



## IMPLEMENTATION OF CHANGES IN AN ORGANIZATION BY THE MANAGEMENT AND ITS IMPACT ON EMPLOYEES' ATTITUDE

Muhammad JAHANGIR<sup>1</sup>  
Muhammad ZIA-UR-REHMAN<sup>2</sup>  
Muhammad IRFAD<sup>3</sup>

### ABSTRACT

*In the post-modern world of today, the economy of the world is developing at an astounding pace and the world has become a global village. Organizations are trying to capture the markets by attracting more customers through diverse and novel activities to compete with their counterparts. The rationale of the study is based on the role of management in the implementation of change initiatives and their impact on employee's attitude. The Sainsbury Store located in London Conley has been considered as a case study. The data were gathered on the basis of observations and also through a detailed questionnaire based on close-ended and open-ended questions, which were distributed among the managers and the employees. The study was carried out by randomly picking 5-10 managers and 25-30 employees as a sample size. Collected data were analyzed and the deduced findings demonstrate that there were just few employees had bad experiences, not about the change but about the management of the store. At the end, to overcome this and various other issues and to improve the change process, certain recommendations were presented to the management of the store.*

**Keywords:** Organizational change, employee attitude, management, Sainsbury stores

### INTRODUCTION

Nowadays the procedure of change is fairly documented in most of the organization in developed countries and it is essential to implement change from one phase to another to compete and survive in this challenging world. Changes occur in every organization, sometime the changes take the organization to the success but at times their results can come in the form of failure. The reason of

<sup>1</sup> Lecturer, National University of Modern Languages, Islamabad, Pakistan, [mjahangir82@gmail.com](mailto:mjahangir82@gmail.com)

<sup>2</sup> Assistant Professor, National University of Modern Languages, Islamabad, Pakistan, [scholarknwoeldge@gmail.com](mailto:scholarknwoeldge@gmail.com)

<sup>3</sup> Research scholar, National University of Modern languages, Islamabad Pakistan

that failure can be many and varied including less involvement of employees towards change and their attitude. Most change initiatives fail because management may not be engaging their employees in the process towards change (Stanleigh, 2008). This study is conducted in Sainsbury's located in London Conley; on the implementation of changes brought forward by management and its impact on their employees' attitude. In the last two years Sainsbury's Store has gone through many changes, including 24 hour services, refitting (store of future), role change (simple structures, including HR change), change in recruitment procedure, HR shared services, new security procedures (swipe cards), grocery on-line (GOL) department, self-scan checkouts and many other small changes. The study has focused on one or two main changes, which are directly related to employees of the organization. One of them is the introduction of Self-Scan Checkouts and other is Grocery On-Line (GOL) department opened in 2007. The reason to focus on these two changes is that these two changes are directly related to the employees' attitude and thus made them as the main objective of the study. Sainsbury's introduced these changes to increase revenue with lesser cost in terms of reducing number of employees.

On the basis of the background set, some main objectives of the study include:

- How changes can be implemented in UK retail supermarkets?
- What is the role of management in the implementation of changes?
- What are the effects of those changes on employees' attitude?

This research was conducted in Sainsbury's, located in London Conley. Sainsbury's Supermarket is a major food retailing chain in Great Britain. It opened its first store in 1869 and with its continuous growth from one shop to more than 800 stores today. It is one of the leading retail supermarkets with around 509 supermarkets in all over UK and its more than 160 stores operate an internet-based home delivery shopping service (called, online shopping). There are many other small or large supermarkets in all over UK, which are the competitors of Sainsbury's like TESCO, M&S, ASDA, Morison, Iceland, Somerfield, etc. All these supermarkets try their best to compete with the others by getting good profit and providing best service to their customers by implementing new changes and introducing new items in the market. More than 450 employees work in different shifts; morning, noon, evening and at night shifts.

