

# Successful Change Management and Perceived Outcome: Employee Perspective

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**Abstract:** *Introduction:* The rate at which an organisational change happens continues to escalate in today's competitive and dynamic business world. An organisational change often results in employee cynicism and resistance to change. Employees are cynical about an organisational change and perceive it as negative and an obstacle that rattles them from their comfort zone.

**Objective:** The objective of the research study discusses the perception of the employees working with the selected IT sector companies towards the change management happening in their organisations.

**Methodology:** The objective of the research paper is "To study the employee perception to the different stages of change in the select IT companies". The different stages of change management were measured with the help of three different constructs where each construct is assumed to be reflective in nature and measured with the help of used statement of any construct. The analysis is done using internal consistency reliability which is measured with the help of Cronbach Alpha.

**Findings:** The findings of this research paper illustrate that all the stages of change management and the perceived outcome of a change management programme are reliable. This research also informs industry practitioners of employees' key concerns and drivers towards effective organisational change management for sustainable competitive advantages.

**Originality:** This study can be used to study and compare the different perceptions of the employees undergoing organisational change. Also, this research can be used to study the contribution of perceived outcome of a change management programme.

**Keywords:** Organisational Change, Effective Change Management, Organisational Communication, Employee Perception, Employee Cynicism Resistance to Change, Readiness to Change, Perceived Outcome of Change Management, Indian IT Sector

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## I. INTRODUCTION

*"People don't resist change. They resist being changed." - Peter Senge*

Organisational employees are valuable and potent sources of competitive advantage for an organization (Lim, et. al., 2016). They are considered significant for creating an innovative organisation (Linke & Zeffass, 2011). Organisations grow with the help of active and motivated employees as they help in the creation of ideas in the organisation. (Friedrich von den Eichen et al., 2008). Therefore, the essential task for an organisation is to pool the potential of their employees and use it effectively (Linke & Zeffass, 2011). As for the employees, they must be willing to contribute time and effort to the development of innovative ideas in their organisation (Monge et al., 1992). Mast (2009) iterates the importance of a corporate culture that motivates employees to generate ideas. Employees trust, accept and respond to organizational challenges when they encounter their companies' demonstration of a certain degree of consistency in its decisions (Mast 2009). For instance, during an organisational change, an organization's ability to adapt and respond flexibly to changes is the key for their survival and competitiveness (Elving, 2003). Employees play a very important role here for this relationship between employees and change management aid in the smooth facilitation of the organisational change. Their respect and faith in the top management during change management are a result of how consistent and transparent the management has been in their communication about the impending change to the employees. Lim, et. al., (2016) discusses that during an organisational change, employees have their own expectations, needs and idiosyncrasies that must be met and managed if they are to contribute to firms' change management efforts. And communication helps in doing exactly that. However, when change efforts disturb the deep-rooted organisational culture, employees tend to respond with cynicism (Ramaley, 2002). Mast (2009) cautions employees during change feel cognitive and emotional uncertainty. During an organisational change the attitude,

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the reaction and the behavior of the employees grappling with change can greatly influence the outcome of the effectiveness of an organisational change (Elving, 2003; Piderit, 2000; Robertson, Roberts, & Porras 1993). The senior management while planning and implementing a change programme therefore, should know how to determine the same as the attitude, the reaction and the behavior of the employees may manifest in resistance from the employees (Elving, 2003; Piderit, 2000) leading to employee cynicism. This cynicism and resistance is primarily due to the fact that the employees perceive an organisational change as negative. Similarly, Young (1997) argued that organisational values are compromised by business profit, and intense competition among the business verticals. Bok (2003) noted that this widens the gulf between employees and management and the most prevalent reactions of employees toward business are suspicion and resistance. As Kanter and Mirvis (1989) have mentioned, when the pursuit of profits is paramount over work ideals, cynicism tends to occur. Several studies have identified cynicism as one of the sources of resistance to organizational change (del Val & Fuentes, 2003; Ford, Ford, & McNamara, 2001; Maurer, 1996; Reichers et al., 1997).

