Attitudinal Trends towards Organizational Change

Comparing the Private and Public Sector

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Executive Summary

Resistance to change is commonly cited as one of the largest contributing factors to the failure of planned change programs within organizations. Historically seen as a negative factor, the natural and healthy responses employees experience during a change process are now understood to be far more complex than previously thought. Attitudes and emotions comprise a large portion of what influences an employee's responses, and by better understanding what causes them to be formed and how to manage them, a smoother change process can be implemented.

A framework for analysing these attitudes and emotions has been developed by Rune Lines, and upon which this research is based. Using his framework the researcher has narrowed the focus down to the similarities and differences between the attitudinal responses of employees in public and private organizations with the intent of identifying key issues in order to better foster further research..

Quantitative and qualitative data collection was carried out with a number of organizations, from which two main points were identified. Firstly that public organization employees are more likely to suffer from negative emotions (namely frustration) due to lack of autonomy when change decisions are made. Secondly, there exists a pervasive 'Public' culture, that while difficult to neatly label, hampers change processes and leads to a certain element of inefficiency in public organizations.

Unsurprisingly, strong communication and leadership from the management behind the change process is hugely important in determining the success of the change for both private and public organizations.

Preface

This master thesis is the single largest piece of work I have ever produced. It has been a very challenging, yet rewarding experience for me.

I would like to take this opportunity to thank my supervisor Professor Rune Lines for his assistance in setting me on the path I would eventually follow when conducting this research. His constructive criticism and feedback have also helped to make this thesis as strong as I was possibly able to make it.

Thank you also to my wife Line Quinn for her patience and understanding during the 6 months I have been working on this thesis, and the limited skim reading of my draft she did.

Finally, thank you to the three Chief Executive Officers who agreed to participate in this study, and allowed me unprecedented access to their organizations. This work would not have been possible without their generosity.

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1. Introduction

It has long been established and agreed upon in both professional and academic circles that uncertainty and change are ever present environmental factors that businesses must deal with in order to remain viable. What has attracted more recent attention from researchers and scholars is how organizations choose to implement planned changes, and the factors influencing the success or failure of such processes.

Broad guidelines to successful change such as those presented by Kotter (1995) give an overview of some general practices, but recently the literature takes a much closer focus on individuals within an organization, and how they personally react to a proposed change (Piderit, 2000; Moran & Brightman, 2000). While there are varying areas of focus and methods proposed for instigating successful change, many instances in the literature seem to lean towards the reactions of proposed change being largely negative (O'Connor, 1993; Bovey & Hede, 2001a), with even the most positive of articles in this area choosing to see resistance (in itself a negative) as a possibly useful source of utility (Waddell & Sohal, 1998; Mabin, Forgeson, & Green, 2001) rather than focus on positive or ambivalent reactions to change.

1.1 Foundation in Research

The focus of this thesis is to build upon the work of Rune Lines in his article *The Structure and Function of Attitudes Toward Organizational Change* (2005). Lines in his piece developed a framework based on attitude research that is intended to explain why and how individuals within an organization react to change. Lines presents a number of conclusions from his work, outlining ways in which managers and instigators of change in organizations can maximise the benefits they can obtain by managing employee's emotions well while minimizing the negative. It is the intention of this piece to build upon that research by utilising the same framework and method of investigation, and comparing the how's and why's of employee reaction to change in two companies who's predominant difference is that one operates in the public sector, and the other in the private. Such research into

the differences between private and public organizations has seen increasing growth in the past two decades. Rainey and Bozeman (2000) in their review of such research found, not unsurprisingly, that in a number of facets such organizations exhibit similarities, while in others there are marked differences. As such, I believe this indicates room in the scholarly work for such specific and narrowly focused research such as this, as it is already established that differences do exist, but it can be difficult to predict with any certainty what these will be, and where they will occur.

By selecting businesses that share as many similar characteristics as possible, save for their different spheres of operation, it is theorized that the predominant differences in employee's attitudes and reactions to proposed change can be attributed to them being a part of a public or private organization. Whether this is due to certain types of people being drawn to work in one or the other or is rather an effect of the organization itself is an area that further research would be well justified. If there are no significant differences between the two sets of respondents, it could indicate that at least in similar types of organizations to the ones studied here, that there are no significant differences in employee attitudes or reactions to change.

Research is to be conducted using both quantitative and qualitative measures, as while both of them can be very useful, statistical measures can fail to account for variables that could also contribute to differences perceived (Boyne, 2002). (It should also be noted that such statistical methods in this case would be ineffective due to the reduced sample sized necessitated by lack of resources). Qualitative methods allow for topics of interest and potential difference to emerge and contribute to indentifying new areas for research to pursue, without having to submit themselves to the scrutiny quantitative methods would.

Regardless of the outcomes (significant or inconsequential differences) the results hold valuable information for those wishing to implement successful planned change projects, which can allow them to best tailor all facets of the planned change to most effectively take advantage of the underlying attitudes shared by those responsible for implementing the change.

1.2 Research Question

How do the antecedents of attitudes and the attitudes themselves of employees faced with organizational change differ between businesses functioning in the public and private sector?

1.3 Structure of the Paper

In order to address the research question, this paper has been separated into a number of sections, each dealing with specific aspects of the study.

Section 2 outlines the theoretical background of this study. Beginning with early views on employee resistance to change, it moves on to discuss more modern views incorporating ambivalence, and attitude theory. In this section the framework developed by Rune Lines (on whose work this study is based) is presented as well.

The organizations that participated in this study are briefly described in Section 3, and the differences and similarities between them discussed.

Section 4 outlines the methodology of the study, describing why the research was designed in the manner it was. The research itself comprised of three stages; a preliminary interview with the Chief Executive Officer of each organization, a survey completed by employees and finally a one-on-one interview between the researcher and the employees.

The results of this study are presented in Section 5, along with analysis of the findings.

Section 6 discusses some key implications of the results, and how they relate back to the theoretical foundation of this study.

The conclusion in Section 7 outlines the implications for change leadership, and any comments from the researcher.

Section 8 outlines the limitations that the study was carried out under.

Section 9 provides some suggestions for areas of further research that the results and experiences gathered from the study indicate may be fertile ground for more work.

The bibliography is presented in Section 10.

The final section, Section 11, includes the original survey created by Rune Lines, the translated survey adapted by the researcher for this study, and the tabled results of the employees responses to the survey.

2. Theory

2.1 Organizational Change

Almost any piece of writing one might come across dealing with the fields of organizational structure and change management will stress the vital importance of being able to anticipate, deal with and survive change. This is so prevalent that as Appelbaum, St-Pierre and Glavas (1998) state, 'change has become synonymous with standard business practices as long-term organizational ends have to be reformulated on an ongoing basis.' Change is an extremely broad concept however, and it affects different industries and different organizations in a myriad of differing ways. Not all of these are positive however as while the common wisdom says change is constant, unavoidable and potentially a means of growing and bettering an organization; it is often inadequately managed.

Strategic change is one way by which an organization can exert a manner of control over the change process. While there are models which incorporate a number of differing types of strategic planning for change (Mintzberg, 1987), in general terms strategic change is understood to be ongoing initiatives and directives which originate from the top of the organization and have a marked impact on the depth of commitment to the change project (Appelbaum, St-Pierre, & Glavas, 1998).

Despite the wealth of training options, literature and now, experience, that organizations either hold internally or have access to, strategic change interventions seem to fail more often than they succeed. Exact numbers are of course difficult to come by, but varying sources estimate the failure rate to be in the vicinity of 70% (Beer & Nohira, 2000) or exhibiting 'a distinct tilt toward the lower end of the scale' (Kotter, 1995).

There are many contributing factors to the seemingly paltry success rate of organizational change. One that is favoured by a number of authors (Maurer, 1997; Spiker & Lesser, 1995) is that many such failures can be directly traced to employee resistance. While such resistance is a normal and expected part of the change process (Coghlan, 1993; Steinburg, 1992), there are many questions raised

regarding just how well this resistance is handled during change processes (Bovey & Hede, 2001b).

For the purpose of this article, the same definition of Organizational Change will be used as that proposed by Rune Lines (2005) in his piece that this study is based upon; namely:

> *"organizational change is defined as a deliberately planned change in an organization's formal structure, systems, processes, or product-market domain intended to improve the attainment of one or more organizational objectives."*

2.2 Negative Reactions to Change - Resistance

While seen as a 'critically important factor that can influence the success or otherwise of an organizational change effort' (Waddell & Sohal, 1998), resistance to change has been addressed in many different ways in academic literature over the years, and the concept of resistance itself has undergone numerous changes and had many different definitions applied to it.

2.2.1 Early definitition - A force to be overcome

Early attitudes towards resistance to organizational change can be no better summed up than in the following quote:

> *The writers of classical organization theory viewed conflict as undesirable, detrimental to the organization. Ideally it should not exist. Their prescription was simple. Eliminate it.* (Rowe & Boise, 1973)

Resistance was initially seen as a failing of the streamlined and focused organization, which allowed divergent opinions of self-interested employees to impede and detract from the general interest and well-being of the organization (Waddell & Sohal, 1998), or the restraining force of the status quo (Lewin, 1952). Resistance served no use other than to retard organizational change and hence, it wasn't to be managed or handled; it was to be quashed as completely and early as possible (Rowe & Boise, 1973).

2.2.2 Maturing definition - A force to be managed

During the following years, resistance to change as a concept developed as many other schools of thought (psychology, sociology and anthropology) were brought to bear on the study of management. Resistance to change came to be seen as not merely some instinctual reaction to preserve employee's self interest, but a much more complex phenomenon (Waddell & Sohal, 1998).

Resistance to change was shown through this research to be a function of a number of social factors which included (Waddell & Sohal, 1998):

- Rational Factors - these occur when an employee's own evaluation of the outcomes of proposed change differs to that envisioned by management.

- Non-rational Factors - are ones which are not based on a economic-rational assessment, but rather upon an employee's predispositions and preferences.

- Political Factors - these can also affect employee's reactions through actions such as 'point-scoring' and favouritism against those responsible for initiating change.

- Management Factors - the selection and implementation of poor or inappropriate management styles can also contribute to resistance.

Research into organizational structure also built on top of this, as scholars came to appreciate the amount of 'inbuilt' resistance contained within organizations. Investments, systems and processes all contribute to the amount of inertia within an organization, which can be felt as resistance to change (White & Bednar, 1991), which in turn could be anticipated and managed accordingly (Trader-Leigh, 2002).

This all contributed to the realization of what organizational resistance to change truly is: "a complex, multi-faceted phenomenon that is caused by a variety of factors" (Waddell & Sohal, 1998). In addition to this, the opinion that resistance wasn't the natural enemy of change or even "just an annoying barrier which needed to be overcome" (Perren & Megginson, 1996), but rather a force that may well have significant utility in any organizational change effort became wider accepted in the academic community.

2.2.3 Modern definition - A force to be embraced

Even though it was not at the forefront of scholarly papers, resistance has not always been seen as a negative and unwanted force in organizations. In published works resistance has been referred to as 'a perfectly legitimate response of a worker' (Leigh, 1988), 'a 'natural' survival mechanism' (Perren & Megginson, 1996) and 'a natural and expected part of any process of organizational change' (Smith, 2005).

This approach has been further refined into a school of thought which sees resistance to change not as a force which is to be overcome, but rather as a force which contributes significantly and delivers many benefits to a change process; if proactively embraced and tackled by management (Mabin, Forgeson, & Green, 2001).

2.2.4 Emerging views - A complex issue

Most recently a new paradigm has been adopted by some researchers when dealing with reactions to change. Moving beyond seeing resistance to change as an inherently negative factor with positive attributes, scholars now are developing frameworks which recognise that employee's reactions to change aren't a simple 'yes or no' proposition. Employees all experience varying measures of positive, negative and ambivalent reactions to change.

This new school of thought is succinctly described by Piderit (2000), 'Arguing that we should retire the phrase 'resistance to change' and...advocate a new wave of research on employee responses to change, conceptualized as multidimensional attitudes.'

2.3 Complex Reactions to Change

As the scholarly body of work expanded upon its understanding of resistance to change, it still reinforced in many cases the idea that the instinctual reactions, hesitations and uncertainty surrounding change was negative. According to Dent and Goldberg (1999), this view of resistance as a negative permeated all aspects of business, from management to employees, and served as a significant barrier to enacting organizational change.

Models such as that proposed by Piderit (2000) allow for the coexistence of conflicting feelings towards change, in which reactions do not have to be clear-cut and adhere to only perceiving proposals as positive or negative, but in which states of ambivalence can exist.

2.3.1 Ambivalence

Ambivalence is inherently two dimensional in structure and is the occurrence where two cases (the positive and negative) are experienced by the individual concurrently (Thompson, Zanna, & Griffin, 1995). To put it quite simply it is the instance of someone having 'mixed feelings' or being 'in two minds' regarding an issue.

As such, it is safe to assume that ambivalence is going to be a major factor in any individuals reaction to organizational change. It is overly simplistic to assume that a change process is going to elicit either purely positive (which would be extreme wishful thinking on management's behalf given the literature!) or purely negative, hence why acknowledging and understanding ambivalence is crucial when investigating attitudes towards change.

Ambivalence can be described as the interaction between two or more of the three widely agreed upon dimensions from which attitudes are structured; the cognitive, emotional and intentional (Piderit, 2000), otherwise referred to in literature as the tripartite view of attitudes (Ajzen, 1984).

Attitude theory, which is discussed in more depth in the following section, has been used by Lines as one of the foundations of his approach to creating a framework from which we can create 'a more differentiated and realistic conceptualization of

reactions to organizational change than what has been available' (Lines, 2005). By incorporating all the factors that influence and affect an individual's reactions to a change in the workplace, much more nuanced positions, be they positive, negative, or conflicted, can be attributed to employees. Better understanding and indentifying these states are of significant use to those wishing to implement change processes as successfully as possible.

2.4 Attitude Theory

2.4.1 Basic Definitions

Attitude

An employee's attitude towards organizational change can quite simply be defined as that employee's overall evaluation of the proprosed change (Petty & Wegener, 1998).

Organizational Change

As mentioned earlier, the definition for organizational change used in this piece is that proposed by Rune Lines (2005) in his work upon which this study is based. The definition used is 'Organizational change is defined as a deliberately planned change in an organization's formal structure, systems, processes, or product-market domain intended to improve the attainment of one or more organizational objectives.'

Beliefs

Beliefs are 'deep cognition regarding important elements of life, representations of people's core perceptions of man, nature, and reality' (Nicholson & Wong, 2001). They are the assumptions regarding the world and environment people make (Schein, 1985), 'the subjective judgements concerning aspects of the world' (Fishbein & Ajzen, 1975).

Beliefs, according to Rokeach (1979), can be differentiated, and that there are three categories they fall into. Descriptive/Existential, Evaluative and Prescriptive/Exhortatory.

