
CHANGE MANAGEMENT EFFECT ON EMPLOYEES SATISFACTION

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ABSTRACT

The word “change” always seems alarming for the employees of organizations as well as for top management too. As the workers assume that change creates workload in the place of work. For every organization it is important that on priority and continuity basis that their leaders should understand the reason behind the change and then implement the modified and upgrade version accordingly. The main objective of this research is to find out the acceptance intensity of change management in public and private universities of Hyderabad & Jamshoro district. This research is conducted to find out the effectiveness and relationship of change management & the satisfaction level of employees. For this, the data were gathered through questionnaires and the Stratified probability sampling technique from 240 male and female members of the organization. Correlation, Mann-Whitney Test and One-way ANOVA techniques were applied to analyze the data. The finding indicates that there is positive impact of change management practices in public organizations as compare to private concern. Change is needed to be explained and understood by the employees as an outcome it will increase in satisfaction level of the employees. It was also found that change acceptance is more preferred by male employees in comparison to females. Whereas people with high qualification and skills and experience showed greater interest in launching change program and doing something unique, modernize and effective.

Keywords: Change, change readiness, change management, employee's satisfaction, Public & Private.

INTRODUCTION

Rationale for Change: Change is always inevitable and needed to be adopting as the environment is ever changing, this is due to advancement of technology and the demands and expectations of the customers. For the survival and compete there is need to be well aware and up to date. Change is needed to win, to succeed, and to do something extra ordinary. This may not only be financial but also to improve interpersonal relationship, internal processes, internal structure, change in

management structure. It is needed to motivate and involve workers and make the participation of all staff members in new plans, in new developments, in new projects and to continue to exist in the globalized market (Nkurau, 2016). Change management is a well thought way to understand and adopt the change process in the entire business organization their customs, policies and the business processes (Singh, 2016).

Individual Change Management V/s Organizational Change Management: The individual change is the centre of everything that attained in business. But it initiates when there is strong motivation. This motivation is important for the people who are inside of the organization. As the employees are the one who those accept and react accordingly and they are actual changes (Herold, 2004). While the organizational change means the acceptance and adoption of new techniques, new management or organization's strategy or policy. Hence, due to increasing change in environment and market, there is extensive need to modify the organizational path and way of operations (Brightman, 2001).

Change and Risk: Even change minor or major always face strong reaction. This reaction comes from employees who assume change means something horrible, time wasting, extra work load, layoff or anything that gives them tension or negative feeling. Change always brings fear, a resistance, an alarming situation, and an indication such as additional burden of exertion, layoffs, downsizing, relocation and pay cuts (Ian, 2005).

Change means finding out new possibilities like new product, new machinery, new style of working, new work patterns, new marketing plans, new systems and thus a new way management. To get a better understanding there is need to conduct a cost-benefit analysis before implementing change management program (Osei-Bonsu, 2014). Hence, change means changing of behaviors and dealing with resistance. To deal with this resistance the researchers have focused change readiness program. Readiness to change is important factor that indicate that employees are fully aware and willing to accept change with pleasure (D'Ortenzio, 2012).

Although change management increases employee satisfaction but if it is properly managed and persuaded. The poorly managed change results lack of trust with the organization creates job dissatisfaction and higher turnover intentions (Mayowa T. Babalola, 2014). The human resources are needed to be handling tactfully. For this the participative style of management should be applied. There is need to provide

reasonable education and training and developed employees for launching an effective change implementation program (Thomas, 2014).

Effect of Change Management on Organizational Performance:

The process of change is more desired and acceptable by the employees well aware about the positive consequences of change management. It is fact that skilled, educated and trained peoples are ready to accept change. They recognize that using advanced technology, modernized and highly developed machinery, upgraded tools and techniques are beneficial for the organization. Change is compulsory and only through this they would be able to participate in the market as well as are important for their personal and professional growth (Helgo, 2008).

Change is beneficial for all type of organization, regardless of their size, way of operations, structure. The studies relate to private and public organizations indicates that the trends of change in private sector organizations are the same as, or similar to those in public sector but private seems to be more independent while in making decisions on the other side public organizations do not face financial constraints in fact they can purposefully utilize funds to execute plan targets (Song, 2009).

Though top management faces lots resistances while implementing change in the respective organization but launching a change readiness program will help them to understand and respond positively. For successful implementation of a change program both gender are the principal source and motivator of the change (Hala M. Al-Shamaln, 2011).