Employee cynicism refers to loss of faith in people, of the enthusiasm of high ideals of serving people, and of the pride for the job. Andersson and Bateman (1997) describe employee cynicism as “the feelings of frustration and disillusionment as well as negative feelings toward and distrust of a person, group, ideology, social convention, or institution”. Employee cynicism refers to a negative attitude toward a specific organizational change consisting of three dimensions: a disbelief in management’s stated or implied need and objectives of the change; a feeling of pessimism and frustration about the change efforts. Resistance to organizational change has been widely studied for the past half century. Researchers have attempted to define resistance and explain the causes of resistance from various perspectives. Lewin (1952) defined resistance as a restraining force moving in the direction of maintaining the status quo. This definition indicates that resistance could occur anywhere in the system. However, Coch and French (1948) explained that resistance can be found in people, mainly employees in organisations. Jermier, Knights, and Nord (1994) treated resistance as “a reactive process where agents embedded in power relations actively oppose initiatives by other agents”. Lawrence (1954) noted that change has two aspects: a technical aspect and a social aspect. Employees often resist the social aspect of change but not the technical aspect. Cynicism and intention to resist change share some common characteristics. They are both considered as negative attitudes toward organizational change and resulting from communication processes. They are both portrayed as confrontations between superiors and subordinates. Therefore, cynicism is often coupled with intention to resist change or behavioral resistance in practice and in the literature.

## II. LITERATURE REVIEW

The literature is inundated with illustrations about how the negative aspects of change management like employee cynicism and resistance to change impacts the overall effectiveness of a change management programme (Elving, 2003; Piderit, 2000; Robertson, Roberts, & Porras 1993). However, to counter this cynicism, effective communication can help in overcoming the resistance to change from the employees too. While combating this cynicism and resistance, effective communication strategies result in trust and faith for the employees (Yu, 2016) in senior management. Nzitunga (2016) explained how effective communication further could determine the perceived outcome of a change programme by the employees and could raise or lower employee readiness to change. Organizational communication and especially the internal communication (Linke & Zerfass (2011) play a significant role in the effectiveness of change management programme. Elving (2005) while illustrating how internal communication could radically prevent resistance to change suggested six propositions in which aspects of communication, such as information, feelings of belonging to a community and feelings of uncertainty, have an influence on resistance to change. Garvin and Roberto (2005) opines that during the process of change, the information and facts should be communicated objectively while motivating employees emotionally. This all depends on timing, tone and the message. Effective communication is one of the key success factors in the change process, along with commitment, social and cultural values, and the methodological approach within project management and interaction (Clarke and Manton, 1997). Alternately, because of the gradual pace of the change process, not all messages are received and comprehended equally by the employees. What may appear clear, understandable and convincing to communicators can differ from the recipients’ perspective as messages are interpreted inter-subjectively and processed individually (Linke & Zerfass (2011). Christensen (2014) identified three types of employees while studying effective communication strategies for managing change successfully. These types of employees in business were (a) the employees who were currently undergoing a change; (b) the employees who had already undergone multiple changes; and (c) the employees who had never undergone any organisational change. This distinction of the employees is important as it can influence how communication about the change is perceived and received. Employees undergoing change require continuous communication about the organisational change and thus, have preferences on how it is received. The employees, who have already undergone multiple organisational changes, understand how communication is perceived and received. Their readiness to change is already high. The employees that have never undergone change within an organization will have high resistance to change

(Christensen, 2014). They may have their own preferences to perceive and receive communication. However, the strategies adopted to communicate the change can significantly influence their attitude, behavior and reaction. Irrespective of the reason of the organisational change, the top management's comprehension and communication of the change to the employees is necessary. In the absence of effective communication, employees are fearful, anxious and insecure about losing their professional identity. They perceive it as threatening for it rattles them from their comfort zones. It becomes demotivating and impacts their productivity leading to absenteeism (Christensen, 2014). Senior management finds effective communication both oral and written as resulting in better coordination and teamwork of diverse groups (Engleberg, 2016). Effective communication strategies can influence the attitude, behavior and reactions of the employees and can help them with self-discovery of their individual roles.

Kurt Lewin in his 1951 book, *Field Theory in Social Sciences* describes the three stages in the change management process viz., unfreezing, change and refreezing. In the first stage unfreezing, the organization lets go of the old. It is a stage of status quo, where employees are in shock and denial. The second stage is the change itself, which involves a trial period during which the organization goes through disruption and exploration, where the employees are angry and fearful of the new change but eventually try to accept it. Whereas the third stage is refreezing, in which the organization deals with the change and is able to implement the change. Employees are rebuilding in this stage and are committed to perform.