## **LITERATURE REVIEW**

Changes are generally a response to some major threats or opportunities occurring outside of the organization (Storey, 2007). According to Pettigrew in Gilgeous, 1997, changes within an organization take place in response to business and economic events and in response to the process of managerial perception, choice and actions. In this sense, managers see events taking place as a sign for change. Rapid change is a pervasive part of human beings. Therefore, it is not surprising that change is also a reality of life within human system. Recent developments in the global

economy have been projected this reality in front of management concerns as well. According to Siegal et al.(1996), modern organizations are absorbed in virtual storms of change as they struggle to adjust the ever-increasing demands of their domestic and global markets. It is an important part of any organization's development and progress to have changes time to time. The starting line of DTI (1994) report demonstrates that visionary and enthusiastic champions of change lead winning UK companies. It is obvious that for every organization to survive, let alone succeed, change needs to be considered by managers at all levels. It is necessary to consider what the reasons for change are and what actually needs to be changed. The main reasons for change that give rise to change programs being initiated can be classified into two categories. The external reasons for change, which can be used as a result of changes in the level of technology, market place changes, customer demands and expectations, competitor activities, quality checks and standards, government legislation or political values and changes in the economy. On the other hand, the internal reasons for change relates to management philosophy, structure, culture and system of power and control (Gilgeous, 1997).

Present time is a period of change. It is not unusual in the history of mankind but the difference is that change can be managed this time. This is true for individuals and societies but in particular for organizations (Diefenbach, 2007). At continuous basis, organizations must scan what is happening in their business market and try to predict problems in the market place. An Organization is performing in a positive manner if it frequently seeks to determine what is going on and why and also seeks to accommodate and get benefited from the changes. This positive approach to change suggests a 'vision-building' approach involving strong leadership and a clear view of the direction in which the organization is moving (Gilgeous, 1997). Organizational change may be different for everyone who is part of that organization. Some people might think that change in their Organizations might bring the prospect of facing new challenges, gaining promotion and increasing their career opportunities. But some people might think that change might bring a reduction in responsibility, a loss of status or even an enforced career break. Whatever the perception of Organizational change, it means entering into a new territory and playing the game by new rules. Changes occur at every level such as individual level, team level and Organizational level. This research is based on the implementation of changes at Organizational level. Different authors have different perspectives on the organization but they have developed their understanding and assumptions about through their experience and educations. Some people find the Organizations as machines and this picture covers the structure of the organization, job design, and process of reengineering while some people find the Organizations as political systems and in this political system they see Organizations where different coalitions are formed and power rules supreme. They talk about hidden agendas, opposing factions and political direction (Cameroon and Green, 2004). Researchers identify eight Organizational metaphors and they are: machines, political systems, organisms, brains, cultures, psychic prisons and flux and transformation (Morgan, 1986). From these eight metaphors, four can be selected to explore the range of assumptions that exists

about how Organizational change works as machines, as political system, as organisms and as flux and transformation.

## **RESEARCH METHODOLOGY**

The study was conducted through using primary data collection techniques that qualitative method is be used and an 'Interview' approach was also adopted in this method. There are different types of interviews such as; structured interviews, semi-structured interview, unstructured interviews and depth - interviews or in-depth interviews (Hair et al. 2007). This interview approach helps to get valid and reliable data that is relevant to the research question and objectives (Saunders et al. 2003). In this research, structured interviews were used in which a comprehensive standardized questionnaire was developed that approximately contained 20 to 25 questions with open-ended and closed - ended format. The reason to have 20 to 25 questions in his research questionnaire is that the researchers think that questionnaire shouldn't be long enough that employees feel bore and wouldn't complete it and in this case much more data can be lost. The reason to use open-ended and close-ended format for the questionnaire is that more information can be gathered through close-ended format and researchers can cover employees' personal point of view through open-ended format but less number of questions is be asked in questionnaire as an open-ended format because people don't want to write much and leave that answer blank. The research is based on the 'case study' of a single component of an Organization. Here single component means the store of a Sainsbury's organization, which is located in London Colney. As the study is conducted in Sainsbury's store located in London Colney, so its sample area includes the management and the employees of the store. The sample size of the research is cover the views of 20 to 30 employees of the store and 5 to 10 people from management that is randomly be picked. It is just because the study has covered day shift and about 300 employees work in day shift. This sample area of the research can be changed in accordance with circumstances.

## **ANALYSIS AND FINDINDS**

To analyze the collected data, the data were arranged, tabulated and then, each question has been discussed separately through tabulation. Primary and secondary data was collected to investigate and examine the research question. In primary data collection, questionnaire has been used to get the management and the employees' point of view. The questionnaire was based on a combination of close-ended and open-ended questions. The sample size has been selected as 10 managers and 30 employees of the store. The questionnaire has been distributed among all of the respondents of the store randomly. Out of ten managers, seven have responded with a valid response rate of 70% and three of them did not reply the questionnaire because one of them has gone to his yearly holidays and two of them were very busy and did not find time to fill the questionnaire. From the

employee's side, 21 colleagues out of 30 have responded the questionnaire with a valid response rate of 70%, but nine colleagues did not responded the questionnaire in spite of frequent reminders.

