

**Role of Change Management in Employee
Retention, Employee Effectiveness and
Eliminating Errors in the Workplace**

Final Dissertation



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1. Title

Role of change management in employee retention, employee effectiveness and eliminating errors in the workplace.

2. Declaration

I Pruthvi Rajshakha declare that all the work in this research paper is my own. Any work accessed from a secondary resource has been accordingly cited for credit.

3. Acknowledgments

I would like to thank my friends and family who supported me throughout my dissertation in any way they could. I would also like to extend my gratitude to my dissertation mentor PJ Paul who gave me constructive criticism to improve upon my work and make it the best that it could be.

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4. Abstract

This thesis is focused upon discovering how change management can be used to help in employee retention, increasing employee effectiveness and reducing errors in the workplace. Prior researches have connected change management to the tools used by management to help bring change in an organization. Secondary data was studied in order to determine the relationships proposed by previous studies upon change management practices. Therefore, this study uses a 17-item digital survey distributed amongst 60 participants to determine how change management can help improve the workplace conditions for employees. This study was able to conclude that the more change management practices are used the more workplace obstacles can be removed, which helps in increasing employee effectiveness to in turn improve the employee retention rate. Future studies, can use an experimental design in order to determine how change management can be effectively employed inside an organization in order to reign similar results.

5. Introduction

5.1 Background Problem

In organizations whenever change is introduced, those who seem to have a lot to lose will be the ones to resist the change the most (Proctor & Doukakis, 2003). These will usually be lower level management employees who at the maximum risk of being replaced. However, this research aims to see whether change management can be used by corporations to incite protocols to boost employee motivation, effectiveness and overall performance (Shapiro & Kirkman, 1999).

Change management has been defined in literature as the organized method of bringing in change in the organization (Chawla & Kelloway, 2004). Change is something which no organization ignore or avoid, as companies and markets are continuously evolving due to globalization. In order to stay as a strong contender in the market all organization must succumb to change. This entails making decisions which may not be as popular with employees, who fear that too much change could result in their replacement (Saku, 2020).

Research on this topic is limited as presently there has been no proven link between change management and employee retention and effectiveness. This study was thus inspired by Unilever's adoption of change management recently, which led the researcher to question how the same adoption can be done on a larger scale.

All over the world and especially in Ireland, companies are struggling with managing quality employees. As the economy is reaching full employment it is beginning to get harder for companies in Ireland to hold onto reliable staff. The market is indulging in cross hiring which is making it more difficult to hold onto talented workers.

With the help of change management, companies can have protocols in place that make employees feel valued and hopeful. Hopeful in the sense that they will have new learning opportunities if they stay with their present organizations.

5.2 Research Plan

This research will be conducted over a period of 2-3 weeks digitally given the current pandemic situation. The entirety of the data collection will be done digitally with the help of survey software's like Google Forms that allow the researcher to customize the online surveys.

Once the quantitative data has been collected with the help of a close ended questionnaire, the analysis will be done with the help of SPSS. Thereafter, regression analysis will be done to understand how the impact of change management is felt on employee effectiveness, motivation and performance.

5.3 Research Scope and Limitation

The impact of change management is hard to study as the effects of any protocols can be seen over a couple of years and not immediately (Chesson, 2020). This aspect has discouraged many other researchers as well to study this topic as the time span of such studies has to be extended over a number of years. Thus, this study is also being limited, which is why the impact of change is not being measured. Rather how change had evolved in organizations to provide more performing capabilities to the employees.

Due to COVID-19 the study had to be limited in the data collection techniques which could be used. Which is why the study is relying on a digital survey in order to safeguard the researcher and the participants and practice social distancing. This limits the scope of the research in terms of how many people were willing to partake in the study given the current stressful pandemic situation.

However, the research was redesigned to make a more interactive and interesting online survey to engage the participants for a minimal amount of time. As a longer questionnaire would have discouraged participation and could have also resulted in response bias.

Many studies over the years have deduced that there is a negative relationship between job satisfaction and employee turnover. This suggests that if employees are not satisfied with their workplace then they are more likely to leave the organization. The only way to avoid this is to increase employee engagement in the organization, which can be done by including employees in the process of change management in order to instill more organizational institutionalism (Ocasio & Gai, 2020).

Organizational institutionalism can be boosted with the help of more training and development opportunities. As well as more fields where the employees are referred to for their approval or suggestion. This makes the employees feel more valued as they believe that their inputs are being rated highly by the top management.

5.4 Research Aims

A company's commitment towards its employees can reflect how the employees feel towards the organization in question. When employees feel more valued in a particular organization, their chances of staying that for a prolonged period increase.

This study aims to see how change management can be effectively used in order to improve employee morale in the organization. And decipher whether a systematic tool such as change management can be effective in boosting the performance of employees by making them feel more valued. Furthermore, the study will also test how the use of appropriate planning and forecasting tools can help in reducing the level of obstacles in the organization for employees. As it is important to provide chances to employees to boost their learning to make the organization more attractive.