It was also focused as effective change management increase employee satisfaction and thus the organizational performance. It also results higher motivation and involvement among the staff members. As the strong organizational culture support overall organization and it changes the mindset of the employees. In result the overall performance of the organization can be improved (Nkurau, 2016).

Statement of Research Problem: Organizations lack the information concerning the relation of Change management and employee satisfaction.

RESEARCH OBJECTIVES

The main objective of this study is to examine the impact of change management on employee's satisfaction in public and private sector. In line with the main objective, the specific objectives are to:

1. To find the relation between change management & employee satisfaction.

2. To evaluate the level of change management in public & private universities of Hyderabad & Jamshoro districts.

RESEARCH QUESTION

The study is poised toward providing answers to the following research questions:

1. What are the impacts of change management on employee's satisfaction?
2. Whether change management is more acceptable in public organization as compare to private organizations?
3. To what extent does change management increases employee satisfaction in the organization?
4. Whether the change implementation is more acceptable by male employees or female employees?
5. Whether well-educated and well trained staff members prefer more change in comparison to less educated and un-trained staff members?

IMPORTANCE OF THE RESEARCH

This research was performed very first time in Pakistan to evaluate and study the acceptance of change management practices in public & private universities of Hyderabad and Jamshoro districts. It was conducted to uncover the relationship between change management and satisfaction level of employees. This research identify that the effective change management increases employee satisfaction and thus the performance of organization. Readiness to change that results higher motivation and involvement among the employees. A strong organizational culture supports the overall atmosphere and it changes the mindsets of the staff members. In result the overall performance of the organization improved. Therefore this research will give valued information to the prospect researchers and the top management.

REVIEW OF RELATED LITERATURES

Marlen C. Jurisch (2014), have conducted research with the objectives to observe major disparity of both private and public sector organizations while using a Business Process Change program. For this 128 sample were taken 92 in private and 36 in public organizations between years 1993 to 2012. For this study a meta-case analysis was conducted. The finding reveals that both public and private organizations have gone through considerable experiences with BPC in the last centuries. The study disclosed various differences between the both

sectors in BPC implementations. It indicates the private sector organizations are more likely to commence the inter-organizational change projects. Further the comparison between intended versus achieved improvements appears to be higher in the public sector. The study further reveal that public organizations pay out more efforts in establishing commitment to their BPC projects, which results in high level executive or top management and employee support. Then again public sector organization's BPC projects are more likely to be influenced and exploited due to a highly politicized environment. Finally, it was concluded that both sectors could learn from each other. The public sector should not only learn from its own failures, but also from the mistakes made in private sector BPC implementations. Van der Voet (2013) has conducted research on executing change initiatives in public sector business. This research studies the association between leadership and commitment to change by the employees. For this research a survey method is used with the sample size of 516. The study reveals that booming performance of organizational change largely depends on the recognition of employees. The level of participation and excellence of communication both influence commitment to change of employees. The study concluded that the transformational leadership style is a valued and prominent way for unbeaten execution of change program as it relates to employees commitment and acceptability to change. Song (2009), have conducted research to focus the need of change on both private and public sector organizations. A case study has been conducted to make comparison of the trends of change in private and public sector organizations in the UK. The study reveal that the trends of change in private sector organizations are the same as, or similar to those in public sector. In case of public sector the globalization has supported connection and coordination among various countries governments and nongovernmental organizations. Thus there is strongly need to cope up with change and innovation by all organizations whether in public or private sectors. Both are required to upgrade and update them. Helgo (2008), have conducted research with the objectives to deals with internal and external complexity of the public sector organization, where the circumstances are unpredictable. Building on experiences from various public and private sectors organizations the researcher has indicated the core practices from both organizations. It was concluded that practices of private sector organizations should be applied. It was found that change management effectiveness and practices is low because their leaders undervalue the cost and effects of change and they are not able to adopt a

valid strategy and structures. Furthermore the top management is unable to develop and educate their employees. Thus, the public sector are needed to get learn from private concern, by taking better account of unexpected and uncertain situations, independence, emergence and the essence of self-determination.

On the basis of these studies, I have designed my first hypothesis:

H₁: Change management is more in public organizations than in private organizations.