**Q. 1: What is your job title?**

**Table 1.1:** Respondents (Managers and Colleagues)

Job title	No of respondents	Response in percentage	Valid response
Managers	7	70%	70%
Colleagues	21	70%	70%
Others	0	0	0

**Q.2: Since how long you have been working with this store?**

**Table 1.2:** Management Responses:

Time period	No of respondents	Response percentage	Valid response
One year or less	0	0%	0%
More than 2 but less than 5 years	2	28.6%	29%
5 years or more	5	71.4%	71%

**Table 1.2.1:** Employees Responses

Time period	No of respondents	Response percentage	Valid response
One year or less	4	19.1%	19%
More than 2 but less than 5 years	15	71.4%	71%
5 years or more	2	9.5%	10%

**Q. 3: Are new change initiatives necessary nowadays to remain competitive with other organizations?**

**Table 1.3:** Management Responses

Degree of response	No of respondents	Response percentage	Valid response
Strongly agree	6	85.7%	86%
Agree	1	14.3%	14%
Neutral	0	0%	0%
Disagree	0	0%	0%
Strongly disagree	0	0%	0%

**Table 1.3.1:** Employees Responses

Degree of response	No of respondents	Response percentage	Valid response
Strongly agree	13	61.9%	62%
Agree	6	28.6%	29%
Neutral	2	9.5%	10%
Disagree	0	0%	0%
Strongly disagree	0	0%	0%

The data presented in above Table 1.1 shows that from management side, 7 managers out of 10 and 21 colleagues out of 30 from employees' side have responded the questionnaire with a valid response of 70% and 70%. The above Table 1.2 shows that out of seven managers, just two managers are working in the store for more than 2 years but less than 5 years and five managers are working for more than 5 years with a valid response of 29% and 71%. The above Table 1.2.1 shows that out of 21 colleagues, four are working for one year or less, 15 are working for more than 2 but less than 5 years and just two colleagues are working in the store for 5 years or more with a valid response of 19%, 71% and 10% respectively. The data in above Table 1.3 shows that out of seven managers, six have responded as strongly agree and one is just agree with a valid response of 86% and 14%. The data in Table 1.3.1 shows that out of 21 colleagues, 13 have responded as strongly agree, six are agree and two have given their views as neutral with a valid response of 62%, 29% and 10% respectively.

**Q. 4: Does management play an important role in the implementation of change initiatives?**

**Table 1.4:** Management Responses:

Degree of response	No of respondents	Response percentage	Valid response
Strongly agree	7	100%	100%
Agree	0	0%	0%
Neutral	0	0%	0%
Disagree	0	0%	0%
Strongly disagree	0	0%	0%

**Table 1.4.1:** Employees Responses:

Degree of response	No of respondents	Response percentage	Valid response
Strongly agree	8	38.1%	38%
Agree	9	42.9%	43%
Neutral	4	19.1%	19%
Disagree	0	0%	0%
Strongly disagree	0	0%	0%

**Q. 5: Do you think that management of store implements new organizational change systematically?**

**Table 1.5:** Management Responses:

Degree of response	No of respondents	Response percentage	Valid response
Yes	7	100%	100%
No	0	0%	0%

The data presented in above Table 1.4 shows that all the seven managers are strongly agree with the asked question with a valid response of 100%. But colleagues' response is different shown in Table 1.4.1 as out of 21 colleagues, eight are strongly agree, nine are just agree and four are neutral respondent with a valid response of 38%, 43% and 19% respectively.

**Table 1.5.1:** Employees Responses:

Degree of response	No of respondents	Response percentage	Valid response
Yes	17	81.0%	81%
No	4	19.1%	19%

The data presented in above Table 1.5 shows that all the seven managers are agreed that all the change initiatives have been implemented in the store systematically with valid response of 100%. But employees response is bit different, according to data presented in Table 1.5.1, out of 21 colleagues 17 answered 'Yes' and four colleagues answered 'No' with a valid response of 81% and 19%.