Although few studies of cynicism have been conducted in business settings, cynicism is not rare among employees during planned changes in organisations. The strategic planning practices have shown that cynicism is prevalent in all kinds of business and sectors. Certain situations are particularly likely to trigger employee cynicism. Employees display cynicism when they have been exposed to constant failures of past changes or when senior management fails to provide timely response and support for the change efforts. Ineffective leadership is a factor that negatively influences an organisational change and may become a reason for the discontentment of the employees. A lack of communication can bring forth negative aspects of change more predominantly for the top managers (Kartal, 2016). Inability of the senior management to appropriately communicate the need and the objectives of the change programme to the employees may result in damaging results. Employees resist the change in the absence of clarity from the senior management. This leads to their fear of loss of both job and identity. Once the need and objectives of the change programme are communicated to them by the senior management, employees show huge levels of readiness to change (Bateh et al., 2013). Allen, et.al., (2007) found "direct supervisors are the preferred sources of implementation-related and job-relevant information during change, while senior management typically provide more strategic information". Furthermore, results indicate that trust influences the sources of information sought by employees and also how they appraise this information received. These employees were found to be more open toward the change. In addition, "change-related uncertainty mediated this relationship". Elving (2005) illustrates how communication could prevent resistance to change and suggests six propositions in which aspects of communication, such as information, feelings of belonging to a community, and feelings of uncertainty, have an influence on resistance to change, which affect the effectiveness of the change effort. He made a distinction between the informative function of communication and communication as a means to create a community. In his suggested model communication has an effect not only on readiness for change, but also on uncertainty.

Lim, et. al., (2016) investigated employees' perception of change management in architectural, engineering, and construction (AEC) firms. It was found that besides others, effective information and communication system is one of the most significant enablers for the successful implementation of a change management process. For effective change management, it was also found that senior management needs to be 'respectful and caring' and place greater emphasis on developing and promoting a learning culture in the organisation (Singh & Mehta, 2019).. Ursula & Miia (2002) studied how the need for communication increases with the development of information and technology that threatens the survival of an organisation. During an organisational change, the employees actively seek information about the change issues. The researchers concluded that through participative communication, the organisation can build more positive relationships with the employees involved and reorganize themselves out of change disorder. During change, senior management should uplift the feeling of the employees that they work in an innovative environment. Linke & Zerfass (2011) found that the focus should be primarily on incentives for action, e.g. testimonials telling encouraging stories of change. They examined that that not all means of communication were equally well suited for change initiatives. Some tools are more interactive as compared to others, some reach wider audiences, and some have a quicker response rate. Thus a changing organization should offer an appropriate communication mix and to be effective, the means of communication should vary as per the needs of the context. Research has documented how senior managers initiate and execute and/or guide planned changes (Eddy, 2003). However, the importance of employee reactions to planned changes has not received its due attention by researchers. The present study thus, examines employee cynicism in response to an organizational change in the Indian IT companies. This topic merits more research attention considering the potential for widespread organizational changes due to a

turbulent economic environment. The purpose of the present study is therefore to study and examine employee cynicism and resistance to change during organisational change with special reference to the Indian IT sector.

## II. METHODOLOGY

The objective of the research paper is “To study the employee perception to the different stages of change in the select IT companies.” To achieve the objective, primary data is collected from the employees working with some IT sector companies in India. The questionnaire containing 23 statements is prepared. In the study, three stages of change management, viz., unfreezing, change and refreezing are studied from the perspective of the employees. The different stages of change management are measured with the help of three different constructs where each construct is assumed to be reflective in nature and measured with the help of used statement of any construct. Each construct (different stages of change management) consists of a number of statements included in the questionnaire in the study. The respondents were requested to provide their response against these statements on the scale of 1 to 7. The analysis of the responses starts with estimating the internal consistency reliability of the responses. The internal consistency reliability of the statement in a construct is measured with the help of Cronbach Alpha.

## III. DATA ANALYSIS AND INTERPRETATION

In the study, the process of change management is divided into three stages namely unfreezing, change and refreezing (Lewin, 1951). The three stages of change management require a lot of experience and skills for the managers to manage. In the study these three stages of change management are studied from the perspective of the employees. The different stages of change management are measured with the help of three different constructs where each construct is assumed to be reflective in nature and measured with the help of used statement of any construct. Each construct (different stages of change management) consists of a number of statements included in the questionnaire in the study. The respondents (employees working with the IT sector companies) were requested to provide their response against these statements on the scale of 1 to 7 where, 1 means strongly disagree, 2 means disagree, 3 somewhat disagree, 4 is neither agree nor disagree, 5 is somewhat agree, 6 agree and 7 is strongly agree. The analysis of the responses starts with estimating the internal consistency reliability of the responses. The internal consistency reliability of the statement in a construct is measured with the help of Cronbach Alpha. For this significant consistent reliability in the responses, the high value of Cronbach Alpha ( $>.8$ ) is required. The result of reliability analysis of each construct measuring the different aspects of effective communication strategies in order to manage the change successfully is shown below in the table.

