35
SWE7	77	103
SWE8	47	59
SWE9	38	38
SWE10	61	66
SWE11	44	33
SWE12	45	43
SWE13	52	48
SWE14	46	54
SWE15	88	101
SWE16	78	87
SWE17	63	75
SWE18	41	49
SWE19	66	73
SWE20	60	81
SWE21	50	70
SWE22	59	77
SWE23	73	53

Ranking data for Supportive Work Environment construct is depicted in Table 6.113. This ranking is based on Gender attribute. With regards to Male, the overall ranking for Supportive Work Environment lies between 2 and 99. It has 50 as the median. SWE1 element has the highest overall rank; while SWE15 has the lowest for Male attribute. From this analysis for Male attribute, we can see that SWE15 comes as the lowest ranking and SWE1 comes as the highest. Supportive Work Environment has an overall

ranking which lies between 2 and 99 with regards to Female. The median value of this range is 50.

Table 6.114: Ranking data for Supportive Work Environment with regards to Education.

Code	Bachelor	PhD	Master	Secondary
SWE1	1	7	2	4
SWE2	11	24	16	16
SWE3	24	25	20	25
SWE4	28	35	25	36
SWE5	26	23	24	43
SWE6	32	38	26	41
SWE7	101	64	81	102
SWE8	53	66	48	53
SWE9	39	42	37	26
SWE10	60	94	61	71
SWE11	37	100	45	47
SWE12	42	54	49	48
SWE13	50	63	50	35
SWE14	54	56	47	38
SWE15	103	84	90	86
SWE16	88	48	78	39
SWE17	75	86	58	50
SWE18	47	55	38	55
SWE19	72	52	70	68
SWE20	76	40	54	85
SWE21	58	68	52	87
SWE22	70	67	59	79
SWE23	67	92	67	58

By considering Education only, the ranking analysis for Supportive Work Environment construct can be seen in Table 6.114. Only considering Bachelor, the highest value of overall ranking for Supportive Work Environment is 99; while the lowest is 2. The median is 50. SWE1 element has the highest overall rank; while SWE15 has the lowest for Bachelor attribute. From this analysis for Bachelor attribute, we can see that SWE15 comes as the lowest ranking and SWE1 comes as the highest. Similarly, the median value for Supportive Work Environment with regards to overall ranking is 50 if PhD is

considered solely. This median lies in the range between 2 and 99. Range of overall ranking values tells us that the highest element for Supportive Work Environment with regards to PhD attribute is SWE1. At, the same time, the lowest ranking is SWE15. Supportive Work Environment has an overall ranking which lies between 2 and 99 with regards to Master. The median value of this range is 50. Range of overall ranking values tells us that the highest element for Supportive Work Environment with regards to Master attribute is SWE1. At, the same time, the lowest ranking is SWE15. Similarly, the median value for Supportive Work Environment with regards to overall ranking is 50 if Secondary is considered solely. This median lies in the range between 2 and 99. Range of overall ranking values tells us that the highest element for Supportive Work Environment with regards to Secondary attribute is SWE1. At, the same time, the lowest ranking is SWE15.

Table 6.115: Ranking data for Supportive Work Environment with regards to Employee Evaluation.

Code	Not Satisfactory	Very Good	Good	Satisfactory	Excellent
SWE1	7	2	2	66	2
SWE2	19	11	12	22	19
SWE3	34	22	26	33	20
SWE4	39	26	32	34	23
SWE5	32	24	31	35	31
SWE6	61	28	39	84	33
SWE7	104	97	90	105	84
SWE8	69	52	54	36	56
SWE9	50	32	47	82	42
SWE10	68	67	62	37	58
SWE11	33	44	29	17	37
SWE12	36	45	38	38	44
SWE13	51	50	41	39	53
SWE14	62	49	44	40	60
SWE15	86	100	95	76	89
SWE16	35	92	68	41	73
SWE17	89	68	71	74	70
SWE18	71	43	52	42	40
SWE19	87	62	83	43	78
SWE20	49	63	72	72	80

SWE21	66	61	59	87	48
SWE22	56	65	92	70	65
SWE23	70	59	64	44	81

Ranking data for Supportive Work Environment construct is depicted in Table 6.115. This ranking is based on Employee Evaluation attribute. Supportive Work Environment has an overall ranking which lies between 2 and 99 with regards to Not Satisfactory. The median value of this range is 50. Only considering Very Good, the highest value of overall ranking for Supportive Work Environment is 99; while the lowest is 2. The median is 50. Range of overall ranking values tells us that the highest element for Supportive Work Environment with regards to Very Good attribute is SWE1. At, the same time, the lowest ranking is SWE15. Supportive Work Environment has an overall ranking which lies between 2 and 99 with regards to Good. The median value of this range is 50. Range of overall ranking values tells us that the highest element for Supportive Work Environment with regards to Good attribute is SWE1. At, the same time, the lowest ranking is SWE15. Only considering Satisfactory, the highest value of overall ranking for Supportive Work Environment is 99; while the lowest is 2. The median is 50. SWE1 element has the highest overall rank; while SWE15 has the lowest for Satisfactory attribute. From this analysis for Satisfactory attribute, we can see that SWE15 comes as the lowest ranking and SWE1 comes as the highest. Only considering Excellent, the highest value of overall ranking for Supportive Work Environment is 99; while the lowest is 2. The median is 50. Range of overall ranking values tells us that the highest element for Supportive Work Environment with regards to Excellent attribute is SWE1. At, the same time, the lowest ranking is SWE15.

Table 6.116: Ranking data for Supportive Work Environment with regards to Position Class.

Code	Class 3	Class 2	Class 5	Class 4	Class 6
SWE1	2	2	4	2	1
SWE2	18	16	9	12	10
SWE3	25	24	13	20	23
SWE4	28	27	28	24	33
SWE5	27	26	24	22	43
SWE6	32	33	23	29	45
SWE7	96	98	84	82	90
SWE8	60	55	46	50	49
SWE9	42	38	20	37	31
SWE10	63	69	39	51	78
SWE11	41	35	37	47	50
SWE12	45	43	33	52	40
SWE13	50	59	62	42	24
SWE14	71	42	56	48	29
SWE15	98	90	105	99	94
SWE16	82	81	50	91	38
SWE17	65	62	51	75	62
SWE18	40	48	43	49	47
SWE19	73	67	58	73	39
SWE20	78	52	42	80	101
SWE21	55	49	92	68	51
SWE22	66	56	79	76	96
SWE23	57	70	57	74	55

Ranking data for Supportive Work Environment construct is depicted in Table 6.116. This ranking is based on Position Class attribute. Supportive Work Environment has an overall ranking which lies between 2 and 99 with regards to Class 3. The median value of this range is 50. Range of overall ranking values tells us that the highest element for Supportive Work Environment with regards to Class 3 attribute is SWE1. At, the same time, the lowest ranking is SWE15. Similarly, the median value for Supportive Work Environment with regards to overall ranking is 50 if Class 2 is considered solely. This median lies in the range between 2 and 99. With regards to Class 5, the overall ranking

for Supportive Work Environment lies between 2 and 99. It has 50 as the median. Range of overall ranking values tells us that the highest element for Supportive Work Environment with regards to Class 5 attribute is SWE1. At, the same time, the lowest ranking is SWE15. With regards to Class 4, the overall ranking for Supportive Work Environment lies between 2 and 99. It has 50 as the median. Range of overall ranking values tells us that the highest element for Supportive Work Environment with regards to Class 4 attribute is SWE1. At, the same time, the lowest ranking is SWE15. Similarly, the median value for Supportive Work Environment with regards to overall ranking is 50 if Class 6 is considered solely. This median lies in the range between 2 and 99.

6.5.3 Employee Commitment

Analysis data for Employee Commitment construct is depicted in Table 6.117. There are 7 elements belonging to this construct.

Table 6.117: Analysis data for Employee Commitment.

Code	Mean	Std. Deviation	Severity Index	Coefficient of Variation	Rank
ECM1	2.93	1.1	58.66	37.56	93
ECM2	3.65	1.0	73.08	27.46	45
ECM3	3.87	1.01	77.38	25.98	36
ECM4	3.1	1.21	62.02	39.14	81
ECM5	4.4	0.73	88.09	16.62	13
ECM6	4.36	0.86	87.29	19.71	15
ECM7	3.45	1.12	68.96	32.46	56

The overall average weighted mean for Employee Commitment lies between 2.93 and 4.4. It has 3.68 as the mean. The overall standard deviation for Employee Commitment lies between 0.73 and 1.21. It has 1.0 as the mean. Employee Commitment has an overall severity index which lies between 58.66 and 88.09. The mean value of this range

is 73.64. Employee Commitment has an overall coefficient of variation which lies between 16.62 and 39.14. The mean value of this range is 28.42.

The highest value of overall ranking for Employee Commitment is 93; while the lowest is 13. The median is 45. Range of overall ranking values tells us that the highest element for Employee Commitment is ECM5. At, the same time, the lowest ranking is ECM1.

Table 6.118: Ranking data for Employee Commitment with regards to Marital Status.

Code	Single	Married	Divorced
ECM1	86	97	104
ECM2	41	48	18
ECM3	29	41	38
ECM4	83	84	66
ECM5	19	11	4
ECM6	16	13	25
ECM7	45	61	69

Table 6.118 shows ranking data for Employee Commitment construct with regards to Marital Status. Only considering Single, the highest value of overall ranking for Employee Commitment is 93; while the lowest is 13. The median is 45. Range of overall ranking values tells us that the highest element for Employee Commitment with regards to Single attribute is ECM5. At, the same time, the lowest ranking is ECM1. Employee Commitment has an overall ranking which lies between 13 and 93 with regards to Married. The median value of this range is 45. ECM5 element has the highest overall rank; while ECM1 has the lowest for Married attribute. From this analysis for Married attribute, we can see that ECM1 comes as the lowest ranking and ECM5 comes as the highest. With regards to Divorced, the overall ranking for Employee Commitment lies between 13 and 93. It has 45 as the median. Range of overall ranking values tells us that the highest element for Employee Commitment with regards to Divorced attribute is ECM5. At, the same time, the lowest ranking is ECM1.

Table 6.119: Ranking data for Employee Commitment with regards to Gender.

Code	Male	Female
ECM1	94	92
ECM2	43	46
ECM3	39	31
ECM4	82	86
ECM5	12	14
ECM6	18	13
ECM7	58	60

Ranking data for Employee Commitment construct is depicted in Table 6.119. This ranking is based on Gender attribute. Employee Commitment has an overall ranking which lies between 13 and 93 with regards to Male. The median value of this range is 45. ECM5 element has the highest overall rank; while ECM1 has the lowest for Male attribute. From this analysis for Male attribute, we can see that ECM1 comes as the lowest ranking and ECM5 comes as the highest. With regards to Female, the overall ranking for Employee Commitment lies between 13 and 93. It has 45 as the median.

Table 6.120: Ranking data for Employee Commitment with regards to Education.

Code	Bachelor	PhD	Master	Secondary
ECM1	95	93	87	103
ECM2	45	49	41	56
ECM3	35	60	31	45
ECM4	81	62	83	100
ECM5	13	9	12	13
ECM6	10	15	22	17
ECM7	68	96	53	49

Table 6.120 shows ranking data for Employee Commitment construct with regards to Education. Similarly, the median value for Employee Commitment with regards to overall ranking is 45 if Bachelor is considered solely. This median lies in the range between 13 and 93. Only considering PhD, the highest value of overall ranking for

Employee Commitment is 93; while the lowest is 13. The median is 45. ECM5 element has the highest overall rank; while ECM1 has the lowest for PhD attribute. From this analysis for PhD attribute, we can see that ECM1 comes as the lowest ranking and ECM5 comes as the highest. Employee Commitment has an overall ranking which lies between 13 and 93 with regards to Master. The median value of this range is 45. Similarly, the median value for Employee Commitment with regards to overall ranking is 45 if Secondary is considered solely. This median lies in the range between 13 and 93. ECM5 element has the highest overall rank; while ECM1 has the lowest for Secondary attribute. From this analysis for Secondary attribute, we can see that ECM1 comes as the lowest ranking and ECM5 comes as the highest.

Table 6.121: Ranking data for Employee Commitment with regards to Employee Evaluation.

Code	Not Satisfactory	Very Good	Good	Satisfactory	Excellent
ECM1	100	93	93	95	93
ECM2	47	41	56	45	45
ECM3	46	37	36	46	29
ECM4	105	81	103	99	69
ECM5	41	13	8	47	17
ECM6	4	12	15	48	26
ECM7	83	54	84	49	50

Table 6.121 shows ranking data for Employee Commitment construct with regards to Employee Evaluation. With regards to Not Satisfactory, the overall ranking for Employee Commitment lies between 13 and 93. It has 45 as the median. Only considering Very Good, the highest value of overall ranking for Employee Commitment is 93; while the lowest is 13. The median is 45. Similarly, the median value for Employee Commitment with regards to overall ranking is 45 if Good is considered solely. This median lies in the range between 13 and 93. ECM5 element has

the highest overall rank; while ECM1 has the lowest for Good attribute. From this analysis for Good attribute, we can see that ECM1 comes as the lowest ranking and ECM5 comes as the highest. Similarly, the median value for Employee Commitment with regards to overall ranking is 45 if Satisfactory is considered solely. This median lies in the range between 13 and 93. Range of overall ranking values tells us that the highest element for Employee Commitment with regards to Satisfactory attribute is ECM5. At, the same time, the lowest ranking is ECM1. Similarly, the median value for Employee Commitment with regards to overall ranking is 45 if Excellent is considered solely. This median lies in the range between 13 and 93.

Table 6.122: Ranking data for Employee Commitment with regards to Position Class.

Code	Class 3	Class 2	Class 5	Class 4	Class 6
ECM1	95	82	98	101	69
ECM2	58	36	73	41	41
ECM3	33	44	40	32	37
ECM4	88	73	61	77	100
ECM5	13	11	16	15	9
ECM6	9	19	5	19	21
ECM7	76	54	48	54	52

Table 6.122 shows ranking data for Employee Commitment construct with regards to Position Class. With regards to 3, the overall ranking for Employee Commitment lies between 13 and 93. It has 45 as the median. ECM5 element has the highest overall rank; while ECM1 has the lowest for Class 3 attribute. From this analysis for Class 3 attribute, we can see that ECM1 comes as the lowest ranking and ECM5 comes as the highest. Similarly, the median value for Employee Commitment with regards to overall ranking is 45 if Class 2 is considered solely. This median lies in the range between 13 and 93. Range of overall ranking values tells us that the highest element for Employee Commitment with regards to Class 2 attribute is ECM5. At, the same time, the lowest

ranking is ECM1. Similarly, the median value for Employee Commitment with regards to overall ranking is 45 if Class 5 is considered solely. This median lies in the range between 13 and 93. ECM5 element has the highest overall rank; while ECM1 has the lowest for Class 5 attribute. From this analysis for Class 5 attribute, we can see that ECM1 comes as the lowest ranking and ECM5 comes as the highest. Employee Commitment has an overall ranking which lies between 13 and 93 with regards to 4. The median value of this range is 45. Range of overall ranking values tells us that the highest element for Employee Commitment with regards to Class 4 attribute is ECM5. At, the same time, the lowest ranking is ECM1. Similarly, the median value for Employee Commitment with regards to overall ranking is 45 if Class 6 is considered solely. This median lies in the range between 13 and 93.

6.5.4 Employee Participation

Table 6.123 shows analysis data for Employee Participation construct. Number of elements analysed in this table is 8.

Table 6.123: Analysis data for Employee Participation.

Code	Mean	Std. Deviation	Severity Index	Coefficient of Variation	Rank
EP1	4.27	0.71	85.44	16.52	21
EP2	3.72	0.91	74.33	24.61	42
EP3	4.29	0.7	85.75	16.36	19
EP4	3.82	0.93	76.33	24.31	39
EP5	4.28	0.71	85.56	16.54	20
EP6	3.65	0.95	73.04	25.99	46
EP7	3.18	1.12	63.67	35.27	78
EP8	3.88	0.73	77.65	18.91	35

The overall average weighted mean for Employee Participation lies between 3.18 and 4.29. It has 3.89 as the mean. Similarly, the average value for Employee Participation

with regards to standard deviation is 0.84. This average lies in the range between 0.7 and 1.12. The overall severity index for Employee Participation lies between 63.67 and 85.75. It has 77.72 as the mean. The largest value of coefficient of variation for Employee Participation is 35.27; while the lowest is 16.36. The average is 22.31.

Similarly, the median value for Employee Participation with regards to overall ranking is 37. This median lies in the range between 19 and 78. EP3 element has the highest overall rank; while EP7 has the lowest. From this analysis, we can see that EP7 comes as the lowest ranking and EP3 comes as the highest.

Table 6.124: Ranking data for Employee Participation with regards to Marital Status.

Code	Single	Married	Divorced
EP1	24	17	22
EP2	54	39	63
EP3	17	19	24
EP4	38	37	39
EP5	14	20	23
EP6	42	44	43
EP7	71	79	72
EP8	33	36	30

Ranking data for Employee Participation construct is depicted in Table 6.124. This ranking is based on Marital Status attribute. Similarly, the median value for Employee Participation with regards to overall ranking is 37 if Single is considered solely. This median lies in the range between 19 and 78. EP3 element has the highest overall rank; while EP7 has the lowest for Single attribute. From this analysis for Single attribute, we can see that EP7 comes as the lowest ranking and EP3 comes as the highest. Employee Participation has an overall ranking which lies between 19 and 78 with regards to Married. The median value of this range is 37. EP3 element has the highest overall rank; while EP7 has the lowest for Married attribute. From this analysis for

Married attribute, we can see that EP7 comes as the lowest ranking and EP3 comes as the highest. With regards to Divorced, the overall ranking for Employee Participation lies between 19 and 78. It has 37 as the median.

Table 6.125: Ranking data for Employee Participation with regards to Gender.

Code	Male	Female
EP1	20	20
EP2	36	51
EP3	17	18
EP4	37	40
EP5	19	21
EP6	49	41
EP7	80	80
EP8	34	36

Table 6.125 shows ranking data for Employee Participation construct with regards to Gender. Only considering Male, the highest value of overall ranking for Employee Participation is 78; while the lowest is 19. The median is 37. Range of overall ranking values tells us that the highest element for Employee Participation with regards to Male attribute is EP3. At, the same time, the lowest ranking is EP7. Similarly, the median value for Employee Participation with regards to overall ranking is 37 if Female is considered solely. This median lies in the range between 19 and 78. EP3 element has the highest overall rank; while EP7 has the lowest for Female attribute. From this analysis for Female attribute, we can see that EP7 comes as the lowest ranking and EP3 comes as the highest.

Table 6.126: Ranking data for Employee Participation with regards to Education.

Code	Bachelor	PhD	Master	Secondary
EP1	21	16	18	19
EP2	43	61	36	63
EP3	20	17	13	22
EP4	40	34	33	44
EP5	17	37	19	23
EP6	46	31	44	54
EP7	80	65	80	67
EP8	38	44	27	29

Ranking data for Employee Participation construct is depicted in Table 6.126. This ranking is based on Education attribute. Similarly, the median value for Employee Participation with regards to overall ranking is 37 if Bachelor is considered solely. This median lies in the range between 19 and 78. Range of overall ranking values tells us that the highest element for Employee Participation with regards to Bachelor attribute is EP3. At, the same time, the lowest ranking is EP7. With regards to PhD, the overall ranking for Employee Participation lies between 19 and 78. It has 37 as the median. EP3 element has the highest overall rank; while EP7 has the lowest for PhD attribute. From this analysis for PhD attribute, we can see that EP7 comes as the lowest ranking and EP3 comes as the highest. With regards to Master, the overall ranking for Employee Participation lies between 19 and 78. It has 37 as the median. EP3 element has the highest overall rank; while EP7 has the lowest for Master attribute. From this analysis for Master attribute, we can see that EP7 comes as the lowest ranking and EP3 comes as the highest. With regards to Secondary, the overall ranking for Employee Participation lies between 19 and 78. It has 37 as the median. Range of overall ranking

values tells us that the highest element for Employee Participation with regards to Secondary attribute is EP3. At, the same time, the lowest ranking is EP7.

Table 6.127: Ranking data for Employee Participation with regards to Employee Evaluation.

Code	Not Satisfactory	Very Good	Good	Satisfactory	Excellent
EP1	26	16	13	50	22
EP2	44	42	57	51	35
EP3	15	19	23	52	9
EP4	30	39	37	96	38
EP5	21	23	19	6	12
EP6	48	47	33	30	41
EP7	90	78	82	93	77
EP8	53	36	35	32	30

Table 6.127 shows ranking data for Employee Participation construct with regards to Employee Evaluation. Similarly, the median value for Employee Participation with regards to overall ranking is 37 if Not Satisfactory is considered solely. This median lies in the range between 19 and 78. Range of overall ranking values tells us that the highest element for Employee Participation with regards to Not Satisfactory attribute is EP3. At, the same time, the lowest ranking is EP7. Similarly, the median value for Employee Participation with regards to overall ranking is 37 if Very Good is considered solely. This median lies in the range between 19 and 78. EP3 element has the highest overall rank; while EP7 has the lowest for Very Good attribute. From this analysis for Very Good attribute, we can see that EP7 comes as the lowest ranking and EP3 comes as the highest. Only considering Good, the highest value of overall ranking for Employee Participation is 78; while the lowest is 19. The median is 37. EP3 element has the highest overall rank; while EP7 has the lowest for Good attribute. From this analysis for Good attribute, we can see that EP7 comes as the lowest ranking and EP3 comes as the highest. With regards to Satisfactory, the overall ranking for Employee

Participation lies between 19 and 78. It has 37 as the median. EP3 element has the highest overall rank; while EP7 has the lowest for Satisfactory attribute. From this analysis for Satisfactory attribute, we can see that EP7 comes as the lowest ranking and EP3 comes as the highest. Only considering Excellent, the highest value of overall ranking for Employee Participation is 78; while the lowest is 19. The median is 37.

Table 6.128: Ranking data for Employee Participation with regards to Position Class.

Code	Class 3	Class 2	Class 5	Class 4	Class 6
EP1	21	23	7	18	28
EP2	37	40	82	46	71
EP3	16	14	27	21	22
EP4	29	46	55	30	84
EP5	15	22	26	16	26
EP6	43	51	71	39	53
EP7	74	85	83	71	85
EP8	34	32	41	34	36

Ranking data for Employee Participation construct is depicted in Table 6.128. This ranking is based on Position Class attribute. Similarly, the median value for Employee Participation with regards to overall ranking is 37 if Class 3 is considered solely. This median lies in the range between 19 and 78. Range of overall ranking values tells us that the highest element for Employee Participation with regards to Class 3 attribute is EP3. At, the same time, the lowest ranking is EP7. Similarly, the median value for Employee Participation with regards to overall ranking is 37 if Class 2 is considered solely. This median lies in the range between 19 and 78. Range of overall ranking values tells us that the highest element for Employee Participation with regards to Class 2 attribute is EP3. At, the same time, the lowest ranking is EP7. With regards to 5, the overall ranking for Employee Participation lies between 19 and 78. It has 37 as the median. EP3 element has the highest overall rank; while EP7 has the lowest for Class 5 attribute. From this analysis for Class 5 attribute, we can see that EP7 comes as the lowest ranking and EP3 comes as the highest. Employee Participation has an overall

ranking which lies between 19 and 78 with regards to 4. The median value of this range is 37. Employee Participation has an overall ranking which lies between 19 and 78 with regards to 6. The median value of this range is 37.

6.5.5 Employee Development

Analysis data for Employee Development construct is depicted in Table 6.129. There are 16 elements belonging to this construct.

Table 6.129: Analysis data for Employee Development.

Code	Mean	Std. Deviation	Severity Index	Coefficient of Variation	Rank
ED1	3.06	0.96	61.27	31.42	85
ED2	4.07	0.95	81.44	23.3	28
ED3	3.57	0.99	71.4	27.61	48
ED4	2.95	1.17	59.09	39.49	92
ED5	3.2	1.15	64.04	36.01	77
ED6	3.97	0.74	79.44	18.63	29
ED7	2.77	1.05	55.42	37.92	100
ED8	3.86	0.77	77.29	19.91	37
ED9	2.6	1.01	52.03	38.91	105
ED10	3.34	0.99	66.86	29.63	65
ED11	3.21	1.01	64.16	31.49	76
ED12	3.29	0.94	65.71	28.71	71
ED13	3.74	0.78	74.86	20.96	40
ED14	3.52	1.07	70.45	30.42	52
ED15	2.96	0.94	59.18	31.61	91
ED16	2.91	0.91	58.27	31.28	94

The largest value of average weighted mean for Employee Development is 4.07; while the lowest is 2.6. The average is 3.31. The overall standard deviation for Employee Development lies between 0.74 and 1.17. It has 0.96 as the mean. Employee Development has an overall severity index which lies between 52.03 and 81.44. The mean value of this range is 66.31. The overall coefficient of variation for Employee Development lies between 18.63 and 39.49. It has 29.83 as the mean.

Employee Development has an overall ranking which lies between 28 and 105. The median value of this range is 73. Range of overall ranking values tells us that the highest element for Employee Development is ED2. At, the same time, the lowest ranking is ED9.

Table 6.130: Ranking data for Employee Development with regards to Marital Status.

Code	Single	Married	Divorced
ED1	80	87	94
ED2	32	25	13
ED3	59	46	75
ED4	101	89	58
ED5	87	72	59
ED6	25	31	32
ED7	98	100	99
ED8	40	33	42
ED9	100	106	103
ED10	55	69	56
ED11	72	76	51
ED12	58	73	67
ED13	44	42	35
ED14	65	51	40
ED15	89	90	91
ED16	91	98	88

By considering Marital Status only, the ranking analysis for Employee Development construct can be seen in Table 6.130. With regards to Single, the overall ranking for Employee Development lies between 28 and 105. It has 73 as the median. With regards to Married, the overall ranking for Employee Development lies between 28 and 105. It has 73 as the median. Similarly, the median value for Employee Development with regards to overall ranking is 73 if Divorced is considered solely. This median lies in the range between 28 and 105. ED2 element has the highest overall rank; while ED9 has the lowest for Divorced attribute. From this analysis for Divorced attribute, we can see that ED9 comes as the lowest ranking and ED2 comes as the highest.

Table 6.131: Ranking data for Employee Development with regards to Gender.

Code	Male	Female
ED1	89	83
ED2	28	25
ED3	48	50
ED4	91	91
ED5	81	71
ED6	33	27
ED7	104	98
ED8	40	32
ED9	109	99
ED10	69	58
ED11	70	76
ED12	72	64
ED13	42	42
ED14	57	47
ED15	87	94
ED16	90	97

Ranking data for Employee Development construct is depicted in Table 6.131. This ranking is based on Gender attribute. Only considering Male, the highest value of overall ranking for Employee Development is 105; while the lowest is 28. The median is 73. With regards to Female, the overall ranking for Employee Development lies between 28 and 105. It has 73 as the median. Range of overall ranking values tells us that the highest element for Employee Development with regards to Female attribute is ED2. At, the same time, the lowest ranking is ED9.

Table 6.132: Ranking data for Employee Development with regards to Education.

Code	Bachelor	PhD	Master	Secondary
ED1	79	69	91	97
ED2	25	22	29	28
ED3	49	53	46	72
ED4	90	101	94	78
ED5	78	83	73	59
ED6	29	21	39	24
ED7	100	99	100	94
ED8	34	29	40	37
ED9	98	106	109	109
ED10	61	43	72	60
ED11	71	81	71	104
ED12	66	98	69	95
ED13	41	18	43	32
ED14	48	80	55	52
ED15	89	97	88	98
ED16	94	72	93	91

Ranking data for Employee Development construct is depicted in Table 6.132. This ranking is based on Education attribute. Only considering Bachelor, the highest value of overall ranking for Employee Development is 105; while the lowest is 28. The median is 73. Employee Development has an overall ranking which lies between 28 and 105 with regards to PhD. The median value of this range is 73. Range of overall ranking values tells us that the highest element for Employee Development with regards to PhD attribute is ED2. At, the same time, the lowest ranking is ED9. Similarly, the median value for Employee Development with regards to overall ranking is 73 if Master is considered solely. This median lies in the range between 28 and 105. Employee Development has an overall ranking which lies between 28 and 105 with regards to Secondary. The median value of this range is 73.

Table 6.133: Ranking data for Employee Development with regards to Employee Evaluation.

Code	Not Satisfactory	Very Good	Good	Satisfactory	Excellent
ED1	92	80	86	31	92
ED2	31	27	28	23	24
ED3	67	46	61	92	59
ED4	95	90	78	91	97
ED5	96	74	51	80	86
ED6	12	29	30	27	36
ED7	81	102	94	26	100
ED8	40	35	34	25	39
ED9	94	106	105	97	101
ED10	74	60	63	24	76
ED11	78	71	96	28	71
ED12	43	72	80	79	57
ED13	24	40	45	54	49
ED14	73	51	58	53	55
ED15	108	82	97	86	95
ED16	102	85	100	98	98

Ranking data for Employee Development construct is depicted in Table 6.133. This ranking is based on Employee Evaluation attribute. Employee Development has an overall ranking which lies between 28 and 105 with regards to Not Satisfactory. The median value of this range is 73. Range of overall ranking values tells us that the highest element for Employee Development with regards to Not Satisfactory attribute is ED2. At, the same time, the lowest ranking is ED9. Only considering Very Good, the highest value of overall ranking for Employee Development is 105; while the lowest is 28. The median is 73. Range of overall ranking values tells us that the highest element for Employee Development with regards to Very Good attribute is ED2. At, the same time, the lowest ranking is ED9. Employee Development has an overall ranking which lies between 28 and 105 with regards to Good. The median value of this range is 73. Similarly, the median value for Employee Development with regards to overall ranking is 73 if Satisfactory is considered solely. This median lies in the range between 28 and 105. Range of overall ranking values tells us that the highest element for Employee Development with regards to Satisfactory attribute is ED2. At, the same time, the lowest

ranking is ED9. Only considering Excellent, the highest value of overall ranking for Employee Development is 105; while the lowest is 28. The median is 73.

Table 6.134: Ranking data for Employee Development with regards to Position Class.

Code	Class 3	Class 2	Class 5	Class 4	Class 6
ED1	85	89	60	89	80
ED2	24	29	22	36	20
ED3	48	50	38	53	66
ED4	89	96	81	97	65
ED5	79	76	54	81	48
ED6	36	31	32	23	34
ED7	104	95	110	96	97
ED8	35	39	31	38	35
ED9	105	109	109	100	110
ED10	70	66	44	66	63
ED11	80	53	101	90	83
ED12	72	64	85	67	89
ED13	44	37	35	44	46
ED14	54	57	49	45	54
ED15	90	92	97	85	99
ED16	87	93	107	98	88

By considering Position Class only, the ranking analysis for Employee Development construct can be seen in Table 6.134. With regards to 3, the overall ranking for Employee Development lies between 28 and 105. It has 73 as the median. ED2 element has the highest overall rank; while ED9 has the lowest for Class 3 attribute. From this analysis for Class 3 attribute, we can see that ED9 comes as the lowest ranking and ED2 comes as the highest. Only considering 2, the highest value of overall ranking for Employee Development is 105; while the lowest is 28. The median is 73. Employee Development has an overall ranking which lies between 28 and 105 with regards to 5. The median value of this range is 73. With regards to 4, the overall ranking for Employee Development lies between 28 and 105. It has 73 as the median. Employee Development has an overall ranking which lies between 28 and 105 with regards to 6.

The median value of this range is 73. Range of overall ranking values tells us that the highest element for Employee Development with regards to Class 6 attribute is ED2. At, the same time, the lowest ranking is ED9.

6.5.6 Employee Confidence

Analysis data for Employee Confidence construct is depicted in Table 6.135. Number of elements analysed in this table is 28.

Table 6.135: Analysis data for Employee Confidence.

Code	Mean	Std. Deviation	Severity Index	Coefficient of Variation	Rank
ECN1	3.35	1.04	66.94	31.08	63
ECN2	3.44	1.08	68.79	31.31	58
ECN3	3.45	0.86	68.9	24.84	57
ECN4	3.93	0.71	78.62	18.01	32
ECN5	4.45	0.61	89.09	13.71	10
ECN6	3.91	0.87	78.28	22.23	33
ECN7	4.49	0.66	89.89	14.62	8
ECN8	4.6	0.57	91.93	12.31	6
ECN9	4.55	0.59	90.91	13.02	7
ECN10	4.6	0.56	92.05	12.27	5
ECN11	4.62	0.69	92.39	14.91	4
ECN12	4.65	0.6	92.95	12.99	3
ECN13	4.09	1.03	81.85	25.1	24
ECN14	4.86	0.38	97.16	7.83	1
ECN15	4.39	0.66	87.72	15.05	14
ECN16	3.58	1.0	71.51	27.97	47
ECN17	3.89	0.92	77.78	23.67	34
ECN18	2.65	1.1	52.94	41.67	103
ECN19	4.09	0.66	81.73	16.19	25
ECN20	4.29	0.72	85.78	16.77	18
ECN21	2.68	1.02	53.57	38.06	102
ECN22	2.48	0.98	49.52	39.65	109
ECN23	4.42	0.59	88.34	13.32	11
ECN24	4.49	0.63	89.71	14.07	9
ECN25	4.32	0.74	86.4	17.15	16
ECN26	2.98	1.08	59.65	36.17	89
ECN27	2.31	1.07	46.27	46.21	110
ECN28	2.64	1.13	52.85	42.68	104

The largest value of average weighted mean for Employee Confidence is 4.86; while the lowest is 2.31. The average is 3.86. The largest value of standard deviation for Employee Confidence is 1.13; while the lowest is 0.38. The average is 0.81. Similarly, the average value for Employee Confidence with regards to severity index is 77.27. This average lies in the range between 46.27 and 97.16. Similarly, the average value for Employee Confidence with regards to coefficient of variation is 22.96. This average lies in the range between 7.83 and 46.21.

The overall ranking for Employee Confidence lies between 1 and 110. It has 24 as the median. Range of overall ranking values tells us that the highest element for Employee Confidence is ECN14. At, the same time, the lowest ranking is ECN27.

Table 6.136: Ranking data for Employee Confidence with regards to Marital Status.

Code	Single	Married	Divorced
ECN1	84	58	73
ECN2	64	55	74
ECN3	66	53	62
ECN4	23	34	44
ECN5	7	10	27
ECN6	37	30	85
ECN7	11	8	11
ECN8	8	5	6
ECN9	4	7	17
ECN10	5	6	8
ECN11	6	4	5
ECN12	3	3	2
ECN13	35	24	36
ECN14	1	1	3
ECN15	12	15	15
ECN16	47	49	68
ECN17	30	35	50
ECN18	109	102	109
ECN19	22	28	19
ECN20	13	22	21
ECN21	99	103	106
ECN22	105	109	110
ECN23	10	14	10
ECN24	9	9	7
ECN25	18	16	12
ECN26	76	94	95
ECN27	110	110	97
ECN28	104	104	100

Table 6.136 shows ranking data for Employee Confidence construct with regards to Marital Status. Only considering Single, the highest value of overall ranking for Employee Confidence is 110; while the lowest is 1. The median is 24. Only considering Married, the highest value of overall ranking for Employee Confidence is 110; while the lowest is 1. The median is 24. Range of overall ranking values tells us that the highest element for Employee Confidence with regards to Married attribute is ECN14. At, the same time, the lowest ranking is ECN27. With regards to Divorced, the overall ranking for Employee Confidence lies between 1 and 110. It has 24 as the median.

Range of overall ranking values tells us that the highest element for Employee Confidence with regards to Divorced attribute is ECN14. At, the same time, the lowest ranking is ECN27.

Table 6.137: Ranking data for Employee Confidence with regards to Gender.

