

# Managing Change and Managerial Innovation towards Employees Satisfaction at Workplace

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**Abstract** - As the world progresses, management of change is seen as an opportunity for organizations to improve their competitive edge, their profits and productivity. Companies around the world become more specialised and focused on their core competencies and rely largely on niche markets. On the other hand, it is noteworthy that management change is process that undoubtedly generates a perceived efficacy among workforce. This fact may signify the generation of key-organizational behavior indicators, such as job satisfaction. This study is theoretically exploring the relationship between the perceived efficacy of a management change process and job satisfaction.

**Keywords** - Managing Change, Innovation, Employee, Customer Satisfaction.

## 1. Introduction

In the 21<sup>st</sup> century, competition between companies becomes more and more vast and managers have to keep coming up with new ideas and strategies for the future. The global business environment is changing faster than ever. The introduction of new technologies, labor redeployments, cuts and formal organizational changes are parts of every modern organization [1]. Strategies that will at least keep them alive or, better give them a competitive edge over their rivals. However, in order to be successful, these strategies should involve innovation, risk taking, probably extensive investment on advanced technologies and flexibility to adjust in future circumstances. All these naturally involve change and effective management in order to be successful [2], [3], and [4]. Incremental change processes introduce minor adjustments that are most suitable for firms in stable environments. However, many organizations have found that incremental solutions are inadequate to keep pace with today's complex and dynamic business environment. Moreover, firms that attempt fundamental change through incremental processes are likely to encounter strategic drift [5]. This results when environmental conditions are shifting faster than organizational responses. The result is an increasing gap between the firm and its environment. Similarly, incremental processes rarely overcome internal inertia: organization members do not perceive the need to fundamentally change the way they work and the bureaucracy reinforces bad habits [6].

On the other hand, the permanent search for flexibility, demands changing patterns in employment. Firstly, organizations are not looking to offer permanent employment to all the employees, but only to small elite which is considered to be the core group that is multi-skilled and provides functional flexibility because of its ability to perform

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a variety of tasks. The rest of the workforce tends to be more part-time, temporary or seasonal, contractors and self-employed [7]. Nevertheless, even though this provides numerical flexibility, it eliminates any opportunity for making a career in any job. However, all these changing patterns of employment remove the sense of job security from employees and hinder their feeling of commitment to their employing organization. For these reasons, last decades job satisfaction is in managers' and researchers' spotlight [8], [9]. Employee's job satisfaction has become one of the main organizational objectives in recent years.

**2. Literature Review**

**2.1. Managing Change and Employees' Job Satisfaction**

The main research studies of exploring the impact of managing change on employees' job satisfaction are gathered and collectively outlined in the following Table 1, while a critical approach of them has been succinctly argued at the Discussion section. The relevant studies of Table 1 are the outcome of literature search at the Scopus database in July 2020, covering the period 2013-2020, using the key-phrases of: "change", "management", and "job satisfaction". These studies have been placed in reverse chronological order of publication.

*Table 1. Literature review of managing change and employees' job satisfaction*

Refs	Results and key-considerations
[10]	Transformational leadership was directly and significantly effecting on job satisfaction and organizational commitment. However, transformational leadership can directly impact on work performance whenever linked by the organizational commitment.
[11]	It was concluded that: a) Work engagement directly affected employee performance; b) job satisfaction directly effected on work performance; c) organizational commitment directly affected employee performance; d) work engagement directly effected on organizational commitment; e) job satisfaction directly effected on organizational commitment; f) work engagement directly effected on job satisfaction. Achieving improvement of employee performance is directly accomplished through work engagement, organizational commitment, and ensuring job satisfaction.
[12]	The determining and affectionate factors of working performance in healthcare sector are job security and organizational support. Consequently, the improvement of working conditions is associated with measurement and monitor of professionals' satisfaction through increasing employment stability at the healthcare sector.
[13]	While employees' empowerment, organizational and strategic changes have appreciated a strong