**Table: Internal consistency reliability analysis**

Stages of Change	Statement codes	Cronbach's Alpha
Unfreezing	UF1, UF2, UF3, UF4, UF5	.900
Change	CH1, CH2, CH3, CH4, CH5, CH6, CH7	.899
Refreezing	RE1, RE2, RE3, RE4, RE5, RE6	.913
Output of Communication	OC1, OC2, OC3, OC4, OC5	.923

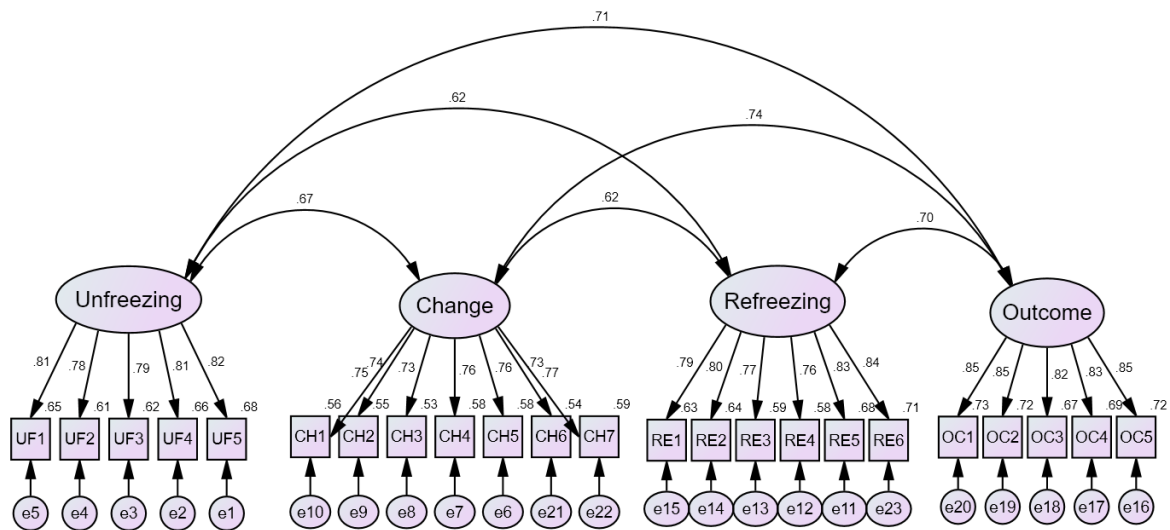
The internal consistency reliability of the different stages of change management is measured with the help of Cronbach alpha. The result indicates that all the stages of change management are reliable. The result indicates that the Cronbach alpha of all the different stages of change is found to lie between 0.89 and 0.923. Hence, the internal consistency reliability in the responses is ensured in the study. Further, the construct validity of the questionnaire designed to measure the employee's perspective towards the different stages of change management in their organisations. The construct validity consists convergent as well as discriminant validity of the construct. After examining the internal consistency reliability of the extracted factors, the next step is to examine the construct validity of the different stages of change management. The construct validity of the different stages of change management is examined with the help of confirmatory factor analysis (CFA) method. The construct validity of the extracted factors have two components, convergent validity and discriminant validity.

The convergent validity examines whether the right statements are included in the scale and the statements significantly represent their respective constructs or not. The convergent validity of a scale depends upon the correlations among the different pairs of the statements indicating the constructs. On the other hand, the discriminant validity examines whether the statement of one construct (does not) significantly represent the other constructs or not. Mathematically, the discriminant validity is examined with the help of correlation between the statements of different constructs. It is expected that the correlation between the statements of different constructs should be low or moderate. The measurement model is developed in order to apply CFA method. The condition of uni dimensionality is also assumed while designing the measurement model. The uni-dimensionality indicates that one statement can represent only one construct. In other words, one statement cannot represent two or more than two constructs. The measurement model used for CFA analysis is shown



below in the figure. The measurement model indicates the three stages of change management and the perceived outcome of the successful implementation of change in the organisation. The different constructs are represented by ellipsis and the statements of the different construct in rectangles. The curved arrows represent the correlation between the different stages of the change management and the perceived outcome. The straight line arrows indicate the construct loadings. The construct loadings is the correlation between the statements and the factors.