Code	Male	Female
ECN1	65	68
ECN2	54	63
ECN3	51	65
ECN4	32	30
ECN5	11	8
ECN6	30	39
ECN7	9	9
ECN8	4	6
ECN9	8	7
ECN10	5	5
ECN11	6	3
ECN12	3	4
ECN13	27	24
ECN14	2	1
ECN15	16	12
ECN16	53	45
ECN17	31	37
ECN18	97	106
ECN19	26	26
ECN20	23	15
ECN21	102	104
ECN22	107	110
ECN23	14	11
ECN24	7	10
ECN25	15	19
ECN26	92	89
ECN27	110	109
ECN28	105	102

Table 6.137 shows ranking data for Employee Confidence construct with regards to Gender. Only considering Male, the highest value of overall ranking for Employee Confidence is 110; while the lowest is 1. The median is 24. Range of overall ranking values tells us that the highest element for Employee Confidence with regards to Male

attribute is ECN14. At, the same time, the lowest ranking is ECN27. Only considering Female, the highest value of overall ranking for Employee Confidence is 110; while the lowest is 1. The median is 24. ECN14 element has the highest overall rank; while ECN27 has the lowest for Female attribute. From this analysis for Female attribute, we can see that ECN27 comes as the lowest ranking and ECN14 comes as the highest.

Table 6.138: Ranking data for Employee Confidence with regards to Education.

Code	Bachelor	PhD	Master	Secondary
ECN1	63	70	65	90
ECN2	57	39	56	51
ECN3	59	77	51	64
ECN4	30	32	34	40
ECN5	12	13	6	11
ECN6	36	12	28	42
ECN7	9	6	9	9
ECN8	5	11	4	7
ECN9	7	5	7	10
ECN10	6	4	5	6
ECN11	4	3	8	2
ECN12	3	2	3	3
ECN13	27	10	35	12
ECN14	2	1	1	1
ECN15	14	19	15	8
ECN16	44	57	63	34
ECN17	31	20	42	30
ECN18	102	110	105	108
ECN19	23	36	32	27
ECN20	22	14	17	14
ECN21	99	107	104	106
ECN22	109	109	106	110
ECN23	15	8	10	15
ECN24	8	51	11	5
ECN25	16	30	21	18
ECN26	91	50	98	57
ECN27	110	104	110	89
ECN28	105	78	103	92

Table 6.138 shows ranking data for Employee Confidence construct with regards to Education. With regards to Bachelor, the overall ranking for Employee Confidence lies

between 1 and 110. It has 24 as the median. Range of overall ranking values tells us that the highest element for Employee Confidence with regards to Bachelor attribute is ECN14. At, the same time, the lowest ranking is ECN27. Employee Confidence has an overall ranking which lies between 1 and 110 with regards to PhD. The median value of this range is 24. Range of overall ranking values tells us that the highest element for Employee Confidence with regards to PhD attribute is ECN14. At, the same time, the lowest ranking is ECN27. With regards to Master, the overall ranking for Employee Confidence lies between 1 and 110. It has 24 as the median. With regards to Secondary, the overall ranking for Employee Confidence lies between 1 and 110. It has 24 as the median.

Table 6.139: Ranking data for Employee Confidence with regards to Employee Evaluation.

Code	Not Satisfactory	Very Good	Good	Satisfactory	Excellent
ECN1	72	56	73	55	82
ECN2	63	53	69	67	68
ECN3	64	58	66	68	47
ECN4	23	34	48	69	28
ECN5	3	9	18	21	11
ECN6	29	33	43	20	34
ECN7	2	7	14	19	14
ECN8	1	5	10	18	4
ECN9	13	8	9	16	5
ECN10	6	6	7	15	3
ECN11	20	3	4	14	10
ECN12	16	4	3	2	6
ECN13	14	30	20	12	27
ECN14	5	1	1	1	1
ECN15	18	15	5	11	15
ECN16	27	48	42	10	63
ECN17	28	31	27	9	51
ECN18	106	104	104	100	103
ECN19	17	25	24	8	32
ECN20	9	21	17	7	18
ECN21	99	103	99	94	105
ECN22	110	109	107	107	107
ECN23	8	14	16	57	8
ECN24	25	10	6	3	7
ECN25	22	17	11	13	13
ECN26	42	76	88	106	104
ECN27	97	110	109	110	110
ECN28	79	101	98	109	109

Table 6.139 shows ranking data for Employee Confidence construct with regards to Employee Evaluation. Only considering Not Satisfactory, the highest value of overall ranking for Employee Confidence is 110; while the lowest is 1. The median is 24. Only considering Very Good, the highest value of overall ranking for Employee Confidence is 110; while the lowest is 1. The median is 24. ECN14 element has the highest overall rank; while ECN27 has the lowest for Very Good attribute. From this analysis for Very

Good attribute, we can see that ECN27 comes as the lowest ranking and ECN14 comes as the highest. With regards to Good, the overall ranking for Employee Confidence lies between 1 and 110. It has 24 as the median. With regards to Satisfactory, the overall ranking for Employee Confidence lies between 1 and 110. It has 24 as the median. ECN14 element has the highest overall rank; while ECN27 has the lowest for Satisfactory attribute. From this analysis for Satisfactory attribute, we can see that ECN27 comes as the lowest ranking and ECN14 comes as the highest. Similarly, the median value for Employee Confidence with regards to overall ranking is 24 if Excellent is considered solely. This median lies in the range between 1 and 110.

Table 6.140: Ranking data for Employee Confidence with regards to Position Class.

Code	Class 3	Class 2	Class 5	Class 4	Class 6
ECN1	61	61	65	69	95
ECN2	56	60	68	58	60
ECN3	51	58	64	60	64
ECN4	31	30	45	28	57
ECN5	7	13	11	11	17
ECN6	38	21	36	40	56
ECN7	10	4	18	8	15
ECN8	5	6	12	3	11
ECN9	8	9	15	5	8
ECN10	4	7	6	7	5
ECN11	6	8	1	4	4
ECN12	3	3	2	6	3
ECN13	30	25	19	26	12
ECN14	1	1	3	1	2
ECN15	14	15	14	13	13
ECN16	46	45	47	55	67
ECN17	39	34	29	33	30
ECN18	101	103	86	107	108
ECN19	23	28	30	25	27
ECN20	22	20	10	14	19
ECN21	102	104	102	102	104
ECN22	109	106	108	105	109
ECN23	19	10	21	9	7
ECN24	11	5	8	10	6
ECN25	12	12	25	27	18
ECN26	97	79	66	95	98
ECN27	110	110	95	109	102

ECN28	103	102	93	104	93

Ranking data for Employee Confidence construct is depicted in Table 6.140. This ranking is based on Position Class attribute. Employee Confidence has an overall ranking which lies between 1 and 110 with regards to 3. The median value of this range is 24. Range of overall ranking values tells us that the highest element for Employee Confidence with regards to Class 3 attribute is ECN14. At, the same time, the lowest ranking is ECN27. With regards to 2, the overall ranking for Employee Confidence lies between 1 and 110. It has 24 as the median. Similarly, the median value for Employee Confidence with regards to overall ranking is 24 if Class 5 is considered solely. This median lies in the range between 1 and 110. Only considering 4, the highest value of overall ranking for Employee Confidence is 110; while the lowest is 1. The median is 24. ECN14 element has the highest overall rank; while ECN27 has the lowest for Class 4 attribute. From this analysis for Class 4 attribute, we can see that ECN27 comes as the lowest ranking and ECN14 comes as the highest. Employee Confidence has an overall ranking which lies between 1 and 110 with regards to 6. The median value of this range is 24. ECN14 element has the highest overall rank; while ECN27 has the lowest for Class 6 attribute. From this analysis for Class 6 attribute, we can see that ECN27 comes as the lowest ranking and ECN14 comes as the highest.

6.6 Factor Analysis

The main goal of factor analysis is to reduce number of variables used in this research. There are 110 items in the survey which is conducted in this study. These items were grouped based on five constructs which were discussed in previous chapters. There are several tests that can be used to confirm that correlation matrix is not an identity matrix. These tests are Kaiser-Meyer-Olkin (KMO) and Bartlett Test.

Table 6.141: Tab Tests for factor analysis applicability.

Variables	KMO	Bartlett's Test	Cronbach's Alpha
Overall	0.924	0.0	0.984
Supportive Work Environment	0.832	0.0	0.835
Employee Commitment	0.856	0.0	0.712
Employee Participation	0.911	0.0	0.79
Employee Development	0.948	0.0	0.847
Employee Confidence	0.957	0.0	0.786
Organizational Change	0.965	0.0	0.941

The above table shows results for the conducted test to see if the factor analysis can be performed. For KMO, values above 0.5 indicates that's the variability of variables are coming from common factors. All KMO values are larger than 0.83 which is a very good sign that common factors among variable do exists. On the other hand, Bartlett's test has values of zero for all constructs which lower than the threshold of 0.05. In case values are larger than 0.05, then the correlation matrix will be similar to the identity matrix which is not the case in this research. In addition, reliability test based on Cronbach's Alpha was conducted as well. The main purpose of this test is to find out if variables are measuring the same thing especially within constructs them self. As values approach one, reliability is increased. It is clear from the above table that conducted

survey can be considered very reliable. Having said that, the following sections will perform factor analysis for each one of the constructs investigated in this research.

6.6.1 Supportive Work Environment

As done in previous section, it is useful to visually check the correlation matrix for items within Supportive Work Environment construct. The average correlation among all items is 0.226. The maximum value of all correlations is 0.862; while the minimum value is -0.294. Percentage of positive correlation values to all values is 86%. Based on these statistics, we can conclude that most of items in this construct are positively correlated.

The most positively correlated items are "Employees motivate each other to achieve better performance." and "Employees are tasked with overwhelming work load." with correlation at 0.862. At the same time, the most negatively correlated items are "The work load is divided equally among employees." and "Employee complaints are frequent." with correlation at -0.294. Lastly, the least correlated items are "Change initiative can be easily accepted by the employee if it is proposed by senior manager who has family and social ties with the employee." and "Joyful and cheerful events such as office parties are common in the work environment." with correlation at 0.003.

Table 6.142: Extracted components for Supportive Work Environment construct.

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.354	27.626	27.626	6.354	27.626	27.626	4.086	17.766	17.766
2	2.761	12.005	39.630	2.761	12.005	39.630	3.172	13.793	31.559
3	1.576	6.852	46.482	1.576	6.852	46.482	2.408	10.469	42.028
4	1.277	5.552	52.035	1.277	5.552	52.035	1.567	6.815	48.843
5	1.120	4.870	56.905	1.120	4.870	56.905	1.541	6.700	55.542
6	1.005	4.370	61.275	1.005	4.370	61.275	1.319	5.733	61.275
7	.957	4.160	65.435						
8	.835	3.629	69.064						
9	.813	3.535	72.600						
10	.755	3.282	75.881						
11	.650	2.825	78.706						
12	.611	2.655	81.361						
13	.588	2.555	83.916						
14	.544	2.363	86.279						
15	.491	2.137	88.416						
16	.479	2.083	90.499						
17	.436	1.895	92.395						
18	.361	1.569	93.963						
19	.354	1.540	95.503						
20	.322	1.402	96.905						
21	.287	1.249	98.155						
22	.218	.948	99.103						
23	.206	.897	100.000						

The next step in factor analysis is to perform principle component analysis. Table 6.142 shows the extracted components for Supportive Work Environment construct. There are a maximum of 23 components since there are 23 items in this construct. The second column represents Eigen values for each one of the extracted components. These values are used to select a subset of these components. Selected components are the ones which have Eigen values higher than one. The largest Eigen value is 6.354; while the smallest is 0.206. Variables for Supportive Work Environment constructs can be reduced to 6 components since there are 6 components with Eigen values larger than one. Figure 6.2 provides further illustration of Eigen values for the extracted components through scree plot.

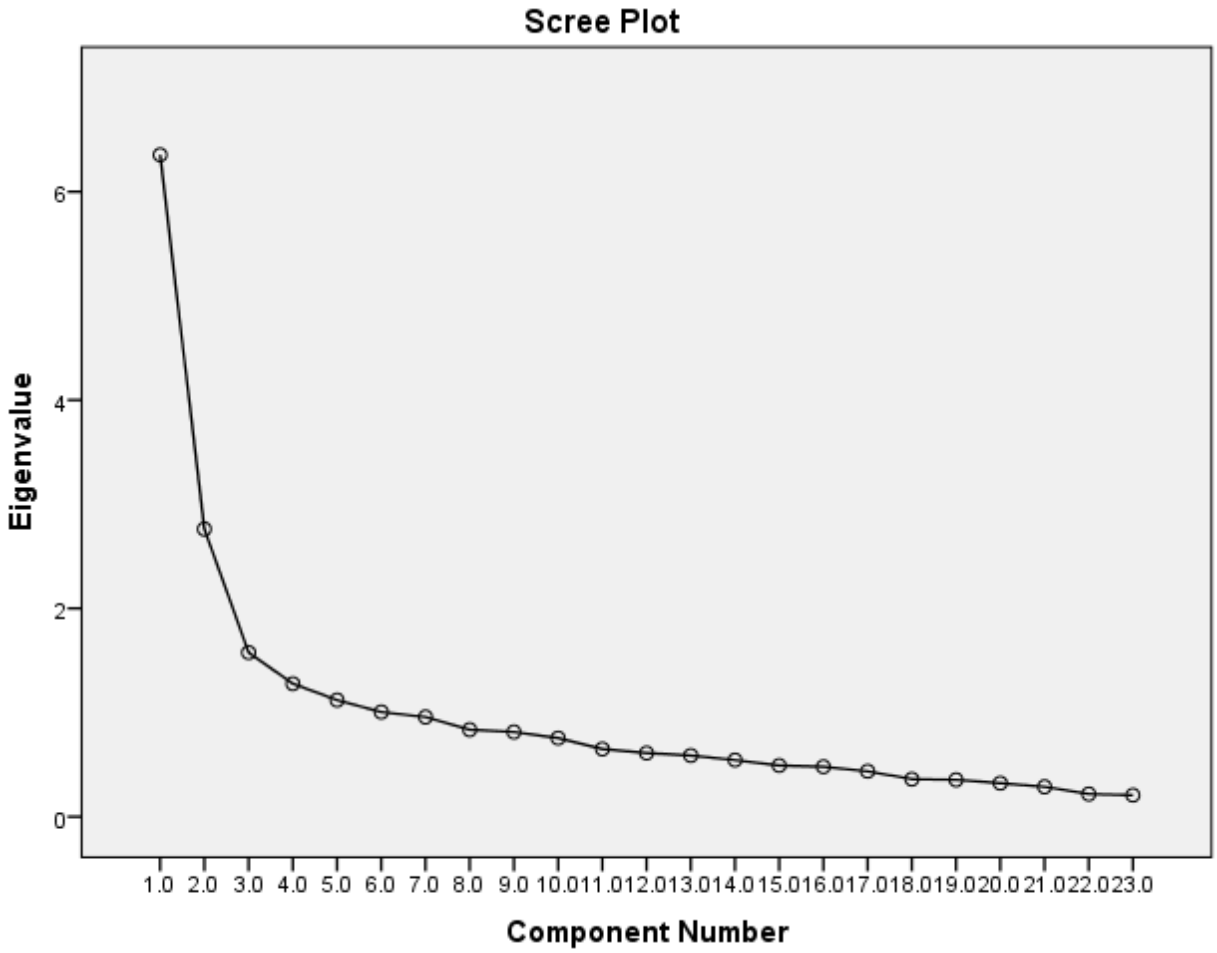


Figure 6.2: Scree plot of Supportive Work Environment components.

Based on Extraction Sum of Squared Loadings, one can see how each one of the selected components account for variability. The first component accounts for 27.626% of variability. The last selected component accounts for the least variability at 4.37%. All of the selected components account for 61.275% of cumulative variability. After performing rotation, variability is distributed among selected components to improve representation as seen in Rotation Sums of Squared Loadings. After rotation, the first component accounts for 17.766% of variability and the last selected component accounts for 5.733%.

Table 6.143: Components loadings for Supportive Work Environment construct.

	Component					
	1	2	3	4	5	6
SWE 1	.100	.027	.035	.822	-.051	.132
SWE 2	.468	.143	.093	.583	-.204	-.219
SWE 3	.811	.119	.034	.009	.044	-.065
SWE 4	.816	.025	.138	.117	.010	.153
SWE 5	.609	.316	-.113	.361	.276	.024
SWE 6	.520	.312	-.212	.423	.333	.037
SWE 7	.729	.258	.009	.002	-.122	.063
SWE 8	.543	.044	.017	.156	-.078	.493
SWE 9	.625	.223	.196	.179	.014	.087
SWE 10	.554	.386	-.022	-.024	-.090	.248
SWE 11	-.262	-.155	.223	.035	.707	.295
SWE 12	.151	.036	.130	-.147	.771	-.228
SWE 13	.118	.272	.552	.048	.157	-.042
SWE 14	.062	.005	.741	.169	-.091	.067
SWE 15	.027	.117	.701	.010	.148	.236
SWE 16	-.003	.142	.745	-.200	.074	-.030
SWE 17	.006	.607	.431	.063	.209	-.096
SWE 18	.250	.746	.168	.156	-.172	.039
SWE 19	.230	.683	.007	.039	-.063	.193
SWE 20	.191	.668	.098	.137	.051	-.013
SWE 21	.183	.343	.124	.060	-.021	.653
SWE 22	.042	.520	.236	-.110	.168	.378
SWE 23	.263	.561	.141	-.118	-.122	.296

The relationship between each variables and selected components can be seen in Table 6.143. The strongest relationship is between SWE1 and fourth component. The strength of this relationship is represented by loading value of 0.822. Assigning each variable to the component which has the largest loading will lead to Table 6.144.

Table 6.144: Components loadings for Supportive Work Environment construct.

Functional Performance Components	Extracted eigenvalue	Extraction sum of squared loadings: variance %	Rotation sum of squared loadings: variance %	Variable Loading Score	Variable Code
1	6.354	27.626	17.766	0.811	SWE3
				0.816	SWE4
				0.609	SWE5
				0.52	SWE6
				0.729	SWE7
				0.543	SWE8
				0.625	SWE9
				0.554	SWE10
2	2.761	12.005	13.793	0.607	SWE17
				0.746	SWE18
				0.683	SWE19
				0.668	SWE20
				0.52	SWE22
				0.561	SWE23
3	1.576	6.852	10.469	0.552	SWE13
				0.741	SWE14
				0.701	SWE15
				0.745	SWE16
4	1.277	5.552	6.815	0.822	SWE1
				0.583	SWE2
5	1.12	4.87	6.7	0.707	SWE11
				0.771	SWE12
6	1.005	4.37	5.733	0.653	SWE21

According to Table 6.144, there are 8 variables assigned to the first component, 6 variables assigned to the second component, 4 variables assigned to the third component, 2 variables assigned to the fourth component, 2 variables assigned to the fifth component and 1 variable assigned to the sixth component.

6.6.2 Employee Commitment

The first task in analyzing Employee Commitment construct is to check the correlation matrix of its items visually. The average correlation among all items is 0.356. The maximum value of all correlations is 0.652; while the minimum value is -0.363. Percentage of positive correlation values to all values is 75%. Based on these statistics, we can conclude that most of items in this construct are positively correlated.

The most positively correlated items are "I find my jobs fulfilling." and "I am highly satisfied in my current grade position" with correlation at 0.652. At the same time, the most negatively correlated items are "Fairness is a part of municipality value and culture." and "I am aware many of my colleagues want to leave the municipality for better jobs." with correlation at -0.363. Lastly, the least correlated items are "I am loyal to the municipality." and "I am aware many of my colleagues want to leave the municipality for better jobs." with correlation at 0.091.

Table 6.145: Extracted components for Employee Commitment construct.

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.051	57.868	57.868	4.051	57.868	57.868	3.697	52.814	52.814
2	1.143	16.329	74.197	1.143	16.329	74.197	1.497	21.382	74.197
3	.608	8.690	82.887						
4	.386	5.512	88.399						
5	.329	4.697	93.096						
6	.269	3.844	96.939						
7	.214	3.061	100.000						

Now, principle component analysis will be conducted based of the correlation matrix. Table 6.145 shows the extracted components for Employee Commitment construct. There are a maximum of 7 components since there are 7 items in this construct. The

second column represents Eigen values for each one of the extracted components. These values are used to select a subset of these components. Selected components are the ones which have Eigen values higher than one. The largest Eigen value is 4.051; while the smallest is 0.214. Variables for Employee Commitment constructs can be reduced to 2 components since there are 2 components with Eigen values larger than one. Figure 6.3 provides further illustration of Eigen values for the extracted components through scree plot.

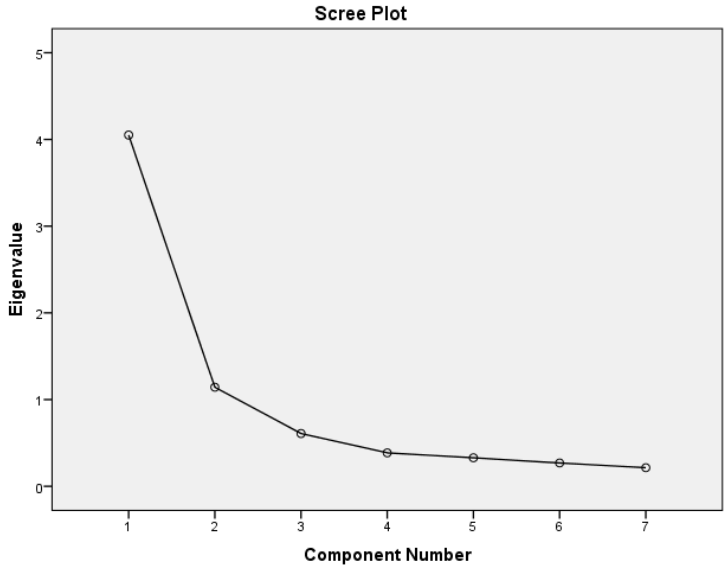


Figure 6.3: Scree plot of Employee Commitment components.

Based on Extraction Sum of Squared Loadings, one can see how each one of the selected components account for variability. The first component accounts for 57.868% of variability. The last selected component accounts for the least variability at 16.329%. All of the selected components account for 74.197% of cumulative variability. After performing rotation, variability is distributed among selected components to improve representation as seen in Rotation Sums of Squared Loadings. After rotation, the first component accounts for 52.814% of variability and the last selected component accounts for 21.382%.

Table 6.146: Components loadings for Employee Commitment construct.

	Component	
	1	2
ECM 1	.690	.168
ECM 2	.827	.196
ECM 3	.831	.254
ECM 4	.856	-.046
ECM 5	.561	.661
ECM 6	.004	.952
ECM 7	.894	.142

The relationship between each variable and selected component can be seen in Table 6.146. The strongest relationship is between ECM6 and second component. The strength of this relationship is represented by loading value of 0.952. Assigning each variable to the component which has the largest loading will lead to Table 6.147.

Table 6.147: Components loadings for Employee Commitment construct.

Functional Performance Components	Extracted eigenvalue	Extraction sum of squared loadings: variance %	Rotation sum of squared loadings: variance %	Variable Loading Score	Variable Code
1	4.051	57.868	52.814	0.69	ECM1
				0.827	ECM2
				0.831	ECM3
				0.856	ECM4
				0.894	ECM7
2	1.143	16.329	21.382	0.661	ECM5
				0.952	ECM6

According to Table 6.147, there are 5 variables assigned to the first component and 2 variables assigned to the second component.

6.6.3 Employee Participation

Heat map of correlation matrix for Employee Participation construct is calculated. The average correlation among all items is 0.401. The maximum value of all correlations is 0.632; while the minimum value is 0.084. Percentage of positive correlation values to

all values is 100%. Based on these statistics, we can conclude that most of items in this construct are positively correlated.

The most positively correlated items are "Communication channels among employees and management are utilized to announce organizational changes " and "Usually management provides detailed information regarding any organizational change." with correlation at 0.632. At the same time, the most negatively correlated items are "Many tasks in the municipality require collaborative team work." and "Usually management provides detailed information regarding any organizational change." with correlation at 0.084. Lastly, the least correlated items are "Many tasks in the municipality require collaborative team work." and "Usually management provides detailed information regarding any organizational change." with correlation at 0.084.

Table 6.148: Extracted components for Employee Participation construct.

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.372	67.152	67.152	5.372	67.152	67.152
2	.758	9.476	76.628			
3	.441	5.516	82.144			
4	.427	5.332	87.476			
5	.367	4.589	92.065			
6	.232	2.901	94.966			
7	.219	2.742	97.708			
8	.183	2.292	100.000			

The correlation matrix will be used to perform principle component analysis. Table 6.148 shows the extracted components for Employee Participation construct. There are maximum of 8 components since there are 8 items in this construct. The second column represents Eigen values for each one of the extracted components. These values are used to select a subset of these components. Selected components are the ones which have Eigen values higher than one. The largest Eigen value is 5.372; while the smallest is 0.183. Variables for Employee Participation constructs can be reduced to one

component since there is only one component with Eigen values larger than one. Figure 6.4 provides further illustration of Eigen values for the extracted components through scree plot.

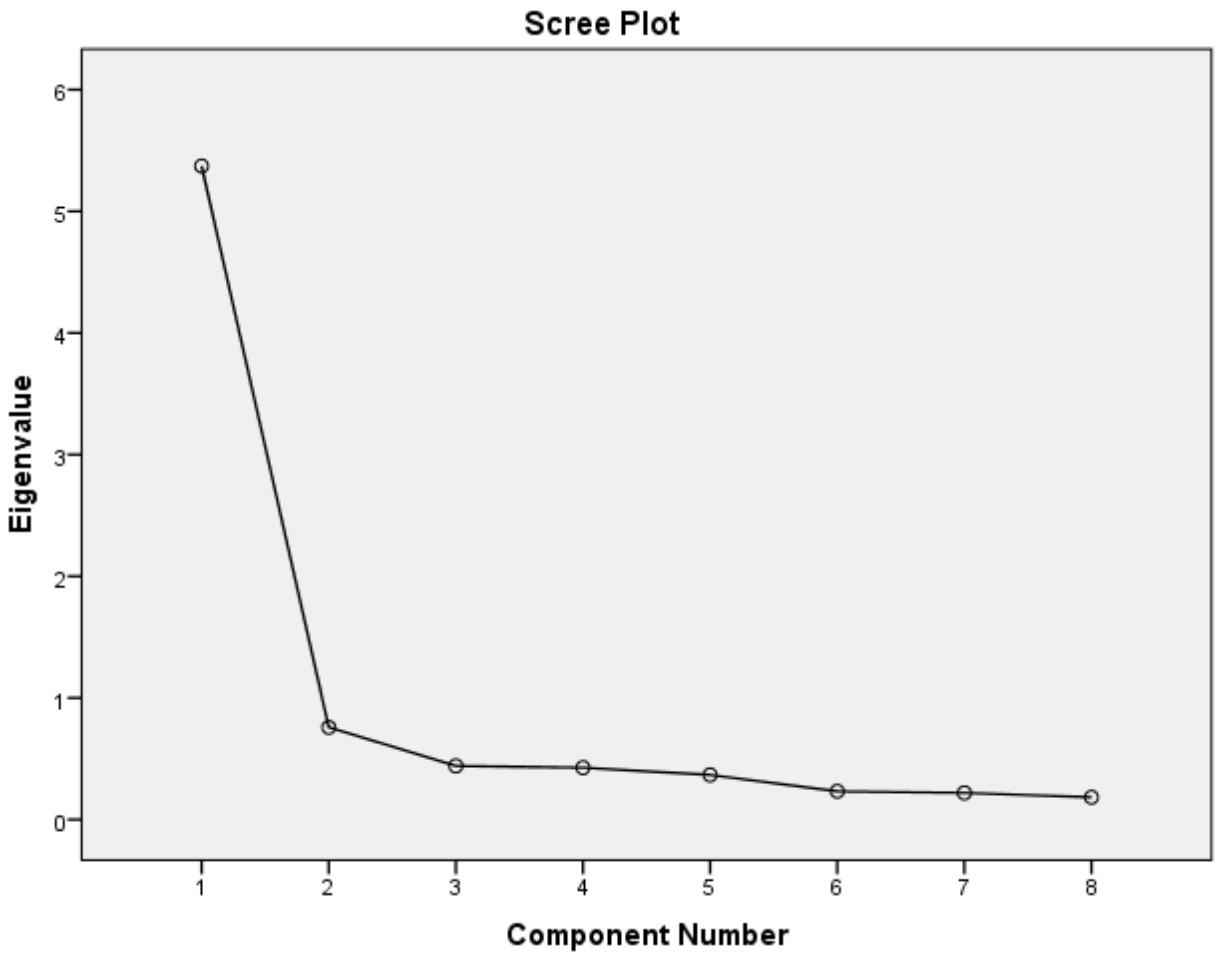


Figure 6.4: Scree plot of Employee Participation components.

Based on Extraction Sum of Squared Loadings, one can see how each one of the selected components account for variability. The first component accounts for 67.152% of variability. The last selected component accounts for the least variability at 67.152%. All of the selected components account for 67.152% of cumulative variability. Rotation was not performed since there is only one selected component.

Table 6.149: Components loadings for Employee Participation construct.

	Component
	1
EP1	.762
EP2	.815
EP3	.819
EP4	.870
EP5	.875
EP6	.842
EP7	.771
EP8	.794

The relationship between each variable and selected component can be seen in Table 6.149. The strongest relationship is between EP5 and first component. The strength of this relationship is represented by loading value of 0.875. Assigning each variable to the component which has the largest loading will lead to Table 6.150.

Table 6.150: Components loadings for Employee Participation construct.

Functional Performance Components	Extracted eigenvalue	Extraction sum of squared loadings: variance %	Rotation sum of squared loadings: variance %	Variable Loading Score	Variable Code
1	5.372	67.152	67.152	0.762	EP1
				0.815	EP2
				0.819	EP3
				0.87	EP4
				0.875	EP5
				0.842	EP6
				0.771	EP7
				0.794	EP8

According to Table 6.150, there are 8 variables assigned to the first component

6.6.4 Employee Development

As done in previous section, it is useful to visually check the correlation matrix for items within Employee Development construct. The average correlation among all items is 0.306. The maximum value of all correlations is 0.654; while the minimum

value is -0.049. Percentage of positive correlation values to all values is 98%. Based on these statistics, we can conclude that most of items in this construct are positively correlated.

The most positively correlated items are "Employees are properly placed after returning from full time study leave." and "Employees are properly placed after working in another department." with correlation at 0.654. At the same time, the most negatively correlated items are "I fully understand my position role." and "My municipality provides financial aid such as scholarships to its employees." with correlation at -0.049. Lastly, the least correlated items are "My municipality provides financial aid such as scholarships to its employees." and "Employees of the municipality usually work in different work environments." with correlation at 0.006.

Table 6.151: Extracted components for Employee Development construct.

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.726	54.535	54.535	8.726	54.535	54.535	5.900	36.878	36.878
2	1.142	7.139	61.673	1.142	7.139	61.673	3.967	24.796	61.673
3	.844	5.275	66.949						
4	.689	4.303	71.252						
5	.623	3.892	75.144						
6	.569	3.557	78.701						
7	.531	3.321	82.023						
8	.446	2.787	84.810						
9	.410	2.561	87.370						
10	.383	2.393	89.763						
11	.337	2.109	91.872						
12	.316	1.975	93.848						
13	.298	1.863	95.711						
14	.272	1.698	97.408						

15	.214	1.338	98.746						
16	.201	1.254	100.000						

As said before, the next step in factor analysis is to perform principle component analysis. Table 6.151 shows the extracted components for Employee Development construct. There are a maximum of 16 components since there are 16 items in this construct. The second column represents Eigen values for each one of the extracted components. These values are used to select a subset of these components. Selected components are the ones which have Eigen values higher than one. The largest Eigen value is 8.726; while the smallest is 0.201. Variables for Employee Development constructs can be reduced to 2 components since there are 2 components with Eigen values larger than one. Figure 6.5 provides further illustration of Eigen values for the extracted components through scree plot.

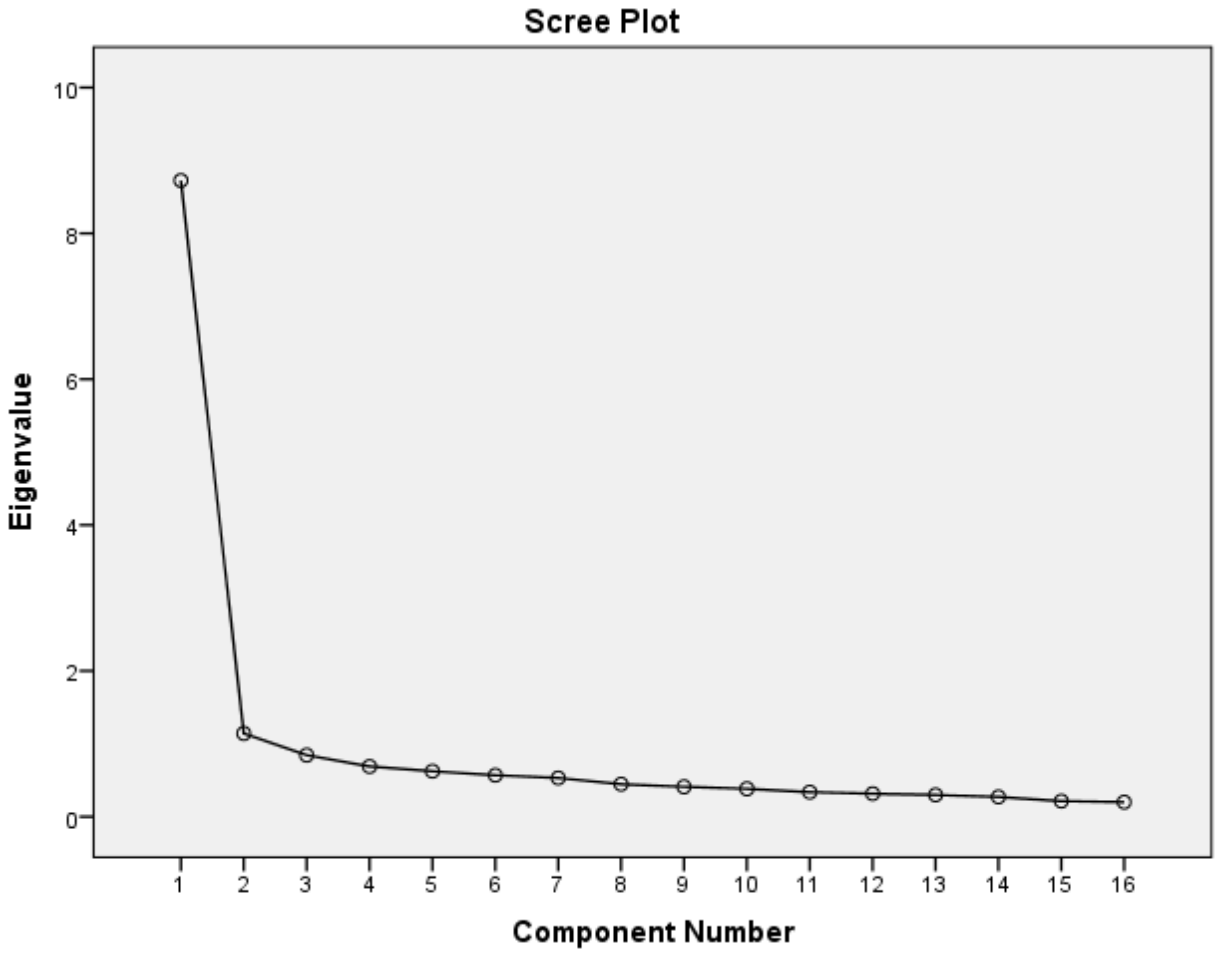


Figure 6.5: Scree plot of Employee Development components.

Based on Extraction Sum of Squared Loadings, one can see how each one of the selected components account for variability. The first component accounts for 54.535% of variability. The last selected component accounts for the least variability at 7.139%. All of the selected components account for 61.673% of cumulative variability. After performing rotation, variability is distributed among selected components to improve representation as seen in Rotation Sums of Squared Loadings. After rotation, the first component accounts for 36.878% of variability and the last selected component accounts for 24.796%.

Table 6.152: Components loadings for Employee Development construct.

	Component	
	1	2
ED1	.513	.492
ED2	.848	.196
ED3	.812	.279
ED4	.764	.176
ED5	.759	.179
ED6	.695	.424
ED7	.256	.719
ED8	.604	.498
ED9	.024	.850
ED10	.444	.621
ED11	.525	.510
ED12	.520	.498
ED13	.637	.384
ED14	.641	.439
ED15	.497	.617
ED16	.615	.513

The relationship between each variable and selected component can be seen in Table 6.152. The strongest relationship is between ED9 and second component. The strength of this relationship is represented by loading value of 0.85. Assigning each variable to the component which has the largest loading will lead to Table 6.153.

