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Organizational Change and Employee Performance

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Summary

Today's businesses are trying to find new ways and the most suitable procedures in order to achieve the right process of change, since it is through this process that they will be led to success. Many researchers have reported that change is an innate element of human beings and more broadly every organism, since it is through change that individuals or organizations have the potential to be improved and therefore become better over time. The current study deals with the organizational change which a semi-governmental organization in Cyprus has undergone, its assimilation and the effects it has on performance, productivity and satisfaction of its employees. Through literature and the development of a theoretical background, the researcher managed to create a questionnaire in order to measure the effects of organizational change, based on a quantitative approach. The results emerged indicate that while organizational change was successful, nevertheless several factors like the lack of communication of change and the absence of support by managers/leaders during the change, as well as the non-involvement in the decision process and the lack of specific training, mainly regarding the new technology, for employees, might hinder the effort for a successful implementation of change. Since the current project constitutes the first research attempt in the Cypriot context that examines organizational change and its effects on the dimension of performance, several implications, limitations and suggestions are also provided, on the basis of which more complete researches can be carried out.

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Chapter 1

Introduction

In the current competitive environment, regardless of sector and industry, organizations seek to become competitive and sustainable through a range of actions and strategies. Factors like the increased customer needs and the ever-evolving environment are impelling organizations to radical change in order to continue to survive. Organizational change refers to the process by which an organization moves from the existing state to a desired state so as to increase its effectiveness (Fischer, 2001). However, this transition may have consequences for the organization, one of which concerns the performance of its employees.

The aim of this study is to demonstrate in depth the need that leads organizations towards organizational change as well as the presentation of the main models for its management and development. At the same time, the focus will be on the reactions developed by the employees in such a condition, but also on the ways in which these resistances are managed by the organizations. An additional aim of the existing study is to determine the effect that organizational change has on the parameter of employee performance and several dimensions of it, such as employee satisfaction and productivity.

The research question emerged in relation to the above, is the following:

What is the effect of organizational change on employee performance?

The significance of the current study lies to the reality that characterizes today's business environment. In particular, organizations of this era are in a constant search of new or alternative ways so to be differentiated, in order to provide consumers with a service or a product that is of superior quality in relation to their competitors. For this reason, change turned out to be an intrinsic component of organizations in their effort to become more efficient and successful in

their market. Therefore, organizations that are unable to be harmonized with the need for constant change, are doomed to failure as they will remain passive regarding the changing needs of both their customers and stakeholders. According to the above, the researcher selected this topic because she's an employee of an organization who had experienced a number of vital changes the last years and therefore, she believes that it is of a major importance to examine the organizational change effects regarding the operation and management of human resources as well as the way this organizational change affected the dimensions of employee performance, productivity and satisfaction.

In the following section, a literature review is illustrated, in the framework of which five relevant researches are presented regarding the examined topic, that is, the effect that organizational change has on the organization, as well as how the dimension of employee performance is affected during its implementation. Then, in the section of theoretical background, a number of relevant terms and concepts are presented, while in section number 4, the methods, tools and techniques that adopted for the extraction of primary data, are explained in detail. The next section is presenting the results emerged from the questionnaires that were completed by 89 employees of a semi-government organization, while in section 6, the primary data are discussed in detail while they are also compared to the respective findings by other researches. Finally, the conclusions of this research are presented in the chapter number 7, through the key findings that emerged, along with the contributions and implications, the limitations and the suggestions for future research

Chapter 2

Literature Review

In the current section, 5 related studies regarding organizational change and employee performance are presented in brief.

The first study presented here is that by Methode et al (2019) who seek to investigate the impact which the parameter of organizational change has on the performance of workers from the field of commercial banking in Bujumbura, Burundi. The aims set by the researchers concerned the ascertainment of the impact which the organizational change, the strategic change and technological change has on the performance of employees. Researchers used a cross-sectional design, based on the tool of questionnaire. Despite that 163 questionnaires were distributed, only 104 banking employees took part in the study. According to findings, the process of organizational change impacted to the performance of employees by generating a variance of 56,8%. In the next determinant, that of strategic change, it was found that it also affected employee performance in a percentage of 47,2%. Last of all, the determinant of technological change affected the 51,4% of employees regarding the aspect of their job performance. The main conclusion emerged is that organizational change affected positively the performance of banking employees. According to findings, the researcher provided several suggestions like for instance that management ought to modify every so often the way which the organization performs so to respond effectively to the changing demands of the customers. Moreover, banks must be familiar with the most suitable strategic changes, based on which they could provide a variety of services that would satisfy the different needs of customers. Furthermore, the management of banks has the responsibility of training adequately its employees so to be ready and remain competent in the case which an organizational change occurs. Finally, the management of banking organizations should also embrace technological progression so to strengthen organizational functions.

The effects which the organizational change has on employee performance, was also the aim of the study conducted by Karanja (2015). The main objectives set by the researcher was to evaluate

the effects which a number of factors have on employee performance such as technological change, structure change, the varying tasks and accountabilities of workers and the changes in management regarding performance of personnel. The importance of this research lies to the detection of gradual changes in the place of work (in a period of 7 years) in order to determine how these changes are affecting employees and mainly their performance. The population of the study comprised by 300 employees of the “Postal Corporation of Nairobi”, to whom a number of respective questionnaires distributed. Nevertheless, only the 20% of them were finally participated in the study (61 employees). According the findings that occurred in the context of this descriptive research, employee performance has been positively affected by organizational change. Technology was the variable that affected in a greater significance employee performance, due the creation of an internship program by the Postal Corporation that provided more work opportunities while also it enhanced the motivation of the current workforce that resulted to an increased performance. In conclusion, when public organizations seek for an organizational change, they must provide their staff with comprehensible and reasonable guidelines so to make smoother the whole process of change.

Another research with the participation of banking employees, this time from India, is that by Rajpal (2016), who seek to identify the factors that affect the dimension of employee productivity in the course of an IT related changes as well as to see how organizational change management influences employee productivity. The sample size of participants concerned 30 employees from 3 major co-operative banks in India, to whom a printable questionnaire was given, while the researcher used the “Interpretive structural modelling (ISM) approach for conceptual model development”. The most important findings emerged concerned that the majority of participants were not satisfied with the change that imposed by their banks regarding the integration of IT, while also they supported that the change process was an obligatory decision taken by the organization without the latter provided them with the adequate time to be adapted to it. While for a number of employees the new technology considered to be practical, some other employees were still exhibiting resistance towards this change. Employees also supported that the organization didn't communicate in an effective way the need as well the content of change; these insufficiencies make things more difficult regarding adaption, while also the majority of

participants state that they were more satisfied with the traditional way of executing tasks and thus, the technological innovations have not affected considerably their performance. According to the above, the researcher believes that due to the direct association that exists among a number of factors that affect organizational change and employee productivity, the ISM model can help organizations to achieve a bigger percentage of employee involvement, by also reducing their resistance to change, while simultaneously enhancing their tolerance towards new technologies. However, all the above can be done through the right change management and the proper communication for change, as the necessary steps that organizations have to adopt so to experience a successful organizational change.

In another study (Tefera and Mutambara, 2016), researchers aim to evaluate the strategic change management implementation at a country club in Kwazulu Natal, as well as the aspect of employees' involvement in the change process and its effect on the variable of employees' motivation. The researchers applied a quantitative research method along with descriptive analysis, while the population of the study comprised by the 80 workers of the business. The results from the primary research showed that the business didn't think that it was necessary to ask for employees' opinions regarding the forthcoming organizational change. Moreover, in the course of organizational change, employees were not informed regularly and in a proper way about the ongoing transformation in business operations, while also management of the country club didn't seek to inform employees about the new mission and vision of the company. According to the above, the majority of employees supported that the change implemented cannot be perceived as the appropriate change that would help the business to become more competitive. However, the participants supported that if they were informed beforehand in a proper way, as well as being involved in the whole process of change, their organizational commitment, and as a result their performance, would have been in higher levels. Researchers' suggested that an open communication between the management team and employees as well as a higher frequency of employees' involvement, could help towards a successful organizational change due to the stronger motivation which the employees' are expected to show regarding this new condition.

The tool of change management is a valuable instrument that contributes to the successful shift of employees, groups and organizations, from a current organizational state to an expected future condition. In this respect, the management of change can be seen as a significant process which is vital for organizational change. According the above, the research by Agbo (2018), seek to examine the change management and its impact on organizational performance of telecommunication industries in Nigeria. The researcher constructed a questionnaire that distributed to 300 out of 1000 employees, while the study design concerned a descriptive approach. The most important finding is that alterations in technology affect in a major extent the performance of organization as well as employees, while also the changes that concern consumers' taste can affect considerably their preferences. Furthermore, findings also indicate that the change in management has a considerable impact on performance of employees. The researcher provide a number of suggestions according the findings emerged, such as that change managers must try to deal with an effective manner with the human aspect of organizational change, as an action that will help towards the reduction of resistance to change by employees, by employing the proper change strategies and methods, hence, boosting the general performance of the organization.

The present work differs from the above studies in two points. Initially, the existing work concerns the study of a semi-government water management organization, while the above studies, concerned either public or private organizations. In addition, the present study is delivering its primary data through mixed methodology, while the above researches used either the approach of the qualitative or the quantitative method of data analysis. Furthermore, this study constitutes a pioneering research project in Cypriot context, in which there is a lack of studies examining these two factors. Finally, the current study aims to measure the variable of 'employee satisfaction', which was not examined from the above studies.

Chapter 3

Theoretical background

In the following pages, the definition of the most important terms and concepts in the context of current study, are presented.

Organizational change: Organizational change and its consequences demonstrated differently from various theoreticians and researchers. For instance, Brown (2011, p.195), perceives organizational change as the “attempts to increase organizational efficiency with the purpose of increasing productivity through invigorated employees who are able to develop creativity, performance, and innovation beyond traditional levels”. Another definition, is that provided by Ivancevich et al. (2004, p.563), who supports that organizational change “refers to managerial attempts to improve performance by altering the formal structure of task and authority relationship”. Nevertheless, a common place for both researchers is that organizational change constitutes a continuing process comprising by various phases and for this reason, they both suggested to managers that they have to complete each phase in the proper way in order to achieve organizational change in a gradual manner. Moreover, organizational change is directly associated with the contributions of various participants within the organization, but mainly of employees. In terms of this, employees’ participation is vital for organizational change to be achieved (Robbins and Judge, 2012).