2.4.2 Formation of Attitudes

At some point early on in a change process, employees are exposed to information regarding the planned change, and it is here that beliefs are formed by employees towards that change. These beliefs are related to a number of issues that the planned change raises such as job structure, personal security, likelihood of success and so on. These beliefs will have some valences associated with them for

each employee, some with postive outcomes, and some with negative outcomes (Lines, 2005).

As well as forming beliefs regarding the planned change, an emotional response is generated in employees (Jones, Watson, Hobman, Bordia, Gallois, & Callan, 2008). Once again these can be either positive or negative, and opposing emotions can be held regarding different aspects of the change at the same time.

These beliefs and emotions are combined into an attitude regarding the change that has great bearing on how an employee will act. This attitude 'influences emotions evoked by the change, behaviours towards the change, and subsequent processing of change-relevant information in predictable ways' (Lines, 2005). It is the predictable nature of these actions that makes understanding employee's attitudes towards change such a potentially powerful tool.

Also an important issue for managers to note is how early on in a planned change project these attitudes are formed. The reason for this is because once specific attitudes are formed, they may be very difficult to alter. This 'attitude perseverance' is due to three main factors. Firstly, selective exposure is where in indivduals actively seek out information confirming their held beliefs, while avoiding information that contradicts them. Secondly, studies seem to indicate that individuals are better at retaining information that alligns with their held attitudes and thirdly is that individuals when confronted with information that disagrees with held attitudes tend to create counter-arguments that serve to refute the information and may even strengthen the originally held position (Lines, 2005).

2.4.3 Characteristics of Attitudes

Attitudes are evaluative in nature; they have a valence. This valence is important as it enables one to predict whether the emotions, cognitions and behaviours felt toward the object of the attitude will tend to be positive, neutral, or negative (Lines, 2005). Attitudes also can vary by how strongly they are felt or held by an individual (Eagly & Chaiken, 1995) and this strength is an indicator as to the extent of importance the individual attributes to the issue (Lines, 2005).

The strength of an attitude is an important dimension as it predetermines a number of reactions. Firstly it predicts if the attitude will actually be activated once the attitude object is encountered. Weak attitudes may not be triggered whereas strong ones almost always are. Secondly, attitude strength will affect how consistent the response to an attitude object will be and thirdly it influences the drive strength, which is the tension produced by an attitude in the individual, who then attempts to reduce this tension through further action (Pratkanis, 1989).

Positive and negative attitudes towards a change object can be held by an individual at the same time. This attitude ambivalence (Thompson, Zanna, & Griffin, 1995) can exist as the individual may be forming attitudes towards different aspects of the attitude object, or to its different spheres of influence. In this study, an individual may hold a positive attitude towards the expected outcome of a planned change, possibly the continued success of the organization, while still holding negative attitudes towards other aspects of it, perhaps towards increased individual job responsibility or reporting.

What makes ambivalent attitudes so important is that they have been shown to be less resistant to persuasive communication and do not predict expected behaviours as strongly when compared to non-ambivalent (positive or negative) attitudes (Armitage & Conner, 2000). This seems to indicate that such attitudinal ambivalence is not a permanent state, and can in fact be changed, perhaps because it is "an unpleasant, transitional state and that further information processing will lead to non-ambivalent attitudes" (Lines, 2005).

Many aspects of a change object influence the attitudes held by the individual. But these are not always given the same weight when processed and as such, do not have the same bearing on the individual's final attitude. Attitude theory research seems to indicate that it is the individual's beliefs regarding how the change will affect themselves which plays the primary role in attitude formation, rather than the effects on the greater organization, which is relegated to a secondary role (Lines, 2005). Employees seem to be primarily influenced by self interest first and foremost when forming attitudes.

2.4.4 Determinants of Employee Atttiude

Work Values

These are the results or gratifications an individual wants and expects to derive from work which consist of a number of dimensions that influence the beliefs individuals hold regarding their job and included activities (Kalleberg, 1977). According to research done by Hackman and Oldham (1975) there are five characteristics of work that influence a person's responses to a job. These are skill variety, task identity, significance, autonomy and feedback. The extent to which a planned change will affect these characteristics and the response individuals feel towards it can vary significantly. For some increased autonomy brings greater job satisfaction, for others it may decrease satisfaction.

Procedural Justice

Procedural justice is an important aspect of a planned change as the manner in which the change is carried out will influence employee's attitudes towards it (Korsgaard, Schweiger, & Sapienza, 1995). Procedural justice theory deals with participant's perceived fairness of a change process, with a number of facets contributing to the quality of outcomes (Dayan & Di Benedetto, 2008), of which three appear to have significant influence over the attitudes held (Lines, 2005):

- Influence in the establishment of rules for decisions
- Authentic opportunities to voice opinions
- Systems of recourse

By focusing on the above three facets when proposing and designing planned change initiatives, manager's may be able to positively influence the attitudes formed by employees.

Emotions

Emotions also play an important role in forming attitudes towards change alongside side beliefs, and while the majority of literature tends to focus on negative emotions elicited by change, emotional responses to change can be positive as well, and managers would be well advised to attempt to 'tie' their planned change to a such pleasant emotions (Lines, 2005).

Emotions can be measured along two dimensions; affectivity (or pleasantness) and activation, which is the strength of the emotion. The link between these dimensions and their affect on attitudes formed regarding change is reasonably straightforward. Active, postive emotions are likely to be linked to strong positive attitudes, active negative emotions are likely to lead to strong negative attitudes, and weak emotions, be they positive or negative, are likely to cause either low or no attitude towards the change (Watson & Tellegen, 1985).

Emotions also have a strong role to play in motivating employees during change as while experiencing pleasant emotions, employees are more likely to seek information that agrees with the factors causing these pleasant emotions, as they seek to prolong the postive experience (Lines, 2005).

Social Influences

Beyond the personal internal factors contributing to attitude formation towards change, attitude theory also addresses the important role played by indivuduals and groups of influence in employee's social environements (Wood, 2000).

While all members of an organization can influence an individual's attitudes, it is those in closest proximity; members of the same group, department or coalition that are most likely to be salient to the individual (Lines, 2005). Attitudes towards change are made in the context of the individual's social surrounding and issues held to be the most important in this environment are likely to be mirrored by the individual's attributed level of importance (Salancik & Pfeffer, 1978).

Behaviour

The attitudes held by employee's towards a planned change may not always be reflected in their observable behaviour. This is due to the fact that the organization can apply mechanisms and tools that force certain behaviours (Tyler, 1999) which can create tension for an employee, who may then seek ways in which to reduce this tension by adjusting their attitudes to comply more with their forced behaviour. This is very important for implementers of change to understand as even if they are unable to initially form the desired attitudes in employees, the correct use of tools and systems in the organization can bring about the desired behaviours which in turn serve to create a more favourable attitude adjustment in employees.

2.5 Behavioral Consequences of Attitude

As seen above, there are many contributing factors that go into creating an employee's attitude towards an organizational change. What is more important practically however, especially for those managing or designing planned organizational change, are the consequences of such attitudes.

The literature makes clear that there are far more types of responses available to employees than merely just the negative, resistant attitudes that a the majority of the academic body of work refers to. Employee's reactions run the entire gamut from completely positive, to completely negative. Complicating things even further, reactions differ in strength as well, ranging from very strong to very weak. It is these opposing valences that can be so confusing to employees when they try to consolidate, or put their finger on, one general attitude towards a planned change. This is not an easy thing to do, and in fact, it should not be requested of those undergoing change.

Instead, it is far more important for those responsible for implementing change to understand that both positive and negative attitudes towards change will exist, and accepting that, build change strategies in such a way to best utilize the positive attitudes and feelings employees hold, while most effectively dealing with the negative or ambivalent attitudes that must surely accompany them.

This is why understanding the consequences of attitudes towards organizational change is of such fundamental importance to successful change processes, and why this particular study, dealing with potential differences in consequences of attitudes between differing organizations, could potentially be of great use.

2.5.1 Change Attitude Matrix

One means of clearly defining and differentiating attitudes towards organizational change is that provided by Rune Lines (2005) upon whose piece this study is based. Lines presents attitudes in a matrix dealing with the two dimensions of attitudes: valence and strength. (see Figure 1 - Behavioural Consequences of Attitudes Towards Change)
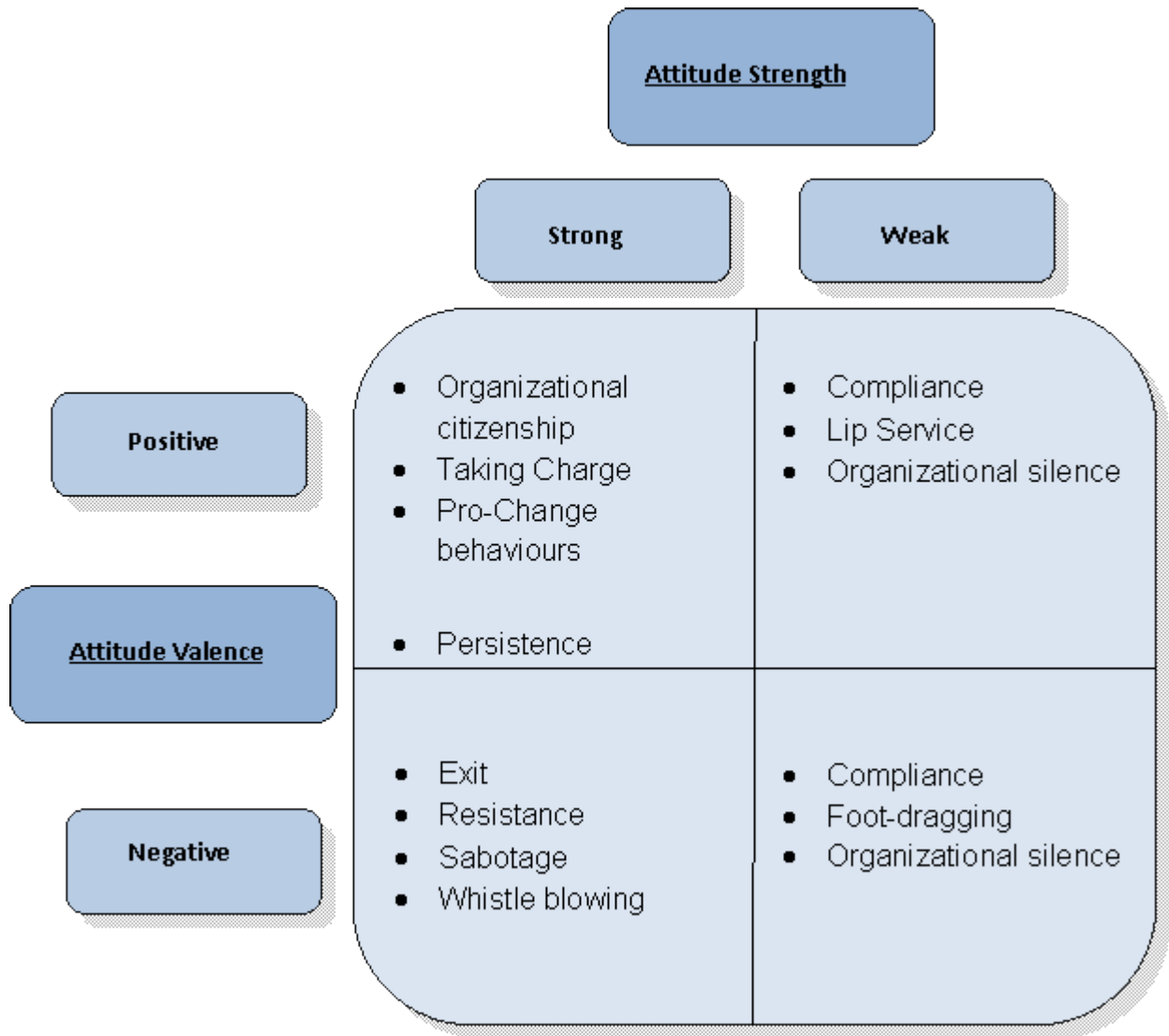
Figure 1 - Behavioural Consequences of Attitudes Towards Change (Lines, 2005)

Strong, Positive Attitudes Toward Change

This type of attitude towards change reflect a largely positive overall evaluation by the employee towards change. The behavioural consequences of such an attitude have been discussed in the literature, and are hugely beneficial to any planned change. It is for this reason that understanding how best to elicit such attitudes in employees can be so beneficial to management.

Strong, positive attitudes towards change are thought to be stable over time, resistant to change via persuasion and prove to be excellent predictors of expected behaviour (Ajzen, 1984). They focus and consolidate efforts behind organizational change, while also drawing forth extra effort from employees (Lines, 2005). Such

attitudes are also commonly found to contribute to the incidence of 'charge-taking behaviour' (Morrison & Phelps, 1999) which contribute greatly to organizational responsiveness. This is of utmost importance during a period of organizational change where the best course of action to particular events may not always be foreseen by management and requires swift, decisive and accurate responses from employees to best leverage advantages presented or to minimise problems created. For the organization, these behaviours are likely to be linked to the speed and success at which a planned change project is implemented (Dooley, Fryxell, & Judge, 2000).

Strong,Negative Attitudes Toward Change

These types of reactions to change usual manifest when the proposed change is in some manner 'strongly opposed to important and salient values of organizational members' (Lines, 2005). Such attitudes can lead to varying levels of negative behaviour in employees. Behaviours can be overt or covert in nature, as well as being to varying degrees active, conscious moves from employees to retard the organizational change process, through to passive, or potentially unconscious efforts (Bovey & Hede, 2001a).

Examples of such negative behaviours are presented by Lines (2005) and include the voicing of strong opposing points of view, boycotts, ridicule of the change itself, the process by which it is to be achieved and its premise, as well blocking behaviours and even sabotage.

Weak Attitudes - Positive and Negative

Weak attitudes, be they positive or negative, are usually found where the employee feels that the change has no important bearing on their held beliefs. This may be in part due to the fact that aspects of the change in fact do not impact them, but of concern is the case in which they do, yet employees do not correctly identify them as doing so. This indicates a failure of management at some stage in communicating the scope, results and intended goals of the planned change.

These attitudes while not providing the same sort of stimulus to organizational change the way strong, positive attitudes do, also do not significantly hamper efforts like strong, negatives attitudes do. Also, they are not so strongly held, and are more

susceptible to being changed, which is of great benefit if these weak and largely useless attitudes can be converted to positive ones. Conversely, the organization may be far worse off if in an attempt to shift employee's attitudes to positive ones, all they end up doing is creating strongly held, negative ones.

2.5.2 Expected Observations from Respondents

Using this framework, we expect to find all three of the above response types (strong positive, strong negative, and weak positive and negative) in the course of collecting data from the employees of the organizations visited. What is of primary interest to the study however, is what particular factors of the change processes experienced brought out the strong emotions, and if there are any significant similarities or differences between the private and public organizations.

