## "A STUDY ON ROLE OF COMMUNICATION ON EMPLOYEE PERCEPTION TO ORGANISATIONAL CHANGE"

**Mr**. **Vaishnavi BN** PG Research Scholar, Department of Management Studies, Global Academy of Technology, Bengaluru – 560 098

**Dr.Neena Prasad,** Professor, Department of Management Studies, Global Academy of Technology, Bengaluru – 560 098

*ABSTRACT*

*This study explores the impact of communication on the employee perception of organizational change. Organizational change can have significant consequences for employees, such as job loss, reorganization, and altered workloads. Effective communication can mitigate these consequences by providing clarity, transparency, and feedback, which can enhance employee perception of the change process. This research is based on a survey conducted among employees of different organizations who have undergone recent changes. The results indicate that communication plays a crucial role in shaping employees' perceptions of organizational change. Clear communication, timely feedback, and transparency increase the likelihood that employees will accept and adapt to the changes. In contrast, poor communication can lead to confusion, anxiety, and resistance to change. Therefore, organizations need to prioritize effective communication strategies to ensure successful organizational change and employee satisfaction.*

### I. Introduction

Employees' perceptions of decisions their superiors have made that they believe to be incorrect or unfair are clarified via communication. Additionally, managers should compensate their staff appropriately to demonstrate appreciation for their achievements and acknowledge them.

To achieve more success and excellence in a highly competitive environment, organisational reform becomes essential. The dynamism of both the internal and external business environments is to blame for this. Employees in most organisations, however, are resistant to change despite the fact that change management is crucial to the success of organisations. This is due to incorrect perceptions and a lack of ability to adapt to new developments and move away from one's current position. Because of this, organisational academics have long Recognized the importance of communication strategy in describing organisational change so that the short- and long-term consequences, as well as the advantages and disadvantages of such change management, could be properly expressed in advance. This is done to avoid any potential harm that could come from a small number of employees having a pessimistic outlook, which could lead to Langham change resistance (1996)

### II. Literature Review

**Dr Liz Jones:** This study investigated how employees' views and responses to a complex organisational change, including proposed work force reform, downsizing, and a physical move to a new hospital, were influenced by organisational level. The modification examined in the current study was a significant planned shift that took place over a four-year period. It was radical since it called for departmental mergers, employee reductions, physical moves, organisational reorganisation of work processes, and changes to organisational culture. However, the creation of working groups where employee representatives addressed change interventions and procedures gave employees a voice.

 **Haroon Bakari:** To address numerous critiques, this study has developed a new three-step model that is a copy of the three-step model and incorporates the theory of planned behaviour. This study examined the effects of much-needed real leadership on employees' views of change on the dynamics of the leader-follower relationship. This study used a causal design to gather primary data through a questionnaire survey based on a straightforward random sampling technique, adhering to the positivistic approach and deductive reasoning**.**

**MICHAEL P. LEITER**: Such unpleasant interpersonal encounters stand in contrast to the numerous good and fulfilling features of interactions with co-workers, which have been covered in detail in the research literature on social support in the workplace (Beehr, 1985; House, 1981). It has been determined that there are several sources of support as well as various types of assistance (such as instrumental versus emotional support) (such as co-worker, supervisor, spouse). One of the main indicators of social support is contact with other people, whether that be the quantity and/or frequency of those connections. As a result, such contact has generally been assumed to be positive in nature. But as recent studies have shown (Barrera, 1985; Brodsky, 1976), contact is not always supportive. This claim is supported by the burnout research mentioned above.

**W. Randy Evans:** Organizational agility (Dyer & Shafer, 1999), adaptability (Sanchez, 1995), and the coordination and exploitation of knowledge resources may be better ways to explain the capacity to sustain a competitive advantage (Wright et al., 2001). When the environment changes, adaptable companies can reorganise their resources (e.g., markets, competitors, etc.). Resources can include both material and financial capital, although organisational flexibility is typically thought of in terms of efficient knowledge management. Indeed, the ability to acquire and disseminate the knowledge required by the organisation to reconfigure itself and adapt to environmental changes may be a determinant of sustainable financial performance (Teece, Pisano, & Shuen, 1997; Wright et al., 2001).

**Alannah E. Rafferty:** Although there is much research on organisational change, few of them pinpoint the components of it that matter to people and affect their attitudes. In this essay, we cover two important issues related to organisational change. What prominent aspects of organisational change do people notice in their workplaces, first? Second, how do individual results affect how people perceive the characteristics of change? Three distinct change features are identified using Lazarus and Folkman's (1984) cognitive phenomenological or transactional model of stress and coping: frequency, impact, and planning of change.

**Yochi Cohen-Charash:** With 190 study samples and 64,757 people, the correlates of distributive, procedural, and interactional fairness were studied. We thought it was important to distinguish between the three different kinds of justice. The three categories of justice were related to organisational practises and outcomes, while perceived justice was mostly unrelated to the perceiver's demographic traits. While organisational citizenship behaviour was similarly predicted by distributive and procedural justice, job performance and counterproductive work behaviours, thought to be results of perceived fairness, were primarily connected to procedural justice. Most satisfaction indicators showed a consistent relationship with all forms of justice. Organizational commitment and trust were strongly associated to the other categories of justice, even though they were primarily tied to procedural justice.