Fareeha Zafar (2014), have conducted research with the objectives to measure change readiness before implementing change management program. For this a firstly a cost-benefit analysis is conducted which indicated the potential costs and potential benefits of proposed change. In the analysis various risk factors were identified as they rise in an organization when change program is implemented. The barriers could be non-factual worker expectations, lack of commitment, unlikely schedules, limited budget, lack of skilled staff, non-effective management, unsuitable structure of an organization, fluctuating priorities, uncontrolled and huge database, lack of know-how of new technology, non-settlement of disputes. The researcher has developed a risk management model for the implementation of change program and to control related perils. This model is a step by step process which can be used to measure change readiness from the employees and to handle related risk which are needed to be identified, analyzed, evaluated and treated. If not the employee turn-over will be high that will increases cost as well. In other words, if the change program is mismanaged, the intended plans and targets will not be able to execute or succeeded. Further it was submitted that even after successful implementation of the change programs there is constantly need to make considerable monitoring then again go back to initial step i.e. evaluation of risk and then move on by thorough analysis with the believe that there is always option for betterment (Thomas, 2014), have conducted research with the aim to find out the effects of change on the performance of business of a Nigerian telecoms industries and its overall impact of employees performance and to boost up the satisfaction level of employees. For this, data collected from 300 employees of Airtel Company that were analyzed through ANOVA. It was found that changes in leadership management have a positive effect on employee's performance. It was concluded conducting change readiness initiatives and managing change resistance form staff members plays vital role in managing overall change implementation program. Nkurau (2016), have conducted research with the objective to find out the

outcome of launching a change program in terms of change in leadership and management style. The study was conducted to understand the impact of modernization and advancement in the overall areas of organization and thus to find out the level of satisfaction of the employees of a concern. For this data was gathered through questionnaires from 121 university staff members. It was found that effective change management increases the satisfaction level of employees. It was concluded that advanced technology needed to be address efficiently, moreover the change in leadership style encourage and stimulate employees to remain participative and involved in change implementation program in the organization.

On the basis of these studies, we have designed my second hypothesis:

H₂: Change management increases employee satisfaction.

Singh (2016), have conducted research with the objectives to observe the impact of organizational change on the performance of employees of with respect to gender. For this study 200 sample were taken through questionnaire from employees of Maruti. Chi square Test was used for study of impact of organizational change on employee's performance. The finding reveals that the impact of change on male employee's performance was lesser as compare to females. The 60 male employees think that change is having a constructive impact on their performance while remaining 53 male employees show that change having adverse impact on their performance. On the other hand 14 female employees feel that they do not have any impact of change on their performance. 20 female employees feel that change is having a favorable impact on their performance and rest 48 female employees feel that change having adverse impact on their performance. Finally, it was concluded that both males and females get affected by the change initiatives. Male staff members are having not as much impact on the performance due to change while female staff members are having deeper impact. Osumbah B.A. (2013), have conducted research with objective to observe the contribution and role of males and females members in the change process. For this research descriptive survey was used. Data were gathered from top educational leaders using questionnaire and interviews. The sample size was 183. The study identified various change management roles which have been played by both genders. Both male and female workers could be assumed as change drivers, change implementers, change enablers and change recipients. It was concluded that neither male nor female should be a change recipient during gender

balancing; both male and female should take part, in equal measures, as change enablers. In addition, female employees are assumed to be more active as change drivers while the male staff members needed to be more active as change implementers in the process of gender balancing. The study concluded that male and female gender should view gender balancing not as an issue of superiority or inferiority, but as reason for betterment and excellence of work. Further female gender should not accept positions on any other basis other than merit and should take up the challenge; both male and female should consider as partners not opponent. (Hala M. Al-Shamaln, 2011) conducted a research with the objective to measure the unexpected attitudes and behaviors of staff members while implementing change program. A case study of MADAR (an enterprise system dealing with software related to administration at King Saud University, KSA) has been conducted to find out the way and cause how the male and female users react. The applications and outcomes of successful change management strategies and processes using an enterprise resource planning (ERP) system were observed. From this research, it was concluded that in pre-implementing phase the male staff members showed more resistance in comparison to female staff members. In the second phase i.e. implementation phase the application of ERP system seems doing well because in result about 97% of the workers (both male and females) welcomed and preferred the system as they understood the benefits and applications. In result, this system works successfully, showing higher employees satisfaction, whereas the overall performance of business also improved.

On the basis of these studies, we have designed our third hypothesis:

H₃: Male employees like change more than female employees.