A number of studies have been carried out regarding the similarities or differences between public and private organizations (Rainey & Bozeman, 2000; Perry & Kraemer, 1983; Lachman, 1985; Perry & Babitsky, 1986; Salamon, 1980). This study seeks to differentiate itself by incorporating the slightly more modern perspectives regarding employee reactions to change such as attitude theory than these previous studies. As the majority of these studies occurred in the wake of the New Public Management approach which started around the 1980's (Boston, Martin, Pallot, & Walsh, 1996), they obviously predated the current thinking on employee reactions to change.

The decision to base the study on the comparison of public and private organizations was made so as to make the findings and implications drawn from it as widely applicable as possible. Comparing organizations across industries may not yield much in the way of useful information as there are so many factors that may be unique to one or the other that it renders any comparisons useless. The scope that this study takes however, by trying to determine areas of further interest to researchers, means that by selecting private and public as the basis for comparison, it opens up the results to be used when investigating almost any sort of organization, whereas industries specific implications are far more limited in their usefulness.

Certain predictions can be made regarding the kind of change characteristics that would induce strong negative reactions in employees. It is likely that across the board, poor management execution of change strategy, regardless of what its actually is, such as minimal or false communication or indifference to negative repercussions for example, will evoke strong negative reactions. It would in fact be surprising if these sort of incidents and the attitudinal response to them weren't basically universal across all types of organizations.

What may vary far more greatly is the incidents that prompt strong positive reactions in employees. For example, perhaps the opportunity for more autonomy and decision making is a positive change for the employees of one organization, whereas it may be seen as a neutral or negative change for others. Whether such reactions vary from respondent to respondent, or are more universally shared by employees across an organization, may be corn out in the collected data.

3.   Studied Organizations

3.1 Subject Selection

In order to best obtain a comparison between the attitudes toward organizational change employees in public and private organizations exhibit, the companies selected for this study were chosen in order to minimize the differences between them, save for the fact that they operate in either the public or private sphere.

Due to limitations imposed on this study, namely access and availability of suitable organizations, it was not possible to obtain access to suitable organizations all operating in the same industry. This is not expected to prove detrimental to the quality or usefulness of the qualitative data collected however, as it is intended to provide guidance towards further research, rather than providing and definitive statements regarding the attitudes held.

3.1.1 Shared Characterisics

Location

The organizations participating in this study are all located in the same regional city in Australia. The city is approximately 150 kilometres from the state capital , is one of the largest cities in the state and comprises of approximately 85,000 peoples, although including the largest incorporated area, this number swells to approximately 100,000 (Australian Bureau of Statistics, 2008).

While the organizations are not all located within the central business district, they all operate within an approximately 3 kilometre radius of the centre of the city. The vast majority of employees are local residents, and in all cases, the organizations are heavily involved with and invested in the local community

Nature of Change

In all cases, the changes experienced by the organizations could be said to be 'painful'. They were not undertaken to expand markets, grow the organization, or to exploit advantages in the environment in which they operated. The changes were made, either proactively or reactively, after considering factors which presented

challenges or threats to the continued operation, viability or stability of the organizations.

The change was also felt by all employees throughout the organization, regardless of area or level of authority. This was a critical factor in the selection of the organizations as while respondents may have chosen to respond to the self-administered survey with regards to varying change projects they themselves had experienced, there was a major, unifying change within each organization that was able to be discussed over the course of the interviews, in which the researcher has more control over the path of discussion.

Magnitude of Change

In all cases, although the changes experienced cannot be directly compared to one-another as there are far too many differences between them, they can all be said to be moderate to severe in their impact upon the organizations.

The change in each organization involved conflict and tension between departments, employees leaving the organization (either voluntarily or through redundancy), and was instigated in order to best accommodate changes in the environment that threatened the continuing viability of the organizations.

Employee Position Within Organization

Respondents participating in the surveys and interviews conducted all held largely similar roles and levels of responsibility within the organizations.

In all cases, the Chief Executive Officer was the first contact point, providing an outline of the significant changes experienced by each respective organization. This enabled the researcher to enter interviews with respondents with a broader understanding of the logistical nature of the changes, better allowing them to focus on the attitudinal and emotional aspects they entailed.

Titles varied between organizations, but were easily able to be distinguished and simplified into three distinct groupings. Firstly, at the highest level are the Executives, who hold positions at the very top of the organization and are responsible for the strategic planning and overall operations of the organizations, and were also usually heavily involved in the formulation of the planned change

strategies. Secondly, Management, who are responsible for the implementation of these strategic goals and of monitoring their respective areas, and thirdly Administration, who are responsible for the day to day operations of the organization.

Employee Education Level

While education levels vary to a limited degree, all of the organizations operate in a white-collar environment where higher levels of education are required.

Employees at the executive level with the organization usual hold post-graduate education, management is characterised by tertiary level education and at the administration level, high school or graduate level education is widely prevalent.

3.1.2 Differing Characterisitcs

Sphere of Operation

The studied organizations all operated in distinct spheres of operation, and do not compete against one another. While the comparison of private and public organizations working in the same area of business would have been preferable, and perhaps yielded more directly comparable results, this was not possible due to time and resource constraints on the research.

Number of Employees

Employee numbers are a significant difference between the organizations studied.

The largest organization was the public one, and at around 933 employees it dwarfs the smallest, which employs less than 50 fulltime-equivalent positions, and is still significantly larger than the other private organization, which employs around 480 people.

Using Australian Bureau of Statistics Guidelines, the smallest organization is defined as a medium sized business, while the larger two qualify as large businesses (Australian Bureau of Statistics, 2002).

These size differences are not expected to significantly affect the quality of information gathered however, as regardless of the number of employees an

organization has, the number able to be interviewed was always going to be limited due to the lack of resources available for this research.

Revenue

The scale of operation of the organizations differs significantly.

The public organization (the largest in the study) had revenues of $AUD 121 million on 2009 whereas the other two average around $AUD 30 million per year.

The relationship between revenue and the size of an organization is likely to vary widely depending on the industry they are involved in. Given that, in a study such as this where there is no correlation between industries, the fact that certain organizations generate significantly more revenue per employee is not expected to adversely affect data collected. Differences in revenue per employee are much more telling when comparing organizations within the same industry (Forbes Digital, 2009).

3.2 Subject 1 - Public Organization: Government Services

The public organization participating in this research is a municipality council for a regional city. In its current form, this council has been in existence since 1994, when a number of smaller municipalities were amalgamated.

The organization employs 933 people, 350 male and 583 female. Approximately 200 of these staff are casual, the other positions being full or part-time.

The organization is responsible for assets valued at around $AUD 1.01 billion (net) and for the financial year ending 2009 had revenues of approximately $AUD 121 million. Operations were brought in under budget for this year, with the organization enjoying a $AUD 15.5 million surplus.

The organization provides a huge variety of services and functions. These include such a maintenance of roads, waste collection, health and community services, planning and building approval, animal control, and the enforcement of State and local laws.

3.3 Subject 2 - Private Organization: Health Care

The first private organization that was investigated is part of a larger health-care group, that operates on a national level, with a single division operating internationally. This parent organization employs a total of 8,400 people across its operations, and its origins in healthcare provision can be traced back to the 1890's. It is a not-for-profit organization.

The organization specifically dealt with employs approximately 480 people (250 fulltime equivalent positions), working across numerous areas. In addition to these employees, operations are supported by 70 Visiting Medical Officers, who while not strictly employees of the organization, assist in daily operations.

Revenue generated per annum is around $AUD 30 million and 10,000 customers are seen over the course of one year. The organization was acquired from its previous owners in 2005, but had been operating in its present location since 1971.

3.4 Subject 3 - Private Organization: Telecommunications

The third and final organization that participated in this research is a telecommunications firm, which has been operating for almost 10 years.

While located in a regional city, the company has nationally recognized customers from all over the country, and turns over approximately $AUD 28 million per year. The organization has been experiencing significant growth over the past year (post-change), in the region of 15-20%. The organization's customer churn rate is around 50% lower than the industry norm.

It employs 48 fulltime-equivalent positions and has 480 shareholders, most of whom are local.

4. Primary Research

4.1 Phase 1 - Interview with Change Management

In order to better gain an understanding of the organizational changes that went on in these organizations, a preliminary interview with a key member of the change management team is to be carried out.

No data is to be taken from these discussions with the intention of using it to draw conclusions in this study; it is merely seen as a means of gaining a better frame of reference for the conditions and environment the responding employees were operating under during the planned change. The importance of conducting research with an understanding of the context and circumstances surrounding the object to be studied has been discussed extensively by Pettigrew (2003).

However, should the change management stress specific factors of the change that they were keenly aware of, and they differ significantly from the areas that were stressed by respondents during interviews, it could indicate that there were some serious short-falls in the implementation of the change. This may prove useful in the form of feedback to the change management team in order to better tailor how they specifically communicate planned change projects, but it is outside the scope of this particular research, and will not be pursued in any great depth.

4.2 Phase 2 - Quantitative and Qualitative Data Collection - Survey

Phase 2, which is a self administered survey, actually occurs concurrently with Phase 1, as they are not dependant on one another. A survey as a means of collecting data was firstly chosen due to its ease of administration, allowing respondents to answer it over a number of days without direct supervision from the conductor. Secondly, a survey is the manner in which the research carried out by Rune Lines (2005) was conducted. As this piece intends to build upon the foundations laid by Lines, makes sense to pursue data collection along the same lines.

The purpose of the administered survey is two-fold. Firstly, the survey is intended to provide data, both qualitative and quantitative, on the individual employee's reactions, emotions, assessment and conduct both during and after the planned change in the organization. Information elicited by these surveys which appears to be of principle concern to respondents is intended to serve as launching points for topics discussed within Phase 3; the one-on-one interviews. This is intended to allow the interviews to focus in a more in-depth matter on the particular issues surrounding the planned change that were most important to the individual respondent.

Secondly, the survey is intended to act as a catalyst to the respondents, prompting them to more deeply consider what it was they actually experienced during the planned change their organization underwent. In some cases, this change occurred a number of months previously, and the quality and accuracy of the responses obtained from them may not be of the same quality if they were expected to answer questions about it 'cold'.

The fact that the employees are far more experienced and knowledgeable regarding the change than the interviewer is, refreshing themselves mentally about the change may in fact promote them in taking a more proactive role in the one-on-one interviews, bringing forth which areas of the change were most important or influential to them.

4.2.1 The Likert Scale

Quantitative data is to be gathered in the survey by way of a bi-polar Likert scale. The Likert Scale is one of the most commonly used techniques for data collection in surveys, and is characterised by a list of available responses to a statement that vary in magnitude and valence. These choices are usually presented by way of equidistant points along a scale or by a numbered list, which is the technique selected for the survey in this study. Both examples are provided below (Figure 2 & Figure 3).

Please select the response that most accurately reflects your opinion.

Completely Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Completely Agree

Figure 2 Likert Scale - Graphical Representation

Please use the following numerical scale when answering questions (unless otherwise specified).

1 - I <u>completely disagree</u> with this statement

2 - I <u>somewhat disagree</u> with this statement

3 - I <u>neither agree nor disagree</u> with this statement

4 - I <u>somewhat agree</u> with this statement

5 - I <u>completely agree</u> with this statement

Figure 3 Likert Scale - Numbered List (As used in study survey)

In order to sufficiently address the concept of ambivalence and mixed-emotions, it is important to ensure the survey allows the respondents to answer neutrally should they desire. This is done by the inclusion of the 'middle choice', where the respondent is able to avoid making a definitive statement one way or another regarding a statement. While a single response of this kind on its own is unlikely to offer up any insights to the employee's ambivalent attitudes and emotions during the change, the fact that the respondent is in two-minds regarding quite polarising statements gives the conductor of the interview substantial grounds to start a

conversion on the issue, and tease out further information during the interview data collection phase.[1]

4.2.2 Source Survey - Modifying Lines' Survey

The survey used in this study is a modified version of that created and used by Rune Lines (2005) in his research, which has been translated from its original Norwegian into English. Both of these surveys can be found in the appendices.

As shown above, the numbered list used in this study uses a 5 point interval scale. This has actually been reduced down from a 7 point interval scale used in the source survey created by Lines for his research. This was in order to reduce the complexity of the survey for the respondents, as they will be completing them with no direct supervision from the research conductor.

By offering only one point of granulation (the 'somewhat' response) between the extreme ('completely') and the ambivalent ('neither') responses, while removing certain shades of variation possible in the responses does not affected in anyway gauging the valences of such responses. This reduction in the detail of responses has been chosen in order to simplify data collection while not significantly degrading the quality or usefulness of the data obtained. In fact, in their study, Edwards & Kenny (1946) found that by using fewer items on the scale, more reliant data is obtained, while at the same time being less time-consuming and laborious.

The quantitative data provided from the survey is not anticipated to offer up the most telling insights in this study; it is the one-on-one interviews in which respondents are able to discuss at length the most important aspects of the change process for them personally that the results and indicators of areas of interest for future research shall be drawn.

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[1] Further information regarding Likert Scales can be found in any basic Social Research text, for example Babbie's *The Basics of Social Research* (2005)

4.2.3 Final Research Survey

Other than the aforementioned change in the scale presented to the respondents to use when answering the survey, the survey is largely unchanged from that used by Lines. Changes that were made however, are outlined below.

Order of Questions

The structure of some portions of the survey have been re-ordered in order to avoid first changing the scale respondents are expected to use when answering questions, then changing back to the initial scale. This was done in order to simplify the experience for respondents, and as the reorganization occurs in the same section, which deals with circumstances post-organizational change, it is in the researchers opinion that this does not adversely affect the logical flow of questioning.

Addition of Likert Scale for Ranking Intensity of Emotions

In order to create a flow within the survey, Likert scales were also added to the section asking for a more detailed explanation of emotions experienced during the organizational change. This was chosen to give a simple means of responding to the question that the respondent is already familiar with, as they have completed a portion of the survey before arriving at this particular section.

Expressing the emotions felt could be quite challenging, and the extra option of using a numerical scale to do this was included in order to ease the process of respondents answering questions about what could have been quite sensitive situations (for example, those involving shame or rage).

Removal of One Emotion Experience

In the section dealing with the emotions respondents experienced during the change, one 'emotion' was removed from the survey. This was 'Recognition/praise from colleagues' and it was removed in order to prevent any confusion on the part of the respondent as it is believed by the researcher that it is difficult to conceptualise it as an emotion, distinct and separate to those such as pride.

Translation

The original survey was translated from Norwegian to English with the assistance of a native Norwegian speaker and the use of a retail dictionary software package. While some of the phrasing, grammar and tense of the language has been altered in the translation, no significant modifications to the meaning and intent of any of the survey parts was intended. Any such changes that have occurred are due to the researcher's translation, and were not chosen for any specific purpose.

