Developing a Scale on Employee Involvement and Motivation in Effective Change Management: A Case of Canteen Stores Department

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Abstract

Effective Change Management (ECM) had emerged as new field of study. One of the most insightful attribute of organizational change efforts is their low success rate.Success rate of Change endeavours in organizations is alarming. Therefore, it is not viable to commit precious resources monetary or human capital for any change endeavour that do not bring anticipated results. Moreover, no change process can be effective if the employee's involvement and motivation (EIM) is missing to embrace and make change effective. The current paper highlights the factors associated with EIM and proposes a framework and an indigenous scale based on the framework proposed by Razzaq (2010) ECM model. The pilot study was conducted in retail sector leading chain store, Canteen Store Department (CSD). Descriptive statistics and exploratory factor analysis are conducted to check the factor structure of the EIM construct. As hypothesized, the EIM is a composite of five underlying elements. The current paper will highlight the importance for effectiveness of change management and the suggested new scale will be a valuable tool for managers and practitioners to focus on the factors that define employees' involvement in ECM or identify and rectify the short falls in executing the organizational change process.

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INTRODUCTION

Organizational change planned in today's environment is hardly implemented as envisaged. For this reason, effective management of the planned change is essentially required. The study by Henrik Jørgensen, Owen, and Neus (2009), shows that good implementation of change remains the exception, although the change goals could be achieved if well planned. It is alarming that published literature shows that only 6% projects that were started to bring about change were completely successful and on average 60 % of the projects attributed to Change fail (Will & Wetzel, 2017; Burnes & Jackson, 2011; Henrik Jørgensen, Owen, & Neus, 2009; Quarterly, 2006; Smith, 2002), the above statistics warrants to focus on the aspects while applying change endeavours that will yield anticipated results to be effective.

Razzaq (2011) explain the domain of change in an organizational setting as change in human capital, reporting relations, technology, or the business environment and defined planned change as, "planned change results from an extensive assessment of a situation and then to plan comprehensively for customized interventions that are designed to increase organizational excellence, thus, change management is the management of planned changes". Effective Change Management (ECM) comprises of planned change and is relatively a new concept in organizational development studies (Antwi & Kale 2014; Burnes, 1996). There is scarcity of literatute when it comes to define the dimensions of ECM (Hughes, 2010), but the nature of the change that will concern a person and the involvement in the scale and scope of the change depends upon the assignment of the person within that organization.

Organizations are living and growing entities. The systems approach entails that every living growing system does change. That means for every endeavour an organization is pursuing, it will eventually have to change or die (Haines, Aller-Stead & McKinley, 2005, p.73). However, empirical testing and generalization of the change is still an exception (Nguyen Huy, 2001). The reason is the orientation of researchers to view change phenomena as a process, therefore little attention has been paid to find the determinants of effectiveness of the change management (Hughes, 2010) specifically the involvement and motivation of employees is under theorized in change process.

Managers and policy makers cannot predict the outcomes of implementing change, thus Success of change can only be known after the completion and factors of success and failirues can be examined in retrospect (Hultman, 2001, p. 53). However, a carefully planned change and the incremental steps taken and well documented in terms policies and procedures could warrant desired results if feedback and deviations are addressed timely. Studies have proved that people don't resist change, but they resist uncertainties and ambiguities in the way change has been handled (Waddell, 1998). Studies carried out by Henrik Jørgensen, Owen and Neus (2009), suggested that a systematic and structured change project yields tangible benefits for the organizations.

Razzak (2010), argued in a preceding research paper that,"little research is done to empirically allow systematic testing and overview of the Change (Nguyen Huy, 2001). As studies suggested that well planned and well-focused Change projects yielded measurable benefits (Henrik Jørgensen, Owenand Neus, 2009) Therefore, the factors which were crucial for ECM were identified by in depth analysis of the nine influential studies on ECM".