Employee performance: It concerns the way which an employee of an organization executes its duties, accomplishes its required tasks and acts in its workplace. In this respect, organizations are well aware about the importance which the increasing of the performance levels of their employees has, in a highly competitive world (Armstrong, 2001). Due the fact that organizations need to employ organizational change so to survive within a business environment that always demands from its players to seek for improvement so to remain competitive and sustainable, the aspect of performance is of a major importance for the success integration of change. However, organizations are also well aware that change might affect negatively employee behaviours and

performance (Osterman, 2000). With reference to these challenges, change must be gradual so that can be absorbed successfully from employees. Furthermore, if the employees realize that they have minus or even no control regarding changes and that their involvement to the whole procedure is rather passive, their performance might be affected negatively (Fisher, 2001).

Employee involvement: The responsible parties regarding organizational change should make certain that all participants that involved during the change process, have the capacity to contribute to the decision procedure, thus ensuring that organizational change is not imposed on them without their active participation (Noe et al., 2012). As the findings from related studies showed, when the employee involvement is on high levels, then respectively their performance as well as their commitment to organization is also increased. The workers that engaged in organizational processes that required their active participation, provide their organizations with advantage over other competitors, through a number of factors like productivity and superior customer service (Noe et al., 2012). The significance of employees' involvement lies to the fact they feel that their opinion is taken seriously during the assessment process, as a factor that contributes to the increase of their motivation so to respond well in the whole route of change (Tefera and Mutambara, 2016).

Employee motivation: As it illustrated above, the extent of employees' participation in the course of organizational change can also have an effect on their motivation. In the case which employees' skills and abilities are utilized sufficiently, then their self-confidence is increased and therefore employees are keep motivated so to help organization to achieve its goals (Brown, 2011). For Robbins and Coulter (2007, p. 253), motivation is perceived "as the process by which a person's efforts are energized directed, and sustained towards attaining goal." In addition, motivation described as the responsible process for an employee's concentration and determination of its efforts regarding the accomplishment of an objective. In terms of this, motivation is seen as a critical component regarding the effective implementation of organizational change given the fact that employees' performance requires not only high levels of abilities and skills, but also high levels of motivation (Robbins and Judge, 2012)

Resistance to change: In organizations, resistance in any type of change is usually expressed through the attitude or behavior of employees by showing refusal to support or perform accordingly for the organization to achieve the desired change (Mullins, 2005). More specifically, resistance to change concerns “resistance to loss of something that is valuable or loss of the known by moving to the unknown” (Yilmaz and Kilicoglu, 2013, p.16). In some extreme cases, employees can even resist to changes which have been found that benefit organizations (Yilmaz and Kilicoglu, 2016).

Change management: For Agbo (2018, p.151), change management concerns “the effective management of a business change such that executive leaders, managers and frontline employees work in concert to successfully implement the needed process, technology or organizational changes”. Because of its significance, change management turned out to be a vital tool that needs to be handled appropriately during organizational change in order for the whole venture to be successful. In terms of this, organizations that competing in the current competitive business environment which is characterized by constant transformation and evolution, should be able to deal with the external and internal factors that either directly or indirectly affect the whole process of change (Agbo, 2018).

Communication of change: For Muller (2006), a number of employees show resistance to change, because they don't recognize the reason why the change is being launched. According Kotter (1995), one of the most frequent ways to confront resistance to change is to let employees know about the forthcoming change in advance. Therefore, employees should be aware about the time which the change will be occurred, when it will be integrated, what are the expectations of organization about them, the way which the change will affect their tasks and finally how the organization is planning to maintain and motivate its employees in order to demonstrate higher levels of dedication and performance concerning change (Rajpal, 2016).

Chapter 4

Methodology

The tools, methods and techniques used for the management of data, are illustrated in detail through the following sub-sections.

4.1 Research Philosophy

In scientific research, a number of philosophical paradigms are adopted and followed by the researchers, according to each research needs and aims. The main, but also conflicting philosophical paradigms that followed by the majority of researchers' and for many years constituted the landmarks of scientific research, concern positivism and phenomenology.

4.1.1 Positivist paradigm

Initially, according to positivism, the truth about a phenomenon or a situation is autonomous despite the environment and the behaviours of the people involved. In this respect, supporters of positivism argue that objective and true facts are the only ones that can be observed and measured. Therefore, in positivism, there is only a single truth that conforms to the rules of rationality. Thus, the scientific truth is documented only through its repetitive verification on the basis of scientific research. In particular, the research that adopts the paradigm of positivism uses existing scientific theories or findings of other researches, through which it seeks to find out whether these results can be confirmed or not, in the context of new research. Despite its great contribution to scientific research, positivism is often criticized for not offering the opportunity for a deeper analysis of a phenomenon, while at the same time arguing that what is true today will also be in the near future (Riley, 2007).

4.1.2 Phenomenological paradigm

The other philosophical paradigm presented, is that of phenomenology. Specifically, phenomenology stands on the basic principle that the truth cannot be exclusive, and that it differs from person to person, since it is based on the subjective principle of how each person reacts to what she/he perceives, while affected by the environment and his emotions. Unlike positivism, phenomenology does not deal with the confirmation based on current theories or research findings. Thus, in the case which the researcher adopts the phenomenological paradigm, it has a more rounded approach to the phenomenon she/he studies by examining it in a broader and deeper context. However, the most important disadvantage of phenomenology is that the results occurred through the research process, are subjective and cannot offer objective answers to the research questions that arise (Neubauer et al., 2019).

4.1.3 Post-positivism

Although for several decades the above philosophical paradigms constituted the foundations upon which a research was developed, nevertheless, the narrow frameworks they both have, forced researchers to find additional alternatives on the basis of which they can develop their own, unique research. One of these alternative approaches concerns post-positivism. In particular, post-positivism or social constructivism, holds the view that science refers to a social construction that reflects the present or recent social structures, relationships, visions, perceptions, anticipations, ideologies, etc. Science therefore, refers to a social construct, which for its main representative, that is, Karl Popper, has little, or no relation to objective reality (supposing that it exists) since it reflects solely the social reality and more specifically, the social reality in its contemporary form. Based on this assumption, the progression of science refers to a path of successive social representations; in terms of this, science should be examined in relation to the ideological or social system that produces and reflects. In terms of this, for post-positivists, human knowledge and science do not concern a set of static, inflexible and unchangeable structural features, since it is affected by a variety of elements that are continuously being re-evaluated and subjected to the procedure of transformation. In comparison to positivism, post-positivism identifies its underestimation regarding the fact that social reality is affected and

formed by the prevailing ideology, rules, benefits and inclinations of the dominant social classes or even the character, values and conceptual beliefs of researchers' themselves (Alvesson and Skoeldberg, 2009).

According to the above, post-positivism challenged the binary way of thinking, imposed by phenomenology and positivism, since this type of research distance itself from the subjectivity or objectivity of research, imposed by the two paradigms. In terms of this, the current research adopted the post-positivistic paradigm, since its aim is to reveal dimensions of organizational change that are neither static neither they can't be generalized and illustrated as a social truth, but rather they refer to primary findings that reflect the current condition of knowledge regarding the examined topic. Finally, since the current study adopted the mixed-method approach of analysing data, the post-positivistic paradigm is the most suitable approach for this type of method, as shown in more detail in the following sections.

4.2 Primary and secondary data

The main ways of obtaining data in the context of a research, concern the sources of primary and secondary data. Initially, secondary data concern various sources of information gathered from studies or researches that have been done in the past for other purposes; however, these sources cannot respond to the problem of a research that is taking place in the current period. The most important advantage of secondary data is that they save both time and money, since their collection has a small cost while also the researcher needs only a short period of time so to achieve their collection. In the current research, the secondary data were obtained through books and scientific articles found in valid electronic databases. Nonetheless, in the case which the secondary data cannot meet the purposes and objectives set by a study, then the researcher proceeds to the collection of primary data specifically for the purposes of the research that she/he conducts. The collection of primary data is a time-consuming process, and requires the application of specific research approaches which are presented in more detail in the following sections (Creswell et al., 2003).

4.2.1 Quantitative research

The purpose of quantitative research is to discover the change causes of social phenomena through objective measurement and numerical analysis (Creswell, 1994). Quantitative approach is used in various physical and social sciences, like for instance physics and biology, as well as psychology and sociology respectively (Sukamolson, 2007). The questions used in this type of research concern the closed-ended questions through which the researcher seek to find out the opinions of participants about an issue that is part of a general topic, without seeking further explanation or, of course, attempting to search in depth that particular issue. The ultimate goal of quantitative research is to "generalize the truth" found in the population that involved in the research process; through these generalizations, researchers can be lead to grounded theories, based on research hypotheses that stated in advance (Sukamolson, 2007).

4.2.2 Qualitative research

On the other hand, the inductive and flexible nature of qualitative methods for data collection, provide greater advantages in comparison with quantitative research. Possibly, the biggest advantage concerns the ability to research in depth the replies given by participants and therefore to obtain more detailed descriptions and explanations regarding dimensions like experiences, behaviours and beliefs. Another advantage based on qualitative approach, concerns the open-ended questions used in surveys, according which the researcher can obtain data that were not expected to occur (Guest et al., 2013).

Furthermore, the validity of quality methods is based on the nature of the data produced. In this respect, the researcher could give a complete and accurate description of these data, in order to convince its readers about the validity of his/her method. Moreover, the questions that are used do not have a specific time frame, and should be introduced into a comprehensible language. In accordance with all the above, qualitative research is appropriate when it meets some basic objectives, that is, identify the acquired knowledge and expand it in depth as well as to describe and explain the data collected (Guest et al., 2013).

