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# Employee Perception towards Organisational Change

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## Abstract

This study investigates the influence of organizational culture on attitudes toward organizational change in organization. The findings also showed that different types of organizational culture have different levels of acceptance of attitudes toward organizational change. This means that certain type of organizational culture could facilitate the acceptability of change, while other types of culture could not accept it. The implications of this research are also discussed. This article examines antecedents and consequences of employees' threat appraisal during organizational change. The findings of the article is that Employee Perception towards Organization change is average because all Percentages of data range between 60% -70%.Only 62.7% Employees believe that the change process will positively influence the relationship between him and his subordinates. Most that is about 86.3% Employees are satisfied that they are aware about the recent changes adopted by their organization with respect to working process so they should always try to aware employees about change. To conclude, the survey made and the analysis of the study, it will be helpful for the management in understanding the awareness and satisfaction among the staff and employees regarding influence of Employee Perception towards Organization change followed at Shree Ginger Enterprises ltd. There is no impact of Organization Change on Employee Perception.

**Keywords:** Technical change, Hierarchal change



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**Literature Review:**

**1. Akankshi singh and Dr.R.P.Gupta**

This study focuses on employee workplace and demographic predictors to know the employee attitudes and behaviors regarding organizational change. The findings indicate significant relationships between readiness for change and workplace and demographic factors. The economic and social environment is so dynamic that without adapting to such change even the most successful organization cannot survive in the changed environment. It is difficult for organizations to avoid change, as new ideas promote growth for them and their members. Change occurs for many reasons such as new staff roles; increases or decreases in funding; acquisition of new technology; new missions, vision or goals; and to reach new members or clients. Changes can create new opportunities, but are often met with criticism from resistant individuals within the group.

**2. David Giauque**

Positive attitudes toward change (PATC) are an important current issue in public organizations facing profound financial and managerial reforms. This study aims to identify social and organizational antecedents of PATC. The investigated population is composed of middle managers working in Swiss public hospitals (N = 720), which are currently being confronted by major reforms. Partial mediation effects of organizational commitment (OC) in the relationships between independent variables and PATC are also controlled. The findings show that perceived social support (work relationships with colleagues and supervisors) as well as perceived organizational support (employee voice and participation, information and communication, work–life balance) are positively and significantly related to PATC. Stress perception is shown to have a negative impact on PATC.

**3. E. Rebeka and Dr. R. Indradevi**

Change is very important for any organization since changes are undertaken by altering. It is difficult for organizations to avoid change, as new ideas promote growth for them and their members. So this study approaches to examine the employees' perceptions or attitude towards change implemented in their organization. Data was collected from a sample of 60 employees from a manufacturing industry and the result is presented in the paper.

**4. Katsaros , Athanasios Kleanthis K. N.** N **Tsirikas and Sofia-Maria. Bani**

This study explores employee perceptions regarding organizational readiness to change, supervisory support, trust in management and appropriateness of change during a planned organizational change in a public hospital Research findings show a significant increase in perceptive organizational readiness to change, supervisory support, trust in management and appropriateness of change after the planned change implementation. Findings also suggest that differences in the aforementioned perceptions are moderated by certain job-related attitudes, namely, job satisfaction, organizational commitment and job involvement; and job-related characteristics, namely, skill variety, task identity, task significance feedback, autonomy and goal clarity.



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**5. Ms.SeemaHariharno**

When change occurs in any part of the organization, it disturbs the old equilibrium necessitating the development of a new equilibrium. The type of equilibrium depends on the degree of change and its impact on the organization. The universe of the study included 245 respondents. Random sampling method was applied with the sample of 50 respondents. Both primary and secondary data for the study were collected. To analyze the data the statistical tools like Chi-Square test $\chi^2$ and Karl Pearson's correlation co-efficient were used. It was found from the study that there was no significant association between educational qualification of the respondents and the dimensions of organizational change.

***INTRODUCTION:***

Organizational change is both the process in which an organization changes its structure, strategies, operational methods, technologies, or organizational culture to affect change within the organization and the effects of these changes on the organization. Organizational change can be continuous or occur for distinct periods of time.

Change management (CM) refers to any approach to transitioning individuals, teams, and organizations using methods intended to re-direct the use of resources, business process, budget allocations, or other modes of operation that significantly reshape a company or organization. Organizational change management (OCM) considers the full organization and what needs to change. Organizational change management principles and practices include CM as a tool for change focused solely on the individual.

CM focuses on how people and teams are affected by an organizational transition. It deals with many different disciplines, from behavioural and social sciences to information technology and business solutions. In a project management context, CM may refer to the change control process wherein changes to the scope of a project are formally introduced and approved.




There are three main categories of change: Business process re-engineering, Technological change, and Incremental change.

**Business Process Re-Engineering:**

- Business process re-engineering (BPR) is a business management strategy first pioneered in the



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early 1990s that focuses on the analysis and design of workflows and processes within an organization. BPR aims to help organizations fundamentally rethink how they do their work in order to dramatically improve customer service, cut operational costs, and become world-class competitors. In the mid-1990s, as many as 60% of the Fortune 500 companies claimed to have either initiated re-engineering efforts or begun planning for it.

❖ BPR helps companies radically restructure their organizations by focusing on their business processes from the ground up. A business process is a set of logically related tasks performed to achieve a defined business outcome. Re-engineering emphasizes a holistic focus on business objectives and how processes relate to them, encouraging full-scale recreation of processes rather than iterative optimization of sub-processes. Business process re-engineering is also known as business process redesign, business transformation, and business process change management.

**Incremental Change:**

ω Incremental change is a method of introducing many small, gradual (and often unplanned) changes to a project instead of a few large, rapid (and extensively planned) changes. Wikipedia illustrates the concept by building an encyclopedia bit by bit. Another good example of incremental change is a manufacturing company making hundreds of small components that go into a larger product, like a car. Improving the manufacturing process of each of these integral components one at a time to cut costs and improve process efficiency overall is incremental change.