4.3 Phase 2 - Qualitative Data Collection - One-on-one Interviews

The third and final phase of the data collection process is the one-on-one in-depth interviews. This method was chosen in conjunction with the surveys in order to gather the most pertinent and useful information possible. While the surveys are useful tools enabling the collection of generalised thoughts, feelings and attitudes regarding the change process, they are weaker (and designed to be so) when it comes to in-depth reporting of the experience of respondents.

Interviews are also very important in that they enable the discovery of theory within the data, what is known as grounded theory (Glaser & Strauss, 1967). As the survey used has been adapted from Lines' original survey, which in turn was grounded in his theoretical model, it is relatively 'closed' in its line of questioning. There is little room nor prompting for a respondent to provide any data that is not directly requested of them. As such, a survey on its own is likely to be a very weak tool in discovering any new areas or lines of thought that would be useful in developing new theories in relation to employee reactions to planned change. Hence, a survey and interview have been used in conjunction during this research in order to provide the best possible opportunity for any new insights that respondents potentially can offer are not lost due to a weakness in the methodology used.

Also, when used in conjunction, the two methods create a synergy; the survey is useful in eliciting the most important issues and most strongly held attitudes and beliefs of the respondents, and these can then be focused on during the interview session. If the interview were merely to be conducted 'cold', where the respondent is given no prompts to more deeply consider the change process they experienced (as this survey is designed to do), the interviewer would have to devote more time, and discover what the key issues for the individual employee were, before moving on to discussing them in greater depth.

4.3.1 Respondent led Discussion

It is a desired consequence of the research process design that during the survey answering process, when ideally the respondent upon recollecting the specifics of the change feels at least some level of the strong emotions they underwent at the

time, the areas that the respondent has the strongest feelings about provide only a limited space for qualitative answers. It is intended for this to 'prime' the respondent who then, upon given the chance to discuss these feelings and emotions with an independent party only a day or two later, is far more forthcoming with information about these emotions, attitudes, feelings, and the circumstances that surrounded them.

It is for this reason that the researchers feel it is sufficient for the completed surveys to be returned at the beginning of the interview, when it would appear that this gives them little time to prepare for the session. The limited nature of the answers regarding qualitative data makes for quick reading, and the respondent is hopefully looking for an outlet to speak on the issues which are of most interest to the researcher.

Passing the completed surveys back at the time of the interview directly to the research conductor has also been selected in order to once again reaffirm the integrity and confidential nature of the research. If respondents were asked to submit surveys to a colleague or supervisor for collation on the researcher's behalf, it is highly unlikely that any would feel comfortable about providing sensitive information in them, regardless of any assurances of anonymity.

4.3.2 Resource Related Constraints

One of the greatest potential weaknesses inherent with the interview is creating a secure and trusting relationship with the respondent during the brief time they are interviewed. In her piece, Isabelle Bouty (2000) states that resources (in this case information relating to the change) 'can only he exchanged under conditions of acquaintance and mutual trust.' Reassurances are constantly made to the confidential nature of the discussion and survey responses, but it is still possible for the respondent to not feel sufficiently at ease preventing them from conveying information regarding negative experiences, attitudes and feelings associated with the planned change.

A contributing factor to this is that due to the time intensive nature of the interviews, and limited resources available to the interviewer, use of the organization's meeting areas is necessitated. This means that while the interviews are private and away

from other members of the organization, they are still occurring in the respondent's place of work. This may make it difficult for them to feel completely able to divulge any information that may negatively impact them if it were to be circulated back to their employer or colleagues.

4.4 Validation Measures

No statistical validation methods have been employed in the analysis of the data obtained via the survey and during the interview process. Twenty respondents in total participated in the study, which is obviously far from the number required for any statistically verifiable and meaningful trends to emerge. The respondents were also not selected from a carefully controlled population.

The organizations participating in the study were picked due to their accessibility, and while measures were taken to try and ensure that they were as similar in as many ways as possible, there is no way to correlate in a one-to-one fashion the conditions, influences and environmental factors that influence their employee's responses in the surveys and interviews.

As, such, this research was designed in order to try and extract the most meaningful and detailed qualitative information possible, and not a wealth of quantitative data that could be used for statistical purposes. That said, in the following section, the quantitative results obtained from the survey have been presented and analysed statistically as one would normally expect in an academic paper (mean, mode, and standard deviation for example). While attention is called to it numerous times, it still needs to be stressed that the researcher is not claiming that the data obtained in any way qualifies as reaching the level or amount needed to attribute statistical accuracy to the results.

5. Results

5.1 Quantitative - Survey

As mentioned in the section above, the amount of quantitative data collected through the use of the survey is not enough to generate any statistical information that would stand up to rigorous testing; the number of respondents are simply not great enough (there was never any intention of there being enough however, as the focus of this research was to gather qualitative data).

Also, as the respondents have answered questions using the bi-polar Likert scale, the use of averages can confuse results as an answer of 1 and an answer of 5 (both very strong responses) will be averaged to 3, a very non-committal response. However, in the interests of keeping with convention, statistical data is presented here as a means of efficiently presenting the data obtained. The mean and mode of responses to a particular question are going to provide far more reliable information than the average for this reason, and it is why averages are seldom used in analysing responses on a Likert scale (Dawes, 2008)

 Full records of responses gathered can be found in the appendices.

Hence, while any responses from the twenty participants have to be taken with a grain of salt as they may not be indicative of the wider business community, they still tend to show overall some interesting characteristics.

5.1.1 Presentation of Survey Results

Part 1 - Attriubutes and Characterisitcs of the Change

Question #	Question	Average	Median	Mode	Standard Deviation
1	I now have more varied work tasks	3.50	3	3	1.36
2	There is less repetition in my work tasks	3.10	3	3	1.29
3	I have the opportunity to do many different tasks	3.45	3	3	1.15
4	I am left to myself more when deciding what task/s to perform	3.16	3	4	1.42
5	My work tasks can be done more independently of others	3.26	3	3	1.15
6	There are more opportunities to think and act as I see fit	3.11	3	4	1.24
7	It is easier to find out how well the work was performed	3.50	4	4	1.05
8	There are more opportunities to find out how I am performing at work	3.50	3.5	3	1.00
9	I feel that I know better when I have done a good job	3.65	4	3	1.09
10	There are more opportunities to see a task through from beginning to end	3.53	3	5	1.26
11	There are more opportunities to complete work tasks once they have been started	3.26	3	4	1.19
12	It is easier for me to see the end result of the work I have been involved in	3.58	4	3	1.07
13	I often must suppress my feelings that arise at work	3.05	3	2	1.13
14	I more often experience strong feelings (anger, happiness, irritation, surprise) at work	3.16	3	3	1.17
15	I more often need to handle other's emotional reactions at work	3.47	4	4	1.12
16	I need to work harder to complete my assignments	3.35	3.5	3	1.27
17	I have less time to socialise/interact with colleagues	2.85	3	3	1.31
18	I feel more often that I don't have enough time to achieve my job tasks	3.05	3	3	1.32
19	The change has made it easier for the organisation to achieve its goals	3.90	4	4	0.72
20	The change has so many weaknesses that the organisation should have abandoned it	1.21	1	1	0.63
21	The change has not contributed in a positive way to the organisation's results	1.45	1	1	0.89
22	The change has made the organisation more efficient	3.85	4	4	1.09
23	The change improved the quality of our products and services	3.42	3	3	0.96
24	The change improved our competitiveness	3.58	4	3	0.96

Statistical measures for questions 1 through 18 when considered on their own do not shed an awful lot of light on the experiences of employees during the change. The mid-range values (the frequency of '3' when considering the mode and average values hovering just over 3) if anything indicate a variety of responses, indicating that more qualitative investigation is needed if any significant meaning is to be attributed to them.

Looking at the responses to later questions, 19 through 24, it becomes clear that the changes implemented were perceived by employees of having significant benefits for the organizations.

The high 'positive' responses and low 'negative' responses coupled with a low spread of answers, as shown by standard deviations for the most part lower than 1.0, indicate that despite the range of personal experiences the change may have brought about, the general 'bigger picture' of the change process is very positive.

Part 2 - The Change Process

Question #	Question	Average	Median	Mode	Standard Deviation
25	I had the opportunity to participate in the planning and discussion that occurred prior to the planned change	3.10	4	5	1.74
26	I had the opportunity to participate in forming the initial suggestion/proposal for change	2.95	3	5	1.65
27	I had the opportunity to participate in planning the implementation process	3.60	4	4	1.35
28	The process that was used during the change was fair	4.00	4	4	0.92
29	I am satisfied with the way the process has been conducted	3.65	4	4	1.18
30	The reason for the change was communicated clearly	4.35	5	5	1.14
31	We were told how the change would contribute to solving proven problems in the organisation	4.30	5	5	0.86
32	The change was linked to the organisation's overall goals	4.35	5	5	0.93
33	The change was linked to goals it is difficult to disagree with	4.05	4	5	0.89
34	The change was explained by referring to examples/practises in other organisations	3.35	3	3	1.23
35	The change was explained by referring to the negative consequences expected if it was not implemented	3.70	4	4	1.30
36	Communication regarding the change acknowledged both positive and negative consequences of the change	3.90	4	5	1.07
37	The change leadership showed that they understood that the change had negative consequences for some of the organisation's members	3.85	4	5	1.18
38	The change leadership demonstrated consideration and understanding for those that had to experience negative consequences during and after the change	3.80	4	4	1.15
39	The change leadership tried to only communicate positive consequences of the change	3.05	3	3	1.05

The above responses once again indicate a strongly positive response to the change.

The trend in responses to the positively worded questions (25 through 38) was very high, with the averages, medians, and modes all indicating to a small spread of responses mainly in the 4 to 5 range; indicating satisfaction with the change.

Responses to question 34 are the ones that buck this trend, but as the question refers to a specific aspect of the change process, and one that is not inherently positive or negative, it is not a strong enough indicator of dissatisfaction to detract from the significance of the other responses.

Responses to the final, and only negatively worded, question shown above, number 39 reveal no strong leaning one way or another. As such no significant meaning can be taken from these values before further, qualitative research is undertaken.

Part 3 - Reactions to the Change

Question #	Question	Average	Median	Mode	Standard Deviation
40	To what degree did you experience the following emotion during the change process? **Relief**	2.56	2.5	1	1.29
41	To what degree did you experience the following emotion during the change process? **Gratitude**	2.11	2	1	1.20
42	To what degree did you experience the following emotion during the change process? **Hopefulness**	2.22	2.5	1	1.11
43	To what degree did you experience the following emotion during the change process? **Happiness**	1.89	1.5	1	1.13
44	To what degree did you experience the following emotion during the change process? **Feeling 'on top of your game'**	2.63	3	3	1.12
45	To what degree did you experience the following emotion during the change process? **Pride**	2.71	3	4	1.40
46	To what degree did you experience the following emotion during the change process? **Anger/fury**	1.72	1	1	1.27
47	To what degree did you experience the following emotion during the change process? **Frustration**	2.47	2	1	1.31
48	To what degree did you experience the following emotion during the change process? **Exasperation**	2.06	1	1	1.34
49	To what degree did you experience the following emotion during the change process? **Helplessness**	2.06	1	1	1.39
50	To what degree did you experience the following emotion during the change process? **Shame**	1.28	1	1	0.67
51	To what degree did you experience the following emotion during the change process? **Disappointment**	1.94	1	1	1.25
52	To what degree did you experience the following emotion during the change process? **Anxiousness**	2.22	2	1	1.17
53	To what degree did you experience the following emotion during the change process? **Surprise**	1.53	1	1	1.07
54	To what degree did you experience **physical symptoms** of high emotion during the change process?	2.00	2	1	1.41
55	I helped others that had too much to do	3.74	4	4	0.87
56	I helped others that had been absent earlier in the planned change	3.05	3	3	0.85
57	I used my own time to help others that were having problems at work	3.53	4	4	0.77
58	I helped with respect to new employees although this was not my responsibility	2.89	3	3	1.20
59	I kept myself aware of the changes in the organisation	4.11	4	5	1.02
60	I participated in tasks that were not strictly demanded of me	3.78	4	4	0.88
61	I actively participated in meetings about the organisation's future	4.11	4	4	0.88
62	I kept orientated regarding the developments in the organisation	4.16	4	5	0.90
63	I expressed critical attitudes towards the planned change when speaking with other employees	2.90	3	5	1.55
64	I tried to resist or slow the implementation of the change	2.00	1	1	1.25
65	I showed resistance to the change	1.90	1	1	1.17
66	Management gave true and honest information	3.95	4	5	1.03
67	Managers were sincere in their attempts to acknowledge and implement the views and wishes of employees	3.89	4	4	0.94
68	Managers treated employees justly/fairly	4.11	4	4	0.57
69	I am free to discuss problems in my job with management	4.53	5	5	0.61

The first 15 questions in this section (40 through 54) ask the respondent to provide numbers regarding emotions and emotional responses they experienced during the change process. Perhaps not unexpectedly, it appears that 'negative' emotions (shame and anger/fury) were not commonly experienced while 'positive' ones (such as pride) were. However, as discussed later, responses during the one-on-one interviews do not seem to agree with what respondents actually answered in their surveys, so once again, these results should not be taken on their own merits, more investigation and validation through qualitative methods is advised.

The remaining questions in this section were all answered in a manner that could be considered 'predictable', as many respondents answered in the affirmative to acting in ways that supported the change, and in the negative when asked about actively retarding the change. While in all of these cases this may very well have been true, but some weaknesses of the survey (namely the relationship between the respondent and the conductor) means that respondents may have intentionally skewed their responses if they were concerned about the confidentiality of their answers.

Part 4 - Results of the Change

Question #	Question	Average	Median	Mode	Standard Deviation
70	The change has given me valuable experience	4.37	5	5	0.76
71	The change has taught lessons that are useful/contribute to the future well-being of the organisation	4.37	4	4	0.60
72	Employees have learned through sharing experiences	3.89	4	4	0.81
73	I have received knowledge from others during this process	4.11	4	4	0.99
74	I have given others knowledge during this process	4.11	4	4	0.66
75	During this process we have found genuinely new ways to perform our work	3.75	4	4	0.85
76	During this process we have found new solutions to problems	3.90	4	4	0.72
77	This process has given me new insight into how change occurs	4.05	4	4	0.83
78	The process has strengthened our knowledge about change processes	4.10	4	4	0.85
79	The organisation has achieved the goals that were set before the change	3.45	4	4	1.10
80	The change has generally had a positive influence on the organisation	3.65	4	4	0.81
81	The results from the change are generally what the organisation hoped for	3.68	4	4	0.89
82	I am willing to give a lot more to this organisation than what is normally expected of me	3.74	3	3	0.87
83	I tell my friends that this organisation is a great place to work	3.65	4	3	0.75
84	I will accept more or less any work task to be allowed to remain in this organisation	3.37	3	3	0.60
85	I believe my set of values are in line with or very similar to the organisation's values	3.75	4	3	0.85
86	I am proud to tell others that I work in this organisation	3.80	4	3	0.83
87	This organisation has managed to/has the ability to bring out the best in me	3.85	4	4	0.67
88	I am very happy to have chosen this organisation compared to others I was evaluating when considering this position	3.90	4	4	0.79
89	I really care about the future of the organisation	4.05	4	5	0.83
90	For me, this is the best organisation I can work in	3.80	4	4	0.77

The results of the final section of the survey, dealing with the results of the change, are by and large universally positive. All of the questions in this section are worded positively and the average, median and mode responses for each question are all equal to or above 3, and the low standard deviation on each question (the highest being 1.10) again demonstrates the strong, positive answers received.