4.2.3 Mixed methods

Finally, mixed method approaches combine both quantitative and qualitative methods in their methodological design in order to make a better use of the strengths of each method as well as to address more efficiently their weaknesses. In particular, the adoption of mixed method will provide the researcher the opportunity to reach some generalizations through the closed-ended questions and through the open-ended questions, the chance of an in-depth investigation regarding specific issues, is provided. The mixed methods that were adopted from the current study defined as “the collection of both quantitative and qualitative data in a single study in which the data are collected concurrently or sequentially, are given a priority, and involve the integration of the data at one or more stages in the process of research” (Creswell et al., 2003, p. 212). Furthermore, a mixed-method approach provides a variety of advantages regarding the complicated challenges that might emerged throughout the research, since through the philosophical paradigm of post-positivism (Fetters, 2016) is interconnecting qualitative and quantitative data in such a manner that research problems are effectively described. Mixed-method approach provides also researcher with a rational foundation, methodological elasticity, and a thorough knowledge regarding researches of a smaller-scale (Dawadi et al., 2021). More particularly, the adoption of mixed-methods allows researchers to respond to researcher question with adequate profundity and range, as well as to generalise some of results and effects of the studied topic to the entire population (Dwadi et al., 2021).

A strong argument for using a mixed-methodology approach for this study is that it allows researchers to get more robust results by combining two methods in such a manner that the qualitative methods' strengths outweigh the quantitative methods' deficiencies, and the other way around. To put it on another way, one approach is more suited to answering one sort of question while another is better suited to answering another type of question. As a result, the merging of two methods allows the researcher to combine two sets of strengths while also accounting for the drawbacks of each method (Dwadi et al., 2021). Moreover, another reason behind the selection of this approach regarding the current project, lies to the fact that through

the data that were arisen, the use of closed-ended questions, help the researcher to reach some generalizations, while through open-ended questions, the researcher provided with the opportunity to conduct an in-depth investigation on specific issues that emerged in the context of organizational change and employee performance of a semi-governmental organization.

4.3 Questionnaire

The questionnaire is a text that includes questions related to the purpose of the research. The drafting of the questionnaire affects significantly the quality of the collected data (Roopa and Satya, 2012). A standard questionnaire includes questions about the characteristics and behavior of the respondents, e.g. marital status; his/her duties within an organization, how satisfied she/he is with her/his work, etc. Furthermore, the questionnaire might include closed-ended questions and based on them the participant can choose an answer from a range of options that correspond to a question, for example "how important is for them to be motivated from their organization's leadership"? A common form of the available choices is the following:

- a) Very Important
- b) Quite Important
- c) Important
- d) Not at all important

In relation to close-ended questions, the analysis conducted by the researcher is pretty easy; however, on the other hand, the respondents are limited to the choices of the questionnaire since they don't have the capacity to express their views as they wish.

Nonetheless, a questionnaire may also include open-ended questions, such as "what is your opinion on the provision of remuneration and bonuses by the organization as a motivating factor for employees"? In this case, the respondent can express her/his opinion without selecting from a particular number of choices. However, it should be clarified that the processing of data

emerged from open-ended questions is more difficult, as the replies vary from respondent to respondent.

The main advantage of the questionnaire is that it easily adapts to the needs of each research and provide fast results (Roopa and Satya, 2012) On the other hand, the replies by the participants might be not so reliable, as the participants may not answer honestly (e.g. what is your income), may not know the answer (e.g. what are the marketing strategies applied by the organization) or cannot remember the answer (e.g. how many times have you been informed by the organization). In the context of this work, the researcher developed an indicative questionnaire in order to find out the views of the employees of the semi-governmental organization regarding the organizational change they experienced two years ago and whether this condition had a positive or negative effect on their performance. The questionnaire included 26 questions of both open and close type. These questions divided to four sections: 1) Demographics/General information 2) Organizational change 3) Employee performance and productivity 4) Employee satisfaction. The survey distributed electronically to 97 people in the organization who were employees at the time which the organizational change took place.

Furthermore, since four questions concern open-ended questions through which a variety of different replies emerged, the researcher chose the replies that share a common meaning, despite the different use of words, and grouped them according the degree of their importance.

4.4 Pilot study

Pilot study concerns a type of research that is of small-scale, conducted prior to the main survey. In particular, the sample population involves individuals with characteristics that are identical to the purposes for which the actual survey is conducted. Pilot study can be seen as a first application of the respective research tool-in our case the questionnaire- in order for the researcher to identify any imperfections of the first sample of questionnaire, that could damage reliability and validity of the final sample. The implementation of pilot study can put the researcher in an

advantageous position regarding the execution of her/his main research. Specifically, a pilot study (Teijilingen and Hundley, 2001) can provide researcher with the following advantages:

- Identify or improve a research question or a set of questions
- Improving a case or set of cases
- Identification and evaluation of a population sample or a sum of data
- Testing research tools such as research questionnaires, interviews, discussion guides or statistical methods.
- Evaluation and decision regarding research methods
- Identify and resolve as many potential problems or issues as possible
- Estimate the time and cost required for the project
- Calculate whether the research objectives and design are realistic

Despite the above advantages, the researcher decided that, through the current pilot study, she will try to evaluate the degree of understanding, acceptance and interpretation of the questionnaire. More specifically, the researcher seeks to verify whether the terms used are easily understood, whether the order of the questions does not cause possible confusion and whether the way the questions are expressed allow the collection of the primary data. In particular, the researcher distributed 7 questionnaires to employees of the semi-governmental organization for which the actual survey is conducted. Nevertheless, these employees were participated only in pilot study and not in the actual survey. Their contribution to the research was very important since their feedback help the researcher to better organize the questionnaire, put the questions in the proper clusters as well as correct some misconceptions involved in this first version of the questionnaire.

4.5 Ethical issues

All researchers are obliged to include a number of ethical principles in their research for various reasons. The first reason is that research ethics support the aims of research, like for instance the expansion of knowledge. Moreover, since in primary researches a number of individuals are expected to participate, the researchers have to support, through research ethics, all the necessary values for mutual work, like for instance respect and equality between both sides. In addition, research ethics create a context in which researchers have to be responsible about their actions, like for example the protection of personal data provided by participants (Resnick, 2015).

In the present work, the prospective participants informed in advance with a relevant e-mail for the purposes of the research and the importance which their participation will have for this project. Also, this e-mail ensure the participants that their personal data will not be disclosed to other individuals and that their responses will be used solely by the current study and only for academic purposes.

Chapter 5

Results

From the 97 questionnaires distributed to the employees of the semi-governmental organization, 89 were returned completed and constituted the actual population of this research. The first cluster of questionnaire, concerns the demographics of participants as well as some general information about them. The second cluster deals with the organizational change as such, while the following cluster with the aspects of productivity and performance of employees due organizational change. The last section of question concerns the dimension of working satisfaction.

5.1 Demographics/General information

Question number 1, seeks to recognize the sex of participants. As the results show, the majority of participants are males (53%) while the remaining percentage, that is, 47% concerns the female employees who contributed to the current study.

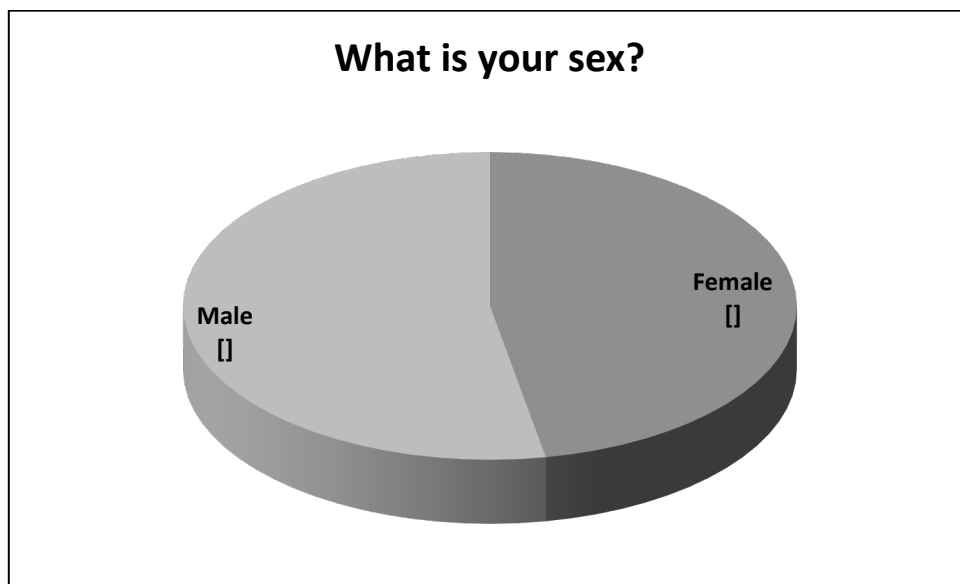


Figure 1: The percentages for female and male employees participated in the current study

The following demographic question aims to identify the age of participants. This question is quite important, since in the following clusters, the variable of age might related to the dimensions examined, such as resistant to change and employee satisfaction during the period of organizational change. In relation to the ages of participants, as the findings show, the majority of them concern the group age of 46-55(42%), followed by 36-45(24%), 55+ (18%), 26-35 (13%) and 18-25 (3%).

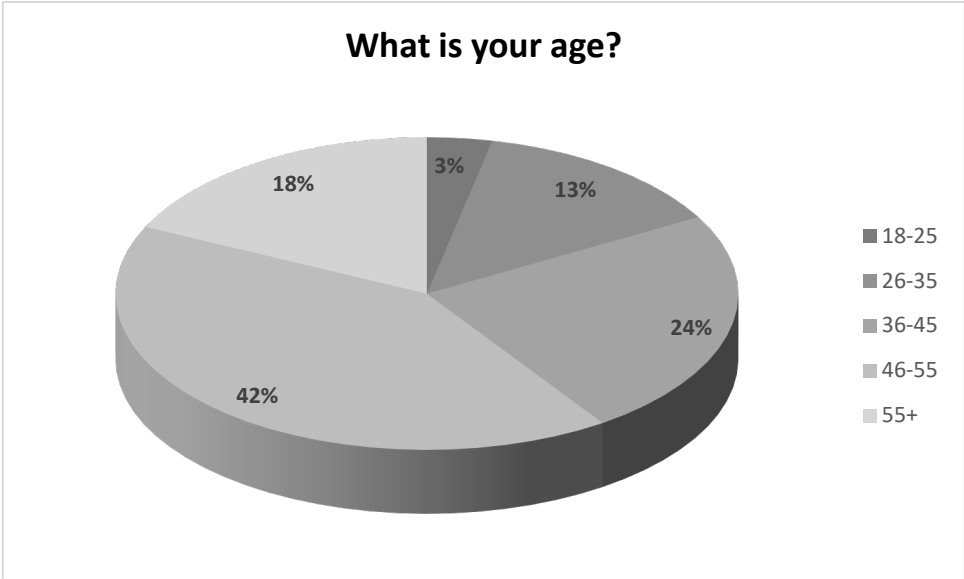


Figure 2: The group ages of participants

Through the following question, the researcher seeks to identify the years of working experience which participants have in the examined semi-governmental organization. As it was occurred, the majority of workers belong to the group of 15-20 years (28%), despite that the followed groups, that is, 10-15 (27%) and 20+ (24%), were closed to this group. As it is expected, the groups of 3-5 years (8%) and 5-10 years (13%), concern the two groups received the fewer selections, since in the last 5 years, the recruitment rates in the governmental and semi-governmental sectors have decreased considerably.