Beckhard and Harris (1987), emphasized that people must understand that for the change to happen it should reflect as shared problem awareness. Their equation also shows that motivational factors

associated with the Change, if not in place, could bring the change equation to zero i.e. no change at all. Waddell, Cunnings and Worley (2000), in their book proposed a model suggesting that for sustaining the momentum the process should be implemented by providing resources for change; building a support system for change; developing new competencies and skills; and reinforcing new Behaviours.

Higgs and Rowland (2000), proposed eight comprehensive clusters for making Change effective. Among these eight clusters the cluster of 'Change Learning' which is the ability to scan, reflect and identify learning and ensure insights is used to develop individual, group and organizational capabilities is suggested to be incorporated in the organizational change process through employee coaching and knowledge management.

Welch et al. (2005), in their book 'Winning', underlay very basic four principals for effective change management.The two aspects attach every change initiative to a clear purpose/goal and hire and promote only true believers are the vital element without which change will lack direction and objective and could never be effective.

Henrik Jørgensen, Owen and Neus (2009), elaborated some pivotal strategies to orchestrate effective change management like employee involvement, better skills and corporate culture that motivates and promotes change. They further elaborated that systematic and structured change projects yield tangible benefits for the organizations.

However, the current paper is based on the factors attributed to employee involvement and motivation (EIM) for ECM. The measure for EIM was developed following the protocols for developing new scales and operational definitions and model was adopted from earlier study. The scale was empirically tested in "Canteen Stores Department" commonly known as (CSD) one of the retail giant of Pakistan with phenomenal expansion and change during past years. Holvino, Ferdman, and Merrill-Sands (2004), assert that going through for organizations is inevitable to meet contemporary market challenges. Therefore, it is of vital importance to manage the change effectively, however, an extensive review of the literature revealed a lot of disparities among the dimensions of ECM in different organizations. It was found that to assess EIM in entirety no comprehensive model was available.

Unless we have reliable and valid scales to measure ECM and its constituting factors like EIM which is only possible if the underlying models holistically account for dimensions of ECM we may be risking a lot of precious resource wastage on initiating change. This paper is the pilot testing of the scale for EIM and present results that propose five elements converged into a universal factor using exploratory factor analysis.

LITERATURE REVIEW

Organizations are living, and growing entities thus must change constantly (Petrou, Demerouti, & Schaufeli, 2018). The systems approach entails that every living growing system does change. That means for every endeavour an organization is pursuing, it will eventually have to change or die (Haines, Aller-Stead & McKinley, 2005, p. 73).

Organizational change involves the efforts that organizations employ mainly through the managers to bring new demeanours in employees, that may bring positivity and benefit the organizations (Van der Ven, 2011).

Change becomes difficult to adapt when change and management are divided and considered as two distinct activities. Change should not be formulated as goal rather than an activity (Van der Ven, 2011). The author Van der Van, further proclaimed in his book that the reasons of failure of change or the success of initiatives towards change could not be (entirely) explained due to the human aspect or the degree to which that aspect can influence, plays a dominant part.

Moss Kanter, Stein, &Jick (1992). Advocate that organizational change is a complex and a multi layered process. Hannan & Freeman (1984), suggest that organizations resist change, especially in times of external environment turbulence the organizations face inertia and do not respond to change. The authors also suggest that to some extent larger firms are more ponderous than the smaller ones and are resistant to adopt the change in their organizational systems. Same is also applicable to the older firms compared to the younger ones as young firms easily adapt to change and structural transition (Boeker, 1997).

Change is indispensable and imperative as it effects the organizational performance. (EIRMA, 2004). Bessant (2003), asserts that change and organizational innovativeness are crucial as flat organizational structures and rationalised business processes may somehow efficiently cater the existing organizational needs and market deliverance to some extent but would not be able to furnish the emerging needs as old processes may become redundant. To expound the outcomes of change Senge et al. (2001), proclaim that the success and failure of Change depends upon an organization's capacity; Chia (2014), adds that it's the ability of an organization to accept or resist change which is responsible for realising the benefits of change.

Several past researchers proclaim that the consequences of change are uncertain (EIRMA, 2004; Bessant 2003), and the change process is complex in nature (Tidd, Bessant & Pavitt, 2005; Bessant, 2003). Therefore, to manage the change it is required to process the change consistently, and constantly so that chances of success, whilst never guaranteed, are more likely (Bessant, 2003).