Table 6.153: Components loadings for Employee Development construct.

Functional Performance Components	***Extracted eigenvalue***	***Extraction sum of squared loadings: variance %***	***Rotation sum of squared loadings: variance %***	***Variable Loading Score***	***Variable Code***
1	8.726	54.535	36.878	0.513	ED1
				0.848	ED2
				0.812	ED3
				0.764	ED4
				0.759	ED5
				0.695	ED6
				0.604	ED8
				0.525	ED11
				0.52	ED12
				0.637	ED13
				0.641	ED14
				0.615	ED16
2	1.142	7.139	24.796	0.719	ED7
				0.85	ED9
				0.621	ED10
				0.617	ED15

According to Table 6.153, there are 12 variables assigned to the first component and 4 variables assigned to the second component.

6.6.5 Employee Confidence

The first task in analysing Employee Confidence construct is to check the correlation matrix of its items visually. The average correlation among all items is 0.17. The maximum value of all correlations is 0.866; while the minimum value is -0.239. Percentage of positive correlation values to all values is 74%. Based on these statistics, we can conclude that most of items in this construct are positively correlated.

The most positively correlated items are "I am not an arrogant boaster." and "I am not a transgressor." with correlation at 0.866. At the same time, the most negatively correlated items are "I evaluate my results of work/actions with honesty and compassion." and "I have fear of losing my job because of organizational change" with correlation at -0.239. Lastly, the least correlated items are "Management expresses appreciation to good performance achieved by employees." and "I try to copy or emulate others in getting on with the new organizational change initiatives" with correlation at 0.001.

Table 6.154: Extracted components for Employee Confidence construct.

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	18.331	63.211	63.211	18.331	63.211	63.211	13.560	46.760	46.760
2	2.934	10.119	73.330	2.934	10.119	73.330	5.858	20.199	66.959
3	1.154	3.979	77.309	1.154	3.979	77.309	3.001	10.350	77.309
4	.815	2.810	80.119						
5	.631	2.175	82.294						
6	.559	1.927	84.221						
7	.473	1.632	85.853						
8	.439	1.514	87.367						
9	.411	1.417	88.784						
10	.373	1.288	90.072						

11	.321	1.108	91.180
12	.310	1.070	92.250
13	.287	.991	93.241
14	.252	.867	94.108
15	.237	.816	94.925
16	.207	.715	95.639
17	.184	.635	96.275
18	.179	.616	96.891
19	.169	.584	97.475
20	.144	.498	97.973
21	.112	.385	98.358
22	.100	.344	98.702
23	.096	.330	99.032
24	.078	.268	99.299
25	.069	.238	99.537
26	.050	.174	99.710
27	.039	.133	99.843
28	.027	.093	99.937
29	.018	.063	100.000

Following stage of factor analysis is dependent on principle component analysis. Table 6.154 shows the extracted components for Employee Confidence construct. There are a maximum of 29 components since there are 29 items in this construct. The second column represents Eigen values for each one of the extracted components. These values are used to select a subset of these components. Selected components are the ones which have Eigen values higher than one. The largest Eigen value is 18.331; while the smallest is 0.018. Variables for Employee Confidence constructs can be reduced to 3 components since there are 3 components with Eigen values larger than one. Figure 6.6 provides further illustration of Eigen values for the extracted components through scree plot.

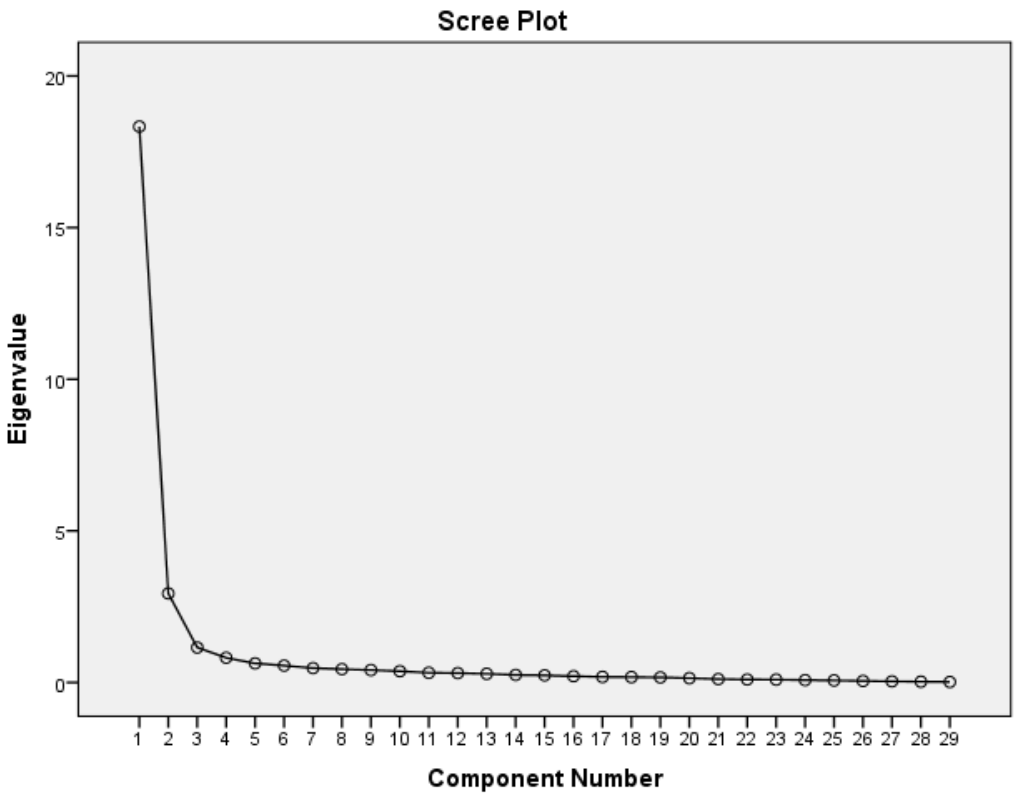


Figure 6.6: Scree plot of Employee Confidence components.

Based on Extraction Sum of Squared Loadings, one can see how each one of the selected components account for variability. The first component accounts for 63.211% of variability. The last selected component accounts for the least variability at 3.979%. All of the selected components account for 77.309% of cumulative variability. After performing rotation, variability is distributed among selected components to improve representation as seen in Rotation Sums of Squared Loadings. After rotation, the first component accounts for 46.76% of variability and the last selected component accounts for 10.35%.

Table 6.155: Components loadings for Employee Confidence construct.

	Component		
	1	2	3
ECN1	.400	.334	.756
ECN2	.425	.208	.768
ECN3	.531	.268	.695
ECN4	.747	.249	.368
ECN5	.840	.222	.310
ECN6	.748	.185	.231
ECN7	.867	.209	.269
ECN8	.884	.224	.297
ECN9	.872	.255	.275
ECN10	.879	.212	.311
ECN11	.842	.226	.320
ECN12	.860	.238	.296
ECN13	.756	.160	.092
ECN14	.865	.305	.305
ECN15	.790	.285	.091
ECN16	.671	.398	-.109
ECN17	.683	.375	.058
ECN18	.301	.641	.135
ECN19	.755	.338	.269
ECN20	.816	.198	.166
ECN21	.292	.757	.095
ECN22	.216	.782	.238
ECN23	.834	.299	.250
ECN24	.837	.269	.238
ECN25	.830	.282	.223
ECN26	.329	.791	.037
ECN27	.148	.824	.143
ECN28	.145	.836	.180
OC1	.212	.825	.131

The relationship between each variable and selected component can be seen in Table 6.155. The strongest relationship is between ECN8 and first component. The strength of this relationship is represented by loading value of 0.884. Assigning each variable to the component which has the largest loading will lead to Table 6.156.

Table 6.156: Components loadings for Employee Confidence construct.

Functional Performance Components	Extracted eigenvalue	Extraction sum of squared loadings: variance %	Rotation sum of squared loadings: variance %	Variable Loading Score	Variable Code
1	18.331	63.211	46.76	0.747	ECN4
				0.84	ECN5
				0.748	ECN6
				0.867	ECN7
				0.884	ECN8
				0.872	ECN9
				0.879	ECN10
				0.842	ECN11
				0.86	ECN12
				0.756	ECN13
				0.865	ECN14
				0.79	ECN15
				0.671	ECN16
				0.683	ECN17
				0.755	ECN19
				0.816	ECN20
				0.834	ECN23
				0.837	ECN24
				0.83	ECN25
2	2.934	10.119	20.199	0.641	ECN18
				0.757	ECN21
				0.782	ECN22
				0.791	ECN26
				0.824	ECN27
				0.836	ECN28
				0.825	OC1
3	1.154	3.979	10.35	0.756	ECN1
				0.768	ECN2
				0.695	ECN3

According to Table 6.156, there are 19 variables assigned to the first component, 7 variables assigned to the second component and 3 variables assigned to the third component.

6.6.6 Organizational Change

Heat map of correlation matrix for Organizational Change construct is calculated. The average correlation among all items is 0.401. The maximum value of all correlations is 0.851; while the minimum value is -0.23. Percentage of positive correlation values to all values is 96%. Based on these statistics, we can conclude that most of items in this construct are positively correlated.

The most positively correlated items are "The supervisor communicate very well the proposed organizational changes to all subordinates in the municipality" and "The supervisor has to collaborate with subordinates formulating the new organizational change vision" with correlation at 0.851. At the same time, the most negatively correlated items are "I think the organizational change disrupts my stable work norms and relations" and "The presence of coaching is essential for ensuring the acquisition of skills necessary for the anticipated organizational " with correlation at -0.23. Lastly, the least correlated items are "I think the organizational change disrupts my stable work norms and relations" and "The training provided to me in last three years was very effective." with correlation at 0.001.

Table 6.157: Extracted components for Organizational Change construct.

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	18.157	67.248	67.248	18.157	67.248	67.248	11.132	41.230	41.230
2	1.635	6.055	73.303	1.635	6.055	73.303	6.136	22.727	63.957
3	1.035	3.833	77.137	1.035	3.833	77.137	3.558	13.179	77.137
4	.811	3.004	80.141						
5	.560	2.076	82.216						
6	.510	1.887	84.103						
7	.429	1.590	85.694						
8	.378	1.399	87.093						
9	.368	1.363	88.456						
10	.302	1.119	89.575						

11	.292	1.083	90.658						
12	.263	.973	91.631						
13	.256	.948	92.579						
14	.247	.915	93.494						
15	.209	.775	94.268						
16	.200	.741	95.010						
17	.190	.702	95.712						
18	.172	.637	96.349						
19	.159	.588	96.937						
20	.152	.563	97.499						
21	.124	.459	97.958						
22	.114	.423	98.381						
23	.105	.388	98.770						
24	.095	.353	99.123						
25	.091	.338	99.460						
26	.077	.283	99.744						
27	.069	.256	100.000						

Now, principle component analysis will be conducted based of the correlation matrix. Table 6.157 shows the extracted components for Organizational Change construct. There are a maximum of 27 components since there are 27 items in this construct. The second column represents Eigen values for each one of the extracted components. These values are used to select a subset of these components. Selected components are the ones which have Eigen values higher than one. The largest Eigen value is 18.157; while the smallest is 0.069. Variables for Organizational Change constructs can be reduced to 3 components since there are 3 components with Eigen values larger than one. Figure 6.7 provides further illustration of Eigen values for the extracted components through scree plot.

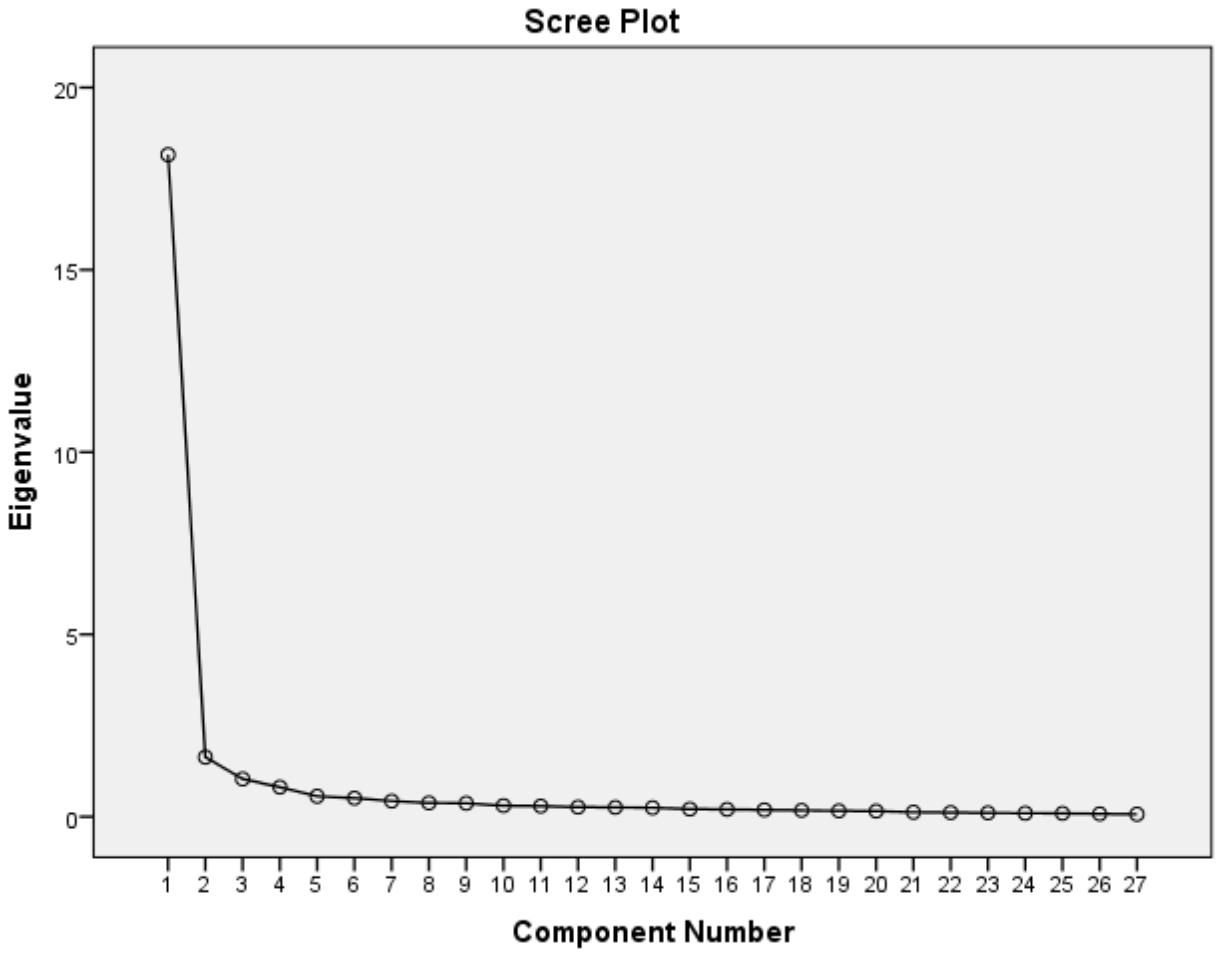


Figure 6.7: Scree plot of Organizational Change components.

Based on Extraction Sum of Squared Loadings, one can see how each one of the selected components account for variability. The first component accounts for 67.248% of variability. The last selected component accounts for the least variability at 3.833%. All of the selected components account for 77.137% of cumulative variability. After performing rotation, variability is distributed among selected components to improve representation as seen in Rotation Sums of Squared Loadings. After rotation, the first component accounts for 41.23% of variability and the last selected component accounts for 13.179%.

Table 6.158: Components loadings for Organizational Change construct.

	Component		
	1	2	3
OC2	.687	.207	.375
OC3	.749	.284	.285
OC4	.665	.537	.169
OC5	.579	.503	.323
OC6	.257	.151	.798
OC7	.216	.169	.876
OC8	.238	.237	.812
OC9	.708	.490	.226
OC10	.744	.419	.223
OC11	.782	.447	.156
OC12	.695	.462	.177
OC13	.757	.464	.156
OC14	.734	.527	.217
OC15	.686	.538	.216
OC16	.711	.498	.235
OC17	.723	.430	.260
OC18	.681	.497	.199
OC19	.779	.423	.220
OC20	.798	.259	.231
OC21	.659	.130	.451
OC22	.758	.332	.266
OC23	.708	.255	.293
OC24	.733	.405	.278
OC25	.345	.813	.221
OC26	.306	.801	.183
OC27	.413	.791	.221
OC28	.503	.736	.183

The relationship between each variable and selected component can be seen in Table 6.158. The strongest relationship is between OC7 and third component. The strength of this relationship is represented by loading value of 0.876. Assigning each variable to the component which has the largest loading will lead to Table 6.159.

Table 6.159: Components loadings for Organizational Change construct.

Functional Performance Components	Extracted eigenvalue	Extraction sum of squared loadings: variance %	Rotation sum of squared loadings: variance %	Variable Loading Score	Variable Code
1	18.157	67.248	41.23	0.687	OC2
				0.749	OC3
				0.665	OC4
				0.579	OC5
				0.708	OC9
				0.744	OC10
				0.782	OC11
				0.695	OC12
				0.757	OC13
				0.734	OC14
				0.686	OC15
				0.711	OC16
				0.723	OC17
				0.681	OC18
				0.779	OC19
				0.798	OC20
				0.659	OC21
				0.758	OC22

				0.708	OC23
				0.733	OC24
2	1.635	6.055	22.727	0.813	OC25
				0.801	OC26
				0.791	OC27
				0.736	OC28
3	1.035	3.833	13.179	0.798	OC6
				0.876	OC7
				0.812	OC8

According to Table 6.159, there are 20 variables assigned to the first component, 4 variables assigned to the second component and 3 variables assigned to the third component.

6.6.7 Interpretation of Clusters

Based on factor analysis, 110 variables in this study can be reduced to 16 components. At the same time, variables based on these components can clustered into 11 clusters.

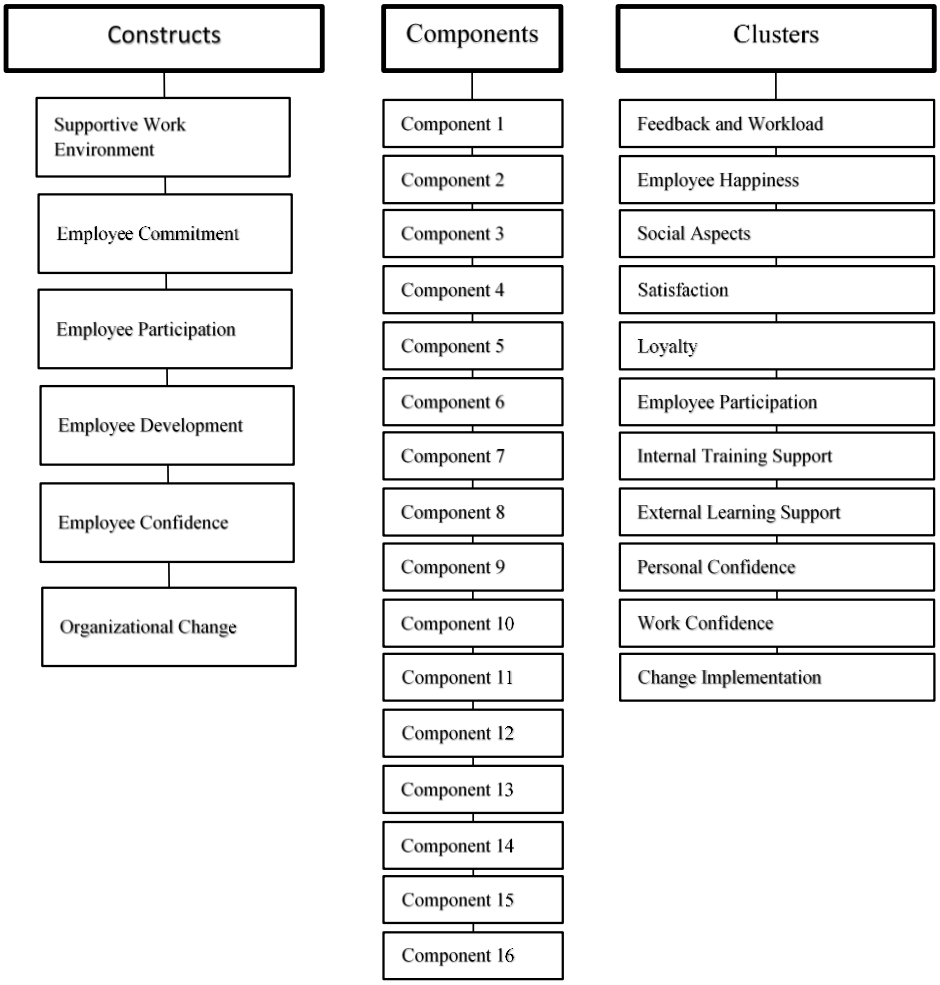


Figure 6.8: Variables to clusters.

As seen in figure 6.8, clusters identified in this research are:

- Feedback and Workload
- Employee Happiness
- Social Aspects
- Satisfaction
- Loyalty
- Employee Participation
- Internal Training Support

- External Learning Support
- Personal Confidence
- Work Confidence
- Change Implementation

The following sub-section provide direct connection between research variables and identified clusters.

Supportive Work Environment

The factor analysis results show that the group of variables that make up the supportive environment might be clustered into 6 distinct components. Components 4-6 are emerged into other components. The analysis shows 3 main clusters emerge that are consistent and which we label:

Clusters	Components	variance %	Variables	Total variance %
Cluster 1 Feedback and Workload	1	17.766	SWE3	23.499
			SWE4	
			SWE5	
			SWE6	
			SWE7	
			SWE8	
			SWE9	
			SWE10	
	6	5.733	SWE21	
Cluster 2 Employee Happiness	2	13.793	SWE17	13.793
			SWE18	
			SWE19	
			SWE20	
			SWE22	
			SWE23	
Cluster 3 Social Aspects	3	10.469	SWE13	23.984
			SWE14	
			SWE15	
			SWE16	
	4	6.815	SWE1	
			SWE2	
	5	6.7	SWE11	
			SWE12	

Employee Commitment

Factor analysis led to having only two components for employee commitment construct. Therefore, each one of these components will be a cluster on its own:

Clusters	Components	variance %	Variables	Total variance %
Cluster 1 Satisfaction	1	52.814	ECM1	52.814
			ECM2	
			ECM3	
			ECM4	
			ECM7	
Cluster 2 Loyalty	2	21.382	ECM5	21.382
			ECM6	

Employee Participation

This construct has only one component as a result of the factor analysis. Hence, there is only one cluster which carries the same name as the construct (Employee Participation).

Employee Development

Factor analysis for employee development resulted in two components which can be considered as clusters as well.

Clusters	Components	variance %	Variables	Total variance %
Cluster 1 Internal Training Support	1	36.878	ED1	36.878
			ED2	
			ED3	
			ED4	
			ED5	
			ED6	
			ED8	
			ED11	
			ED12	
			ED13	
			ED14	
			ED16	
2 External Learning Support	2	24.796	ED7	24.796
			ED9	
			ED10	
			ED15	

Employee Confidence

There are three components of employee confidence construct according to the performed factor analysis. These components are transformed into two clusters.

Clusters	Components	variance %	Variables	Total variance %
Cluster 1 Personal Confidence	1	46.76	ECN4	46.76
			ECN5	
			ECN6	
			ECN7	
			ECN8	
			ECN9	
			ECN10	
			ECN11	
			ECN12	
			ECN13	
			ECN14	
			ECN15	
			ECN16	
			ECN17	
			ECN19	
			ECN20	
			ECN23	
			ECN24	
			ECN25	
Cluster 2 Work Confidence	2	20.199	ECN18	30.549
			ECN21	
			ECN22	
			ECN26	
			ECN27	
			ECN28	
			OC1	
	3	10.35	ECN1	
			ECN2	
			ECN3	

Organizational Change

Lastly, factor analysis showed that organizational change variables can constructed based on only three components. These three components are translated into two clusters.

Clusters	Components	variance %	Variables	Total variance %
Cluster 1 Change Implementation	1	41.23	OC2	41.23
			OC3	
			OC4	
			OC5	
			OC9	
			OC10	
			OC11	
			OC12	
			OC13	
			OC14	
			OC15	
			OC16	
			OC17	

			OC18	
			OC19	
			OC20	
			OC21	
			OC22	
			OC23	
			OC24	
Cluster 2 Resistance and Training	2	22.727	OC25	35.906
			OC26	
			OC27	
			OC28	
	3	13.179	OC6	
			OC7	
			OC8	

6.7 Correlation Analysis

As mentioned before, there are five constructs which were investigated in this research. Each one of these constructs has 2-3 clusters according to factor analysis. In addition, organizational change has two clusters as well. The next step is to perform correlation analysis between variables of each cluster and variables of organizational change clusters. The first step in factor analysis is check out the correlation matrix to see if there are some structure that can be exploited to reduce number of variables. Data shows that there is a lot of positive correlation which is a good indication that factor analysis can be performed. The correlation matrix can be the identity matrix. In such situation, factor analysis cannot be performed.

6.7.1 Supportive Work Environment

There are 3 clusters for Supportive Work Environment construct. These clusters are Feedback and Workload, Employee Happiness and Social Aspects. The following sub-sections analyze variables of these clusters with variables of Organizational Change clusters (Change Implementation and Resistance and Training).

Correlation of Feedback and Workload with Change Implementation

Feedback and Workload cluster has 9 variables. There are 180 possible correlation relationships between Feedback and Workload and Change Implementation clusters. Table 6.160 shows values of correlation for these relationships.

Table 6.160: Correlation between Feedback and Workload and Change Implementation clusters.

		Feedback and Workload								
		SWE3	**SWE4**	**SWE5**	**SWE6**	**SWE7**	**SWE8**	**SWE9**	**SWE10**	**SWE21**
Change Implementation	**OC2**	0.075 **	0.038 **	-0.047 **	0.016 **	-0.118 **	0.024 **	0.024 **	-0.03 **	-0.025 **
	OC3	0.302 **	0.214 **	0.23 **	0.302 **	0.211 **	0.179 **	0.168 **	0.214 **	0.161 **
	OC4	0.28 **	0.265 **	0.224 **	0.239 **	0.257 **	0.196 **	0.23 **	0.208 **	0.205 **
	OC5	0.225 **	0.259 **	0.168 **	0.176 **	0.311 **	0.217 **	0.205 **	0.18 **	0.273 **
	OC9	0.222 **	0.238 **	0.285 **	0.296 **	0.305 **	0.262 **	0.209 **	0.268 **	0.268 **
	OC10	0.264 **	0.253 **	0.295 **	0.299 **	0.298 **	0.22 **	0.241 **	0.229 **	0.213 **
	OC11	0.127 **	0.115 **	0.164 **	0.179 **	0.179 **	0.229 **	0.043 **	0.13 **	0.191 **
	OC12	0.286 **	0.31 **	0.247 **	0.251 **	0.296 **	0.308 **	0.218 **	0.287 **	0.292 **
	OC13	0.278 **	0.299 **	0.239 **	0.243 **	0.265 **	0.284 **	0.227 **	0.243 **	0.227 **
	OC14	0.259 **	0.224 **	0.2 **	0.23 **	0.313 **	0.255 **	0.189 **	0.283 **	0.251 **
	OC15	0.252 **	0.282 **	0.146 **	0.202 **	0.241 **	0.295 **	0.178 **	0.314 **	0.219 **
	OC16	0.206 **	0.141 **	0.178 **	0.247 **	0.322 **	0.233 **	0.211 **	0.297 **	0.208 **
	OC17	0.177 **	0.048 **	0.165 **	0.155 **	0.131 **	0.125 **	0.128 **	0.134 **	0.16 **
	OC18	0.238 **	0.212 **	0.214 **	0.209 **	0.311 **	0.217 **	0.229 **	0.238 **	0.255 **
	OC19	0.166 **	0.178 **	0.234 **	0.211 **	0.279 **	0.147 **	0.096 **	0.223 **	0.181 **
	OC20	0.174 **	0.15 **	0.23 **	0.247 **	0.152 **	0.036 **	0.012 **	0.119 **	0.157 **
	OC21	0.079 **	0.056 **	0.012 **	0.084 **	0.169 **	0.048 **	0.072 **	0.052 **	0.11 **
	OC22	0.177 **	0.128 **	0.214 **	0.235 **	0.213 **	0.164 **	0.136 **	0.231 **	0.208 **
	OC23	0.118 **	0.047 **	0.1 **	0.123 **	-0.058 **	0.025 **	0.105 **	-0.02 **	-0.009 **
	OC24	0.204 **	0.18 **	0.233 **	0.253 **	0.239 **	0.14 **	0.133 **	0.143 **	0.195 **

The largest positive correlation at 0.01 significance level is 0.322 with significance of 0.0. This correlation is between SWE7 of Feedback and Workload cluster and OC16 of Change Implementation cluster. SWE7 is "The work load is divided equitably among employees"; while OC16 is "The strategic team assess the staff members readiness for organizational change". At the same time, the largest negative correlation at 0.01 significance level is -0.118 with significance of 0.0. This correlation is between SWE7 of Feedback and Workload cluster and OC2 of Change Implementation cluster. SWE7 is "The work load is divided equitably among employees"; while OC2 is "I see the need

for organizational change to improve performance ". Furthermore, the least correlation at 0.01 significance level is -0.009 with significance of 0.0. This correlation is between SWE21 of Feedback and Workload cluster and OC23 of Change Implementation cluster. SWE21 is "Employees in the municipality can easily find time to do what they want"; while OC23 is "The presence of coaching is essential for ensuring the acquisition of skills necessary for the anticipated organizational ".

Correlation of Feedback and Workload with Resistance and Training

As said before, Feedback and Workload cluster has 9 variables. There are 180 possible correlation relationships between Feedback and Workload and Resistance and Training clusters. Table 6.161 shows values of correlation for these relationships.

Table 6.161: Correlation between Feedback and Workload and Resistance and Training clusters.

		Feedback and Workload								
		SWE3	**SWE4**	**SWE5**	**SWE6**	**SWE7**	**SWE8**	**SWE9**	**SWE10**	**SWE21**
Resistance and Training	**OC25**	0.148 **	0.23 **	0.134 **	0.148 **	0.327 **	0.136 **	0.15 **	0.271 **	0.184 **
	OC26	0.179 **	0.125 **	0.067 **	0.11 **	0.26 **	0.153 **	0.113 **	0.302 **	0.126 **
	OC27	0.192 **	0.209 **	0.191 **	0.25 **	0.354 **	0.266 **	0.173 **	0.338 **	0.166 **
	OC28	0.201 **	0.217 **	0.247 **	0.276 **	0.356 **	0.233 **	0.188 **	0.273 **	0.121 **
	OC6	0.035 **	0.011 **	-0.027 **	0.009 **	0.096 **	-0.044 **	0.074 **	-0.096 **	0.14 **
	OC7	-0.037 **	-0.058 **	-0.059 **	-0.036 **	0.052 **	-0.147 **	0.102 **	-0.071 **	-0.023 **
	OC8	-0.026 **	-0.11 **	-0.048 **	-0.036 **	0.104 **	-0.086 **	0.051 **	-0.041 **	-0.131 **

The largest positive correlation at 0.01 significance level is 0.356 with significance of 0.0. This correlation is between SWE7 of Feedback and Workload cluster and OC28 of Resistance and Training cluster. SWE7 is "The work load is divided equitably among employees"; while OC28 is "The municipality implements change initiative in organized and effective manner". At the same time, the largest negative correlation at 0.01 significance level is -0.147 with significance of 0.0. This correlation is between

SWE8 of Feedback and Workload cluster and OC7 of Resistance and Training cluster. SWE8 is "It is easy to get feedback from supervisors"; while OC7 is "I reject the organizational change due to the lack of conformity to norms and values of the municipality". Furthermore, the least correlation at 0.01 significance level is 0.009 with significance of 0.0. This correlation is between SWE6 of Feedback and Workload cluster and OC6 of Resistance and Training cluster. SWE6 is "Employees are tasked with overwhelming work load"; while OC6 is "I think the organizational change disrupts my stable work norms and relations".

Correlation of Employee Happiness with Change Implementation

Employee Happiness cluster has 6 variables. There are 120 possible correlation relationships between Employee Happiness and Change Implementation clusters. Table 6.162 shows values of correlation for these relationships.

Table 6.162: Correlation between Employee Happiness and Change Implementation clusters.

		Employee Happiness					
		SWE17	**SWE18**	**SWE19**	**SWE20**	**SWE22**	**SWE23**
Change Implementation	**OC2**	0.193 **	0.005 **	0.109 **	0.015 **	0.277 **	0.146 **
	OC3	0.198 **	0.305 **	0.326 **	0.056 **	0.186 **	0.351 **
	OC4	0.243 **	0.361 **	0.421 **	0.133 **	0.174 **	0.413 **
	OC5	0.237 **	0.274 **	0.411 **	0.062 **	0.253 **	0.327 **
	OC9	0.211 **	0.347 **	0.399 **	0.12 **	0.213 **	0.324 **
	OC10	0.146 **	0.366 **	0.425 **	0.228 **	0.253 **	0.389 **
	OC11	0.161 **	0.291 **	0.342 **	0.129 **	0.236 **	0.329 **
	OC12	0.125 **	0.309 **	0.357 **	0.114 **	0.163 **	0.437 **
	OC13	0.071 **	0.356 **	0.337 **	0.182 **	0.271 **	0.43 **
	OC14	0.109 **	0.332 **	0.404 **	0.183 **	0.206 **	0.382 **
	OC15	0.098 **	0.364 **	0.399 **	0.225 **	0.254 **	0.442 **
	OC16	0.173 **	0.31 **	0.381 **	0.143 **	0.178 **	0.39 **
	OC17	0.177 **	0.251 **	0.254 **	0.036 **	0.193 **	0.267 **
	OC18	0.2 **	0.339 **	0.382 **	0.113 **	0.196 **	0.341 **
	OC19	0.211 **	0.328 **	0.367 **	0.163 **	0.218 **	0.362 **
	OC20	0.274 **	0.202 **	0.266 **	0.119 **	0.23 **	0.332 **
	OC21	0.147 **	0.106 **	0.173 **	0.041 **	0.253 **	0.187 **
	OC22	0.264 **	0.288 **	0.398 **	0.129 **	0.212 **	0.287 **
	OC23	0.185 **	0.072 **	0.141 **	0.184 **	0.204 **	0.209 **
	OC24	0.261 **	0.337 **	0.312 **	0.182 **	0.166 **	0.294 **

The largest positive correlation at 0.01 significance level is 0.442 with significance of 0.0. This correlation is between SWE23 of Employee Happiness cluster and OC15 of

Change Implementation cluster. SWE23 is "Joyful and cheerful events such as office parties are common in the work environment"; while OC15 is "The municipality culture encourages experimentation and continuous learning". Furthermore, the least correlation at 0.01 significance level is 0.005 with significance of 0.0. This correlation is between SWE18 of Employee Happiness cluster and OC2 of Change Implementation cluster. SWE18 is "Interaction among employees in the municipality is generally warm"; while OC2 is "I see the need for organizational change to improve performance ".

Correlation of Employee Happiness with Resistance and Training

As said before, Employee Happiness cluster has 6 variables. There are 120 possible correlation relationships between Employee Happiness and Resistance and Training clusters. Table 6.163 shows values of correlation for these relationships.

Table 6.163: Correlation between Employee Happiness and Resistance and Training clusters.

