ANALYSIS OF ATTITUDES AND BEHAVIOURS OF EMPLOYEES TOWARDS ORGANISATIONAL CHANGE: A CASE STUDY OF NBPD COMPANY LTD

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ABSTRACT

To develop individual's positive attitudes and behaviours workplace variables can affect employee attachment to the organisation. In the organisational behaviour domain, the term supervisor and peer relation has been adopted to understand employee attitudes and behaviours regarding his/her work organisation or work. This factor was related to understanding the employees' feelings and thoughts. In organisations, supervisor and peer relationships have been applied to understand employees' attitudes and behaviours. Relationship between supervisor and peer in literature has been found to transform knowledge from individual to individual, groups and organisation. It is commonly regarded as one's belief in the importance of hard work and frugality. This relationship is useful to understand the employee's intention when s/he applied to re mapped the work commitment constellation. To know employee attitudes and behaviours regarding career commitment and found positive results. Thus the level of behaviour of the supervisor and peer found important for improvement, innovation and job satisfaction. This Paper is a modest attempt to study the impact of attitudes and behaviours of employees towards organisational change.
KEY -WORDS: Attitude, Behaviour, Human Resource Development.

INTRODUCTION

The growing globalisation of business and increasing competition and technological advancement has led to an increasing need to change organisational policies and strategies (Hampel and Martinsons, 2009). The pace of challenges is increasing and thus organisational change is considered unavoidable (Drucker, 1999). In organisation, most problems and challenges are generated by competition, advanced technology, mergers, expansion, product quality maintenance, or enhancing employee efficiency on the one hand and rapid growth, new business ventures, exciting opportunities, innovations, and new leadership and management approaches on the other (Madsen et a!., 2005). To overcome these challenges, organisations are often under pressure for survival and stay competitive in future. In such adverse environment, employee attitudes and behaviours to accept organisational change is considered important for management and change agents for successful organisational change (Armenakis et al., 1993; Bernerth, 2004).

In fact, organisational change examines the capabilities of managers, employees and work environment. It affects employee attitudes and behaviours because of transferring a situation from the known to the unknown which can build up uncertainty, strain and anxiety among employees. Domain researchers focused on change that may have a serious negative impact on employee attitudes and productivity (Weber and Weber, 2001). Thus creating employee positive attitudes and behaviours researchers advocated on employee readiness as an important and dominant factor for promoting effective and successful organisational change programmes (Eby et aL, ooo; Bernerth, 2004; Rafferty and Simon, 2006; Bareil et al. 2007). The dynamic concerned with organisational change is managing it effectively and successfully (Hanpachern et al, 1998). Thus managers, change agents, and researchers are anxious to deal with employees within organisations through readiness predictor variables.

Literature reveals individuals as the centre of analysis for the success of organisational change programs (Judge et al., 1999). In this regard many predictors like knowledge and skills, social relations in the workplace, organizational culture, management leadership relationships, logistical and occupational risks of change, ability to cope with change, to solve job related problems, social support active vs. passive job; job demands, self-efficacy, appropriateness, management support, and personal valence (Hanpachern et al., 1998; Cunningham et al., 2002; Miller et al., 2006; Holt et al, 2007). Eventually, relationships between employee and employer may be developed on the basis of the work environment that can stimulate the individual to utilize his / her abilities, efforts, experiences and skills. The work environment may support employees to develop commitment with the organisation because s/he sees the possibility of accomplishing their desires, needs and future expectations. By achieving these desires and needs employees may accept or develop positive attitudes and behaviours towards organisational change. On that basis this research set out to examine the employee attitudes and behaviours using supervisor and peer relations factor along with demographic characteristics. Relationship between supervisor and peer in literature has been found to transform knowledge from individual to individual, groups and organisation (Peroune, 2007). Thus the level of behaviour of the supervisor and peer found important for improvement, innovation and job satisfaction (Fullan and Pomfret, 1977; Deal and Celloti, 1980).

REVIEW OF LITERATURE

Change is concerned to solve the problems and challenges of the organisation. It might be small or large but affects employee attitudes and behaviours because of shifting from one stage to another. This particular situation can develop uncertainty, strain and anxiety among employees. A review of the literature undertaken by these researchers has revealed that an individual's attitudes and behaviours towards organisational change are influenced by employee readiness factors (Hanpachern et al., 1998, Eby et al, 2000., Miller et al, 2006., Holt et al, 2007., Cinite et al., 2009).