The managers in an organization are considered as change agents (Furnham, 2002). According to Van der Ven (2011), the role of a change agent can be performed by anyone inside or outside the organization setting. The role can be described as if anyone who tries to bring the organizational employees to a different behaviour with a stance towards organizational objective. Thus, influencing the organizational fellow members is change (Van der Ven, 2011). The managing, leading, controlling, supervising, all activities performed by managers are different forms of change, thus mangers are the change agents (Carnall, 2018; Van der Ven, 2011; Furnham 2002).

Boonstra (2004), characterizes the change in organizations into two types, planned change also called the first order change; or Organizational development which is referred as the second order change. Similarly, organizational change or innovations are ascribed into four P's of innovations i.e. process change, product change, position change and the paradigm change (Utterback, 1994). Apart from all the philosophies, perspectives and concepts driven and presented by many researchers it is evident that each one has emphasized on the human factor; employee involvement and motivation in the change process.

Employee involvement and motivation play a vital role in organizational change, as it is the employees who make the change happen (Barrett, 2002). de Caluwé, and Vermaak (2004). validate this concept as the propensity to ignore the human factor or the implementation process and focusing more on the results and consequences of change creates superfluous complications such as organizational conflicts, resistance to change and lack of cooperation. Jacques (1996), raises the

same concept when he investigates about the factors which motivate the employees. Poole and Van de Ven (2004). even put forth this idea by indicating the importance of understanding the 'fears' and 'irrationalities' in employees and addressing them adequately. They further assert that the employee aspect or human factor should be given priority during change implementation as it's the resistance from employees due to which change objectives are not materialized and change process often fails. Jacques (1996), argues that the management implementing the change should consider the employees not only as a technical resource but also as a human resource, thus addressing their job related needs and motivating them. For a learning organization and to emancipate change the employees' and management objectives should be synergized (Belasen, 2000). The change process fails as the employee interests are neglected and the organizational objectives fail to reflect employees' aspirations (Armenakis, & Bedeian, 1999).

The employees' take interest in change process and craft their jobs when they are provided with motivating factors (Petrou, Demerouti, & Schaufeli, 2018), such as autonomy in job role (Leana, Appelbaum, & Shevchuk, 2009); or motivational support by the leaders (Van Dam, Nikolova, & Van Ruysseveldt, 2013).

Previously, systematic research to empirically test and generalization of the change endeavour lacked specificity (Nguyen Huy, 2001). Until recently change has been studied as a process or a phenomenon; however, few models explore the evidence of the success and those contributing factors that leads to effectiveness of change management (Hughes, 2010). No one can predict the success of change accurately it can only be evident after the execution of the process for change management (Hultman, 2001). However, carefully crafted measures and certain well defined policies/ practices could increase the chances of success of change.

Studies have proved that people don't resist change they resist uncertainties and ambiguities in the way change has been handled (Waddell & Sohal, 1998). Studies carried out by Henrik Jørgensen, Owen and Neus (2009), suggested that a systematic and structured change project yield tangible benefits for the organizations. Ashfaq (2011), carried out in-depth analysis of the 9 influential studies on ECM and identified the crucial factors for ECM.

Beckhard and Harris (1987), postulated that people must understand, that for the change to happen, it should reflect as a shared problem awareness. Their equation also shows that motivational factors associated with the Change if not in place could bring the change equation to zero i.e. no change at all. Cummings and Worley (2014), in their book proposed a model, which suggests that for sustaining momentum it should be done by providing resources for change, building a support system for change, developing new competencies and skills and reinforcing new Behaviours.