5.5 Proposed Hypothesis

This study aims to test the relationship between three variables in relation to the change management protocols being used by the organization. First and foremost, the study aims to see if there is a positive relationship between change management and employee retention. To determine if the adequate policies can be used to help increase the retention rate.

Next the aim is to see whether there is a positive relationship between change management and employee effectiveness. In terms of how many errors are avoided by the employee and is that linked to better tools being used by the organization. Lastly, the study wants to test whether there is a positive relationship between change management and the removal of workplace obstacles. The obstacles in question would be better opportunities to train and improve the workplace performance.

5.6 Conclusion

This study aimed to see whether change management can be used to retain employees in the organization. And if so what form of longevity can be achieved with the help of this managerial practice.

6. Literature Review

6.1 Introduction

Change management has been defined as the process of renewing the position, processes, techniques or practices of the organization in order to cater to the changing needs of the internal (stakeholders) and external customers of the firm (By, 2005). The aspect of “change” is like a given for any organization from its inception, because in order to grow it has to evolve and that inculcates change.

For any organization, whenever it thought about the future, it was absolutely clear about where it wanted to be and how it planned to get there. Thus, organizational change was seldom differentiated from the organization’s strategy. As they both went hand in hand, change management became a highly sought-after managerial skill.

Deregulation, globalization, innovation and growing workforce needs made it essential for organization to grow and evolve. Any organization that thought it could exist successfully without changing was eventually going to face failure. Usually the very need for change is reactive, which is why change is usually referred to as being disruptive. As it is taken in the answer to some form of organizational malpractice or crisis. However, change should not be feared as this fear of change is what makes people resist it. This is especially true for employees who start to fear change to due to the contingencies attached to its phenomenon.

In order to summarize the entirety of research on this topic there seems to be very limited feedback as to why employees will choose to stay with an organization. However, there was extensive investigation as to why employees choose to leave one organization in favor of another. This was due to the pessimism of researchers who found it easier to research the negatives feelings associated with why someone may choose to leave their place of work, rather than why they choose to stay.

The relationship between the mental well-being of an employee in relation to his/her work place was not well researched (Mansell, et al., 2006). One of the main reasons why employees tend to leave their jobs was due to not feeling valued or being too overworked at work. Furthermore, with better options available in the market many employees felt encouraged to change their place of work because they found better options elsewhere (Maertz & Champion, 1998). This was where cross hiring comes into play, as hiring managers preyed on these unhappy workers.

Change that is well planned and targeted in an organization usually has a less intense negative impact on the employees (Mansell, et al., 2006). As they believe that the change was well thought out and was not a hasty decision by the management. The study by Mansell et al. (2006) also concluded that many times employees do not leave their organization due to something negative, rather the switch can also occur if they believe that they have a poor job fit with the organization.

6.2 Theories, Variables and Area of Interest

Due to advancement in technology and business practices over all over the world, globalization has become a necessity for companies. As all these companies fight to modify their operations, staying competitive becomes a necessity for survival (Kotter, 2012). When the external environment became so competitive, companies had to bring in change so that they were able to stand out in the crowd (Kotter, 1996).

In order to cater for change, companies have had to start protocols that ease the change adoption for their employees. The change was a deliberate activity which helps the organization move onto a more desirable place in the future (Harigopal, 2006). Or it also backfired and cost the organization more. In terms of moving it back in terms of its progress in the long run.

There is a lot of generic literature on the topic of change management and how companies can bring about change. However, there was lack of constructive feedback and comparison of different techniques which could be used to bring about change. Which leaves a large research gap in the present studies that are available. If this information was to be made available then companies will be able to select the best suited technique given a vast variety of comparative research. In order to effectively reduce the chances of the change failing.

6.21 Previous Studies to Encourage This Research

Existing research on the topic of change management amplifies how an organization's human resource department had to introduce different protocols during the advent of change (Maheshwari & Vohra, 2015). This helped in directing how the employees reacted at times of change.

Studies which were conducted in the 80's concluded that if organization were constantly changing then they would not succeed. This is a very flawed point of view which was carried on for years till it was challenged. As the current notion is that companies who fail to change become static in the presently evolving world.

It can be argued that this notion which was introduced in the 80's could be true for that time period. As back then people did not really like change, and the markets were not as globalized. So, consumers enjoyed more consistency and thus companies also chose to stay more consistent. However, the same ideologies cannot be upheld in the present time period.

Previously it was argued that employees need a routine so that they can gain specialization and improve their performance. As by gaining expertise in one task, employees are able to increase their level and capability of performing that task. However, nowadays employees do not enjoy specialization in one particular field as they believe that limits their learning and growth. Nowadays, the workforce demands change and growth, which is why

companies are constantly battling to introduce newer techniques and practices, in order to keep their workers engaged. Especially high performers who are the most trained members of the workforce.

These trained individuals wanted to work in organization that gave them opportunities to learn and grow. So, that they were able to add onto their list of specialties and were able to increase their negotiating power. When one added on the aspect of a highly competitive global market this becomes even clearer, as companies battled to hold onto their trained professional in order to prevent cross hiring.