Tam (2010), conducted research with the objective to understand the organization culture at the university level and to assess the way of conducting the operations of higher studies of university students, teachers and leaders. It was concluded professionals with a high level of personal mastery are more willing to engage in a continual learning mode and to make reasonable efforts and remain participative in various change programs and thus helpful in change process as compare to lowly qualified employees. To develop such capacity, universities need to become 'learning organizations that help universities to develop the capacities to deal with challenges and changes in a meaningful way for everyone involved and empowered. To succeed with change, the university has to build its change capacity and focusing towards

continuous improvement and invocation. McLaughlin (1995), conducted a research with the objective to understand the power of skilled employees with good educational background in order to remain participative in different productive task of their job. It was concluded that for the betterment of organization that everyone both employer and employee are required to upgrade themselves. It was further added that professional knowledge, higher education and training is a strong foundation in order to get superior organizational performance.

On the basis of these studies, we have designed our fourth hypothesis:

H₄: Highly qualified employees prefer more change than in lowly qualified employees

HYPOTHESES

H₁: Change management is more in public organizations than in private organizations.

H₂: Change management increases employee satisfaction.

H₃: Male employees like change more than female employees.

H₄: Highly qualified employees prefer more change than in lowly qualified employees.

RESEARCH METHODOLOGY

For this research Stratified method of probability sampling technique was used to collect data from 240 employees including males and female staff members. Data was collected from public universities and private universities. Through questionnaire data gathered from Hyderabad & Jamshoro districts. In our study Shaheed Zulfikar Ali Bhutto Institute of Science and Technology & National University of Modern Languages (NUML) were chosen as private universities of Hyderabad district and Mehran University of Engineering and Technology & University of Sindh taken from the public universities. Data was acquired from 60 male staff members and 60 female staff members from public sector universities whereas 60 male staff members and 60 female staff members from private sector universities. To measure change management three scales have been used. To measure commitment to change a four-item scale, by Fedor *et.al.*, (2006), alpha 0.74, the change readiness by an eight item scale by D. Holt (2007), alpha 0.94 while the organizational trust by seven item scale by Robinson (1996), alpha 0.90. The parameters of employee's satisfaction were Turnover intentions, Job Satisfaction, Openness to change and Cynicism about Organizational Change. The turnover intention was measured with

a four items scale by Fried (1996), and Hom (1984), alpha 0.89, Job Satisfaction with eleven item scale by Cammann (1983), alpha 0.72, Openness to change with a four item scale by Wanberg C. and Banas (2000), alpha 0.86 and the Cynicism about Organizational Change was calculated with eight item scale, by Wanous (2000) alpha 0.83.

DATA ANALYSIS, PRESENTATION & INTERPRETATION

The gathered data was coded and input into MS.EXCEL, later exported into SPSS software version 17.0. The data were analyzed as follows:

PRESENTATION OF RESULTS

The study investigates “Impact of change management on employee’s satisfaction. Data analysis was undertaken at five percent level of significance.

1.1 Mann-Whitney Test for first hypothesis

TABLE 1.1.1
CHANGE MANAGEMENT IS MORE IN PUBLIC
ORGANIZATIONS THAN IN PRIVATE ORGANIZATIONS

	Organization	N	Mean Rank	Sum of Ranks
Total Change Management	Private	118	94.59	11161.50
	Public	120	144.00	17279.50
	Total	238		

Source: Computer SPSS version 17.0 Output, field survey

TABLE 1.1.2
TEST STATISTICS
Test Statistics

	Total Change Management
Mann-Whitney U	4140.500
Wilcoxon W	11161.500
Z	-5.568
Asymp. Sig. (2-tailed)	.000

Source: Computer SPSS version 17.0 Output, field survey

Mann-Whitney test was used to test the first hypothesis. Here one variable was categorical while another one was continuous. The

categorical variables were private and public sector organizations while the continuous variable was change. Table 1.1.1 indicates that the mean of public organizations on change management is higher i.e. about 95 than private concern. Table 1.1.2 proved that p value is 0.000, which is below 0.05. Thus, alternative hypothesis was accepted.

1.2 Spearman correlations. For second hypothesis

TABLE 1.2.1
CORRELATIONS BETWEEN TOTAL CHANGE MANAGEMENT
AND TOTAL EMPLOYEES SATISFACTION

Correlations

			Total Change Management	Total Employee Satisfaction
Spearman's rho	Total Change Management	Correlation Coefficient	1.000	.416**
		Sig. (2-tailed)	.	.000
		N	238	238
	Total Employees Satisfaction	Correlation Coefficient	.416**	1.000
		Sig. (2-tailed)	.000	.
		N	238	240

** . Correlation is significant at the 0.01 level (2-tailed).

Hypothesis2 was tested through non-parametric correlations i.e. Spearman Technique as shown in table 1.2.1 It indicates a positive relationship in between both continuous variables total i.e. change management and total employees satisfaction with the strength of 0.416 at $p=0.000$. Thus, the alternative hypothesis was accepted.