Higgs and Rowland (2000), proposed comprehensive clusters for making change effective, the cluster of Change Learning which is the ability to scan, reflect and identify learning and ensure insights is used to develop individual, group, and organizational capabilities. It is done by coaching and knowledge management. Henrik Jørgensen, Owen, and Neus (2009), elaborated some pivotal strategies to orchestrate effective change management like employee involvement, better skills and corporate culture that motivates and promotes change. The literature review on the subject matter and existing models revealed that the focus of the research on Change and emerging ECM is still to view it as a process. Little effort is made to quantify and present comparison on a scale for pre and post Change scenario. Like the saying goes that the best way to know your future is to invent it, therefore if you orchestrate the planned Change in a systematic, incremental fashion, then there is

higher propensity that of having more control during steering the change program and have better chances of fulfilling the desired objectives.

"The ECM model is divided into three basic categories; Organizational Measure (OM); Managerial Contributions (MC) and Employee Involvement and Motivation (EIM). Each dimension is further divided into 7 factors"(ECM model proposed by Razzaq, 2010). However, the current paper focuses on the construct of employee involvement and motivation (EIM); and discuss the elements which are crucial for effectiveness of change with respect to employee's involvement and motivation. These elements are vital and perceived as a part of an underlying 3 constructs of ECM. It is like a collection of activities and strategies and serve as a blueprint how to capitalize factors associated with employee involvement. The constituting factors of each dimension with their variable names along with their acronym as used in the questionnaire and analysis are described as follows:

Employee Involvement and Motivation- EIM

No change process can be effective if the employee's positive involvement is missing therefore for ECM it is important to highlight those factors that will motivate the employees to embrace the transition and reap from the accrued benefits in a fashion that will be beneficial for both organization and the employees. The critical EIM dimensions identified by several authors are discussed below:

Clarity of Vision and Objectives. (Cummings & Worley, 2014; Henrik Jørgensen, Owen &Neus, 2009). For Change to be effective it is imperative that employees first understand the context, need and anticipated outcomes of change. Since Change is associated with emotional costs as well therefore, employees not only need to know the vision behind the change but also understand its objectives.

Agreeableness with Necessity for Change. (Beckhard & Harris, 1987). Inculcating the conception and communicating the Inevitability of change is the central part of managing change in organizations. The employees should understand the vision and objectives of the organization and realize the need to change. Kotter (2007), puts forth this idea as; 'major change is usually impossible unless a large percentage of employees are willing to help, often to the point of making short-term sacrifices.' It is important that the change agent has sold the idea of change so well that the employees not only understands the change process but agree with the necessity to change. As for change to be effective, one cannot coerce employees to change instead they should be educated to understand the crux of situation so they themselves believe that the anticipated change is necessary and is in the larger interest of all the stakeholders.

Commitment to Goals. (Welch et.al, 2005). Change management endeavour would only be effective if throughout the change process employees are focused on the objective of each incremental change level. Therefore, a formal commitment planning system has to be in place before even one embarks on the change process. No change plans, no matter how well planned in congruence with best managerial practices, will prove effective if employees are not committed to the change goals.

Perceived Benefits. (Welch et.al, 2005). For employees to embrace the new vision associated with change and commit to the change goals it is of paramount importance that they realize the benefit they will accrue from the labour associated with change. Promoting those benefits that help in change such as encouragement, task autonomy or any other monetary reward which may act as catalyst towards pursuance of the change endeavour. The perception of underlying benefits will overcome the resistance to change.

Motivated in Acquiring, Knowledge, Skill, Abilities and Behaviours to Timely Pursue Goals. (Cummings & Worley, 2014; Henrik Jørgensen, Owen & Neus, 2009; Higgs & Rowland, 2000; Beckhard & Harris, 1987). The Change initiative might entail to acquire new skills, techniques, and work processes. Therefore, on the employee's part there should be motivation to acquire those skills, abilities and knowledge that will help them perform well after the implementation of change. Thus, motivation is needed that will change the behaviours of employees to leave the status quo, work enthusiastically under changed circumstances, and sincerely acquire any skills that may correspond with the change process.

RESEARCH METHODOLOGY

Sampling Method

For this study the method of 'Convenience Sampling' was used. The target population selected for the study were the CSD's managers, as it is opined that the change process is initiated and executed by the managerial personnel. All the Managers from the CSDs Headquarters in Rawalpindi were contacted, and the managers outside the city were either contacted by mail, or the HR manager of CSD dispersed the questionnaire to them.