		Employee Happiness					
		SWE17	**SWE18**	**SWE19**	**SWE20**	**SWE22**	**SWE23**
Resistance and Training	**OC25**	0.241 **	0.351 **	0.414 **	0.133 **	0.192 **	0.41 **
	OC26	0.192 **	0.3 **	0.346 **	0.109 **	0.203 **	0.297 **
	OC27	0.271 **	0.325 **	0.476 **	0.186 **	0.103 **	0.339 **
	OC28	0.28 **	0.429 **	0.454 **	0.225 **	0.169 **	0.335 **
	OC6	0.19 **	0.017 **	0.025 **	0.024 **	0.151 **	0.063 **
	OC7	0.104 **	-0.055 **	0.071 **	0.072 **	0.196 **	0.014 **
	OC8	0.056 **	0.073 **	0.076 **	-0.008 **	0.227 **	0.053 **

The largest positive correlation at 0.01 significance level is 0.476 with significance of 0.0. This correlation is between SWE19 of Employee Happiness cluster and OC27 of Resistance and Training cluster. SWE19 is "Optimism regarding future is a common feeling among employees in the municipality"; while OC27 is "The municipality performs necessary studies regarding training need before implementing change". At the same time, the largest negative correlation at 0.01 significance level is -0.055 with

significance of 0.0. This correlation is between SWE18 of Employee Happiness cluster and OC7 of Resistance and Training cluster. SWE18 is "Interaction among employees in the municipality is generally warm."; while OC7 is "I reject the organizational change due to the lack of conformity to norms and values of the municipality". Furthermore, the least correlation at 0.01 significance level is -0.008 with significance of 0.0. This correlation is between SWE20 of Employee Happiness cluster and OC8 of Resistance and Training cluster. SWE20 is "Employees in the municipality are usually committed and involved"; while OC8 is "I resist organizational change because everybody does in the municipality".

Correlation of Social Aspects with Change Implementation

Social Aspects cluster has 8 variables. There are 160 possible correlation relationships between Social Aspects and Change Implementation clusters. Table 6.164 shows values of correlation for these relationships.

Table 6.164: Correlation between Social Aspects and Change Implementation clusters.

		Social Aspects							
		SWE13	**SWE14**	**SWE15**	**SWE16**	**SWE1**	**SWE2**	**SWE11**	**SWE12**
Change Implementation	**OC2**	0.11 **	0.155 **	0.021 **	0.089 **	0.176 **	0.018 **	0.218 **	0.071 **
	OC3	0.192 **	0.01 **	-0.054 **	0.043 **	0.144 **	0.259 **	0.022 **	-0.02 **
	OC4	0.333 **	0.034 **	0.025 **	0.122 **	0.128 **	0.231 **	-0.047 **	-0.003 **
	OC5	0.408 **	0.036 **	0.14 **	0.049 **	0.103 **	0.194 **	-0.157 **	-0.02 **
	OC9	0.286 **	-0.033 **	0.026 **	0.108 **	-0.05 **	0.137 **	-0.037 **	0.005 **
	OC10	0.298 **	-0.079 **	-0.032 **	0.08 **	-0.005 **	0.174 **	-0.035 **	0.036 **
	OC11	0.167 **	-0.144 **	-0.031 **	0.089 **	-0.019 **	0.094 **	-0.011 **	-0.005 **
	OC12	0.23 **	0.008 **	0.052 **	-0.041 **	0.066 **	0.199 **	-0.048 **	-0.05 **
	OC13	0.179 **	0.006 **	0.05 **	-0.04 **	0.105 **	0.15 **	-0.154 **	0.037 **
	OC14	0.258 **	-0.049 **	-0.003 **	-0.06 **	0.039 **	0.193 **	-0.106 **	-0.01 **
	OC15	0.284 **	-0.019 **	-0.038 **	-0.014 **	0.138 **	0.25 **	-0.107 **	-0.1 **
	OC16	0.287 **	0.023 **	0.025 **	0.101 **	0.01 **	0.153 **	-0.044 **	0.066 **
	OC17	0.237 **	-0.013 **	0.012 **	-0.068 **	0.005 **	0.101 **	0.102 **	0.107 **
	OC18	0.281 **	-0.011 **	0.004 **	0.021 **	0.049 **	0.196 **	-0.13 **	-0.035 **
	OC19	0.274 **	0.003 **	0.015 **	0.074 **	-0.004 **	0.077 **	-0.015 **	0.016 **
	OC20	0.195 **	0.002 **	0.02 **	0.004 **	0.111 **	0.121 **	0.026 **	0.129 **
	OC21	0.253 **	0.269 **	0.262 **	0.172 **	0.0 **	0.007 **	0.081 **	0.08 **
	OC22	0.206 **	0.019 **	0.01 **	0.033 **	-0.089 **	0.144 **	-0.038 **	-0.008 **
	OC23	0.102 **	-0.006 **	-0.066 **	0.081 **	0.099 **	0.03 **	0.112 **	0.053 **
	OC24	0.328 **	-0.034 **	-0.029 **	0.022 **	0.055 **	0.249 **	-0.047 **	0.118 **

The largest positive correlation at 0.01 significance level is 0.408 with significance of 0.0. Note that significance of 0.0 means that the computed significance is very small (e.g. 0.000000000000000000000000005) to the point it is easier to be considered equal 0.0. This correlation is between SWE13 of Social Aspects cluster and OC5 of Change Implementation cluster. SWE13 is "Social satisfaction such as family status help employees to notes less likely resist organizational change"; while OC5 is "I am aware of my role in the organizational change process". At the same time, the largest negative correlation at 0.01 significance level is -0.157 with significance of 0.0. This correlation is between SWE11 of Social Aspects cluster and OC5 of Change Implementation

cluster. SWE11 is "Employees complaints are frequent"; while OC5 is "I am aware of my role in the organizational change process". Furthermore, the least correlation at 0.01 significance level is 0.0 with significance of 0.0. This correlation is between SWE1 of Social Aspects cluster and OC21 of Change Implementation cluster. SWE1 is "I provide support to my co-workers"; while OC21 is "The successful implementation of the organizational change is linked to rewards".

Correlation of Social Aspects with Resistance and Training

As said before, Social Aspects cluster has 8 variables. There are 160 possible correlation relationships between Social Aspects and Resistance and Training clusters. Table 6.165 shows values of correlation for these relationships.

Table 6.165: Correlation between Social Aspects and Resistance and Training clusters.

		Social Aspects							
		SWE13	**SWE14**	**SWE15**	**SWE16**	**SWE1**	**SWE2**	**SWE11**	**SWE12**
Resistance and Training	**OC25**	0.363 **	0.101 **	0.075 **	0.149 **	0.085 **	0.253 **	-0.149 **	-0.094 **
	OC26	0.341 **	-0.001 **	-0.023 **	0.013 **	0.104 **	0.234 **	-0.054 **	-0.088 **
	OC27	0.319 **	-0.002 **	-0.034 **	0.13 **	0.067 **	0.2 **	-0.086 **	-0.051 **
	OC28	0.411 **	-0.035 **	0.013 **	0.152 **	0.08 **	0.252 **	-0.071 **	0.044 **
	OC6	0.278 **	0.117 **	0.415 **	0.218 **	-0.114 **	0.046 **	0.115 **	0.167 **
	OC7	0.166 **	0.084 **	0.255 **	0.138 **	-0.171 **	-0.082 **	0.102 **	0.195 **
	OC8	0.151 **	0.089 **	0.215 **	0.211 **	-0.092 **	-0.061 **	0.055 **	0.067 **

The largest positive correlation at 0.01 significance level is 0.415 with significance of 0.0. This correlation is between SWE15 of Social Aspects cluster and OC6 of Resistance and Training cluster. SWE15 is "It is harder for the employee to accept change if it is proposed by senior manager belonging to different family or tribe"; while OC6 is "I think the organizational change disrupts my stable work norms and relations". At the same time, the largest negative correlation at 0.01 significance level is -0.171

with significance of 0.0. This correlation is between SWE1 of Social Aspects cluster and OC7 of Resistance and Training cluster. SWE1 is "I provide support to my co-workers."; while OC7 is "I reject the organizational change due to the lack of conformity to norms and values of the municipality". Furthermore, the least correlation at 0.01 significance level is -0.001 with significance of 0.0. This correlation is between SWE14 of Social Aspects cluster and OC26 of Resistance and Training cluster. SWE14 is "Change initiative can be easily accepted by the employee if it is proposed by senior manager who has family and social ties with the employee"; while OC26 is "The training provided to me in last three years was very effective".

6.7.2 Employee Commitment

There are 2 clusters for Employee Commitment construct. These clusters are Satisfaction and Loyalty. The following sub-sections analyze variables of these clusters with variables of Organizational Change clusters (Change Implementation and Resistance and Training).

Correlation of Satisfaction with Change Implementation

Satisfaction cluster has 5 variables. There are 100 possible correlation relationships between Satisfaction and Change Implementation clusters. Table 6.166 shows values of correlation for these relationships.

Table 6.166: Correlation between Satisfaction and Change Implementation clusters.

		Satisfaction				
		ECM1	**ECM2**	**ECM3**	**ECM4**	**ECM7**
Change Implementation	**OC2**	0.08 **	-0.013 **	-0.147 **	-0.096 **	-0.094 **
	OC3	0.183 **	0.271 **	0.336 **	0.184 **	0.243 **
	OC4	0.402 **	0.312 **	0.438 **	0.494 **	0.407 **
	OC5	0.417 **	0.248 **	0.412 **	0.44 **	0.326 **
	OC9	0.404 **	0.213 **	0.409 **	0.342 **	0.358 **
	OC10	0.455 **	0.281 **	0.441 **	0.387 **	0.381 **
	OC11	0.453 **	0.162 **	0.325 **	0.388 **	0.312 **
	OC12	0.518 **	0.258 **	0.459 **	0.474 **	0.399 **
	OC13	0.558 **	0.301 **	0.442 **	0.444 **	0.436 **
	OC14	0.459 **	0.27 **	0.466 **	0.429 **	0.421 **
	OC15	0.425 **	0.321 **	0.445 **	0.451 **	0.387 **
	OC16	0.516 **	0.221 **	0.396 **	0.387 **	0.386 **
	OC17	0.437 **	0.094 **	0.212 **	0.235 **	0.183 **
	OC18	0.492 **	0.287 **	0.449 **	0.45 **	0.431 **
	OC19	0.416 **	0.218 **	0.361 **	0.395 **	0.367 **
	OC20	0.249 **	0.144 **	0.201 **	0.186 **	0.243 **
	OC21	0.183 **	0.032 **	0.117 **	0.149 **	0.074 **
	OC22	0.385 **	0.306 **	0.32 **	0.372 **	0.283 **
	OC23	0.202 **	0.18 **	0.073 **	0.13 **	0.082 **
	OC24	0.343 **	0.267 **	0.393 **	0.423 **	0.274 **

The largest positive correlation at 0.01 significance level is 0.558 with significance of 0.0. This correlation is between ECM1 of Satisfaction cluster and OC13 of Change Implementation cluster. ECM1 is "The municipality provides good outlook and well-being for its employees."; while OC13 is "The supervisors provide guidance and support during the development and implementation organizational change ". At the same time, the largest negative correlation at 0.01 significance level is -0.147 with significance of 0.0. This correlation is between ECM3 of Satisfaction cluster and OC2 of Change Implementation cluster. ECM3 is "I am treated with high level of fairness and respect"; while OC2 is "I see the need for organizational change to improve performance". Furthermore, the least correlation at 0.01 significance level is -0.013 with significance of 0.0. This correlation is between ECM2 of Satisfaction cluster and OC2 of Change Implementation cluster. ECM2 is "I find my jobs fulfilling"; while OC2 is "I see the need for organizational change to improve performance ".

Correlation of Satisfaction with Resistance and Training

As said before, Satisfaction cluster has 5 variables. There are 100 possible correlation relationships between Satisfaction and Resistance and Training clusters. Table 6.167 shows values of correlation for these relationships.

Table 6.167: Correlation between Satisfaction and Resistance and Training clusters.

		Satisfaction				
		ECM1	**ECM2**	**ECM3**	**ECM4**	**ECM7**
Resistance and Training	**OC25**	0.444 **	0.226 **	0.307 **	0.457 **	0.355 **
	OC26	0.301 **	0.197 **	0.224 **	0.36 **	0.301 **
	OC27	0.361 **	0.195 **	0.353 **	0.466 **	0.354 **
	OC28	0.431 **	0.233 **	0.378 **	0.499 **	0.357 **
	OC6	0.098 **	-0.081 **	0.073 **	0.165 **	-0.009 **
	OC7	0.044 **	-0.031 **	0.06 **	0.114 **	0.052 **
	OC8	0.073 **	-0.074 **	0.017 **	0.125 **	-0.041 **

The largest positive correlation at 0.01 significance level is 0.499 with significance of 0.0. This correlation is between ECM4 of Satisfaction cluster and OC28 of Resistance and Training cluster. ECM4 is "Fairness is a part of municipality value and culture"; while OC28 is "The municipality implements change initiative in organized and effective manner". At the same time, the largest negative correlation at 0.01 significance level is -0.081 with significance of 0.0. This correlation is between ECM2 of Satisfaction cluster and OC6 of Resistance and Training cluster. ECM2 is "I find my jobs fulfilling"; while OC6 is "I think the organizational change disrupts my stable work norms and relations". Furthermore, the least correlation at 0.01 significance level is -0.009 with significance of 0.0. This correlation is between ECM7 of Satisfaction cluster and OC6 of Resistance and Training cluster. ECM7 is "I am highly satisfied in my current grade position "; while OC6 is "I think the organizational change disrupts my stable work norms and relations".

Correlation of Loyalty with Change Implementation

Loyalty cluster has 2 variables. There are 40 possible correlation relationships between Loyalty and Change Implementation clusters. Table 6.168 shows values of correlation for these relationships.

Table 6.168: Correlation between Loyalty and Change Implementation clusters.

		Loyalty	
		ECM5	**ECM6**
Change Implementation	**OC2**	0.054 **	0.177 **
	OC3	0.186 **	-0.02 **
	OC4	0.293 **	-0.09 **
	OC5	0.217 **	-0.162 **
	OC9	0.19 **	-0.104 **
	OC10	0.175 **	-0.122 **
	OC11	0.237 **	-0.133 **
	OC12	0.127 **	-0.107 **
	OC13	0.207 **	-0.144 **
	OC14	0.225 **	-0.135 **
	OC15	0.26 **	-0.184 **
	OC16	0.188 **	-0.117 **
	OC17	0.231 **	0.038 **
	OC18	0.326 **	-0.118 **
	OC19	0.236 **	-0.017 **
	OC20	0.127 **	0.015 **
	OC21	-0.097 **	0.01 **
	OC22	0.123 **	-0.04 **
	OC23	0.189 **	0.157 **
	OC24	0.183 **	-0.034 **

The largest positive correlation at 0.01 significance level is 0.326 with significance of 0.0. This correlation is between ECM5 of Loyalty cluster and OC18 of Change Implementation cluster. ECM5 is "I am loyal to the municipality"; while OC18 is "The organizational change goals are clear to all staff members". At the same time, the largest negative correlation at 0.01 significance level is -0.184 with significance of 0.0. This correlation is between ECM6 of Loyalty cluster and OC15 of Change Implementation cluster. ECM6 is "I am aware many of my colleagues want to leave the municipality for better jobs"; while OC15 is "The municipality culture encourages experimentation and continuous learning". Furthermore, the least correlation at 0.01 significance level is 0.01 with significance of 0.0. This correlation is between ECM6 of Loyalty cluster

and OC21 of Change Implementation cluster. ECM6 is "I am aware many of my colleagues want to leave the municipality for better jobs"; while OC21 is "The successful implementation of the organizational change is linked to rewards".

Correlation of Loyalty with Resistance and Training

As said before, Loyalty cluster has 2 variables. There are 40 possible correlation relationships between Loyalty and Resistance and Training clusters. Table 6.169 shows values of correlation for these relationships.

Table 6.169: Correlation between Loyalty and Resistance and Training clusters.

		Loyalty	
		ECM5	**ECM6**
Resistance and Training	**OC25**	0.229 **	-0.159 **
	OC26	0.229 **	-0.052 **
	OC27	0.233 **	-0.154 **
	OC28	0.288 **	-0.116 **
	OC6	-0.189 **	0.031 **
	OC7	-0.042 **	0.125 **
	OC8	-0.008 **	0.082 **

The largest positive correlation at 0.01 significance level is 0.288 with significance of 0.0. This correlation is between ECM5 of Loyalty cluster and OC28 of Resistance and Training cluster. ECM5 is "I am loyal to the municipality"; while OC28 is "The municipality implements change initiative in organized and effective manner". At the same time, the largest negative correlation at 0.01 significance level is -0.189 with significance of 0.0. This correlation is between ECM5 of Loyalty cluster and OC6 of Resistance and Training cluster. ECM5 is "I am loyal to the municipality"; while OC6 is "I think the organizational change disrupts my stable work norms and relations". Furthermore, the least correlation at 0.01 significance level is -0.008 with significance of 0.0. This correlation is between ECM5 of Loyalty cluster and OC8 of Resistance and

Training cluster. ECM5 is "I am loyal to the municipality."; while OC8 is "I resist organizational change because everybody does in the municipality".

6.7.3 Employee Participation

According to factor analysis, this construct has only one cluster which carries the same name. The following sub-sections analyze variables of this construct (i.e. cluster) with variables of Organizational Change clusters (Change Implementation and Resistance and Training).

Correlation of Employee Participation with Change Implementation

Employee Participation cluster has 8 variables. There are 160 possible correlation relationships between Employee Participation and Change Implementation clusters. Table 6.170 shows values of correlation for these relationships.

Table 6.170: Correlation between Employee Participation and Change Implementation clusters.

		Employee Participation							
		EP1	**EP2**	**EP3**	**EP4**	**EP5**	**EP6**	**EP7**	**EP8**
Change Implementation	**OC2**	0.0 **	0.116 **	0.388 **	0.132 **	0.328 **	0.064 **	0.011 **	0.166 **
	OC3	0.214 **	0.306 **	0.226 **	0.461 **	0.387 **	0.469 **	0.379 **	0.21 **
	OC4	0.09 **	0.326 **	0.129 **	0.365 **	0.336 **	0.514 **	0.478 **	0.193 **
	OC5	0.118 **	0.436 **	0.012 **	0.358 **	0.244 **	0.438 **	0.52 **	0.111 **
	OC9	0.149 **	0.275 **	0.051 **	0.413 **	0.272 **	0.458 **	0.53 **	0.199 **
	OC10	0.184 **	0.289 **	0.068 **	0.416 **	0.288 **	0.458 **	0.555 **	0.156 **
	OC11	0.074 **	0.234 **	0.037 **	0.317 **	0.303 **	0.533 **	0.479 **	0.113 **
	OC12	0.092 **	0.308 **	0.018 **	0.364 **	0.289 **	0.517 **	0.522 **	0.081 **
	OC13	0.059 **	0.399 **	0.06 **	0.353 **	0.349 **	0.5 **	0.51 **	0.182 **
	OC14	0.032 **	0.342 **	0.033 **	0.338 **	0.289 **	0.562 **	0.554 **	0.151 **
	OC15	0.1 **	0.345 **	0.072 **	0.312 **	0.302 **	0.502 **	0.499 **	0.065 **
	OC16	0.096 **	0.264 **	0.024 **	0.317 **	0.196 **	0.436 **	0.499 **	0.118 **
	OC17	-0.02 **	0.183 **	0.021 **	0.3 **	0.277 **	0.459 **	0.339 **	0.161 **
	OC18	0.145 **	0.372 **	0.125 **	0.341 **	0.309 **	0.495 **	0.486 **	0.182 **
	OC19	0.118 **	0.247 **	-0.024 **	0.396 **	0.3 **	0.523 **	0.443 **	0.139 **
	OC20	0.141 **	0.24 **	0.078 **	0.449 **	0.321 **	0.404 **	0.367 **	0.151 **
	OC21	-0.016 **	0.035 **	-0.119 **	0.097 **	0.053 **	0.201 **	0.29 **	0.047 **
	OC22	0.126 **	0.301 **	-0.021 **	0.261 **	0.177 **	0.387 **	0.476 **	0.057 **
	OC23	0.151 **	0.138 **	0.203 **	0.157 **	0.233 **	0.107 **	0.136 **	0.048 **
	OC24	0.072 **	0.293 **	0.015 **	0.43 **	0.294 **	0.44 **	0.395 **	0.04 **

The largest positive correlation at 0.01 significance level is 0.562 with significance of 0.0. This correlation is between EP6 of Employee Participation cluster and OC14 of Change Implementation cluster. EP6 is "Communication channels among employees and management are utilized to announce organizational changes "; while OC14 is "Sufficient time is provided assimilating and implementation organizational change initiatives ". At the same time, the largest negative correlation at 0.01 significance level is -0.119 with significance of 0.0. This correlation is between EP3 of Employee Participation cluster and OC21 of Change Implementation cluster. EP3 is "I am willing

to help in forming new change initiatives"; while OC21 is "The successful implementation of the organizational change is linked to rewards". Furthermore, the least correlation at 0.01 significance level is 0.0 with significance of 0.0. This correlation is between EP1 of Employee Participation cluster and OC2 of Change Implementation cluster. EP1 is "Many tasks in the municipality require collaborative team work"; while OC2 is "I see the need for organizational change to improve performance ".

Correlation of Employee Participation with Resistance and Training

As said before, Employee Participation cluster has 8 variables. There are 160 possible correlation relationships between Employee Participation and Resistance and Training clusters. Table 6.171 shows values of correlation for these relationships.

Table 6.171: Correlation between Employee Participation and Resistance and Training clusters.

		Employee Participation							
		EP1	**EP2**	**EP3**	**EP4**	**EP5**	**EP6**	**EP7**	**EP8**
Resistance and Training	**OC25**	0.102 **	0.207 **	-0.084 **	0.181 **	0.118 **	0.379 **	0.389 **	0.067 **
	OC26	0.045 **	0.176 **	-0.025 **	0.143 **	0.117 **	0.234 **	0.306 **	0.166 **
	OC27	0.126 **	0.264 **	0.019 **	0.248 **	0.173 **	0.391 **	0.459 **	0.011 **
	OC28	0.114 **	0.305 **	0.036 **	0.327 **	0.243 **	0.455 **	0.485 **	0.069 **
	OC6	-0.026 **	0.028 **	-0.138 **	0.086 **	-0.015 **	0.064 **	0.121 **	-0.062 **
	OC7	-0.038 **	0.036 **	-0.117 **	0.095 **	-0.004 **	-0.039 **	0.127 **	-0.09 **
	OC8	0.01 **	-0.015 **	-0.052 **	0.155 **	-0.016 **	0.099 **	0.153 **	0.053 **

The largest positive correlation at 0.01 significance level is 0.485 with significance of 0.0. This correlation is between EP7 of Employee Participation cluster and OC28 of Resistance and Training cluster. EP7 is "Usually management provides detailed information regarding any organizational change"; while OC28 is "The municipality implements change initiative in organized and effective manner". At the same time, the

largest negative correlation at 0.01 significance level is -0.138 with significance of 0.0. This correlation is between EP3 of Employee Participation cluster and OC6 of Resistance and Training cluster. EP3 is "I am willing to help in forming new change initiatives"; while OC6 is "I think the organizational change disrupts my stable work norms and relations". Furthermore, the least correlation at 0.01 significance level is -0.004 with significance of 0.0. This correlation is between EP5 of Employee Participation cluster and OC7 of Resistance and Training cluster. EP5 is "I am willing to accept new responsibilities as a consequence of organizational change"; while OC7 is "I reject the organizational change due to the lack of conformity to norms and values of the municipality".

6.7.4 Employee Development

There are 2 clusters for Employee Development construct. These clusters are Internal Training Support and External Learning Support. The following sub-sections analyze variables of these clusters with variables of Organizational Change clusters (Change Implementation and Resistance and Training).

Correlation of Internal Training Support with Change Implementation

Internal Training Support cluster has 12 variables. There are 240 possible correlation relationships between Internal Training Support and Change Implementation clusters. Table 6.172 shows values of correlation for these relationships.

Table 6.172: Correlation between Internal Training Support and Change Implementation clusters.

		Internal Training Support											
		ED1	**ED2**	**ED3**	**ED4**	**ED5**	**ED6**	**ED8**	**ED11**	**ED12**	**ED13**	**ED14**	**ED16**
Change Implementation	**OC2**	0.032 **	-0.05 **	0.025 **	-0.05 **	-0.078 **	0.299 **	0.172 **	0.113 **	0.024 **	0.207 **	0.077 **	0.057 **
	OC3	0.343 **	0.208 **	0.325 **	0.262 **	0.16 **	0.223 **	0.244 **	0.076 **	0.168 **	0.115 **	0.199 **	0.179 **
	OC4	0.378 **	0.349 **	0.501 **	0.457 **	0.413 **	0.354 **	0.413 **	0.272 **	0.248 **	0.122 **	0.403 **	0.429 **
	OC5	0.334 **	0.308 **	0.44 **	0.414 **	0.307 **	0.188 **	0.285 **	0.207 **	0.221 **	0.082 **	0.337 **	0.471 **
	OC9	0.44 **	0.3 **	0.384 **	0.356 **	0.339 **	0.226 **	0.236 **	0.288 **	0.37 **	0.084 **	0.333 **	0.482 **
	OC10	0.396 **	0.362 **	0.427 **	0.425 **	0.344 **	0.239 **	0.309 **	0.299 **	0.326 **	0.141 **	0.35 **	0.41 **
	OC11	0.393 **	0.252 **	0.309 **	0.418 **	0.379 **	0.228 **	0.307 **	0.229 **	0.223 **	0.087 **	0.401 **	0.396 **
	OC12	0.388 **	0.25 **	0.48 **	0.393 **	0.365 **	0.206 **	0.284 **	0.323 **	0.419 **	0.058 **	0.441 **	0.486 **
	OC13	0.344 **	0.362 **	0.503 **	0.37 **	0.374 **	0.258 **	0.271 **	0.323 **	0.423 **	0.116 **	0.426 **	0.439 **
	OC14	0.333 **	0.361 **	0.49 **	0.456 **	0.412 **	0.217 **	0.372 **	0.343 **	0.329 **	0.08 **	0.422 **	0.496 **
	OC15	0.329 **	0.402 **	0.581 **	0.435 **	0.44 **	0.239 **	0.418 **	0.327 **	0.308 **	0.155 **	0.414 **	0.488 **
	OC16	0.404 **	0.308 **	0.48 **	0.362 **	0.383 **	0.186 **	0.362 **	0.233 **	0.376 **	0.085 **	0.363 **	0.501 **
	OC17	0.296 **	0.195 **	0.302 **	0.38 **	0.253 **	0.271 **	0.282 **	0.321 **	0.176 **	0.15 **	0.308 **	0.382 **
	OC18	0.382 **	0.362 **	0.434 **	0.467 **	0.399 **	0.202 **	0.353 **	0.286 **	0.272 **	0.197 **	0.423 **	0.491 **
	OC19	0.331 **	0.34 **	0.416 **	0.452 **	0.33 **	0.286 **	0.338 **	0.269 **	0.289 **	0.104 **	0.366 **	0.432 **
	OC20	0.19 **	0.213 **	0.229 **	0.229 **	0.145 **	0.208 **	0.253 **	0.147 **	0.171 **	0.226 **	0.289 **	0.266 **
	OC21	0.289 **	0.026 **	0.19 **	0.175 **	0.162 **	0.029 **	0.225 **	-0.025 **	0.279 **	0.076 **	0.027 **	0.227 **
	OC22	0.318 **	0.307 **	0.422 **	0.492 **	0.343 **	0.188 **	0.367 **	0.15 **	0.255 **	0.065 **	0.26 **	0.364 **
	OC23	0.137 **	0.182 **	0.259 **	0.14 **	0.148 **	0.359 **	0.165 **	0.191 **	0.149 **	0.369 **	0.16 **	0.144 **
	OC24	0.321 **	0.341 **	0.409 **	0.404 **	0.28 **	0.295 **	0.361 **	0.221 **	0.279 **	0.114 **	0.328 **	0.355 **

The largest positive correlation at 0.01 significance level is 0.581 with significance of 0.0. This correlation is between ED3 of Internal Training Support cluster and OC15 of Change Implementation cluster. ED3 is "Management provides constant mentoring and guidance for employees career"; while OC15 is "The municipality culture encourages experimentation and continuous learning". At the same time, the largest negative correlation at 0.01 significance level is -0.078 with significance of 0.0. This correlation is between ED5 of Internal Training Support cluster and OC2 of Change

Implementation cluster. ED5 is "Most employees in the municipality take training seriously"; while OC2 is "I see the need for organizational change to improve performance". Furthermore, the least correlation at 0.01 significance level is 0.024 with significance of 0.0. This correlation is between ED12 of Internal Training Support cluster and OC2 of Change Implementation cluster. ED12 is "Job shadowing is a common practice in the municipality"; while OC2 is "I see the need for organizational change to improve performance ".

Correlation of Internal Training Support with Resistance and Training

As said before, Internal Training Support cluster has 12 variables. There are 240 possible correlation relationships between Internal Training Support and Resistance and Training clusters. Table 6.173 shows values of correlation for these relationships.

Table 6.173: Correlation between Internal Training Support and Resistance and Training clusters.

		Internal Training Support											
		ED1	**ED2**	**ED3**	**ED4**	**ED5**	**ED6**	**ED8**	**ED11**	**ED12**	**ED13**	**ED14**	**ED16**
Resistance and Training	**OC25**	0.292 **	0.29 **	0.421 **	0.472 **	0.298 **	0.221 **	0.235 **	0.293 **	0.189 **	0.097 **	0.523 **	0.452 **
	OC26	0.299 **	0.299 **	0.35 **	0.401 **	0.282 **	0.236 **	0.364 **	0.343 **	0.096 **	0.077 **	0.423 **	0.409 **
	OC27	0.284 **	0.419 **	0.452 **	0.561 **	0.41 **	0.228 **	0.295 **	0.325 **	0.212 **	-0.006 **	0.518 **	0.496 **
	OC28	0.403 **	0.409 **	0.426 **	0.547 **	0.435 **	0.277 **	0.387 **	0.367 **	0.33 **	0.155 **	0.499 **	0.51 **
	OC6	0.189 **	-0.128 **	0.093 **	0.112 **	-0.037 **	-0.155 **	-0.085 **	-0.016 **	0.197 **	0.052 **	0.018 **	0.208 **
	OC7	0.251 **	-0.024 **	0.046 **	0.127 **	0.023 **	0.008 **	-0.054 **	-0.028 **	0.138 **	0.109 **	-0.042 **	0.198 **
	OC8	0.293 **	0.033 **	0.12 **	0.218 **	0.049 **	0.089 **	-0.014 **	0.022 **	0.09 **	0.1 **	0.004 **	0.222 **

The largest positive correlation at 0.01 significance level is 0.561 with significance of 0.0. This correlation is between ED4 of Internal Training Support cluster and OC27 of Resistance and Training cluster. ED4 is "Most employees understand their career path";

while OC27 is "The municipality performs necessary studies regarding training need before implementing change". At the same time, the largest negative correlation at 0.01 significance level is -0.155 with significance of 0.0. This correlation is between ED6 of Internal Training Support cluster and OC6 of Resistance and Training cluster. ED6 is "Development opportunity can change my view regarding organizational change initiatives"; while OC6 is "I think the organizational change disrupts my stable work norms and relations". Furthermore, the least correlation at 0.01 significance level is 0.004 with significance of 0.0. This correlation is between ED14 of Internal Training Support cluster and OC8 of Resistance and Training cluster. ED14 is "The municipality encourages employees to attend seminars and conferences"; while OC8 is "I resist organizational change because everybody does in the municipality".

Correlation of External Learning Support with Change Implementation

External Learning Support cluster has 4 variables. There are 80 possible correlation relationships between External Learning Support and Change Implementation clusters. Table 6.174 shows values of correlation for these relationships.

Table 6.174: Correlation between External Learning Support and Change Implementation clusters.

		External Learning Support			
		ED7	**ED9**	**ED10**	**ED15**
Change Implementation	**OC2**	0.077 **	-0.034 **	0.146 **	0.07 **
	OC3	0.123 **	0.009 **	0.137 **	0.173 **
	OC4	0.317 **	0.156 **	0.238 **	0.426 **
	OC5	0.388 **	0.26 **	0.151 **	0.487 **
	OC9	0.286 **	0.226 **	0.233 **	0.428 **
	OC10	0.297 **	0.215 **	0.29 **	0.456 **
	OC11	0.34 **	0.22 **	0.227 **	0.387 **
	OC12	0.301 **	0.339 **	0.235 **	0.461 **
	OC13	0.355 **	0.223 **	0.178 **	0.402 **
	OC14	0.387 **	0.212 **	0.308 **	0.462 **
	OC15	0.34 **	0.187 **	0.2 **	0.456 **
	OC16	0.348 **	0.235 **	0.287 **	0.464 **
	OC17	0.295 **	0.214 **	0.169 **	0.374 **
	OC18	0.324 **	0.185 **	0.287 **	0.478 **
	OC19	0.362 **	0.171 **	0.236 **	0.437 **
	OC20	0.29 **	0.143 **	0.216 **	0.291 **
	OC21	0.256 **	0.136 **	0.127 **	0.247 **
	OC22	0.25 **	0.123 **	0.138 **	0.434 **
	OC23	0.004 **	-0.008 **	0.057 **	0.046 **
	OC24	0.246 **	0.177 **	0.273 **	0.425 **

The largest positive correlation at 0.01 significance level is 0.487 with significance of 0.0. This correlation is between ED15 of External Learning Support cluster and OC5 of Change Implementation cluster. ED15 is "Employees are properly placed after returning from full time study leave"; while OC5 is "I am aware of my role in the organizational change process". At the same time, the largest negative correlation at 0.01 significance level is -0.034 with significance of 0.0. This correlation is between ED9 of External Learning Support cluster and OC2 of Change Implementation cluster. ED9 is "My municipality provides financial aid such as scholarships to its employees"; while OC2 is "I see the need for organizational change to improve performance". Furthermore, the least correlation at 0.01 significance level is 0.004 with significance of 0.0. This correlation is between ED7 of External Learning Support cluster and OC23 of Change Implementation cluster. ED7 is "My municipality organization provides full time study leaves for its employees"; while OC23 is "The presence of coaching is essential for ensuring the acquisition of skills necessary for the anticipated organizational".

Correlation of External Learning Support with Resistance and Training

As said before, External Learning Support cluster has 4 variables. There are 80 possible correlation relationships between External Learning Support and Resistance and Training clusters. Table 6.175 shows values of correlation for these relationships.

Table 6.175: Correlation between External Learning Support and Resistance and Training clusters.

		External Learning Support			
		ED7	**ED9**	**ED10**	**ED15**
Resistance and Training	**OC25**	0.343 **	0.343 **	0.186 **	0.415 **
	OC26	0.24 **	0.246 **	0.254 **	0.354 **
	OC27	0.33 **	0.282 **	0.327 **	0.42 **
	OC28	0.377 **	0.304 **	0.334 **	0.481 **
	OC6	0.126 **	0.185 **	-0.002 **	0.114 **

	OC7	0.157 **	0.112 **	0.085 **	0.177 **
	OC8	0.088 **	0.136 **	0.092 **	0.245 **

The largest positive correlation at 0.01 significance level is 0.481 with significance of 0.0. This correlation is between ED15 of External Learning Support cluster and OC28 of Resistance and Training cluster. ED15 is "Employees are properly placed after returning from full time study leave"; while OC28 is "The municipality implements change initiative in organized and effective manner". At the same time, the largest negative correlation at 0.01 significance level is -0.002 with significance of 0.0. This correlation is between ED10 of External Learning Support cluster and OC6 of Resistance and Training cluster. ED10 is "Rotating employees among jobs is common practice in my municipality "; while OC6 is "I think the organizational change disrupts my stable work norms and relations". Furthermore, the least correlation at 0.01 significance level is -0.002 with significance of 0.0. This correlation is between ED10 of External Learning Support cluster and OC6 of Resistance and Training cluster. ED10 is "Rotating employees among jobs is common practice in my municipality "; while OC6 is "I think the organizational change disrupts my stable work norms and relations".

6.7.5 Employee Confidence

There are 2 clusters for Employee Confidence construct. These clusters are Personal Confidence and Work Confidence. The following sub-sections analyze variables of these clusters with variables of Organizational Change clusters (Change Implementation and Resistance and Training).

Correlation of Personal Confidence with Change Implementation

Personal Confidence cluster has 19 variables. There are 380 possible correlation relationships between Personal Confidence and Change Implementation clusters. Table 6.176 shows values of correlation for these relationships.