The convergent validity of the measurement model is examined with the help of three different statistics namely, the standardised construct loading, composite reliability and average variance extracted. It is expected that the standardised construct loading of each statement of the construct should be greater than 0.7, the composite reliability of each construct should also be greater than 0.7 and the average variance extracted of each construct should be greater than 0.5. If all these conditions exist, the convergent validity of the measurement scale can be concluded. The discriminant validity is measured with the help of the correlation between the constructs and the condition that the average variance extracted of each factor should be greater than maximum shared variance of the factor. The results of CFA analysis applied on the developed measurement model on the basis of EFA results is discussed below.



The results of CFA method applied on the above measurement model indicating the constructs designed for the purpose of measuring the different stages of change management in the organisations in the IT sector is given below:

#### Regression Weights

			Construct Loading	Regression Estimate	S.E.	C.R.	P
UF5	<---	Unfreezing	.822	1.000			
UF4	<---	Unfreezing	.810	.861	.047	18.198	***
UF3	<---	Unfreezing	.790	.873	.050	17.578	***
UF2	<---	Unfreezing	.784	.860	.049	17.406	***
UF1	<---	Unfreezing	.805	.901	.050	18.056	***
CH5	<---	Change	.759	1.000			
CH4	<---	Change	.759	.994	.065	15.224	***
CH3	<---	Change	.730	.965	.066	14.570	***
CH2	<---	Change	.744	.986	.066	14.887	***
CH1	<---	Change	.746	.947	.063	14.915	***
RE5	<---	Refreezing	.826	1.000			
RE4	<---	Refreezing	.759	.859	.051	16.947	***
RE3	<---	Refreezing	.769	.919	.053	17.257	***
RE2	<---	Refreezing	.799	.962	.053	18.202	***
RE1	<---	Refreezing	.792	.923	.051	17.986	***
OC5	<---	Outcome	.850	1.000			
OC4	<---	Outcome	.832	.995	.049	20.500	***
OC3	<---	Outcome	.817	.976	.049	19.898	***

			Construct Loading	Regression Estimate	S.E.	C.R.	P
OC2	<---	Outcome	.849	1.028	.048	21.216	***
OC1	<---	Outcome	.852	.951	.045	21.343	***
CH6	<---	Change	.733	.984	.067	14.630	***
CH7	<---	Change	.769	1.060	.069	15.450	***
RE6	<---	Refreezing	.843	.997	.051	19.691	***

The above table indicates the regression weights, standardized and un-standardized of the included statements in the measurement model with respect to their constructs. The table also reports the standard error, critical ratio and its p value. The results indicate that the probability value of the critical ratio in case of all the statements representing the different stages of change management as managed by the senior management of the IT sector is less than five percent level of significance. Thus, it can be concluded that all the statements significantly represent their constructs. The standardized construct loadings of each statement is found to be greater than 0.7. The standardized construct loading indicates the correlation between these statements and the factors. The higher values of standardized construct loadings ensure the presence of convergent validity in the measurement model. The standardized construct loadings indicate the correlation between the construct and the statements. In addition to this, the correlation between the constructs is also estimated. In other words, the correlation between the statements of one construct is estimated with the statements of other constructs. The result of correlation between the different constructs is shown below.

**Table: Correlations**

	Estimate
Unfreezing <--> Change	.669
Unfreezing <--> Refreezing	.621
Unfreezing <--> Outcome	.710
Change <--> Refreezing	.619
Change <--> Outcome	.741
Refreezing <--> Outcome	.698

For discriminant validity the estimated correlation between the constructs should not be very high. This correlation is also represented in the CFA diagram with the help of double sided arrows. It is expected that the correlation between the statements of one construct should be high. However, the correlation between the statements of one factor with the statements of another factor should not be very high either. The low or moderate correlation is fine. The results indicate that the correlation between the different stages of change management and the perceived outcome is lying around 0.6 which indicates the presence of moderate correlation between different constructs. Further, the final judgment on construct validity can be taken on the basis of composite reliability, average variance extracted and maximum shared variance estimates. The results of these statistics are shown below.

