HOW TO MANAGE ORGANIZATIONAL CHANGE DUE TO NEW TECHNOLOGY ADOPTION

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ABSTRACT

New technology adoption can be difficult for both management team and employees. Sometimes change can cause rejection and unsatisfaction within the organization. Therefore, the objective of this research is to completely understand employee's perspective on transformational organization according to corporate change on new technology adoption for a better understanding between employees and management team which will lead to a better organizational change management for future technology adoption.

The research methodology that will be used in this paper is qualitative research by conducting some interview with both change takers and maker. my target group will be categorized into 3 groups which are change maker, in this case, chief of staff, older generation who has been working for an organization for long time and new employees

The research finding shows that resistance from employees can cause unsuccessful change. Furthermore, employees engagement and two-ways communication may decrease dissatisfaction and help increase employee motivation toward change.

KEY WORDS: Change Management/ Technology Adoption/ Resistance/ Employee

44 pages

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CHAPTER I
INTRODUCTION

Change can be difficult for both employees and the management team. In order to manage change, the management team should understand and apply the principles of change management. Moreover, it is important to communicate change strategies to approach employees in order to gain employee support. Some change can be successful, but some aren't. Successful change can be from strong leadership strategies, change strategy, communication, and implementation plan. Unsuccessful change can be from many aspects. It can be from miscommunication and change management strategy. This can cause rejection from employees, cause employee resistance and decrease employee support. Failure in change management can cause many consequences. The management team may lose the trust of all stakeholders and waste company capital. Technology adoption is one of companies' most implemented forms of management change strategy to enhance organization performance. Technology adoption is also a tool for organizational survival in this fast-changing economy (Plewa, C., Troshani, I., Francis, A., & Rampersad, G., 2012). Currently, technology isn't only a tool to reduce organization costs, but it's also able to turn organization opportunity into a whole new idea. Moreover, it can enhance organization performance on both capital and capability to compete against its competitors. Therefore, technology adoption is an important tool to drive company success and stay ahead of the competitors. As mentioned previously, sometimes technology adoption can be successful in the long run, but some can be unsuccessful and fall apart. However, some changes can collapse during the change process due to employee resistance. In this paper, I would like to look deeply into why employees reject new company technology adoption and how to deal with their concerns. There are many reasons why employees reject company technology adoption. According to Ten Reasons People Resist Change from Kanter (2012), people feel like they lost control and feel uncertainty when change happened. They might feel that they don't understand, feel defensive, or even feel like they don't have time to adjust to new things (Kanter, 2012). Therefore,

they start to resist change and make learning something new, not a priority. This exact circumstance happened to one particular nonprofit organization (organization name withheld due to privacy) that specializes in the Tourism Industry. This nonprofit organization is one of the oldest international organizations that initiate in B2B travel mart and had just welcomed a new young and enthusiastic chief of staff who is just 33 years old. While a young chief of staff who has sales and training background would like to enhance organizational effectiveness by adopting new technology, many employees have some concerns about this idea. They tend to believe that new technology is a waste of organization money and time; plus, it increases their routine work. Throughout the new technology implementation time period, I start to recognize a silent resistance of new technology from an older generation; however, the organization has never communicated effectively with them. As time goes by, the gap between older generation staff and chief of staff is getting larger and complicated. Therefore, in this paper, I will focus and analyze why some employees resist learning the Asana application. Asana is a project management application where the project manager can organize, manage, and keep track of all marketing tasks. Therefore, the objective of this paper is to completely understand employee's perspective on transformational organization according to corporate change on new technology adoption. I believe that there are many methods and strategies to help the organization in better planning and monitoring staff during the process. According to Kotter and Schlesinger (2013), It is normal for a company to run into some form of employee resistance once adopting organizational change. Even though this circumstance often occurred, many experienced managers still lack systematic evaluation of employee behavior and assess what are the reasons why they resist change (Kotter & Schlesinger, 2013). Instead of looking into each employee's reason, they tend to use a standard belief of why the majority of people in each field resist change which might create serious obstacles to organizational change (Kotter & Schlesinger, 2013). Therefore, employee resistance might be a result of poorly planned and lack of effective change strategies. Consequently, I will interview both the chief of staff and employees in order to understand more on both sides equally in order to understand them. Discover the reason behind new technology adoption from the chief of staff and the strategy that he used to implement and understand the cause of employee resistance. Likewise, able to

recommend the chief of staff on how to manage change successfully and which strategy should be applied in each situation. This paper should provide a better understanding between employees and chief of staff that could lead to improved organizational change management for future technology adoption.

CHAPTER II
LITERATURE REVIEW

In organizational change situations, there are many theories and models that can be used as strategic choices. Some theories and models may fit with one situation and some may fit with another situation. Sometimes one theory or model is enough application but in some situations, managers may need to use their experience in combining organizational change theories and models to decrease resistance and increase involvement from employees. Higher involvement will have a positive effect on success in organizational change.

2.1 Lewin's Change Model

To start, one of the very interesting models is called Lewin's change model. It became the base of many change management theories. This basic theory of change management introduces three steps of managing change which are unfreezing, changing, and refreezing. This theory was originally from Kurt Lewin (1947). Successful organizational change involves 3 steps which are unfreezing, changing and refreezing. First is unfreezing, Lewin stated that old behavior should be unfrozen and can be discarded first for adapting to new behavior. Employees must recognize change and understand why change has to be adopted in an organization. Second is changing, employee involvement and sharing knowledge are important in this stage to help approach new learning. The final step is refreezing. The refreezing step helps to save the new behavior from regression and enhance new behavior consistently (Burnes, B.,2004).

| Unfreezing | → | Changing | → | Refreezing |

Figure 2.1 Lewin's change model (1947)

However, according to Lewin's change model: A critical review of the role of leadership and employee involvement in organizational change from the Journal of Innovation & Knowledge (2018) has enhanced this idea by adding additional information and adapting this model according to a specific situation by exploring the role of leadership style that helps during organizational change. In Kurt Lewin's model during the unfreeze step, the transformational leadership style helps to engage with employees by sharing goals, influence, and empowering employees to help make decisions on organizational change. Proving objective and sharing the reasons for change is important; in addition, providing information and explaining how this change can benefit individual employees. This stage, gaining trust from employees from showing transparency during the organizational discussion and allowing employees to show their opinions helps to increase a sense of ownership and commitment. Therefore, the transformational leadership style has important factors to drive success in organizational change to gain employee involvement and reduce resistance from the start (Hussain et al., 2018). Transformational leadership is very important during the changing process as well because during this stage motivating and sharing knowledge should be applied to help increase employee involvement. During this stage, the manager should focus on knowledge sharing, task and emotional support to help increase positive feelings and acceptance. Moreover, Kurt Lewin's change model: A critical review of the role of leadership and employee involvement in organizational change has also looked into social implications and shows that giving rewards and recognition is a key one successfully organizational change during the changing process (Hussain et al., 2018). For the refreezing stage, create long term employee commitment goals by planning change structure for specific activities to help sustain change. This also helps to gain long term support from employees. To summarize Hussain et al. study in 2018, three steps of the change model from Lewin represent the stages of unfreezing,

changing, and refreezing; therefore, employees are being instructed and involved by the manager during each stage. Hence, any issues that occur during the changing process can be recognized by the manager accordingly. During unfreezing, this step can enhance employee involvement. This step is very important to decrease employee resistance since the beginning which can lead to better success in strategy for change later on. During the changing process, employee engagement is the most effective strategy to create a commitment to applying the change process. This stage, the manager should use communication change to increase employee's involvement and gain trust. Knowledge sharing is also important during the changing process to increase employee contribution and performance. Use proper leadership both leadership strategies which are transactional leaders and transformational leaders to support change and help reduce the risk of resistance. Then Refreezing by employee's involvement in change activities and create a plan or roadmap to sustain the change.

2.2 Communicating Change

According to Hussain et al. study in 2018, communicating change is very important and should be applied in managing change (Hussain et al., 2018). Communication is an important variable in managing change because it can determine the result of organizational change management. According to Managing Changing Change to Reduce Resistance of Harvard Business School Press, "don't rely on a "Big Bang" announcement to persuade employees to fall in line. It's never enough" (Saunders, R. M., 2005). Therefore, effective communication should be applied. Refers to Managing Transitions: Making the most of change by William Brides, once introduced a change in an organization there is about 20% of an organization's employees tend to support the change from the start (Saunders, R. M., 2005). Moreover, the rest which is approximately 80% should be communicated directly. 80% of those who might not support the organizational change from the start can be divided into 2 sections which are neutral and resistance. Approximately 50% of the organization's employees do not agree or disagree to change and stay neutral. Moreover, about 30% of the organization's employees refuse to change and start to resist (Saunders, R. M., 2005). To emphasize that Change is supposed to enhance an organization's performance;

however, it might turn to be reducing employee performance by causing confusion, dissatisfaction, and resistance. Therefore, according to Managing Change to Reduce Resistance, there are tips on how to manage change successfully.

First, the change should have tangible results and state clearly and precisely. Change-makers should explain and share all options to employees honestly. Employees should know how change can affect them on the positive and negative side because as mentioned in Managing Change to Reduce Resistance book, "the rumors were worse than the reality" (Saunders, R. M., 2005). Moreover, the manager should repeat and repeat the objective of changes and let the employees know the action plan. The manager should make it easy to understand by using graphics and pictures to explain to employees and make sure to use two ways of communication. Employee's supervisor should take part in communication to employees why the company needs to introduce change from the start and make sure everyone is on the same page. Support change by training and shows the real progress of change. There are many ways of effective communication, not only email. Meetings, printed documents and notes to share information during meetings is just a way to start communication. However, the best way of communication is by doing and practicing. All in all, the change-maker should be a role model because both verbal communication and action should follow the change strategy to make employees follow to change (Saunders, R. M., 2005).

2.3 Employee Adaptability Model

Not only communication change is important to organizational change management but adapting to change plays a significant role in a positive influence on employee engagement. Currently, organizational change is a normal practice in an organization. Therefore, keeping positive connections between employees and employers can lead to success and negative ones may lead to failure in organizational change. According to The Impact of Employee Engagement and a Positive Organizational Culture on an Individual's Ability to Adapt to Organization Change from Parent and Lovelace (2015), employee engagement and positive work environment play an important role in employee adaptability on change (Parent & Lovelace, 2015).

There are two types of employee engagement which are organizational and job engagement that affect the result of organizational change. Organizational engagement is involvement in organization activity and satisfaction in the workplace and job engagement is an individual's focus on work-related goals and satisfaction with work. The result of this study shows that higher levels of job engagement make it harder for employees to adapt to organizational change. This is because change might affect their engagement and involvement in individual work. (Parent and Lovelace, 2015). To increase employee adaptability and willingness to change, an employer should focus on creating employee engagement because it can increase the level of employee adaptability to change an important task for an organization to achieve (Parent & Lovelace, 2015).

Figure 2.2 Employee adaptability model (Parent & Lovelace, 2015)

Parent and Lovelace state that organizational engagement has a positive relationship with employees' adaptability while job engagement has a negative relationship with adaptability to change. They suggest that successful organizational change should start with a positive organizational culture. To illustrate that, positive psychology in the workplace can shape an organization's culture and enhance employee engagement. Positive psychology can refer to an organization that helps employees to grow, recognize them and, give them rewards. For a successful organizational change, an organization should create a positive environment for its employees by engaging

employees in a way that can create a positive culture for the organization. Companies should keep engaging their employees continuously while building a nice work atmosphere in an organization because when change happens it will have a less negative effect on employees (Parent & Lovelace, 2015). All in all, if employees have high levels of job engagement, they tend to adapt to change harder because they already create a comfort zone and afraid that change may have a negative effect on their job engagement. However, employees with high employee engagement are adaptable to change. Therefore, creating a positive culture and employee engagement may help employees adapt to change faster.

2.4 Employee Emotions

One aspect that helps lead to the success of organizational change is employee emotion. Employee emotions during the organizational change process may also affect organizational change management. According to article Employee emotions during organizational change - Towards a new research agenda from Scandinavian Journal of Management from Klarner, By and Diefenbach (2011), there are strong relationships between employee emotion and organizational change. Emotion has an effect on how employees think, handle given tasks, and deal with social situations (Klarner, By & Diefenbach, 2011). There are two types of emotion which are positive and negative. Positive emotion can refer to join and confidence while negative emotion can refer to fear and insecurity. This research mentioned that employees who are unable to adjust themselves to change can turn into resistance (Klarner, By & Diefenbach, 2011). Resistance can come from both negative emotion from employees and their belief that change is dispensable. On the other hand, positive emotion can help employees go through a change process and enhance employee engagement and commitment. Besides, unclear and unpredictable change may lead to decreasing in employee satisfaction and motivation which can result in resistance (Klarner, By & Diefenbach, 2011). As a result, it may slow down the organizational change process and turn out to be unsuccessful organizational change. Moreover, emotional experience influences employee cognitive appraisal during the changing phase. In their study, Klarner, By and Diefenbach (2011) explain that there are two change scenarios which are sequential and simultaneous

change. The research explains that employees who are experiencing several changes may get confused and might be unpleasant. Once the organization would like to introduce more than one change or introduce new change before the previous one has completed, employee negative emotions such as stress will be increased. This emotion can lead to job dissatisfaction and unwillingness to involve change. To illustrate that, emotion during simultaneous changes affects employee cognitive appraisal and behavior. Therefore, it can create an emotional experience when employees face several changes at the same time (Klarner, By & Diefenbach, 2011). While sequential changes can be used to examine how emotion develops during the change process (Klarner, By & Diefenbach, 2011). Management should involve in employee's emotions throughout change instead of a single event because over time emotion can experience accumulates; moreover, having emotional experience over time can impact employee cognitive appraisal and behavior.

2.5 Technology Acceptance Model

One model which is very interesting for this research is the technology acceptance model (TAM). The technology acceptance model (TAM) is one of the most popular theory models that analyze how individuals accept new technology. According to a study by Agarwal and Prasad (1999), the technology acceptance model explains that individual perception determines each behavior toward the usage of new technology. Moreover, new system utilization is an important essential that can influence user behavior toward the success of new technology adoption. There are two beliefs that affect user attitude which is perceived usefulness and perceived ease of use (Agarwal & Prasad, 1999). First is perceived usefulness. Perceived usefulness (PU) is the individual belief that new technology may enhance individual performance. Second is perceived ease of use. Perceived ease of use (PEU) is the individual belief that new technology is not complicated and does not require a lot of effort to learn. Users tend to be more flexible with new technology adoption if they believe that it is easy to use (Saade & Bahli, 2004). Refers to a study of Agarwal and Prasad (1999), these two factors are the mediators of individual user differences and have a significant role in individual learning. Individual user differences include education background, age,

working experience, individual experience, and prior involvement in training (Agarwal & Prasad, 1999). According to Agarwal and Prasad (1999), individual differences have a significant impact on new technology acceptance through perceived usefulness (PU) and perceived ease of use (PEU). Manager involvement in recruiting and selecting the right person is also important because higher education levels and employees with past experience in technology tend to have more positive beliefs on new technology adoption. Proper training can influence employees on new technology belief and training has an effect on perceived usefulness (PU) (Agarwal & Prasad, 1999).

This refers to a study of Saade and Bahli (2004), extending a theory of the technology acceptance model (TAM) and states that individual differences involve three dimensions which are temporal dissociation, focused immersion, and heightened enjoyment (Saade & Bahli, 2004). As per figure 1 below from Saade and Bahli research (2004), The below figure show that perceived usefulness (PU) and perceived ease of use (PEU) have a positive effect on the intention to use while perceived ease of use (PEU) influence to perceived usefulness (PU) may affect directly and indirectly to intention to use (IUC). Both perceived ease of use and perceived usefulness are being influenced by cognitive absorption which contains temporal dissociation, focused immersion, and heightened enjoyment as three dimensions (Saade & Bahli, 2004).
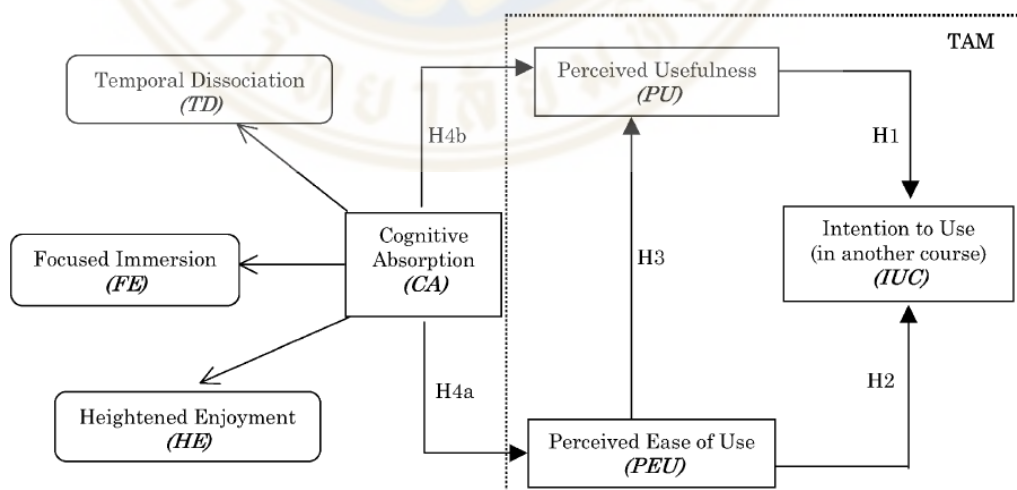

Figure 2.3 The technology acceptance model (Saade and Bahli, 2004)

In the study, Saade and Bahli (2004) explain that if users experience temporal dissociation, they tend to lose track of time and accomplish their tasks faster than usual. Next, if user immersion and focused on a task, their perceived ease of use level will increase and will be less stressful if heighten their enjoyment (Saade & Bahli, 2004). Saade and Bahli have concluded that focused immersion on user interaction experience and heightened enjoyment by engaging with technology play an important role in individual cognitive absorption and influences user belief on the perceived usefulness of new technology. Moreover, cognitive absorption has a stronger relationship with perceived usefulness (PU) than perceived ease of use (PEU). Lastly, intention to use new technology affects both perceived usefulness (PU) and perceived ease of use (PEU); however, it affects approximately three times stronger more on perceived usefulness (PU) (Saade & Bahli, 2004).

To sum up, on the technology acceptance model from Agarwal and Prasad (1999) and Saade and Bahli (2004), both perceived usefulness and perceived ease of use have a strong influence on employee intention to use new technology. If they perceive that new technology adoption will enhance their performance or the technology isn't too complicated to learn; therefore, these two attributes will increase their cognitive absorption or state of deep involvement. Cognitive absorption has a positive effect on three dimensions which are temporal dissociation, focused immersion, and heightened enjoyment. Higher cognitive absorption will lead to faster task achievement, an increased concentration and an increase in enjoyment which increased new technology ease of use. Consequently, both perceived usefulness (PU) and perceived ease of use (PEU) are two keys influencers to the technology acceptance model (TAM). Not only the technology acceptance model (TAM) can increase employee intention to use new technology but Lewin's change model is also interesting in managing organizational change in general.

To conclude the literature review chapter, the basic theory of change management or Lewin's change model is a general basic theory which can be added and enhanced for better implementation. During all steps of organizational change management in Lewin's model, the leader should use transformational leadership to gain commitment and apply communication change because effective communication can increase employee trust and reduce resistance. During the changing step, the

management team should focus on creating a positive organizational culture and positive emotion of employees to increase employee engagement and commitment to successful organizational change. Moreover, sharing knowledge during changing stages using technology acceptance models can help increase employee deep involvement in learning and increase intention to use new technology.

Research framework: The research framework will focus on employee acceptance and willingness to learn during change. Employee acceptance and willingness play a significant role in successful change because the faster employees can accept and engage in new technology adoption, the faster the organization can move forward. In order to collect and analyze the data, Lewin's change model will be applied by enhancing and adding additional information. This research framework will combine technology acceptance models by Saade & Bahli (2004) with a transformational leadership style during unfreezing step and knowledge sharing during changing step together to enhance Lewin's change model to examine both employees and chief of staff commitment, motivation and behavior throughout the change process. In order to find out the current change strategy that the chief of staff applied during the change process that didn't influence the employees willing to learn and adapt to new technology.
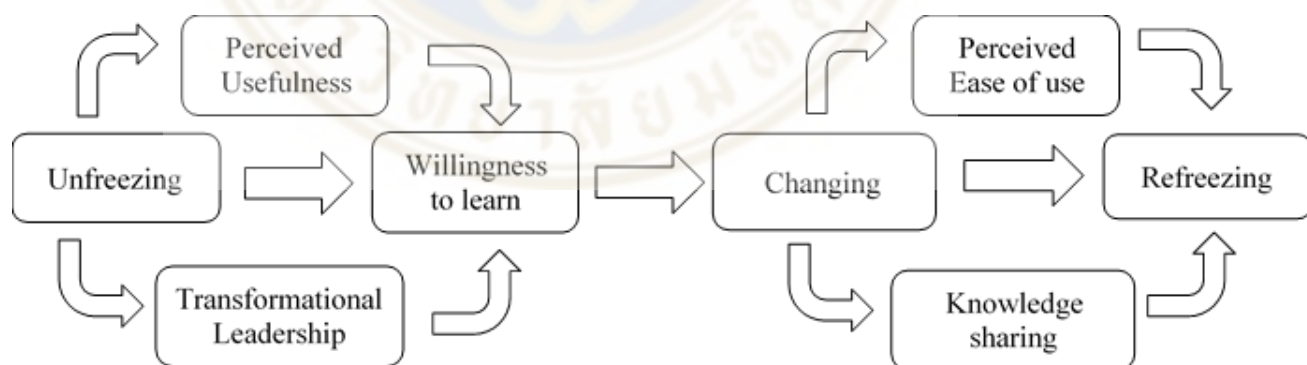
Figure 2.4 Research framework of the study

The main purpose of this research is to find out why older generations of this organization resist change, the reason behind new technology adoption, and what strategy have the chief of staff used during the change process that creates employee

resistance. Moreover, to find out which strategy should be applied during the change process to increase employee commitment and reduce resistance which can create employee willingness to learn and adapt to new technology. Therefore, the company can implement this study for its further new technology adoption.

CHAPTER III
RESEARCH METHODOLOGY

3.1 Primary Data Collection Method

According to a literature review from the previous chapter, it demonstrates that employee acceptance and willingness to learn can lead to success in organizational change which can be applied to new technology adoption. From both perspectives who experience organizational change due to new technology, adoption will help to understand their behavior, emotion, and motivation throughout change. Consequently, one-on-one in-depth interviews from both change maker and takers as qualitative research methodology will be obtained as data collection to help analyze the real situation of an organization and understand the cause of employee resistance which lead to unsuccessful change.

3.2 Interview Method

This research will use qualitative methods as the main data finding; therefore, interviews from employees will be conducted. I will conduct interviews with 7 employees and chief of staff to share their perspectives at different times and sessions. Each employee will be scheduling a meeting at a different time in the office after work hours. Eight employees inclusive of the chief of staff will be asked questions that can provide insightful information to find out the logical reasons behind employee resistance and unsuccessful new technology adoption. Therefore, this qualitative research may provide a reasonable connection between the problem, data generated and analysis to find out the best strategy for better technology adoption in the future (Jackson, R. L., Drummond, D. K., & Camara, S., 2007). In addition, arranging interview sessions to obtain informative and in-depth information from selected employees is required for this research. The interview method will be as follows:

Sample selection: This research will conduct eight sets of interview sessions for data collection which are inclusive of one interviewer and one interviewee in each session. Interviewees will be current employees who are working in the organization and the chief of staff will be included. The interviewees are selected from different departments and will be categorized based on their age and working experience. The reason behind this is because according to the literature review, employees from different backgrounds will react differently to change. Furthermore, there will be two sets of questions, the first set of questions will be used to interview employees and the second set of questions will be used to interview the chief of staff. The first set of questions will ask the change-maker side. Therefore, the questions will focus on the change strategy and motivation behind the change. The second set of questions will ask employees so questions will focus on employee acceptance and willingness to change.

Table 3.1 Interviewee list

Code	Department	Job Position	Work Experience	Age	Gender	Nationality
A	Management	Chief of Staff	1	33	M	American
B	Admin	Legal & Administrative Officer	10	35	F	Thai
C	Marketing	Graphic Designer	3	27	F	Thai
D	Communication	Director	8	43	M	American

Table 3.1 Interviewee list (cont.)

Code	Department	Job Position	Work Experience	Age	Gender	Nationality
E	Events	Assist. Manager	8	33	F	Thai
G	Events	Assist. Director	14	53	F	Thai
H	Events	Director	13	48	F	Thai
G	Events	Assist. Director	14	53	F	Thai
H	Events	Director	13	48	F	Thai

3.2.1 Develop open-ended questions:

In order to dig through each interviewee's feeling and experience, the open-ended questions are required because it allows the interviewees to freely express their opinion according to their experience. The research questions aim to find out about the positive and negative experiences throughout the change and analyze the reasons behind employee resistance and unsuccessful change.

3.3.2 Research question list

Table 3.2 Interviewee list

Finding factor	Interview Question
General	1. Do you think this is a proper time to change from traditional email to Asana application? Why or why not? 2. Have you had good/bad experience in new technology adoption before in the past? Please explain
Perceived Usefulness	1. Do you think this new technology helps enhance your routine work? If yes, how? If no, why not? 2. If new technology is useful and can enhance your routine work, are you willing to learn this technology? Please explain
Transformational Leadership	1. How have you heard that we are changing from traditional email to Asana application? (how was it communicated to you?) 2. Do you think your manager provides a clear objective of new technology adoption? What is the objective? 3. What could/should your manager do to support you in this technology change? 4. What else would you recommend that your company should do to support employees in technology change?
Willingness to Learn	1. How do you feel about changing from traditional email sending to Asana application? Why do you feel like that? 2. Have you experienced a situation where you don't want to learn new technology? Please explain 3. Have you experienced a situation where you agree to new company technology adoption? Please explain. Why did you agree? What helped you?

Table 3.2 Interviewee list (cont.)

Finding factor	Interview Question
Perceived Ease of Use	1. What made new technology adoption easy or difficult for you in the past? 2. What are the main challenges you face while trying to proceed with this new technology adoption like Asana? 3. Do you think Asana application is easy or difficult to use? Please explain
Knowledge Sharing	1. What helped you in adopting the new Asana technology? (e.g. your manager? Your colleagues? A training? Your previous experience?) 2. Do you think providing proper knowledge sharing or training can help increase your willingness to learn new technology or not? Please explain

Chief of staff's questions:

1. Please tell me about how you introduced the change to Asana technology in your company.

2. How do you recognize the need for new technology adoption?

3. Why do you think Asana can enhance company work performance? Please explain

4. How did you communicate the change to your employees? (which channels did you use to communicate? What was the message you communicated?)

5. How did you support your employees during the change situation?

6. What is your experience in introducing Asana applications as new technology adoption?

7. What is your change strategy that you usually use?

8. In your experience, what are the main challenges you face while trying to proceed with a new technology adoption?

9. Have you experienced employees who resist learning?

10. What are the reasons why they resist change?

11. How do you handle the employees who resist change?

12. What is the key to success when you try to persuade employees who resist to change?

13. How do you increase employee willingness to learn toward a new technology?

14. Do you think proper knowledge sharing or training can increase employee willingness to learn? Why?

15. Do you think the complexity of the technology can be a reason why your employees are unwilling to learn the new technology? Please explain

Face-to-face interviews will be conducted to ensure that both verbal and non-verbal communication will be acquired in order to analyze and observe. The interview venue will be in the office library after working hours for a quiet and private environment. The interviewer will ask to record the conversation to make sure that all information will not be missed and interviewees body language and facial expression will be observed to help with analytical. Moreover, the record will be deleted according to ethical standards. Each interview session will take approximately 45 minutes to 1 hour.

CHAPTER IV
RESEARCH FINDINGS

New technology adoption had just occurred in this organization. The management team would like to enhance overall company work performance; therefore, the chief of staff tried to adopt a new project management platform to help everyone. The program calls Asana application. The application has been adopted to all staff. However, the first adopter was the marketing team. Once the chief of staff applied to every department, many resistances occurred. Therefore, I would like to find out what to unsuccessful change. I interviewed both employees from different departments and the chief of staff to see their opinions and find out what could be done better for change management.

After conducting the interviews with 7 employees and chief of staff for the qualitative research, the data can be summarized into 4 main aspects which are Perceived Usefulness, Lack of Leadership, Perceived Ease of Use and Training. These 5 aspects can be grouted into 2 categories which are Willingness to Learn During Unfreezing Step and Knowledge Sharing During Changing Step. These topics can be analyzed and compared according to the employees and chief of staff experience during technology adoption in order to find out why change management was not successful.

4.1 Background information

The interviewees age ranked from 27 – 53 years old and the average age of the staff excluding the chief of staff is 38 years old while the chief of staff is among the youngest in the team at age 33 years old. Therefore, we can see a variety of responses from various age groups. The work experience of the staff is in between 1 to 15 years. Their average work experience of the staff is 8 years while the chief of staff just started working in this organization for only 1 year. The wide rank of job experience can help to analyze how the work experience can effect individual experience during change.

Among 7 employees we can see that 6 out of 7 of them are female while the chief of staff is male. Moreover, employees who have been working in this organization for more than 10 years are all female with the age rank of 35-53 years old. Furthermore, excluding the American chief of staff, all female staff are Thai, but the only male staff is American. Since the majority of the staff in the organization are Thai female so the interviewees are mainly Thai females. Consequently, obtained data can be analyzed base on their age, experience, and job position to find out employees' perspective for this new technology adoption.

4.2 Data Analysis

There will be 2 sets of data in order to understand why technology adoption is unsuccessful in an organization. 2 sets of data are a group of staff from different departments and the chief of staff who introduced the technology to the organization. The question and the analysis will be divided into 2 sets.

4.3 Employee Analysis

In order to understand what causes the unsuccessfulness of the technology adoption, there are many aspects to be analyzed. During the unfreezing stage, perceived usefulness and leadership strategy can increase employee willingness to learn new technology. Moreover, during the changing stage, perceived ease of use and training is important. Therefore, perceived usefulness, leadership strategy to create employee willingness to learn, perceived ease of use, and training will be considered in employee analysis.

4.3.1 Willingness to Learn During Unfreezing Step

In order to understand employee's willingness to learn new technology during the unfreezing step, their answers can be analyzed that perceived usefulness, leadership strategy, and colleagues can increase or decrease employees willing to change.

4.3.1.1 Perceived Usefulness

One important aspect in order to understand employee's willingness to learn new technology is how they perceived the usefulness of the technology. The answers show that 7 out of 7 employees are willing to learn new technology if it enhances their work performance and reduces their task duration. After the analysis, there are two sets of answers. We can see that some employees perceived the usefulness of the new technology while some disagree.

1) High perceived usefulness of Asana

After conducting the interviews, only 3 out of 7 staff believe that this technology helps enhance their routine work which are employees B, C, and F. These people mentioned that Asana helps them to project the task better and increase work efficiency. It helps create a better workflow in order to create tasks, assign tasks and keep track of the whole project. We can see that 2 out of 3 staff who believe that Asana applications help enhance their routine work are employees who have work experience at this organization in 3 years and less. Surprisingly, among 7 employees that have been interviewed, there are 2 new employees who have less work experience and all of them believe that this technology helps increase their work efficiency. Another employee who thinks that an Asana application is useful has 10 years of work experience which is quite long. Moreover, 2 out of 3 employees said that they are using this application every day because it's directly related to their work but 1 said she just started this application this month and found that this can shorten her task duration. The 3 staff who said the application is usefully mentioned that they don't have to scroll down to read all emails or search emails to find out the previous conversations anymore. Their task will be summarized clearly and post on the application. Each task all relevant information will be there in chat format. Therefore, these 3 staff like Asana application and are willing to use this new technology that was just adopted in the organization. We can illustrate all 3 staff who perceived the usefulness of this technology are younger staff who have lower job positions in the organization. Therefore, these employees' job positions are on the operational level to junior manager which required to communicate within the organization. Especially, employee B and C job positions don't require to communicate externally at all while employee F job responsibility required to communicate both internally and externally.

2) Perceived usefulness of Asana

3 out of 7 said that they did not see any benefit of this application at all are employee D, G and H. There are 3 out of 7 employees who don't perceive the usefulness of the technology at all. All of them believe that this technology is useful only for the marketing department and not for everyone. All of them said using this application increases their task duration because the majority of their work is to communicate with external parties. Moreover, this application is good for staff who have to manage the project internally; however, their job is to communicate with outsiders via email. Furthermore, it's not practical because before they just receive the email and forward it to the concerned department; however, now they have to copy from the email application and put it in Asana which creates more tasks. As mentioned earlier, all 3 directors that had been interviewed do not believe that Asana can enhance their work. Employee H said she rarely uses the application while employee D and G use the application when the task-related with the marketing team or the chief of staff only. All 3 staff who do not perceive the usefulness of the technology are in a high position which is assistant director and director with the age of more than 43 years old. Since their job positions are on the management level of the event and communication department that required to communicate with media, event host and, company partners which consider as external parties, but the application can be used internally only. Therefore, the application will duplicate their task. Another staff who said this application doesn't help enhance her routine work is employee E. She said she sees the potential and advantage of this application, but it doesn't suite her department. She said, "I think this platform is good, but it will be useful when everyone in the team is using it." Employee E adds "it is even duplicate my work especially when of my colleagues refuse to use it." She mentioned that she has to complete her task in Asana application and send an email to the team again because some of her colleagues don't use Asana.

Therefore, we can see the similarity of the answer between age group and job position here. Younger staff of less than 35 years old with lower job positions found that the application has the advantage. However, only 3 out of 4 perceived usefulness and believe that this application help enhances their work performance because 1 of them mentioned that her colleagues refuse to use the application. While another 3 staff who did not see the benefit of the application at all

are older staff in a high job position that required to communicate with external parties. All 3 directors do not perceive the usefulness of this application at all while operational and junior manager level found the advantage of the application.

4.3.1.2 Lack of Leadership

After conducting an interview, 4 out of 7 employees mentioned that if the chief of staff listens to the staff opinion and motivates them to use the new technology instead of forcing them to use it, this might increase their willingness to learn Asana. Shockingly, 7 out of 7 employees believe that the chief of staff could have done better to increase an employee's willingness to learn. There are two aspects that show the lack of leadership skills of the chief of staff.

1) Lack of two-way communication

All 7 employees believe that the chief of staff doesn't use two-way communication. There were only 4 out of 7 were invited to the meeting and had been informed in the meeting regarding why the organization should change from traditional email sending to Asana which are employees D, E, G and H. Three of these invited attendees are directors which are the head of departments and one of them is assistant event manager who has work in the organization for more than 10 years. Employee E mentioned that she is the most tech-savvy person in event team, so employee E boss asked her to join with her. The rest of the attendees at that meeting were the head of departments. All 4 people who were invited said the objective of using Asana application was informed but there was only one-way communication with no storytelling on why they should change to new technology. "They were just informing us without asking for our opinion" employee H said. To emphasize, the chief of staff just informed them that they have to change to the new application but didn't ask if they want to change. Since the head of the department has not agreed with new technology adoption, the employees in the department have not been motivated or informed about the objective of the change. Employee E said, "the transition should be smoother, and the chief of staff should listen to others feedback in order to reduce resistance". Moreover, employees B, C and F didn't been invited to the meeting because they are not the head of departments. They mentioned that the chief of staff never communicated to them directly. However, employee C who hadn't been invited to the meeting said the person who shared the objective and shows her how to use the application is director of

marketing. She mentioned people who introduced and taught her how to use the application were her supervisor. She said that her supervisor shows her how to use the program and let her know that this application will enhance her department workflow. She can be more focuses on tasks and finish the task on time because the system shows all deadlines. Plus, it will be easy, and she will not have to dig through emails anymore. Digging through emails take a lot of time and sometimes she missed the deadline. While employee B who hadn't been invited to the meeting mentioned that she hadn't been communicated the objective of this change. She said that she hadn't been invited to the meeting; therefore, she had just been informed to use the program and show the function workflow that she had to use roughly. Her boss just informed her that they are changing from email sending to the Asana application. At first, she was confused because she has to be on her own but after using it for a while, she perceived the usefulness of this application. Plus, she said its user friendly. Another employee who hadn't been invited to the meeting is employee F. She said that she has been informed by her team that they are using this application now and employee E show her how to use the application. The objective of this application had been informed by her colleague. Plus, on her team, there was some resistance and not happy about changing so it is difficult for her to adapt to the application. Therefore, all employees agree that the chief of staff uses only one-way communication which is another aspect of lack in leadership skills. Plus, he hadn't communicated this change to everyone and only invite the head of departments to join his objective sharing. Which only some of the head departments transfer the positive side of the application to employees and some just show the process of using the application but haven't really motivated employees to use it.

2) Lack of trust issue

The chief of staff uses the marketing director to be a part of goal sharing. The meeting was hosted by the chief of staff and attendees were all heads of departments and some concerned people. The meeting was conducted by the director of marketing because the marketing team used it before adopting it to other departments. The meeting was all about why the organization should change from email sending to Asana and how to use this program. 5 out of 7 employees agree that people who adopt the technology play an important role in increasing or decreasing employee motivation to use new technology because if the change came from someone that they trust, they

will be more open-minded and willing to try more. Employee G said that it would be better if the goal sharing came from someone that she trusts. She mentioned it may be because of that fact she already anti the chief of staff; therefore, her first reaction of whatever he announces will be doubtful. She said "if you don't like someone, you will block yourself to accept whatever that person said" at the end of her interview session. Employee D said the chief of staff doesn't motivate him at all. He added "sometimes management skill come from past experience not by book." Employee H mentioned that "the chief of staff cannot answer her question about the program and cannot help with her obstacle in using the application at all." She added "when I told him this function increase my task duration, he just ignored." The director of the event expressed that she hesitates to use the application and she will not use it unless the chief of staff forces her to use it. Moreover, employee B and E mentioned that it would be less resistance if the change came from someone that many pay respect to. Hence, all 7 employees believe that the chief of staff just informed everyone to use the application but didn't motivate them to use it. Two-way communication hasn't been applied because the chief of staff never asks for anyone feedback before adopting the change. Moreover, employees distrust and hesitate to use the application because of their personal feeling toward the chief of staff.

To sum up, two-way communication or asking for feedback from staff can increase staff willingness to learn. Moreover, it clearly states from the employees that changer maker is a key factor to increase or decrease staff willingness to learn application because people tend to listen to a person that they are accepted than a person that they don't.

4.3.1.3 Colleagues Support / Resist to Change

1) Support from the team

There are some employees who are more willing to learn the application because her supervisor informed her clear objective and show her how can the application enhance her work like employee C. Employee C said that since she is working in the marketing department, so she was the first group to use the program. Her supervisor trains her to use the program closely and answer all her concerns. Plus, everyone in the department is tech-forward because of their field of work. Therefore,

her department flexible with the change and willing to change from email sending to Asana application.

2) No team support

Employees H mentioned that if people in the team resist change and keep complaining about the new application, it demotivated her to use the new technology. She said if everyone in the team uses the application, it will help increase her motivation to use new technology. She mentioned that this technology can enhance her workflow once everyone is using it. Otherwise, her task will take more time and inefficiency. She also believes that this technology has a lot of benefits for the organization once everyone is using it; however, it might duplicate her work because she has to use Asana and send emails at the same time because her team refuses to use it.

Therefore, the answer from these two employees shows that colleagues and a supervisor are very important to increase the staff's willingness to learn a new application. If the supervisor resist and refuses to change, it might pass negative feelings through team members and demotivate another member of the team. However, if the supervisor has positive feelings toward change, it will pass through other team members and motivate them to learn.

4.3.2 Knowledge Sharing During Changing Stage

In order for employees to perceived ease of use, knowledge sharing is an important aspect. During this stage, perceived ease of use and training is an important aspect in order to learn new technology.

4.3.2.1 Perceived Ease of Use

User friendly: The answers show that 5 out of 7 employees believe that Asana application is user friendly and not complicated to work with. They mentioned that the program is like a chat room, clean and easy to use. The program is not complicated to learn and its very simple. While 2 out of 7 said the application is complicated and not user friendly. Both of them expressed that it took her more time to find the right topic for conversation in order to complete her task. The similarity of these 2 staff are high in job positions, they are both directors. They came from the same department which is events and both of them have more than 13 years of work

experience in the organization. Moreover, these 2 staff who didn't perceive ease of use are 48 years old and older. Therefore, 2 out of 7 employees who believe that the application is complicated and not user friendly are employees G and H who rank in the top position at the organization and longer work experience. Plus, their age is the top 2 oldest staff from the respondent's list. To illustrate that, these two staff who didn't perceive usefulness of the application have high job positions, work experience and older age. Their age is older than 48 years old which might take longer to learn new technology compared with other staff at a younger age because they are not as familiar with technology as others. They have been using email applications and have never tried project management software; plus, they have high job engagement comparing to others because of their long work experience at the company.

4.3.2.2 Training

Another important aspect during the changing process is knowledge sharing. Proper training can increase the chance of successful technology adoption and increase employees ease of use. There are three missing points that the company fails to provide which are no proper training for everyone, no proper training from professionals, and training within the department.

1) Proper training for everyone

7 out of 7 employees said they did not receive proper training for the application. The training session was held by the chief of staff and the director of marketing. As mentioned, only the head of department and employees E attended the objective sharing of the Asana application. The meeting was an introduction of the technology and product walkthrough at the same time by the chief of staff and director of marketing. 6 out of 7 believe that knowledge sharing is important during the changing stage. They mentioned that sharing knowledge is a tool that allows everyone in the organization to be on the same page. Moreover, they said that proper training or knowledge sharing from professionals can help them to learn and to increase their perceived ease of use of the new technology. While 1 employee said that training with the organization is boring and she prefers to study on her own.

2) Training from a professional

3 employees said that the training should be from the professional and the training should be step by step, not just a product walkthrough.

Plus, employee B expressed that she expected to have a professional to teach her how to use the program because she doubted that the chief of staff knew all the functions on the application. Moreover, employee H mentioned that one she doesn't understand about the function in the application, the chief of staff can never answer her question. This makes her feel reluctant and resists to use this new technology. Employee G said that the chief of staff just introduced the application once, forced us to use it and, then left us with it without helping or answering the question. Therefore, employees B, H and G believe that they would like to have a professional guide them through and can answer all their concerns about the application. Consequently, training from the professional and who is able to answer staff questions will make them feel less resistant to use new technology.

3) Training within the department

The training should be within the department because they want to learn only the functions that is related to the work. Employee G and H said that they only want to learn the function that are related to their work. Therefore, training within the department to focus on specific functions might not waste a lot of time. Therefore, it won't make her confuse by learning too many functions that are not related to her work.

Therefore, knowledge sharing can increase employee perceived ease of use. Hence, it will increase their flexibility with new technology adoption. All employees believe that the person who adopted the application should understand the technology before introducing it to the employees.

4.4 The Chief of Staff Analysis

In order to understand the chief of staff perception of this technology adoption and his feeling toward the result of change management. Change strategy, training and dealing with resistance will be used to analyze to find out whether he thinks that technology adoption is successful or not.

4.4.1 Change Strategy

The chief of staff said he pays a lot of attention to his change strategy. He uses the Sandbox strategy as his change strategy to reduce the risk that might occur. He informed the objective to his employee clearly on how the application can enhance everyone and organization's work performance.

4.4.1.1 Sandbox strategy

The chief of staff mentioned that he used a sandbox for change strategy. Sandbox strategy is the change strategy where you select your change champion and safe zone. He said he selected the marketing department to be his safe zone because of low risk. If he chooses events or membership department and the program gets confused the company will lose a lot of money because those departments make a decent amount of revenue to the organization. Plus, he chooses the director of marketing to be his change champion because she is tech-forward and the marketing team can move fast with technology. Since she is tech-savvy, she will be able to drive the change. Therefore, he informed the marketing director to use Asana and if she finds it useful, then she should help him to drive this change. He let the director of marketing inform the heads of departments on how the technology trend is nowadays which can facilitate everyone's work, then she introduced Asana to them and share marketing team success stories on using Asana. Therefore, in this case, the marketing director drove the change instead of the chief of staff because she was the one who actually used the program and introduced it to other department heads at the meeting.

4.4.1.2 Objective sharing

For sharing the objective, the chief of staff said that he used the meeting to inform the head of the department on the organization's inefficient communication problem between departments. Every department seems to have its task planning in a spreadsheet that hasn't been shared to the whole organization. He said it would be better if we can combine every department work on the same platform so everyone will know what each department is doing. He said the technology will help enhance organization workflow save safe time for employees. Plus, he will know what everyone is doing and keep track of task completion.

The chief of staff said now is just the beginning of the change process. He strongly believes that the change is going to be successful and the

organization is in the right direction. Plus, some department who used to disagree is getting better in using Asana now. He mentioned, you will need to repeat it at least 7 times until a person gets used to it and things will be better.

4.4.2 Knowledge Sharing

The chief of staff provided one product training and product walk-through in the meeting room which was invited only concern person and the head of departments. Therefore, the trainer was on VDO conference call and show how to use each function step by step. He recognized he should provide more training for employees. He overestimated some staff's ability to learn new technology. Some might not understand the technology but wouldn't want to lose their face in telling anybody. He believes that the application is not complicated and if he asked people in his generation to use this application, it will be very quick to learn. Therefore, at first, he never thinks that some staff in the older generation will refuse to use the application. He thinks that maybe they just don't understand the application, so they are not happy to use it. They might take more time in learning this new technology. He believes that once everyone understands about this application and know how to use it, things will get better.

4.4.3 Dealing the Resistance

The chief of staff was aware that there was some resistance occurring in the organization. He said he understands that there will be some resistance in every change because everyone will have to change the way they used to do. He said some staff also lack the understanding that a few steps of their work might be a net saving for the entire team. He mentioned that he would ignore and push it through. "Sometimes you need to understand that they might complain about it, but they won't be mean to me" (person A). He mentioned that even the employees oppose the change maker and might express their negative feeling toward this. However, since he is the chief of staff, the employees will not be mean to him. However, one thing that he experienced right now is employees who resist change tend to be mean to other people who drive the change. This is the marketing director and he has to stop the fight sometimes. He told other staff that if anyone has a problem, they can come to him. He believes that the reasons why some

employees resist change is because whether the technology is too complex for the mid 40s to 50s or they might not be happy because they have more work to do. Plus, they refuse to tell it directly because they don't want to lose face.

He mentioned that some of his staff might not be happy, but he doesn't care. He doesn't need them to be happy, but he wants them to be a better working machine. Therefore, he believes that resistance during change management is normal and he ignores all employee's resistance and pushes everyone to use the application. However, one thing that he thinks he made a mistake is to select only the marketing team to be his safe zone. He thinks maybe choose two departments, so the marketing director won't be in the spotlight. Therefore, she will not have to face all complaining and negative criticism from other departments. As mentioned, no one in the organization will be mean to him but they might be mean to the director of marketing.

4.5 Comparison of Perspectives: Employees Versus Chief of Staff

In order to understand what caused the unsuccessfulness of the technology adoption, not only well-planned and change strategy that chief of staff should be considered but also leadership style. Leadership strategy which is goal sharing and motivating employees is important during the refreezing stage. Another aspect that might increase the chance of successful technology adoption is training and knowledge sharing because it will help increase employees perceived ease of use. Moreover, dealing with resistance is another role of the leader. In order to lead a successful change, the leader should be able to deal with employees who reject change. Therefore, leadership strategy, knowledge sharing and dealing with employee resistance will be used to analyze the chief of staff. While the willingness to change and knowledge sharing during the changing stage can be used to analyze the employees. We can see the similarity and differences between both parties' answers.

The differences perspective from the chief of staff and employees are communicating change and employee motivation. 7 out of 7 employees believe that the chief of staff could have done better in communicating change. The employees mentioned that the chief of staff is lacking in motivating his employees and he didn't do anything to motivate the employees. His lack of motivating staff also causes resistance

and decreases staff unwilling to learn. Plus, the chief of staff doesn't listen to their feedback. While the chief of staff believes that resistance always occurs during change management. What he has to do is ignore and push through. The employees mentioned that the organization provided goal sharing to only the head of department, not for everyone. While the chief of staff mentioned that he informed the objective of changing from email sending to Asana application in meeting. He states clearly that the platform can share all department tasks and completion on one system Plus, it can help enhance employees and organizations work performance. However, only 3 heads of departments and employee E attended the meeting. Therefore, these head of departments duty are to share the objective to the team. Another 3 staff who hadn't been informed about the objective from the chief of staff get informed by their supervisor. However, the answer from two employees from the events department show that colleague and supervisor are very important to increase staff's willingness to learn a new application. If the supervisor resists and refuses to change, it might pass negative feelings through team members and demotivate another member of the team. However, if the supervisor has positive feelings toward change, it will pass through other team members and motivate them to learn. While employees in the marketing department who have positive toward change said her supervisor informed her clearly on the objective and help her go through the training process.

The chief of staff and employees both agree that more training should be applied, and the change adopter should be more considerate. Both chief of staff and employees agree that more training should be organized. The chief of staff mentioned that he overestimates some older staff's ability to learn new technology. He believes that if the staff truly understands the application work, they will know that this application will help the organization overall performance. While the older generation staff also agree that the program isn't user friendly and it doesn't help to enhance their work performance. They mentioned that the chief of staff didn't provide real training where everyone got to try the application demo. Plus, not everyone got a chance to join the meeting. Therefore, more proper training should be applied. Moreover, the staff mentioned that they preferred training within department instead of overall training because they do not want to learn all function that is not related to their work. Another similarity that the chief of staff and employees answer is change adopters. Many staff

agree that the resistance will be reduced if change adopter came from someone that they trust. The chief of staff used "his champion" to drive the change; moreover, this might cause employee reluctancy due to the fact the change driver is not from the management team but came from another department. Therefore, it caused conflict between departments. The person to drive change and share the objective of change should be the same person; plus, they should be the leader in an organization that people trust to gain commitment and engagement. The chief of staff also mentioned that his mistake is to use the marketing director to drive change. This creates conflict between departments, and he has had to stop fights between departments in the meeting sometimes. However, while the employees agree that change should be driven by someone that they trust but the chief of staff believes that he should adopt the change to 2 departments due to reducing the director of marketing spotlight.

All in all, the answers of employees and the chief of staff show some similarity and differences. However, there are some miscommunications and perspectives that haven't been communicated in order to reduce resistance.

CHAPTER V
CONCLUSION AND RECOMMENDATIONS

This research paper tries to find out why the employee resists organizational change by looking into many factors which are employee perceived usefulness, transformational leadership, employee's willingness to learn, employee perceived ease of use, and knowledge sharing. These factors are important factors to drive the success of change management based on the research framework of the study. According to the research framework of the study, we can conclude that there are many errors during the change process.

Problem 1: Failure of change and leadership strategy

One major problem that causes unsuccessful change is because the leader's change and leadership strategy did not work as planned. The chief of staff used Sandbox strategy as his change strategy. He used the marketing department and director of marketing to be his safe zone and change champion. Therefore, the chief of staff invites the department heads to introduce and declare the objective of the change but let the marketing director hold the meeting. This causes resistance not only to the new technology but also to the marketing director. As the chief of staff mentioned people will not be mean to him but they will be mean to others. He had to stop many fights between each head of the department about the technology. Moreover, the chief of staff didn't invite all employees to the goal sharing session. Therefore, if their department head resists change, the objective might be misled. As a result, employees in that department will be demotivated to learn and engage with the new technology.

Recommendation: The chief of staff had a good idea of preparing a case study of successful change implementation of the marketing team. However, the goal sharing meeting should be held from the chief of staff, not the marketing director to avoid fights between departments in case of any resistance. The goal sharing part is very important during the unfreezing stage to open the employees with new technology. It should be from the management team or the leader in the organization because the technology will change the way people work. Therefore, many of them might feel

uncertainty and need motivation to change from what they have been doing. If the person who communicated the change is the person who has the same job position, some people might feel reluctant and didn't fully engage with the change. Hence, change should be driven by the chief of staff or even the CEO to create a sense of engagement. After introducing the change, he might invite the marketing director to the stage to talk about her experience with the technology. However, change should be driven by the leader of the organization not the marketing director. Furthermore, the chief of staff should invite everyone to the meeting and goal sharing session. In this case, everyone will understand his objective and the reason why they have to change. Thus, if the goal came from the leader of the organization, any resistance from head of departments or any negative feelings toward change will likely have less impact on other employees.

Problem 2: The lack of two-way communication

The lack of two-way communication is another problem of unsuccessful technology adoption. The chief of staff seemed to use only meetings and email to communicate with his employees. He invited only the department head to the meeting and informed him about his objective. Plus, the training and product demo was through a conference call. Therefore, using only one-way communication might cause misunderstanding and confusion about the program. He ignores to answer on employee question and refuse to listen to employee feedback. Therefore, it increases staff resistance on both technology change and the chief of staff. Some staff might not clearly understand the technology but avoided expressing their feelings because they don't want to lose their face. Furthermore, when the management asked employees to change the way they work, some staff will obey his order even if they don't see the benefit of it. Therefore, they will not provide full support and engage with the change.

Recommendation: The chief of staff should invite all staff to the meeting to declare his objective. In this case, everyone will be on the same page and understand why the organization needs to change from the current platform to the new platform. Moreover, after the goal sharing, the chief of staff should provide one-on-one training for every department before fully adopting the new technology. This is because each department will use the program differently and force them to train in something that is not related to their work might waste time and reduce their willingness to learn. The organization has only 28 employees; therefore, the chief of staff should schedule one-

on-one meetings with each employee after the training to see if they have any problem. According to employees B and E, the chief of staff should interview them and ask for their feedback; therefore, he will understand what employee's perspectives and problems are in using Asana. In this case, the answer should be provided to the employee honestly to gain trust and increase employee commitment. The reason why individual meetings with each employee are important is because Thai people wouldn't speak openly in the meeting. The majority of them will only listen and agree in the meeting even if they have some concerns. Two-way communication will allow them to express their feelings and the chief of staff will have a chance to explain and persuade them to use the new technology.

Problem 3: Only partial implementation of the new technology

Many staff refuse to use the technology within the team, they will only use it to communicate with the chief of staff and marketing team only. This causes difficulty to some staff because they have to duplicate their work by using email and then copy to the Asana application. For example, one employee in the event department will have to communicate within the team with the email base platform then rewrite it again on the Asana platform to assign it to the marketing team in order to complete the task. This was very inefficient and wasted a lot of time for her.

Recommendation: The chief of staff should create a long-term planning structure to keep employees to use the technology and follow up frequency. The plan should include the tangible result of how many percentages each team has improved on their new technology adoption. In order to closely follow up to see if the staff are really using the application, the chief of staff should ask the head of departments to report their yearly plan and insert all tasks with a deadline in the application. Therefore, all projects will be on the Asana application not just projects that are related to marketing and the chief of staff. Therefore, the chief of staff can observe to check and see if each team completes their task on time. The person who is responsible to click task complete is head of department to ensure that head of department participate in this change. Plus, he should ask the IT team to check how often do each employee uses the application and export the result. The result can be used to present on monthly staff meeting to see each team progress. The team with outstanding progress will be recognized by all staff

in the meeting. Hence, some staff who are using the technology will not be demotivated and using the new technology.

Problem 4: Fail to create a sense of perceived usefulness toward the application

The chief of staff is new and already has trust issues with some staff who have long working experience at the organization. Therefore, whatever he tries to implement to the organization would have some rejection. In addition, many long working experiences at the organization who has high job engagement might have some restrictive in term of their working style or their job routine. Their perception is that the way they are doing things already work best for them. These groups of people might feel uncertainty to change; hence, they refuse to perceive how the application is beneficial to the organization. Since the application might increase their job duration, so they refuse to acknowledge that it saves a decent amount of other's time.

Recommendation: The chief of staff should take it slow. He should start with gaining employee trust first before adopting new technology to the organization. In order to gain trust, he should prove the staff he is capable, has great management abilities, and try to fit into Thai staff. Thai cultural studies can be used to understand staff behavior. Then listen more to staff feedback as putting himself in each staff position. After he starts to gain trust from employees, he may start from informal conversation outside work when staff are more relaxed. Asking for their feedback and make a reasonable point on how this can increase overall organization performance. Inform them that this application is good for project management and could help to save a lot of staff time. Organize an informal meeting to introduce the Asana application to all staff. List down the advantage and disadvantages of this application for the many employees that have to increase their task duration to weigh their pro's and cons. Recognizing and appreciating those staff who sacrifice for overall company work performance. Making everyone in the organization value these employees a couple minutes increase their task duration which can reduce everyone else's time.

Problem 5: Failure to organize a sufficient amount of training

According to the chief of staff, he mentioned that he didn't provide a sufficient amount of training because he overestimates some staff's ability to learn new technology. Therefore, older staff would feel that the application isn't user friendly and

complicated to use. Moreover, one staff memeber mentioned that whenever she has a problem with the application, the chief of staff cannot respond to her question. Consequently, they will less flexible and more stressed when using the new technology. This is because training can increase employee perceived ease of use which helps the technology to be more enjoyable to use. Moreover, some staff mentioned that they prefer department training because they want to only be proficient in the functions that is relevant to them and reduce the amount of irrelevant information that they will need to learn.

Recommendation: First the chief of staff should provide online application walk-through to run through all functions that the application provides so everyone will have the same understanding of the application. Then after an online training session, physical department training should be provided by the professional. Therefore, if the staff doesn't understand or cannot keep up, they can ask the professional straight away. This is because the professional is able to answer the question that cannot be provided by the chief of staff. Then the final training should be a system online test to see if they are really understanding the application. For example, the question can be from how you create a new task on Asana to how you would do if you cannot complete the task on time.

All in all, the change management in technology adoption wasn't successful due to many reasons. Moreover, it even decreases staff motivation and causes conflict between departments. More training should be considered; plus, the trust issue is very important to gain staff support and reduce resistance because some staff resist not only because of the technology but the chief of staff. Therefore, in regards to future technology adoption, the chief of staff should listen more to the employees' side before changing anything.

CHAPTER VI
LESSONS LEARNED

We can see from the previous chapter that many aspects can be improved in order to reduce resistance and create employee engagement. Not only this organization, but every company should pay more attention to their employees' behavior and push toward change. Therefore, before implementing new technology to a company, there are many aspects to consider.

1. Employee trust is very important to reduce resistance and increase employee engagement. This is because people minds tend to open up for someone that they perceive as a part of their group's ideas instead of someone that doesn't. People tend to go against the ideas that comes from someone that they anti, Hence, gaining trust from the employee should be the first step to obtain before adopting new technology.

2. Respect and listen to employee feedback is another aspect that should be considered before new technology adoption. Respect for staff opinion and providing reasonable reasons for their concern can reduce staff resistance. Some staff might feel reluctant to new technology adoption because it can change the way they normally work. Feeling insecure can cause an obstacle for employees which can reduce their willingness to use the application.

3. Providing a sufficient amount of training is important because it can increase staff perceived ease of use. If the staff feel that the technology isn't too complex, they will be more likely to adapt themselves faster to use new technology. Plus, it can reduce staff stress and increase the level of staff adaptability to new change.

Therefore, gaining employee trust, listening to employee feedback, and providing a sufficient amount of training can help to gain staff involvement in new technology adoption. Plus, it can reduce employee resistance; therefore, the staff will be more flexible to change.

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