Table 6.176: Correlation between Personal Confidence and Change Implementation clusters.

		Personal Confidence																		
		EC N4	**EC N5**	**EC N6**	**EC N7**	**EC N8**	**EC N9**	**ECN 10**	**ECN 11**	**ECN 12**	**ECN 13**	**ECN 14**	**ECN 15**	**ECN 16**	**ECN 17**	**ECN 19**	**ECN 20**	**ECN 23**	**ECN 24**	**ECN 25**
Change Implementation	**OC 2**	0.342 **	0.153 **	0.306 **	0.146 **	0.161 **	0.299 **	0.263 **	0.153 **	0.217 **	0.135 **	0.134 **	0.102 **	0.013 **	0.204 **	0.353 **	0.194 **	0.146 **	0.465 **	0.521 **
	OC 3	0.266 **	0.204 **	0.115 **	0.16 **	0.297 **	0.323 **	0.217 **	0.273 **	0.296 **	0.156 **	0.244 **	0.057 **	-0.132 **	0.16 **	0.187 **	0.122 **	0.139 **	0.319 **	0.338 **
	OC 4	0.246 **	0.122 **	0.057 **	0.065 **	0.236 **	0.268 **	0.198 **	0.332 **	0.255 **	0.098 **	0.248 **	0.288 **	0.003 **	0.238 **	0.267 **	0.282 **	0.227 **	0.159 **	0.252 **
	OC 5	0.117 **	0.025 **	0.064 **	0.017 **	0.115 **	0.069 **	0.074 **	0.119 **	0.098 **	-0.007 **	0.077 **	0.138 **	-0.074 **	0.108 **	0.209 **	0.081 **	0.097 **	0.061 **	0.164 **
	OC 9	0.175 **	0.097 **	0.036 **	0.069 **	0.151 **	0.054 **	0.125 **	0.138 **	0.108 **	0.028 **	0.091 **	0.073 **	-0.076 **	0.11 **	0.216 **	0.098 **	0.046 **	0.126 **	0.116 **
	OC 10	0.148 **	0.138 **	0.069 **	0.062 **	0.173 **	0.085 **	0.135 **	0.187 **	0.17 **	0.079 **	0.09 **	0.05 **	-0.083 **	0.142 **	0.212 **	0.109 **	0.047 **	0.118 **	0.107 **
	OC 11	0.17 **	0.173 **	0.049 **	0.044 **	0.104 **	0.098 **	0.159 **	0.155 **	0.133 **	0.007 **	0.112 **	0.02 **	-0.065 **	0.115 **	0.209 **	0.047 **	0.002 **	0.177 **	0.121 **
	OC 12	0.185 **	0.035 **	0.007 **	0.006 **	0.095 **	0.082 **	0.13 **	0.14 **	0.116 **	-0.068 **	0.158 **	0.01 **	-0.083 **	0.119 **	0.263 **	0.075 **	0.077 **	0.165 **	0.151 **
	OC 13	0.245 **	0.177 **	0.103 **	0.11 **	0.166 **	0.224 **	0.253 **	0.145 **	0.085 **	-0.035 **	0.057 **	0.088 **	-0.08 **	0.123 **	0.284 **	0.099 **	0.144 **	0.141 **	0.206 **
	OC 14	0.131 **	0.106 **	0.059 **	0.079 **	0.086 **	0.095 **	0.181 **	0.167 **	0.087 **	-0.075 **	0.073 **	0.088 **	-0.157 **	0.097 **	0.261 **	0.098 **	0.117 **	0.131 **	0.151 **
	OC 15	0.256 **	0.193 **	0.076 **	0.135 **	0.178 **	0.157 **	0.201 **	0.232 **	0.163 **	0.063 **	0.14 **	0.147 **	-0.089 **	0.139 **	0.306 **	0.118 **	0.16 **	0.089 **	0.199 **
	OC 16	0.125 **	0.169 **	0.1 **	0.098 **	0.102 **	0.148 **	0.177 **	0.209 **	0.165 **	-0.048 **	0.083 **	0.063 **	-0.08 **	0.148 **	0.198 **	0.095 **	0.081 **	0.061 **	0.084 **
	OC 17	0.182 **	0.086 **	0.13 **	0.039 **	0.055 **	0.091 **	0.097 **	0.182 **	0.148 **	0.01 **	0.131 **	0.075 **	-0.017 **	0.305 **	0.205 **	0.086 **	0.109 **	0.199 **	0.218 **
	OC 18	0.264 **	0.172 **	0.122 **	0.069 **	0.141 **	0.17 **	0.153 **	0.141 **	0.116 **	-0.038 **	0.125 **	0.057 **	-0.151 **	0.124 **	0.157 **	0.077 **	0.084 **	0.101 **	0.153 **
	OC 19	0.207 **	0.085 **	0.019 **	0.036 **	0.082 **	0.093 **	0.078 **	0.175 **	0.113 **	-0.04 **	0.151 **	0.095 **	-0.146 **	0.194 **	0.275 **	0.071 **	0.13 **	0.159 **	0.14 **
	OC 20	0.271 **	0.146 **	0.121 **	0.118 **	0.156 **	0.2 **	0.099 **	0.204 **	0.175 **	0.085 **	0.177 **	-0.053 **	-0.037 **	0.25 **	0.188 **	0.018 **	0.028 **	0.244 **	0.143 **
	OC 21	0.06 **	-0.073 **	-0.056 **	-0.082 **	-0.009 **	0.05 **	-0.045 **	-0.008 **	-0.028 **	-0.019 **	-0.077 **	-0.14 **	-0.105 **	-0.007 **	0.025 **	-0.254 **	-0.022 **	0.145 **	0.043 **
	OC 22	0.112 **	0.063 **	-0.007 **	-0.032 **	0.082 **	0.079 **	-0.012 **	0.101 **	0.049 **	0.015 **	-0.015 **	0.113 **	-0.036 **	0.164 **	0.109 **	-0.039 **	0.13 **	0.165 **	0.183 **

	OC 23	0.357 **	0.113 **	0.237 **	0.123 **	0.128 **	0.162 **	0.124 **	0.127 **	0.08 **	0.04 **	0.144 **	0.293 **	0.034 **	0.219 **	0.41 **	0.159 **	0.228 **	0.359 **	0.344 **
	OC 24	0.175 **	0.149 **	0.062 **	-0.013 **	0.074 **	0.087 **	0.108 **	0.059 **	0.043 **	-0.065 **	0.035 **	0.02 **	-0.027 **	0.14 **	0.279 **	0.008 **	0.109 **	0.057 **	0.122 **

The largest positive correlation at 0.01 significance level is 0.521 with significance of 0.0. This correlation is between ECN25 of Personal Confidence cluster and OC2 of Change Implementation cluster. ECN25 is "I have high motivation to participate in the organizational change initiatives"; while OC2 is "I see the need for organizational change to improve performance". At the same time, the largest negative correlation at 0.01 significance level is -0.254 with significance of 0.0. This correlation is between ECN20 of Personal Confidence cluster and OC21 of Change Implementation cluster. ECN20 is "I tend to face my fears and learn from my failures from take on organization changes"; while OC21 is "The successful implementation of the organizational change is linked to rewards". Furthermore, the least correlation at 0.01 significance level is 0.002 with significance of 0.0. This correlation is between ECN23 of Personal Confidence cluster and OC11 of Change Implementation cluster. ECN23 is "I do appreciate myself when I do well in organizational changes"; while OC11 is "The organizational changes are in agreement with the municipality norms and values".

Correlation of Personal Confidence with Resistance and Training

As said before, Personal Confidence cluster has 19 variables. There are 380 possible correlation relationships between Personal Confidence and Resistance and Training clusters. Table 6.177 shows values of correlation for these relationships.

Table 6.177: Correlation between Personal Confidence and Resistance and Training clusters.

		Personal Confidence																		
		ECN4	**ECN5**	**ECN6**	**ECN7**	**ECN8**	**ECN9**	**ECN10**	**ECN11**	**ECN12**	**ECN13**	**ECN14**	**ECN15**	**ECN16**	**ECN17**	**ECN19**	**ECN20**	**ECN23**	**ECN24**	**ECN25**
Resistance and Training	**OC 25**	0.14 **	0.004 **	0.081 **	0.089 **	0.112 **	0.087 **	0.086 **	0.19 **	0.109 **	-0.09 **	0.128 **	0.108 **	-0.051 **	0.112 **	0.175 **	0.144 **	0.085 **	0.062 **	0.055 **
	OC 26	0.108 **	0.021 **	0.057 **	0.105 **	0.117 **	0.129 **	0.211 **	0.177 **	0.153 **	-0.022 **	0.13 **	0.089 **	-0.047 **	0.131 **	0.154 **	0.166 **	0.14 **	0.081 **	0.154 **

	OC 27	0.144 **	0.042 **	0.068 **	0.083 **	0.083 **	0.069 **	0.213 **	0.212 **	0.157 **	-0.067 **	0.106 **	0.11 **	-0.093 **	0.116 **	0.236 **	0.218 **	0.126 **	0.097 **	0.097 **
	OC 28	0.237 **	0.041 **	0.132 **	0.103 **	0.107 **	0.091 **	0.226 **	0.21 **	0.131 **	0.054 **	0.111 **	0.12 **	-0.068 **	0.12 **	0.199 **	0.134 **	0.08 **	0.101 **	0.154 **
	OC 6	-0.049 **	-0.09 **	-0.024 **	-0.177 **	-0.127 **	-0.014 **	-0.117 **	-0.155 **	-0.126 **	0.018 **	-0.027 **	-0.209 **	0.105 **	0.069 **	-0.034 **	-0.177 **	-0.183 **	-0.029 **	-0.099 **
	OC 7	-0.101 **	-0.2 **	-0.062 **	-0.181 **	-0.187 **	-0.096 **	-0.135 **	-0.158 **	-0.127 **	-0.036 **	-0.104 **	0.076 **	0.188 **	0.155 **	0.091 **	0.045 **	0.021 **	-0.07 **	-0.044 **
	OC 8	-0.007 **	-0.192 **	-0.08 **	-0.165 **	-0.18 **	-0.076 **	-0.105 **	-0.021 **	-0.034 **	-0.056 **	-0.132 **	0.071 **	0.0 **	0.112 **	0.118 **	-0.068 **	0.033 **	-0.025 **	-0.001 **

The largest positive correlation at 0.01 significance level is 0.237 with significance of 0.0. This correlation is between ECN4 of Personal Confidence cluster and OC28 of Resistance and Training cluster. ECN4 is "There are always extra roles and responsibilities for employees to take as consequences of organismal changes"; while OC28 is "The municipality implements change initiative in organized and effective manner". At the same time, the largest negative correlation at 0.01 significance level is -0.209 with significance of 0.0. This correlation is between ECN15 of Personal Confidence cluster and OC6 of Resistance and Training cluster. ECN15 is "I tend to take small steps and make small choices to gain confidence in my ability to make organizational change decisions"; while OC6 is "I think the organizational change disrupts my stable work norms and relations". Furthermore, the least correlation at 0.01 significance level is 0.0 with significance of 0.0. This correlation is between ECN16 of Personal Confidence cluster and OC8 of Resistance and Training cluster. ECN16 is "I don't always try to please others as a consequence of organizational change requirements"; while OC8 is "I resist organizational change because everybody does in the municipality".

Correlation of Work Confidence with Change Implementation

Work Confidence cluster has 10 variables. There are 200 possible correlation relationships between Work Confidence and Change Implementation clusters. Table 6.178 shows values of correlation for these relationships.

Table 6.178: Correlation between Work Confidence and Change Implementation clusters.

		Work Confidence									
		ECN18	**ECN21**	**ECN22**	**ECN26**	**ECN27**	**ECN28**	**OC1**	**ECN1**	**ECN2**	**ECN3**
Change Implementation	**OC2**	-0.074**	-0.013**	-0.066**	-0.144**	-0.141**	-0.214**	-0.073**	0.052**	-0.102**	0.092**
	OC3	0.004**	-0.061**	0.044**	-0.148**	-0.021**	0.002**	-0.085**	0.327**	0.155**	0.308**
	OC4	0.101**	0.011**	0.173**	-0.024**	0.104**	0.025**	-0.083**	0.583**	0.444**	0.556**
	OC5	0.204**	0.119**	0.262**	0.073**	0.282**	0.309**	0.205**	0.589**	0.427**	0.497**
	OC9	0.12**	0.042**	0.185**	-0.097**	0.149**	0.083**	-0.022**	0.487**	0.463**	0.507**
	OC10	0.15**	0.011**	0.146**	-0.093**	0.125**	0.046**	-0.063**	0.52**	0.437**	0.525**
	OC11	0.122**	0.012**	0.161**	-0.044**	0.101**	0.019**	-0.116**	0.483**	0.393**	0.437**
	OC12	0.201**	0.059**	0.221**	-0.03**	0.131**	0.129**	0.023**	0.594**	0.485**	0.494**
	OC13	0.199**	0.058**	0.175**	-0.032**	0.064**	0.054**	0.015**	0.56**	0.484**	0.566**
	OC14	0.183**	0.091**	0.195**	-0.052**	0.156**	0.141**	-0.008**	0.568**	0.469**	0.526**
	OC15	0.161**	0.013**	0.201**	-0.068**	0.153**	0.103**	-0.039**	0.595**	0.521**	0.564**
	OC16	0.146**	0.088**	0.239**	-0.049**	0.121**	0.122**	-0.024**	0.557**	0.46**	0.484**
	OC17	0.14**	0.067**	0.213**	0.099**	0.116**	0.128**	0.04**	0.411**	0.271**	0.382**
	OC18	0.225**	0.061**	0.203**	0.007**	0.162**	0.157**	0.006**	0.591**	0.418**	0.543**
	OC19	0.206**	0.135**	0.293**	0.077**	0.157**	0.18**	0.014**	0.494**	0.32**	0.447**
	OC20	0.157**	0.055**	0.173**	0.032**	0.099**	0.047**	0.008**	0.32**	0.235**	0.355**
	OC21	0.191**	0.192**	0.254**	-0.077**	0.184**	0.149**	0.075**	0.181**	0.098**	0.197**
	OC22	0.231**	0.105**	0.267**	-0.009**	0.213**	0.157**	-0.024**	0.481**	0.32**	0.408**
	OC23	0.021**	0.029**	-0.022**	-0.077**	-0.08**	0.015**	0.011**	0.205**	0.067**	0.207**
	OC24	0.256**	0.218**	0.241**	-0.042**	0.114**	0.221**	0.005**	0.484**	0.338**	0.375**

The largest positive correlation at 0.01 significance level is 0.595 with significance of 0.0. This correlation is between ECN1 of Work Confidence cluster and OC15 of Change Implementation cluster. ECN1 is "The municipality adopts many strategies to advocate for self-improvement"; while OC15 is "The municipality culture encourages experimentation and continuous learning". At the same time, the largest negative correlation at 0.01 significance level is -0.214 with significance of 0.0. This correlation is between ECN28 of Work Confidence cluster and OC2 of Change Implementation cluster. ECN28 is "I fear having more demand and job requirements to implement the organizational change"; while OC2 is "I see the need for organizational change to improve performance ". Furthermore, the least correlation at 0.01 significance level is 0.002 with significance of 0.0. This correlation is between ECN28 of Work Confidence cluster and OC3 of Change Implementation cluster. ECN28 is "I fear having more demand and job requirements to implement the organizational change"; while OC3 is "I believe in the management ability to implement organizational change successfully".

Correlation of Work Confidence with Resistance and Training

As said before, Work Confidence cluster has 10 variables. There are 200 possible correlation relationships between Work Confidence and Resistance and Training clusters. Table 6.179 shows values of correlation for these relationships.

Table 6.179: Correlation between Work Confidence and Resistance and Training clusters.

		Work Confidence									
		ECN18	**ECN21**	**ECN22**	**ECN26**	**ECN27**	**ECN28**	**OC1**	**ECN1**	**ECN2**	**ECN3**
Resistance and Training	**OC25**	0.118 **	0.067 **	0.221 **	0.238 **	0.248 **	0.184 **	0.095 **	0.643 **	0.386 **	0.449 **
	OC26	-0.013 **	0.036 **	0.081 **	0.071 **	0.079 **	0.005 **	-0.038 **	0.471 **	0.299 **	0.372 **

	OC27	0.092 **	0.028 **	0.101 **	0.059 **	0.163 **	0.167 **	-0.028 **	0.567 **	0.388 **	0.475 **
	OC28	0.129 **	0.034 **	0.135 **	0.022 **	0.147 **	0.155 **	-0.02 **	0.64 **	0.459 **	0.559 **
	OC6	0.328 **	0.445 **	0.61 **	0.312 **	0.508 **	0.543 **	0.523 **	0.2 **	0.063 **	0.145 **
	OC7	0.238 **	0.447 **	0.421 **	0.279 **	0.386 **	0.449 **	0.475 **	0.059 **	-0.031 **	0.045 **
	OC8	0.18 **	0.45 **	0.43 **	0.263 **	0.335 **	0.45 **	0.441 **	0.09 **	0.015 **	0.053 **

The largest positive correlation at 0.01 significance level is 0.643 with significance of 0.0. This correlation is between ECN1 of Work Confidence cluster and OC25 of Resistance and Training cluster. ECN1 is "The municipality adopts many strategies to advocate for self-improvement"; while OC25 is "My municipality has very good training plan for its employees". At the same time, the largest negative correlation at 0.01 significance level is -0.038 with significance of 0.0. This correlation is between OC1 of Work Confidence cluster and OC26 of Resistance and Training cluster. OC1 is "I feel overwhelmed by the information overload due organizational change"; while OC26 is "The training provided to me in last three years was very effective". Furthermore, the least correlation at 0.01 significance level is 0.005 with significance of 0.0. This correlation is between ECN28 of Work Confidence cluster and OC26 of Resistance and Training cluster. ECN28 is "I fear having more demand and job requirements to implement the organizational change"; while OC26 is "The training provided to me in last three years was very effective".

6.8 Regression Analysis

6.8.1 Introduction

In this chapter, the author will report on results from using multiple regressions to test further research hypotheses that emerged from the factor analysis. Factor analysis results presented chapter 7 demonstrated that Resistance to Change (RTC) variables are mainly clustered into two main groups. The resistance to change implementation cluster is includes most of the variables which contribute to resistance to change. Thus, resistance to change cluster is used as the dependent variable in the multiple regression experiments.

6.8.2 Regression Process

In the previous section the author have reported on the results of testing the research hypotheses testing using bi-variate correlation. In this section the author will report on results from using multiple regression to test further research hypotheses that emerged from the factor analysis. Factor analysis results presented chapter 7 demonstrated that RTC variables are mainly clustered into two main groups. The resistance to change implementation cluster is includes most of the variables which contribute to resistance to change. Thus, resistance to change cluster is used as the dependent variable in the multiple regression experiments. The process used to conduct the regression tests is shown in the figure below

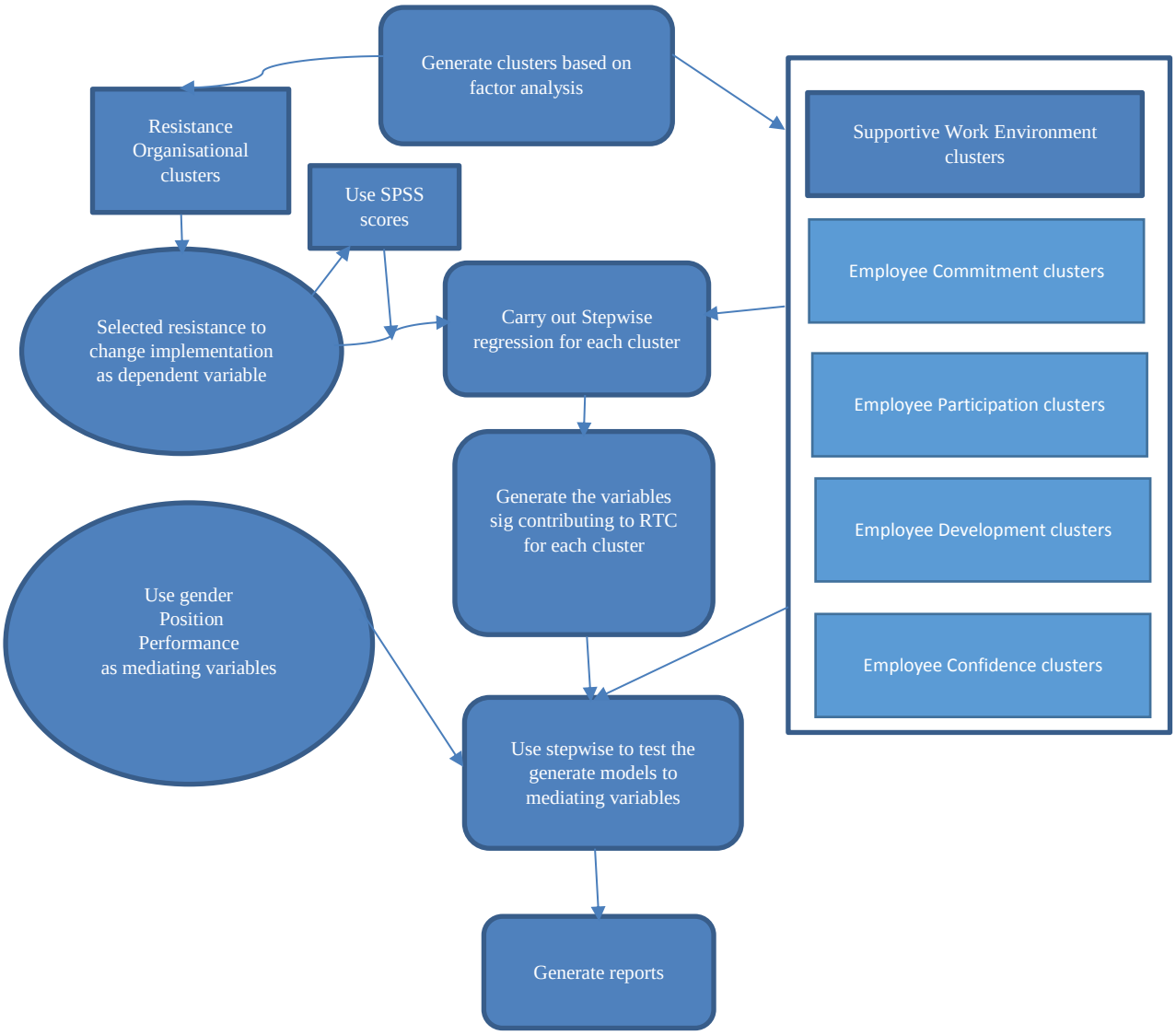


Figure 6.9: Regression process.

6.8.3 The Influence of Supportive Work Environment on RTC

As shown in chapter seven, three main clusters were emerged from the "Supportive Work Environment" group factors. Based on these results the author proposed to test the following hypotheses using multiple regressions:

H6.1: Fair workload will reduce RTC

H6.2: The happier the employees the less RTC

H6.3: Improvement in social aspects of employees will reduce RTC

Testing for hypothesis H6.1

Nine variables belonging to Feedback and Workload cluster were used as independent variables. Eight models were constructed and evaluated by using stepwise regression. Only 8 of the variables belonging to this construct were selected according to the best regression model. The selected variables are SWE4, SWE7, SWE3, SWE9, SWE21, SWE8, SWE5 and SWE10. The best model achieved R Square of 0.92. After adjustment, R Square is 0.917 with R Change of 0.003. The standard error of the best regression model is 0.28809. This model has an F-ratio of 6.458 at 0.012 significance level which is considered significant at Alpha = 0.05. The constant of the model has a value of -4.458. According to the regression model, SWE3 has the strongest positive relationship with RTC since it has the largest Beta coefficient of 0.321 at 0.0 significance. SWE3 states that "Supervisor of the team provides employees with constant help and support". At the same time, SWE21 has the strongest negative relationship with RTC since it has the smallest Beta coefficient of -0.163 at 0.0 significance. SWE21 states that "Employees in the municipality can easily find time to do what they want". The strong relationship between these variables and RTC suggest that time and distribution of workload are very important to employees which confirms the hypothesis. Note that SWE4 has the best significant level.

Table 6.180: Stepwise Regression of attitude toward organizational change against Feedback and Workload Cluster.

	R2	R2 Change	Adj. R2	SSE	Const.	F	Sig
Model	0.92	0.003	0.917	0.28809	-4.458	6.458	0.012

	Model	
	Beta	**Sig**
SWE3	0.321	0.0
SWE4	0.308	0.0
SWE5	0.07	0.011
SWE6		
SWE7	0.255	0.0
SWE8	0.138	0.0
SWE9	0.156	0.0
SWE10	0.067	0.012
SWE21	-0.163	0.0

$$Model = 0.321 \times V3 + 0.308 \times V4 + 0.07 \times V5 + 0.255 \times V7 + 0.138 \times V8 + 0.156 \times V9 + 0.067 \times V10 - 0.163 \times V21$$

Testing for hypothesis H6.2

Six variables belonging to Employee Happiness cluster were used as independent variables. Three models were constructed and evaluated by using stepwise regression. Only 3 of the variables belonging to this construct were selected according to the best regression model. The selected variables are SWE23, SWE18 and SWE17. The best model achieved R Square of 0.111. After adjustment, R Square is 0.097 with R Change of 0.021. The standard error of the best regression model is 0.95034. This model has an F-ratio of 4.501 at 0.035 significance level. The constant of the model has a value of -0.826. According to the regression model, SWE18 has the strongest positive relationship with RTC since it has the largest Beta coefficient of 0.219 at 0.008

significance. SWE18 states that "Interaction among employees in the municipality is generally warm". At the same time, SWE17 has the strongest negative relationship with RTC since it has the smallest Beta coefficient of -0.164 at 0.035 significance. SWE17 states that "Most employees in the municipality feel life is rewarding". Clearly, these statements suggest that happier employees are less resistant which confirm the hypothesis. Note that SWE23 has the best significant level.

Table 6.181: Stepwise Regression of attitude toward organizational change against Employee Happiness Cluster.

	R2	**R2 Change**	**Adj. R2**	**SSE**	**Const.**	**F**	**Sig**
Model	0.111	0.021	0.097	0.95034	-0.826	4.501	0.035

	Model	
	Beta	**Sig**
SWE17	-0.164	0.035
SWE18	0.219	0.008
SWE19		
SWE20		
SWE22		
SWE23	0.218	0.006

$$Model = -0.164 \times V17 + 0.219 \times V18 + 0.218 \times V23$$

Testing for hypothesis H6.3

Eight variables belonging to Social Aspects cluster were used as independent variables. Three models were constructed and evaluated by using stepwise regression. Only 3 of the variables belonging to this construct were selected according to the best regression model. The selected variables are SWE2, SWE12 and SWE11. The best model achieved R Square of 0.293. After adjustment, R Square is 0.282 with R Change of 0.05. The

standard error of the best regression model is 0.84735. This model has an F-ratio of 13.251 at 0.0 significance level. The constant of the model has a value of -2.486. According to the regression model, SWE2 has the strongest positive relationship with RTC since it has the largest Beta coefficient of 0.41 at 0.0 significance. SWE2 states that "My co-workers help me when I need it". At the same time, SWE11 has the strongest negative relationship with RTC since it has the smallest Beta coefficient of -0.247 at 0.0 significance. SWE11 states that "Employees complaints are frequent". These outcomes align with the hypothesis. Note that SWE2 has the best significant level. Introducing mediating variables did not change the outcome of regression process.

Table 6.182: Stepwise Regression of attitude toward organizational change against Social Aspects Cluster.

	R2	**R2 Change**	**Adj. R2**	**SSE**	**Const.**	**F**	**Sig**
Model	0.293	0.05	0.282	0.84735	-2.486	13.251	0.0

	Model	
	Beta	**Sig**
SWE13		
SWE14		
SWE15		
SWE16		
SWE1		
SWE2	0.41	0.0
SWE11	-0.247	0.0
SWE12	0.242	0.0

$$Model = 0.41 \times V2 - 0.247 \times V11 + 0.242 \times V12$$

6.8.4 The Influence of Employee Commitment on RTC

H6.4: Higher level of satisfaction among employees lead to lesser resistance to change.

H6.5: Loyal employees are less resistant to change.

Testing for hypothesis H6.4

Five variables belonging to Satisfaction cluster were used as independent variables. One model was constructed and evaluated by using stepwise regression. Only one of the variables belonging to this construct was selected according to the regression model. The selected variable is ECM3. The generated model achieved R Square of 0.163. After adjustment, R Square is 0.159 with R Change of 0.163. The standard error of the generated regression model is 0.91712. This model has an F-ratio of 37.082 at 0.0 significance level. The constant of the model has a value of -1.164. According to the regression model, ECM3 has a strong relationship with RTC since it has a Beta coefficient of 0.404 at 0.0 significance. ECM3 states that "I am treated with high level of fairness and respect". Agreeing with this statement indicates high level of satisfaction which confirms H6.4.

Table 6.183: Stepwise Regression of attitude toward organizational change against Satisfaction Cluster.

	R2	**R2 Change**	**Adj. R2**	**SSE**	**Const.**	**F**	**Sig**
Model	0.163	0.163	0.159	0.91712	-1.164	37.082	0.0

	Model	
	Beta	**Sig**
ECM1		
ECM2		
ECM3	0.404	0.0
ECM4		
ECM7		

$$Model = 0.404 \times V26$$

Testing for hypothesis H6.5

Two variables belonging to Loyalty cluster were used as independent variables. Both of these variables were selected according to the best regression model. The selected variables are ECM6 and ECM5. The best model achieved R Square of 0.069. After adjustment, R Square is 0.059 with R Change of 0.046. The standard error of the best regression model is 0.97004. This model has an F-ratio of 9.236 at 0.003 significance level. The constant of the model has a value of -0.019. According to the regression model, ECM5 has the strongest positive relationship with RTC since it has the largest Beta coefficient of 0.246 at 0.003 significance. ECM5 states that "I am loyal to the municipality". At the same time, ECM6 has the strongest negative relationship with RTC since it has the smallest Beta coefficient of -0.274 at 0.001 significance. ECM6 states that "I am aware many of my colleagues want to leave the municipality for better jobs". Clearly these variables confirm H6.5. Note that ECM6 has the best significant level. Introducing mediating variables did not change the outcome of regression process.

Table 6.184: Stepwise Regression of attitude toward organizational change against Loyalty Cluster.

	R2	**R2 Change**	**Adj. R2**	**SSE**	**Const.**	**F**	**Sig**
Model	0.069	0.046	0.059	0.97004	-0.019	9.236	0.003

	Model	
	Beta	**Sig**
ECM5	0.246	0.003

ECM6	-0.274	0.001

$$Model = 0.246 \times V28 - 0.274 \times V29$$

6.8.5 The Influence of Employee Participation on RTC

Only one cluster was emerged from the “Employee Participation” group factors. Based on these results the author proposed to test the following hypothesis using multiple regressions:

H6.6: Higher level of participation of employees lead to lesser resistance to change.

Testing for hypothesis H6.6

Eight variables belonging to Employee Participation cluster were used as independent variables. One model was constructed and evaluated by using stepwise regression. Only one of the variable belonging to this construct was selected according to the best regression model. The selected variable is EP7. The generated model achieved R Square of 0.125. After adjustment, R Square is 0.121 with R Change of 0.125. The standard error of the generated regression model is 0.93765. This model has an F-ratio of 27.248 at 0.0 significance level. The constant of the model has a value of -0.791. According to the regression model, EP7 has mildly strong relationship with RTC since it has a Beta coefficient of 0.354 at 0.0 significance. EP7 states that "Usually management provides detailed information regarding any organizational change". This statement is more about inclusion than participation. However, it indicates that such inclusion which necessary for participation will result in less resistance.

Table 6.185: Stepwise Regression of attitude toward organizational change against Employee Participation Cluster.

	R2	R2 Change	Adj. R2	SSE	Const.	F	Sig
Model	0.125	0.125	0.121	0.93765	-0.791	27.248	0.0

	Model	
	Beta	Sig
EP1		
EP2		
EP3		
EP4		
EP5		
EP6		
EP7	0.354	0.0
EP8		

$$Model = 0.354 \times V37$$

6.8.6 The Influence of Employee Development on RTC

Two clusters were emerged from the "Employee Development" group factors. Based on these results the author proposed to test the following hypotheses using multiple regressions:

H6.7: Having good internal training support leads to lesser resistance to change.

H6.8: Having good external learning support leads to lesser resistance to change.

Testing for hypothesis H6.7

Twelve variables belonging to Internal Training Support cluster were used as independent variables. Two models were constructed and evaluated by using stepwise regression. Only two of the variables belonging to this construct were selected according to the best regression model. The selected variables are ED3 and ED8. The best model achieved R Square of 0.185. After adjustment, R Square is 0.176 with R Change of 0.045. The standard error of the best regression model is 0.90777. This model has an F-ratio of 10.505 at 0.001 significance level. The constant of the model has a value of -0.609. According to the regression model, ED3 has the strongest positive relationship with RTC since it has the largest Beta coefficient of 0.531 at 0.0 significance. ED3 states that "Management provides constant mentoring and guidance for employees career". At the same time, ED8 has the strongest negative relationship with RTC since it has the smallest Beta coefficient of -0.265 at 0.001 significance. ED8 states that "My municipality organization provides short time study leaves for its employees". ED3 confirms the H6.7. However, ED8 may have been interpreted differently by subjects than expected. Note that ED3 has the best significant level.

Table 6.186: Stepwise Regression of attitude toward organizational change against Internal Training Support Cluster.

	R2	**R2 Change**	**Adj. R2**	**SSE**	**Const.**	**F**	**Sig**
Model	0.185	0.045	0.176	0.90777	-0.609	10.505	0.001

	Model	
	Beta	**Sig**
ED1		
ED2		
ED3	0.531	0.0
ED4		
ED5		

ED6		
ED8	-0.265	0.001
ED11		
ED12		
ED13		
ED14		
ED16		

$$Model = 0.531 \times V41 - 0.265 \times V46$$

Testing for hypothesis H6.8

Four variables belonging to External Learning Support cluster were used as independent variables. One model was constructed and evaluated by using stepwise regression. Only one of the variable belonging to this construct was selected according to the best regression model. The selected variable is ED15. The generated model achieved R Square of 0.035. After adjustment, R Square is 0.03 with R Change of 0.035. The standard error of the generated regression model is 0.98478. This model has an F-ratio of 6.95 at 0.009 significance level. The constant of the model has a value of -0.381. According to the regression model, ED15 has a modest relationship with RTC since it has a Beta coefficient of 0.188 at 0.009 significance. ED15 states that "Employees are properly placed after returning from full time study leave". This statement does not clearly confirm H6.8. Nevertheless, it pushes in the direction if such confirmation.

Table 6.187: Stepwise Regression of attitude toward organizational change against External Learning Support Cluster.

	R2	**R2 Change**	**Adj. R2**	**SSE**	**Const.**	**F**	**Sig**
Model	0.035	0.035	0.03	0.98478	-0.381	6.95	0.009

	Model	
	Beta	**Sig**
ED7		
ED9		
ED10		
ED15	0.188	0.009

$$Model = 0.188 \times V53$$

6.8.7 The Influence of Employee Confidence on RTC

Two clusters were emerged from the “Employee Confidence” group factors. Based on these results the author proposed to test the following hypotheses using multiple regressions:

H6.9: Employees with high level of personal confidence are less resistant to change.

H6.10: Employees with high level of work confidence are less resistant to change.

Testing for hypothesis H6.9

Nineteen variables belonging to Personal Confidence cluster were used as independent variables. However, performing stepwise regression on these variables did not produce a valid model. Only when using Gender as mediating variable, we could have a valid model. Three variables were selected for the regression model. The selected variables are Gender, ECN10 and ECN16. The best model achieved R Square of 0.095. After adjustment, R Square is 0.081 with R Change of 0.051. The standard error of the regression model is 0.95881. This model has an F-ratio of 10.679 at 0.001 significance level. The constant of the model has a value of -0.222. According to the regression model, ECN10 has the strongest positive relationship with RTC since it has the largest Beta coefficient of 0.329 at 0.0 significance. ECN10 states that "I evaluate my results of work/actions with honesty and compassion". At the same time, ECN16 has the

strongest negative relationship with RTC since it has the smallest Beta coefficient of -0.293 at 0.001 significance. ECN16 states that "I don't always try to please others as a consequence of organizational change requirements". It seems that H6.9 is a valid hypothesis.