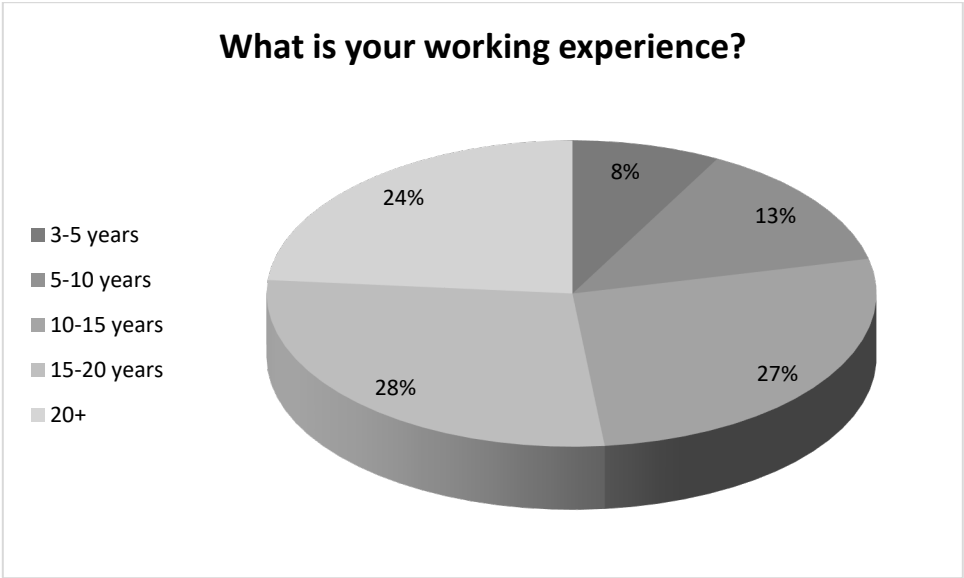


Figure 3: The working experience of participants

Question number 4 seeks to identify the education level of participants. According to the results, the most of the participants are holders of a University degree (53%), while the next selection concerns the Postgraduate degree with a percentage of 32%. The choices of school education and college/technical school concerned 7% and 8% of the total people that were surveyed.

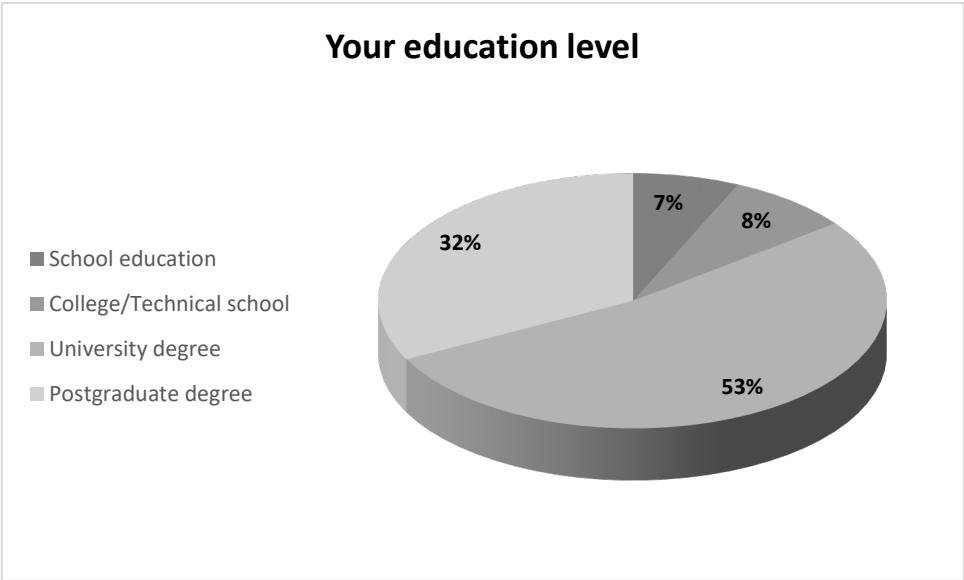


Figure 4: The educational levels of participants

The last question of this cluster seeks to recognize the familiarity of participants with technology, as an important dimension of organizational change. According the results, more than half of the participants are competent in using several kinds of software (54%), while the 24% of them stated that are competent at MS office. Furthermore, 12% of participants find it difficult to handle digital tools, while 9% of them claim that they need more training in relation to technology.

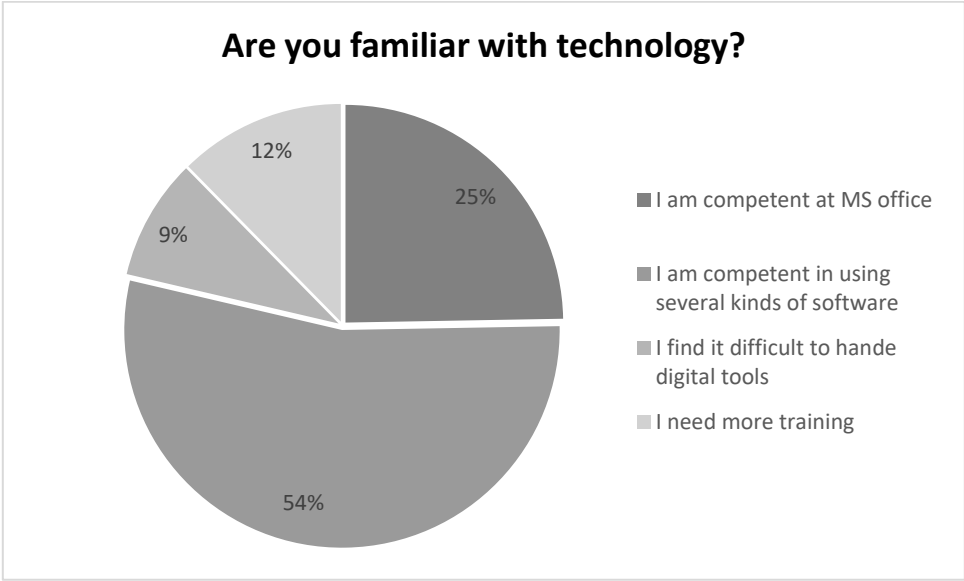


Figure 5: The percentages according the familiarity of employees with the dimension of technology.

5.2 Organizational change

The second cluster of questionnaire signifies the beginning to the actual topic investigated in this project. In particular, the questions of this section concern a number of parameters and factors that are associated with organizational change, as such. As it has been already mentioned, the choices in each close-type question concern a Likert scale evaluation, that is, Very important, important, I don't know, Not important, or Yes, Probably Yes, Probably Not, No. Through the first question in this cluster, the researcher seeks to know if participants believe that organizational change is good for their organization. The replies of this question are quite important since they formed the base upon which the following questions developed. In particular, the responses by

the 89 employees participated in this study, show that 38% of them considered the organizational change to be important, while 30% support that is very important. Nevertheless, almost 1 to 5 participants (19%) believe that organizational change is not important, while the remaining 13% do not have a clear opinion regarding the importance of organizational change.



Figure 6: Most participants (68%), consider that organizational change is important or very important for their organization.

The following question asks if the changes conducted were associated strategically with organizational goals. As the responses have shown, the majority of them agree with this statement, as the 70% answered Yes (33%) and Probably Yes (37%). The 17% of participants believe that changes are not linked to the strategic goals of the organization, while the remaining 13% seem to support this disagreement, but through a more conservative position.

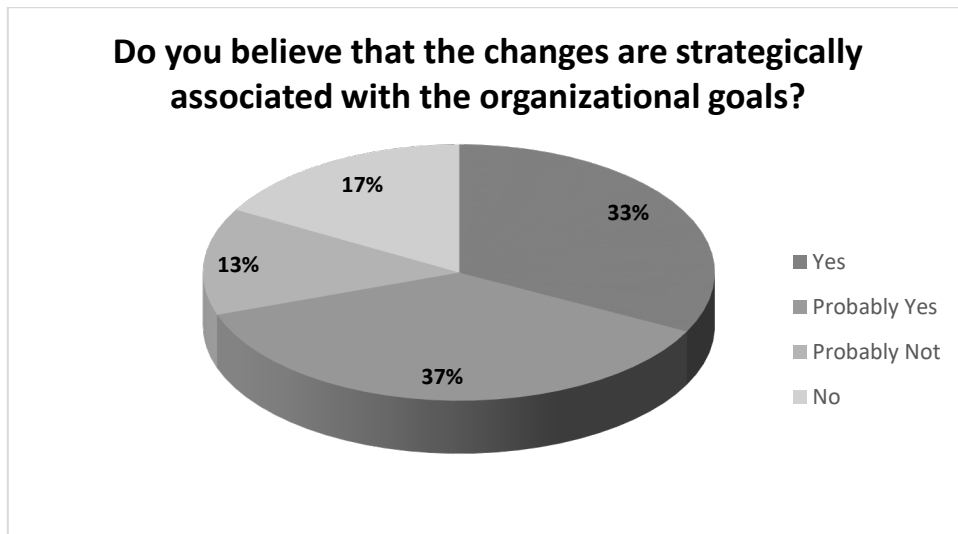


Figure 7: The most of participants believe that changes are aligned with the strategic goals of the semi-governmental organization.

The next question, aims to identify whether participants believe that organizational change was necessary in relation to the way which things were performed up to this period. According to the emerged results, the most of participants replied with a rather affirmative manner, that is, probably yes (31%), closely followed by the choice of yes (30%). Nevertheless, the combined result of “no” and “probably not” which was 39%, indicates that a great percentage of employees believe that organizational change wasn’t necessary for the semi-governmental organization in this period.