**Q. 6: Is employee's involvement and participation important in the implementation of change initiatives?**

**Table 1.6:** Management Responses:

Degree of response	No of respondents	Response percentage	Valid response
Strongly agree	7	100%	100%
Agree	0	0%	0%
Neutral	0	0%	0%
Disagree	0	0%	0%
Strongly disagree	0	0%	0%

**Table 1.6.1:** Employees Responses:

Degree of response	No of respondents	Response percentage	Valid response
Strongly agree	11	52.4%	52%
Agree	9	42.9%	43%
Neutral	1	4.8%	5%
Disagree	0	0%	0%
Strongly disagree	0	0%	0%

**Q. 7: Do you think that management gives priority to the participation and involvement of employees in the implementation of new change initiatives?**

**Table 1.7:** Management Responses:

Degree of response	No of respondents	Response percentage	Valid response
Yes	7	100%	100%
No	0	0%	0%

**Table 1.7.1:** Employees Responses:

Degree of response	No of respondents	Response percentage	Valid response
Yes	12	57.1%	57%
No	9	42.9%	43%

According to Table 1.6, it is quite clear that all the seven managers are strongly agree that employees' participation and involvement is very important in the implementation of new change initiatives with a valid response of 100%. But on the hand, colleagues have different perspectives

about this question. The data shown in Table 1.6.1, 11 colleagues are strongly agreed, nine are just agreed and one colleague gave neutral response against this question with a valid response of 52%, 43% and 5% respectively. Table 1.7 shows 100% valid response from the management that all the managers answered 'Yes' against the above question but the other Table 1.7.1 shows some different results that 12 colleagues answered 'Yes' and nine colleagues answered 'No' with a valid response of 57% and 43%.

**Q. 8: Are communication factors between management and employees important in making any change initiative successful?**

**Table 1.8:** Management Responses:

Degree of response	No of respondents	Response percentage	Valid response
Very important	6	85.7%	86%
Important	1	14.3%	14%
Less important	0	0%	0%
Not important	0	0%	0%

**Table 1.8.1:** Employees Responses:

Degree of response	No of respondents	Response percentage	Valid response
Very important	17	81.0%	81%
Important	4	19.1%	19%
Less important	0	0%	0%
Not important	0	0%	0%

**Q. 9: Do you think that in your store the message (about change) is conveyed to the employees well before time?**

**Table 1.9:** Management Responses:

Degree of response	No of respondents	Response percentage	Valid response
Yes	6	85.7%	86%
No	1	14.3%	14%

**Table 1.9.1:** Employees Responses:

Degree of response	No of respondents	Response percentage	Valid response
Yes	13	61.9%	62%
No	8	38.1%	38%

According to Table 1.8, six managers believed that communication factors are very important while implementing new change initiatives and one replied just important with a valid response of 86% and 14%. Colleagues also gave the almost same results that 81% colleagues answered 'very important' and just 19% replied 'important', data shown in Table 1.8.1. The Table 1.9 shows that six respondents from management side answered that change message is conveyed before implementation but one replied 'No' with a valid response of 86% and 14%. On the other hand,



according to Table 1.9.1, 13 colleagues answered ‘Yes’ and eight colleagues replied as ‘No’ with a valid response of 62% and 38%.

**Q. 10: In which way new change initiatives affect the relationship between management and employees?**

**Table 1.10:** Management Responses:

Degree of response	No of respondents	Response percentage	Valid response
Positive Way	6	85.7%	86%
Negative Way	1	14.3%	14%

**Table 1.10.1:** Employees Responses:

Degree of response	No of respondents	Response percentage	Valid response
Positive Way	16	76.2%	76%
Negative Way	5	23.8%	24%

In the response of the above question shown in Table 1.10, six respondents from management side answered that new change initiatives affect the relationship between management and employees in a positive way but one respondent answered it in a negative way with a valid response of 86% and 14%. On the other hand the employees’ responses were in the ratio of 76% ‘positive way’ and 24% were in a ‘negative way’, data shown in above Table 1.10.1.

**Q. 11: Do you think that new change initiatives increase the insecurity among the employees?**

**Table 1.11:** Management Responses:

Degree of response	No of respondents	Response percentage	Valid response
Yes	1	14.3%	14%
No	6	85.7%	86%

**Table 1.11.1:** Employees Responses:

Degree of response	No of respondents	Response percentage	Valid response
Yes	3	14.3%	14%
No	18	85.7%	86%

The above Table 1.11 shows the valid response of 14% and 86%, means that only one respondent from management side answered those employees feel insecure due to change initiatives but all other six respondents did not feel this kind of insecurity. Table 1.11.1 shows the same results from the employees’ side that just three colleagues feel insecurity but other 18 did not.