**Technological Change:**

Technological change (TC) describes the overall process of invention, innovation, and diffusion of technology or processes. The term is synonymous with technological development, technological achievement, and technological progress. In essence, TC is the invention of a technology (or a process), the continuous process of improving a technology (which often makes it cheaper), and its diffusion throughout industry or society. In short, technological change is based on both better and more technology integrated into the framework of existing operational processes.

***PROBLEM STATEMENT OF THE STUDY***

To understand Employees Perception towards organizational change as Organizations introduce change for some reasons, but workers perception about the change may be same or different. Along with workers managers are faced with many concurrent changes. This negative spiral result in resistance, irrational behavior, remorse, stress and result in failure to achieve the objectives.

***SCOPE OF THE STUDY:***

The study attempts to study the change process, the attitudes towards the change situation. As change in the organization has become a must to survive in the competitive world this study should be useful as reference for the future studies, irrespective of the types of changes.



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***OBJECTIVE OF THE STUDY***

To study the perception of the employees towards organization change.

***HYPOTHESIS:***

H0: There is no impact of Organization Change on Employee Perception.

H1: There is impact of Organization Change on Employee Perception.

***RESEARCH DESIGN:***

*Descriptive research*

The descriptive study is the one that aims at describing accurately the characteristics of the group, community or people. A researcher may be concerned with discriminating the proportion of people in a particular population who hold the certain views and attitude. In this study descriptive research designed is used.

The research study is descriptive in nature. Descriptive research studies which are concerned with specific predictions with narrations of facts and characteristics concerning individuals groups or situations are examples of descriptive research.

***SOURCES OF DATA:***

**PRIMARY DATA:**

Primary data are those which are collected a fresh for the first time and thus happen to be original in character. Primary data can be collected either through experiment or through survey.

**SECONDARY DATA:**

Secondary data is readily available and is available to the public through publications, journals, and newspaper.

***POPULATION:***

Population size is 238.

| SR NO. | DEPARTMENT | STAFF | ASSOCIATE | OMKAR | TOTAL |
|---|---|---|---|---|---|
| **1** | HUMAN RESOURCE | 10 | 20 | 0 | **30** |
| **2** | IT | 05 | 07 | 0 | **12** |
| **3** | EHS/ETP | 03 | 04 | 0 | **07** |
| **4** | MAINTENANCE | 10 | 15 | 10 | **35** |
| **5** | PRODUCTION | 18 | 15 | 45 | **78** |
| **6** | Q.A. | 03 | 05 | 07 | **15** |
| **7** | Q.C. | 07 | 10 | 12 | **29** |



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| | | | | | |
|---|---|---|---|---|---|
| **8** | R & D | 09 | 12 | 11 | **32** |
| **9** | SWEEPER | 25 | 0 | 0 | **25** |
| **10** | W/H | 09 | 0 | 0 | **09** |
| | **TOTAL** | **99** | **88** | **85** | **272** |

| | |
|---|---|
| **SECURITY** | **34** |
| **SWEEPER** | 80 |
| **TOTAL** | 386 |

***SAMPLING METHOD:***
*Convenience Sampling*
**SAMPLING FRAME:**
The size of the sample selected for the study is 110 respondents.

***DATA COLLECTION INSTRUMENT:***
*Data was collected using Questionnaire.*

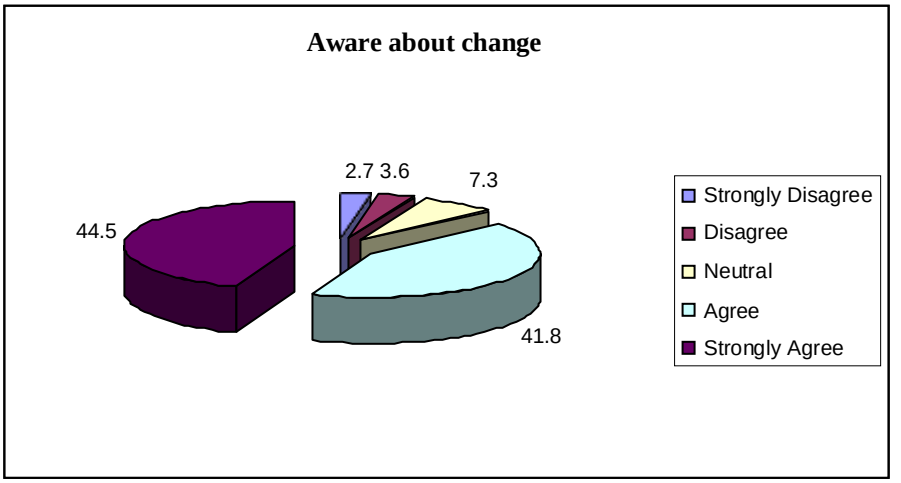
One instrument is used in this research, namely Organization change. Where it contains 15 statements related to variables of Employee perception towards organization change. In this instrument likert scale is used.