	positive effect on job satisfaction, differentiations at employees' empowerment and job satisfaction, regarding higher and lower levels of the organizational hierarchy, are raising concerns about organizational change diffusion and the sustainability of strategic changes.
[14]	In this study two models were developed in order to investigate the transformational leadership and organizational performance. It was concluded an overall mediation effect of employee job satisfaction at the follower-perception model, as well as a partial mediation effect between transformational leadership and organizational performance at the leader-perception model.
[15]	Employees' competency and organizational climate have impacting on job satisfaction, whereas job satisfaction has significantly effecting on employees' performance, but it did not effect on individual characteristics. Improvement of job satisfaction and the employees' performance can be attributed to training and education programs, in alignment with flexible structural support and rewards for the employees.
[16]	The public sector has been positively perceived as a working environment ensuring satisfied and trusting employees who are generally shown less turnover intention from their organization. Besides, while deploying a regression analysis it was proven that employees at public sector can be certainly affected by their performance perceptions within their organization, being mainly determined by work experience and education level. Contrarily, the determining aspects of private sector employees are that of predominately affected by job satisfaction and feelings of trust.
[17]	A weak intensified linkage between employees' job satisfaction and organizational performance was been reported at this study. However, job satisfaction is primarily determining organizational performance, rather than organizational performance's determining job satisfaction.
[18]	Implementation of a competency-based management system can be developed to update the curricula programs for library information science (LIS), supporting the design of such librarians' training programs and the overall efficient performance of LIS professionals. This proposed model can be utilized by researchers from diverse educational settings and specialties.

**2.2. Defining Management of Change**

In modern times, the rapid changes in the macro-environment of many businesses have led to the necessary adjustments that businesses have to make to adapt to new conditions. Management of change can be identified as the strategies and tactics that management employs to ensure the most efficient and effective application of a chosen strategy [26]. The successfulness of an organization necessitates

continuous change in alignment with a substantial developmental orientation, in terms of customer needs, technological breakthroughs and governmental regulations [19], [20], [21], [22]. Mintzberg [23] saw change as the situation where, “*many of the old rules do not apply; people must often abandon the roots of their past successes and develop entirely new skills and attitudes*”. Charles Handy(1991) [24], argues that the nature of change today is different from previous change, today it is discontinuous, not part of a pattern or cycles that have dominated the economic and social systems. Romanelli and Tushman (1994) [25], denoted that it is highly unlike a stability at the today competitive entrepreneurial environment, thus, firms have prepared to undoubtedly confront revolutionary managing changes. While some changes are limited in scope and complexity (such as adding a new sales representative to an already large sales force), others are more extensive (such as the acquisition of a new company) [26]. Thus, depending on the importance of organizational change, we distinguish first-order and second-order changes.

A first order change is one that is continuous in nature and does not bring great innovations to the way an organization works and changes are made within the existing structure. On the other hand, second order change refers to more radical and significant conversions involving many different levels of the organism and its various aspects. This category provides a radical change in the way the organization operates, its culture, its technology, its structure and the nature of its relationships with its employees [27].

### **2.3. Forces for Change**

Companies constantly face pressures to change. Among the most significant changes are that of economic conditions, consumer purchasing patterns, market competition, as well as changing factors at technology and scientific management [27],[28]. Organizations should ideally possess monitoring and control mechanisms which can identify when change is required; however, this is problematic as there tend not to be one set of factors that will necessarily indicate that strategic drift has occurred. This problem is emphasized by the resistance to change displayed by all levels of organization and myopia that develops and which reduces the awareness of organizations to external changes. The fields of changing pressure are that of people, technology, market competition, as well as information processing and communication. Thompson [28] identified five major forces for change: 1) Technical obsolescence and technical improvement, 2) Political and social events, 3) Globalization, 4) Increasing

size, complexity and specialization of organizations, 5) Greater strategic awareness and skills of managers and employees. On the other hand, Romanelli and Tushman (1994) [25] suggest that revolutionary, transformational, frame-breaking change is caused by: 1) Industry discontinuities, 2) Product life-cycle shifts, 3) Internal company dynamics.

### **2.4. Globalization and IT**

As we enter the 21<sup>st</sup> century, competition between companies becomes more and more vast and managers have to keep coming up with new ideas and strategies for the future. Strategies that will at least keep them alive or, better give them a competitive edge over their rivals. However, in order to be successful, these strategies should involve innovation, risk taking, probably extensive investment on advanced technologies and flexibility to adjust in future circumstances. All these naturally involve change and its effective management in order to be successful [29], [30].