**HOWARD ALDRICH:** Organizations are defined by their boundaries, and border roles serve as the interface between the organisation and its surroundings. With an emphasis on environmental and technical sources of variation in boundary role structure, the development, elaboration, and functions of boundary bridging roles are investigated. Eleven hypotheses that can be empirically tested incorporate the studied material. Future research should address issues brought about by treating organisations as "wholes" or singular entities.

**David E. Guest:** Various indicators of organisational success are correlated with what are known as high performance or high commitment human resource management (HRM) practises, according to a growing body of research. The reason behind this relationship is unclear, though. This study makes the case that we need to strengthen our theoretical and analytical frameworks in three crucial areas if we are to offer a compelling explanation for this link. These include the nature of HRM, particularly the justification for HR practise professionals, the characteristics of organisational performance, and the connection between HRM and performance. To investigate these linkages, a model is offered. In light of this study, the body of literature on HRM and performance is analysed to pinpoint significant knowledge gaps and help to focus further the research priorities.

**GAIL T. FAIRHURST:** The authors of this study investigate the notion that organisations act in contradictory ways to meet conflicting expectations. The authors present a case study of three downsizings that occurred in quick succession within a single organisation, the last two of which used opposing downsizing tactics. These included a "velvet boot" method and a "voluntary-involuntary downsizing" strategy. The essay also looks at several internal organisational conflicts including goals, principles, expectations for employees, and resources, and it demonstrates how managing these conflicts leads to both incongruent resolutions and unintended effects.

Finally, the authors take a contradiction-centered approach to organisations, focusing on the conflicts that members of these organisations construct as their organisational realities and which their situated discourse serves as support for.

**Steven P. Brown:** The author offers meta-analyses of 51 pairwise interactions involving job participation and develops a theoretical framework linking job involvement to its antecedents, correlates, and effects. The findings of the meta-analyses are consistent with studies that claim that situational and personality factors influence job participation. In contrast to role views, behavioural work outcomes, negative "side effects," or demographic factors, job involvement was substantially correlated with both job and work attitudes. Based on the involvement measure, moderator studies found no variation in the strength of associations. The strength of links across studies of employees of public versus private enterprises showed moderate but systematic variations, according to the author. He highlights crucial theoretical issues in the research stream, contrasts and compares the outcomes of this study with meta-analytic findings about organisational commitment and offers suggestions for future research.

**Jeffrey S. Hornsby:** In this study, the measurement capabilities of a scale that captures the crucial organisational internal determinants influencing middle managers to start corporate entrepreneurship initiatives are evaluated. In this study, the term "corporate entrepreneurship" is used broadly to refer to the creation and adoption of fresh concepts within a company. This study offers a tool that is used to empirically uncover the internal factors that affect middle manager participation in corporate entrepreneurship activities using these criteria. The literature has begun to acknowledge the middle manager's contribution to corporate entrepreneurship over the past ten years. The amount and breadth of empirical study on internal organisational characteristics that can encourage middle manager participation have been constrained. The research does, however, agree on at least five potential causes.

**Mohsen Mirzaei:** This study aimed to identify the status of employees' perceptions of organizational justice (distributive and procedural) and employee readiness for organizational change and their possible relation to gas companies in Lorestan province has been done. This classification is based on the objective component of applied research is also based on the data of the present study - a survey. The two-variable correlation research method study sample consisted of all formal and informal forces in Lorestan Province Gas Company (headquarters and regions), the number is 499, Official Force and 343 members of which 156 are contract workers and the sample of this study consisted of 54 official and 110 are contract workers.

**Mohsen Mirzaie2:** This study was conducted in the province of Lorestan with the intention of determining the current state of employees' perceptions of organisational fairness (distributive and procedural), employee readiness for organisational change, and any potential relationships to gas businesses. The basis for this classification is the The data from the current study, a survey, is used as the basis for the objective component of applied research. All formal and informal forces in the Lorestan Province Gas Company (headquarters and regions) totalled 499, with 343 members of the official force and 156 contract workers. The sample for this study included 54 members of the official force and 110 contract workers.

**Ekta Sharma1**: To ascertain the current status of employees' opinions of organisational fairness (distributive and procedural), employee readiness for organisational transformation, and any potential ties to gas enterprises, this study was carried out in the province of Lorestan. This classification's foundation is the. The goal part of applied research is built on the data from the current study, a survey. A total of 499 people worked for the Lorestan Province Gas Company (headquarters and regions), including 343 employees and 156 contractors. 110 contract workers and 54 members of the official force made up the sample for this study.

**Kinane Anne Linda:** The goals of this study were to ascertain how Telkom Kenya's workers felt about the transformation procedures and to identify the variables that affected that feeling. The study's proper research design was a survey of employees. Perception of Telkom Kenya's transformational process. A survey's main benefit is its ability to gather a lot of information on each respondent at once. The entire Telkom workforce made up the population. The sample frame included both management and support staff members. The method of data analysis is quantitative. Tables are used for the display of data.