**Q. 12: If yes to Q. 11, what is management doing and what should be done to lessen this insecurity among employees? If no, then proceed to the next question.**

After analysis of the descriptive responses provided, it is observed that Organizational change brings the uncertainty among the employees about their job security. It also creates problems in

relationship with their management in the future. As it has been discussed in literature review (secondary data) that Organizational change brings uncertainty among employees and increases the stress level because Organizations try to implement new methods and ways of working through change Armenakis and Bedian, (1999) and McHugh, (1997). But here the case was totally different, both the management side and the employees' side produced the same results and made this phenomena wrong that Organizational change increases the insecurity among the employees with the same ratio of 86%. Only 14% respondents from the management side as well the employees' side felt uncertainty about their jobs and future relations. Respondents from the management side and the employees' side, those who felt insecurity due to change initiatives have given different suggestions through which uncertainty can be lessened in one of the open-ended question (Q. 12). 14% respondents from the management side suggested ensuring the time for digestion of changes and coach colleagues through the change. From the employees' side, 10% respondents suggested that the management should inform and discuss the change issues with employees and well before time and 5% respondents emphasized on the training for the colleagues about the new change initiatives.

**Q. 13: Do you agree that Organizational change effect employee's attitude?**

**Table 1.13:** Management Responses:

Degree of response	No of respondents	Response percentage	Valid response
Yes	6	85.7%	86%
No	1	14.3%	14%

**Table 1.13.1:** Employees Responses:

Degree of response	No of respondents	Response percentage	Valid response
Yes	18	85.7%	86%
No	3	14.3%	14%

The data presented in above two Tables 1.13 and 1.13.1 show the same results. Both the management and the employees answered the above asked question with a same valid response 86% and 14%.

**Q. 14: Does Organizational change put negative impact on employee's attitude?**

**Table 1.14:** Management Responses:

Degree of response	No of respondents	Response percentage	Valid response
Strongly agree	0	0%	0%
Agree	0	0%	0%
Neutral	3	42.9%	43%
Disagree	3	42.9%	43%
Strongly disagree	1	14.3%	14%

**Table 1.14.1:** Employees Responses:

Degree of response	No of respondents	Response percentage	Valid response
Strongly agree	3	14.3%	14%
Agree	4	19.1%	19%
Neutral	7	33.3%	33%
Disagree	6	28.6%	29%
Strongly disagree	1	4.8%	5%

The data presented in above Table 1.14 shows that three respondents from management side answered as neutral, three showed their disagreement and one showed as strongly disagree when they have been asked that Organizational change put negative impact on employee' attitude. Their valid response rate was 43%, 43% and 14% respectively. According to above Table 1.14.1, mixture of responses received that three respondents from employees side answered strongly agree, four were just agreed, seven gave their answer in a neutral way, six respondents were disagreed and only one respondent was strongly disagreed in against to the asked question. Their valid rates of response were 14%, 19%, 33%, 29% and 5% respectively.

#### **Q. 15: How have different changes affected your attitude in this store?**

**Table 1.15:** Management Responses:

Degree of response	No of respondents	Response percentage	Valid response
Positively	7	100%	100%
Negatively	0	0%	0%

**Table 1.15.1:** Employees Responses:

Degree of response	No of respondents	Response percentage	Valid response
Positively	16	76.2%	76%
Negatively	5	23.8%	24%

In the response of above asked question, all the seven respondents from management side gave a valid response of 100%, data shown in Table 1.15. But employee's ratio was bit different with a valid response of 76% and 24%, means 16 respondents replied positively and just five respondents answered negatively, data shown in above Table 1.15.1.

#### **Q. 16 & Q. 17:**

After analysis of the date collected from the respondents, it is seen that maximum of the respondents from the management side believed that different changes which are occurred in the store in the last two years affected their attitude in a positive way. It was the most likely answer from the management but on the other hand when it has been asked to the employees a ratio was bit different as 76% of employees' attitude affected positively and 24% of employees' attitude affected negatively. The difference in responses between the management and the employees could be because the management of any Organization does not accept that Organizational changes put negative impact on their attitudes, because they bring change initiatives in the Organization and are responsible for its success. That why they have to present the positive impact on their attitudes

about new change initiatives to employees. But on the other hand, employees were those who were directly affected by this change and become the victim of it.