This is particularly true for larger companies and especially global companies. This is due to the globalization of the market that has brought about new practices and has underlined the importance for a global organization to maintain a successful IT strategy based on the right infrastructure and technology [31]. The world is becoming one huge marketplace, and all players are affected in some way by new and evolving competitive forces. The globalization of business is not simply a trend to develop international markets. It has become a strategy for obtaining competitive advantage through efficiencies in manufacturing, distribution, management, research and development, and marketing. Information technology is the means by which international companies manage and communicate information to regional offices, key suppliers, customers, global financial markets and the public. The growth and sophistication of technology has accelerated the globalization process and has become a major competitive asset as companies vie for market dominance [1], [32].

### **2.5. Globalization of Innovation and Management Change at the Workplace**

The main research studies of exploring the role of innovation for management change at the workplace are gathered and collectively outlined in the following Table 2, while a critical approach of them has been succinctly argued at the Discussion section. The relevant studies of Table 2 are the outcome of literature search at the Scopus database in September 2020, covering the period 2013-2020, using the key-phrases of: “Globalization Innovation workplace”, “Globalization Innovation management change”,

“Technological innovation management change”, and “Technology innovation job”. These studies have been placed in reverse chronological order of publication.

Table 2. The role of innovation for management change at the workplace

References	Results and key-considerations
[33]	Technology innovations are positively influencing employment creation in small businesses and support the economic development. The study stressed out that at small businesses the market competitiveness and the opening to international market are positively affected by the use of information technology. Therefore, governments need to motivate small businesses to adopt, or to be easily adaptable to technology innovative strategies, thus, improving firm performance and enhance job creation.
[34]	Enhancing training participation, it is determined by filter theory and the conceptualization of social embeddedness. In particular, training participation can be achieved by the features of “voice”-related institutional company, including a cluster of employee representation or the formality of human resource practices.
[35]	The carbon levy system that generates revenue for the fund implies the need for more stringent regulation. Innovation can foster the transition to a post-carbon economy while appreciating the roles of social knowledge and citizen participation to envisage and design paths for change.
[36]	It can be signified the determinant role of profits’ relationship with the industrial experiences, while DMV can be grounded on firms’ sustainability, decision strategic rules for business model innovation, and the theoretical foundation of profit seeking through dynamic theory adoption.
[37]	It is noteworthy the interplay between information technology (IT) and organizational systems. A holistic approach of these key-aspects should provide the most suited point of view, framework and tools in the field of IT.
[38]	While many jobs are operated through parallel machines, the type of fixed processing is preferred as since it is not deteriorating the quality of products in real manufacturing systems. Mediating the makespan of jobs (as referred to the final completion time of a job) can be achieved through technology for production scheduling. Besides, improved managerial solutions can be materialized by specific suggested algorithms within reasonable time of computation.
[39]	The study proposed the necessity of introducing a new technology as the key element to

	overcome peoples’ reluctance to change the ways of making their jobs, not the technological patterns per-se.
[40]	Management of pre-adoption decision towards a new technology’s implementation is followed by post-adoption decisions of those agents who are expected to use the innovation. Therefore, an acceptance, or no acceptance, new technology decision is not an immediate decision, but it is determined by the following three sequential stages: knowledge, persuasion, and decision making. Subsequently, it is a challenging issue for organization to come to a converging decision, reconciling to competitive arguments between those who support navigating technology adoption within organizations with those users who are resistant to innovation-driven managing change.
[41]	Radical changes are needed at life skills towards the success of a new era of high-tech industries. However, at the time of this study publication, almost sever years ago, the existing workforce of even highly developed and intensively industrialized countries, as that of the U.S, it is not fully prepared to undertake. Therefore, a critique to the role of innovations to new technologies is a slow-evolving process in real-world conditions.
[42]	It is important to investigate technological innovation and its adoption by enterprises that are obliged by the competition to continually invent. It has been also highlighted the need of businesses for various types of technological innovation under the conditions of products that are currently purchased among more demanding and concerned consumers, having even more sophisticated criteria of buying their products and meet their personalized needs.