While the responses paint a very positive picture of the change process, they do not really yield much information that would be useful in improving the process. Only by addressing concerns, short-comings and failings in the change management, planning and implementation will achieve this. Additionally, specifics of what went well in the change process aren't covered either (the questions intentionally do not go into enough depth in this regard) so follow up qualitative data collection, where respondents have the opportunity to proved information on a wide range of issues they feel are important is very important to deriving any useful meaning from the results listed above.

5.1.2 Discussion of Survey Results

General Positive View of the Change

When looking at the responses in the administered survey, a general trend emerges relating to respondent's general views towards the change. Overall, the respondents take a relatively positive view, with most stating that they believed the change was for the benefit of the organization's operations.

Comparing responses, and the subsequent data collected from interviews, this seems to correlate with the relatively high level of involvement available to a number of respondents when developing strategies for implementing the change. This of course was not the case for all respondents and one likely explanation for such high levels of involvement is the fact that a number of the respondents occupy relatively high level roles with the organizations, for example executive members or senior managers. In a study with a wider scope, such weightings would need to be addressed by gathering data from a larger number of employees in all positions within organizations, and see if this significantly changes the 'satisfaction' level that change brings about.

Prevalence of 'Postive' Emotions

Another trend to emerge from the respondents is the prevalence of 'positive' emotions during the change process (such as pride, hopefulness and gratitude) as opposed to 'negative' ones (such as anger, exasperation, helplessness and shame).

While a significant portion of this lean towards positive feelings regarding the changes is due to the relatively good way in which the change processes were managed (most significantly the excellent, constant and high level communication that was carried out as part of that plan), this is not the entire picture. When comparing the data gathered from the surveys and interviews side by side, it appears some slight misrepresentation from the respondents themselves has skewed these findings regarding positive emotions.

As the surveys were self administered, and carried out prior to the one-on-one interviews, I believe that some respondents may have been uncertain as to the confidentiality they would enjoy and perhaps that they would be judged by the interviewer upon partaking in the interviews. This in turn led to respondents

answering in a slightly more favourable way regarding the planned change than they may have otherwise. This conclusion is drawn from the information gathered in the subsequent interviews, that while not a polar opposite to the data provided originally, the respondents did seem to express more negatively leaning views during the discussions. While this may be testament to the accuracy of the interview data (as the subjects were more open as they came to feel comfortable with the level of confidentiality) it means that comparing the data from the surveys and that from interviews becomes more difficult.

Slowing Change Implementation

While the majority of respondents answered negatively to the survey question 'I tried to resist or slow the implementation of the change', a few of the respondents indicated in the answer that they had done so. When this response was brought up during subsequent interview discussion, it was found that no respondent actually participated in what they considered sabotage or attempted retardation of the change implementation. When answering the question, they considered any questions, resistance or reluctance to the change as justifying the positive response.

Such actions and feelings are normal and expected responses to change, especially significant and painful ones as experienced by the organizations studied, and obviously fall outside the level of severity we would associate active and wilful sabotage of the change to be. This was a weakness in the design of the survey, as no clear distinction was made between the two ('normal' resistance and more severe active sabotage), meaning that the actual responses on the survey, when read in isolation, may give the impression that such severe actions took place. In subsequent research, a clearer distinction needs to be made in such questioning, to avoid any misrepresentation when such follow up research and clarification such as the interview provided is unavailable.

There is also the possibility of course that some respondents *did* actually partake in severe resistance to the change such as sabotage, but did not feel comfortable admitting so (for obvious reasons). However, it is my opinion that as in none of the discussions with change management was any such activity ever noted as during the proceedings, it is highly unlikely to have occurred.

An admission of sabotage would strike me as very unlikely to occur in research such as this due to potentially severe consequences it could mean for the one admitting to it. It would take a highly specialised set of circumstances (no possibility of repercussions, sabotage to actually have taken place and an extreme level of trust in researcher) to occur and as such, such a line of questioning would be removed should any subsequent research be carried out.

5.2 Qualitative - Interviews

In total, twenty interviews were conducted with respondents from the three different organizations. Interviews ran for between 20 and 50 minutes, and were all documented via voice recording. In total, 9 hours and 46 minutes of interviews was recorded, this does not include and pre- or post-interview conversations that were not directly related to data collection.

The one-on-one interviews provided a wealth of information and were a very rewarding experience. The subjects were almost without exception very forthcoming, and many actually expressed experiencing very strong emotional experiences during the change process, some going so far as to actually becoming a little emotionally shaken during the interview while recounting their experiences.

The use of the survey as a tool to prompt the respondents thoughts and memories regarding the change experience appeared to work exceptionally well, with very minimal prompting needed at the beginning of the interview to get the respondent to divulge their view on the organizational change.

The interviews began (at the interviewer's request) with the respondent presenting a very brief description of what they perceived the organizational change as involving, and discussion in all but one interview flowed very freely from that point. As mentioned earlier, in all of the cases there was a major and significant change experienced by each organization, and although some respondents were not using that particular example when answering the survey and beginning the interview, that commonly experienced change was able to be raised by the interviewer after a period, providing information relating to the respondent's emotional reaction to two changes, while also providing some common ground between all the interviews with employees of each distinct organization.

In the sections that follow, the strongest and most commonly occurring themes or issues that arose during the course of the interviews are presented, along with a selection of quotes from respondents relating to these themes.

Due to the frequency of quoting respondents in the following sections, and the fact that anonymity was promised to all respondents, the normal referencing method of

private communications has not been included (name, personal communication, date) after each individual citation. All such quotes (unless otherwise referenced) included in the text following (section 5.2.1) were provided by the 20 respondents to this study, between the dates of Wednesday the 11th, and Wednesday the 18th of November, 2009.

5.2.1 Presentation and Discussion of Interview Results

Frustration

Frustration was the most commonly recurring emotional theme encountered, with nearly every respondent offering up that they had experienced this emotion at some stage during the change process.

Interestingly, when comparing results and data from interviews to that provided by the respondents on their completed surveys, frustration was not marked on the survey as a strongly experienced emotion by a number of respondents who admitted to experiencing it during the interview. To the researcher this implies that a certain level of trust was reached between them and the respondent during the course of the interview, and as such the respondent felt more comfortable in admitting to experiencing an emotion that they might have thought would be perceived as negative by the researcher.

Frustration, while commonly experienced by many respondents, sprung from a number of varied sources.

In some cases frustration was directed at management from those lower in the organization, and was caused by a perceived lack of understanding regarding the realities of the job carried out by employees. This was expressed by a number of respondents who felt that 'they [management] don't understand what we do over here', 'they only want to talk to us if there's a problem' and that these issues could be partly remedied by management 'spending just one day with us to see how we do things.'

Other incidents of frustration were caused by the external cause of the change itself, which for one organization was a mandate from the State Government which required the changes in a number of procedures to ensure legal compliance. Such

a mandate offers no room for negotiation or objections by those it affects, and these feelings of impotence and inactions contributed to the frustration felt. Respondents mentioned feeling 'powerless', 'put-upon' and 'left out of all discussion, just told to get on with it'.

The most commonly cited source of frustration from respondents was that stemming from co-workers or employees lower than themselves in the organization. The incidents mentioned covered a vast array of attitudes, actions and behaviours but can generally summed up as those sort of behaviours we would associate with either strong or weak negative reactions to change (Please see section 2.5.1 Figure 1 - Behavioural Consequences of Attitudes Towards Change)

Wilful misunderstanding of factors surrounding the change, reluctance to commit to proposed changes, contacting of external parties with sensitive details regarding the change and the paying of 'lip service' to management's wishes are a number of examples described by respondents.

Communication

Unsurprisingly, as it has long been considered a cornerstone of successful change management by scholars and professionals alike (Kotter, 1995; Kitchen & Daly, 2002; Collyer, 2000), communication was one aspect of the change process that all respondents commented on.

In the preliminary discussions with the Chief Executive Officer of each respective organization, communication was stressed as an issue they were highly aware of and was one of the areas they considered critical to the successful implementation of the planned change. Each of them strongly believed that any significant change that was to be implemented in any organization had to be led from the top, and that the Chief Executive Officer had to be visible, accessible and completely committed to the change.

Judging from the responses of employees in the subsequent surveys and interviews, the Chief Executive Officer and the executive team directly below them implemented and acted upon these views, as the level, frequency, openness and quality of communication undertaken and information shared was rated quite highly by the vast majority of respondents. Respondents mentioned that the respective

Chief Executive Officer had been 'very open', 'accessible' and 'made an effort to be seen by as many employees as possible as often as possible'. In one case it was mentioned that the Chief Executive Officer 'made sure that they ate lunch every day in the cafeteria with other members of staff, moving around trying to talk to as many [employees] as possible'.

During the discussions with the Chief Executive Officers, all expressed awareness of the potential negative impacts of the change on employees, and again, information gathered indicates that employees felt that the change leadership did in fact demonstrate understanding when dealing with what in some cases were very serious results for a number of employees (namely, the loss of their job). Due to the nature of the research conducted, those former employees were not interviewed, and as such a very different picture of management sensitivity may have been painted should they had been part of the research as well, rather than merely impressions from those employees remaining with the organization post-change.

Acceptance of Need for Change

As stated in section 2.1, organizational change is implemented in order to improve one or more aspects of a company's performance. Regardless of employee's views on management's decisions, it is the researcher's opinion that it is safe to assume that the executives tasked with the organization's survival were acting in its best interests.

The change management teams expressed understanding that the change would not be a pleasant process for all and that in some cases, job losses would result (although in all cases this was seen by the executive team as an absolute last resort). 'We implemented all the other options first. Savings where we could, reducing staff hours, volunteer redundancies, before it finally became apparent we would have to shed some jobs as well', stated one of the Chief Executive Officers.

Respondents verified these claims, in both survey and interview responses, by admitting that even though they did not always like or agree with the way in which the change was carried out or had been negatively affected by it, almost all of the respondents said that understood the need for change and why it had to carried out.

This again speaks to the quality and quantity of communication carried out by the change management team.

Another factor that was mentioned as a contributor to this level of acceptance is the fact that in as many cases as it was feasible, the negative impact of the changes were spread across the organization. Due to some core tasks or areas being vital to the continuing operation of the organizations, some departments within the organizations were largely untouched, whereas others were severely changed. This was a source of anger and frustration for a number of respondents, but again, each when further queried about it admitted that they knew and accepted that the changes were crucial to the organization's success and had to take place, and that the burden could not always be evenly distributed, even if they did not like it.

Culture and Values

Along with communication, all three of the Chief Executive Officers stressed the importance of strong culture and values within the organization. Once again, this was verified through discussion with employees, as many of them brought up issues or made mention of them without any prompting from the interviewer. This indicated that the values and culture within the organizations were important, strongly communicated and adhered to throughout all levels, and not just 'buzz words' tossed out by the Chief Executive Officers during the course of discussion.

All respondents, in one way or another, made mention of the fact that they saw their contribution to the client/customer/community as important and that they wanted to be able to 'get on with it' and continue to provide the products or services they had been. This coincides with the acceptance of the necessity for change as employees were made aware that if the organization was to continue, the changes and the sometimes negative results of it would have to come to pass.

It is likely to do with the community focus exhibited by the organizations participating in the study, but many employees also expressed the opinion that what they were doing was more than merely a 'pay check' for them, and that they considered what they and the organization were doing contributed very strongly to the wellbeing of the community. This coupled with the concerted efforts of management to communicate strongly during the change process while adhering to the culture and

values so deeply ingrained in the organization contributed very strongly to the 'resilience' of the organizations, continuing the operate and maintaining relative harmony within during what were quite difficult and painful changes.

An interesting situation that was unique to one of the organizations, was the inclusion of an executive member whose role on the board was to ensure that all changes and strategies carried out within the organization actually correlated to the organization's stated values and mission statement. This actually became a major challenge for the executive to deal with as values such as 'caring' and 'compassion' were very highly prized, and were seized upon by some employees who were resistant to the change when challenging the change management on some of the more painful consequences of the change, namely job losses. This demonstrated to the researcher just how seriously that particular organization took its values and culture, which was unsurprising given how strongly it was demonstrated when talking with employees.

Public Organization Culture

One of the most interesting issues, and most difficult to quantify, was that of a pervasive culture in Public Service. The significant differences between public and private organizations, including the incentive structures in place, characteristics of employees and role of management are outlined by Boston, Martin, Pallot and Walsh (1996), and these demonstrate that while there are many contributing factors, there is definitely a culture that is unique and distinct to public organizations.

Due to Government's large size and wide range of tasks, low level of direct competition and a reputation for 'guaranteed' employment, Public corporations are often seen as slow to respond to environmental factors, and when they do, have to fight against a huge amount of internal inertia to actually get planned change projects running successfully (Kumar, 2006).

According to some respondents, due to a number of factors such as bureaucratic procedures, lack of competition and strong unions, the public service (rightly or wrongly) has a reputation for being a 'a job for life' should the employee want it. People either currently in the public service or those that had worked there in the past mentioned in their interviews that they felt it was very difficult for management

to sanction, discipline or remove unsuitable or underperforming staff members. In cases where it might have been merited, respondents said that ill-suited employees were moved on to other tasks, rather than removed from the organization. One respondent said 'that there was no actual punishment or action taken after poor performance, so the situation never really got better. Those people were just moved on to another section and became someone else's problem.'

Some respondents claimed that such an environment, coupled with the strict procedures and requirements that often accompany public offices, led to public organizations that were staid, unresponsive, and not suited to responding to changing demands; especially in cases where action had to be undertaken quickly.

While the small number of respondents means that such claims have to be investigated very thoroughly before allocating any sort of credibility to them, the fact the every single respondent that had in the past worked in the public sector, and was now in the private sector, raised the inefficiency and lack of responsiveness that public organizations have. This is discussed in greater depth in the following section.