***EMPLOYEE PERCEPTION TOWARDS TECHNOLOGICAL CHANGE:***
1 : I am aware about the recent changes adopted by my organization with respect to working process.

| | Respondents | Percent |
|---|---|---|
| **Strongly Disagree** | 3 | **2.7** |
| **Disagree** | 4 | **3.6** |
| **Neutral** | 8 | **7.3** |
| **Agree** | 46 | **41.8** |
| **Strongly Agree** | 49 | **44.5** |
| **Total** | **110** | **100.0** |



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**From the above table and chart we can say that among the total respondents:**

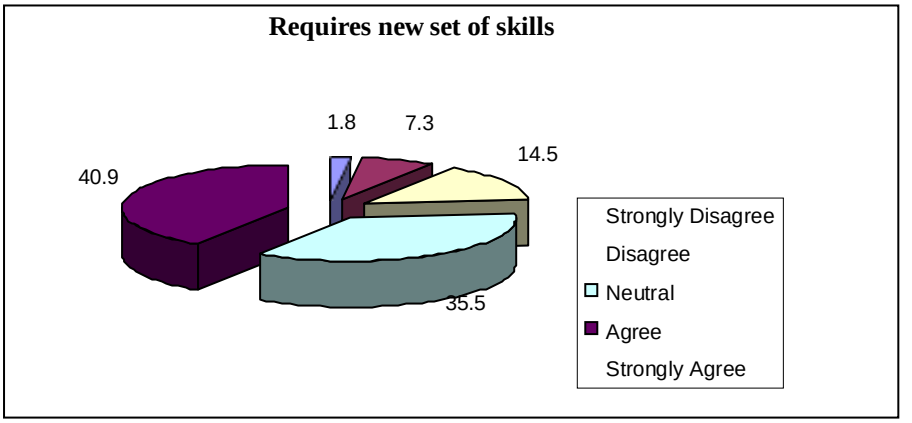
- 44.5% of the respondent are completely agree,
- 41.8% of the respondent are agree,
- 7.3% of the respondent is neutral,
- 3.6% of the respondent are disagree and
- 2.7% of the respondent are completely disagree that they are aware about the recent changes adopted by their organization with respect to working process.

2 : They working procedure adopted requires new set of skills for doing the work accurately.

| | Respondents | Percent |
|---|---|---|
| **Strongly Disagree** | 2 | **1.8** |
| **Disagree** | 8 | **7.3** |
| **Neutral** | 16 | **14.5** |
| **Agree** | 39 | **35.5** |
| **Strongly Agree** | 45 | **40.9** |
| **Total** | **110** | **100.0** |



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**From the above table and chart we can say that among the total respondents:**

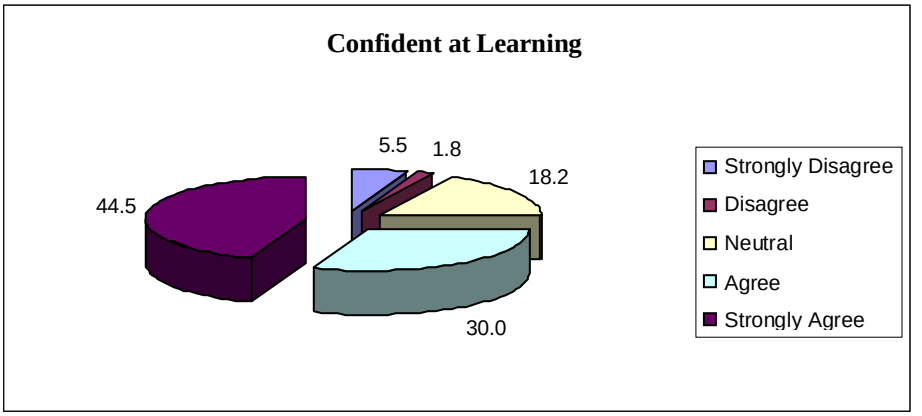
- 40.9% of the respondent are completely agree,
- 35.5% of the respondent are agree,
- 14.5% of the respondent is neutral,
- 7.3% of the respondent are disagree and
- 1.8% of the respondent are completely disagree that there working procedure adopted requires new set of skills for doing the work accurately.

3 : I am confident at learning & developing new skills in the job.

| | Frequency | Percent |
|---|---|---|
| **Strongly Disagree** | 6 | 5.5 |
| **Disagree** | 2 | 1.8 |
| **Neutral** | 20 | 18.2 |
| **Agree** | 33 | 30.0 |
| **Strongly Agree** | 49 | 44.5 |
| **Total** | 110 | 100.0 |



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**From the above table and chart we can say that among the total respondents:**

- 44.5% of the respondent are completely agree,
- 30% of the respondent are agree,
- 18.2% of the respondent is neutral,
- 1.8% of the respondent are disagree and
- 5.5% of the respondent are completely disagree that they are confident at learning & developing new skills in the job.

4: Proper training structure was planned & articulate way before the formal training period.

| | Frequency | Percent |
|---|---|---|
| **Strongly Disagree** | 5 | **4.5** |
| **Disagree** | 9 | **8.2** |
| **Neutral** | 14 | **12.7** |
| **Agree** | 46 | **41.8** |
| **Strongly Agree** | 36 | **32.7** |
| **Total** | **110** | **100.0** |



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- 32.7% of the respondent are completely agree,
- 41.8% of the respondent are agree,
- 12.7% of the respondent is neutral,
- 8.2% of the respondent are disagree and
- 4.5% of the respondent are completely disagree that Proper training structure was planned & articulate way before the formal training period.

5: I feel certain about executing my job requirements accurately after training.

| | Frequency | Percent |
|---|---|---|
| **Strongly Disagree** | 4 | **3.6** |
| **Disagree** | 10 | **9.1** |
| **Neutral** | 12 | **10.9** |
| **Agree** | 33 | **30.0** |
| **Strongly Agree** | 51 | **46.4** |
| **Total** | **110** | **100.0** |

**From the above table and chart we can say that among the total respondents:**

- 46.4% of the respondent are completely agree,
- 30% of the respondent are agree,
- 10.9% of the respondent is neutral,
- 9.1% of the respondent are disagree and
- 3.6% of the respondent are completely disagree that they feel certain about executing my job requirements accurately after training.