## 2.6. Government Changes

These could refer to the privatization of the majority of formerly public-owned organizations e.g. BT and British Airways, the demolition of communism from Eastern Europe and China's opening to free capitalist markets, or the deregulation of many industries, such as the airline industry. These changes can result to new competition in existing markets and can even be the cause for emerging markets, new products, new standards that change the business environments rapidly and radically [43].

## 2.7. Changing Basis of Competition

Because of globalization and advances of IT, organizations tend to form strategic alliances between them to be able to fight competition. Nowadays, they no more have to rely on their own resources, i.e. be self-sufficient; instead they can use global networks and utilize the vast amount of

information and resources available [32]. This also allows organizations to move from conscientious volume, low scale and cost production, to high speed, innovation and customer service. Sophistication, specialization and technological advancements enable them to escape mass production and offer customized products and services, which altogether lead to increased customer satisfaction [44].

### **2.8. Changing Employment**

The current trend favors the down-sizing of organizations, the elimination of middle management or, in other words, delayering. Companies are more specialized and focused on their core competencies and rely largely on niche markets. Certainly, the influence of these factors will vary from business to business and from industry to industry but they definitely need to be considered in strategic planning and especially one that involves significant changes in the status quo, one of the major reasons being the resistance to change that should be anticipated [45]. People are taking even more profound protagonist roles in the today management era, since they are the drives who lead, support, and act as human assets, catalysts and energizers. Even early managerial science has recognized the necessity of people, the aforementioned protagonist role of people as human assets it took a long time to be defined recognized of what is really meant to managing change, itself. A reasonable explanation of such a last-long and low-evolving pace of managing change resides to the fact that people are differently responding to changes: others are rapidly becoming involved while others are hesitant and highly resistant, being eventually never engaged in the process of managing change.

### **2.9. Resistance to Change**

Ansoff and McDonnell, (1990) [46] defined resistance as “*a multifaceted phenomenon, which introduces unanticipated delays, costs, and instabilities into the process of a strategic change*”. According to Mintzberg (1996) [47] people within companies will survive only if they increase their tolerance and learn to live with constant change and a fluid work environment. This, he argues, does not mean that people will not resist changes. Resistance is not a bad thing. Opposition to a change forces the examination of the future and the change process. Well managed opposition keeps a healthy tension between the old and the new and helps everyone monitor and improve change.

Although many organizations are able to identify the requirement for change, they are unsuccessful in implementing change into their internal or external environments. There are many reasons for this failure, e.g., timing, resources, etc. However, the behavioral aspects involved in the process are major contributors to the inability to induce change into organizations [48], [21].

As Clarke et al. [49] suggested, resistance can actually spark and motive the energy for change. Selling change to the internal market means not just reinforcing the benefits but really listening to sources of resistance.

### **2.10. Overcoming Resistance to Change**

With the number of articles and book chapters dedicated to dealing with resistance to change process one could come to a conclusion that it may be a problem that will never cease to exist. Perhaps, the right techniques have not yet been discovered or the present techniques are not implemented in the right way [50], [51]. LaMarsh (1995) [52], assesses that companies need to understand the sources or resistance and also to help the employees to express their resistance in safe, easy ways. They support that they can then work in partnership with them to reduce the resistance, change the change, and help the employees cope with their resistance. Eccles (1994) [53] suggested some ways of his own in order to overcome inertia problems that are derived by resistance. These include reduced friction, hysteresis (the heat dissipated from internal friction), increased leverage, better aim, increased energy and energy deployment, reduced mass (e.g., delayering) and better organizational design. These proposals were made in an effort to suggest ways in which management and staff can work together and enjoy the beneficial effects of better amity, mutual respect and trust, openness, commitment, and generally all the things that cannot be developed in an organization overnight. The last two methods (delayering and organizational design) are recommended for use under stressful situations, when the organization is in crisis, in need of an immediate action to avoid dramatic losses.

Kotter and Schlesinger (1979) [19] argue that many managers often underestimate the potential of resistance from employees. This therefore, influences their misjudgments, regarding the barriers and the drivers of familiar-to-them methods. They suggest six techniques to cross the barriers that obstruct change.