	CR	AVE	MSV	MaxR(H)	Refreezing	Unfreezing	Change	Outcome
Refreezing	0.913	0.638	0.487	0.916	0.799			
Unfreezing	0.900	0.644	0.504	0.952	0.621	0.802		
Change	0.899	0.561	0.549	0.967	0.619	0.669	0.749	
Outcome	0.923	0.706	0.549	0.976	0.698	0.710	0.741	0.840

The result indicates that the composite reliability of each construct is found to be greater than .7. The average variance extracted of each factor is found to be greater than .5 and the maximum shared variance of each factor is less than their average variance extracted estimates. Thus, it can be concluded that the conversion and discriminant validity of all the factors in the measurement model is fulfilled and the scale can be further used.

CMIN/df	GFI	CFI	NFI	RMSEA
1.284	0.938	0.989	0.954	0.027

The different statistical fitness indices as shown above on the table indicate that the measurement model had required statistical model fitness.

The different factors namely, Unfreezing, Change, Refreezing and Outcome of communication are explained and discussed below:

#### **Unfreezing**

The stage of unfreezing as coined by Lewin (1951) is the first stage of an organisational change. This is the stage during which an organization lets go of the old system. It is a stage of getting ready to change, to understand that change is necessary and important to sustain and get a competitive advantage in the market. It is

stage of status quo. It creates a sense that the change is needed. However, the employees are resistant and are therefore in shock and denial as they are insecure and anxious of losing their identity. This stage of the change management in the IT companies is measured with the help of five statements. The responses of the employees working with the selected IT companies are collected in the study against these five statements. The senior management supports the employees during this phase of change management. This means that most of the senior managers agree to the fact that by their support and encouragement, the employees will be facilitated towards the change process. This will help in arresting their cynicism and resistance to change. This is followed by the statement that employees feel that the process of change is a slow and a painful process and the employees therefore, resist the change process. They fear loss of their jobs and identity. Also the senior management communicates the impending change to the employees using communication strategies.

### ***Change***

The second stage in Lewin's (1951) model is the change itself. It is also known as the transitioning or the moving stage. The change becomes real and is marked by implementation here. It is about moving towards a new and a desired behavior of the employees for the purpose of meeting the objectives of the change process. This involves a trial period by the senior management during which the organization goes through disruption of their daily routine and exploration of the new desired behavior, way of working and thinking. However, the employees are resistant to change and are therefore angry, fearful and resistant to the new change. This stage of the change management in the IT companies is measured with the help of seven statements. The responses of the employees working with the selected IT companies are collected in the study against these seven statements. Politics play a very damaging role in the change process as employees get influenced by it. This means that most of the employees agree to the fact that politics played in the organisation during the change process influences the employees against the change process. This is followed by the statement that the employees fear loss of job and their identity as a result of the organisational change and the employees therefore, resist the change process. The management is proactive in communicating the progress of change to the employees.

### ***Refreezing***

The third stage in Lewin's (1951) change model is refreezing. It symbolizes reinforcement, and stabilization of the new state post change. The changes made to organizational processes, goals, structure, offerings or people are embraced and refrozen as the new norm or status quo. Here, the organization deals with the change and is able to implement the change. Employees are rebuilding in this stage and are committed to perform. This is the setting of the behavior as the new normal. This stage of the change management in the IT companies is measured with the help of six statements. The responses of the employees working with the selected IT companies are collected in the study against these six statements. The employees show a genuine commitment towards the change process during this stage and are rebuilding the organisation post change. This means that most of the employees agree to the fact that the employees are now committed towards change and make every effort to rebuild the new system. The management has good negotiation, persuasive and influencing skills and the employees are therefore, quite appreciative of the same. The employees are convinced about the need, objectives and benefits of change and also the management is able to rebuild the organisation with the support and participation of the employees.

### ***Outcome of Communication***

For the purpose of this research study, the outcome of the communication strategies employed and implemented by the senior management during the change process for countering and overcoming employees cynicism and resistance to change is also measured. The strategies of communication like top down approach, face to face communication and likewise adopted during the change process are evaluated in terms of their achievement of the objectives. This outcome of communication is measured with the help of five statements. The responses of the employees working with the selected IT companies are collected in the study against these five statements. The communication strategies adopted by the management during change programme are effective and successful. This means that most of the employees agree to the fact that the effective communication strategies help employees in committing themselves towards change. The senior management is able to achieve the objectives of the change management process. The senior management is appreciative of the employees' participation in the change process.