1.3 Mann-Whitney Test for third hypothesis

TABLE 1.3.1
MEAN RANKS ON MALES AND FEMALES

GENDER		N	MEAN RANK	SUM OF RANKS
TOTAL CHANGE MANAGEMENT	MALE	138	129.72	17901.00
	FEMALE	100	105.40	10540.00
	TOTAL	238		

TABLE 1.3.2
TEST STATISTICS THROUGH MANN-WHITNEY

	Total Change Management
Mann-Whitney U	5490.000
Wilcoxon W	10540.000
Z	-2.706
Asymp. Sig. (2-tailed)	.007

Grouping Variable: Gender

Hypothesis 3 was tested through Mann-Whitney Test. Results are shown in tables 1.3.1 and 1.3.2. The mean score of male employees is more with mean score 129.72, while the female employees was 105.40 at $p=0.007$ which is less than 0.05. Here the alternative hypothesis was accepted.

1.4 Mann-Whitney Test for fourth hypothesis

TABLE 1.4.1
DESCRIPTIVE STATISTICS ON EDUCATION

Level of education	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Undergraduate	11	65.8182	6.72039	2.02627	61.3034	70.3330	52.00	75.00
Graduate	46	64.5652	7.59138	1.11929	62.3109	66.8196	46.00	83.00
Masters	93	67.7097	6.27552	.65074	66.4172	69.0021	50.00	90.00
M.Phil/PhD	88	70.7386	4.91185	.52361	69.6979	71.7794	53.00	84.00
Total	238	68.1345	6.50404	.42159	67.3039	68.9650	46.00	90.00

TABLE 1.4.2
TEST OF HOMOGENEITY OF VARIANCES

Levene Statistic	df1	df2	Sig.
3.371	3	234	.019

TABLE 1.4.3
ANOVA

Categories		Sum of Squares	df	Mean Square	F	Sig.
Between Groups	(Combined)	1258.607	3	419.536	11.198	.000
	Un-weighted	336.450	1	336.450	8.980	.003
	Weighted	1119.629	1	1119.629	29.884	.000
	Deviation	138.978	2	69.489	1.855	.159
Within Groups		8767.091	234	37.466		
Total		10025.697	237			

TABLE 1.4.4
MULTIPLE COMPARISONS OF QUALIFICATION

(I) Qualification	(J) Qualification	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
undergraduate	graduate	1.25296	2.05439	.929	-4.0629	6.5689
	Masters	-1.89150	1.95164	.767	-6.9415	3.1585
	M.Phil/PhD	-4.92045	1.95749	.060	-9.9856	.1447
graduate	undergraduate	-1.25296	2.05439	.929	-6.5689	4.0629
	Masters	-3.14446*	1.10333	.024	-5.9994	-.2895
	M.Phil/PhD	-6.17342*	1.11366	.000	-9.0551	-3.2917
Masters	undergraduate	1.89150	1.95164	.767	-3.1585	6.9415
	graduate	3.14446*	1.10333	.024	.2895	5.9994
	M.Phil/PhD	-3.02896*	.91028	.006	-5.3844	-.6735
M.Phil/PhD	undergraduate	4.92045	1.95749	.060	-.1447	9.9856
	graduate	6.17342*	1.11366	.000	3.2917	9.0551
	Masters	3.02896*	.91028	.006	.6735	5.3844

*. The mean difference is significant at the 0.05 level.

TABLE 1.4.5
TOTAL CHANGE MANAGEMENT CAPARISON
IN QUALIFICATION WITH SUBSET

Qualification	N	Subset for alpha = 0.05	
		1	2
graduate	46	64.5652	
undergraduate	11	65.8182	

Masters	93	67.7097	67.7097
M.Phil/PhD	88		70.7386
Sig.		.199	.228
Means for groups in homogeneous subsets are displayed.			

Hypothesis 4 was tested through One-way ANOVA. Results of this test are shown in tables 1.4.1, 1.4.2, 1.4.3, 1.4.4 and 1.4.5. As the mean value of various qualifications was as follows: the graduate level was about 66, under graduate 65, masters 68 and M.Phil/Ph.D was 71. It can be interpreted from the above study that as the level of schooling and learning increases the acceptance and readiness to change also increases. Here the sig. value was 0.019 which is below 0.05. So, alternative hypothesis was accepted.