- Education and communication can be classified as a teacher - student relationship. If the teacher is not communicating in the right way then the student would tend to drift off even though he or she is sitting opposite each other. This would suggest that the subject has to be made interesting by the teacher to have the student's attention.

- Participation and Involvement approach is to involve potential resistors in some aspect of the design and implementation of the change. With this procedure of change effort, the initiators listen to the people involved in the change and use their advice. Nonetheless, this technique brings about mixed feelings from managers.

- Facilitation and Support is another way to deal with hesitance, or even opposition, to change. This process could involve provision for training in new skills, or giving employees time off after a demanding period. This approach is the most appropriate when fear and anxiety lies in the heart of resistance. The eminent drawback of this process is that it can consume time and money and it can still fail.

- Negotiation and Agreement is a procedure where incentives are offered to potential resistors. This approach is appropriate when someone is going to lose out as a result of a change and his or her resistance is significant. It can be a relatively easy way to avoid major, but rather risky as other non-potential or non-resistors have been given an incentive to exploit the vulnerability of the management.

- Manipulation and Co-optation can be regarded as a devious approach since managers could resort to unconventional methods of managing resistance. However, manipulation is normally involving an eclectic and exclusive use of information, along with the conscious structuring of events. This approach is commonly used in situations over others, mainly no-working or expensive, ones. A major advantage of this procedure is that it can be a relatively quick and inexpensive solution to resistance problems. However, it remains questionable a future and full development of such solutions, which imply that people may feel manipulated or ruled.

- Explicit and Implicit Coercion is the last suggested method for dealing with resistance to change. This approach is the most appropriate when change initiators exert considerable power and speed is predominately essential. This method assures speed and overcoming any kind of resistance. Nevertheless, as with manipulation, this approach can be risky if it leaves a sour taste about the initiators in the people.

## 2.11. *Employee Job Satisfaction*

Job satisfaction refers to the general attitude and behavior an employee has for his job, and this attitude may be positive or negative. Job satisfaction affects human behavior, so managers need to evaluate employees' satisfaction with their job so they can understand the consequences affecting them. Thus, the meaning of job satisfaction is not one-dimensional, meaning whether the person is satisfied or dissatisfied of his/her job. Job satisfaction should be seen primarily as a result of the experience of an employee with his job [09], [54]. There are many behaviors and results regarded as the consequence of job satisfaction. This does not only involve variables that are related to job such as performance and resignation but also non-related variables such as health and satisfaction from life [55]. Many researchers signified that job satisfaction is a behavioral feeling that has a significant impact on the well-being of organizations. Three of these behaviors are job performance, resignation and absence from job. In recent years, job satisfaction is considered as important factor having a significant impact on employees' attitude towards the organizations [13], [56], and [8].

Job satisfaction is correlated with job performance; a happy employee is also a productive employee. However, due to many researchers, the correlation between job performance and job satisfaction is unexpectedly low. This is because complex behaviors, such as those represented by job performance, are often influenced by other factors where job satisfaction does not play an important role in their performance [9], [54].

One of the most consistent findings on job satisfaction is its negative correlation with staff mobility [57]. Hulin (1966) [58] compared employees who resigned their jobs with employees who did not. The measurements of job satisfaction were obtained from both samples before the resignation. The resignation was negatively linked with job satisfaction at a statistically significant level. In the later survey Hulin (1968) [59], made some changes to job positions to correct some of the dissatisfaction factors reported by those who resigned. These changes led to a significant reduction of job resignation.

Many researchers found a high correlation between organizational loyalty and job satisfaction [60], [61]. This correlation could be the result of the need of the person to be in a state of cognitive balance and the corresponding need to reduce the state of cognitive disagreement he would have experienced the fact that someone remains within an organization despite any difficulties that may arise. It makes sense to lead the person to think he remains in the current position

because he wants that. Job satisfaction and organizational loyalty are largely influenced by similar factors: nature of job, autonomy of the employee, degree of work-related responsibility, quality of social relations within the workplace, and possibilities for promotion. Within this framework, the perceived justice about the earnings of each employee that leads to an increase in work satisfaction is directly due to an increase in organizational loyalty due to the existence of an agreement of organizational values.