Figure 8: While the most of participants support that organizational change was necessary, a big percentage of them has a different opinion

The next question from this cluster, aims to identify if the organization was capable for this change. The findings were once again very important, since in spite of the fact that the majority support that organization was capable for this change (37%), nevertheless 26% of participants weren't sure about organization's capability to implement the changes, while the sum of 'Probably not' and 'No' choices, was once again high, with 37%.

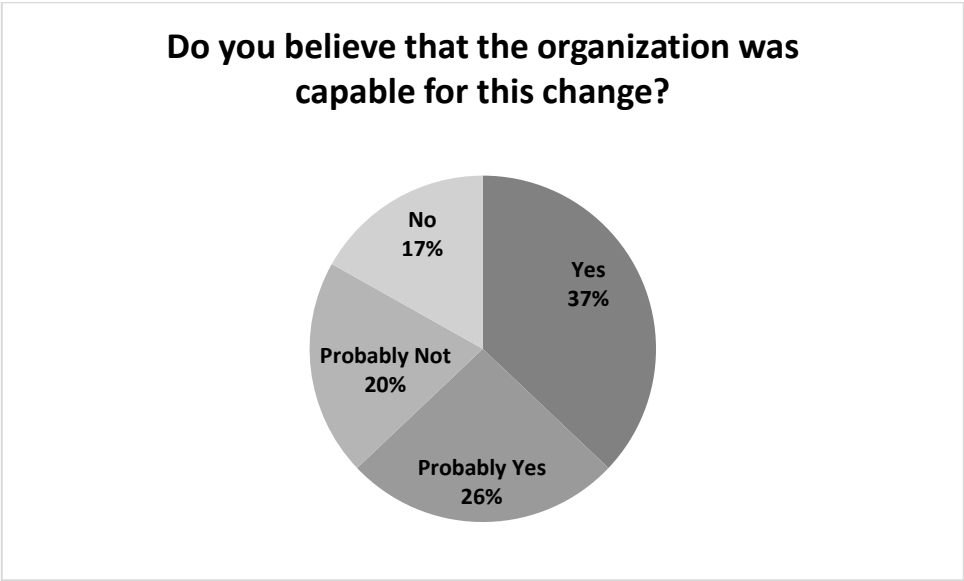


Figure 9: The mixed findings regarding organization's capability to adopt the organizational changes.

The following question asks if the participants believe that the response of the organization during the period of organizational change was sufficient. The results that were arisen indicate that almost 2 out of the 3 participants of this survey believed that the response was sufficient (Yes, 35%-Probably Yes, 30%), while the remaining 35% supported that the response wasn't sufficient (16%) and that probably it wasn't sufficient (19%).

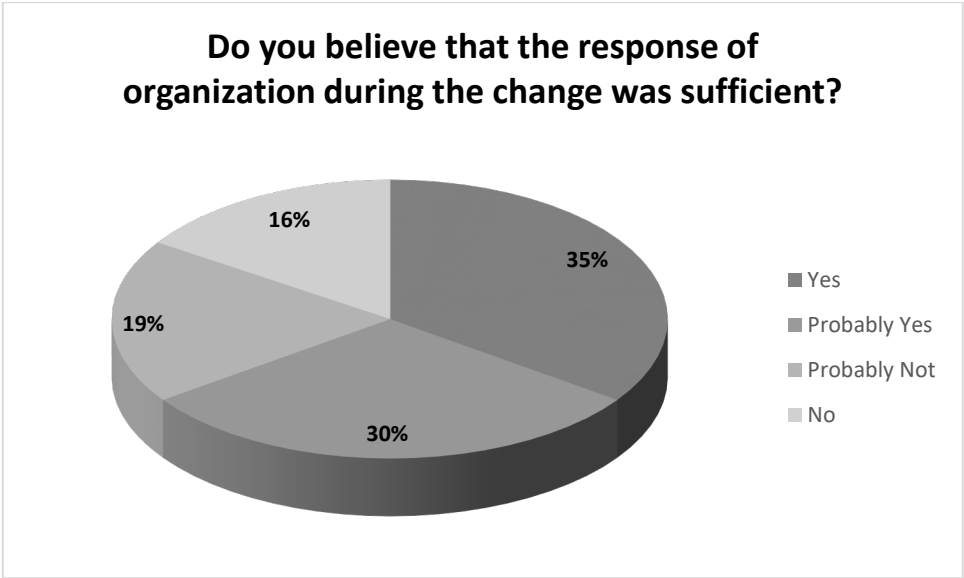


Figure 10: Most of the participants think that the response of their organization to change was sufficient.

In the following question, the aim was to identify if the reasons for organizational change were communicated clearly to employees. The findings that were occurred indicate that the reasons for organizational change weren't communicated in a lucid manner, as the participants claimed. In particular, most participants wasn't sure whether the leadership of their organization has adequately informed them about the forthcoming changes, since they replied with the choices of either 'Probably yes' (33%) and 'Probably not' (30%), while the remaining 37% provide a clear reply, with 'Yes' (24%), or 'No' (13%) respectively.



Figure 11: The uncertainty of participants whether the leadership of their organization informed them about the reasons of organizational change.

Question number 7 seeks to identify if the leadership of the semi-governmental organization was supportive during the different stages of organizational change. Once again, the findings are contradictory, since only the 31% of them answered affirmatively, while most than half of participants (52%), replied with 'Probably Yes'(24%) and 'Probably Not'(28%), while the remaining 17% claimed that the leadership was not supportive during the process of organizational change.



Figure 12: More than half of participants seem to be uncertain, about whether their leadership was supportive or not during change.

The next question seeks to identify whether the participants believe that the factor of resistance to change is important during the process of organizational change. Regarding the findings that were emerged, most of participants believe that resistance to change is 'Very important' (39%) and 'Important' (33%) , the 12% replied negatively, while the remaining percentage (16%) didn't have a clear picture about this matter.

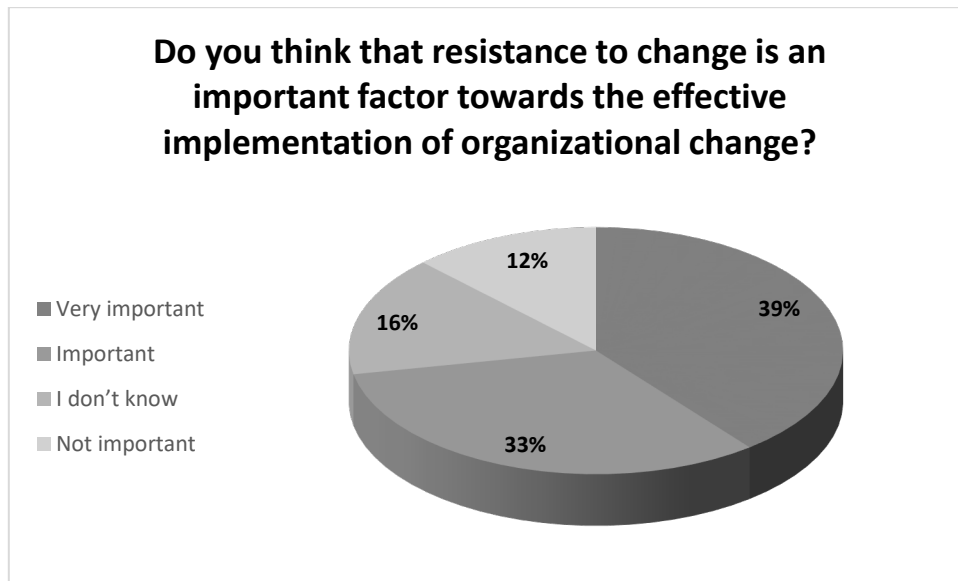


Figure 13: Resistance to change is important factor towards organizational change, according participants.

The following question is the first open-ended question included in this survey. In particular, respondents were asked to state the factors involved in the process of assimilating organizational change. As it has been already mentioned in the section of methodology, due to the different replies that were expected to be provided, the researcher selected the most common replies or has combined together some replies that share the same meaning despite the different selection of words. It must be clarified that participants have the opportunity to state more than one reason, if they agree with the above statement, and thus the following percentages do not concern only a single choice provided by them. The most common replies concern:

- Technology, due the integration of new software, the use of new programs, as well as the use of applications that seem to be incompatible with the working tasks (41%)
- Insufficient information and training provided by the organization and from the government's guidelines in general (38%)
- Emotional reasons, because some employees can't acclimatized easily due the necessary restructure of the departments, no disposition to leave their colleagues (24%)

- The need for extra training so to respond effectively to organizational change was not welcomed by some employees, with the most of them belong to the age group of 55+ (17%)

The next question is of a closed-type and is the last question of this type in that cluster of questions. In particular, the researcher seeks to identify if the organizational change that started two years ago considered to be successful according to the participants. Almost half of the participants (46%), support that the attempt by the organization to implement a change, is successful, despite that also a notable percentage (27%), claimed that this effort cannot be perceived as successful, while another 27% (Probably Yes,15%- Probably Not, 12%) of participants seems that is not so sure about the outcome of this effort.



Figure 14: Despite that for the majority organizational change is successful, a quite big number of participants support the opposite.

5.3 Employee performance and productivity

In this cluster of questions, the aspects of employee performance and productivity are examined. In particular, the following 6 questions (5 close-type-1 open-type), aims to find out the way which the organizational change affects performance and productivity of participants. To begin with,

the first question seeks to identify whether before or during the process of organizational change, participants' performance was affected negatively. According to the results, the slight majority supports that their performance was affected neither before nor during the organizational change (39%). However, a remarkable percentage (35%) claims that their performance was affected, while the remaining 26% replied with 'Probably Yes' (12%) and 'Probably Not' (14%) respectively.