**Q. 18: Do you think that employee’s attitude towards Organizational change affects the overall success of the change process?**

**Table 1.18:** Management Responses:

Degree of response	No of respondents	Response percentage	Valid response
Yes	7	100%	100%
No	0	0%	0%

**Table 1.18.1:** Employees Responses:

Degree of response	No of respondents	Response percentage	Valid response
Yes	17	81.0%	81%
No	4	19.1%	19%

**Q. 19: Do you agree that new change initiatives in Organization disrupt normal Organizational life?**

**Table 1.19:** Management Responses:

Degree of response	No of respondents	Response percentage	Valid response
Strongly agree	1	14.3%	14%
Agree	2	28.6%	29%
Neutral	0	0%	0%
Disagree	3	42.9%	43%
Strongly disagree	1	14.3%	14%

The data presented in above Table 1.18 shows that all the seven managers are 100% agreed that employees’ attitude does affect the overall success of the Organization towards change initiatives. But, the data shown in Table 1.18.1 gives bit different results that out of 21 employees, 17 answered ‘Yes’ and just four employees replied ‘No’ against the above asked question with a valid response of 81% and 19%.

**Table 1.19.1:** Employees Responses:

Degree of response	No of respondents	Response percentage	Valid response
Strongly agree	1	4.8%	5%
Agree	9	42.9%	43%
Neutral	4	19.1%	19%
Disagree	7	33.3%	33%
Strongly disagree	0	0%	0%

The above Table 1.19 shows the mix result that only one respondent from management side was strongly agree, two were agree, three were disagree and one respondent was strongly disagree. Their valid response of rate was 14%, 29%, 43% and 14% respectively. In the other Table 1.19.1, just one employee was strongly agree, nine were agree, four employees gave their answered as

neutral and seven respondents showed their disagreement to the asked question. Their valid response of rate was 5%, 43%, 19% and 33% respectively.

Q. 20:

Summarizing the survey when asked a question to the respondents that what was their overall impression about different changes brought in this store? According to the findings, all the managers and most of the employees responded it as a positive but with different views and suggestions. Some of the comments are as follow; “changes are needed all the time to improve the business”, “Improved standard, training and make it a better place to work”, “I can see the benefits of the changes such as simple structures have reduced some of the workloads to help us focus more on our customers”, “Putting customers at the heart of change initiatives”, “The changes have given me a job, I am happy”, “Some of the changes are very impressive like re-use of bags to save environment and services that are given to the customers have improved in the last two years”, “Very positive, changes have often made Sainsbury better”, “It has been positive and given the right training and proper information are given”, “I got promotion and lots of different experience in the last two years”, “I believe all the changes made in the store lead to positive growth of the store and brought great success to the sales”. These were some negative responses as well from the employees’ side as follows; “Changes are done by the people sitting in the office who have no idea how shop floor or GOL work”, “I feel more can be done with the involvement of the colleagues, we need to have more input”, “Store progressing good but overall management became worse than before”. In this part all the collected data is analysed and discussed in details. The questionnaire is divided into two parts. In the first part (from Q. 2 to Q. 12), findings about the management role, communication factors and employee’s participation and involvement while implementing new change initiatives is be discussed and in the second part (from Q. 13 to Q. 20), the impact of Organizational change on employees’ attitude is be discussed. At the end part of this chapter, comparison has been presented between survey findings and participant observation of the researcher.

### **The management role, communication factors and employee’s involvement and participation while implementing new change initiatives**

Every small or big Organization implements change initiatives to survive in the market and to remain competitive. According to Storey (2007) and Burnes (2007), the Organizations that do not change themselves with the pace of time cannot survive in the long run. The findings of this research also revealed the same thing. When the question asked to the managers and the employees that do they agree that change is necessary? Majority of the managers about 86% were strongly agreed with this fact and 14% were just agreed but no one showed their disagreement to this question. Not the same but almost positive responses have been recorded from the employees where 62% were strongly agreed and 29% were agreed and 10% were neither agreed nor disagreed but they gave their opinion as neutral. The role of the management is very apparent and important

especially when implementing change initiatives in any Organization. Different management writers such as Kirton (1980), Bennis (1994) and Storey (2007) believed that managers play an important and crucial role in implementation of change initiatives and argued that managers are the key persons to make any change initiative success or failure in any Organization. They design and implement change initiatives depending upon the needs of Organization and needs of their customers. The findings of the present research also endorsed the same results. When the question was asked to the managers that does management play an important role while implementing new change initiatives? 100% results were received from all the managers and they were strongly agreed with this fact. A bit different result was received from the employees but no one showed his or her disagreement against this question. 38% employees were strongly agreed, 43% were just agreed and 19% employees showed their responses in a neutral way.