Autonomy

Finally, a subject that readily became very apparent as crucial to way that these organizations went about their change processes in autonomy. While of course all of the organizations are able to self regulate for the majority of their day to day operations, it became clear that the public organization studied (and by extension other public organizations) have to answer to higher levels of government and the community at large, and as such are severely curtailed in determining some strategic paths of their own.

Compliance and transparency are vital characteristics of governmental operations, and as such the way these aims are to be achieved are decided upon and legislated at senior levels of the government, be it state or national. That means that public organizations can find themselves in the situation where new regulations, rules and terms are foisted upon them from higher up in the government, with themselves having little to no input into these new requirements. While they still choose the manner in which to best implement the required changes, they have no say it what

changes are actually needed to be made, and very little consultation is carried out with them prior to these decisions being made, thereby removing any influence they might have been able to have on the nature of the change required. The ability of managers to exercise some influence over the variables of their work has a strong influence on their satisfaction levels (Perry & Porter, 1982), so if this influence is low due to job design or through necessity (following legislation for example) it comes as no surprise that it can be a source of problematic negative emotions, in this case frustration.

This was the situation experienced by the public organization studied, and it became clear in the interviews that this was a sore point for many of the respondents. The executive and change management team were very aware of this, and made strong attempts in their communication with employees to show that they appreciated that their employees would be asked to take on significant changes that were likely to prove difficult and painful, without the benefit of being consulted as to how best to implement them. Respondents commented that it was the high quantity and quality of communication from management over the duration of the change that assisted in quelling some of the resistance and ill-feelings that arose from not being able to play a significant role in the planning stage of the change. 'Even though it felt to us like it came out of the blue, and I'm sure our bosses must have felt the same way, they [management] from the very start told us all they could,' commented one respondent.

This when contrasted with the internally directed and driven change programs undertaken at the public companies shows that such lack of autonomy is a major factor in how public change programs are implemented, and in the emotional and behavioural actions of public employees. Some respondents indicated that the lack of control and 'voice' they felt contributed to their feelings and emotions during the change period. Respondents said 'they [higher levels of government] make stupid decisions on how to change this stuff, because they never talk to those that actually have to make it work' and 'it was really stressful to have to follow these guidelines that completely stuff up what we need to do to get stuff done around here.'

6. Discussion

In his piece on attitudes in organizational change, on which this study is based, Lines mentions a number of implications that adopting an attitude perspective when managing change brings about (Lines, 2005). After gathering the data for this study, it became very clear that his suggested implications are hugely important in managing change programs, and while confirmation of these implications is useful, what is more important for this study, is how these implications affect, either differently or in the same way, the public and private organizations researched.

6.1 Importance of Communication to Managing Emotions

In every discussion with the Chief Executive Officers, they stressed the importance of effective and constant communication with their employees throughout the change process. More than just giving lip service to communication however, these leaders ensured they made every possible attempt to be as open, forthcoming and accessible to employees as they possibly could during the change.

Such strong communication is a great way for the change leadership to stimulate the creation of positive reactions and emotions regarding the change early in the process. The way in which the change is presented is very important in this regard. By presenting and image of a hostile environment that threatens the organization in some way, some change agents may actually contribute to the creation of negative emotions in the workforce, which in turn colour the way in which they perceive and evaluate the proposed change (Lines, 2005). While in the organizations studied the external environment was threatening, or at the very least challenging, the change leadership were able to communicate from the very beginning that while the proposed changes may be painful and that some would be negatively affected, the change was in the best interests of the organization as a whole.

With this view in mind, employees were able to get on with the (sometimes painful) implementation with a relatively positive outlook, as the change was enacted to ensure that they would be able to provide the product or service that they always had. This was stressed again by the Chief Executive Officers, and was a powerful

tool due to the already very strong cultures ingrained at the organizations. By clearly linking the changes to the strongly held culture and beliefs in the employees, the change leadership was able to make the change more personally relevant, assisting in generating a positive view of it (Lines, 2005).

Obviously this is a powerful tool for any organization, but it becomes even more useful when one looks at the increased challenges the lack of autonomy that the public organization faced. This appeared to significantly increase the levels of frustration felt by employees, and any steps that allow management to reduce the impact of this negative emotion is highly beneficial.

6.2 Realistic Change Previews

The wide-spread acceptance of the need for change observed in the respondents can be attributed in no small way to the communication offered up by the change leadership during the process. A very important factor in this communication was the inclusion of facts pertaining to the possible negative consequences or side effects of the change. The changes made in all the organizations were 'painful', and as such there was always going to be some unpleasant experiences for all involved. The fact that this was clearly accepted and communicated from very early on in the change process, served to significantly minimize the possible negative affects these could have had on employee actions and responses.

This type of communication, known as Realistic Change Previews, are a means by which management can influence the attitudes towards the change (Lines, 2005). It has been observed that by providing both positive and negative aspects regarding a situation (in the study's case information provided to new recruits regarding the organization) that more positive attitudes can be developed (Phillips, 1998), and Lines theorizes that this reaction carries over to change projects as well.

Looking at the responses gathered in this research, this definitely seems to be the case. Understanding and accepting the need for change, whether or not the respondent actually liked the change itself, was readily acknowledged by the respondents. Many in interviews noted the open, honest communication they had received during the change process contributed significantly to this. Providing

information regarding both the positive and negative aspects of the change appeared even more important for those working in the public organization, as the lack of autonomy experienced significantly contributed to negative emotions and attitudes in employees (frustration for the most part).

Any steps to minimise these negative responses are hugely beneficial, and providing realistic ideas about what will be experienced was a very effective way to do this.

6.3 Differences Between Public and Private Organizations

Unsurprisingly, the study demonstrated that there are a number of similarities between public and private organizations when investigating the emotional reactions to change in their employees. As mentioned above, strong and honest communication is very important in both types of organization, as nearly all management literature suggests as well (Kotter, 1995). While some of these similarities can possibly be attributed to the effective manner in which all the organizations appeared to be run, some factors that are important to both can be more influential in certain cases.

What became clear during the research however, was just how crucial this was for the change managers in the public organization. Potentially they are battling to implement the new change in response to a mandated directive from higher up in the Government. This can very easily (as seen from our respondents answers) lead to feelings of frustration as employees are not given the chance to participate in the planning stage of the proposed change, and in some cases can also feel that the change is unwarranted, and selected due to a faulty or incomplete understanding of the role fulfilled by the organization.

One difference between the two types of organization that was commonly mentioned, yet very difficult to actually quantify, was the perception of a certain culture in public organizations. This was attributed to the large amount of bureaucratic (and necessary regulatory) processes in the public organizations, that served to stifle change, as there was a large amount of internal inertia to 'push'

against. This was repeated a number of times, most commonly from those that had worked in the public sector before, and who were now private employees.

The fact that such a culture within public organizations was not raised by respondents in the public organizations themselves is not surprising, as it does not paint them in the kindest light. These respondents may not however even realise there is such a culture prevalent in public organizations, as Rainey and Bozeman (2000) found in their review of twenty years worth of studies comparing organizations in the two sectors that despite academic agreement regarding the existence of certain differences, public sector managers did not differ in the answering from that in the private sector, and did not perceive what many considered to be marked differences

Overcoming such tunnel-vision in respondents is a significant challenge for any wishing to pursue this line of inquiry.

7. Conclussion

At the most simplistic level, there is little surprising in what the data showed us. Communication is very important in planned change. Such a change has to be lead from the top. Employees are generally willing to accept the necessity of a painful change if they can be shown how it is required for the future viability of their organization. None of these are particularly staggering insights.

However, when looking at the research question posed by this paper, 'how do the antecedents of attitudes and the attitudes themselves of employees faced with organizational change differ between businesses functioning in the public and private sector?' and the results obtained in this study, it becomes clear that there are significant differences in how employees in the two sectors evaluate and respond to a change.

I believe the research indicates that there is a significantly larger chance that public organizations are going to have to manage more negative emotional reactions in employees during a change. Frustration was far and away the most commonly cited emotion during these changes in public organizations, and in most cases it was attributed to the lack of input in decisions regarding the change and seeming lack of understanding shown from those higher up making these decisions. As the structure of Government is very unlikely to change, this results in a constant factor that public managers need to be aware of. While of course heavily investing in the quality of change leadership, along with the communication they must provide during change, is a sound strategy for any type of organization, those in the public sector must be aware of the greater risks involved by failing to do so.

Looking forward, effective management of employees during testing times is always going to be a significant source of competitive advantage, and any better understanding of the how's and why's of employee responses to change are going to improve the way in which managers handle their employees. The understanding that responses to change a complex and often times are conflicting is still relatively young, and other more in-depth studies along the lines of what I have attempted to do here will hopefully shed more light on the characteristics of organizations, be they comparing public and private, or across industries.

A little further afield, further investigation of the 'public culture' would be very interesting. Efficiency of public organizations is always a contentious topic, and in light of the current economic climate, any research into factors that might be negatively affecting organizational performance. The logistical and methodological challenges of such research, especially when there seems to be 'blindness' to it by the people that purportedly exhibit such characteristics, would be huge, but the value of such insights are likely to be significant.

This study was not intended to be able to quantifying with any certainty differences between the public and private organisations. Rather, its goal was to indentify whether there were certain areas that either were similar or very different in the emotional responses of public and private their employees during change processes, and use these as possible guidelines or departure points for further research. As such, I feel that the research has attained its intended goal, and the identification of lack of autonomy as a major source of frustration for public sector employees, and the existence of a 'Public' culture that actively makes change more difficult for management are areas of further research that could potentially yield very useful gains for public organizations.

Some other, more general suggestions for areas of research that came to my attention over the course of this work are outlined in Section 9.

8. Limitations

As suggested by Piderit (2000), there are many potential new insights and gains to be made from observing patterns of attitudes and ambivalence over time in relation to predicting the success of change initiatives rather than merely recording static responses. Due to the nature of conducting interviews post change initiatives, although interviewees had the benefit of hindsight and were able to describe their reactions as they changed over the course of such changes, it is possible that they experienced difficulty in clearly defining their reactions as time progressed. In order to address this, a much more time and access intensive research project would need to be undertaken. A study such as this was far beyond the resources available to the researcher. Such an undertaking, and the challenges it entails, of making 'the concepts of time, process, and history key parts' of the study is discussed in more depth, along with other scholastic challenges facing organizational research, by Pettigrew, Woodman, and Cameron (2001).

In order to accurately gauge employee's changing attitudes and beliefs, the researcher would need to be involved from the very earliest point in the change process, and from then onwards conduct regular data collection (for example surveys and interviews as used here). Such research would have a huge impact on the organization's work hours, and as such seems to be an untenable proposition, as change processes are very likely to be incredibly demanding of an organization's resources and it's likely that management would want change instituted in the most swift manner possible. These factors weigh heavily on the chances of researchers being able to take up employee's time during a period of change, meaning post-change studies, like this one, are the most workable solution, even if not strictly the best. Such issues are common in longitudinal research, where researchers spend an extended period with an organization, and while there are ways to structure and design research to deal with these barriers, it still remains a significant challenge for researchers (Pettigrew A. M., 1990).

Another limitation that arises from the lack of time available in which to conduct this research, is the fact that respondent's limited exposure to the conductor means there may not have been an opportunity to build strong bonds of trust (Bouty, 2000).

Hence, despite assurances of anonymity from the researcher, respondents may be hesitant to include information in the surveys or during interviews that might be perceived as 'negative' by their employer or co-workers, skewing the results by providing an overly positive evaluation of the organization, its management and the change process.

The nature of the business conducted by the organizations participating in this study were not directly relatable, for example a private and public hospital. The organizations were selected due to their availability and level of access offered. As such they are likely poorly suited for any large scale statistical studies, but as a means of gathering qualitative data that is useful in determining themes and areas of interest for further study, the organizations studied were incredibly useful, and yielded sufficient data. The comparability of organizations across industries has been discussed widely in academic literature (Perrow, 1967) and while there are short-comings in the manner in which this research has been conducted, again, the lack of resources demanded that certain limitations be accepted. I wish to stress again however, that such limitations are not felt to have been sufficiently significant in negating the useful data obtained from the studied organizations.

A further limitation placed upon this study due to lack of resources was a reliance on the organizations studied providing a suitable meeting space in which the interviews were to take place. Numerous interviews took place in respondents own self-contained offices while others were conducted in shared meeting rooms that could be closed off for privacy. While I do not believe that the use of these areas severely impacted in the quality of information gathered, it is possible that the use of a neutral space, thereby removing respondents from their normal work environment, could possibly have assisted in creating an atmosphere in which those respondents felt more able to comment freely, without fear of being overheard. Elwood and Martin (2000) discuss how factors such as familiarity, proximity and associations all can influence qualitative data collection through interviews that while not necessarily positive or negative, have to be acknowledged when drawing implications from them.

9. Further Research

Conducting this research has demonstrated to me that there are many possibilities for further research regarding differences in how employees in public and private organizations can be expected to react to change. The main suggestions for further research in this area were outlined in Section 7, while more general ones that are perhaps of less significance are outlined below.

The obvious extension of this research is the take the survey and implement it at a level where statistically verified data can be obtained. Surveying an entire department, or even a whole organization, provides the opportunity to expose trends and characteristics that research of the depth carried out here is just is not able to do. Potential disconnects between levels of management and employees (say for example perceived level and effectiveness of communication during a planned change) are far more likely to be observable in research conducted on a larger scale.

I believe there is also a lot of room to be done regarding the culture and characteristics of those in public service, especially long term employees. It was raised many times by respondents that public organizations were lower in efficiency and responsiveness than their public counterparts. This was attributed to a number of factors such as difficulty in removing unsuitable workers, excessive bureaucracy, lack of direct competition and a lack of accountability in results. There is a lot of room in academia to determine whether these beliefs are in fact true or not, and why they seem to have such widespread acceptance, especially in those that have moved on from the public to private sector. In a similar vein, if these characteristics associated with public employees are true, is it the working environment of the public organization that creates this, or are such people predisposed to seeking work in public organizations?

Whether such 'public organization culture' is endemic to particular cultures or countries is also an area that would bare further investigation. While this particular research was carried out in Australia, and as such the personal views of respondents should be taken to be opinions of the Australian Public Service, there

appears to be a number of factors mentioned by respondents that are likely to be found in other countries and cultures. The influence these hold over employees of such organizations, regardless of location, would be of great interest to academics and managers alike.

I would to make one final suggestion for further research, even though it is not directly related to the focus of this study. During communication with the organizations, the values and culture of one in particular stood out. In the organization's public values statement, mention was made to God and Jesus Christ numerous times. I personally had never considered the juxtaposition of religion with the stated values of an organization, and the unique challenges and limitations this could pose for an organization would make for very interesting reading.