The main concern in selecting the target population in a study is to recognise the respondents who are capable to relate the phenomenon under the research study. In this study besides other than managers, most of the employees were contract employees mostly in a clerical or lower level job. Out of approximately 139 CSD managerial staff scattered and positioned all over Pakistan, the authors managed to collect 45 completely filled questionnaires, making it about the 1/3rd or 32% sample response from the whole population of the study.

The Questionnaire

The questionnaire was developed after a rigorous procedure in following stages:

An extensive review of the Effective Change management's parameters/ factors that relates to employee's motivation and involvement in the change process identified 5 influential models. 5 factors were identified for EIM. In the next step Definitions were generated and operationalized and the items were made according to the operationalized definitions. In the second phase the Content validity was established by expert/ practitioner's opinion about 14 practitioners including 5 Associate professors of Management Department, 7 Psychiatrist and 2 Psychologist were contacted, and the model was endorsed by all of them. The final items as highlighted by the practitioners were selected for the final questionnaires out of about 24 candidate items 5 were selected, all scale item were in a Likert scale 1-5, from 5 considered as strongly agree to 1 considered as strongly disagree.

Following questions were selected for the final scale

During Last five years
… employees were willing to work hard for achieving results
… employees had a clear idea of the vision of the whole change process
… employees were well aware of the perceived benefit of the change
… employees believed that the change was necessary
… employees were willing to know training needs that arose in change

Questionnaires are mostly developed by using factor analysis. It is done to ensure that the questions asked are relevant to the construct one desires to gauge (Fields, 2000: Hinkin, 1995). Therefore,

establishing normality, reliability, the KMO and sphericity test Bartlett are the pre- requisite to conduct exploratory factor analysis.

Descriptive analysis for normality of data and Cronbach Alpha was used to establish reliability of the data. The factors that were grouped together were identified by Exploratory Factor analysis. The items which most applicably described the domain of the content were selected. The following section will elaborate results and analysis and the procedure adopted.

RESEARCH FINDINGS

Table 1.
Descriptive Analysis for EIM

Descriptive Statistics						
	N	Range	Minimum	Maximum	Mean	Std. Deviation
OIM	45	2.17	2.83	5.00	3.9852	.74351
Valid N(list wise)	45					

The above table shows that all the standard deviations are less than 1/3 of the range, thus establishing the normality of the data (McClave, Benson & Sincich, 1998, p. 71).

Table 2.
Reliability Statistics of EIM Construct

CRONBACH ALPHA					
Variable Code	Name of Construct	Cronbach Alpha	Responses		
			Valid	Excluded	Total
P	EIM	.84	45	0	45
ECM	ECM	0.95			

Cronbach Alpha analysis were conducted to check the consistency and internal reliability of the data. The results show .84 Cronbach Alpha value, which illustrates a strong consistency. It was presumed that each item or score is comprised of a true score plus error determining the underlying construct, as all of the items are measuring the same entity (Leech, Barrett, Morgan, 2014, p-63).

A factor valued as one (1) and which loaded three (3) variables was taken for the purpose of this study. Each variable had a loading more than or equal to $\geq .5$ on that factor (Pearson et al. 1995). Moreover, the Principal Component Analysis (PCA) were utilized and Varimax was used to rotate the components. To obtain a simple structure, Varimax is used as a customary orthogonal method. To assure the viability of performing factor analysis, Kaiser-Mayer-Olkin (KMO) was used (see Table 3).

Questionnaires were mostly developed by using factor analysis. It was conducted to ensure that the questions asked are relevant to the construct one desires to gauge (Field, 2005; Hinkin, 1995).

Table 3.
KMO and Bartlett's Test

Construct	KMO Measure of Sampling adequacy	Bartlett Test of Sphericity		
		Appox. Chi- Sq.	df.	Sig.
EIM	0.838	114.78	10	0.00

From the above table, it is evident that the significance level is zero which meet the criteria < 0.05. Hence there is a relationship between the variables of our construct and we can assume that PCA should yield meaningful factors. KMO values between 0.7-0.8 are considered good.