Although management plays a significant role in Organizational change but according to Lewin (1951) and Kotter (1995), management should follow some particular models or techniques to implement change initiatives systematically to make change a success. The findings of this research also generated the same outcomes. 100% management was agreed that all the change initiatives have been implemented in the store were properly through using different models or techniques and different training courses. Almost the same results received by the employees as well with a ratio of 81% answered to 'Yes' and just 19% answered 'No'. Employees play an important role in the success or failure of any Organization in the implementation of change initiatives, so their involvement and participation is necessary. As Kotter (1995) argues that employees are important to the change action and their involvement and participation is very significant to make any change a success. In the present research two questions have been asked related to this. The findings about one question had almost same result but second question gave conflicting results. When first question was asked that is employees' involvement and participation important in the implementation of change initiatives? 100% result received from management side and 52% employees answered this question as strongly agree, 43% employees replied as just agree and one employee gave neutral result. But when second question is asked that does management give priority to the participation and involvement of employees in the implementation of new change initiatives? Same 100% result is received from management side but about half of the employees answered 'No' with a ratio of 43% and 57% replied 'Yes' to this question.

Smith, (2005) describes that the best management gives priority to the communication between the management and the employees because this is the only way through which doubts and fears of employees can be addressed. This is also very important to convey the right messages to the employees throughout the change process. The findings of this research also indicated that communication factor is really very important between the management and the employee to make any Organizational change successful. When question asked about the importance of this factor, 86% managers answered it as very important and just one manager replied it as important and

almost the same result is received from the employees' side with the ratio of 81% 'very important' and 19% just 'important'. When the next question about the conveying of the message about the change to the employees, the findings showed that the communication between management and employees in this store was not very bad. 86% managers agreed that employees were well informed about change initiatives before time and just 14% were not agreed with this point. On the other hand, 62% employees believed that change message was conveyed well before time but 38% employees thought management did not convey any message about change at all.

The analysis shows that Organizational change affects the relationship between the management and the employees either in a positive or in a negative way. In the response of this question, 86% respondents from management side answered that any change initiatives in the Organization does affect the relationship between the management and the employees but in a positive way but just 14% managers were not agreed. Almost the same results but with a less margin rate was received from employees' side as 76% of employees thought that Organizational change affect the relationship in a positive way but 24% of employees answered it in a negative way. Organizational change brings the uncertainty among the employees about their job security. It also creates problems in relationship with their management in the future. As it has been discussed in literature review (secondary data) that Organizational change brings uncertainty among employees and increases the stress level because Organizations try to implement new methods and ways of working through change Armenakis and Bedian, (1999) and McHugh, (1997). But here the case was totally different, both the management side and the employees' side produced the same results and made this phenomena wrong that Organizational change increases the insecurity among the employees with the same ratio of 86%. Only 14% respondents from the management side as well the employees' side felt uncertainty about their jobs and future relations. Respondents from the management side and the employees' side, those who felt insecurity due to change initiatives have given different suggestions through which uncertainty can be lessened in one of the open-ended question (Q. 12). 14% respondents from the management side suggested ensuring the time for digestion of changes and coach colleagues through the change. From the employees' side, 10% respondents suggested that the management should inform and discuss the change issues with employees and well before time and 5% respondents emphasized on the training for the colleagues about the new change initiatives.

### **Impact of Organizational Change on Employees' Attitude**

Organizational change does affect the attitude of employees and mostly it develops in a negative way. Literature supports this argument where different theorists and writers have commented on that. According to Beer and Nohria, (2000) and Jones et al. (2008), the attitude of employees is one of the most important factors to make change a success or failure. During Organizational change mostly negative attitude develops in employees because they see this change as a threat to their normal Organizational life. Employees get feelings of insecurity, take extra pressure from the

management and get feelings of dislocation from the set patterns of Organizational life. The findings of this research also showed the same results that 86% of managers and employees felt that Organizational change does affect the employees' attitude but 14% respondents from the management side as well the employees' side did not think like this. When another related question was asked that does Organizational change put negative impact on employees' attitude? Not even a single manager answered in a favor of this question. Just one manager replied it as strongly disagree, three other managers showed their disagreement and remaining three managers did not give their opinion about this question. On the other side, a mix result was received from the employees' side as 14% of employees were strongly agreed that change put negative impact on employees' attitude, 19% were just agreed, 33% respondents did not give their views, 29% were disagreed and just 5% employees were strongly disagreed about this statement.