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11. Appendices

11.1 Original Survey - Rune Lines (Norwegian)

Reaksjoner og resultat av planlagt endring

Hva reageres det på, hvordan reageres det og hva er konsekvensene for organisasjonen

INSTITUTT FOR STRATEGI OG LEDELSE

NORGES HANDELSHØYSKOLE

Anonymitet

Dataene sikres slik at ingen informasjon vil kunne føres tilbake til enkeltpersoner

Navn:_____

Stilling:_____

Avdeling/funksjon:_____

Gjennomgang av et endringsprosjekt

I undersøkelsen ber vi deg ta utgangspunkt i et endringsprosjekt som du har erfaring fra. Endringsprosjektet kan dreie seg om reorganisering, innføring av ny teknologi, endringer av arbeidsprosesser, nedbemanning, relokalisering, endringer i tilknytning til oppkjøp/sammenslåing eller annet. Intensjonen med endringen bør ha vært å bidra til at organisasjonen/enheten når viktige målsetninger.

Først stiller vi noen spørsmål om hva endringen innebar av konsekvenser for deg og dine kolleger. Så ber vi deg beskrive noen trekk ved prosessen som ble benyttet i forbindelse med endringen. Deretter spør vi om hvilke reaksjoner endringen medførte for deg personlig og dine medarbeidere. Til slutt stiller vi noen spørsmål resultater av endringen.

Hva var din rolle i gjennomføringen av prosjektet (f.eks. endringsleder eller berørt av endringen):_____

A1 Egenskaper ved endringsprosjektet

Kan du kort beskrive hva endringen gikk ut på:_____

_____

_____

Svarskala:

1 Helt uenig

2

3

4 Verken enig eller uenig

5

6

7 Helt enig

Bruk skalaen i sin fulle bredde

A2 Jobbkarakteristika etter endringen

Hva var dine tanker om endringens virkninger på din jobbsituasjon

Variasjon

1. Mer varierte arbeidsoppgaver ____

2. Mindre gjentakelser i arbeidsoppgavene ____

3. Muligheter for å gjøre mange forskjellige ting ____

Autonomi

1. En er mer overlatt til en selv i valg av oppgaver ____

2. Oppgavene kan gjøres mer uavhengig av andre ____

3. Større mulighet til selv å tenke og å handle ___

Tilbakemelding

1. Lettere å finne ut hvor bra arbeidet et utført ___

2. Bedre muligheter til å finne ut hvor bra en gjør det på jobben ___

3. En føler at en vet bedre når en har gjort en god jobb ___

Helhetlige arbeidsoppgaver

1. Bedre muligheter til å gjøre en oppgave fra begynnelse til slutt ___

2. Bedre muligheter til å ferdigstille arbeidsoppgaver som påbegynnes ___

3. Ser bedre sluttresultatet av arbeid jeg er involvert i ___

Emosjonell belastning

1. Jeg oftere må undertrykke følelser som oppstår i jobben ___

2. Jeg oftere opplever sterke følelser (f.eks. sinne, glede,

irritasjon, overraskelser) på jobben ___

3. Jeg oftere må håndtere andres følelsesmessige reaksjoner på jobben ___

Arbeidsmengde

1. Jeg må jobbe hardere for å få oppgavene unna ___

2. Det en mindre tid til omgang med kolleger ___

3. Jeg føler oftere at tiden ikke strekker tid på jobb ___

A3 Hva var dine tanker om endringens virkning på organisasjonen

1. Endringen gjør at vi lettere kan nå denne organisasjonens målsetninger ___

2. Endringen har så mange svakheter at organisasjonen

heller burde droppet den ___

3. Endringen vil ikke virke positivt på resultatene våre ___

4. Endringen gjør organisasjonen mer effektiv ___

5. Endringen bedrer kvaliteten på våre produkter eller tjenester ___

6. Endringen styrker konkurranseevnen vår ___

B Endringsprosessen

B1 Deltakelse

1. Jeg fikk anledning til å delta i analysene som ble gjort forut for endring ___

2. Jeg fikk anledning til å delta i utforming av endringsforslag ___

3. Jeg fikk anledning til å delta i planlegging av gjennomføringsprosessen ___

B2 Rettferdighet

1. Prosessen som er benyttet ved denne endringen er rettferdig ___

2. Jeg er tilfreds med måten prosessen har vært gjennomført på ___

B3 Forklaringer på endringen

I hvilken grad vil du si at følgende type begrunnelser ble gitt for denne endringen

1. Årsakene til at endringen ble iverksatt ble kommunisert klart ____

2. Det ble informert om hvordan endringen bidrar til å løse påviste problemer i organisasjonen ____

3. Endringen ble forsøkt koplet til overordnede målsetninger ____

4. Endringen ble koplet til målsetninger det er vanskelig å være uenig i ____

5. Endringen ble begrunnet med å vise til praksis i andre organisasjoner ____

6. Endringen ble begrunnet med å vise til negative konsekvenser om den ikke ble gjennomført ____

7. Endringsledelsen kommuniserte omtanke for dem som måtte bære negative konsekvenser ____

8. Endringsledelsen viste at den forsto at endringen hadde negative konsekvenser for noen av organisasjonsmedlemmene ____

9. Kommunikasjonen under endringen tok opp negative så vel som positive konsekvenser av endringen ____

10. Endringsledelsen forsøkte bare å kommunisere positive konsekvenser ____

C Dine reaksjoner på endringen

C1 Emosjoner

I hvilken grad vil du si du har opplevd følgende emosjoner i løpet av denne endringsprosessen. Angi også hvilke(n) hendelse(r) som eventuelt utløste emosjonene

Lettet ___

Utløsende

hendelse_____

_____

Takknemmelig ___

Utløsende

hendelse_____

_____

Fylt av håp ___

Utløsende

hendelse_____

_____

Lykkelig ___

Utløsende

hendelse_____

_____

I kjempeform ___

Utløsende

hendelse_____

_____

Bekreftet (av andre) ___

Utløsende

hendelse_____

_____

Stolt (av meg selv) ___

Utløsende

hendelse_____

_____

Sint/Rasende ___

Utløsende

hendelse_____

_____

Frustrert ___

Utløsende

hendelse_____

_____

Opphisset (negativt) ___

Utløsende

hendelse_____

_____

Hjelpeløs ___

Utløsende

hendelse_____

_____

Skamfull ___

Utløsende

hendelse_____

_____

Skuffet ___

Utløsende

hendelse_____

_____

Engstelig ___

Utløsende

hendelse_____

_____

Overrasket ___

Utløsende

hendelse_____

_____

Svimmel, forhøyet puls, svett eller andre fysiske symptomer på affekt ___

Utløsende

hendelse_____

_____

C2 Atferdsmessige reaksjoner

Vennligst karakteriser din egen atferd **i de ulike fasene av endringen** ved å svare på følgende påstander

1. Jeg hjalp andre som hadde for mye å gjøre ___

2. Jeg hjalp andre som hadde vært fraværende ___

3. Jeg brukte av egen tid for å hjelpe andre som hadde problemer på jobben   ___

4. Jeg hjalp til overfor nyansatte selv om dette ikke var min plikt ___

5. Jeg holdt meg orientert om endringer i organisasjonen ___

6. Jeg tok del i oppgaver som strengt tatt ikke var krevd av meg ___

7. Jeg tok aktivt del i møter om organisasjonens framtid ___

8. Jeg holdt meg orientert om utviklingen i organisasjonen   ___

9. Jeg uttrykte en kritisk holdning til endringen overfor andre ___

10. Jeg forsøkte å bremse opp iverksettingen av denne endringen ___

11. Jeg viste motstand mot endringen ___

D Tillit til ledelsen i organisasjonen

1. De fleste ledere gir sannferdig og ærlig informasjon ___

2. Ledere er oppriktige i sine forsøk på å imøtekomme ansattes synspunkter   ___

3. Ledere behandler ansatte rettferdig ___

4. Jeg er fri til å diskutere problemer i jobben med ledelsen ___

E Resultater av endringen

Nå når endringen er et tilbakelagt stadium, hva vil du si om følgende **sammenliknet med hva situasjonen var forut for endringen** (1= langt mindre enn før endringen, 4 = omtrent som før endringen, 7 = langt mer enn før endringen)

E1 Om forholdet til organisasjonen

1. Jeg er villig til å yte langt mer for denne organisasjonen enn hva som vanligvis er forventet av meg ___

2. Jeg sier til mine venner at denne organisasjonen er et flott sted å arbeide ___

3. Jeg ville akseptere nær sagt en hver arbeidsoppgave for å kunne forbli i denne organisasjonen ___

4. Jeg synes mitt verdigrunnlag er svært likt med denne organisasjonens verdigrunnlag ___

5. Jeg er stolt over å fortelle at jeg jobber i denne organisasjonen   ___

6. Denne organisasjonen evner virkelig å trekke fram det beste i meg ___

7. Jeg er svært glad for å ha valgt denne organisasjonen framfor de andre jeg vurderte når jeg tok denne jobben ___

8. Jeg bryr meg virkelig om skjebnen til denne organisasjonen ___

9. For meg er dette den beste organisasjonen jeg kan jobbe i ___

E2 Læring (1= helt uenig, 7= helt enig)

1. Endringen har gitt verdifulle erfaringer ____

2. Endringen har gitt læring av betydning for videre drift ____

3. Vi har lært gjennom å utveksle erfaringer ____

4. Jeg har fått tilført kunnskap fra andre i denne prosessen ____

5. Jeg har tilført andre kunnskap i denne prosessen ____

6. I denne prosessen har vi funnet opp genuint ny måter å arbeide på ____

7. I denne prosessen har vi funnet nye løsninger på problemer ____

8. Prosessen har gitt ny innsikt i hvordan endringer fungerer ____

9. Prosessen har styrket vår kunnskap om endringsprosesser ____

E3 Måloppnåelse

1. Vi har nådd de mål som ble satt for endringen ____

2. Stort sett har endringen hatt positive virkninger ____

3. Resultatet av endringen er stort sett hva en håpet på ____

F Om deg selv

Alder:____

Stilling:____

År i denne organisasjonen:____

Kjønn: ____

11.2 Translated and Adapted Survey - James Quinn

NHH

Attitudes and Reactions to Planned Change

During an organizational change, what causes reactions and attitudes in employees, how do they react, and what are the consequences for the organization?

JAMES QUINN - MASTER'S THESIS RESEARCH

NORGES HANDELSHØYSKOLE (NORWEGIAN SCHOOL OF ECONOMICS AND BUSINESS ADMINISTRATION)

DEPARTMENT OF STRATEGY AND MANAGEMENT

Anonymity – this survey is strictly confidential, and no information provided herein, or in the subsequent interview, will be traced back to individuals. Completed surveys or the information they contain will at no time be shared with your employer/supervisor.

Name: _____

Position: _____

Department: _____

Years with Organization: _____

Level of Education Acquired: _____

Age (optional):   _____

Review of planned change

In this survey we ask you to consider a change project that you have experienced in your workplace. This change project can be a reorganization, implementation of new technology, changing work processes, downsizing, relocation, changes in relation to mergers and acquisitions or something else. The desired result of the planned change should have been to contribute significantly to the organization's ability to reach its strategic goals.

The sections of this survey will deal with a range of specific areas. First you will be asked a number of questions about what consequences the organizational change brought about for both yourself and your colleagues. Then you will be asked to describe some attributes about the process(es) that were used in implementing the planned change. Next you are asked what reactions the change caused for you personally and your colleagues, and finally you will be asked some questions about the results of the planned change.

What was your role in the implementation of the planned change? (for instance change manager, employee affected by the change)

_____
_____
_____

Attributes/Characteristics of the planned change

Can you briefly describe what the change involved?
_____
_____
_____
_____
_____

Answer Scale

Please use the following numerical scale when answering questions (unless otherwise specified).

1 - I <u>completely disagree</u> with this statement

2 - I <u>somewhat disagree</u> with this statement

3 - I <u>neither agree nor disagree</u> with this statement

4 - I <u>somewhat agree</u> with this statement

5 - I <u>completely agree</u> with this statement

Please use the scale in its entirety

For example:

1 - I think ice-cream is delicious (_5_)

Your job characteristics after the change

Your thoughts on the effects of the planned change on your job situation.

Variation

1 I now have more varied work tasks (___)

2 There is less repetition in my work tasks (___)

3 I have the opportunity to do many different tasks (___)

Autonomy

1 I am left to myself more when deciding what task/s to perform (___)

2 My work tasks can be done more independently of others (___)

3 There are more opportunities to think and act as I see fit (___)

Feedback

1 It is easier to find out how well the work was performed (___)

2 There are more opportunities to find out how I am performing at work (___)

3 I feel that I know better when I have done a good job (___)

Overall work tasks

1 There are more opportunities to see a task through from beginning to end (___)

2 There are more opportunities to complete work tasks once they have been started (___)

3 It is easier for me to see the end result of the work I have been involved in (___)

Emotional strain

1 I often must suppress my feelings that arise at work (___)

2 I more often experience strong feelings (anger, happiness, irritation, surprise) at work (___)

3 I more often need to handle other's emotional reactions at work (___)

<u>Work load</u>

1 I need to work harder to complete my assignments (___)

2 I have less time to socialise/interact with colleagues (___)

3 I feel more often that I don't have enough time to achieve my job tasks (___)

Planned change's affect on the organization

1 The change has made it easier for the organization to achieve its goals (___)

2 The change has so many weaknesses that the organization should have abandoned it (___)

3 The change has not contributed in a positive way to the organization's results (___)

4 The change has made the organization more efficient (___)

5 The change improved the quality of our products and services (___)

6 The change improved our competitiveness (___)

The Change process

Participation

1 I had the opportunity to participate in the planning and discussion that occurred prior to the planned change (___)

2 I had the opportunity to participate in forming the initial suggestion/proposal for change (___)

3 I had the opportunity to participate in planning the implementation process (___)

Justice

1 The process that was used during the change was fair (___)

2 I am satisfied with the way the process has been conducted (___)

Communicating the need for change

To what degree would you say the following type of explanation/reason was given for the change?

1 The reason for the change was communicated clearly (___)

2 We were told how the change would contribute to solving proven problems in the organization (___)

3 The change was linked to the organization's overall goals (___)

4 The change was linked to goals it is difficult to disagree with (___)

5 The change was explained by referring to examples/practises in other organizations (___)

6 The change was explained by referring to the negative consequences expected if it was not implemented (___)

7 Communication regarding the change acknowledged both positive and negative consequences of the change (___)

8 The change leadership showed that they understood that the change had negative consequences for some of the organization's members (___)

9 The change leadership demonstrated consideration and understanding for those that had to experience negative consequences during and after the change (___)

10 The change leadership tried to only communicate positive consequences of the change (___)

Your reactions to the change

Emotions

Using the following scale, to what degree would you say that you experienced the following emotions throughout the planned change process? If applicable, please briefly indicate the incident(s) that caused these emotional responses.