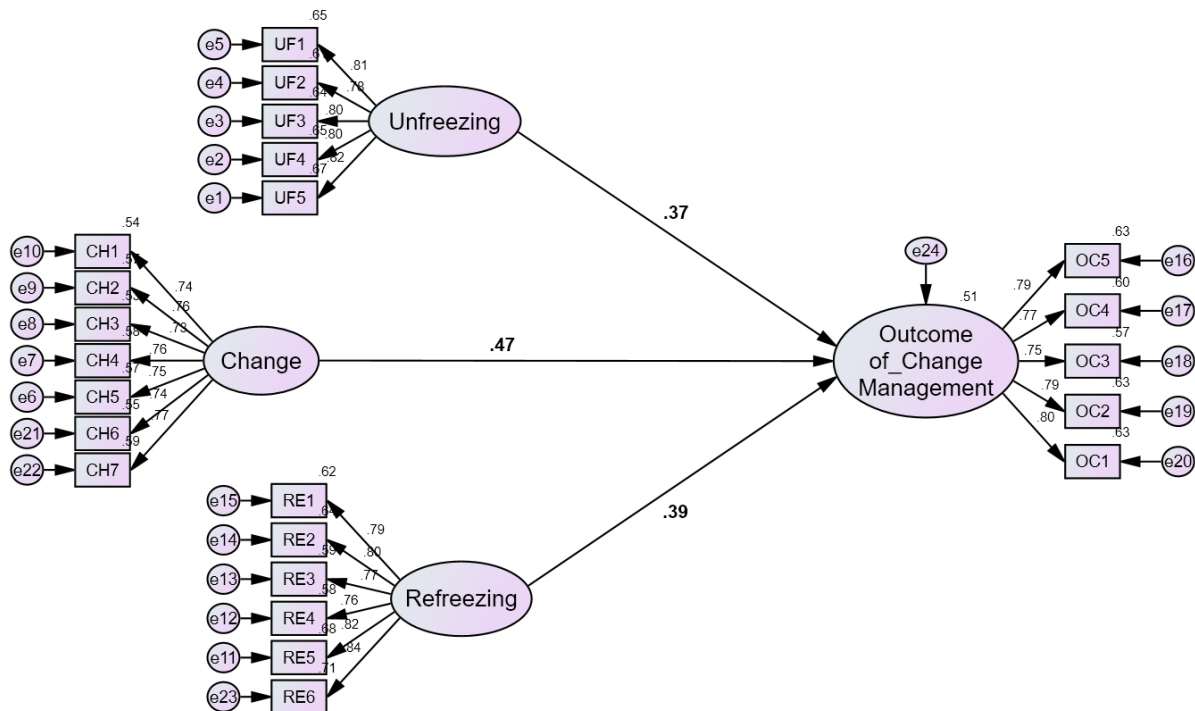
### ***Successful Change Management and Perceived Outcome: Employee Perspective***

In the study, the responses are collected from the selected employees working with the IT sector companies regarding their perception about the change management process by the management of the company and its relation with perceived outcome of the change management. The change management is assumed to be a second order construct which is represented by three different first order construct indicating the three different phases of change management in any organisation. These three phases of change management are known as unfreezing, change and refreezing, these three first order construct are assumed to be reflective in nature and measured with the help of different statements included in the questionnaire. The perceived outcome is assumed to be a first order construct which is reflective in nature and measured with the help of five different statements included in the questionnaire. The SAM approach is used in order to examine the cause and effect relationship

between the different phases of change management as handled by the organisation and its perceived outcome. The perceived outcome construct is an endogenous construct and the different phases of change management are assumed to be exogenous construct. The structural model is developed in order to examine the impact of successful change management in the organisation and its impact on different perceived outcomes from the perspective of employees working with IT sector companies. The following hypothesis is tested with the help of SEM analysis.