The data collected for this present research showed that 100% respondents from the management side believed that different changes which are occurred in this store in the last two years affected their attitude in a positive way. It was the most likely answer the researchers was expecting from the management but on the other hand when same has been asked to the employees a ratio was bit different as 76% of employees' attitude affected positively and 24% of employees' attitude affected negatively. The difference in responses between the management and the employees could be because the management of any organization does not accept that organizational changes put negative impact on their attitudes, because they bring change initiatives in the organization and are responsible for its success. That why they have to present the positive impact on their attitudes about new change initiatives to employees. But on the other hand, employees are those who directly affected by this change and become the victim of it. According to findings, all the managers had given comments about their positive attitudes when they have been asked that how have different changes affected their attitude in the store? 29% managers said that changes are good and increased their confidence, 14% said that awareness is developed in term of positive attitude, 14% written that they have understood the implementation properly, 14% believed that if store manager is positive, it is roll all the way down to the colleagues, 14% can see the benefits to themselves and to their team, and 14% managers talked about give and take policy that what is expected and how it is to be delivered to main the top standards. From employees' side, 67% employees also developed their positive attitude such as confidence, motivation, learning new things, less work but more manageable, responsibilities, leading skills and increased the chances to get promoted up. Just 24% employees could not develop their positive attitude. They thought that they were not being informed about major changes, people is not be promoted on their performance and is not be rewarded, they are not been trained and they think their job harder to do. In this present study, it is revealed that employee's attitude does affect the overall process of change where 100% respondents from the management side were agreed and 81% respondents from the employees' side had supported this fact. This argument has also supported in the existing literature by Martin et al. (2006) that "employee's attitude towards organizational change affects not only the



overall success of the change process but also the other important outcomes such as satisfaction". There was another issue raised in this questionnaire and different ratio of findings were received about that do the change initiatives disrupt the organizational life? According to findings, 43% and 14% of managers were disagreed and strongly disagreed and 14% and 29% of managers were strongly agreed and just agreed with the fact of disturbance in organizational life. But on the other hand, no one was strongly disagreed with the above statement from the employees' side. 5% and 43% were strongly agreed and just agreed with the raised issue, just 33% employees were disagreed and 19% employees did not have any idea whether change initiatives disrupt the organizational life or not. According to Armenakis and Bedian (1999), change initiatives in any organization disturb the organizational life in terms of interpersonal relations, group boundaries and employee and work unit status.

## CONCLUSION

Summarizing the survey when asked a question to the respondents that what was their overall impression about different changes brought in this store? According to the findings, all the managers and most of the employees responded it as a positive but with different views and suggestions. Some of the comments are as follow; "changes are needed all the time to improve the business", "Improved standard, training and make it a better place to work", "I can see the benefits of the changes such as simple structures have reduced some of the workloads to help us focus more on our customers", "Putting customers at the heart of change initiatives", "The changes have given me a job, I am happy", "Some of the changes are very impressive like re-use of bags to save environment and services that are given to the customers have improved in the last two years", "Very positive, changes have often made Sainsbury better", "It has been positive and given the right training and proper information are given", "I got promotion and lots of different experience in the last two years", "I believe all the changes made in the store lead to positive growth of the store and brought great success to the sales". These were some negative responses as well from the employees' side as follows; "Changes are done by the people sitting in the office who have no idea how shop floor or GOL work", "I feel more can be done with the involvement of the colleagues, we need to have more input", "Store progressing good but overall management became worse than before".

This research is based on the case study of Sainsbury's, according to survey findings, almost all the managers, and more than 75% employees developed their positive attitude about the organizational change. They believed that changes are good and brings organization towards success if the management and the employees move side by side because they are the people who make changes successful or fail. It is fact that everywhere some people are not happy, so here in this store as well but everyone has his or her own rights to present viewpoints.

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