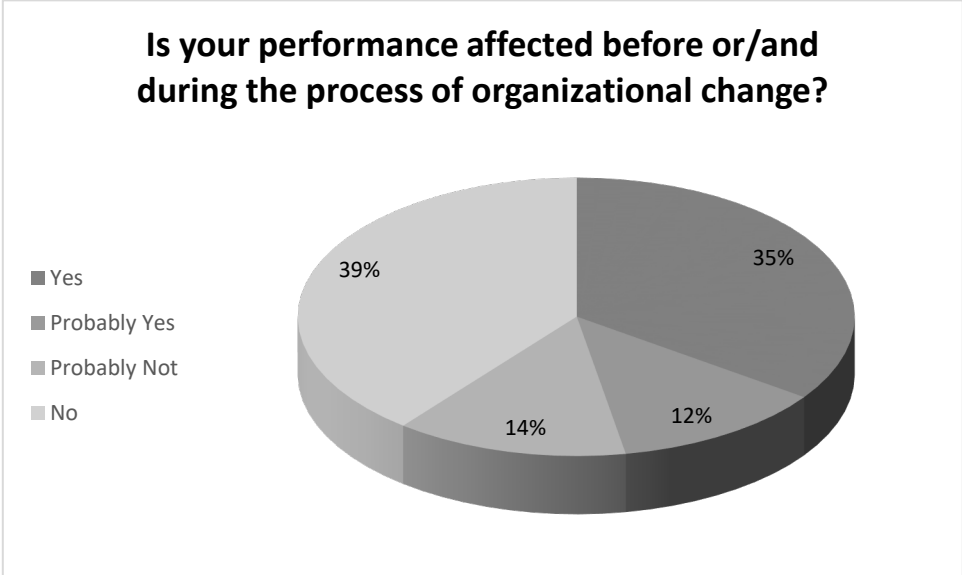


Figure 15: The groups of participants who stated that their performance either were affected or it weren't affected by the organizational change respectively, are quite close.

The following question is in line with the prior question, and it asks if according to the feedbacks of managers/leaders, the organizational performance of employees was improved after the organizational change. The reason because the performance of employees can be seen only through the feedback of managers/leaders is that the later have the chance as well as the responsibility to measure the performance of the first through a variety of tools and share these results with the employees. As the findings have showed, more than half of participants (57%) support that their performance was improved, while a 28% replied negatively.



Figure 16: The performance for the majority of participants improved.

The following two questions are exactly the same as the previous questions, but they consider the factor of productivity. Therefore, the first question for productivity asks whether the productivity of employees was affected, before or/and during the process of organizational change. The results showed that productivity was not affected for the biggest part of respondents (46%), while a notable percentage (28%) replied that their productivity was affected. Moreover, for 14% of the respondents, productivity was not probably affected, while 12% of participants supported that their productivity was affected.

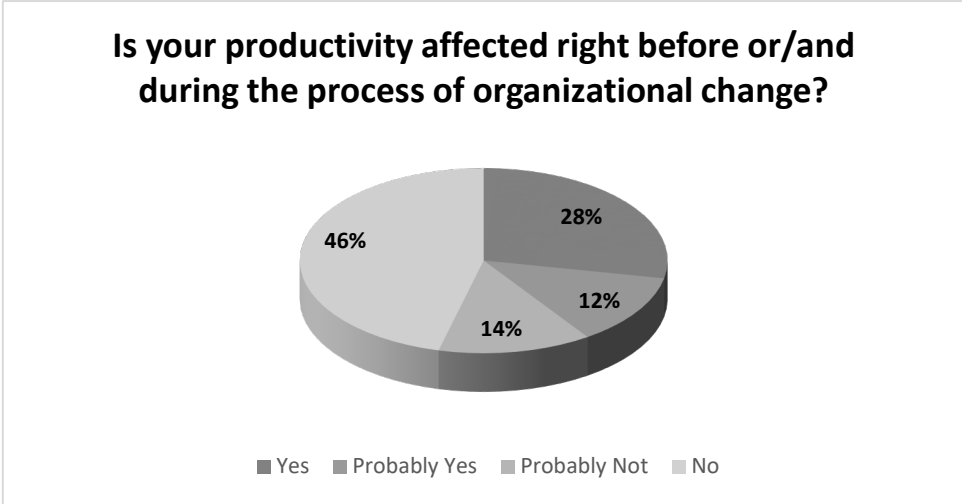


Figure 17: The percentages regarding the degree which the productivity of participants was affected.

The next question in this cluster, asks if the productivity of employees was improved after the organizational change according to manager/leader feedback. As the results show, most of the participants state that they weren't so sure about that, since they had chosen either 'Probably yes' (27%) or 'Probably not' (29%), the 26% of them replied affirmatively and the rest of participants (18%) select 'No'.

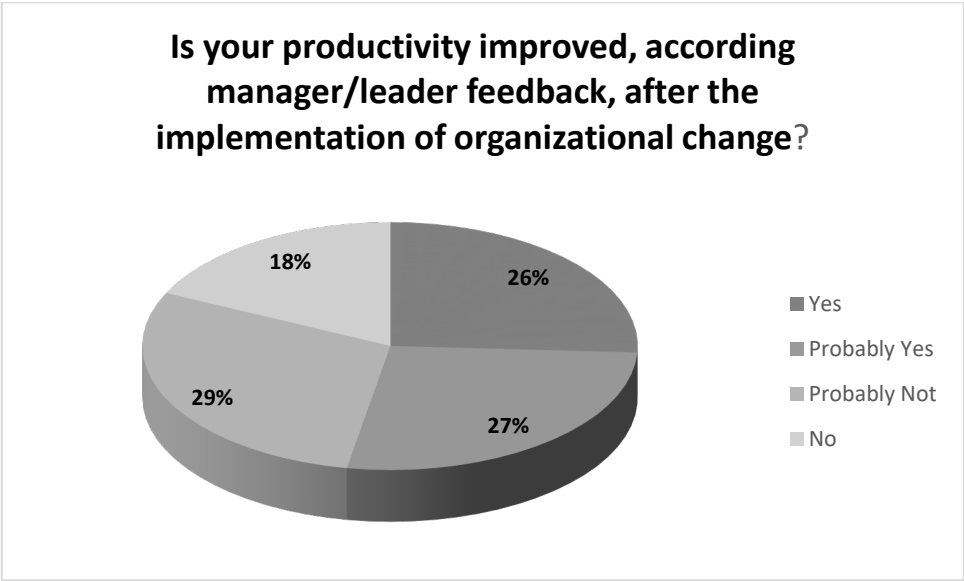


Figure 18: The combined findings of 'Probably Yes' and 'No' groups, show that participants are not sure if organizational change improved their productivity.

The last close-type question asks if participants were motivated to increase their performance and productivity during organizational change. As the results showed, the majority of participants don't feel motivated (41%), along with 17% claimed that probably they weren't motivated; these results indicate that the most of participants weren't encouraged by the organization. On the other, 35% of them replied that they felt motivated, while 7% that probably they were motivated.

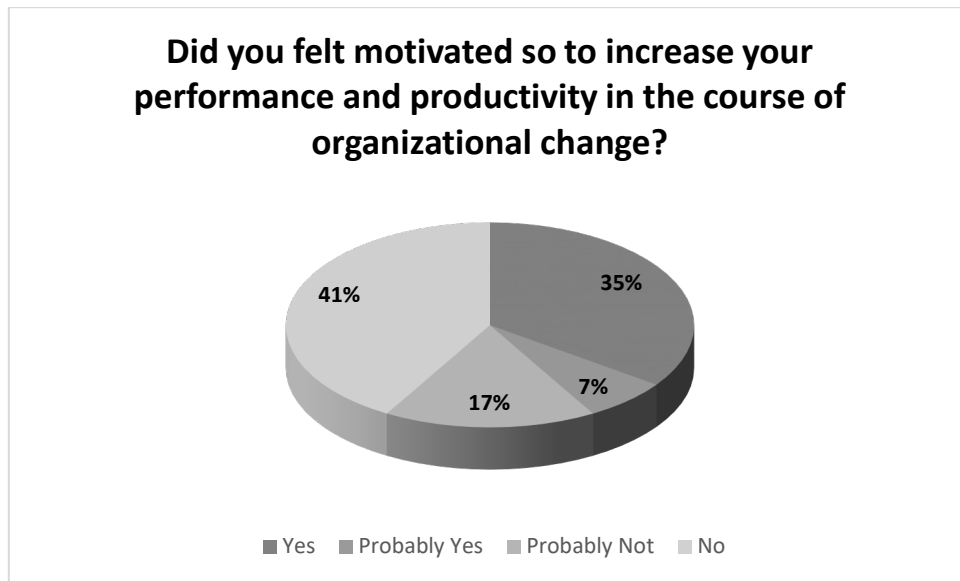


Figure 19: The majority of participants supported that it wasn't motivated so to increase performance and productivity during organizational change.

The final question in this cluster provides the chance to participants to state freely some reasons, if any, that hinders or encourages the factors of working performance and productivity at any stage of organizational change. Once again, since this is an open-ended question, the researcher develops two themes, the first concerns the reasons that hinder productivity and performance and the second theme, the reasons that encourage these two aspects. The most common replies for both themes are presented below.

Factors that hinder performance and productivity

- The use of new technology tools without the proper training (67%)
- The dominant culture that prevails in the workplace (51%)
- The lack of motivation (48%)
- Bad management from the leadership of organization (44%)
- The non-involvement of employees regarding the decision for organizational change (38%).

Factors that encourage performance and productivity

- The recognition for the effort of employees, through bonuses or working advancement (78%).
- The right motivation (71%)
- The good and helpful leadership (62%)
- The good training that is harmonized with the current needs of organizations (61%)
- A better working environment (51%)

5.4 Employee satisfaction

The final cluster of this questionnaire involves 4 questions and concerns employee satisfaction. To begin with, the first question asks if the dimension of employee satisfaction considered to be important by the participants. As it is expected, the huge majority of them supports that is 'very important' (81%), accompanied by 17% who think that employee satisfaction is 'important', while the rest 2%, take the choices of 'I don't know' and 'Not Important'.