**Surname, Initial(s):** Corporate mergers and acquisitions are a common source of company growth, but many fail and do not achieve the projected financial results. People-related issues constitute the primary reason for such failures. These issues may result from the negative impact that changes often have on the psychological contract. As people are critical to the success of change efforts, an investigation was warranted into the perceived impact on the psychological contract during periods of change.

**Marie Boltz, PhD, RN:** Older persons who are hospitalised frequently experience complications with their physical function, which raises morbidity, mortality, institutionalisation, and cost. The development of physical function is just one of the many ways that nursing staff play a crucial part in the hospital experience for older patients. There are no empirically supported recommendations to support the physical function of hospitalised older persons, even though optimal geriatric care necessitates an organisational strategy. Finding out how nursing staff members perceive physical function in hospitalised older adults—defined as the ability to perform the basic activities of daily living—including their perceptions of prevalence, risk factors, onset, effective interventions, institutional barriers to promoting physical function, and facilitators—is the first step in creating an organisational intervention.

**Taylan Budur1:** After the 1990s, corporate social responsibility became a global concern. On the other hand, it is undeniable that leadership has an impact on how people feel and act towards society. The inquiry thus questions which style of leadership would have a greater impact on a company's CSR initiatives for its employees. Therefore, the purpose of this study is to examine the impact of leadership style on the degree of CSR behaviours towards employees. In the Kurdistan Region of Iraq, we gathered information from 197 employees of various private firms. To further comprehend the level of influence, we have suggested a structural equation modelling approach.

**Benjamin Schneider:** It is suggested that a collection of fundamental problems that promote staff performance and high-quality service are a required but insufficient factor in creating an environment conducive to providing excellent customer service. The foundational concerns form the basis of the service climate, but it also necessitates policies and practises that put service quality front and centre. A bank's 134 branches' staff and customers provided data that was gathered at various intervals in time and evaluated using structural equation modelling. The model that best suited the data, according to the results, was one in which the foundational problems produced the climate for service, which in turn produced consumer perceptions of service quality.

**Daniel T:** This article discusses the development and evaluation of an instrument that can be used to assess individual readiness for organisational change, using a systematic item-development framework as a guide (i.e., item development, questionnaire administration, item reduction, scale evaluation, and replication). Over 900 organisational members from the public and private sectors participated in the study's various phases, and two distinct organisations tested the questionnaire.

### III. Objectives:

- To study the organizational changes.
- To understand the factors that affects the organization changes.
- To examine the influence of organizational level on employee.
- To study the perception of employee.

### IV. Research methodology

Type of Research: causal and empirical Research.

Sample size: 101

Data type: Primary source

(https://docs.google.com/forms/d/e/1FAIpQLSdDRnpqkEeUrKFJucwiiATOmoIqUvaeNm4DPVT8Cjn bpkDmw/viewform?usp=sf_link)

Tools and Techniques: Descriptive Research, Regression analysis, Correlation analysis

## DATA ANALYSIS

Analysis of descriptive statistics

| DESCRIPTIVE | Gender | Age | Educational qualification | Working experience | organisational changes | organization communicates | Front-line employees | quick management |
|---|---|---|---|---|---|---|---|---|
| Mean | 1.55 | 2.35 | 2.60 | 2.09 | 3.16 | 3.50 | 4.11 | 3.17 |
| Standard Error | 0.05 | 0.08 | 0.07 | 0.10 | 0.11 | 0.10 | 0.10 | 0.11 |
| Median | 2.00 | 2.00 | 3.00 | 2.00 | 3.00 | 4.00 | 4.00 | 3.00 |
| Mode | 2.00 | 2.00 | 3.00 | 2.00 | 3.00 | 4.00 | 5.00 | 3.00 |
| Standard Deviation | 0.50 | 0.75 | 0.72 | 1.00 | 1.11 | 1.05 | 1.05 | 1.10 |
| Minimum | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Maximum | 2.00 | 4.00 | 4.00 | 4.00 | 5.00 | 6.00 | 5.00 | 5.00 |
| Confidence Level (95.0%) | 0.10 | 0.15 | 0.14 | 0.20 | 0.22 | 0.21 | 0.21 | 0.22 |

## V. Findings:

- According to the survey, 7% of employees, or the bulk of them, are under 20 years old.
- According to the survey there are 45% women and 56% men among the staff.
- According to the survey, 86% of the employee's educational background is postgraduate, while 14% of it is undergraduate.
- As per the survey 72% of employee less then5 year of work experience while 18% of it is more then 5year work experience.
- According to the survey, 40.6% of employees support organisational reform. 59.4% of the workers say they are unsure.

## VI. Conclusion:

The study's conclusion is that organisations should give good communication top priority when implementing changes because it can have a significant impact on the success of the change as well as the perception of and participation from the workforce in the process. Organizations can accomplish this by keeping workers informed about the change on a regular basis, promoting open and honest communication, and including workers in the transition process to make sure they feel supported and appreciated.

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