Strength of Emotion

1 - Negligible/none

2 - Mild

3 - Moderate

4 - Strong

5 - Intense

Relief (___)

Incident:_____
_____
_____

Gratitude (___)

Incident:_____
_____
_____

Hopefulness (___)

Incident:_____
_____
_____

Happiness (___)

Incident:_____
_____
_____

Feeling 'on top of your game' (___)

Incident:_____

_____

_____

Pride (___)

Incident:_____

_____

_____

Anger/fury (___)

Incident:_____

_____

_____

Frustration (___)

Incident:_____

_____

_____

Exasperation (___)

Incident:_____

_____

_____

Helplessness (___)

Incident:_____

_____

_____

Shame (___)

Incident:_____

_____

_____

Disappointment (___)

Incident:_____

_____

_____

<u>Anxiousness</u> (___)

Incident:_____

_____

_____

<u>Surprise</u> (___)

Incident:_____

_____

_____

<u>Dizziness, high pulse, sweatiness or other physical symptoms of high emotion</u> (___)

Incident:_____

_____

_____

Behavioural reactions

Please characterise your own behaviour in the phases of the change by responding to the following statements

1 I helped others that had too much to do (___)

2 I helped others that had been absent earlier in the planned change (___)

3 I used my own time to help others that were having problems at work (___)

4 I helped with respect to new employees although this was not my responsibility (___)

5 I kept myself aware of the changes in the organization (___)

6 I participated in tasks that were not strictly demanded of me (___)

7 I actively participated in meetings about the organization's future (___)

8 I kept orientated regarding the developments in the organization (___)

9 I expressed critical attitudes towards the planned change when speaking with other employees (___)

10 I tried to resist or slow the implementation of the change (___)

11 I showed resistance to the change (___)

Trust in management

1 Management gave true and honest information (___)

2 Managers were sincere in their attempts to acknowledge and implement the views and wishes of employees (___)

3 Managers treated employees justly/fairly (___)

4 I am free to discuss problems in my job with management (___)

Results of the planned change

Learning

1 The change has given me valuable experience (___)

2 The change has taught lessons that are useful/contribute to the future well-being of the organization (___)

3 Employees have learned through sharing experiences (___)

4 I have received knowledge from others during this process (___)

5 I have given others knowledge during this process (___)

6 During this process we have found genuinely new ways to perform our work (___)

7 During this process we have found new solutions to problems (___)

8 This process has given me new insight into how change occurs (___)

9 The process has strengthened our knowledge about change processes (___)

Goal achievement

1 The organization has achieved the goals that were set before the change (___)

2 The change has generally had a positive influence on the organization (___)

3 The results from the change are generally what the organization hoped for (___)

Now that the change is completed, what do you think about the following statements compared to what the situation was within the organization before the change?

1 - a <u>lot less</u> than before the change

2 - <u>slightly less</u> than before the change

3 - <u>about the same</u> as before the change

4 - <u>slightly more</u> than before the change

5 - <u>much more</u> than before the change

My relationship to the organization

1 I am willing to give a lot more to this organization than what is normally expected of me (___)

2 I tell my friends that this organization is a great place to work (___)

3 I will accept more or less any work task to be allowed to remain in this organization (___)

4 I believe my set of values are in line with or very similar to the organization's values (___)

5 I am proud to tell others that I work in this organization (___)

6 This organization has managed to/has the ability to bring out the best in me (___)

7 I am very happy to have chosen this organization compared to others I was evaluating when considering this position (___)

8 I really care about the future of the organization (___)

9 For me, this is the best organization I can work in (___)

Thank you very much for your time and participation in this study.

Please return this completed survey to your interviewer at the beginning of your interview.

11.3 Table of Survey Results

Please note, in the following tables a (---) denotes a question that was not answered by respondents, and should be interpreted as 'not applicable'.

Respondent Number	Position	Years with Organisation	Higest Education Level	Age
1	Executive	9	Post Graduate	51
2	Manager	15	High School	43
3	Manager	15	Tertiary	55
4	Administration	3	High School	34
5	Administration	21	Tertiary	---
6	Manager	1.5	Tertiary	57
7	Manager	1.5	Tertiary	---
8	Manager	1.5	Tertiary	24
9	Administration	2	High School	46
10	Executive	2	Tertiary	41
11	Executive	6	Tertiary	43
12	Manager	10	High School	---
13	Manager	3	Tertiary	54
14	Executive	14	Tertiary	---
15	Executive	4	Tertiary	45
16	Executive	7	Tertiary	49
17	Manager	1	Tertiary	58
18	Manager	7	High School	35
19	Manager	5	High School	46
20	Manager	6	Tertiary	53

Respondent Number	Attributes/Characteristics of Change																					
	Job Characteristics after Change																		Change's Affect on Organisation			
	Variation			Autonomy			Feedback				Overall Tasks				Emotional Strain				Work Load			
	3	3	3	---	---	---	4	4	4	4	---	5	4	---	2	2	2	---	---	4	4	---
1	3	3	3	3	4	4	4	4	4	4	4	5	4	4	2	2	2	3	3	4	4	4
2	4	4	4	4	4	4	3	3	5	4	4	4	4	2	2	3	4	5	1	1	5	5
3	2	3	2	1	4	4	1	1	3	3	4	4	4	3	3	3	4	2	3	3	5	3
4	4	1	2	1	3	1	5	1	1	4	1	4	3	3	3	1	1	5	3	3	2	2
5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	4	4	4	2	1	1	4	3
6	5	2	5	2	4	2	4	4	3	2	5	4	4	4	4	5	3	4	1	1	5	4
7	2	1	3	1	1	1	3	3	4	4	3	2	3	3	4	3	4	4	1	1	3	4
8	1	1	1	1	1	1	4	4	5	4	2	2	2	2	2	1	3	4	1	1	4	3
9	5	4	4	5	4	4	3	4	2	4	5	5	5	2	3	3	1	4	1	1	5	3
10	1	2	4	1	3	4	3	3	3	2	2	1	1	2	1	2	3	3	2	3	4	5
11	3	3	3	2	3	3	3	4	4	3	3	3	3	3	3	3	3	4	1	1	3	3
12	5	3	3	4	3	3	4	3	2	2	3	2	5	5	5	5	5	3	1	1	3	4
13	3	3	3	2	3	2	2	2	3	3	4	3	1	1	1	4	4	4	1	1	1	1
14	5	3	3	4	5	3	4	3	4	4	3	3	5	5	5	4	5	3	1	1	3	3
15	3	3	3	3	3	3	4	3	3	3	3	3	4	4	3	3	3	4	1	1	4	4
16	3	3	3	3	3	3	3	5	3	3	3	3	4	4	4	4	4	4	2	2	4	4
17	3	3	4	4	2	3	5	5	5	5	4	5	2	3	2	3	3	4	1	1	5	3
18	5	5	5	5	5	5	5	5	5	5	5	5	2	2	2	4	3	5	1	1	5	5
19	3	5	3	4	3	4	4	4	3	3	5	3	4	4	4	3	3	4	1	3	4	4
20	5	5	5	5	3	4	2	3	3	4	3	4	3	3	4	3	3	4	3	3	3	3

Respondent Number	Change Process														
	Participation			Justice					Communicating Need for Change						
1	5	5	5	5	5	5	5	5	5	5	5	5	5	5	3
2	1	3	5	5	5	5	5	5	3	1	1	2	4	5	5
3	3	1	4	4	3	3	3	3	3	2	1	3	4	4	3
4	1	1	1	3	2	5	4	2	3	5	5	4	5	4	3
5	1	1	1	4	4	5	5	5	5	4	5	5	4	4	5
6	2	2	4	4	2	4	4	5	5	3	4	2	2	2	4
7	1	1	1	1	1	1	3	3	3	4	4	4	2	1	3
8	1	1	4	4	4	5	4	5	4	2	2	4	4	4	3
9	5	5	4	4	4	5	5	4	3	2	3	4	3	5	2
10	4	3	4	4	4	5	5	5	4	2	5	5	5	5	1
11	2	2	3	4	3	4	4	4	4	3	4	4	4	4	3
12	1	5	4	4	5	5	5	5	5	5	5	5	5	5	3
13	5	2	4	5	5	5	5	5	5	3	4	5	5	4	1
14	5	—	4	4	4	5	5	5	5	5	5	5	5	5	3
15	5	5	5	5	2	5	4	5	4	5	4	5	5	4	2
16	5	5	5	4	4	5	5	4	5	3	4	4	5	4	3
17	5	5	5	5	5	4	4	5	4	4	4	3	3	3	3
18	4	3	3	4	4	4	4	4	3	3	3	3	3	3	3
19	4	4	4	4	4	4	4	4	3	3	4	4	2	2	4
20	2	2	2	3	3	2	2	3	3	3	2	2	2	3	4

Reactions To Change

Respondent Number						Emotions									
	Relief	Gratitude	Hopefulness	Happiness	Feeling 'On top of the Game'	Pride	Anger/Fury	Frustration	Exasperation	Helplessness	Shame	Disappointment	Anxiousness	Surprise	Physical Reaction
1	---	---	---	---		---	---	---	---	---	---	---	---	---	---
2	---	4	---	---	4	---	---	2	---	---	---	---	---	---	---
3	1	1	1	1	1	1	1	1	1	1	1	1	1	1	---
4	1	1	3	1	2	---	1	3	3	3	1	---	2	1	---
5	1	1	1	1	1	1	4	1	1	1	1	1	2	1	---
6	4	4	3	2	4	4	4	4	---	1	1	4	4	---	---
7	1	1	1	1	1	1	1	1	1	1	1	1	1	1	---
8	2	3	1	3	1	3	1	2	1	1	1	1	1	1	1
9	4	4	3	4	4	4	1	3	1	1	1	1	1	1	---
10	3	3	4	4	4	4	1	3	3	4	1	4	3	3	1
11	2	2	2	2	2	3	1	2	2	2	1	2	2	1	2
12	2	3	3	1	3	4	4	4	4	4	3	4	4	4	1
13	4	1	1	1	4	4	1	5	5	5	1	1	2	1	2
14	2	3	3	1	3	4	4	4	3	4	2	4	4	4	5
15	3	1	1	2	2	1	4	4	4	3	1	2	4	1	2
16	4	1	3	1	3	1	2	3	1	2	3	1	3	1	---
17	1	1	1	1	2	4	1	1	1	1	1	1	1	1	---
18	5	3	4	4	3	1	1	1	2	1	1	1	2	2	---
19	3	2	3	2	3	2	1	1	1	1	1	2	2	1	---
20	3	1	2	2	3	4	1	2	1	1	1	2	1	1	---

Reactions To Change

Respondent Number	Behavioural Reactions										Trust in Management			
1	5	3	3	3	---	5	5	5	---	1	---	---	---	---
2	4	4	4	---	5	4	4	5	1	1	5	5	5	5
3	4	3	3	2	4	4	4	2	3	3	3	3	4	4
4	3	3	1	1	2	2	2	1	1	1	5	4	4	4
5	4	3	4	5	5	4	4	5	4	4	2	4	4	5
6	5	5	4	4	5	4	5	3	1	1	4	2	4	5
7	4	4	3	3	3	3	3	3	1	4	2	2	3	4
8	4	3	4	3	4	4	4	2	2	2	4	4	4	4
9	---	---	---	---	---	---	---	1	1	1	4	4	4	5
10	4	3	4	3	5	5	5	1	1	1	5	4	5	5
11	4	3	3	3	4	3	4	3	2	2	3	3	4	4
12	4	3	4	4	4	4	4	4	4	3	5	5	4	5
13	4	3	4	3	5	5	5	1	1	1	4	5	4	5
14	4	3	4	4	5	4	5	2	4	4	5	5	4	5
15	2	1	4	1	5	4	5	5	1	1	5	4	5	5
16	4	4	4	3	5	4	5	5	1	1	5	5	5	5
17	4	3	3	3	4	4	5	4	4	1	4	4	4	5
18	2	2	3	3	2	3	3	3	3	3	3	3	3	3
19	4	3	4	3	3	3	3	1	1	1	4	4	3	4
20	2	2	4	4	4	4	4	2	2	2	3	4	4	4

Results of the Planned Change

Respondent Number	Learning										Goal Achievement							Relationship to the Organisation							
1	---	---	---	---	---	4	4	4	4	4	3	4	5	3	4	---	4	4	5	5	5	5	5	---	4
2	5	4	4	5	3	5	5	5	5	5	5	5	4	4	4	3	4	3	3	4	4	4	3	3	3
3	5	5	4	4	4	5	5	5	5	5	5	4	3	3	4	4	4	4	5	4	4	3	5	5	4
4	3	3	2	1	3	2	2	2	2	2	1	2	4	5	3	3	3	3	3	3	3	3	3	3	3
5	5	4	5	5	5	4	4	5	5	5	4	4	2	3	3	5	3	3	4	3	4	3	3	3	3
6	4	4	4	5	5	4	4	4	4	4	2	3	3	3	3	3	4	3	3	3	3	4	3	3	3
7	3	4	3	3	4	2	4	3	4	3	2	4	3	3	3	3	3	3	3	3	3	3	3	4	3
8	4	4	4	4	4	4	4	4	4	4	4	4	4	5	3	3	4	3	4	4	4	5	4	4	4
9	5	5	3	4	4	4	4	4	4	4	4	4	4	3	5	3	5	3	3	4	5	4	3	4	3
10	5	5	4	5	5	4	4	4	4	4	4	2	3	3	3	3	3	3	3	3	3	3	4	3	3
11	4	4	3	4	4	4	4	5	5	4	3	4	4	3	3	4	3	4	4	4	4	4	4	4	4
12	5	5	5	5	5	4	3	5	5	5	3	3	3	4	4	4	3	3	4	3	3	3	4	3	3
13	4	4	5	4	4	3	4	4	4	4	4	4	4	4	3	4	3	3	4	4	3	4	4	3	5
14	5	4	4	4	4	4	5	5	5	5	3	3	3	4	4	4	5	3	4	4	3	3	4	5	4
15	5	5	4	5	4	4	4	5	5	5	4	4	4	3	5	3	3	3	3	4	5	5	3	4	4
16	5	4	4	3	4	4	3	4	4	4	4	3	4	5	4	5	3	5	5	5	5	5	5	5	5
17	3	4	4	4	4	4	4	3	3	3	3	4	3	4	4	3	3	3	3	3	4	4	3	4	5
18	5	5	5	5	5	5	3	3	3	3	5	5	5	5	5	5	5	5	5	4	5	5	5	5	5
19	4	4	4	4	3	3	3	4	4	4	4	4	4	4	5	3	5	4	4	5	4	5	4	5	4
20	4	4	3	3	4	3	4	4	4	4	2	3	3	4	2	3	4	4	4	4	5	5	5	4	5