**Hypothesis: “There exists significant positive impact of successful implementation of change in an organisation on its perceived outcome from the employee perspective.”**

The structural model is shown below in the figure:



The results of the SEM analysis and the hypothesis testing is shown and discussed below:

**Table: Regression Weights**

			Standardized Beta	Estimate	S.E.	C.R.	P	R Square
Outcome of Change Management	<---	Unfreezing	.372	.310	.040	7.808	***	51.3%
	<---	Change	.467	.466	.051	9.077	***	
	<---	Refreezing	.395	.330	.040	8.272	***	

The results as obtained by SAM analysis indicate that the probability of critical ratio is found to be less than five percent level of significance. Hence, with ninety five percent confidence level, the hypothesis that “There exists significant positive impact of successful implementation of change in an organisation on its perceived outcome from the employee perspective can be accepted. The standardized beta of the three relationships is found to be .372 in case of unfreezing, .467 in case of change and .395 in case of refreezing. The results indicate that the standardized beta in all the three cases is found to be positive and significant. Hence, it can be concluded in the study that from the employees’ perspective, the successful management of the different phases of change positively lead to outcomes. The standardized beta in case of the second stage of change management is found to be the highest. This indicates that the successful management of the second stage of change management is found to have the highest impact on positive outcomes. This is followed by second highest standardized beta in case of refreezing indicating the impact of refreezing stage of change on the positive outcomes. The least but significant impact is found in case of unfreezing. This indicates that the most important challenge in front of the management is to successfully manage the second and third stage of change. The first stage, as perceived by the employees is found to have the lowest relationship with the perceived outcome of the change management.



The statistical fitness of the SAM model is shown below:

CMIN/df	GFI	CFI	NFI	RMSEA
2.885	0.871	0.929	0.895	0.070

The result indicates that CMIN/df(required value less than 5) is found to be 2.885, GFI (required value greater than .8) is 0.871, CFI (required value greater than .9) is 0.929, NFI (required value greater than .9) is 0.895, and RMSEA (required value less than 0.08)

#### IV. CONCLUSIONS AND DISCUSSIONS

The findings of this research paper illustrate that all the stages of change management and the perceived outcome of a change management programme are reliable. This research also informs industry practitioners of employees' key concerns and drivers towards effective organisational change management for sustainable competitive advantages. Research highlights how senior managers initiate and execute and/or guide planned changes. The importance of employee reactions to planned changes has thus been illustrated through the present research. The study thus, examined employee cynicism in response to an organizational change in the Indian IT companies. Employee cynicism and resistance is a result of constant failures of past changes and ineffective leadership. The senior management fails to communicate a timely response and support for the change efforts. During the first stage of an organisational change namely, unfreezing as coined by Lewin (1951), an organization lets go of the old system by getting ready to change, to understand that change is necessary and important to sustain and get a competitive advantage in the market. It is stage of status quo. It creates a sense that the change is needed. However, the employees are resistant and are therefore in shock and denial as they are insecure and anxious of losing their identity. The senior management supports the employees during this phase of change management. This means that most of the senior managers agree to the fact that by their support and encouragement, the employees will be facilitated towards the change process. This will help in arresting their cynicism and resistance to change. The second stage as per Lewin's (1951) model is the change itself. It is also known as the transitioning or the moving stage. The change becomes real and is marked by implementation that involves a trial period by the senior management during which the organization goes through disruption of their daily routine and exploration of the new desired behavior, way of working and thinking. However, the employees are resistant to change and are therefore angry, fearful and resistant to the new change. During this stage, politics play a very damaging role in the change process as employees get influenced by it. This means that most of the employees agree to the fact that politics played in the organisation during the change process influences the employees against the change process. The third stage in Lewin's (1951) change model is refreezing. It symbolizes reinforcement, and stabilization of the new state post change. The changes made to organizational processes, goals, structure, offerings or people are embraced and refrozen as the new norm or status quo. Here, the organization deals with the change and is able to implement the change. Employees are rebuilding in this stage and are committed to perform. This is the setting of the behavior as the new normal. The employees show a genuine commitment towards the change process during this stage and are rebuilding the organisation post change. This means that most of the employees agree to the fact that the employees are now committed towards change and make every effort to rebuild the new system. The management has good negotiation, persuasive and influencing skills and the employees are therefore, quite appreciative of the same. The employees are convinced about the need, objectives and benefits of change and also the management is able to rebuild the organisation with the support and participation of the employees. For the purpose of this research study, the outcome of the communication strategies employed and implemented by the senior management during the change process for countering and overcoming employees cynicism and resistance to change is also measured. The strategies of communication like top down approach, face to face communication and likewise adopted during the change process are evaluated in terms of their achievement of the objectives. The communication strategies adopted by the management during change programme are effective and successful. This means that most of the employees agree to the fact that the effective communication strategies help employees in committing themselves towards change. The senior management is able to achieve the objectives of the change management process. The senior management is appreciative of the employees' participation in the change process

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