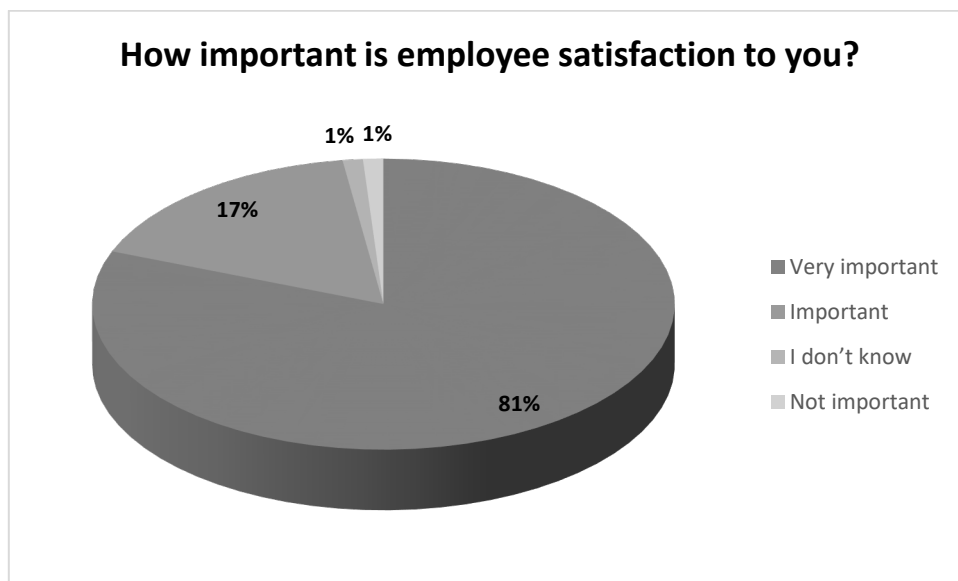


Figure 20: Almost all of participants support that employee satisfaction is very important or just important.

The following question seeks to recognize if employee satisfaction improved after the implementation of organizational change. According findings, more than half of participants (51%), claimed that their satisfaction levels improved, while also 8% supported that possibly these levels were improved. Nevertheless, a notable percentage (28%), supported emphatically that their satisfaction levels were not improved, showing in this way that organizational change was insufficient in improving this important component of working conditions, while also the remaining 13% seems to support also this position, although it does not state it clearly.

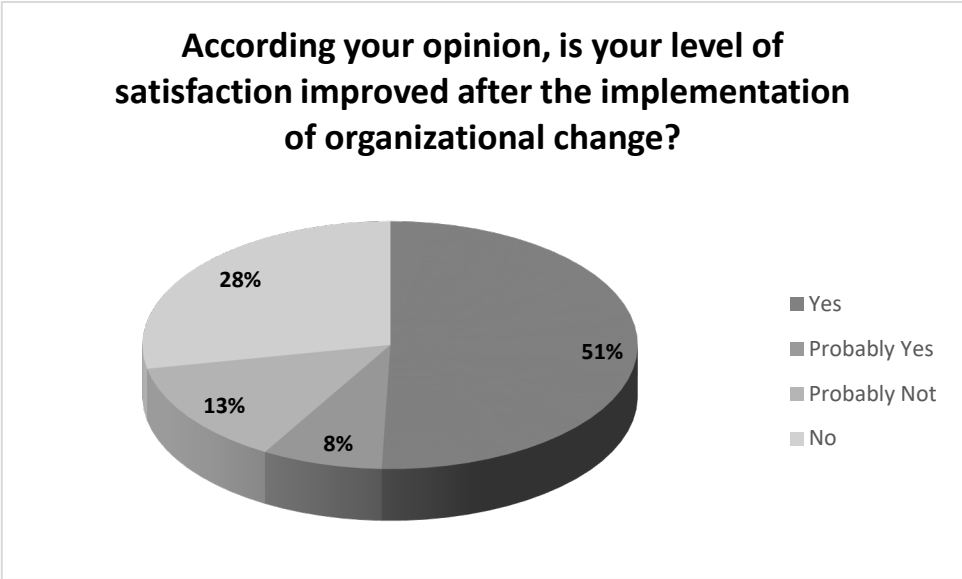


Figure 21: While for the majority employee satisfaction seem to be improved, a notable percentage supports the opposite.

The last close-type question of this survey refers to the effort put down by the manager/leader of the semi-governmental organization in order to improve satisfaction levels of participants during as well as after the implementation of organizational change. For almost half of participants (47%), their manager/leader contributed actively towards the increase of satisfaction levels; while for 1 out of 3 participants (34%), such a condition were never happened. The remaining 19%, distributed in the choices of 'Probably Yes' and 'Probably Not', with 10% and 9% respectively.



Figure 22: For the majority of participants, managers/leaders of the semi-governmental organization contributed to the increase of satisfaction.

The next question of the survey, concerns an open-ended question that deals with the employee satisfaction and the factors that could increase it during organizational change. The most selected replies concern:

- A friendly working environment (72%)
- Better salaries and bonuses (68%)
- Balance between working life and personal life (54%)
- Good working relationships with all the members of organization (48%)

The final question of the survey, which it doesn't belong to any of the above clusters, concerns another open-ended question, through which the opportunity is provided to participants so to state freely their opinion, their views, their criticisms or their expectations from their organization, after the full implementation of organizational change. Since this question provided participants with the freedom to state anything they want regarding organizational change, a variety of replies were emerged. Once again the most common replies are presented according their degree of importance.

- The organization had to develop a more competent strategic plan so to respond more effectively to the problems arise during the period of change.
- The existence of a better working culture would help employees to adjusted more effectively to this change
- The organization had to measure the performance and productivity during the change, so to verify which are the better employees and reward them accordingly.
- While the change implemented, working behaviours and approaches have not changed neither for employees nor for organizational leaders.

Chapter 6

Discussion

In this chapter, the primary findings that emerged through the survey are compared with secondary data, as the later presented in the chapters of literature review and theoretical background. In particular, in the first of the following subchapters, the phenomenon of organizational change is discussed along with the real effect it has on the semi-governmental organization examined. In the following subchapter, the dimension of performance and productivity are discussed, both through the literature as well as through the results provided by the participants. Finally, while employee satisfaction is not measured in any study included in the literature review of this project, some insights are provided regarding this important dimension.

6.1 Effects of organizational change

The finding emerged show that the biggest number of participants support that organizational change is important or very important for their organization. However, while participants rate change as important, nevertheless their replies in the demographics/general information part, show that a notable number of them face some difficulty to use digital tools or that they need more training so to respond effectively to such a condition. These results are confronted with the results of other studies (Methode et al.,2019; Karanja, 2015; Rajpal, 2016; Agbo, 2018), who found that technology is a necessary factor in the course of organizational change. Moreover, the fact that most of the participants believe that changes are aligned with the strategic goals of the semi-governmental organization, is in line with the claim by Agbo (2018), who support that the businesses who participate in competitive environments should have a proper strategy in the case which they attempt to make a transformation or a change. Moreover, while survey results indicate that that organizational change was necessary for the organization, a big percentage of participants have a different opinion; however, as (Robbins and Judge, 2012) state, employees' participation/involvement is vital for the organizational change to be achieved, as a claim that is opposed to this quite big number of participants that were contrary to this change.

Despite that an organization might decide to implement an organizational change, nevertheless it must be capable so to move to such a venture. As the results of the survey show, participants weren't so sure if their organization was capable to implement such a change. Nevertheless, while employees couldn't decide if their organization was capable of this change, the majority of them support that the response of the organization was quite sufficient, showing in this way that overall the semi-governmental organization managed to respond effectively to this challenge. However, the aforementioned results seem to be conflicted with the following results regarding the role of leadership in the semi-governmental organization. In particular, participants expressed their uncertainty about whether the leadership of their organization informed them in advance about the reasons of organizational change. These results are coincide with the findings by other researches, which the employees support that they didn't receive the appropriate (Rajpal, 2016) or even any information (Tefera and Mutambara, 2016) about the organization's decision to proceed with an organizational change. Nevertheless, as the findings of other related studies (Karanja (2015; Kotter, 1995) show, since organizational change might lead into a stressful situation for the employees that could be developed into resistance to change, the management of organization should let employees know about the forthcoming change in advance. Only through such a condition employees will have the opportunity to know the reasons behind this organizational change, the way that might affect their tasks, the expectations which the organization will have from them as well as the way which the organization will motivate its employees, in order for the latter to exhibit high levels of dedication and performance in the course of this change (Rajpal, 2016).

Furthermore, the leadership/management of the semi-governmental organization seem that it didn't manage to provide employees with the adequate support, since according the findings occurred, more than half of participants seem to be uncertain about whether their leadership was supportive or not during change. However, change management refers to a process where all the members of organization manage to collaborate, so to successfully execute the necessary technological or organisational changes (Agbo, 2018). Furthermore, both the right change management and communication of change, can help employees to increase their performance as well as showing lesser levels of resistance to change via the whole process (Agbo, 2018; Rajpal,

2016). In relation to the factor of resistance to change, the participants supported that this is an important factor towards the effective implementation of organizational change. These results are harmonized with the respective results of the literature who indicate that resistance to change might hinder the process of organizational change (Mullins, 2005; Yilmaz and Kilicoglu, 2016). In addition, the active involvement of employees ensure that organizational change is not imposed on them without their participation, while the employees involved in organizational processes, provide their organizations with a number of advantages, like for instance the increased productivity (Noe et al., 2012).

Regarding the results from the first open-ended question of the survey, a number of valuable replies were emerged in relation to the negative or positive factors that affect the assimilation of employees to organizational change. In particular, some participants expressed a difficulty to use new technology since, according their opinion, it constitutes an incompatible feature regarding their working tasks. While this statement coincides with the respective results from the study of Rajpal (2016), in which a number of participants show resistance to the integration of new technology, however, the embrace of new technology has a considerable impact to the increase of employee performance, as the study by Agbo (2018) found. Furthermore, the insufficient information and training provided by the organization as well as the inadequate government's guidelines in general, constitutes two factors that hinder organizational change according participants, as well as according the findings by other related studies (Tefera and Mutambara, 2016; Rajpal, 2016; Karanja, 2015).

Finally, and despite that the majority of participants stated that organizational change was successful, a quite big percentage of participants support the opposite, reflecting in this way a number of problems and issues that hindered the process of organizational change in the semi-governmental organization.

6.2 Employee performance and productivity

As the literature shows, employee performance is a vital component in the business environment (Armstrong, 2001), which should be taken seriously by organizations that want to implement a change (Osterman, 2000). The findings emerged were contradictory, since participants stated that their performance was affected or that it wasn't affected before and during the periods of organizational change. While these results are not in agreement to each other, nevertheless it can be argued that the performance of employees is related to a number of actions such as the proper training provided to them (Methode et al., 2019), information delivered beforehand by the management of organization (Karanja, 2015), their active involvement (Fisher, 2001) as well as the gradual integration of any change (Fisher, 2001). Nevertheless, the fact that the performance for the majority of participants improved, according feedback by leaders/managers, such findings reflect literature through a twofold manner: first, that organizational change has a positive impact on employee performance (Methode et al., 2019; Karanja, 2015) and second, that the active involvement of managers in the process of organizational change can help towards the increase of employee performance (Agbo, 2018).