Table 6.188: Stepwise Regression of attitude toward organizational change against Personal Confidence Cluster.

	R2	**R2 Change**	**Adj. R2**	**SSE**	**Const.**	**F**	**Sig**
Model	0.095	0.051	0.081	0.95881	-0.222	10.679	0.001

	Model	
	Beta	**Sig**
ECN4		
ECN5		
ECN6		
ECN7		
ECN8		
ECN9		
ECN10	0.329	0.0
ECN11		
ECN12		
ECN13		
ECN14		
ECN15		
ECN16	-0.293	0.001
ECN17		
ECN19		
ECN20		
ECN23		
ECN24		
ECN25		

$$Model = 0.329 \times V64 - 0.293 \times V70$$

Testing for hypothesis H6.10

Ten variables belonging to Work Confidence cluster were used as independent variables. One model was constructed and evaluated by using stepwise regression. Only one of the variable belonging to this construct was selected according to the best regression model. The selected variable is ECN2. The generated model achieved R Square of 0.061. After adjustment, R Square is 0.056 with R Change of 0.061. The standard error of the generated regression model is 0.97176. This model has an F-ratio of 12.262 at 0.001 significance level. The constant of the model has a value of -0.525. According to the regression model, ECN2 has a relationship with RTC with Beta coefficient of 0.246 at 0.001 significance. ECN2 states that "Management expresses appreciation to good performance achieved by employees". Such statement undoubtedly aligns with H6.10.

Table 6.189: Stepwise Regression of attitude toward organizational change against Work Confidence Cluster.

	R2	**R2 Change**	**Adj. R2**	**SSE**	**Const.**	**F**	**Sig**
Model	0.061	0.061	0.056	0.97176	-0.525	12.262	0.001

	Model	
	Beta	**Sig**
ECN18		
ECN21		
ECN22		
ECN26		
ECN27		
ECN28		
OC1		
ECN1		
ECN2	0.246	0.001
ECN3		

$$Model = 0.246 \times V56$$

6.9 Chapter Summary

This chapter is the largest chapter in this thesis. Its main objective is to perform extensive data analysis on questionnaire responses. Several analytical tools were used to achieve this objective. At the beginning, extensive statistical description was provided. Later, reliability testing and data ranking were performed. After that, factor analysis, correlation analysis and regression analysis were conducted.

Chapter 7: Discussion

7.1 Overview

This chapter presents a discussion relating to the constructs under investigation in this research. Here, research hypothesis should be revisited in the light of the presented analysis in the previous chapter.

- H1: Employee perception about support in the work environment correlates with employee resistance to organizational change initiative (Pearson Correlation Coefficient =0.49 and is significant at the level 0.01). The employee with low perception about support in the work environment has higher resistance to organizational change initiative than a group with high perception about support in the work environment.
- H2: Employee commitment correlates with employee resistance to organizational change initiatives (Pearson Correlation Coefficient is 0.614 and is significant at the level 0.01). An employee with low commitment has higher resistance to organizational change initiative than a group with high commitment.
- H3: Employee participation in change initiatives has an impact on employee attitude toward organizational change initiatives (Pearson Correlation Coefficient is 0.608 and it is significant at the level 0.01). Employees with low participation in change initiatives have higher resistance to organizational change initiative.
- H4: Employee perception about possible development as a result of organizational change initiatives positively impacts his attitude toward these initiatives (Pearson Correlation Coefficient is 0.786 and it is significant at the

level 0.01). An employee with low perception about possible development as a result of organizational change has higher resistance to organizational change initiative than the employee with high perception about possible development as a result of organizational change.

- H5: Employee's self-confidence correlates with employee resistance to organizational change initiatives (Pearson Correlation Coefficient has value 0.410 and it is significant at the level 0.01). An employee with low self-confidence has higher resistance to organizational change initiative than the employee with high self-confidence.

The following six sections discuss findings of each construct analysis. The seventh section discusses correlation; while the last section focused on regression.

7.2 Supportive Work Environment

For Supportive Work Environment construct, there are 23 variables. With regards to all position classes, the highest rank was 1 and the lowest rank was 99. The average rank was 49.48; while the standard deviation was 24.91. Most of variables reside in the top 50 % percentile. The following figure shows ranking of questionnaire variables categorized by position class. As said before, position class of an employee represents her/his level in organization hierarchy. For instance, senior managers have class 1 while junior mangers have class 3 and so on.

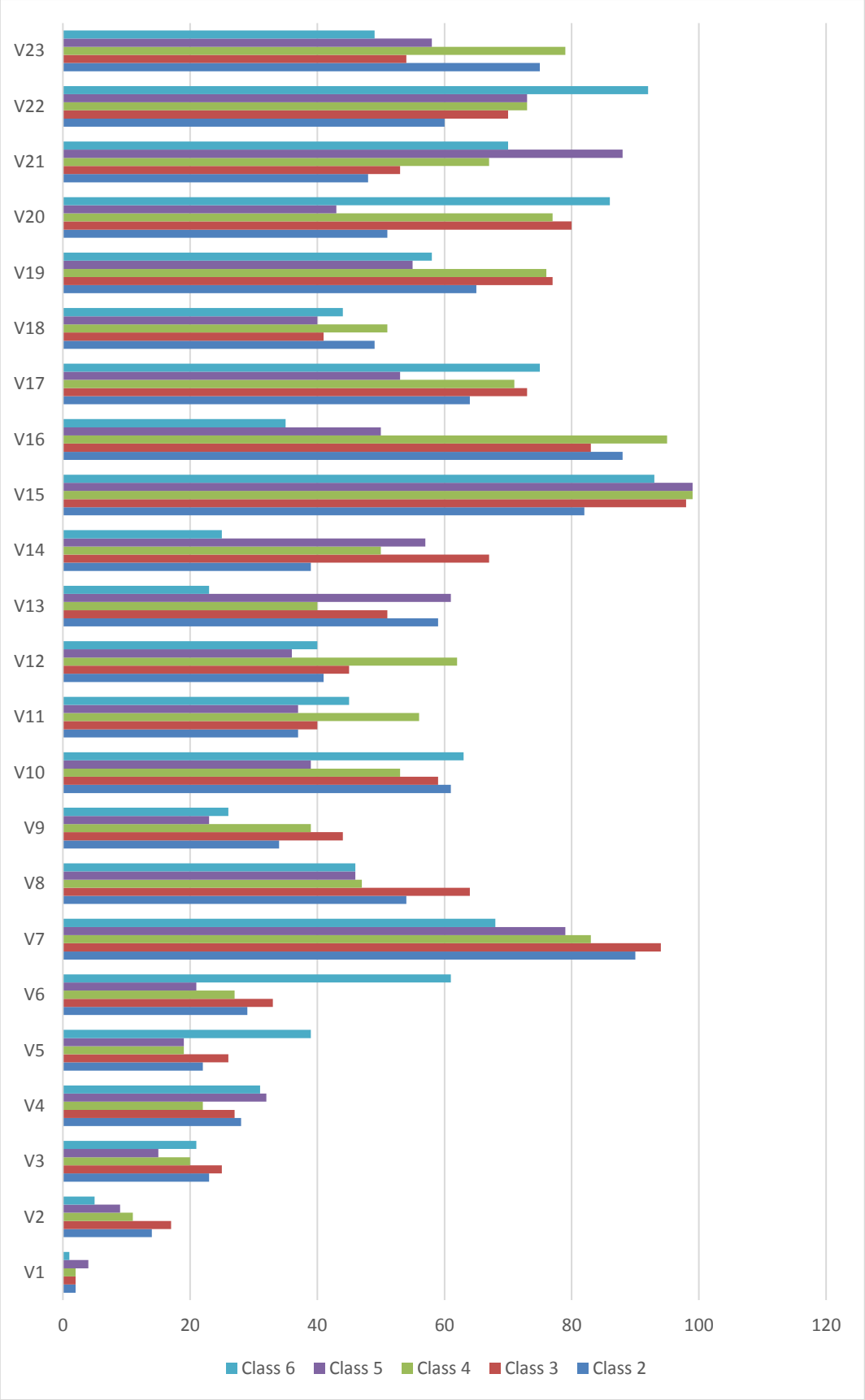


Figure 7.1: Variables ranks for Supportive Work Environment construct.

For position class 2, the highest rank was 2 at variable SWE1. Variable SWE1 states that "I provide support to my co-workers". On the other hand, the lowest rank was 90 at variable SWE7. Variable SWE7 states that "The work load is divided equitably among employees". The average rank for position class 2 was 48.48; while the standard deviation was 22.89. Most of variables reside in the top 50 % percentile for this position class. For position class 3, the highest rank was 2 at variable SWE1. On the other hand, the lowest rank was 98 at variable SWE15. Variable SWE15 states that "It is harder for the employee to accept change if it is proposed by senior manager belonging to different family or tribe". The average rank for position class 3 was 53.17; while the standard deviation was 24.58. Most of variables reside in the top 50 % percentile for this position class. For position class 4, the highest rank was 2 at variable SWE1. On the other hand, the lowest rank was 99 at variable SWE15. The average rank for position class 4 was 53.0; while the standard deviation was 26.57. Most of variables reside in the top 50 % percentile for this position class. For position class 5, the highest rank was 4 at variable SWE1. On the other hand, the lowest rank was 99 at variable SWE15. The average rank for position class 5 was 45.09; while the standard deviation was 24.19. Most of variables reside in the top 50 % percentile for this position class. For position class 6, the highest rank was 1 at variable SWE1. On the other hand, the lowest rank was 93 at variable SWE15. The average rank for position class 6 was 47.65; while the standard deviation was 25.17. Most of variables reside in the top 50 % percentile for this position class.

7.3 Employee Commitment

For Employee Commitment construct, there are 7 variables. With regards to all position classes, the highest rank was 5 and the lowest rank was 100. The average rank was

48.57; while the standard deviation was 29.21. Most of variables reside in the top 50 % percentile.

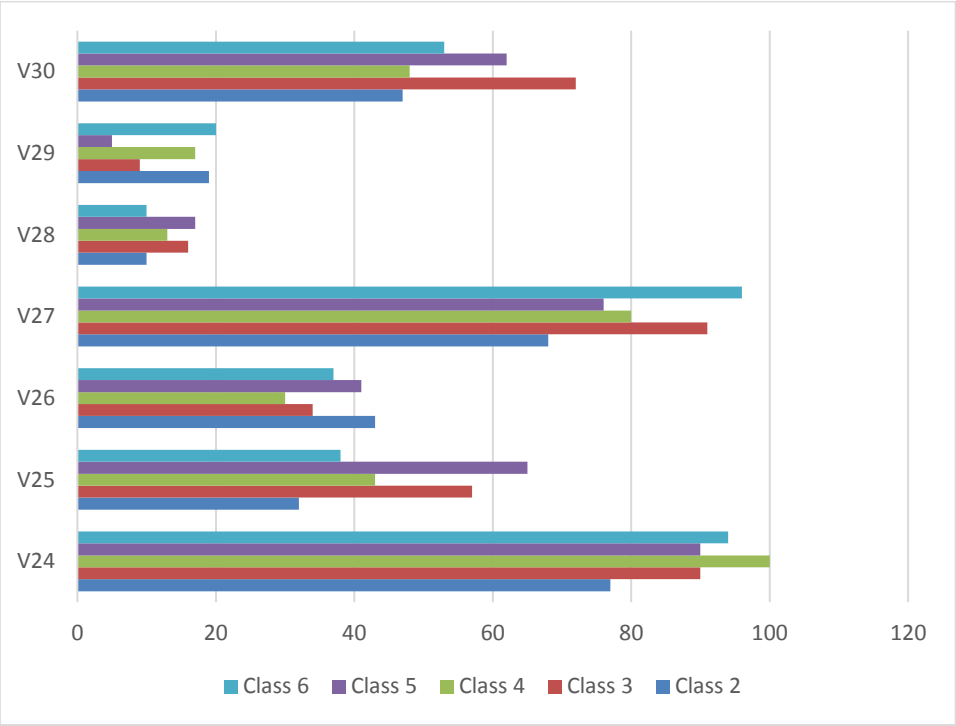


Figure 7.2: Variables ranks for Employee Commitment construct.

For position class 2, the highest rank was 10 at variable ECM5. Variable ECM5 states that "I am loyal to the municipality". On the other hand, the lowest rank was 77 at variable ECM1. Variable ECM1 states that "The municipality provides good outlook and well-being for its employees". The average rank for position class 2 was 42.29; while the standard deviation was 22.61. Most of variables reside in the top 50 % percentile for this position class. For position class 3, the highest rank was 9 at variable ECM6. Variable ECM6 states that "I am aware many of my colleagues want to leave the municipality for better jobs". On the other hand, the lowest rank was 91 at variable ECM4. Variable ECM4 states that "Fairness is a part of municipality value and culture". The average rank for position class 3 was 52.71; while the standard deviation was 31.29. Most of variables reside in the top 50 % percentile for this position class. For position

class 4, the highest rank was 13 at variable ECM5. On the other hand, the lowest rank was 100 at variable ECM1. The average rank for position class 4 was 47.29; while the standard deviation was 29.9. Most of variables reside in the top 50 % percentile for this position class. For position class 5, the highest rank was 5 at variable ECM6. On the other hand, the lowest rank was 90 at variable ECM1. The average rank for position class 5 was 50.86; while the standard deviation was 28.87. Most of variables reside in the top 50 % percentile for this position class. For position class 6, the highest rank was 10 at variable ECM5. On the other hand, the lowest rank was 96 at variable ECM4. The average rank for position class 6 was 49.71; while the standard deviation was 31.34. Most of variables reside in the top 50 % percentile for this position class.

7.4 Employee Participation

For Employee Participation construct, there are 8 variables. With regards to all position classes, the highest rank was 7 and the lowest rank was 89. The average rank was 40.2; while the standard deviation was 22.39. Most of variables reside in the top 50 % percentile.

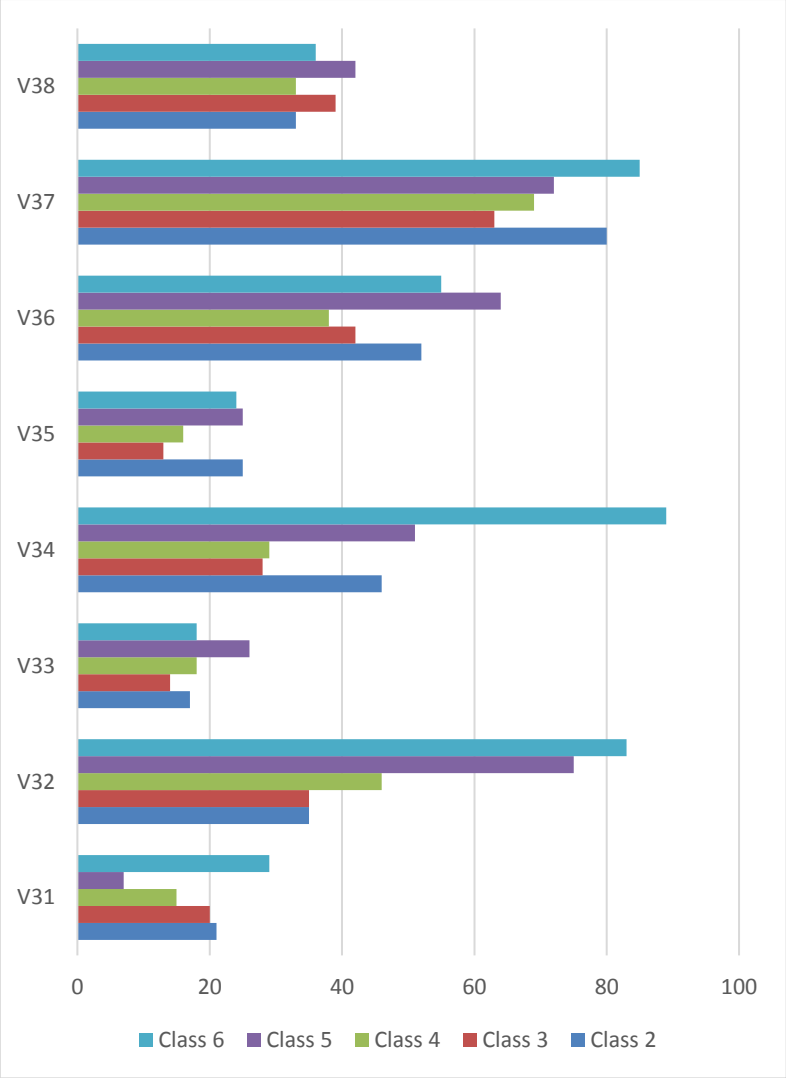


Figure 7.3: Variables ranks for Employee Participation construct.

For position class 2, the highest rank was 17 at variable EP3. Variable EP3 states that "I am willing to help in forming new change initiatives.". On the other hand, the lowest rank was 80 at variable EP7. Variable EP7 states that "Usually management provides detailed information regarding any organizational change". The average rank for position class 2 was 38.62; while the standard deviation was 19.22. Most of variables reside in the top 50 % percentile for this position class. For position class 3, the highest rank was 13 at variable EP5. Variable EP5 states that "I am willing to accept new responsibilities as a consequence of organizational change". On the other hand, the

lowest rank was 63 at variable EP7. The average rank for position class 3 was 31.75; while the standard deviation was 15.67. Most of variables reside in the top 50 % percentile for this position class. For position class 4, the highest rank was 15 at variable EP1. Variable EP1 states that "Many tasks in the municipality require collaborative team work". On the other hand, the lowest rank was 69 at variable EP7. The average rank for position class 4 was 33.0; while the standard deviation was 17.12. Most of variables reside in the top 50 % percentile for this position class. For position class 5, the highest rank was 7 at variable EP1. On the other hand, the lowest rank was 75 at variable EP2. Variable EP2 states that "I have the opportunity to take initiatives.". The average rank for position class 5 was 45.25; while the standard deviation was 23.02. Most of variables reside in the top 50 % percentile for this position class. For position class 6, the highest rank was 18 at variable EP3. On the other hand, the lowest rank was 89 at variable EP4. Variable EP4 states that "Accepting new responsibilities as a consequence of organizational change is a common characteristic among employees". The average rank for position class 6 was 52.38; while the standard deviation was 27.73. Most of variables reside in the top 50 % percentile for this position class.

7.5 Employee Development

For Employee Development construct, there are 16 variables. With regards to all position classes, the highest rank was 19 and the lowest rank was 110. The average rank was 67.31; while the standard deviation was 27.12. Most of variables reside in the lower 25 % percentile.

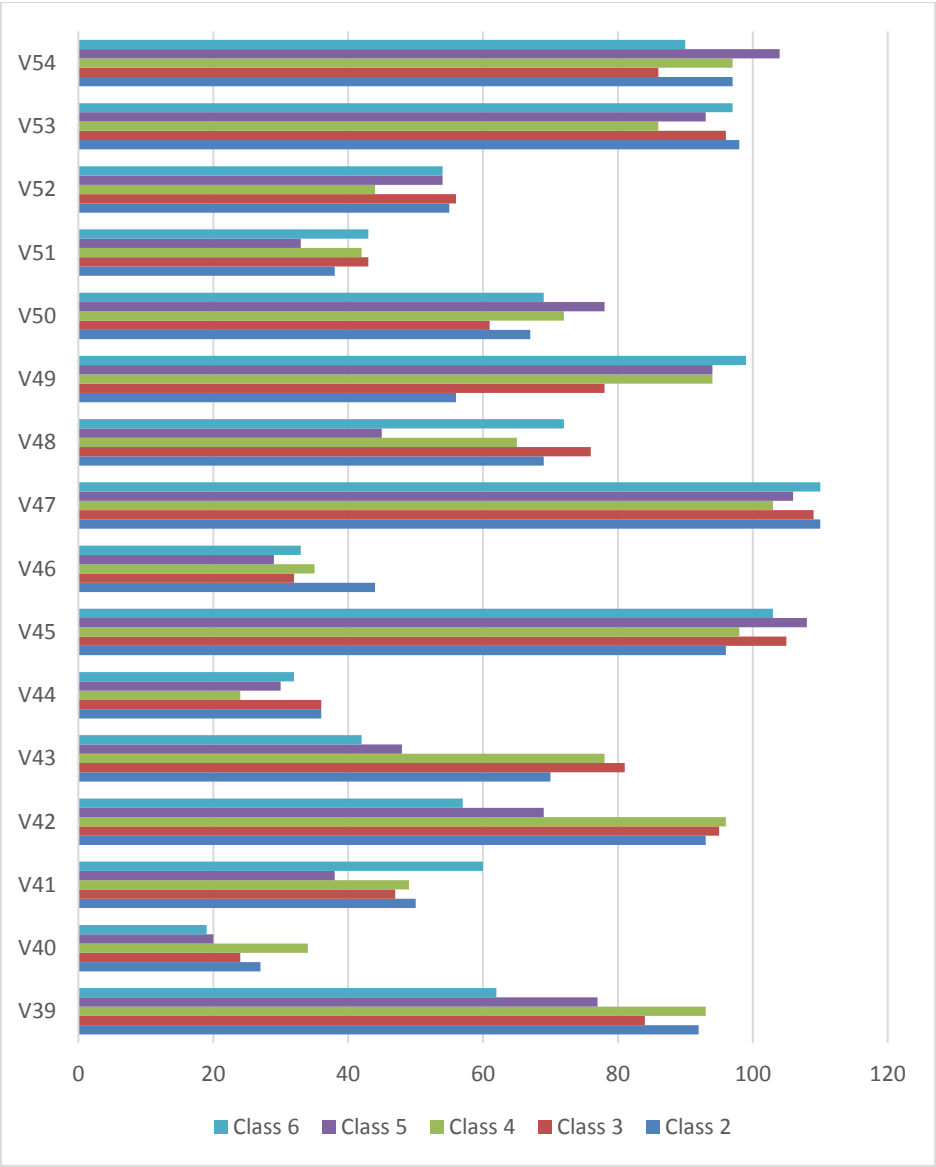


Figure 7.4: Variables ranks for Employee Development construct.

For position class 2, the highest rank was 27 at variable ED2. Variable ED2 states that "I fully understand my position role". On the other hand, the lowest rank was 110 at variable ED9. Variable ED9 states that "My municipality provides ficial aid such as scholarships to its employees". The average rank for position class 2 was 68.62; while the standard deviation was 25.38. Most of variables reside in the lower 25 % percentile for this position class. For position class 3, the highest rank was 24 at variable ED2. On the other hand, the lowest rank was 109 at variable ED9. The average rank for position

class 3 was 69.31; while the standard deviation was 26.18. Most of variables reside in the lower 25 % percentile for this position class. For position class 4, the highest rank was 24 at variable ED6. Variable ED6 states that "Development opportunity can change my view regarding organizational change initiatives". On the other hand, the lowest rank was 103 at variable ED9. The average rank for position class 4 was 69.38; while the standard deviation was 26.53. Most of variables reside in the lower 25 % percentile for this position class. For position class 5, the highest rank was 20 at variable ED2. On the other hand, the lowest rank was 108 at variable ED7. Variable ED7 states that "My municipality organization provides full time study leaves for its employees". The average rank for position class 5 was 64.12; while the standard deviation was 29.69. Most of variables reside in the lower 25 % percentile for this position class. For position class 6, the highest rank was 19 at variable ED2. On the other hand, the lowest rank was 110 at variable ED9. The average rank for position class 6 was 65.12; while the standard deviation was 27.16. Most of variables reside in the lower 25 % percentile for this position class.

7.6 Employee Confidence

For Employee Confidence construct, there are 29 variables. With regards to all position classes, the highest rank was 1 and the lowest rank was 110. The average rank was 42.73; while the standard deviation was 37.33. Most of variables reside in the top 50 % percentile.

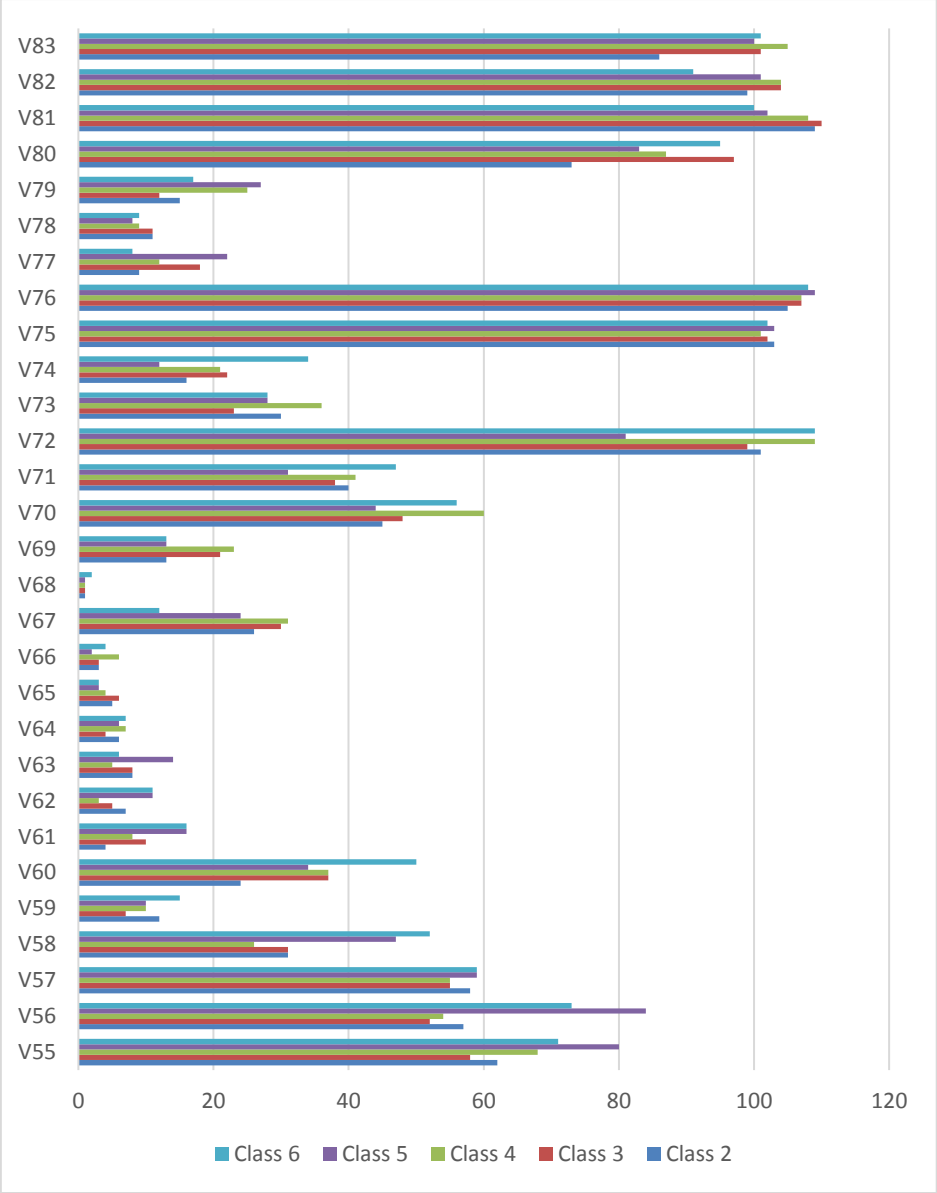


Figure 7.5: Variables ranks for Employee Confidence construct.

For position class 2, the highest rank was 1 at variable ECN14. Variable ECN14 states that "I tend to thank GOD for the good and ask his forgiveness and help from the bad". On the other hand, the lowest rank was 109 at variable ECN27. Variable ECN27 states that "I have fear of losing my job because of organizational change". The average rank for position class 2 was 39.97; while the standard deviation was 36.35. Most of variables reside in the top 50 % percentile for this position class. For position class 3, the highest rank was 1 at variable ECN14. On the other hand, the lowest rank was 110

at variable ECN27. The average rank for position class 3 was 42.07; while the standard deviation was 37.72. Most of variables reside in the top 50 % percentile for this position class. For position class 4, the highest rank was 1 at variable ECN14. On the other hand, the lowest rank was 109 at variable ECN18. Variable ECN18 states that "I try to copy or emulate others in getting on with the new organizational change initiatives". The average rank for position class 4 was 43.55; while the standard deviation was 38.0. Most of variables reside in the top 50 % percentile for this position class. For position class 5, the highest rank was 1 at variable ECN14. On the other hand, the lowest rank was 109 at variable ECN22. Variable ECN22 states that "I am always worried about being not perfect in take on organizational changes". The average rank for position class 5 was 43.28; while the standard deviation was 36.72. Most of variables reside in the top 50 % percentile for this position class. For position class 6, the highest rank was 2 at variable ECN14. On the other hand, the lowest rank was 109 at variable ECN18. The average rank for position class 6 was 44.79; while the standard deviation was 37.63. Most of variables reside in the top 50 % percentile for this position class.

7.7 Organizational Change

For Organizational Change construct, there are 27 variables. With regards to all position classes, the highest rank was 14 and the lowest rank was 110. The average rank was 73.67; while the standard deviation was 24.01. Most of variables reside in the lower 25 % percentile.

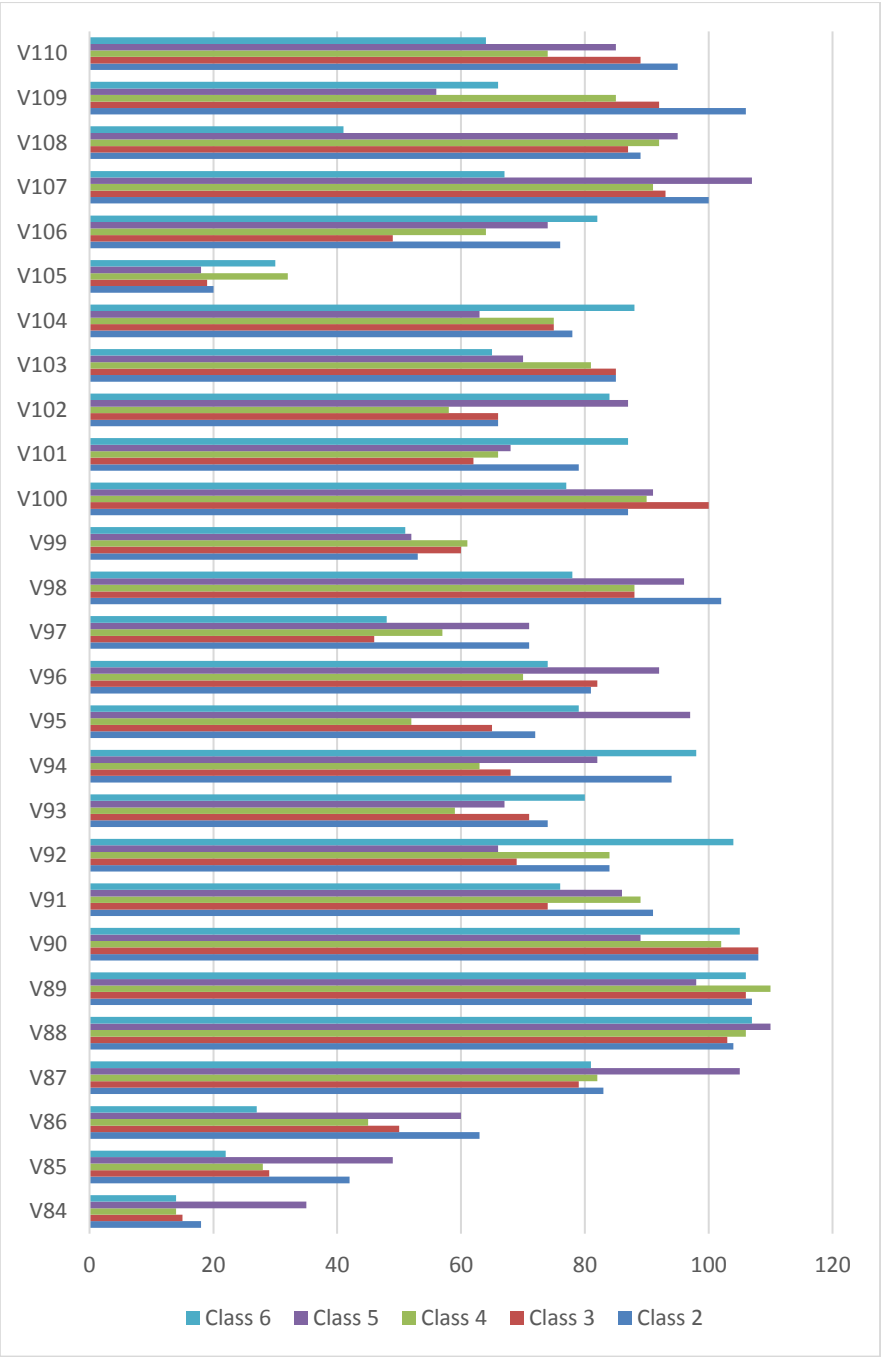


Figure 7.6: Variables ranks for Organizational Change construct.

For position class 2, the highest rank was 18 at variable OC2. Variable OC2 states that "I see the need for organizational change to improve performance". On the other hand, the lowest rank was 108 at variable OC8. Variable OC8 states that "I resist organizational change because everybody does in the municipality". The average rank

for position class 2 was 78.81; while the standard deviation was 23.28. Most of variables reside in the lower 25 % percentile for this position class. For position class 3, the highest rank was 15 at variable OC2. On the other hand, the lowest rank was 108 at variable OC8. The average rank for position class 3 was 71.48; while the standard deviation was 24.41. Most of variables reside in the lower 25 % percentile for this position class. For position class 4, the highest rank was 14 at variable OC2. On the other hand, the lowest rank was 110 at variable OC7. Variable OC7 states that "I reject the organizational change due to the lack of conformity to norms and values of the municipality". The average rank for position class 4 was 71.04; while the standard deviation was 23.2. Most of variables reside in the lower 25 % percentile for this position class. For position class 5, the highest rank was 18 at variable OC23. Variable OC23 states that "The presence of coaching is essential for ensuring the acquisition of skills necessary for the anticipated organizational". On the other hand, the lowest rank was 110 at variable OC6. Variable OC6 states that "I think the organizational change disrupts my stable work norms and relations". The average rank for position class 5 was 76.63; while the standard deviation was 22.03. Most of variables reside in the lower 25 % percentile for this position class. For position class 6, the highest rank was 14 at variable OC2. On the other hand, the lowest rank was 107 at variable OC6. The average rank for position class 6 was 70.41; while the standard deviation was 25.75. Most of variables reside in the lower 25 % percentile for this position class.

7.8 Bi-Variant Correlation Coefficients

Variables	Supportive Work Environment	Employee Commitment	Employee Participation	Employee Development	Employee Confidence	Organizational Change
Supportive Work Environment	1	0.46	0.47	0.4	0.42	0.4
Employee Commitment	0.46	1	0.63	0.68	0.6	0.49
Employee Participation	0.47	0.63	1	0.63	0.67	0.59
Employee Development	0.4	0.68	0.63	1	0.7	0.62
Employee Confidence	0.42	0.6	0.67	0.7	1	0.76
Organizational Change	0.4	0.49	0.59	0.62	0.76	1

Correlation between Supportive Work Environment and Employee Commitment constructs has an average coefficient of 0.15 with standard deviation of 0.16. These constructs have a maximum coefficient of 0.46. This coefficient is between SWE23 and ECM1 variables. Variable SWE23 states that "Joyful and cheerful events such as office parties are common in the work environment". Also, variable ECM1 states that "The municipality provides good outlook and well-being for its employees". At the same time, these constructs have a minimum coefficient of -0.3. This coefficient is between SWE11 and ECM7 variables.

Correlation between Supportive Work Environment and Employee Participation constructs has an average coefficient of 0.16 with standard deviation of 0.12. These constructs have a maximum coefficient of 0.47. This coefficient is between SWE23 and EP7 variables. Also, variable EP7 states that "Usually management provides detailed information regarding any organizational change". At the same time, these constructs have a minimum coefficient of -0.21. This coefficient is between SWE11 and EP7 variables.