In literature change has been defined breakdown existing structures and create new one (Chonko, 2004). It is transformation of an organisation between two points in time (Barnett and Carroll,1995). Such situation can develop uncertainty, anxiety and ambiguity because of differences in individual life experiences, motivational levels, socio demographic characteristics, knowledge, attitudes, and behavioural patterns. To overcome the employees nervousness management and change agents focused extensively on employee readiness predictor variables Bernerth, 2004, Cinite et al., 2009). According to the literature employee readiness factors have a significant impact in preparing them mentally and physically for immediate action (Madsen, 2003). Readiness is defined as an employee's beliefs, thoughts, and behaviours to accept the needs and capability of an organisation. It is known as a cognitive precursor to behaviours of either resistance or support (Armenakis et al., 1993).

Literature reveals that many researchers have been examined predictor variables to know the employee attitudes and behaviours in the domain of change management. By getting 131 survey samples from a manufacturing company in the United States of America (USA), Hanpachern et al (1998) found that margin in life and demographic variables of employees are related to readiness for change including job knowledge and skills, social relations in the workplace, organizational culture, and management leadership relationships have a significant impact on readiness to change. Cunningham et al., (2002) examined logistical and occupational risks of change, the ability to cope with change and to solve job related problems, social support; active vs. passive job constructs to influence readiness for change in healthcare organisations. By applying survey questionnaire in four profit-oriented companies from northern Utah, Miller et al (2006) focused on employees' readiness for change by examining three workplace factors management/leader relationships, job knowledge and skills, and job demands and found a significant influence on employees' readiness for change. Rafferty and Simons (2006) focused on the factors that make readiness for two types of change like corporate transformation and fine-tuning. A recent research study conducted by Holt et al., (2007) received 464 questionnaire surveys from full-time employees in public and private companies in northern Utah. Researchers found that readiness for change is influenced by employees' beliefs of self-efficacy, appropriateness, management support, and personal valence.

The above literature reveals that employee and management have always needed to know the attitudes and behaviours regarding organisational change. Employee can develop their positive attitudes and behaviours towards the organisation on the basis of work place factors. These aspects of employee connected with the nature and quality of relationships between employees and an organisation (Oliver, 1990). This approach quite shows the individual's attachment in order to beliefs, willingness, and desires to maintain membership of the organisation. In literature, workplace factors has largely been revealed in the form of active and passive job, change efficacy, flexible policies and procedures, job knowledge and skills, management leadership relationships, social relationships at the workplace (Hanpachern,1998; Eby et al., 2000; Cunningham et al. 2002; Madsen et al., 2005; Miller et al., 2005; Rafferty and Simons, 2006).

With the help of supervisor and peer relations, this study is based on the assumption that employee who are working together have affect on each other's behaviour (Montgomery and Seefeldt, 1986).
In Indian Context environment factors are important than in other countries for developing employees' positive attitudes and behaviours (Alvi and Ahmed, 1987; Chang, 1999). Indeed, developing country like India is struggling with high inflation, low growth, increased population, economic instability, new industrialisation and decentralisation (Nadvi and Robinson, 2004). The above highlights the need for research in the context of developing countries particularly in India, where the readiness predicators for change may be influenced by different socio-economic, political, religious and cultural factors (Fatima, 2002).

OBJECTIVE OF STUDY

The aim of this study is to identify employee attitudes and behaviours towards organizational change. Objective of this study is to examine the supervisor and peer relations along with personal characteristics to know employee attitudes and behaviours towards organisational change in Electricity Board in Bihar.

IMPORTANCE OF STUDY

This research study is related to examine the employee attitudes, beliefs and behaviours to readiness for organisational change .The relationship between supervisor and peer relations and demography characteristics to employee readiness for organizational change will be the focus of the study. This study may contribute to

- Human Resource Development(HRD)
- Organisational Development(OD), and
- Change Management Literature.

This study can support to the managers, change agents, and change practitioners in

- ✓ Assessing
- ✓ Designing, and
- ✓ Evaluating new and existing organizational change programs.

CONCLUSION

Employee attitudes and behaviours are most important and today's global and competitive work environment. In the Indian business environment we are dealing with many different generations, each having diverse wants, needs goals and aspirations. Accordingly, there is need to understand attitudes and behaviours of employees of North Bihar Power Distribution company Ltd.

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