Table 4.
Rotated Component Matrix for EIM

Variable Code	Component	Communalities
	1	
P.1	.833	.694
P.2	.846	.715
P.3	.733	.537
P.4	.878	.771
P.5	.848	.719
Eigen values	3.436	
%of variance	68.715	

Note: Loadings < 0.4 were suppressed

The above table shows the PCA of the construct Employee Involvement/ motivation. Since it was a global/overall measure of the concept, the PCA was analyzed for Eigen values greater than 1 and as expected they fall in one component explaining 68.7% variance and the Eigen values well above 1. No item was dropped.

CONCLUSION

The literature review and previous studies revealed that the available models do not entirely justify all the dynamic dimensions and aspects of EIM. Consequently, measures based on these models are also unable to address the effectiveness of change in entirety. Therefore, valid measures to analyze EIM are in short supply. As it is vital to know whether the anticipated results for the organization will be brought by the change, it is imperious that comprehensive parameters, thorough considerations, and valid scales should be managed to precisely evaluate EIM. Most of the ECM models focus on a transient solution, without reflecting on the complex nature of change process and the subsequent impacts on the organizations finance and operational wellbeing.

To assess how the change is managed and handles in Pakistan cultural context, this pilot study performed on the CSD offers various deliberations. A high score in the Cronbach Alphas, and the

results of the KMO test and the Barlett's test revealed the model consistency and reliability. It also proves that robust constructs validate the adequacy and rationality of the model. It is hence submitted that the existing proposed model, as validated by fourteen (14) subject specialists, proves it to be a viable and feasible model and that the ECM can be vigorously measured through the proposed scale developed on the model. The existing study thus extends a novel approach and pioneers in presenting a scale to empirically measure the ECM or revise the existing practises of ECM measurement in the retail sector in Pakistan.

Most of the literature on change management focuses on the process of change and on the cognitive attributes of phases of change. Little work is done in the domain of ECM as success of change is important in organizational decision making context rather what happens during change. Apart from its theoretic significance the present research will also aid the stakeholders in the business circle, especially the managers to revise and enhance their existing practices. Limited studies have been conducted on ECM subject, previously, this study is thus a pioneering approach to present change management from different perspective and considering it as a measurable and result oriented ECM tool.

The cost of change in terms of monetary and non-monetary terms are quite high and could adversely affect the interests of an organization, therefore a careful evaluation is needed before initiating any change .Focusing on EIM parameters the organization will have better success rate in all the phases of change initiative i.e. planning, introduction, implementation and evaluation contributing towards saving a lot of precious resources. Organization exists to grow and create value. The model will serves as a frame work for managers to acquire skills for themselves or for employees, make policies and apply strategies to make change an effective and anticipated endeavour. The scale will be a valuable tool for managers to assess change management and effectively implement change initiative. Not only it will provide result of how change was managed but also will help identify the weak areas, and also the strong areas which may be very crucial for a SWOT analysis of any organization.

As the present study was conducted to statistically demonstrate the applicability of the measurement scale, it was afar from this research reach to validate the proposed conceptual model, as the sample is was one third or the total population, but the larger size of sample may provide discerning and more robust insights. Further, more sophisticated statistical tools like CFA could be used in the AMOS software to have vigorous results. Due to restrains of small sample size this study would have been more conclusive if from each management level results were computed to make the comparison of the perceptions.

RECOMMENDATIONS

For future researches it is suggested that each factor of EIM should be studied in detail in different further studies and see if the factor structure holds. The data should be gathered from diverse organizations to get hold of more cognizant inferences. Further, future studies should be directed to establish the goodness of the model and substantiate the theoretical model by means of structural equational modelling. To make it a more significant scale, convergent and divergent validities should be established. The case for pilot study highlighted some procedural issues for CSD the management of the CSD should ensure motivation of employees to make rapid transitions in retail sectors to gain competitive sustainable advantages.

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