Correlation between Supportive Work Environment and Employee Development constructs has an average coefficient of 0.14 with standard deviation of 0.11. These

constructs have a maximum coefficient of 0.4. This coefficient is between SWE4 and ED3 variables. Variable SWE4 states that "Supervisors motivate employees to achieve better performance". Also, variable ED3 states that "Management provides constant mentoring and guidance for employee's career". At the same time, these constructs have a minimum coefficient of -0.19. This coefficient is between SWE11 and ED5 variables.

Correlation between Supportive Work Environment and Employee Confidence constructs has an average coefficient of 0.09 with standard deviation of 0.09. These constructs have a maximum coefficient of 0.42. This coefficient is between SWE23 and ECN1 variables. Also, variable ECN1 states that "The municipality adopts many strategies to advocate for self-improvement". At the same time, these constructs have a minimum coefficient of -0.21. This coefficient is between SWE7 and ECN16 variables.

Correlation between Supportive Work Environment and Organizational Change constructs has an average coefficient of 0.12 with standard deviation of 0.1. These constructs have a maximum coefficient of 0.4. This coefficient is between SWE15 and OC6 variables. Variable SWE15 states that "It is harder for the employee to accept change if it is proposed by senior manager belonging to different family or tribe". Also, variable OC6 states that "I think the organizational change disrupts my stable work norms and relations". At the same time, these constructs have a minimum coefficient of -0.16. This coefficient is between SWE8 and OC7 variables.

Correlation between Employee Commitment and Employee Participation constructs has an average coefficient of 0.45 with standard deviation of 0.1. These constructs have a maximum coefficient of 0.63. This coefficient is between ECM3 and EP2 variables. Variable ECM3 states that "I am treated with high level of fairness and respect". Also, variable EP2 states that "I have the opportunity to take initiatives". At the same time,

these constructs have a minimum coefficient of 0.12. This coefficient is between ECM6 and EP7 variables.

Correlation between Employee Commitment and Employee Development constructs has an average coefficient of 0.41 with standard deviation of 0.12. These constructs have a maximum coefficient of 0.68. This coefficient is between ECM3 and ED3 variables. At the same time, these constructs have a minimum coefficient of 0.11. This coefficient is between ECM6 and ED7 variables.

Correlation between Employee Commitment and Employee Confidence constructs has an average coefficient of 0.35 with standard deviation of 0.11. These constructs have a maximum coefficient of 0.6. This coefficient is between ECM4 and ECN1 variables. Variable ECM4 states that "Fairness is a part of municipality value and culture". At the same time, these constructs have a minimum coefficient of 0.11. This coefficient is between ECM7 and ECN16 variables.

Correlation between Employee Commitment and Organizational Change constructs has an average coefficient of 0.33 with standard deviation of 0.09. These constructs have a maximum coefficient of 0.49. This coefficient is between ECM3 and OC14 variables. Also, variable OC14 states that "Sufficient time is provided assimilating and implementation organizational change initiatives". At the same time, these constructs have a minimum coefficient of 0.12. This coefficient is between ECM7 and OC8 variables.

Correlation between Employee Participation and Employee Development constructs has an average coefficient of 0.47 with standard deviation of 0.09. These constructs have a maximum coefficient of 0.63. This coefficient is between EP6 and ED3 variables. Variable EP6 states that "Communication channels among employees and

management are utilized to announce organizational changes". At the same time, these constructs have a minimum coefficient of 0.23. This coefficient is between EP8 and ED9 variables.

Correlation between Employee Participation and Employee Confidence constructs has an average coefficient of 0.45 with standard deviation of 0.12. These constructs have a maximum coefficient of 0.67. This coefficient is between EP3 and ECN25 variables. Variable EP3 states that "I am willing to help in forming new change initiatives". Also, variable ECN25 states that "I have high motivation to participate in the organizational change initiatives". At the same time, these constructs has a minimum coefficient of 0.15. This coefficient is between EP7 and ECN16 variables.

Correlation between Employee Participation and Organizational Change constructs has an average coefficient of 0.41 with standard deviation of 0.08. These constructs have a maximum coefficient of 0.59. This coefficient is between EP6 and OC14 variables. At the same time, these constructs has a minimum coefficient of 0.21. This coefficient is between EP8 and OC7 variables.

Correlation between Employee Development and Employee Confidence constructs has an average coefficient of 0.42 with standard deviation of 0.12. These constructs have a maximum coefficient of 0.7. This coefficient is between ED3 and ECN1 variables. At the same time, these constructs have a minimum coefficient of 0.16. This coefficient is between ED10 and ECN18 variables.

Correlation between Employee Development and Organizational Change constructs has an average coefficient of 0.44 with standard deviation of 0.08. These constructs have a maximum coefficient of 0.62. This coefficient is between ED3 and OC15 variables. Also, variable OC15 states that "The municipality culture encourages

experimentation and continuous learning". At the same time, these constructs have a minimum coefficient of 0.2. This coefficient is between ED5 and OC6 variables.

Correlation between Employee Confidence and Organizational Change constructs has an average coefficient of 0.48 with standard deviation of 0.12. These constructs have a maximum coefficient of 0.76. This coefficient is between ECN24 and OC2 variables. Variable ECN24 states that "I like to see organizational change occurring in my municipality". Also, variable OC2 states that "I see the need for organizational change to improve performance". At the same time, these constructs has a minimum coefficient of 0.21. This coefficient is between ECN18 and OC26 variables.

7.9 Stepwise Regression

7.9.1 The Influence of Supportive Work Environment on RTC

	Stepwise Models				Hypotheses Support (Yes, No, or Partially)
	Beta Model	Beta Gender	Beta Position	Beta Evaluation	
SWE1					No
SWE2	0.41	0.41	0.41	0.41	Yes
SWE3	0.321	0.321	0.321	0.322	Yes
SWE4	0.308	0.308	0.308	0.314	Yes
SWE5	0.07	0.07	0.07	0.08	Yes
SWE6					No
SWE7	0.255	0.255	0.255	0.247	Yes
SWE8	0.138	0.138	0.138	0.13	Yes
SWE9	0.156	0.156	0.156	0.154	Yes
SWE10	0.067	0.067	0.067	0.071	Yes
SWE11	-0.247	-0.247	-0.247	-0.247	Yes
SWE12	0.242	0.242	0.242	0.242	Yes
SWE13					No
SWE14					No
SWE15					No
SWE16					No
SWE17	-0.164		-0.164	-0.164	Partially
SWE18	0.219		0.219	0.219	Partially
SWE19		0.156			Partially
SWE20					No
SWE21	-0.163	-0.163	-0.163	-0.16	Yes
SWE22					No
SWE23	0.218	0.226	0.218	0.218	Yes
Gender		-0.183			Partially
Position					No
Evaluation				-0.046	Partially

There are 26 variables related to Supportive Work Environment construct. With regards to RTC, only 46.15 % of variables have full support for the hypotheses. The partial support for the hypotheses account for 19.23 % of variables; while 34.62 % of variables have no support for the hypotheses. The overall average of Beta coefficients is 0.13 with standard deviation of 0.19.

There are 12 variables with full support for the hypotheses. SWE2 (My co-workers help me when I need it) has the most significant Beta coefficient of 0.41. SWE3 (Supervisor

of the team provides employees with constant help and support) has the most significant Beta coefficient of 0.322. SWE4 (Supervisors motivate employees to achieve better performance) has the most significant Beta coefficient of 0.314. SWE5 (Employees motivate each other to achieve better performance) has the most significant Beta coefficient of 0.08. SWE7 (The work load is divided equitably among employees) has the most significant Beta coefficient of 0.255. SWE8 (It is easy to get feedback from supervisors) has the most significant Beta coefficient of 0.138. SWE9 (It is easy to get feedback from co-workers.) has the most significant Beta coefficient of 0.156. SWE10 (Employees can easily get training and guidance if needed) has the most significant Beta coefficient of 0.071. SWE11 (Employees complaints are frequent) has the most significant Beta coefficient of 0.247. SWE12 (Most of the time employees complaints are about serious issues) has the most significant Beta coefficient of 0.242. SWE21 (Employees in the municipality can easily find time to do what they want) has the most significant Beta coefficient of 0.163. And, SWE23 (Joyful and cheerful events such as office parties are common in the work environment) has the most significant Beta coefficient of 0.226.

There are 5 variables with partial support for the hypotheses. SWE17 (Most employees in the municipality feel life is rewarding) has the most significant Beta coefficient of 0.164. SWE18 (Interaction among employees in the municipality is generally warm) has the most significant Beta coefficient of 0.219. SWE19 (Optimism regarding future is a common feeling among employees in the municipality) has the most significant Beta coefficient of 0.156. Gender has the most significant Beta coefficient of 0.183. Employee Evaluation has the most significant Beta coefficient of 0.046.

7.9.2 The Influence of Employee Commitment on RTC

	Stepwise Models				Hypotheses Support (Yes, No, or Partially)
	Beta Model	**Beta Gender**	**Beta Position**	**Beta Evaluation**	
ECM1					No
ECM2					No
ECM3	0.404	0.435	0.404	0.302	Yes
ECM4					No
ECM5	0.246	0.246	0.246	0.246	Yes
ECM6	-0.274	-0.274	-0.274	-0.274	Yes
ECM7				0.199	Partially
Gender		-0.211			Partially
Position					No
Evaluation				-0.151	Partially

There are 10 variables related to Employee Commitment construct. With regards to RTC, only 30.0 % of variables have full support for the hypotheses. The partial support for the hypotheses account for 30.0 % of variables; while 40.0 % of variables have no support for the hypotheses. The overall average of Beta coefficients is 0.08 with standard deviation of 0.28.

There are 3 variables with full support for the hypotheses. ECM3 (I am treated with high level of fairness and respect) has the most significant Beta coefficient of 0.435. ECM5 (I am loyal to the municipality) has the most significant Beta coefficient of 0.246. ECM6 (I am aware many of my colleagues want to leave the municipality for better jobs) has the most significant Beta coefficient of 0.274.

Also, there are 3 variables with partial support for the hypotheses. ECM7 (I am highly satisfied in my current grade position) has the most significant Beta coefficient of 0.199. Gender has the most significant Beta coefficient of 0.211. Employee Evaluation has the most significant Beta coefficient of 0.151.

7.9.3 The Influence of Employee Participation on RTC

	Stepwise Models				Hypotheses Support (Yes, No, or Partially)
	Beta Model	**Beta Gender**	**Beta Position**	**Beta Evaluation**	
EP1					No
EP2					No
EP3					No
EP4					No
EP5					No
EP6					No
EP7	0.354	0.367	0.354	0.354	Yes
EP8					No
Gender		-0.174			Partially
Position					No
Evaluation					No

There are 11 variables related to Employee Participation construct. With regards to RTC, only 9.09 % of variables have full support for the hypotheses. The partial support for the hypotheses account for 9.09 % of variables; while 81.82 % of variables have no support for the hypotheses. The overall average of Beta coefficients is 0.25 with standard deviation of 0.21.

There is only one variable with full support for the hypotheses. EP7 (Usually management provides detailed information regarding any organizational change) has the most significant Beta coefficient of 0.367. Also, there is only one variable with partial support for the hypotheses. Gender has the most significant Beta coefficient of 0.174.

7.9.4 The Influence of Employee Development on RTC

	Stepwise Models				Hypotheses Support (Yes, No, or Partially)
	Beta Model	**Beta Gender**	**Beta Position**	**Beta Evaluation**	
ED1					No
ED2					No
ED3	0.531	0.438	0.531	0.531	Yes
ED4					No
ED5		0.188			Partially
ED6					No
ED7					No
ED8	-0.265	-0.258	-0.265	-0.265	Yes
ED9					No
ED10					No
ED11					No
ED12					No
ED13					No
ED14					No
ED15	0.188	0.208	0.188	0.188	Yes
ED16					No
Gender		-0.172			Partially
Position					No
Evaluation					No

There are 19 variables related to Employee Development construct. With regards to RTC, only 15.79 % of variables have full support for the hypotheses. The partial support for the hypotheses account for 10.53 % of variables; while 73.68 % of variables have no support for the hypotheses. The overall average of Beta coefficients is 0.13 with standard deviation of 0.31.

There are 3 variables with full support for the hypotheses. ED3 (Management provides constant mentoring and guidance for employee's career) has the most significant Beta coefficient of 0.531. ED8 (My municipality organization provides short time study leaves for its employees) has the most significant Beta coefficient of 0.265. ED15 (Employees are properly placed after returning from full time study leave) has the most significant Beta coefficient of 0.208.

There are 2 variables with partial support for the hypotheses. ED5 (Most employees in the municipality take training seriously) has the most significant Beta coefficient of 0.188. Gender has the most significant Beta coefficient of 0.172.

7.9.5 The Influence of Employee Confidence on RTC

	Stepwise Models				Hypotheses Support (Yes, No, or Partially)
	Beta Model	**Beta Gender**	**Beta Position**	**Beta Evaluation**	
ECN1					No
ECN2	0.246	0.278	0.246	0.246	Yes
ECN3					No
ECN4					No
ECN5					No
ECN6					No
ECN7					No
ECN8					No
ECN9					No
ECN10		0.329			Partially
ECN11					No
ECN12					No
ECN13					No
ECN14					No
ECN15					No
ECN16		-0.293			Partially
ECN17					No
ECN18					No
ECN19					No
ECN20					No
ECN21					No
ECN22					No
ECN23					No
ECN24					No
ECN25					No
ECN26					No
ECN27					No
ECN28					No
OC1					No
Gender		-0.194			Partially
Position					No
Evaluation					No

There are 32 variables related to Employee Confidence construct. With regards to RTC, only 3.12 % of variables have full support for the hypotheses. The partial support for

the hypotheses account for 9.38 % of variables; while 87.5 % of variables have no support for the hypotheses. The overall average of Beta coefficients is 0.12 with standard deviation of 0.23.

There is only one variable with full support for the hypotheses. ECN2 (Management expresses appreciation to good performance achieved by employees) has the most significant Beta coefficient of 0.278. In addition, there are 3 variables with partial support for the hypotheses. ECN10 (I evaluate my results of work/actions with honesty and compassion) has the most significant Beta coefficient of 0.329. ECN16 (I don't always try to please others because of organizational change requirements) has the most significant Beta coefficient of 0.293. Gender has the most significant Beta coefficient of 0.194.

7.10 Chapter Summary

This chapter visited adopted constructs in this research and discussed in the light of the analysed results. Bi-Variant correlation between every research construct and others was performed to understand the link among these constructs. Also, stepwise regression in this regard was performed as well.

Chapter 8: Conclusion

8.1 Overview

The main purpose of this chapter is to present the main conclusions from this research. This chapter contains several sections. The first section is about the adopted methodology and its robustness. The second section discusses how objectives of this research were achieved. These objectives were set at the beginning of this research. Both of third and fourth sections highlight research limitations and contributions. Finally, proposed directions of future work will be discussed in the last section.

8.2 Robustness of the Research Methodology

An extensive and elaborated discussion about the adopted research methodology was delivered in Chapter 4. This research was based on mixed methodology were both of quantitative and qualitative methods were used. The main motivation and justification for conducting this research were derived after extensive literature review where existing research gaps were highlighted. This literature review process helped in developing the basis for the theatrical framework where candidates of constructs were chosen to be investigated. The data collection tool was developed based on the highest standards in literature. This tool was distributed among research subjects using web technology to increase efficiency. Number of responses were more than enough and redundancy was witnessed in subjects' responses. Wide range of analysis tools from statistical analysis to regression analysis were used. Also, correlation and factor analysis were used to improve investigation quality.

8.3 Research Objectives

The main purpose of this research is to investigate the employee resistance phenomenon to organizational change initiatives. These objectives were guiding this research effort:

1. To define several dimensions of organizational change and employee resistance behaviour so that advanced analysis can be performed.

There are so many dimensions which may play crucial role in organizational change implementation. An extensive analysis was conducted which suggests that the general recommendations for controlling change and mitigating resistance can be defined based on these main aspects of change:

- Feedback and Workload
- Employee Happiness
- Social Aspects
- Satisfaction
- Loyalty
- Employee Participation
- Internal Training Support
- External Learning Support
- Personal Confidence
- Work Confidence
- Change Implementation
- Resistance and Training

2. To identify all important elements in employee characteristics and work environment which have great impact on employees' attitude toward change.

The researcher conducted an intensive literature review to identify candidates for the most important elements which influence employee's attitude toward change. These elements are a part of employee's characteristics or work environment characteristics. Many works in literature identified some version of these elements based on their research objectives. In this work, these elements were investigated from the perspective of organizational change treatment. Only a sub-set of individual's characteristics and work environment characteristics which found in literature were under consideration. The other characteristics and elements were neglected because of their minimal impact on employee's attitude towards organizational change. The importance of these elements was confirmed while performing data analysis.

3. To identify the association between dependent and independent variables.

Several statistical measures and test were decoyed to accomplish this objective. The general theme of these tests was the strong dependency between the dependent variable and independent variables. For example, there is very strong dependency of resistance to change and employee development. This fact suggests that there is huge importance regarding possibility of employees' development in their attitude toward organizational change. Employees who perceive the organizational change initiative as a possibility of having better training opportunities will be much less resistance to such organizational change.

8.4 Generalizability, Applicability and Implications of Findings

This research was conducted in UAE which is a developing country with specific economical and culture aspects. Some of these culture aspects were taken into consideration while developing the questionnaire. However, analysis showed that these aspects did not play big role in forming employees attitude toward change. For example, UAE society is very tribal. The social structure of UAE is built around tribal values. Hence, the questionnaire used in this research include some questions regarding these values and how it may affect employee perception. Analysis showed that these values did not have any mentionable effected in employee perception regarding organizational change. This theme cover all results in this research. Therefore, it is save to conclude that work in this research can be generalized to all societies. At the same time, it is very applicable to all modern public organizations around the globe. Having said that, implications of this research finding can be very beneficial to any practitioner of researcher who are interested in this topic.

8.5 Research Limitations

All research projects suffer from limitation due to many reasons which are uncontrollable by the research team. The main limitations of this research are:

- The most apparent limitation in this research is the lack of causality measurement. To measure causality, data collection should be conducted before, during and after change initiatives. However, such requirement is very hard to meet and guarantee.

- Another limitation of this research is the small number of considered organizations. Subjects from only three organization were selected for the study. It will be much better if more organizations are considered especially unique ones such as army of law enforcement which have very stable organizational structure that does not change often.

It worth pointing out that these limitations are due to logistic challenges rather than systemic ones. The proposed research methodology in this thesis can be expanded and applies to larger scopes. For instance, a research effort can be started to measure employee resistance over long period of observation where many organizational change initiatives have been implemented. The same tools used in this thesis can be utilized without any modification. In such case, the first limitation can be easily eliminated. The same goes for the second limitation as well.

8.6 Research Contribution

There is considerable works in literature which covers resistance to organizational change. This research contributes to the existing body of knowledge through these main contributions:

- This research focuses on public organizations since most works in literature are concerns with private organizations. Public sector organizations operate under a lot of strict rules and have a lot of bureaucratic procedures that might restrict the management's ability to respond to change. There is an apparent lack of formidable evidence that studies this disparity in flexibility and how the

increased bureaucratic procedures affect the overall resistance towards change in employees.

- The research has identified new clusters of employee and work environment characteristics that have a direct impact on employee attitude toward organizational change intuitive. Namely, these clusters are: Feedback and Workload, Employee Happiness, Social Aspects, Satisfaction, Loyalty, Employee Participation, Internal Training Support, External Learning Support, Personal Confidence, Work Confidence, Change Implementation and Resistance and Training.
- The research has identified that the main factor which contributes most to resistance to change in UAE municipality is Employee Development. In other words, employees who are promised development opportunities as a result to the organizational change are less resistant to the change intuitive.
- This research focused on human resources policies which are usually neglected when investigating public organizations. Public sector and Private sector organization have a lot of difference in the way that they hire, train and reward employees. This difference makes it critical for researchers to study how the difference in human resources policies would contribute to the overall existence of resistance.
- Most of the research illustrated in literature is concentrated upon the organizations operating in developed economies of US and UK. These developed economies exhibit entire unique characteristics as compared to the developing economies such as UAE and other Asian counties. Having different ethics, norms and cultural values greatly compromises the utility of the research for developing economies that has been conducted in developed economies.

One of the most important contributions of this research is its focus on UAE context which can be considered as a representative of developing economies environment.

8.7 Recommendations for further research

As mentioned before, there is an increased need to conduct research with regards to organizational change. Complex processes such as organizational change cannot be investigated by one research effort. Based on the experience accumulated through conducting this research, the author recommends these future research ideas.

- Technological advances are changing how employees are communicating. For example, it is a common practice to use social networks applications such as WhatsApp to distribute work related messages and announcement. As technology advances, more organizational change will be needed to fully utilize new technologies. It will be very interesting to investigate if modern public organization in developing economies has lower resistance to organizational change than more established and old organizations as seen in developed economies.
- Also, investigating change aspects itself may provide more information regarding employees attitude. For example, does change that distributes administrational power has less resistance than change that tries to centralize power?
- This research can be expanded by including other research constructs such as group resistance and organization history.

8.8 Chapter Summary

The main purpose of this chapter is to provide the main conclusions and findings of this research. First, robustness of this research was discussed. Then, research objectives were revisited. Later, both of research limitations and contributions were highlighted. Finally, recommendations for future research directions were provided so that work presented in this thesis can extended.

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Appendix: Reliability Testing

Table A.1: Reliability Test Results for Work Environment.

Reliability Statistics

Cronbach's Alpha	N of Items
.835	23

Item-Total Statistics

	Scaled Mean if Item Deleted	Scaled Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SWE 1	77.4828	110.205	.246	.834
SWE 2	77.8851	105.848	.470	.828
SWE 3	78.1494	103.735	.520	.825
SWE 4	78.2529	102.363	.599	.822
SWE 5	78.2414	102.092	.605	.822
SWE 6	78.3506	100.599	.628	.820
SWE 7	79.3966	97.408	.574	.820
SWE 8	78.7931	101.726	.473	.825
SWE 9	78.4885	102.066	.552	.823
SWE 10	78.9080	100.731	.489	.824
SWE 11	78.6379	113.712	-.090	.848
SWE 12	78.6897	110.597	.065	.841
SWE 13	78.7759	104.510	.358	.830
SWE 14	78.7759	107.158	.200	.837
SWE 15	79.5460	104.469	.294	.834
SWE 16	79.2931	108.428	.127	.841
SWE 17	79.0977	103.303	.398	.829
SWE 18	78.6207	102.110	.547	.823

SWE 19	79.1034	99.746	.492	.824
SWE 20	78.9770	102.393	.467	.826
SWE 21	78.8851	103.490	.373	.830
SWE 22	79.0690	103.972	.374	.830
SWE 23	79.0287	100.780	.447	.826

Table A.2: Reliability Test Results for Commitment.

Reliability Statistics

Cronbach's Alpha	N of Items
.712	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ECM 1	22.5889	14.936	.471	.666
ECM 2	21.8500	14.631	.575	.639
ECM 3	21.6222	14.370	.631	.625
ECM 4	22.4444	13.243	.600	.625
ECM 5	21.0556	17.438	.401	.689
ECM 6	21.1389	22.411	-.314	.825
ECM 7	22.0333	13.194	.725	.592

Table A.3: Results of the Reliability Test for Group Items Employee Participation

Reliability Statistics

Cronbach's Alpha	N of Items
.790	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
EP1	26.5674	19.738	.217	.802
EP2	27.1685	16.582	.506	.765
EP3	26.5618	18.643	.407	.780
EP4	27.0674	15.363	.667	.736
EP5	26.5899	16.876	.645	.747
EP6	27.1966	16.068	.585	.751
EP7	27.6910	15.119	.566	.756
EP8	27.0169	17.926	.383	.784

Table A.4: Reliability Test Results for Group Items “Employee Development”

Reliability Statistics

Cronbach's Alpha	N of Items
.847	16

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ED1	48.4854	81.687	.483	.837
ED2	47.3977	84.488	.396	.842
ED3	47.8947	81.471	.536	.835
ED4	48.5731	79.834	.511	.836
ED5	48.2573	81.298	.466	.838
ED6	47.5497	84.284	.441	.840
ED7	48.8596	80.815	.458	.839
ED8	47.6608	84.849	.400	.841
ED9	49.1988	82.678	.351	.845
ED10	48.2807	80.191	.497	.836
ED11	48.3801	80.955	.475	.838
ED12	48.2690	83.163	.403	.841
ED13	47.7076	87.714	.259	.847
ED14	47.9825	81.006	.511	.836
ED15	48.6784	79.090	.609	.830
ED16	48.6667	79.329	.647	.829

Table A.5: Results of the Reliability Test for Group Items “Confidence”

Reliability Statistics

Cronbach's Alpha	N of Items
.786	29

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ECN 1	106.1049	86.306	.375	.776
ECN 2	106.0432	87.706	.281	.782
ECN 3	105.9877	87.801	.399	.775
ECN 4	105.4691	90.797	.258	.782
ECN 5	104.9012	92.599	.182	.784
ECN 6	105.4691	93.120	.064	.791
ECN 7	104.8704	91.058	.282	.781
ECN 8	104.7654	90.752	.368	.779
ECN 9	104.8148	90.599	.362	.779
ECN 10	104.7531	91.392	.316	.780
ECN 11	104.6975	90.001	.399	.777
ECN 12	104.6728	91.116	.367	.779
ECN 13	105.2346	91.100	.150	.788
ECN 14	104.5000	92.078	.385	.780
ECN 15	105.0185	88.552	.382	.776
ECN 16	105.7963	89.107	.259	.782
ECN 17	105.4877	87.432	.369	.776
ECN 18	106.8210	88.297	.240	.785
ECN 19	105.2840	88.826	.417	.776
ECN 20	105.0926	88.743	.389	.776
ECN 21	106.8272	87.225	.328	.779

ECN 22	107.0432	86.601	.375	.776
ECN 23	104.9815	89.149	.431	.776
ECN 24	104.8642	92.081	.221	.783
ECN 25	105.0309	88.987	.396	.776
ECN 26	106.4691	87.344	.296	.781
ECN 27	107.1914	87.224	.309	.780
ECN 28	106.8827	86.924	.292	.781
OC1	106.7778	88.025	.258	.783

Table A.6: Reliability Test Results for Group Items "Organizational Change"

Reliability Statistics

Cronbach's Alpha	N of Items
.941	27

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OC2	79.9494	353.284	.164	.943
OC3	80.3608	338.156	.514	.940
OC4	80.7595	326.553	.705	.938
OC5	81.2975	326.223	.688	.938
OC6	81.8291	351.608	.142	.944
OC7	81.9051	351.921	.132	.944
OC8	81.8734	348.251	.212	.944
OC9	81.2785	326.215	.760	.937
OC10	81.2278	326.292	.783	.937
OC11	81.0443	327.915	.739	.937
OC12	81.1456	324.877	.728	.937
OC13	80.9937	329.000	.735	.937
OC14	81.2152	326.845	.826	.936
OC15	80.8354	328.941	.731	.937
OC16	81.3987	325.401	.818	.936
OC17	80.8101	334.511	.637	.939
OC18	81.3861	324.786	.806	.936
OC19	81.0633	326.289	.813	.936
OC20	81.0127	331.694	.603	.939
OC21	81.2658	339.228	.406	.941
OC22	81.1329	331.441	.687	.938
OC23	80.0506	348.532	.261	.942
OC24	80.9557	331.176	.692	.938
OC25	81.4304	330.998	.584	.939

OC26	81.3165	336.664	.439	.941
OC27	81.4177	329.582	.649	.938
OC28	81.2975	327.433	.757	.937

Appendix: Ranking analysis for all measurements.

This table covers 110 elements of the conducted survey. It has an overall average weighted mean which lies between 2.31 and 4.86. The mean value of this range is 3.55. The overall standard deviation lies between 0.38 and 1.23. It has 0.92 as the mean. Similarly, the average value with regards to severity index is 71.05. This average lies in the range between 46.27 and 97.16. The overall coefficient of variation lies between 7.83 and 46.21. It has 27.36 as the mean.

Code	Mean	Std. Deviation	Severity index	Coefficient of variation	Rank
SWE1	4.80	0.50	95.94	10.32	2
SWE2	4.41	0.67	88.27	15.23	12
SWE3	4.18	0.79	83.60	18.89	23
SWE4	4.07	0.80	81.47	19.75	27
SWE5	4.08	0.81	81.58	19.95	26
SWE6	3.95	0.90	79.05	22.73	30
SWE7	2.97	1.22	59.47	40.96	90
SWE8	3.55	0.94	71.03	26.33	51
SWE9	3.85	0.78	77.04	20.33	38
SWE10	3.37	1.12	67.47	33.21	61
SWE11	3.74	0.89	74.76	23.81	41
SWE12	3.68	0.85	73.54	23.18	44
SWE13	3.57	0.93	71.38	26.02	49
SWE14	3.56	1.03	71.12	29.09	50
SWE15	2.81	1.11	56.15	39.36	99
SWE16	3.12	1.05	62.42	33.70	80
SWE17	3.30	0.88	66.04	26.60	69
SWE18	3.68	0.89	73.55	24.15	43
SWE19	3.27	1.10	65.41	33.69	72
SWE20	3.31	0.98	66.16	29.60	68
SWE21	3.46	1.03	69.14	29.71	55
SWE22	3.34	0.86	66.85	25.81	66
SWE23	3.34	1.09	66.81	32.76	67
ECM1	2.93	1.10	58.66	37.56	93
ECM2	3.65	1.00	73.08	27.46	45
ECM3	3.87	1.01	77.38	25.98	36
ECM4	3.10	1.21	62.02	39.14	81
ECM5	4.40	0.73	88.09	16.62	13
ECM6	4.36	0.86	87.29	19.71	15
ECM7	3.45	1.12	68.96	32.46	56
EP1	4.27	0.71	85.44	16.52	21
EP2	3.72	0.91	74.33	24.61	42
EP3	4.29	0.70	85.75	16.36	19
EP4	3.82	0.93	76.33	24.31	39
EP5	4.28	0.71	85.56	16.54	20

EP6	3.65	0.95	73.04	25.99	46
EP7	3.18	1.12	63.67	35.27	78
EP8	3.88	0.73	77.65	18.91	35
ED1	3.06	0.96	61.27	31.42	85
ED2	4.07	0.95	81.44	23.30	28
ED3	3.57	0.99	71.40	27.61	48
ED4	2.95	1.17	59.09	39.49	92
ED5	3.20	1.15	64.04	36.01	77
ED6	3.97	0.74	79.44	18.63	29
ED7	2.77	1.05	55.42	37.92	100
ED8	3.86	0.77	77.29	19.91	37
ED9	2.60	1.01	52.03	38.91	105
ED10	3.34	0.99	66.86	29.63	65
ED11	3.21	1.01	64.16	31.49	76
ED12	3.29	0.94	65.71	28.71	71
ED13	3.74	0.78	74.86	20.96	40
ED14	3.52	1.07	70.45	30.42	52
ED15	2.96	0.94	59.18	31.61	91
ED16	2.91	0.91	58.27	31.28	94
ECN1	3.35	1.04	66.94	31.08	63
ECN2	3.44	1.08	68.79	31.31	58
ECN3	3.45	0.86	68.90	24.84	57
ECN4	3.93	0.71	78.62	18.01	32
ECN5	4.45	0.61	89.09	13.71	10
ECN6	3.91	0.87	78.28	22.23	33
ECN7	4.49	0.66	89.89	14.62	8
ECN8	4.60	0.57	91.93	12.31	6
ECN9	4.55	0.59	90.91	13.02	7
ECN10	4.60	0.56	92.05	12.27	5
ECN11	4.62	0.69	92.39	14.91	4
ECN12	4.65	0.60	92.95	12.99	3
ECN13	4.09	1.03	81.85	25.10	24
ECN14	4.86	0.38	97.16	7.83	1
ECN15	4.39	0.66	87.72	15.05	14
ECN16	3.58	1.00	71.51	27.97	47
ECN17	3.89	0.92	77.78	23.67	34
ECN18	2.65	1.10	52.94	41.67	103
ECN19	4.09	0.66	81.73	16.19	25
ECN20	4.29	0.72	85.78	16.77	18
ECN21	2.68	1.02	53.57	38.06	102
ECN22	2.48	0.98	49.52	39.65	109
ECN23	4.42	0.59	88.34	13.32	11
ECN24	4.49	0.63	89.71	14.07	9
ECN25	4.32	0.74	86.40	17.15	16
ECN26	2.98	1.08	59.65	36.17	89
ECN27	2.31	1.07	46.27	46.21	110
ECN28	2.64	1.13	52.85	42.68	104
OC1	2.74	1.06	54.85	38.68	101
OC2	4.30	0.71	86.00	16.51	17
OC3	3.93	0.92	78.70	23.48	31
OC4	3.52	1.17	70.36	33.26	53
OC5	3.08	1.13	61.58	36.64	82
OC6	2.56	0.99	51.23	38.54	106

OC7	2.51	1.01	50.13	40.15	108
OC8	2.54	1.04	50.81	40.92	107
OC9	3.04	1.03	60.84	33.91	86
OC10	3.07	1.02	61.44	33.15	83
OC11	3.30	0.95	65.94	28.77	70
OC12	3.22	1.08	64.32	33.45	74
OC13	3.34	0.91	66.87	27.19	64
OC14	3.07	0.97	61.43	31.49	84
OC15	3.41	1.05	68.28	30.65	59
OC16	2.89	1.04	57.83	36.02	97
OC17	3.48	0.87	69.58	25.13	54
OC18	2.88	1.08	57.59	37.50	98
OC19	3.23	0.97	64.70	29.95	73
OC20	3.38	0.94	67.65	27.90	60
OC21	3.17	0.98	63.37	31.01	79
OC22	3.21	0.90	64.29	28.15	75
OC23	4.24	0.82	84.88	19.32	22
OC24	3.36	0.95	67.11	28.33	62
OC25	2.91	1.17	58.18	40.38	95
OC26	2.99	1.23	59.88	41.07	88
OC27	2.90	1.15	58.08	39.56	96
OC28	3.00	1.07	60.00	35.74	87

Appendix: Regression Analysis

Table: Survey responses after variables combination using the proposed approach.