As a consequence of employee performance, the dimension of productivity wasn't affected for the biggest part of participants, right before as well as during organizational change. However, the participants couldn't say the same thing and after the implementation of organizational change, since the most of the replies indicated a level of uncertainty, despite that productivity can be enhanced through a number of different models and approaches in the course of organizational change (Rajpal (2016). A conjecture that can be made about this uncertainty shown by the participants, is that unlike the performance that can be presented and explained in a lucid manner by managers/leaders to employees, this is not the case for the dimension of productivity, especially in a semi-governmental organization, where the data regarding productivity are communicated only to specific departments of the organization and government.

Organizational change can be successful only when employees' skills and abilities are fully exploited, that is, through employees' motivation (Brown, 2011; Robbins and Coulter, 2007). In

this respect, employee performance and productivity can be increased through the proper motivation that provided by the managers/leaders of an organization (Tefera and Mutambara, 2016). However, the primary results of the survey, illustrated that the majority of participants wasn't motivated so to increase performance and productivity during organizational change. In order to find out the factors that hinder and encourage performance and productivity, participants named some of these factors, which a number of them reflect the current literature. In particular, the use of new technology without the proper training, the lack of motivation, the absence of management support and the non-involvement of employees in the organizational change, are findings that harmonized with the respective findings by other related studies (Rajpal, 2016; Tefera and Mutambara, 2016). Moreover, while participants supported that the dominant culture that prevails in the workplace can affect performance and productivity, this dimension wasn't examined by any of the included studies; however, it can be assumed that the change of dominant culture is a long-term process that largely concerns the leadership of the organization and the strategic efforts it adopts so to reach the change of this culture. Finally, the right motivation, the good leadership and the proper training, which concern factors that encourage performance and productivity according participants are also harmonized with the findings by other studies, while the most popular factor according participants' opinions, that of recognition for the effort of employees through bonuses or working advancement, was not examined by any of the included studies.

6.3 Employee satisfaction

The last dimension examined concerns employee satisfaction. As the results show, employee satisfaction is very important or simply important for almost all of the participants. Additionally, while satisfaction improved for the most part of participants after organizational change, a significant number of them believes the contrary. Finally, it was found that managers/leaders of the semi-governmental organization led through their actions to a rise of satisfaction for the majority of participants. While employee satisfaction is not measured by any studies involved in the literature review of this project, nevertheless it constitutes a significant variable that evaluated by a number of studies that deal with processes of change and their effects on

employees (Yousef, 2016; Parlalis, 2011). In terms of this, some factors that could increase employee satisfaction in the course of organizational change have been suggested by participants; these factors concern, a friendly working environment, better salaries and bonuses, balance between working life and personal life and good working relationships with all the members of organization. As it can be seen, the most of these factors are related or even are the same, with the respective suggestions provided by the participants in the previous section, about how to increase performance and productivity.

Chapter 7

Conclusions

7.1 Key findings of this research

Synoptically, and in relation to the research question, regarding the effect of organizational change on employee performance, some important conclusions were drawn. Although these results were presented in detail in the previous section, an overview of them is provided through the following bullets:

- Similar to the results occurred through related studies, the findings of this dissertation indicate that organizational change should be in line with the strategic goals of organization and employee participation, so to be fruitful. However, findings also show that some participants of the examined organization, that mainly belong to the group of 55+, exhibit a resistance to change, mainly because of the new technology that has to be adopted or due the extra training that might be needed in order for the organizational change to become successful.
- While the response of the organization to change was sufficient, the organization didn't clearly informed employees about the forthcoming change and thus, it didn't actively involve employees in this process.
- The lack of communication of change as well as the uncertainty about the support provided by the managers/leaders of the organization, contrast to the findings from other studies who claim that the right information and support can enhance productivity and reduce resistance regarding organizational change.
- The open replies by the participants, which show that the bad use of technology as well as the insufficient information, training and support affect negatively the integration of employees in the organizational change, are in agreement with the findings of some of the studies included in this project.

- The results didn't show clearly if employee performance was affected right before or during the course of change. Nevertheless, according to the feedback provided to them, the performance of employees increased after the implementation of change, a finding shows that the organizational change as well as the active involvement of their managers/leaders can affect positively the dimension of performance, as similar findings by other studies support.
- In respect to motivation, the results emerged show that participants didn't feel motivated so to increase performance and productivity in the context of organizational change. These findings are not in agreement with the respective findings by literature, according to which motivation is an important aspect regarding productivity and performance of employees
- Some of the reasons that hinder performance and productivity, like the use of technology without proper training and the lack of motivation, as well as the reasons that encourage these two dimensions, like good leadership and the right motivation, are both harmonized with the findings of related studies.
- While employee satisfaction is not examined by any of the researches included in this study, the results emerged from the survey, exhibit that satisfaction is an important aspect regarding any change conducted in organizational level, as the results from other studies illustrate.

7.2 Contributions and Implications

The results emerged from the current study contribute and add knowledge in two particular areas. 1) Organizational change 2) Employee performance and productivity. The findings emerged are differentiated from the findings of other researches regarding the components that should be involved in organizational change, such as the active involvement of managers and the proper information that should be provided to employees regarding the change. Nevertheless, the fact that participants support that the active involvement of their managers/leaders contribute to the increase of their performance after organizational change, these results are in agreement with other findings, which reveal that any organization can be benefited from the active involvement of their managers in any process of change. Furthermore, despite that employees of this study

weren't motivated; nevertheless employee motivation can provide organizations with the benefits of increased performance and productivity. The factors that seem to encourage or hinder both productivity and performance of participants, are harmonized with other studies and must be taken seriously by the organizations out there so to develop a proper strategy in the context of change. Given the lack of related studies in Cyprus, the findings of this study may create the theoretical basis upon which the performance and productivity in the context of organizational change could be examined with more detail, through a variety of different business environments.

7.3 Limitations

This study came across with several limitations. To begin with, the first limitation concerns the small number of studies regarding organizational change that presented. In the case which a bigger number of studies included, then a more profound analysis might occurred, while some other dimensions, like employee satisfaction, could be compared with literature findings. Furthermore, the questionnaire could be include more questions so to cover more areas regarding organizational change, performance and productivity; however, it was made clear by the organization that the survey should not exceed 15 minutes, and thus the development of questionnaire it was harmonized with these guidelines. Finally, while some efforts made for conducting some interviews with some members of the leadership from the semi-governmental organization, through which qualitative data could be emerged, this was not possible.

7.4 Future research

The findings of this study set the foundations for other similar studies that could be conducted in academic level, regarding the phenomenon of organizational change. For example, in future studies, researchers can compare the organizational change process and outcomes of a public and a private organization, in order to find similar or different results regarding the ways and actions which these two organizations performed this change. Moreover, other studies might involve other components, other than performance and productivity, such as satisfaction,

burnout, well-being and stress of employees. Finally, future studies can develop a combination qualitative and quantitative research methods, with both the use of questionnaire and interviews based on which they can generalizing some of their results but though a more in-depth analysis.

Appendices

Appendix A

The questionnaire was distributed electronically to the semi government organization employees when the organization change took place. The survey is presented below:

Cover letter

Your involvement in the present research, which explores the influence of organisational change on employee performance, is asked through this letter. After the study is completed, it is possible to derive helpful findings that will help towards the enlightenment of an area of organizational research that was not yet examined by Cypriot researchers, while the primary findings might be used for future research.

Data will be collected through the questionnaire that follows in relation to the survey procedure. The survey will take no more than 10-15 minutes to complete for each participant.

The information gathered will be used solely for academic reasons, and the participants' personal information will be kept private and anonymous.

I'd want to express my gratitude for your invaluable support once more.

QUESTIONNAIRE

Demographics/General Information

- 1) What is your sex? Female Male
- 2) What is your age? 18-25 26-35 36-45 46-55 55+
- 3) What is your working experience? 3-5 years 5-10 years 10-15 years 15-20 years 20 years +
- 4) What is your educational level? University degree Postgraduate degree School Education College/technical school
- 5) Are you familiar with technology? I am competent at MS office I am competent in using several kinds of software I find it difficult to handle digital tools I need more training

Main questions

1: Organizational change

- 1) I believe organizational change is good for the organization. Very important Important I don't know Not important
- 2) Do you believe that the changes are strategically associated with the organizational goals? Yes Probably Yes Probably Not No

3) Do you believe that organizational change was necessary? Yes Probably Yes Probably Not No

4) Do you believe that the organization was capable for this change? Yes Probably Yes Probably Not No

5) According your opinion, the response of organization during change was sufficient? Yes Probably Yes Probably Not No

6) The reasons behind organizational change were communicated clearly to you? Yes Probably Yes Probably Not No

7) The leadership of your organization was supportive during the different stages of change? Yes Probably Yes Probably Not No

8) Is resistance to change an important factor during the process of organizational change? Very important Important I don't know Not important

9) Please state with your own words, the reasons, if any, for resistance to change.

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10) Do you believe that organizational change is successful for your organization? Yes Probably Yes Probably Not No

2. Employee performance and productivity

- 1) Is your performance affected, before or/and during the process of organizational change?
Yes Probably Yes Probably Not No
- 2) Is your performance improved, according manager/leader feedback, after the implementation of organizational change? Yes Probably Yes Probably Not No
- 3) Is your productivity affected, before or/and during the process of organizational change?
Yes Probably Yes Probably Not No
- 4) Is your performance improved, according manager/leader feedback, after the implementation of organizational change? Yes Probably Yes Probably Not No
- 5) Did you felt motivated so to increase your performance and productivity in the course of organizational change? Yes Probably Yes Probably Not No
- 6) Can you state some reasons, if any, that hinder or encourage the factors of working performance and productivity at any stage of organizational change?

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3. Employee satisfaction

- 1) How important is employee satisfaction to you? Very important Important I don't know Not important
- 2) According your opinion, is your level of satisfaction improved after the implementation of organizational change? Yes Probably Yes Probably Not No

3) Did your manager/leader put a respectable effort so to improve your satisfaction levels during as well as after the implementation of organizational change? Yes Probably Yes Probably Not No

4) Please state the factors that could increase employee satisfaction during organizational change?

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Please state freely your opinions, views, criticisms or expectations, two years after the full implementation of organizational change

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