### 3. Results

As already mentioned, job satisfaction is not a one-dimensional phenomenon. It depends on many different factors. Organizational culture plays a determining role in job satisfaction. Organizational culture refers to collective assumptions and behaviors within the organization. Thus, organizational culture is directly impacting on the ways people and groups interact to each other. According to various surveys, organizational culture and employee satisfaction are highly correlated. The degree of adaptation of an employee is related both to the level of job satisfaction and the level of productivity.

According to Chen et al. (2011) [62], job satisfaction is influenced by the employee's personal characteristics and perceived change. High job satisfaction means lower resistance to change. According to Alas (2007) [63], organizational changes may occur in almost all levels of organizations' structure. The change management process is directly affected by both the change itself and the behavior of employees. The relationship between the perceived effectiveness of organizational change and job satisfaction is positive and essential. One of the main consequences of resistance to change is dissatisfaction with job. Several researchers have argued that resistance to change reduces the positive emotion towards job [64].

In order for organizations to make the changes they need; they have to remain competitive and face up to the problem of resistance to change. There are individual obstacles to change, organizational barriers to change, and other factors that can prevent it. To overcome resistance to change, it is important to find out the personal variables of each employee and the aspects of the working environment with which resistance is more closely connected. This makes it possible to identify specific ways to change people and situations in order to create a climate more receptive to organizational change [65].

This approach was adopted in a study of senior executives working in a large government service. Using questionnaires to evaluate a variety of different individual differences and factors, the

researchers sought to identify the factors that were more closely related to an important concept: the receptivity to change, in other words, the extent to which one is willing to accept changes in his organization. Researchers found that three variables in particular affected the receptiveness to change more strongly. These were adaptability, the extent to which the senior executives are able to recover from adversity, information about change, specific facts about how things could be if different, and the self-sufficiency of change, in other words, belief in one's ability to function effectively despite the demands of change [65].

The higher the percentage of the specific variables, the greater is the receptivity to change. To obtain information on this issue, the researchers also evaluated a set of variables in their questionnaire. What they discovered was that three variables were strongly related to receptivity to change. The first was job satisfaction. The more the senior executives were receptive to change, the more satisfied they were from their jobs, and the less irritation they expressed in their workplace. Consequently, receptivity to change can make a big difference in important aspects of work [65].

The present study provides a theoretical investigation on the relationship between managing change and employee job satisfaction. Subsequent studies could study the issue of managing change and job satisfaction explaining the cases of different industries in order to point out any possible differences. Furthermore, carrying out studies in different countries would be useful as well; in this way it would be possible to identify the different perceptions that exist and to see how different cultures affect the existence and the extent of the issue of managing change and job satisfaction.

### 4. Conclusions and Future Research Directions

This paper has theoretically explored the relationship between managing change and job satisfaction. The above analysis has shown that employees who accept organizational change are also those who report satisfaction with their work. What is important here, is that the more the employees are satisfied with their job, the more they are open to change and willing to help in adopting change. In addition, receptivity to change can affect different aspects of employees. Receptivity to organizational change can force employees to change jobs as well. In addition, changes in working conditions favor organizational change and magnify the experience of employee obscurity. Finally, it is shown that the level of change can affect its acceptance and employee satisfaction. In particular, the more the employees are affected by the change, the more their

job satisfaction is decreased while, at the same time, the degree of their resistance increases.

The literature on organizational change unveiled the pronounced role of change recipients to influence their reactions in favour of workplace uncertainty, there is imperative need for research intensification on the influential role of employees' adaptability and change-related uncertainty to better understanding organizational actions. In the relevant literature it was evidenced at determining the ways in which these variables are impacting on workplace outcomes and extend existing theory while identifying appraisals of the organization (and not the self) in understanding the developed relationships between stressor-strain.

From an international viewpoint, it can be stressed out an early research interest of linking Human Resource Management (HRM) with job satisfaction and organizational performance. It was signified that job satisfaction, personnel autonomy, building of knowledge and critical judgment, as well as exercise of their duties and functions, are all influenced by solid training and information acquisition. It can also be argued that job satisfaction, as examined in HRM literature; it is an excellent indicator that positively influences job performance.

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