CONCLUSIONS & DISCUSSION

Hypothesis 1 inferred that “change management is greater in public organizations than in private organizations.” For this hypothesis Mann-Whitney test was applied that provide evidence that the change management is more in public organizations than in private organizations. This conclusion was same as study conducted by Marlen C. Jurisch (2014), in Germany that indicate the comparison between intended change versus achieved improvements change appears to be higher in the public sector. The study further conclude that as compare to private, the public organizations pay out more efforts in establishing commitment to their Business Process Change (BPC) projects, which results in high level executive or top management and employee support. Then again public sector organization’s BPC projects are more likely to be influenced and exploited due to a highly politicized environment. Also Van der Voet (2013), in Netherlands conducted study on implementing change program in Dutch public organizations that stated change management can be successfully implemented in public organizations, if the leadership of senior managers should be well-focused and involved in the change process. Further, this study is also related to the research conducted by Song (2009), in UK who stated that the movement and need of change in private sector organizations are almost alike to those in public sector there is strongly need to cope up with change and innovation by all business in respect whether they are public or private. All are required to focus on continuous improvement and advancement. Another research which is in contrast with this conclusion was conducted by Helgo (2008), in Norway that indicate that change management successfulness found less in public

sector in comparison to private sector. The study indicated that the practices of private sector organizations should be applied on public sector as well. For this the top management is needed to evaluate them self and adopt those practices of private concern which are beneficial and compatible. Further the leaders are required to adopt a participative leadership style and make their employee educate and well trained so they may ready to accept challenges and able to deal with unexpected and uncertain situations.

Hypothesis 2 inferred that “Change management increases employee satisfaction.” This hypothesis was tested through Spearman Technique. It proved that the change management increases employee satisfaction. This conclusion was same as studies conducted by Fareeha Zafar (2014), in Pakistan concluded that the while implementing the change agenda the change readiness should be find out and if it is welcoming and ready, than change program should be initiated. It will reduce cost also will increase employee’s satisfaction and willingness to accept and adopt change. Thomas (2014), have conducted research in Nigeria. This conclusion was also similar to our studies. It was concluded change readiness initiatives should be performed. There is need to efficiently deal with change resistance form employees. It was concluded that changes in leadership management have a positive effect on employee’s performance. Another research has the similar conclusion which was conducted by Nkurau (2016). It was found that change management increases the satisfaction of employees. Further change in leadership style encourages and motivates employees to remain participative and involved in different change implementation programs. Change readiness should be observed and if it is positive it will be helpful to make employees willing and accept the desired changes.

Hypothesis 3 inferred that “male employees prefer change more than female employees”. Mann-Whitney Test was used to measure this and it shows that male employees prefer change more than female employees. Singh (2016), have performed research which relates with this hypothesis. This study mainly concern to observe the effect of change in organization on employees behavior and outcomes specifically considering the gender. It indicates that no doubt change has positive effect on the performance of both male and female staff members. Particularly the female employees have greater and positive impact of change on their performance as compare to male staff members. Osumbah B.A. (2013), in Kenya which relates with my hypothesis that stated that neither male nor female staff members should be a change

recipient during gender balancing, on the other hand both male and female should take part, in equal measures, as change enablers. In addition, female employee should be more active as change drivers while male employee should be more active as change implementers in the process of gender balancing. The study further concluded that both male and female gender should view gender balancing not as an issue of superiority or inferiority, but as reason for betterment and excellence of work. This conclusion also relates to study by Hala M. Al-Shamaln (2011), who conducted a research in KSA. It was concluded that although in pre-implementing phase the male employees showed more to 'change' but later on in the next phase both gender welcomed and preferred the system. Both realized and understood the benefits and importance of change. As they believe change is always needed for survival and for the betterment.

Hypothesis 4 inferred that "highly qualified employees prefer more change than in lowly qualified employees. For this One-way ANOVA was used to applied that shows employees with higher qualification encourage and respond change more, than in lowly qualified employees. This conclusion is identical as Tam (2010), in Hong Kong carried out a study that has same conclusion. It was concluded professionals with a superior level of personal mastery and learning are more informed and realized the long lasting effects of change. They are willing and remain participative in various change initiatives. Thus they are more cooperative in managing change process as compare to lowly qualified employees. A researcher from Canada has the similar conclusion as McLaughlin (1995). This research focused that the importance of skilled employees, with good educational background to participate in different productive areas for the betterment. It was suggested that professional knowledge and higher education is a strong foundation for in order to get improved organizational performance. Both top management and staff members are required to upgrade themselves.

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