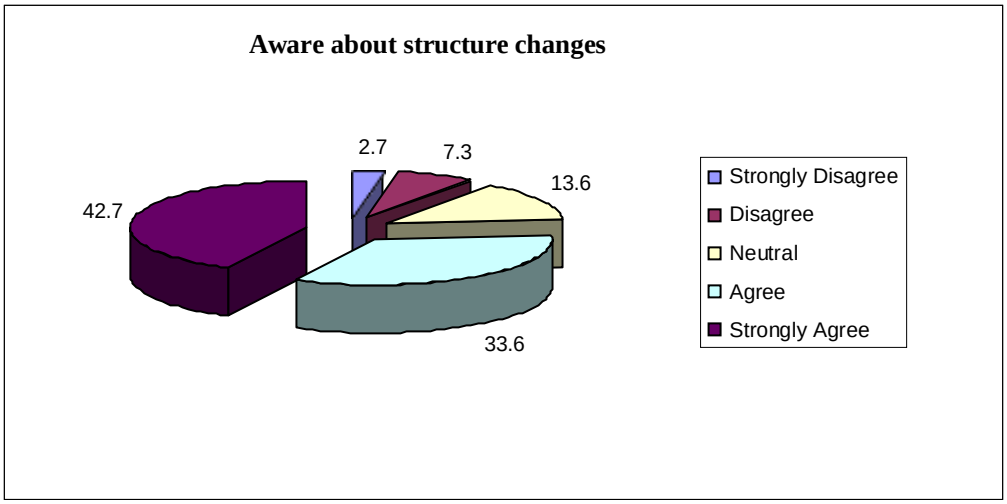


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***EMPLOYEE PERCEPTION TOWARDS HIERARCHICAL CHANGE:***

6: I am aware about the recent structure changes incorporated in my organization.

| ☞ | Frequency | Percent |
|---|---|---|
| **Strongly Disagree** | 3 | 2.7 |
| **Disagree** | 8 | 7.3 |
| **Neutral** | 15 | 13.6 |
| **Agree** | 37 | 33.6 |
| **Strongly Agree** | 47 | 42.7 |
| **Total** | 110 | 100.0 |




**From the above table and chart we can say that among the total respondents:**

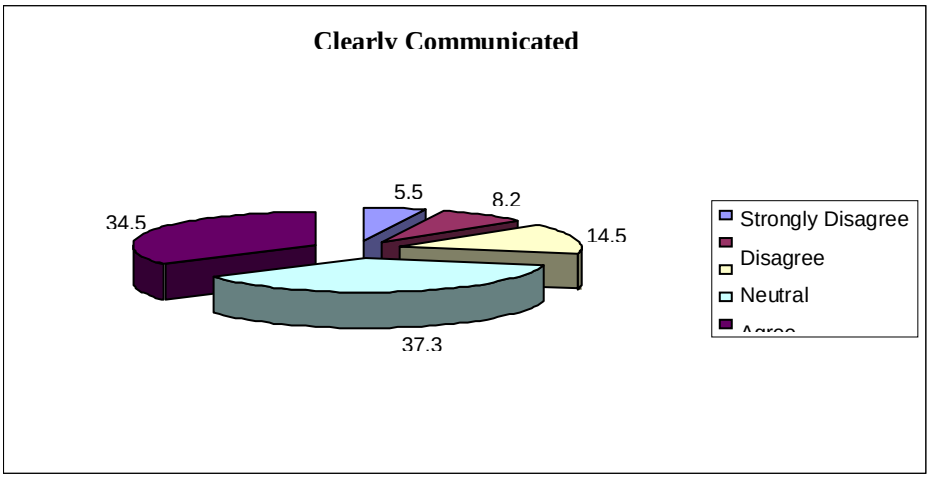
- 42.7% of the respondent are completely agree,
- 33.6% of the respondent are agree,
- 13.6% of the respondent is neutral,
- 7.3% of the respondent are disagree and
- 2.7% of the respondent are completely disagree that they are aware about the recent structure changes incorporated in their organization.



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7: Implication of change has been clearly communicated by my superiors.

| | Frequency | Percent |
|---|---|---|
| **Strongly Disagree** | 6 | **5.5** |
| **Disagree** | 9 | **8.2** |
| **Neutral** | 16 | **14.5** |
| **Agree** | 41 | **37.3** |
| **Strongly Agree** | 38 | **34.5** |
| **Total** | **110** | **100.0** |




**From the above table and chart we can say that among the total respondents:**

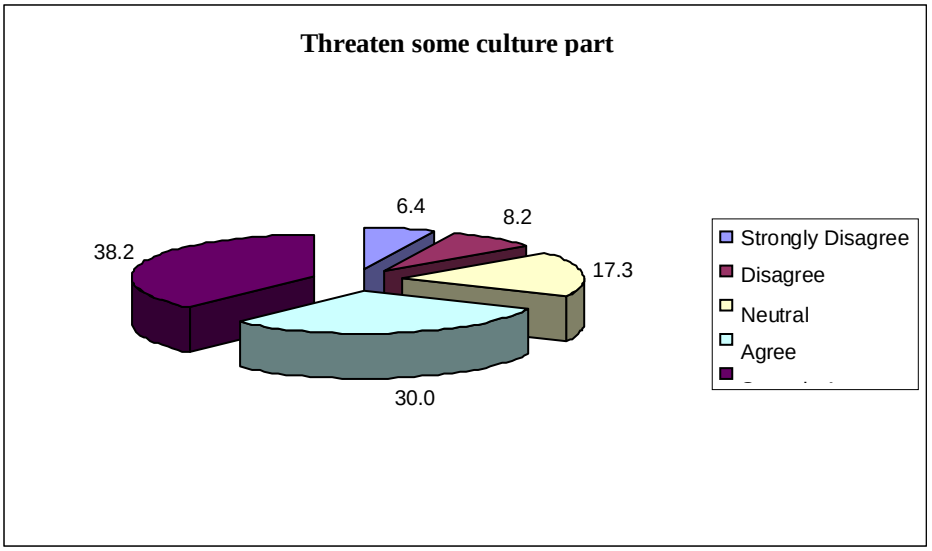
- 34.5% of the respondent are completely agree,
- 37.3% of the respondent are agree,
- 14.5% of the respondent is neutral,
- 8.2% of the respondent are disagree and
- 5.5% of the respondent are completely disagree that Implication of change has been clearly communicated by their superiors.



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8: I fear that the change may threaten some part of the organization culture.

| Frequency | Percent | |
|---|---|---|
| **Strongly Disagree** | 7 | **6.4** |
| **Disagree** | 9 | **8.2** |
| **Neutral** | 19 | **17.3** |
| **Agree** | 33 | **30.0** |
| **Strongly Agree** | 42 | **38.2** |
| **Total** | **110** | **100.0** |




**From the above table and chart we can say that among the total respondents:**

- 38.2% of the respondent are completely agree,
- 30% of the respondent are agree,
- 17.3% of the respondent is neutral,
- 8.2% of the respondent are disagree and
- 6.4% of the respondent are completely disagree that they fear that the change may threaten some

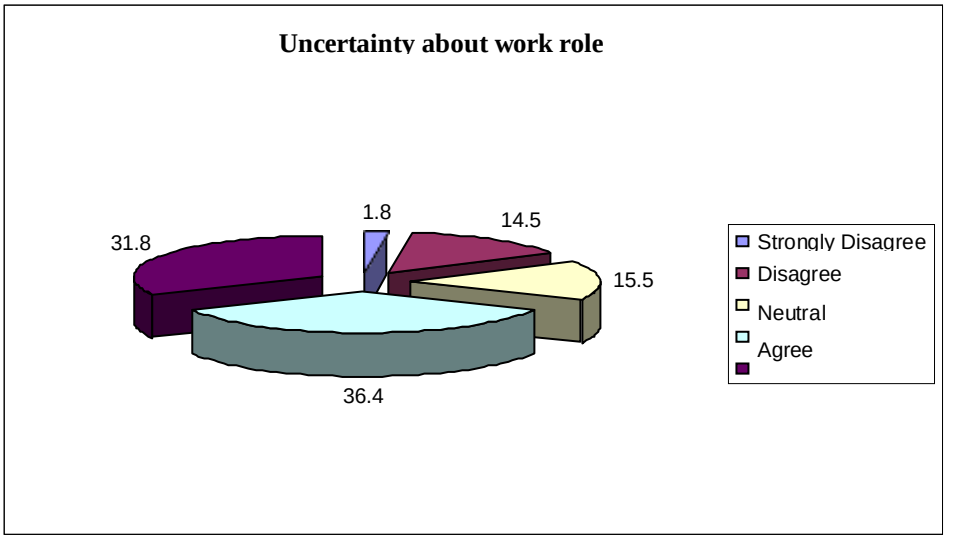


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part of the organization culture.

9: I think the change might cause uncertainty about the work role in the organization.

| | Frequency | Percent |
|---|---|---|
| **Strongly Disagree** | 2 | 1.8 |
| **Disagree** | 16 | 14.5 |
| **Neutral** | 17 | 15.5 |
| **Agree** | 40 | 36.4 |
| **Strongly Agree** | 35 | 31.8 |
| **Total** | 110 | 100.0 |




**From the above table and chart we can say that among the total respondents:**

- 31.8% of the respondent are completely agree,
- 36.4% of the respondent are agree,
- 15.5% of the respondent is neutral,
- 14.5% of the respondent are disagree and
- 1.8% of the respondent are completely disagree that they think the change might cause

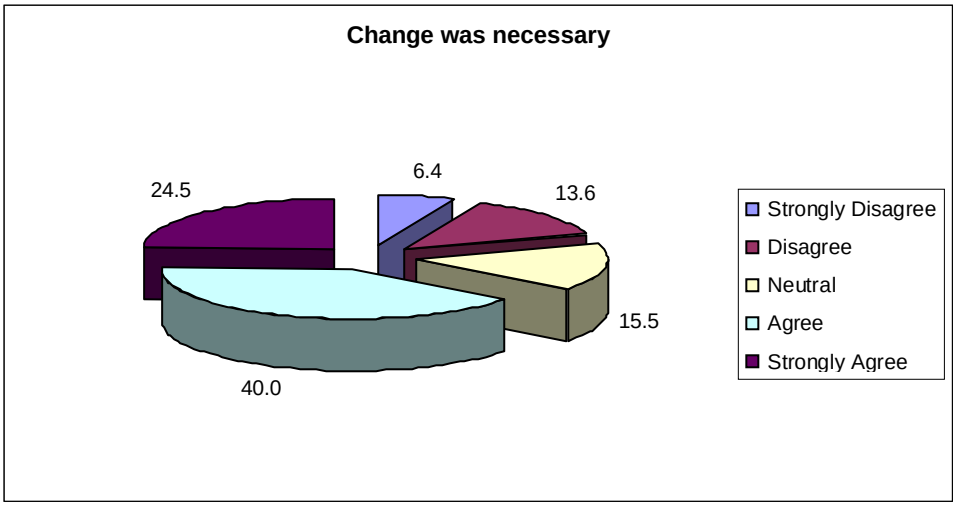


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uncertainty about the work role in the organization.

10 : I feel the change was necessary.

| | Frequency | Percent |
|---|---|---|
| **Strongly Disagree** | 7 | **6.4** |
| **Disagree** | 15 | **13.6** |
| **Neutral** | 17 | **15.5** |
| **Agree** | 44 | **40.0** |
| **Strongly Agree** | 27 | **24.5** |
| **Total** | **110** | **100.0** |




**From the above table and chart we can say that among the total respondents:**

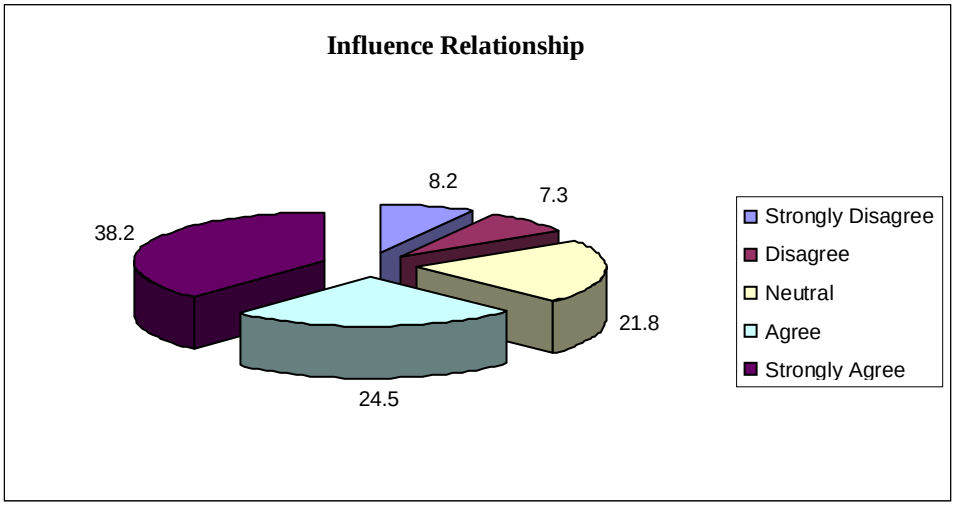
- 24.5% of the respondent are completely agree,
- 40% of the respondent are agree,
- 15.5% of the respondent is neutral,
- 13.6% of the respondent are disagree and
- 6.4% of the respondent are completely disagree that they feel the change was necessary.



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*11: I believe the change process will positively influence the relationship between me and my subordinates.*

| | Frequency | Percent |
|---|---|---|
| **Strongly Disagree** | 9 | **8.2** |
| **Disagree** | 8 | **7.3** |
| **Neutral** | 24 | **21.8** |
| **Agree** | 27 | **24.5** |
| **Strongly Agree** | 42 | **38.2** |
| **Total** | **110** | **100.0** |




**From the above table and chart we can say that among the total respondents:**

- 38.2% of the respondent are completely agree,
- 24.5% of the respondent are agree,
- 21.8% of the respondent is neutral,
- 7.3% of the respondent are disagree and
- 8.2% of the respondent are completely disagree that they believe the change process will positively influence the relationship between him and his subordinates.

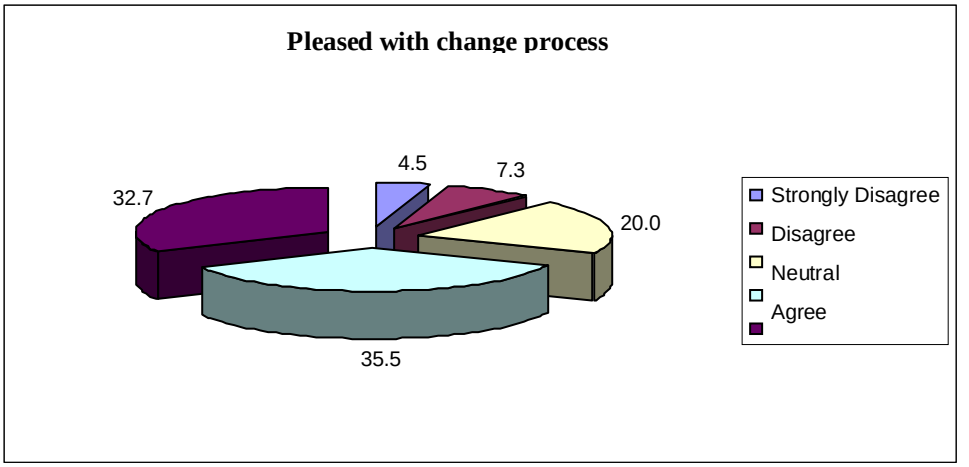


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***OUTCOME:***

12: I am pleased with the way the change process has been undertaken and handle in my organization.

| | Frequency | Percent |
|---|---|---|
| **Strongly Disagree** | 5 | **4.5** |
| **Disagree** | 8 | **7.3** |
| **Neutral** | 22 | **20.0** |
| **Agree** | 39 | **35.5** |
| **Strongly Agree** | 36 | **32.7** |
| **Total** | **110** | **100.0** |




**From the above table and chart we can say that among the total respondents:**

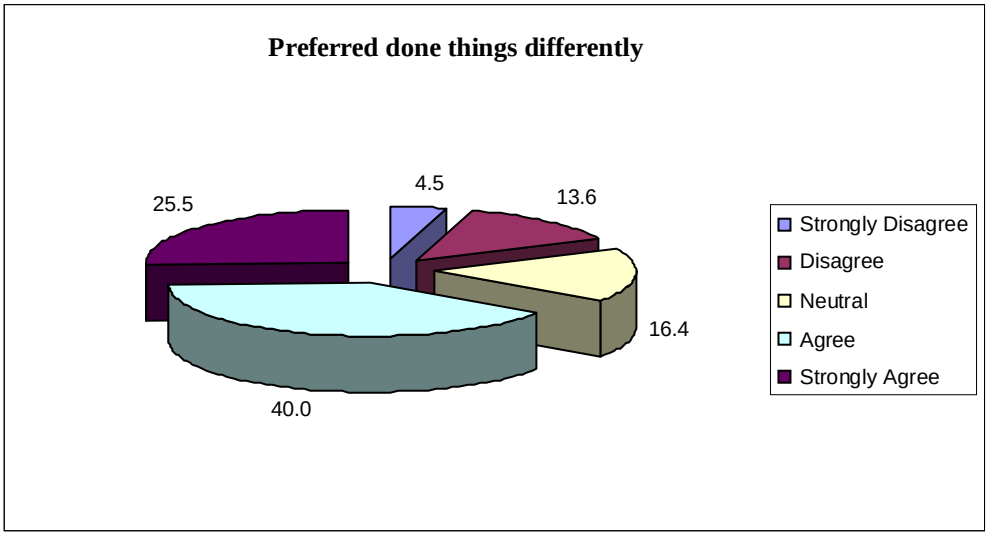
- 32.7% of the respondent are completely agree,
- 35.5% of the respondent are agree,
- 20% of the respondents are neutral,
- 7.3% of the respondent are disagree and
- 4.5% of the respondent are completely disagree that they are pleased with the way the change process has been undertaken and handle in their organization.



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13: I would have preferred something done differently.

| | Frequency | Percent |
|---|---|---|
| **Strongly Disagree** | 5 | **4.5** |
| **Disagree** | 15 | **13.6** |
| **Neutral** | 18 | **16.4** |
| **Agree** | 44 | **40.0** |
| **Strongly Agree** | 28 | **25.5** |
| **Total** | **110** | **100.0** |




**From the above table and chart we can say that among the total respondents:**

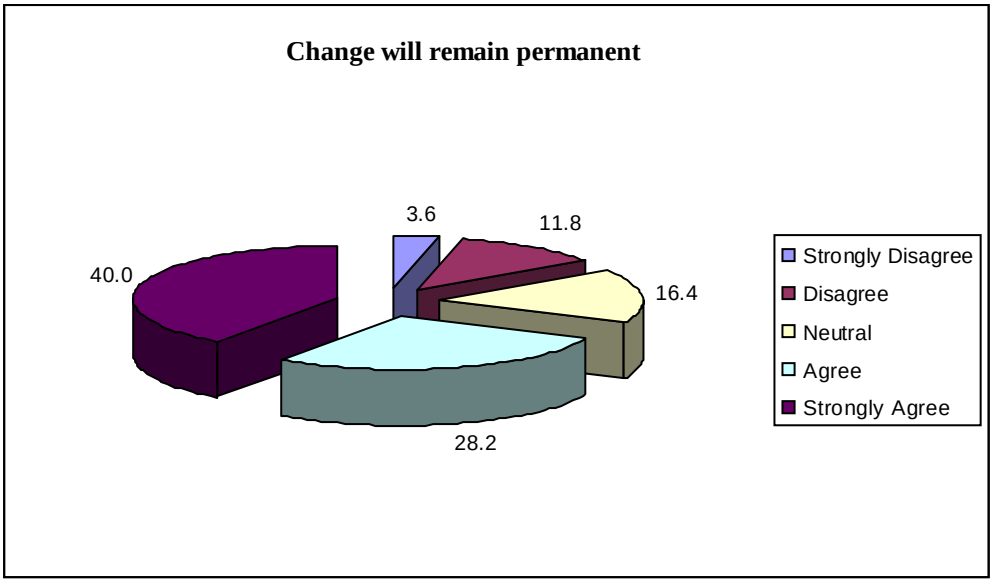
- 25.5% of the respondent are completely agree,
- 40% of the respondent are agree,
- 16.4% of the respondent is neutral,
- 13.6% of the respondent are disagree and
- 4.5% of the respondent are completely disagree that they would have preferred something done differently.



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14: In my opinion, the change will remain permanent in my organization.

| | Frequency | Percent |
|---|---|---|
| **Strongly Disagree** | 4 | **3.6** |
| **Disagree** | 13 | **11.8** |
| **Neutral** | 18 | **16.4** |
| **Agree** | 31 | **28.2** |
| **Strongly Agree** | 44 | **40.0** |
| **Total** | **110** | **100.0** |




**From the above table and chart we can say that among the total respondents:**

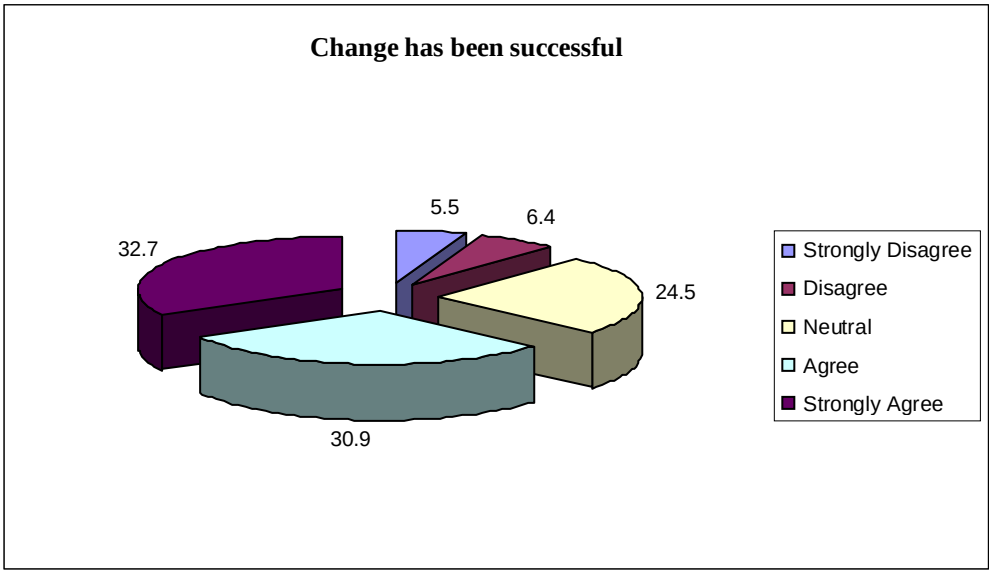
- 40% of the respondent are completely agree,
- 28.2% of the respondent are agree,
- 16.4% of the respondent is neutral,
- 11.8% of the respondent are disagree and
- 3.6% of the respondent are completely disagree that in their opinion, the change will remain permanent in their organization.



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15: I feel the change has been successful so far.

| | Frequency | percent |
|---|---|---|
| **Strongly Disagree** | 6 | **5.5** |
| **Disagree** | 7 | **6.4** |
| **Neutral** | 27 | **24.5** |
| **Agree** | 34 | **30.9** |
| **Strongly Agree** | 36 | **32.7** |
| **Total** | **110** | **100.0** |




**From the above table and chart we can say that among the total respondents:**

- 32.7% of the respondent are completely agree,
- 30.9% of the respondent are agree,
- 24.5% of the respondent is neutral,
- 6.4% of the respondent are disagree and
- 5.5% of the respondent are completely disagree that they feel the change has been successful so far.



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**HYPOTHESIS TESTING:**

**Tests of Normality**

| | Kolmogorov-Smirnov | | | Shapiro-Wilk | | |
|---|---|---|---|---|---|---|
| | Statistic | df | Sig. | Statistic | df | **Sig.** |
| **outcome** | .158 | 110 | .000 | .941 | 110 | **.000** |
| **Tec change** | .175 | 110 | .000 | .905 | 110 | **.000** |
| **Hie change** | **.174** | **110** | **.000** | **.927** | **110** | **.000** |

Lilliefors Significance Correction

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|---|---|---|---|---|---|
| 1 | .485[a] | .235 | .221 | .64451 | 2.172 |

a. Predictors: (Constant), hie change, tec change

b. Dependent Variable: outcome

**ANOVA**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 13.690 | 2 | 6.845 | 16.478 | .000[b] |
| | Residual | 44.447 | 107 | .415 | | |
| | Total | 58.137 | 109 | | | |

a. Dependent Variable: outcome

b. Predictors: (Constant), hie change, tec change

**Coefficients**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.235 | .456 | | 2.705 | .008 |
| | Tec change | .322 | .115 | .268 | 2.803 | .006 |
| | Hie change | .328 | .106 | .298 | 3.109 | .002 |

a. Dependent Variable: outcome

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***FINDINGS OF EMPLOYEE PERCEPTION TOWARDS TECHNOLOGICAL CHANGE:***

- 86.3% Employees are satisfied that they are aware about the recent changes adopted by their organization with respect to working process.

- 76.4% Employees are satisfied with their working procedure adopted requires new set of skills for doing the work accurately.

- 74.5% Employees are satisfied with that they are confident at learning & developing new skills in the job.

- 74.5% Employees are satisfied with Proper training structure was planned & articulate way - before the formal training period.

- 76.4% Employees are satisfied with that they feel certain about executing my job requirements accurately after training.

***FINDINGS OF EMPLOYEE PERCEPTION TOWARDS HIERARCHICAL CHANGE:***

- 75.4% Employees are satisfied with that they are aware about the recent structure changes incorporated in their organization.

- 71.8% Employees are satisfied with Implication of change has been clearly communicated by their superiors.

- 68.2% Employees are satisfied with that they fear that the change may threaten some part of the organization culture.

- 68.2% Employees are satisfied with that they think the change might cause uncertainty about the work role in the organization.

- 64.5% Employees are satisfied with that they feel the change was necessary.

- 62.7% Employees are satisfied with that they believe the change process will positively influence the relationship between him and his subordinates.

-

***FINDINGS OF OUTCOME OF EMPLOYEE PERCEPTION:***

- 68.2% Employees are satisfied with that they are pleased with the way the change process has been undertaken and handle in their organization.

- 65.5% Employees are satisfied with that they would have preferred something done differently.

- 68.2% Employees are satisfied with that in their opinion, the change will remain permanent in their organization.



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- 63.6% Employees are satisfied with that they feel the change has been successful so far.
- **There is no impact of Organization Change on Employee Perception.**

**ANNEXURE**

**A**
**QUESTIONNAIRE**
**ON**
**EMPLOYEE PERCEPTION TOWARDS ORGANIZATION CHANGE**
**IN**
**SHREE GINGER ENTERPRISES LTD, SILVASSA**

**PERSONAL INFORMATION**

**1.** Gender: Male [ ] Female [ ]

**2.** Age: .

***3.*** Marital status: **4.**Qualification: . **5.** Experience: .

**READ THE QUESTIONS AND PLEASE TICK THE MOST ACCURATE ONE.**

| **EMPLOYEE PERCEPTION TOWARDS TECHNOLOGICAL CHANGE** | **Options** | | | | |
|---|---|---|---|---|---|
| | **Strongly Agree** | **Agree** | **Neutral** | **Disagree** | **Strongly disagree** |
| I am aware about the recent changes adopted by my organization with respect to working process. | | | | | |
| They working procedure adopted requires new set of skills for doing the work accurately. | | | | | |
| I am confident at learning & developing new skills in the job. | | | | | |
| Proper training structure was planned & articulate way before the formal training period. | | | | | |
| I feel certain about executing my job requirements accurately after training. | | | | | |



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| **EMPLOYEE PERCEPTION TOWARDS HIERARCHICAL CHANGE** | **Options** | | | | |
|---|---|---|---|---|---|
| | **Strongly Agree** | **Agree** | **Neutral** | **Disagree** | **Strongly disagree** |
| I am aware about the recent structure changes incorporated in my organization. | | | | | |
| Implication of change has been clearly communicated by my superiors. | | | | | |
| I fear that the change may threaten some part of the organization culture. | | | | | |
| I think the change might cause uncertainty about the work role in the organization. | | | | | |
| I feel the change was necessary. | | | | | |



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