	Supportive Work Environment	Employee Commitment	Employee Participation	Employee Development	Employee Confidence	Organizational Change
SWE1	2.804	3.425	4.63	2.862	3.981	2.624
SWE2	3.415	4.259	5.0	3.581	4.761	4.379
SWE3	3.306	3.53	3.01	3.287	3.58	2.892
SWE4	4.389	3.96	4.248	0.0	0.0	0.0
SWE5	2.999	2.921	3.246	3.128	3.83	2.975
SWE6	4.419	4.85	4.769	4.956	4.307	4.61
SWE7	3.58	4.194	4.263	3.524	3.947	2.958
SWE8	3.136	3.511	3.112	3.052	0.0	0.0
SWE9	3.59	3.699	4.119	3.644	3.74	3.752
SWE10	2.207	2.316	2.62	2.102	3.692	2.193
SWE11	3.738	4.0	4.0	3.094	3.348	2.948
SWE12	2.702	2.314	3.359	2.529	3.541	2.487
SWE13	3.46	3.661	3.027	2.95	4.019	3.022
SWE14	3.918	4.11	3.762	3.588	3.941	3.744
SWE15	3.743	4.895	4.0	3.839	4.048	0.0
SWE16	5.0	3.839	4.524	3.858	4.036	3.156
SWE17	3.678	3.709	3.634	3.425	3.653	2.951
SWE18	3.756	3.714	4.116	3.844	4.283	3.864
SWE19	4.291	4.791	3.365	3.746	4.08	3.154
SWE20	3.377	3.359	4.376	3.001	3.914	2.866
SWE21	2.778	2.942	3.516	2.942	3.491	3.082
SWE22	3.723	3.426	3.378	3.333	3.704	2.932
SWE23	3.851	4.71	4.255	4.032	3.758	3.258
ECM1	3.279	2.92	2.999	3.181	3.938	2.872
ECM2	3.198	3.038	3.635	3.084	3.729	2.807
ECM3	3.459	3.82	3.745	3.17	0.0	0.0
ECM4	2.934	3.866	3.877	2.941	3.688	3.802
ECM5	3.419	0.0	0.0	0.0	0.0	0.0
ECM6	3.696	0.0	0.0	0.0	0.0	0.0
ECM7	3.389	3.066	3.874	2.638	3.908	3.03
EP1	3.25	3.096	3.635	3.184	4.159	3.221
EP2	4.053	4.15	3.869	4.007	3.768	3.906
EP3	3.601	3.022	3.635	3.457	3.82	3.266
EP4	4.024	4.503	4.766	4.719	4.53	4.191
EP5	4.038	3.941	4.246	3.491	3.94	0.0
EP6	3.778	3.064	3.731	3.271	3.575	2.876
EP7	4.035	4.189	3.992	4.185	0.0	0.0
EP8	3.134	3.228	3.497	2.563	3.259	2.666
ED1	3.085	2.614	0.0	0.0	0.0	0.0
ED2	3.913	3.524	3.383	3.176	4.01	3.17
ED3	3.531	3.747	3.631	2.961	3.353	3.431
ED4	4.258	3.818	4.0	3.845	4.021	3.741
ED5	1.886	3.575	2.236	3.0	3.0	3.0
ED6	3.714	3.349	3.5	2.839	3.589	3.18
ED7	3.611	4.046	3.873	3.709	3.755	3.667
ED8	0.249	0.0	0.0	0.0	0.0	0.0
ED9	3.409	2.944	3.755	2.695	3.693	2.595
ED10	3.442	2.809	2.451	2.757	3.73	2.979

ED11	3.211	2.491	3.486	2.97	3.684	2.528
ED12	3.571	4.296	4.0	3.75	3.952	3.424
ED13	2.993	3.099	3.364	2.474	3.483	2.721
ED14	3.44	3.541	3.739	3.392	3.746	0.0
ED15	3.088	1.72	2.33	2.815	3.773	1.569
ED16	3.177	1.753	4.252	3.619	3.0	3.0
ECN1	3.393	3.927	4.004	3.348	3.997	3.009
ECN2	3.463	3.506	4.0	3.889	3.803	3.196
ECN3	2.632	3.305	2.17	0.637	2.539	0.0
ECN4	3.473	3.713	3.364	2.809	3.813	3.079
ECN5	3.134	2.939	3.115	3.131	3.608	2.761
ECN6	3.976	3.839	3.657	3.533	3.916	2.97
ECN7	3.748	3.663	4.252	3.503	4.143	3.744
ECN8	3.696	3.588	4.499	3.649	3.888	3.569
ECN9	3.604	3.075	3.62	2.993	3.957	3.142
ECN10	4.154	4.421	4.621	3.257	4.216	0.0
ECN11	4.583	4.747	4.881	4.365	4.392	4.72
ECN12	3.637	4.018	4.367	4.107	4.112	4.103
ECN13	3.121	3.091	3.988	2.735	3.854	2.249
ECN14	4.957	0.0	0.0	0.0	0.0	0.0
ECN15	3.077	3.683	3.636	2.867	4.014	2.266
ECN16	3.219	3.99	4.141	3.051	0.0	0.0
ECN17	3.339	2.764	3.254	3.413	3.592	2.678
ECN18	3.645	4.11	0.0	0.0	0.0	0.0
ECN19	4.019	3.564	3.127	2.79	3.485	2.328
ECN20	3.161	4.406	2.889	2.176	3.443	0.691
ECN21	3.535	4.005	3.484	3.008	3.84	2.788
ECN22	4.205	3.55	4.126	3.411	4.343	3.35
ECN23	3.185	3.422	3.742	3.403	3.622	3.26
ECN24	3.923	4.06	3.754	3.509	3.777	3.819
ECN25	3.51	3.986	3.212	2.257	4.651	1.687
ECN26	4.005	4.425	5.0	3.135	4.152	3.268
ECN27	3.643	3.983	4.119	3.538	4.385	3.539
ECN28	3.917	4.0	4.0	4.0	4.245	4.0
OC1	3.623	3.362	3.495	3.922	3.907	3.64
OC2	3.758	4.503	4.494	3.694	3.84	3.523
OC3	3.782	2.61	4.0	2.514	3.21	2.317
OC4	2.918	4.0	4.0	4.0	3.69	3.87
OC5	3.861	4.05	3.918	3.801	3.971	3.466
OC6	2.909	2.472	3.64	2.186	3.859	1.942
OC7	3.107	3.385	3.489	2.526	3.836	1.652
OC8	3.184	4.4	4.239	2.827	4.004	3.438
OC9	4.039	4.858	4.881	3.944	3.974	4.442
OC10	2.758	2.764	3.494	2.712	3.745	3.03
OC11	4.235	4.791	4.378	4.49	3.889	3.856
OC12	3.44	3.692	4.001	3.807	4.106	3.388
OC13	3.26	4.105	3.754	3.338	4.039	3.642
OC14	3.322	3.008	3.877	3.026	3.733	3.115
OC15	3.593	4.116	4.251	2.876	3.919	3.012
OC16	4.041	3.513	3.868	3.218	3.235	3.248
OC17	3.545	4.15	3.877	3.222	3.848	3.299
OC18	2.754	3.05	2.365	2.141	3.765	1.69
OC19	3.471	3.134	4.487	3.439	3.862	3.525
OC20	3.887	3.801	4.125	3.552	4.189	3.205
OC21	3.507	3.59	3.619	2.783	3.683	2.686
OC22	4.201	3.829	5.0	4.003	3.978	4.589
OC23	3.702	2.975	3.37	2.545	3.677	2.693
OC24	3.563	3.666	3.877	3.642	4.027	3.185

OC25	3.218	3.068	3.865	3.023	4.058	2.882
OC26	3.636	3.531	3.996	2.652	4.111	3.017
OC27	4.083	3.858	3.859	3.063	3.866	2.484
OC28	3.516	3.548	4.383	3.249	4.032	3.908
SWE111	3.908	4.46	4.01	3.995	3.798	2.904
SWE112	2.108	2.623	2.488	2.349	3.85	2.48
SWE113	2.674	1.721	2.083	2.377	3.369	2.063
SWE114	3.29	3.386	2.98	2.978	3.885	2.535
SWE115	3.433	3.582	3.62	3.486	3.948	1.583
SWE116	2.995	2.726	3.501	3.032	3.487	2.951
SWE117	3.84	3.506	3.884	3.617	4.104	2.558
SWE118	3.845	3.677	4.758	4.343	3.971	4.417
SWE119	3.828	4.32	4.646	3.759	3.93	3.271
SWE120	3.53	3.904	3.629	3.547	4.218	3.558
SWE121	2.578	2.783	3.343	2.74	3.781	1.702
SWE122	3.079	2.962	2.985	2.637	2.972	2.369
SWE123	4.252	3.985	4.504	3.307	4.213	3.253
SWE124	3.413	2.056	3.261	0.0	0.0	0.0
SWE125	2.296	3.975	4.014	4.037	3.646	3.527
SWE126	3.531	4.008	3.866	3.784	3.786	2.704
SWE127	3.324	3.109	3.365	3.455	3.421	2.511
SWE128	4.107	4.573	4.622	3.923	3.87	3.711
SWE129	3.28	3.065	3.129	2.54	3.651	2.389
SWE130	3.197	2.822	3.237	2.998	3.559	2.917
SWE131	2.428	3.427	4.007	2.602	3.487	2.54
SWE132	3.475	3.362	4.627	3.522	4.177	4.118
SWE133	3.734	4.008	3.504	3.387	3.764	3.288
SWE134	3.736	3.567	4.0	3.576	4.167	3.186
SWE135	3.926	3.993	4.496	3.405	4.121	2.976
SWE136	4.881	5.0	4.352	5.0	4.831	5.0
SWE137	2.554	0.0	0.0	0.0	0.0	0.0

SWE138	4.015	4.716	3.25	3.895	4.135	3.219
SWE139	3.565	2.887	3.118	2.361	3.92	1.813
SWE140	3.393	4.169	4.377	3.569	4.255	3.485
SWE141	4.06	3.675	4.246	3.325	4.132	2.809
SWE142	3.373	3.53	2.86	2.904	3.987	3.024
SWE143	3.877	4.402	3.984	3.306	4.438	3.826
SWE144	3.075	2.819	3.862	2.812	3.898	2.265
SWE145	3.522	4.713	4.877	3.549	3.778	3.263
SWE146	4.0	4.216	4.007	3.674	4.967	4.781
SWE147	3.457	3.524	4.5	3.464	4.052	2.709
SWE148	3.495	3.416	3.866	3.173	3.567	3.535
SWE149	2.176	2.347	3.495	2.336	3.549	2.559
SWE150	3.96	3.678	3.745	2.674	3.901	3.085
SWE151	4.371	4.255	4.115	3.934	4.068	4.238
SWE152	3.81	3.274	3.509	3.276	3.677	2.963
SWE153	3.758	3.562	3.762	3.278	3.971	3.384
SWE154	3.801	3.672	3.989	3.184	3.736	3.032
SWE155	3.967	3.669	4.386	4.039	4.097	3.513
SWE156	3.178	2.319	4.002	3.071	3.968	3.053
SWE157	3.808	3.518	4.372	3.106	3.828	2.421
SWE158	3.648	4.0	3.621	3.248	3.783	2.915
SWE159	3.506	4.422	4.626	2.546	4.246	3.601
SWE160	3.441	2.337	3.344	2.476	4.056	1.935
SWE161	2.314	0.0	0.0	0.0	0.0	0.0
SWE162	1.811	0.0	0.0	0.0	0.0	0.0
SWE163	3.893	3.71	4.0	3.584	4.072	3.539
SWE164	4.074	4.361	4.49	3.27	3.955	2.902
SWE165	2.807	4.426	4.621	3.867	3.77	3.569
SWE166	3.985	3.354	3.716	2.511	4.422	4.614

SWE167	3.327	3.088	4.734	2.531	4.269	0.0
SWE168	3.47	4.315	3.624	3.581	4.381	3.6
SWE169	4.289	4.544	4.885	4.202	4.237	4.225
SWE170	3.718	3.821	5.0	3.602	4.373	3.925
SWE171	3.065	3.379	3.254	2.898	3.343	2.981
SWE172	4.162	3.376	3.885	3.023	3.986	3.42
SWE173	3.544	0.0	0.0	0.0	0.0	0.0
SWE174	3.51	3.415	3.762	3.135	3.725	3.068
SWE175	3.607	4.008	4.0	3.407	4.026	3.914
SWE176	3.66	3.713	3.876	3.57	4.233	3.454
SWE177	4.006	4.315	4.0	4.04	4.154	3.93
SWE178	4.034	4.425	4.391	3.978	3.883	3.742
SWE179	2.851	2.894	3.884	2.371	3.643	2.26
SWE180	3.804	4.648	4.499	3.371	4.037	3.541
SWE181	4.161	4.315	4.242	3.843	4.101	4.183
SWE182	3.447	3.418	2.757	3.092	3.461	2.511
SWE183	3.69	4.15	4.248	3.821	4.055	3.886
SWE184	5.0	1.0	4.491	1.641	2.514	2.243
SWE185	2.996	3.686	4.346	2.285	4.138	1.871
SWE186	3.505	4.113	3.494	3.05	3.648	3.876
SWE187	3.072	3.148	4.001	3.264	3.426	3.084
SWE188	3.923	3.858	4.512	3.384	4.236	3.741
SWE189	3.626	3.866	3.762	3.282	3.938	2.999
SWE190	3.285	2.839	3.151	2.789	3.871	2.436
SWE191	3.994	4.246	3.609	3.942	3.915	3.861
SWE192	2.921	3.88	4.124	3.288	4.012	3.328

Table: Survey responses after variables combination using averaging approach.

	Supportive Work Environment	Employee Commitment	Employee Participation	Employee Development	Employee Confidence	Organizational Change
SWE1	2.783	3.429	4.625	2.875	3.828	2.63
SWE2	3.478	4.286	5.0	3.438	4.759	4.37
SWE3	3.348	3.571	3.0	3.25	3.517	2.889
SWE4	4.348	4.0	4.25	0.0	0.0	0.0
SWE5	3.043	3.0	3.25	3.125	3.724	2.926
SWE6	4.348	4.857	4.75	4.938	4.276	4.593
SWE7	3.478	4.143	4.25	3.5	3.828	2.926
SWE8	3.174	3.571	3.125	2.938	0.0	0.0
SWE9	3.522	3.714	4.125	3.562	3.586	3.704
SWE10	2.522	2.429	2.625	2.125	3.724	2.222
SWE11	3.739	4.0	4.0	3.062	3.241	2.926
SWE12	2.87	2.429	3.375	2.5	3.448	2.481
SWE13	3.478	3.714	3.0	2.875	3.862	3.0
SWE14	3.913	4.143	3.75	3.562	3.862	3.741
SWE15	3.739	4.857	4.0	3.812	3.897	0.0
SWE16	5.0	3.857	4.5	3.812	3.931	3.148
SWE17	3.565	3.714	3.625	3.438	3.552	2.926
SWE18	3.783	3.714	4.125	3.812	4.172	3.815
SWE19	4.217	4.714	3.375	3.688	3.966	3.148
SWE20	3.304	3.429	4.375	3.0	3.759	2.778
SWE21	2.957	3.0	3.5	2.875	3.414	3.074
SWE22	3.783	3.429	3.375	3.312	3.69	2.852
SWE23	3.783	4.714	4.25	3.938	3.517	3.185
ECM1	3.435	3.0	3.0	3.188	3.828	2.852
ECM2	3.348	3.143	3.625	3.062	3.655	2.815
ECM3	3.478	3.857	3.75	3.125	0.0	0.0
ECM4	2.826	3.857	3.875	2.812	3.517	3.741
ECM5	3.522	0.0	0.0	0.0	0.0	0.0
ECM6	3.652	0.0	0.0	0.0	0.0	0.0
ECM7	3.391	3.143	3.875	2.625	3.862	3.0
EP1	3.261	3.143	3.625	3.125	4.069	3.185
EP2	3.87	4.143	3.875	4.0	3.655	3.889
EP3	3.652	3.0	3.625	3.438	3.759	3.259
EP4	4.0	4.429	4.75	4.688	4.414	4.148
EP5	4.0	3.857	4.25	3.375	3.862	0.0
EP6	3.783	3.143	3.75	3.188	3.345	2.852
EP7	3.87	4.0	4.0	4.188	0.0	0.0
EP8	3.13	3.286	3.5	2.5	3.207	2.667
ED1	3.13	2.714	0.0	0.0	0.0	0.0
ED2	3.87	3.571	3.375	3.125	3.862	3.148
ED3	3.522	3.714	3.625	2.875	3.345	3.407
ED4	4.261	3.857	4.0	3.812	3.966	3.741
ED5	2.0	3.571	2.25	3.0	3.0	3.0
ED6	3.696	3.429	3.5	2.812	3.483	3.148
ED7	3.522	4.0	3.875	3.688	3.621	3.63
ED8	0.348	0.0	0.0	0.0	0.0	0.0
ED9	3.522	3.0	3.75	2.625	3.655	2.593
ED10	3.565	2.857	2.5	2.688	3.448	2.889
ED11	3.261	2.571	3.5	2.938	3.586	2.519
ED12	3.478	4.286	4.0	3.688	3.793	3.37
ED13	3.087	3.143	3.375	2.438	3.276	2.704

ED14	3.435	3.571	3.75	3.375	3.69	0.0
ED15	3.304	1.857	2.375	2.75	3.724	1.63
ED16	3.217	1.857	4.25	3.625	3.0	3.0
ECN1	3.435	3.857	4.0	3.312	3.897	3.0
ECN2	3.435	3.429	4.0	3.875	3.655	3.148
ECN3	2.739	3.143	2.25	0.625	2.379	0.0
ECN4	3.435	3.714	3.375	2.75	3.69	3.074
ECN5	3.087	3.0	3.125	3.062	3.483	2.741
ECN6	3.913	3.857	3.625	3.5	3.793	2.926
ECN7	3.739	3.714	4.25	3.438	4.069	3.704
ECN8	3.609	3.571	4.5	3.688	3.655	3.444
ECN9	3.696	3.143	3.625	2.938	3.828	3.111
ECN10	4.087	4.429	4.625	3.125	4.069	0.0
ECN11	4.435	4.714	4.875	4.312	4.207	4.63
ECN12	3.652	4.0	4.375	4.062	4.0	4.074
ECN13	3.261	3.143	4.0	2.688	3.897	2.296
ECN14	4.957	0.0	0.0	0.0	0.0	0.0
ECN15	3.087	3.714	3.625	2.812	3.897	2.222
ECN16	3.304	4.0	4.125	3.0	0.0	0.0
ECN17	3.435	2.857	3.25	3.375	3.483	2.667
ECN18	3.696	4.143	0.0	0.0	0.0	0.0
ECN19	4.0	3.571	3.125	2.75	3.483	2.333
ECN20	3.348	4.429	2.875	2.125	3.379	0.704
ECN21	3.478	4.0	3.5	2.938	3.724	2.741
ECN22	4.261	3.571	4.125	3.375	4.276	3.259
ECN23	3.217	3.429	3.75	3.312	3.517	3.222
ECN24	3.826	4.0	3.75	3.438	3.69	3.778
ECN25	3.565	4.0	3.25	2.125	4.586	1.704
ECN26	3.957	4.429	5.0	3.062	4.034	3.259
ECN27	3.696	4.0	4.125	3.5	4.345	3.519
ECN28	3.913	4.0	4.0	4.0	4.207	4.0
OC1	3.652	3.429	3.5	3.875	3.793	3.593
OC2	3.696	4.429	4.5	3.625	3.621	3.444
OC3	3.913	2.714	4.0	2.438	3.138	2.333
OC4	3.174	4.0	4.0	4.0	3.69	3.889
OC5	3.696	3.857	3.875	3.75	3.862	3.444
OC6	3.0	2.571	3.625	2.188	3.759	1.963
OC7	3.174	3.429	3.5	2.5	3.793	1.667
OC8	3.13	4.429	4.25	2.812	3.931	3.444
OC9	4.0	4.857	4.875	3.938	3.828	4.407
OC10	2.87	2.857	3.5	2.688	3.69	3.0
OC11	4.13	4.714	4.375	4.438	3.655	3.815
OC12	3.565	3.714	4.0	3.812	3.966	3.296
OC13	3.391	4.143	3.75	3.25	3.966	3.593
OC14	3.348	3.0	3.875	3.0	3.69	3.111
OC15	3.652	4.143	4.25	2.812	3.828	3.074
OC16	3.957	3.571	3.875	3.188	3.034	3.259
OC17	3.522	4.143	3.875	3.125	3.759	3.259
OC18	3.0	3.143	2.375	2.125	3.586	1.704
OC19	3.435	3.143	4.5	3.375	3.655	3.444
OC20	3.913	3.857	4.125	3.5	4.069	3.185
OC21	3.652	3.571	3.625	2.688	3.621	2.667
OC22	4.0	3.714	5.0	3.938	3.759	4.481
OC23	3.783	3.0	3.375	2.5	3.448	2.667
OC24	3.565	3.714	3.875	3.625	3.931	3.148
OC25	3.391	3.143	3.875	2.938	3.966	2.852
OC26	3.609	3.571	4.0	2.562	4.034	3.0
OC27	4.043	3.857	3.875	3.0	3.69	2.444

OC28	3.565	3.571	4.375	3.188	3.897	3.852
SWE111	3.87	4.429	4.0	3.938	3.655	2.852
SWE112	2.261	2.714	2.5	2.312	3.724	2.481
SWE113	2.826	1.857	2.125	2.375	3.31	2.111
SWE114	3.304	3.429	3.0	2.938	3.793	2.556
SWE115	3.478	3.571	3.625	3.438	3.897	1.63
SWE116	2.957	2.857	3.5	3.0	3.448	2.926
SWE117	3.87	3.571	3.875	3.625	3.966	2.556
SWE118	3.87	3.714	4.75	4.25	3.793	4.407
SWE119	3.826	4.286	4.625	3.688	3.828	3.259
SWE120	3.522	3.857	3.625	3.5	4.103	3.519
SWE121	2.826	2.857	3.375	2.688	3.586	1.778
SWE122	3.087	3.0	3.0	2.625	2.931	2.37
SWE123	4.13	4.0	4.5	3.25	4.207	3.222
SWE124	3.609	2.143	3.25	0.0	0.0	0.0
SWE125	2.435	3.857	4.0	4.0	3.552	3.481
SWE126	3.478	4.0	3.875	3.75	3.655	2.704
SWE127	3.478	3.143	3.375	3.438	3.379	2.519
SWE128	3.87	4.571	4.625	3.812	3.69	3.667
SWE129	3.304	3.143	3.125	2.5	3.621	2.407
SWE130	3.304	2.857	3.25	3.0	3.379	2.889
SWE131	2.609	3.429	4.0	2.625	3.379	2.519
SWE132	3.522	3.429	4.625	3.5	4.0	4.037
SWE133	3.739	4.0	3.5	3.312	3.552	3.222
SWE134	3.826	3.571	4.0	3.5	4.0	3.148
SWE135	3.913	4.0	4.5	3.312	3.966	2.963
SWE136	4.913	5.0	4.375	5.0	4.828	5.0
SWE137	2.913	0.0	0.0	0.0	0.0	0.0
SWE138	4.174	4.714	3.25	3.812	3.966	3.222
SWE139	3.565	3.0	3.125	2.25	3.793	1.815

SWE140	3.435	4.143	4.375	3.562	4.207	3.444
SWE141	4.13	3.714	4.25	3.25	4.069	2.778
SWE142	3.435	3.571	2.875	2.875	3.966	3.074
SWE143	3.826	4.286	4.0	3.188	4.276	3.815
SWE144	3.13	2.857	3.875	2.812	3.759	2.259
SWE145	3.435	4.714	4.875	3.5	3.655	3.222
SWE146	4.0	4.143	4.0	3.688	4.966	4.778
SWE147	3.435	3.571	4.5	3.438	3.931	2.667
SWE148	3.609	3.429	3.875	3.125	3.517	3.481
SWE149	2.348	2.429	3.5	2.312	3.414	2.556
SWE150	3.913	3.714	3.75	2.625	3.759	3.037
SWE151	4.348	4.286	4.125	3.875	3.828	4.148
SWE152	3.826	3.286	3.5	3.188	3.586	2.963
SWE153	3.783	3.571	3.75	3.25	3.862	3.37
SWE154	3.739	3.714	4.0	3.125	3.655	3.037
SWE155	4.0	3.714	4.375	4.0	3.966	3.481
SWE156	3.217	2.429	4.0	3.062	3.828	3.037
SWE157	3.739	3.571	4.375	3.0	3.655	2.37
SWE158	3.609	4.0	3.625	3.188	3.69	2.926
SWE159	3.522	4.429	4.625	2.438	4.103	3.519
SWE160	3.522	2.429	3.375	2.375	3.966	1.963
SWE161	2.565	0.0	0.0	0.0	0.0	0.0
SWE162	2.0	0.0	0.0	0.0	0.0	0.0
SWE163	3.87	3.714	4.0	3.562	3.966	3.481
SWE164	3.957	4.286	4.5	3.125	3.793	2.852
SWE165	2.826	4.429	4.625	3.812	3.655	3.519
SWE166	4.0	3.429	3.75	2.5	4.483	4.63
SWE167	3.304	3.143	4.75	2.5	4.241	0.0
SWE168	3.348	4.286	3.625	3.5	4.241	3.519

SWE169	4.043	4.429	4.875	4.125	4.034	4.111
SWE170	3.565	3.714	5.0	3.562	4.31	3.889
SWE171	3.087	3.429	3.25	2.875	3.31	2.963
SWE172	4.174	3.429	3.875	3.062	3.931	3.444
SWE173	3.565	0.0	0.0	0.0	0.0	0.0
SWE174	3.565	3.429	3.75	3.062	3.621	3.037
SWE175	3.609	4.0	4.0	3.375	3.862	3.852
SWE176	3.696	3.714	3.875	3.562	4.069	3.407
SWE177	3.913	4.286	4.0	4.0	4.034	3.926
SWE178	3.913	4.429	4.375	3.875	3.586	3.593
SWE179	2.913	3.0	3.875	2.25	3.483	2.185
SWE180	3.696	4.571	4.5	3.25	3.862	3.481
SWE181	4.13	4.286	4.25	3.812	3.897	4.074
SWE182	3.478	3.429	2.75	3.125	3.414	2.519
SWE183	3.609	4.143	4.25	3.812	3.897	3.815
SWE184	5.0	1.0	4.5	1.625	2.31	2.259
SWE185	2.913	3.714	4.375	2.188	4.034	1.889
SWE186	3.522	4.143	3.5	3.0	3.414	3.815
SWE187	3.174	3.143	4.0	3.188	3.31	3.037
SWE188	3.957	3.857	4.5	3.25	4.103	3.667
SWE189	3.478	3.857	3.75	3.188	3.759	2.926
SWE190	3.261	2.857	3.125	2.75	3.793	2.444
SWE191	3.913	4.286	3.625	3.938	3.793	3.815
SWE192	3.0	3.857	4.125	3.25	3.828	3.259

Appendix: Questionnaire

Please rate the following statements in relation to your current Work Environment

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Do Not Apply
1	I provide support to my co-workers.	☐	☐	☐	☐	☐	☐
2	My co-workers help me when I need it.	☐	☐	☐	☐	☐	☐
3	Supervisor of the team provides employees with constant help and support.	☐	☐	☐	☐	☐	☐
4	Supervisors motivate employees to achieve better performance.	☐	☐	☐	☐	☐	☐
5	Employees motivate each other to achieve better performance.	☐	☐	☐	☐	☐	☐
6	Employees are tasked with overwhelming work load.	☐	☐	☐	☐	☐	☐
7	The work load is divided equitably among employees.	☐	☐	☐	☐	☐	☐
8	It is easy to get feedback from supervisors.	☐	☐	☐	☐	☐	☐
9	It is easy to get feedback from co-workers.	☐	☐	☐	☐	☐	☐
10	Employees can easily get training and guidance if needed.	☐	☐	☐	☐	☐	☐
11	Employee's complaints are frequent.	☐	☐	☐	☐	☐	☐
12	Most of the time employee's complaints are about serious issues.	☐	☐	☐	☐	☐	☐
13	Social satisfaction such as family status help employees to notes less	☐	☐	☐	☐	☐	☐

	likely resist organisational change.						
14	Change initiative can be easily accepted by the employee if it is proposed by senior manager who has family and social ties with the employee.	☐	☐	☐	☐	☐	☐
15	It is harder for the employee to accept change if it is proposed by senior manager belonging to different family or tribe.	☐	☐	☐	☐	☐	☐
16	Employees who belong to families with high social status will not be affected by change initiative.	☐	☐	☐	☐	☐	☐
17	Most employees in the municipality feel life is rewarding.	☐	☐	☐	☐	☐	☐
18	Interaction among employees in the municipality is generally warm.	☐	☐	☐	☐	☐	☐
19	Optimism regarding future is a common feeling among employees in the municipality.	☐	☐	☐	☐	☐	☐
20	Employees in the municipality are usually committed and involved.	☐	☐	☐	☐	☐	☐
21	Employees in the municipality can easily find time to do what they want.	☐	☐	☐	☐	☐	☐
22	Employees in the municipality usually feel that they are in control.	☐	☐	☐	☐	☐	☐
23	Joyful and cheerful events such as office parties are common in the work environment.	☐	☐	☐	☐	☐	☐

Please rate the following statements in relation to your current work position commitment

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Do Not Apply
16	The municipality provides good outlook and well-being for its employees.	☐	☐	☐	☐	☐	☐
17	I find my jobs fulfilling.	☐	☐	☐	☐	☐	☐
18	I am treated with high level of fairness and respect	☐	☐	☐	☐	☐	☐
19	Fairness is a part of municipality value and culture.	☐	☐	☐	☐	☐	☐
20	I am loyal to the municipality.	☐	☐	☐	☐	☐	☐
21	I am aware many of my colleagues want to leave the municipality for better jobs.	☐	☐	☐	☐	☐	☐
16	I am highly satisfied in my current grade position	☐	☐	☐	☐	☐	☐

Please rate the following statements in relation to your work participation in your current position

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Do Not Apply
17	Many tasks in the municipality require collaborative team work.	☐	☐	☐	☐	☐	☐
18	I have the opportunity to take initiatives.	☐	☐	☐	☐	☐	☐
19	I am willing to help in forming new change initiatives.	☐	☐	☐	☐	☐	☐
20	Accepting new responsibilities as a consequence of organisational change is a common characteristic among employees.	☐	☐	☐	☐	☐	☐
16	I am willing to accept new responsibilities as a consequence of organisational change	☐	☐	☐	☐	☐	☐
17	Communication channels among employees and management are utilized to announce organisational changes	☐	☐	☐	☐	☐	☐
18	Usually management provides detailed information regarding any organisational change.	☐	☐	☐	☐	☐	☐
19	My contribution to accepting organisational change is well recognized by co-workers and management.	☐	☐	☐	☐	☐	☐

Please rate the following employee development statements in relation to your current post

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Do Not Apply
20	The municipality has clear succession	☐	☐	☐	☐	☐	☐

	processes for all positions.						
21	I fully understand my position role.	☐	☐	☐	☐	☐	☐
16	Management provides constant mentoring and guidance for employee's career.	☐	☐	☐	☐	☐	☐
17	Most employees understand their career path.	☐	☐	☐	☐	☐	☐
18	Most employees in the municipality take training seriously.	☐	☐	☐	☐	☐	☐
19	Development opportunity can change my view regarding organisational change initiatives.	☐	☐	☐	☐	☐	☐
18	My municipality organization provides full time study leaves for its employees.	☐	☐	☐	☐	☐	☐
19	My municipality organization provides short time study leaves for its employees.	☐	☐	☐	☐	☐	☐
20	My municipality provides financial aid such as scholarships to its employees.	☐	☐	☐	☐	☐	☐
16	Rotating employees among jobs is common practice ii My municipality	☐	☐	☐	☐	☐	☐
17	Employees in the municipality are given the opportunity to participate in projects and assignments which are not related to their main job.	☐	☐	☐	☐	☐	☐
19	Job shadowing is a common practice in the municipality.	☐	☐	☐	☐	☐	☐
20	Employees of the municipality usually	☐	☐	☐	☐	☐	☐

	work in different work environments.						
16	The municipality encourages employees to attend seminars and conferences.	☐	☐	☐	☐	☐	☐
17	Employees are properly placed after returning from full time study leave.	☐	☐	☐	☐	☐	☐
18	Employees are properly placed after working in another department.	☐	☐	☐	☐	☐	☐

Please rate the following confidence statements in relation to your current post

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Do Not Apply
20	The municipality adopts many strategies to advocate for self-improvement.	☐	☐	☐	☐	☐	☐
16	Management expresses appreciation to good performance achieved by employees.	☐	☐	☐	☐	☐	☐
18	Supervisors have positive attitude regarding organisational change initiatives in general.	☐	☐	☐	☐	☐	☐
19	There are always extra roles and responsibilities for employees to take as consequences of organismal changes.	☐	☐	☐	☐	☐	☐
18	I believe in my own best intentions and trust my own innate goodness.	☐	☐	☐	☐	☐	☐
19	I confront rather than avoiding difficulties.	☐	☐	☐	☐	☐	☐
20	I always have a feeling of personal competence.	☐	☐	☐	☐	☐	☐
16	I always have a feeling of personal worth.	☐	☐	☐	☐	☐	☐
17	I take responsibility for the fulfilment of my own desires and decisions.	☐	☐	☐	☐	☐	☐
18	I evaluate my results of work/actions with honesty and compassion.	☐	☐	☐	☐	☐	☐
19	I am not an arrogant boaster.	☐	☐	☐	☐	☐	☐
20	I am not a transgressor.	☐	☐	☐	☐	☐	☐
21	I tend to ignore any and all destructive criticism or insults.	☐	☐	☐	☐	☐	☐

16	I tend to thank GOD for the good and ask his forgiveness and help from the bad.	☐	☐	☐	☐	☐	☐
17	I tend to take small steps and make small choices to gain confidence in my ability to make organisational change decisions	☐	☐	☐	☐	☐	☐
18	I don't always try to please others as a consequence of organisational change requirements.	☐	☐	☐	☐	☐	☐
19	I tend to criticize myself if I fall short of my expectations because of organisational change	☐	☐	☐	☐	☐	☐
20	I try to copy or emulate others in getting on with the new organisational change initiatives	☐	☐	☐	☐	☐	☐
16	I tend to listen to negative colleagues regarding organisational changes	☐	☐	☐	☐	☐	☐
17	I tend to face my fears and learn from my failures from take on organisation changes	☐	☐	☐	☐	☐	☐
18	I tend to have negative thoughts about organisational changes	☐	☐	☐	☐	☐	☐
19	I am always worried about being not perfect in take on organisational changes	☐	☐	☐	☐	☐	☐
19	I do appreciate myself when I do well in organisational changes	☐	☐	☐	☐	☐	☐
18	I like to see organizational change occurring in my municipality	☐	☐	☐	☐	☐	☐
19	I have high motivation to participate in the	☐	☐	☐	☐	☐	☐

	organizational change initiatives						
20	I have fear of the unknown consequences due to organisational changes	☐	☐	☐	☐	☐	☐
16	I have fear of losing my job because of organisational change	☐	☐	☐	☐	☐	☐
17	I fear having more demand and job requirements to implement the organisational change	☐	☐	☐	☐	☐	☐
18	I feel overwhelmed by the information overload due organisational change	☐	☐	☐	☐	☐	☐

Please rate the following organizational change statements in relation to your current post

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Do Not Apply
20	I see the need for organizational change to improve performance	☐	☐	☐	☐	☐	☐
21	I believe in the management ability to implement organisational change successfully	☐	☐	☐	☐	☐	☐
16	I trust the municipality organisational change strategic team	☐	☐	☐	☐	☐	☐
18	I am aware of my role in the organisational change process	☐	☐	☐	☐	☐	☐
19	I think the organisational change disrupts my stable work norms and relations	☐	☐	☐	☐	☐	☐
20	I reject the organisational change due to the lack of conformity to norms and values of the municipality	☐	☐	☐	☐	☐	☐
16	I resist organisational change because everybody does in the municipality	☐	☐	☐	☐	☐	☐
17	The supervisor communicate very well the proposed organisational changes to all subordinates in the municipality	☐	☐	☐	☐	☐	☐
18	The supervisor has to collaborate with subordinates formulating the new organisational change vision	☐	☐	☐	☐	☐	☐
19	The organisational changes are in agreement with the municipality's norms and values	☐	☐	☐	☐	☐	☐

20	Subordinates participate in planning for the organisational change	□	□	□	□	□	□
16	The supervisors provide guidance and support during the development and implementation organisational change	□	□	□	□	□	□
19	Sufficient time is provided assimilating and implementation organisational change initiatives	□	□	□	□	□	□
20	The municipality culture encourages experimentation and continuous learning	□	□	□	□	□	□
16	The strategic team assess the staff member's readiness for organisational change	□	□	□	□	□	□
17	The organisational change is planned and directed towards particular performance goals	□	□	□	□	□	□
18	The organisational change goals are clear to all staff members	□	□	□	□	□	□
20	The organisational change is introduced gradually	□	□	□	□	□	□
21	The timing of implementing the organisational change is appropriate	□	□	□	□	□	□
16	The successful implementation of the organisational change is linked to rewards	□	□	□	□	□	□
17	The staff development activities meet the organisational change objectives	□	□	□	□	□	□
18	The presence of coaching is essential for ensuring the acquisition of skills necessary for the	□	□	□	□	□	□

	anticipated organisational						
21	The implemented organisational changes are evaluated for their effectiveness	□	□	□	□	□	□
18	My municipality has very good training plan for its employees.	□	□	□	□	□	□
19	The training provided to me in last three years was very effective.	□	□	□	□	□	□
17	The municipality performs necessary studies regarding training need before implementing change.	□	□	□	□	□	□
18	The municipality implements change initiative in organized and effective manner.	□	□	□	□	□	□

Gender: □ Female □ Male

Marital Status: □ Single □ Married

Education: □ Secondary □ Bachelor □ Master □ PhD

Position Class: □ 6 □ 5 □ 4 □ 3 □ 2

Last Evaluation: □ Satisfactory □ Good □ Very Good □ Excellent

Age

Career experience (years):

Years in the municipality:

Years in current position: