LEADING AN ORGANIZATION THROUGH CHANGE: EXPLORING THE CHANGE MANAGEMENT EXPERIENCE OF LEADERS AND EMPLOYEES IN A HIGH-TECH CONSULTING BUSINESS
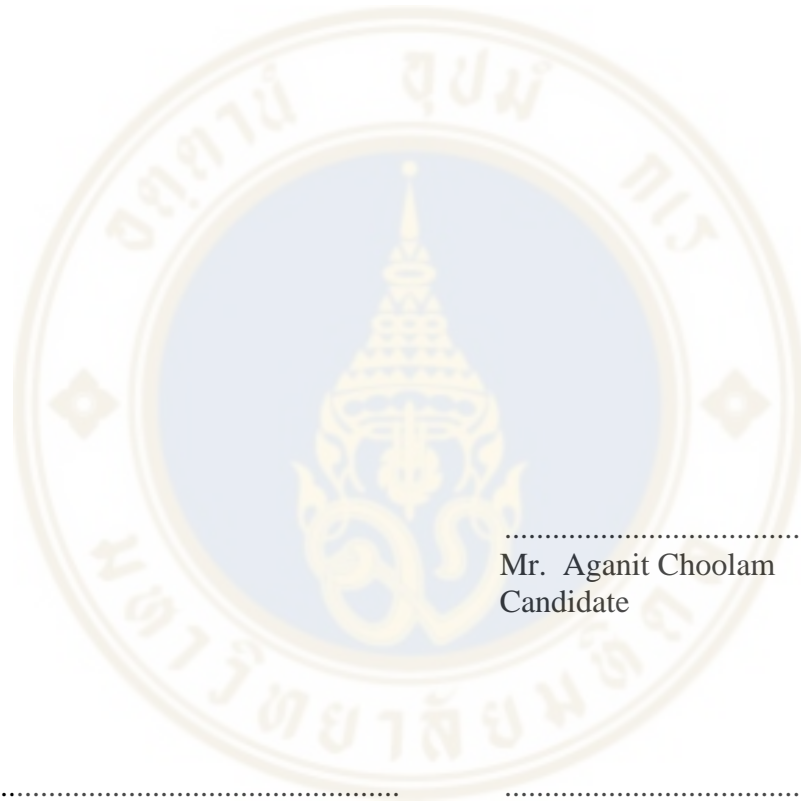
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M.M. (LEADERSHIP AND HUMAN RESOURCE MANAGEMENT)

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ABSTRACT

In respond to rapid change of technology disruption and customer satisfaction, most organization have adapted and developed themselves with a view to fostering and coping with the change circumstances as well as enhancing business operational appropriation. In connection herewith, this qualitative study aimed to explore organizational executives who assigned to working and managing upon the company's transformation and changes. Further, to study comparison regarding characteristic effectiveness of organizational transformation, particularly transformational and transactional leadership in which causing influence or different in unfreezing stage of the high-tech consultancy organization. The interview participants comprised two (2) of top executives, one (1) senior manager and six (6) of entry-level staffs from across various of function and departments, of which totaling nine (9) persons.

In brief summary of the study result, I profoundly found that most top management and middle level having similar perspective regarding why the organization shall be ready for change. Whereas, at in the lower level, the level understanding of the change objectives and staff engagement in relation thereto transformation are relatively variably depending on direct line supervisors' behavior and leadership style. As a result, the level of understanding of employees under transactional leadership is comparatively less against to those staffs under supervision of transformational leadership. In addition to literature review and research mythology, the study results provide evidence that depending on stage of change, the organization should place an emphasis on leadership characteristics varieties. These different leadership characteristics affected in term of business excellency and effectiveness therein processes of transformation management.

KEY WORDS: Change Management Effectiveness/ Transactional Leadership/ Transformational Leadership/ Change Management Experience

37 pages

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CHAPTER I
INTRODUCTION

In organizational and business circumstances, it's easily to be distracted by the competition particular in the organization that running smoothly and achieving its own goals. This may lead to the highest level of risk to organization that adhering to conventional industry boundaries stability: satisfying with current accomplishment relatively hard to change.

Recently, most of organizations have faced with and surrounded by the word so-called "change": as a result of ongoing and globalized circumstance with number of dynamic and complicated increasing i.e. social responsibility, financial solvency, marketing trend, and customer behaviors. Of which uncertainties threatens business operational and sustainable accomplishment of the Company in association with, experts concluded that change is a necessity and the only constant in the organization. Therefore, it becomes clear that the management capability of an organization regarding change, innovation, and fast-adapted to disruption are essential characteristics with a view to business sustainability.

Nonetheless, the organization disadvantages occurred within its workplace i.e. hesitation and ignorance or conventional ways of business operation. As a result of rapid disruption, leadership is a key that requires in order for achievement driving.

With full responsibility and accountability of the organization's leaders toward the overall performance and successful change of an organization. It becomes critical to an organization nominating their leaders to play on those critical roles.

Regarding leadership characteristics, many studies found that leadership characteristics provided or was a crucial component of organization performance: the organization, who can find its leadership characteristics to manage the organizational change, will have a higher tendency of successful than other. However, change is the process that required collaboration and level of understanding among the people in the organization. This means that different change processes may require certain actions or behaviors from the leadership characteristics differently. Further, it is potential that in a

person or leader can provide all the required skills to manage all aspects of the change processes. Therefore, the organization should learn and notice from their leaders and leadership characteristics: the leadership characteristics and leader capability might be the best fits of certain task or situation. The success of change management in the organization then depends on the capability to put the right leader on the right job.

In term of organization hierarchy, it demonstrates a source of power, way of communication, and how the organization operates. With these differentiations, the organization itself requires different characteristics and actions from their leadership to lead and overcome the change process in every stage of change management as well. In addition,

The leadership characteristics is not the only success factor of the organizational change, but also, the process of change itself which may best fit at any different phase of change management processes.

Consequently, the purpose of this study is to explore an in-depth experience from leaders during change management period from the company of the information technology service providing. This company has number of staffs around 400 persons that decided to break the conventional business operation facing technology disruption, is now moving faster and faster. Further, with respect to technology disruption as aforementioned, that the interview participants are now gearing i.e. emerging of cloud computing platforms, interfacing mechanism particular for customer services and artificial intelligence (AI). That eliminated some routine jobs and also created new areas and positions. In addition, disruption created much more whether on the expectation of customers or the traditional way of working in organization. That is why the organization transformation should be taken into conversation. This research study focuses on leadership characteristics comprising of transformational and transactional leadership. Based on study findings in interview sessions, it would provide clear understandings of these questions i.e. what exactly did leaders decide?, what were factors of those decisions behind those actions?, How was the outcome?, Did they satisfy with the result of in doing so? and should they decide as the same when they happens to face this kind of problems in the future? Additionally, the research exploration would find level of understanding from subordinates particularly the impact

caused by leadership characteristic in managing change management and process and the comparison of leadership characteristics.

As a result of this study, it will provide much more understanding for the organization on how they managed the change and whether or not this change management is considered as successful or failure on the eyes of their staffs and how can they improve their process in the future.

CHAPTER II
LITERATURE REVIEW

Organization-a social system that is working together for achievement with the same certain objective in order to cope with the external and dynamic circumstances, globalization, regulatory, innovation as well as aggressive competition. In term of internal factors, companies are also facing leadership capability to lead the change of the leaders as well and this because the approach of managing an organization toward the change process is still dominated by stability, routine and order. Moreover, it treats the change in the organization as exceptional rather than natural (Tsoukas & Chia, 2002).

As leaders are the primary key persons responsible for influencing and inspiring an individual to work with the same objective in line with the company's vision and mission. Significantly, that during the establishment of an organization transformation, leaders engaged in order to providing direct supports and resolving regarding uncertainties (Furst & Cable, 2008). As a result, it may lead to percept the different understanding between individual goal and the company objectives as well as resistance and unexpected outcome.

The research found that employee's attitude, belief and perception toward the change can be influenced by the leadership characteristics and how they engage and mange key stakeholders in the organization (Faghihi & Allameh, 2012). Therefore, this chapter is intended to explicitly explain insights about literature research in relation to the type of change for organization context, leadership characteristics: transactional and transformational leadership. Further, it provides discusses about the employee attitude toward the style of their leaders in managing the change process.

2.1 Organization Change and Change Process

The organization's change pattern is the distinction between episodic change of infrequent, discontinuous and intentional and the continuous change of constantly change, evolving and cumulative (Weick & Quinn, 1999).

The idea of episodic change referred to "when the organization is influenced by the dramatic and abnormal trend of the external environment resulting in failure to adapt to the environment. (Weick & Quinn, 1999) They stated that "organization that are compatible with episodic change including those built around the ideas of punctuated equilibria, the edge of chaos and second-order change".

The ideas of punctuated equilibria mean that organizations are run at their equilibrium until they unable to adapt. As a result, organizations run ineffectively and finally they are forced to change their fundamental and eventually become the new equilibrium again.

The edge of chaos refers to the situation when the organizations randomly move forth and back between stability and instability until they can success with the unpredictable outcome for their moves.

The second-order change refers to the cognitive frameworks underlying the organization's activities. It is the modification of present schemata of an organization to embrace or support the consequence of the first-order change. When an organization embrace the first-order change. Only few dimensions of the business are changed. But within the second-order change, the fundamentals of the business are totally changed.

In contrast to the episodic change, the idea of continuous change is how to cope the organization with an increasing in turbulence of external environment. In the meantime, the coping strategy should come with the stabilization and process of change that keep improving and learning to achieve the higher level of organization's capability. (Pieters, 2017). According to (Weick & Quinn, 1999) "Organization that are compatible with continuous change include those built around the ideas of improvisation, translation and learning".

The organization, that has improvisation, could continue the ongoing change to the work practice and day-to-day operation within timeline constraint easily. These created the new knowledge, capability and behavior of organization in order to

narrow down the time gap between composing, planning and implementing. As a result, positive effect will enhance the effectiveness of an organization.

Translation means the organization that continues adopting and editing the ideas of obstacle overcome and could turn these ideas into innovative working process.

Learning empowers the idea that change is not just substitution of something but also the encouragement and enlargement of existing skill as well as exploring to equip with new skills.

In recent year of business competition and global environment, the successful organizations demonstrated the mutual characteristic or the adaptation ability for change and flexibility. Change is constant within the organization and it is more complex and rapid increasingly. Therefore, in order to be a survival, many companies are keeping evolving their ability to implement and managing the change (Morgan & Zeffane, 2003).

2.2 Planned Change Model

Pursuant to theory of the implementation of change process, it was pronounced by Kurt Lewin in 1951, thereafter known as Kurt Lewin's Planned Change Model as cited in (Golm, 2009). The conceptual of organizational change describes in three general stages of which comprising *unfreeze, transition and refreeze*.

Unfreezing is the stage of adding the new forces to increasing motivation and readiness to change and removing the behaviors of the conventional working. As many organizations are often run naturally at their equilibrium stage, driving the change then becomes more difficult to organization because discontinuity for external environmental inputs typically overlook and unaware which make organization eventually fail. (Golm, 2009)

Transitioning: once change-readiness level has increased at appropriate level to foresee the gap between current stage and desire stage of organization. The specific actions to overcome the change must be taken place. This stage pronounced as *transitioning*. This stage involves actions and plans which driven by organization's leaders and managers. Organization's members are confused and challenged by the old normal of day-to-day working that is being replaced by unclear of new normal. In

consequence, this stage consumed much longer period of time comparing to other stages in the change process.

Refreezing stage: during this stage, it aimed to ensure that such change becoming permanent. The reinforcement activities shall be emphasized throughout the organization to fostering people to apply such new behavior and feel comfortable in the new work system. This stage should last long until the future change having critical impact to the organization occurred.

(Golm, 2009) explained that further theories were developed and refined idea of change that still be relevant to the Lewin's framework. For example, (Schein, 1978) emphasized more on what happens in each stage of the three phases of change. Schein explains that unfreezing is introduced by three processes including creating dissatisfaction with the status quo, establishing a gap between existing stage and desirable stage and generating the environment that organization's members feel safe. The transitioning stage composes of creating a chance to see from another point of view and analyzing the current environment to support new relevant environment with a view to moving change forward.

Lastly, refreezing involves trial and error learning that help members to foresee what required in order to becoming more comfortable and also interact with others to experience the change effectively and creating the continuity of relationship.

Another example that could describe the Lewin's planned change model in the regarding leadership competency is specified in (Higgs & Rowland, 2000) which was also cited in (Golm, 2009) First competency is how do leaders create the case for change that is supporting the idea Lewin's unfreeze phase. Further, two competencies are how do leader create structure to support the change, how do leader engage others in the change process. These competencies support the Lewin's transition phase. The last two competencies which support the refreeze phase are comprising the way leaders implement and sustain the change process and how do they facilitate and develop capability of their members to strengthen the change

Understandably that change is becoming the key success in survival for an organization. Most organization are still unable to implement and manage change. Based on the study of (Kotter, 1995). The eight reasons why the change initiatives are not successful as the following:

1) Not establishing a great enough sense of urgency

2) Not creating a powerful enough guiding coalition

3) Not creating a vision

4) Not communicate a vision appropriately

5) Not removing obstacle to the vision

6) Not planning for quick win

7) Not declaring the success at appropriate timeline or too soon

8) Not anchoring change culture

Skimming and roughly looking into the eight fail reasons of implementing change: we can also categorize these according to the Lewin's model that reason one to four are the mismanagement in unfreezing phase. Reason five and six are the mismanagement in transitioning phase and finally, reason seven to eight are the mismanagement of refreezing phase.

Comparing to the research cited in (Higgs & Rowland, 2005), there are two major reasons for failing the change in the organization: one is *unable to gain the commitment for change* and another is *unable to execute change effectively*. With these two major reasons of failed change, we can quickly conclude that the failure of the change in organization comes from lacking the behavior or action from the change leaders to perform their task in the way that each of these issues could be resolved.

In summary of organization change and change process through theoretical literatures, many of change dimensions, specified in extended research, are generally and consistently aligned with Lewin's original theory of planned change model. These explanations and its linkages to Lewin's original theory will enhance us construct the behavior of leader that best fit to lead the change in each Lewin's planned change stage regarding the focused leadership style in this study.

2.3 Leadership

Supporting the change and encouraging the creativity in the organization are increasingly becoming key objectives for recent organizational leaders. An empirical research found that the succeeded organization, that are making incremental and radical change, are typically survived in current appropriation of business operation. Obviously,

that there are the linkage between organizational performance and characteristic of top leadership toward how the leaders formulate and implement their strategy. (Waldman, Ramirez, House, & Puranam, 2001). Additionally, the further creative ideas generated around the organization, the higher competitive advantage that company can gain over its competitor (Yuan & Woodman, 2010) (Oke, Munshi, & Walumbwa, 2009).

As a greatest influencer and strongest change contributor in the organization, the role of leaders requires various ranges of behaviors from executional, inspirational, motivational and also visionary to their employees to create an appropriate organizational context in the way that can achieve objective and its strategy (Oke et al., 2009).

At present decade, the distinction between type of leadership (1) transactional leadership and (2) transformational leadership has been conducted in varieties of studies and practitioners' used cases. It is not just only the different in the style that leaders use but also the impact through the effectiveness of managing organization change is also different. (Hyland, 2007)

2.3.1 Transactional Leadership

One of the possible strategic leadership proposed by (Pawar & Eastman, 1997) is transactional leadership. A transactional leadership consists of two categories: (1) to satisfy employee current's needs by contingent reward behavior and (2) to manage with the attention to derive mistakes or irregularities in order to take action that result in the immediate correction with the existing process and culture (Bass & Bass Bernard, 1985) (Oke et al., 2009). Transactional leadership is also similar to the concept of preservative maintaining corporate culture enhancing its existing structure of the organization. (Trice & Beyer, 1993)

Generally, a transactional leader manages day-to-day operation, emphasizes the transaction and controls what employee want in exchange with their services. (Waldman et al., 2001) The transactional leader pays attention to assuring the job done in the way his/her expected, thus he or she gives their employees back something they want (bonus or resource)

In term of relationship among leaders and subordinates, transformational leadership enhances relationship by positive reinforcement for a higher level of

performance and facilitating the achievement of an objective that was agreed by the followers. Basically, followers are not expected to go beyond the initial expectation of doing their jobs. Transactional leaders monitor closely to only their performance and work standards. Therefore, Transactional leaders provides not much chance of enhancing, motivate and encourage workforce to be creative and having continuous change environment. (Amabile, Conti, Coon, Lazenby, & Herron, 1996)

2.3.2 Transformational Leadership

Transformational leadership consists of the idea of four dimensions (1) charisma (2) inspirational motivation (3) intellectual stimulation and (4) individualized consideration. The *charisma* or *idealized influence* is the degree to which the leader behaves in admirable ways and displays convictions and takes stands that cause followers to identify with the leader who has a clear set of values and acts as a role model for the followers. *Inspirational motivation* refers to the degree to which leader articulates a vision that is appeals to and inspires the followers with optimism about future goals and offers meaning for the current tasks in the organization. It also spread the vision that can motivate employee to work beyond their responsibility which at first may seem impossible (Bass & Bass Bernard, 1985). *Intellectual stimulation* refers to the degree to which the leader challenges assumptions, stimulates and encourages creativity in the followers to look at old problems in a new way as well as emphasize followers to deeply think before taking an action. Finally, *individualized consideration* aims to focus on the needs for achievement of employee individually. Such leaders will engage, develop and support employee to grow further and respect their individual value that maybe diverse across the organization (Oke et al., 2009)

In general, leaders, who's considered as transformational leadership are successfully leading the followers in achieving their tasks using intrinsic rewards. They bring people to a common purpose by creating the culture and environment that foster change and growth and making those people believe in what they can do even if they were not. (Oke et al., 2009)

In summary, transformational leadership is the leadership type that can articulate the employee's motivation and visualize their vision to challenge people with a view to achieve plan and goal more effectively. It seems that transformational

leadership having positive impact associated with change environment as because it is easy for transformational leaders to transform uncertainty into practical way by acceptance and full support.

On the other hand, transactional leadership, also known as managerial leadership, focuses on the role of supervision and performance: transactional leadership is a style of leadership in which the leader promotes compliance of his followers though reward on performance. Under the control of transactional leader, company trends to be less effective in motivating intrinsic value from employees. However, it could be more effective in managing productivity especially in the organizations that are process oriented and have more on the structural hierarchy because they will never question and being transparent on doing their job according to the rule and regulation.

Nonetheless, transformational leadership is potential matching to foster the organization change. This study still interests in both types of leadership and believe that different stages of an organization change, according to the Lewin's planned change model – *unfreeze, transition, refreeze,* organization may require leadership style to address the certain concern and issue in relation thereto differently. Thus, strong level of understanding of the differences between types of leadership having impact to the different stage of Lewin's planned change model, is necessary due to estimate of over 70% that of change initiatives fail by Kotter which resulted by ineffectiveness of their leaders who responsible for managing the change. Therefore, the more organizations effectively manage the change process by putting the right leader to cope with the change, the more likelihood of organization to survive in the ever-fast changing business's world nowadays.

2.4 Leadership impact to organization change process

Even though, the recent research revealed the strong relationship and significant influence of transformational leader to the organization change initiative and overall organization performance. The transformational leadership behavior overcomes best only some part of Lewin's planned change processes. As aforementioned in the literature review regarding organization change. The planned change stage consisted of three stages: unfreeze, transition, refreeze. Transformational leadership provides a

positive relationship to the success of commitment creation due to its ability to create, emphasize, inspire and energize their people more than *unfreeze* and *transition* phases.(Golm, 2009)

The (Golm, 2009) study also explained in the same as the impact of an organization change is not necessarily when the leader equipped with the behavior of transformational leadership. Additionally, many research findings also found the positive relationship between transactional leadership and such organizational change in some perspective. The similarity of research result of (Liu, Liu, & Zeng, 2011) found that transactional leadership contributed strongly support to organization as implementing the change by setting the expectation, reward and appropriate punishment for employees with more clear procedures and suitable in *transition* phase. Further, transactional leadership enhanced positive outcome regarding changing the employee behavior for those who have inadequate level of psychological empowerment (actually those who not get inspired by transformational leadership) or employees who are required not spending much emotion to perform their task. (Pieterse, Van Knippenberg, Schippers, & Stam, 2010).

Change management capability is a critical factor that contribute to the success of the organization. It is essential that top management of an organization knowing and adapting behavior or leadership type in compliance with stage of change depending on what change stage they are in. In association with the finding (Williams, 2014) also explained that transformational leadership may be in line with best maximize for the company in order to promote vision, create sense of urgency, gain commitment among their employees which are actually part of *unfreeze* phase whereas transactional leadership engages in managing the plan, communicate a clear procedure that allow employee to follow what requires them to do, execute such change by using contingent reward and exception according to the result or situation which are actually to achieve the *transition* phase of the change model

In summary, based on the theories of transformational of Lewin's – unfreeze, transition, refreeze that have been discussed, leadership transformational plays an important role in increasing the effectiveness of the leadership. This depends on the given situation and current change that organization are facing. Further, Leadership

behavior play significant role in the successful and effectiveness of change implementation of an organization

CHAPTER III
METHODOLOGY

3.1 Primary data collection method

In order to understand the real-life complications, top leadership and employee's aspect toward their change experiences. The qualitative research methodology is applied and integrated in this study with data collection so as to conduct an in-depth interview with several participants. In addition, my past experiences facing successful change in information technology field were taken into collection as well.

3.2 Interview method

The majority of data finding in this study is provided by conducting the interview session with open-ended questions. As formal interviews often do not allow interviewer to develop a relationship over time (Hatch, 2002). Therefore, semi-formal interview session was considered as deemed as appropriate study method. At the first stage, it started with building rapport with the interviewee, then set a clear objective of the interview in order not to judge right or wrong during the interview and provided answers with honesty and respectfulness (Hatch, 2002). The open-ended questions were selected to obtain the information from the interview participants.

3.2.1 Sample selection

In interview session, there were nine (9) interview participants which selected from companies in the areas of fast-changing information technology consultancy business. Two of total interview participants are the top management of the organization responsible for establishing business strategy, communicating business objective and stimulating employee for company's goals. One interviewee is the middle-management level who are responsible to drive their business unit and align their goals with the organization's objectives. The remaining six of interviewees are at entry level

of employees who performing their operation duties according to the assigned tasks. The main rational for this mechanism selection is technology business are always in the fast-changing environment which requires continuous change within the organization to survive in the rapid-changing industry. Further, the organization are now experiencing the big change moving forward to the new technology and requiring appropriate adjustment in each level of the organization such as skill set, management practice and etc.

Table 3.1 List of Interviewees

Code	Position	Gender	Year of experience
A	Management Team	Female	20 years
B	Senior-level Manager	Female	15 years
C	Middle-level Manager	Male	20 years
D	Staff (Consultant)	Male	6 years
E	Staff (Consultant)	Male	6 years
F	Staff (Corporate function)	Female	4 years
G	Staff (Junior)	Female	3 years
H	Staff (Junior)	Female	3 years
I	Staff (Junior)	Female	3 years

3.2.2 Develop open-ended question

To find out the real-life leadership style that the organization is using, experience of leaders who managed the change and to be able to draw a conclusion of leadership challenge and recommendation to the change process the open-ended questions are proposed to use. These open-ended questions provided interviewees to answer independently according to their perceptions, experiences and thoughts. These will reveal various data of research and may explore even unexpected result that interesting and very helpful.

Following are the list of open-ended questions and their objectives.

Table 3.2 List of Questions

Finding Factor	Interview Question	Targeted Audience
Change in organization	(1) What is your objective for organization change at this time?	Top-Management
Planned change stage	(2) How was the change happened? How did you introduce the change? How did you communicate the change to the others? (3) What is your current plan and what would you do in the near future to overcome the such this change?	Top-Management
Leadership style	(4) How did you as a leader support this change? What did you do to lead people through the change? (5) Did you face any difficulties in the change deployment? Could you please explain how you managed it?	Top-Management
Successful / Failure	(6) What will you do differently if you can have a second chance to deploy the same change process? (7) Do you satisfy with current result of change? Why or why not?	Top-Management

Table 3.2 List of Questions (cont.)

Finding Factor	Interview Question	Targeted Audience
Change in organization/ Planned change stage	(1) How are you doing? (2) What can you notice from the current organization change? (3) Can you please describe the impact from current organization change to your current job?	Middle-Management
Leadership style	(4) What did your top management do to support this change? Did it work? (5) What did you do to support this change? (6) Did you face any difficulties to support the successful of this change? Could you please explain how you managed it?	Middle-Management
Successful / Failure	(7) What will you do differently if you can have a second chance to manage the same change process? (8) Do you satisfy with current result of change? Why or why not?	Middle-Management

Table 3.2 List of Questions (cont.)

Finding Factor	Interview Question	Targeted Audience
Change in organization/ Planned change stage	(1) Can you notice some change in your work condition? Can you please explain what it is? (2) How did the change impact to your current job? (3) Are you happy with the changes? Why or why not?	Operation staff
Leadership style	(4) How did your boss influence you to the current organization change?	Operation staff
Successful / Failure	(5) From your own perspective, do you think this change was succeeded or failed? Why? (6) What would have helped you to go through this change more smoothly? (7) What would be your recommendation to the leaders who managed change in the future?	Operation staff

3.2.3 Probing technique

To ensure that the data collection is valid and provide explicit understanding of the root cause from the interview questions, probing technique is adopted. This means the interviewer will ask further question from the answer guided by the interviewees (McDaniel & Gates, 2013). Further, questions will help to comprehensively understand the real examples, result and/or the answer rational and emotion of interview participants during the one-on-one interview session. On the other hand, if the interview goes more deeply but deviates from the direction of interview subject, probing technique

may be applied to reshape the session. Nonetheless, probes shall be created upon using the follow-up questions during the give and take of the interview session. (Hatch, 2002)

3.2.4 Conduct the interview

The interview will be conducted as one-on-one format between interviewer and interviewee. The venue of interview session is the coffee shop or the interview participant's workplace of the interviewees as deemed they are comfortable. The interview session will be starting from two of top managements. This will help us to understand the overall change of the organization in the management's point of view. Then, the remaining interview session will be done. The interview session will take approximately around 30-45 minutes including the introduction, open-ended question and probing questions. Interview recording will be done upon the participant' consent and permission. In addition, the interviewer will observe facial reaction, body language and gestures expression for further analysis. Finally, the study analyzes, and conclusion shall be provided based on the interview result, related theory and other research findings.

3.2.5 Research framework

This research aims to collect data from primary data through in-depth interview and secondary data through literature review. The study result provided by identifying the leadership challenge of planned change stage and the recommendation to the organization. Initially, the in-depth interview will identify the current stage of change in the organization in associated with analyzing the leadership style used during change stage based on top-level management, middle-level managements and staffs' points of view. Subsequently, the successful and failure from the interviewees' perspective in relation to the change they faced and summarize it as recommendation to the organization, will be analyzed.
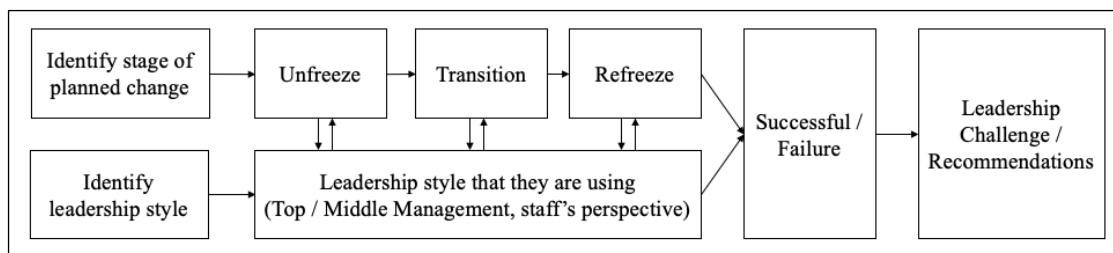
Figure 3.1 Research framework

CHAPTER IV
RESEARCH FINDINGS

After completion of interview session and data collection, the research data were analyzed and summarized which provided in this chapter as categorized by group ideas with the following:

4.1 Change Processes and objectives

The first group of questions conducted to interviewees aims to gather the personal experience and perception to the change process involved. The information gathered from interviewees categorized as follow:

4.1.1 Managers' perspective – "adapt to change in technology"

Based on the interview question, interviewees were asked regarding the objective of organization change whereas current business operation driving with key elements i.e. technology disruption and organization complacency. Given that current circumstance, we are disrupted by technology and the old way of practices, so the key of today's transformation is trying to make everyone in the organization realize their individual talent, create space for them to shine up so that it will be easier for company to help them grow better together with the organization", said by top management participant. The same as answered by the senior manager, B, she described the impact of technology and customer expectation which were changed that "In our industry, the rapid change in technology is the strong influencer that drive us. As the conventional way of working, it was shifted from waterfall approach to agile approach, we cannot deliver what customer expected by doing the same. The whole process of delivery must change." These evidences supported to the literature review of episodic change is that when the organization is influenced by the dramatically trend of an external

environment and those organizations running at their equilibrium and forced to change and adapt themselves to new equilibrium again. (Weick & Quinn, 1999).

During interview session, one interesting opinion was notified from C, a manager who facing confusion under organizational transformation, and stated that "The organization did not provide the specified and clear direction yet. I'm not sure in which way that they are planning to explore. Especially in the area that I'm in charge with. Leaders should tell us where we are focusing and which way I shall be doing. As a result, it provided a summary that not every manager received the same information message about this organization change. One supporting idea revealed that the area under C supervision is core revenue generation, it is difficult to make any change at the time being. The support statement from C is that "we are the support team for which most of the time contributing to customer services. If the top management did not announce the Company's direction, we could do only staying in the middle followed the technology that our core customers. That is all". In addition to supporting evidence, it found from probing A, who is part of the management team, that "You know that we cannot just say that we will change straight and do whatever we want. "We have to consider the business impact that might cause to the core team of the organization too. At least, the team that can go beyond our existing customers, we support those people by providing the space for them to be creative and innovative. For the team that cannot move due to the old technology of our customer at the moment, we have to find the solution to keep outstanding people with us."

In summary, the level of understanding in senior manager and management team is relatively comprehensible regarding what they are going to achieve. The technology's disruption and the long equilibrium state of an organization are the key concerns for company to overcome by having organization change and transformation. However, some middle-level manager still struck in the trap of middle level management. They are following the same process by delivering the same result unless the top management tell them to do otherwise.

4.1.2 Staff's perspective – "unclear"

However, with respect to interview question about the objective of an organization change, it provided that many of interviewees had no idea about what exactly an organization wants to change. The six staffs said that there was a message from the organization leaders about the transformation: two of them did not have clear understanding in relation thereto. Further, the four remaining staffs admitted that they knew the organization change but in the deeper conversation we found out that they can't explain what it is. H, who has been working in the company for three years. She said that "I don't feel any of change through my work at the time being. I knew that they are trying to change. So far, the change has not affected to the job that I'm doing yet. And I also don't know how it will affect to me". The similar answer is also found from G, who has also been jointed working with the same company as H. She said that "I didn't notice significant change that much. I knew that company will encourage us to improve our skill to chase future technology. However, I'm not sure what is the objective of this change." The answer from D, who have been working with the company over six years, is consistent with aforementioned participants D. He stated that "it seems that the company is about to change but as a staff level, I don't know what are the things that would change. I've got the communication emails from CEO and marketing team, but these emails did not state about the result of this transformation". In contrast to abovementioned interviewees, the positive result of change objective is relatively not to be found there two out of six interviewees, i.e. F explained that "we are now disrupted by technology and trend of digitalization. Our organization was in silo and until now still not change. Eventually, we will lose our market position as because we lack new technology. Therefore, we must change the way we work". One of interview participants, described the objective of the current organization change that "This change provided opportunity to me to expose skill and capability in the way that company never give us before. I can choose how to grow my career path not just doing the same way I did last two years and stuck with it" These are the sample of some interviewees toward the question of change objectives. The reason from author's experience to support the fact that these two staffs know more than others could be the behavior of their direct managers. From author's observation, one manager is very engaged. He involved with their team for any events conducted by HR department. And

I saw the unique work behavior of this team that even they are working in the support function which lack of innovation and creativity but the way their work together, they adopt and follow trend and approach quickly which is seen and recognized well-spread in the organization.

According to the literature about the eight reasons why change initiatives fail.(Kotter, 1995). These evidences of both majority and minority from interview participants provided support to the fact: the failure could happen in the event that the company could not provide communication of vision appropriately and also not have a powerful guiding coalition to support the change regarding the direct leader of the employees.

4.1.3 Current change stage – "unfreeze"

According to the derived answers from interview session, all of the participants responded in the same direction which could be summarized that the transformation of selected organization is in the *unfreeze stage*. During this stage, organization is striving to set up their vision by creating the dissatisfaction with the status quo and establishing a gap between existing stage and desirable stage (Schein, 1978). As interviewed with A, A stated "we are now communicating to the employee about the reason that why should we change. We announced the new organization chart and provided the follow up session for employees to talk with our top management team about the change. We also encouraged our employees who are ready and willing to do an innovative thing to stand up and feedback in such way of working that they want". Another similar sample to the unfreeze stage of change is gathered from F, who had been in change initiative team for the organization, was part of change agent as entry level. F explained a recent engagement of internal workshop on what we want to see ourselves in the future and how does the way of work differ from its current. "you may not know that we had a meeting to formulate the future of our company internally. The progress was impressive to me that change is real, and it is running every day. We aimed to change continuously. We understood that it somehow slower than expected but change takes time". E also complimented to this issue that "earlier we don't have much opportunity like nowadays and when we had this opportunity, we have to work harder and that means we need more knowledge, we need to be more proactive to follow the

technology and I like it." These discussions support to the summary of author that the transformation is now under *unfreeze stage* according to the Lewin's planned change model.

In summary of the change stage, the organization developed the change plan as concluded as "unfreeze". During this phase, organization should communicate to enhance the engagement of employee and fostering the change. However, based on interviewed. it seems that the plan and objective of the change is unclear for employees.

4.2 Leadership style to support the change

The second group of questions aimed to find out leadership style of that organizational leaders selected and applied to influence the change process in each level of leader as summarized as following:

4.2.1 Middle-Level Leader – "manage on day-to-day basis" versus "inspire staff to change"

The repeatedly stated messages from four out of six staffs toward their middle-level leaders (their own direct bosses), who are leading organization change and day-to-day operation, executed as previous conventional way of working in line with organization expectation and expressed with no behavior change comparing to the transformation old way. Four out of six of interview participants provided the answers that they did not perceive significant change or direct impact from their supervisor regarding organization change. H stated that "my supervisor spent most of the time taking care of day-to-day operation. The way he/she manages is to wait for the result from what he/she already expected but not helping into the detail about how to overcome it." This statement is also similar to D stated that "my supervisor did not convince or force the team for the special request. She just asks for volunteer on what she wants. I don't notice much on providing inspiration or intrinsic motivation from my supervisor". According to the (Pawar & Eastman, 1997), these leadership behaviors could be regard as leadership characteristic which leading and influencing their followers with the *transactional* style of leadership. The question to find out leadership style has also been placed in interview session, i.e. "C", who is currently taking the middle-level leader

position. The result also supports the previous interpretation that middle-level leader is categorized as transactional style of leadership. C said that "For entry level employee, power of authority is the source of job enhancement. My style is not inspiring people as Mr. X's. I prefer focusing on task completion and give appropriate reward to employees."

However, the remaining two staffs responded the leadership questions in the contrast to the concept of transactional leadership previously. *Intellectual stimulation* and *Inspirational motivation* are the key leadership characteristics that have been mentioned several times for these interviewees. As a result of these abilities, individual morale and satisfaction are relatively increasing and the employee enjoyed the change journey because they understood the objective. There is the finding that F mentioned how her direct supervisor influence the change to her that "The way my boss used is to share the situation to me and help me understand what is going on. Then she coaches me on what to do and assigned a challenging task by providing alternative options. With this approach, I then fully understand my company situation helping me a lot to foresee the impact and the way of work that should be changed." Another good example is illustrated through interviewee I. She explained about her boss that "he inspires people. My boss understands that people motivation is different. So that he explained explicitly by making us seeing that what he encourages and inspires by providing concrete sample in reality for example, if he want to adopt new approach of doing the job which no one do in the company, he will not just talk and convince but he jumps and leads into the assigned until everyone see that he can so why we cannot"

Upon the responding of these all interview participants, the answers represent and lead to a conclusion that four staffs that were categorized as "unclear" regarding their response from change objective's question were supervised by his supervisor, who are categorized as transactional leadership style. However, the two staffs, who had positive responded and engaged more with the transformation, are supervised by the manager with categorized transformational leadership.

4.2.2 Top-Level Leader – "cultivate the change"

The key message, derived from interview session, is communication: not just only a top-down direction was found but also a two-way communication approach

that has been utilized to influence the change initiation. H said that "CEO has a good communication technique to communicate with employees. The way she talked was influencing and persuading. I think if the word was communicated from someone's else, the result might be different." In associated with, G also said similarly that "She conducted a coffee talk session and invited employees. It was proactive activity that motivate and cultivate the change environment in the organization. I think the change environment of organization strongly support to the change of employee." Upon these evidences, the leadership style of top-level leader can be classified as transformational leadership in a sense of *Inspirational motivation*. One more supporting statement is found during the conversation with A. She said that "I've been with this company for long time and having so many experiences of organization change, but no one could not gear us as fast as my hope. The way she managed this change was exceptional and smart. People are moving now." *Individualized consideration* is considered as one of the key behaviors of top-level leader from the collecting messages of many interviewees. The word such as "focus on people capability", "people are different", "open an opportunity to ask and act" were used repeatedly during the interview session. More importantly these messages were not mentioned only from the management team themselves but also mentioned by the staff level as well. This consistently supports the idea of having transformational style of leadership for those top-level leaders as described earlier. One of the examples found from F, as she was asked about how her leadership supported or influenced her to change. She stated that "It happened every time my boss will ask me tells me what I need to do, whom I should contact and at the same time she asks if I'm ok with this action and allows me to ask back and act the way I prefer." Another supporting evidence is found from B, responded how her boss help and influence on the change that, "my boss took many things and supported with one hundred percent to change. She realized that people are different and to make the change success, she therefore recruited more new generation, expat people to let them blend with the culture and use their practice to help us change faster."

4.3 Leadership and change management effectiveness

The last group of questions provided effectiveness on the success or failure of change management practice. The story gathered from interviewees are diversify based which can be categorized as follow:

4.3.1 Change successful, fair engagement but doubts remain

In connection with hearsay that change was successful at the first step, almost of interviewees also mentioned that they felt and stayed in the stage of 'wait and see'. The interview participants, i.e. four staffs and one middle-management level provided their answers consistently that their organization succeeded in term of communicating the change initiatives: at least they knew that change process has already started. They thus provided none of engagement regarding such change transformation as they didn't know what exactly is going happen or affect to them. As answer provided by H, she said that "the company succeeded in term of convincing its employee about why we have to change however, as I don't know how the change process will affect my job, I had felt just feeling at the time being on this change." The similar answer was also found during the conversation from D. he explained that "it was a little bit success in term of effort pushing to change that could never happen in the past. However, to the overall change, I still did not believe as noting will affect my job. I still did the same every day with no concrete inspiration or motivation pushed from the management team." Additionally, four out of six of the staffs suggested the same way that during the beginning of the change process, management should aware and focus to drive the communication strongly to the middle-level leaders of the organization as they are a key person enhancing the change move effectively. Because they felt that the communication or action were missing in between top-level leader and staffs. These recommendations from staffs aligned with the theory of clear communication vision, a strong guiding coalition team are a key success factor in the unfreeze or change initiation time.

4.3.2 Change successful, positive engagement and moving ahead

In contrast to the aforementioned experiences, two of interviewees of staff-level were satisfied with the change and feel engaged to the change initiatives. The main

reasons are that they saw how the change affected to their jobs involving new policy or practice that initiated by the change process. The supporting evidences are observed upon interview session with E. He stated that "The change sounds successful as we had more new challenging work. I was quite OK with the job because I had a chance to do new things and it so much fun". His team is providing a space to learn and work on the new technology rather than keeping only supporting the existing partners as in the past. These motivated employees and made him touching that the real change and he is ready to moving forward. Additional comments are from interviewee F, she mentioned that "I do like it; there was a time that we tried to change once. That time was good, but this time is greater. The change journey is more continuity and I saw many of leaders contributed their effort to the change. At this first step, the change is successful." The interviews show that only interviewees who saw the change affected to their daily job said the change is successful.

4.3.3 The result is yes and no, depends on what are you looking for

From staffs' perspectives, they noticed the change accomplishment whilst for the executive side, they believed that there were still rooms to be improved for certain items i.e. initiatives of new norm working, being a leading position in term of revenue market share.

According to the supporting evidence from the top-level leader A: she said that "some of employee believed that change is successful in certain areas comparing to overall outcome. Many people disappointed regarding change moving not accelerating as expected. We are building the program to understand and create opportunity for staffs in order to express their talent." To further finding what would be obstacles to change. In respond to that question, the change agent was mentioned by A that "I knew that we have a problem about the middle management capability. This is the very important issue and hardly to be solved. Without a strong middle management levels, we cannot deploy the change effectively because they are a key person to manage the change this time. Additionally, we are looking for the staffs helping and influencing this change to others. But you know right? Without the support from middle management level, it is very difficult for us to foresee who can be the change agent for the organization." This support to the theory that apart from creating the vision and sense of urgency to the

change, the powerful guiding coalition is also a key factor during the planning and establishing change in organization as well. (Kotter, 1995)

In line with similar answer from B, the senior level manager, also mentioned that "I'm not satisfied so far as I pushed a lot of effort to this change. We couldn't agree that we overcome and succeeded at the moment." The same question was asked to B regarding what she thinks that would help succeeding the change in the future. She replied that the mindset of people is the most important thing. "we need group of people having and surrounding as the same mindset. We are strengthening awareness and readiness for our staffs. We will move faster and more sustainable"

In summary, it could be concluded that change effectiveness from each based on three key factors comprising the personal behavior to respond particular change. The second factor is the direct leader behaviors that influence the change to others. The last factor is the role and responsibility of an interviewee in response to this change.

All staffs in organization was communicated with the same message from the top management leaders about how and why the organization must change. How well and fast of the employee to response to the change which depending on individual interests and adaptation rate according to adopter type theory mentioned in (Steele & Murray, 2004) i.e. they are innovator, early stage of adoption, early majority, late majority or laggard. However, it also summarized that no different in behavior from interviewees during the interview session excepted in the manager level. Therefore, the communication has no impact to the successful of the change according to the response from change effectiveness.

Nonetheless, in term of the second factor: the impact from supervisors' behavior of each interviewee. It revealed that the interviewees having perception not the same as their supervisors mentioned. i.e. day-to-day working. It was not inspiring or motivating employee" and "no change occurred to my job". Whereas, the staffs who responded positively and engage enthusiastically mentioned about "her boss proved what can do and cannot", "share the situation what is going on", "opportunity to work differently." So, it could say that how the supervisors manage and engage their employee to the change had impact to the effectiveness of change management from the eyes of staff's level.

The wider responsibility to the change process, the lesser opportunity to say change is successful. In the staff level, even if they are doubtful, no impact of the change to their jobs, no behavioral change of their manager to support them. But they feel that there is a change around and that is the successful criteria for them. However, for the manager level and top management level. The criteria for successful change are various. Therefore, the dilemma answers when author asked about the successful in their sense may be acceptable. It is acceptable that they all know what they should improve and what are the success factors or key persons to help them achieve their result and the behavior of middle management manager is categorized as part of the improvement area for the organization.

CHAPTER V
CONCLUSION AND RECOMMENDATION

5.1 Conclusion

In this paper, the research questions aimed to focus on the change experience of staffs from different levels, who has been transformed the organization toward the technology disruption. Data collections are to gather the change experiences of employees, explore the change stage and leadership style that organization used to manage the change. Finally, is to learn about the successful and failure of the change process based on the employee experiences and point of view. Data have been collected through the interview method with total of nine employees of the organization from different function and level. It can be concluded that in certain area, people in different level of organization have different change experiences to the same change initiation for example, change objectives, and the effectiveness of change management. However, interviewees perceived similarly about stage of change process and the style of their leadership. The result of change management effectiveness and the use of leadership style to manage this change are summarized as follow.

• Top-level leader utilized the appropriate way to communicate the change initiation for staff announcement: the coffee talks session was created for two-way communication and opportunity to employees to explore their understanding. This concept aligned with the literature review that communicating a vision and mission are key for catching up with the change initiative during the planning phase (Kotter, 1995)

• Majority of interviewees understand that change is necessary, and they are willing to change but they don't know how to change and how the change will impact on their jobs because of lacking the strong guiding coalition team and change agent especially the middle level managers who have direct power to support the change for them. This failure is also similar to the factor of why change initiative might fail according to (Kotter, 1995)

• During unfreeze period, communication tool is a key success factor that will impact to people making their decision to involve with the change which are also the key characteristic of transformational leadership but the result from interview shown that the question of what and how of this change process is not answered clearly. Because many of middle level leader who interact with staff still manage on day-to-day basis.

• People quite interests with the change because the market and industry had already changed and as an employee in the fast technology industry. They all realized that they cannot just wait and do whatever they did before anymore. but the company approaches them slower than what they expected and that result in the employee's perspective of change effectiveness

• Staffs under supervised of transformational leadership's leaders responded positively to the change initiative and had engaged more with the change compare to the staffs who are supervised by transactional leadership style of their leaders

5.2 Recommendations to the organization

• It is better to communicate clearly about what will change, what do not, and what will happen after the change process carefully. When the change has been initiated, people are looking for it, but the truth is that not every single piece of organization can be changed so those to in the area that should not change feel of losing morale and unsatisfied

• The middle-level leader is a key driver of the change process. A good preparation for the capability of these leaders in term of style and understanding of the change's objective would bring a better likelihood of successful change. For example, set up a workshop to cascade direction directly to the manger level so that they will have clear picture of change direction and develop an achievement milestone and follow up plan to get concrete feedback from these managers about the progress and obstacle so that they can learn from the success and failure of one another.

• People expect to see the result of change as soon as after they perceive or receive the change message. Therefore, the communication session shall be done in

form of the quick-win solution in a small group of people or in the area that defined as easy to change.

• Both types of leadership style have impacts to moving of employees in different change phase. The organization plan for targeted results of the change and put the right leadership to manage the right change process. It is obvious from the interview result of the middle-level leader who has transformational style of leadership engage and satisfy with change more than the transactional style of leadership during the unfreeze phase of change

• As mentioned from the top management, organization will focus more on embracing individual capability and encouraging them to be creative and innovative in the new normal. These will uplift organization growth and competitive in the future. However, change process is just started, it consumed time spending for people development process and the result is hardly to measure whether this outcome derived from transformation. So, the shorter-term achievement to motivate people is relatively rational. For example, find the right person who have capability and behavior and the support them to create, lead and grow within the organization. So that, people will truly see that the company direction and is really changed. This quick-win scenario will help the organization achieve faster and easier.

5.3 Limitations and future researches

• The collected data was provided with inadequate interview participants in term of number, therefore, the study research may not extent to the whole change management effectiveness of the company. The interpretation can only then be captured as an experience toward the change

• The further research can be involved the whole participants in the organization in order to analyze the change effectiveness more effectively

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