Holbeche (2007) concluded in his study for the UK that nearly 38% of organizations held the belief that with the help of change in their organization their performance can improve. Later Stouten et al. (2018) took this research further and concluded that contemporary workers tend to find any form of change stressful. This could be because contemporary workers were already associated with easily replaceable work, thus their fear of change can be validated.

One form of the stress which is induced by change was researched by Dahl (2011) in his panel study where 90,000 workers reported to taking anxiety-reducing medication due to their workplace. Since literature on the topic is limited there seems to be lack of consensus on exactly what activities seem to cause the workplace stress in the first place (Bamford & Daniel, 2005).

Interestingly although change management has been referred to a sought-after skill for many managerial positions nowadays. The entire advent of change still had a very high failure rate, even though change had been termed necessary for success. Particularly 70% of all change management programs had reportedly failed as per By (2005).

This showed that there was a lack of good change ending policies or techniques as suggested by research upon which managers could rely when introducing change. Giving way

to the need for this very research that is being done now. Presently managers have access to a large variety of contradicting data which can explain why nearly 70% of programmes related to change are failing.

There are unchallenged theories and practices suggested in research, and due to the narrow nature of this topic. There had not been very many academics who had been able to suggest a workable formula to introduce change effectively into an organization. The analysis that is present is highly superficial and based upon the researcher's personal understandings and point of views. Making the information that is available not very objective, for the purpose of application. There are fundamental flaws as to how change had been introduced by companies over the years. However, no studies have openly challenged these practices.

6.22 Addition to Literature by This Study

There was a lack of scientific research on the topic, which had led many studies to reduce this topic to advice from professionals and borrowed data from older studies. Thus, lack of scientific knowledge on the topic means that there was also lack of regression analysis and the study of how different variables relate to one another (Stouten, et al., 2018).

Thus, this study will be making use of scientific analysis that relies upon quantitative data. So that factual information can be deduced which can be used by the management of different companies later on. Kahneman and Klein (2009) also concluded that reliance on learning from practice was not appropriate for change management, as each organization behaved differently in the event of change.

It is very hard to identify any form of consensus when it came to how companies could introduce change in a selective manner to garner the most returns. However, there was an understanding as to how change in the present time was much faster paced then it was before.

And change that is being triggered now is due to internal and external factors of the organization and its intensity and nature can differ from organization to organization.

Therefore, this study will be able to propose techniques which have been successfully used by organization in introducing change with the help of a directed close ended questionnaire. Whereby, more factual results can be generated, to ease some of the confusion surrounding this topic.

6.23 Value Generated by This Addition

With the help of this study managers will be able to illustrate not only why change is needed but also how the change can be beneficial for the employees. By showcasing a comparison as to how the change can lower the level of obstacles in the organization and also boost the employee's performance. This study can help managers in making the change feel more applicable on a personal level for all the employees so that they do not feel that the change is being pushed onto them for the betterment of the organization.

This study will be able to suggest exactly why an employee may choose to stay in an organization, and is that linked to the effective change management policies designed by the human resource team. Furthermore, linkages will be created with the ability of the company to reduce obstacles in the workplace to allow employees to do their work more effectively.

This study will suggest the best possible direction when it comes to change by analyzing how top performers in Ireland respond to change in their respective organization. From thereafter, the techniques which are used by the organizations can be studied in order to determine the best possible technique which can be effectively followed. It is still important to identify that change impacts different organizations in different ways and it is important to account for their varying response to change as well.

6.24 Procedure to Add Value

Managers will be able to conduct a cost benefit analysis with the help of a balance sheet. To see where the employees stand in the presence of change and is there any true benefit for them for accepting the change (Judson, 1991). This will give the managers the ability to determine how to fight against any resistance to change with the help of a quality analysis backing their argument.

The idea is to create a sense of resolve when it comes to introducing change as employees should feel the organization's determination towards the change (Lewin, 1948). When the organization showcases its determination then it also encourages the employees in accepting the change as the organization's confidence speaks volumes.

When a sense of urgency is created in a healthy manner then even the employees start to feel motivated to accept the change (Kotter, 2012). This is a defining argument in all the research available on this topic. And the rationale is similar to how an interviewee has to sell himself and show how serious he is in order to land a job during the interview.

However, this determination should not be overhyped so much that it translates into the organization forcing the employees which ends up causing even more stress (Hiatt, 2006). By overhyping the employees, the company ends up creating obstacles which challenge the employees to move outside of their comfort zone. Which can be a little hard for introverted employees in the organization, and makes them loose trust in the organization (Kanter, 1999).

It is important to recognize the type of change that is being brought on by the organization in order to cater for true value addition. As there are many different forms of "change" and each form promises something new. Once the change has been identified true value can be generated for not only the organization but also for the employees.

6.3 Rationale for Study

6.31 Connection Clarified with Literature

There is no definitive proof as to why is change brought about by the management of any organization. Whether there is a particular technique which is used by different companies or whether there is some proof in literature which is being followed (Kotter, 2012).

Beer (1980) suggested that companies can start by focusing on areas where they are weak in order to bring about change. This way the employees also know that the company's weakness is the reason is the reason for the knowledge, and it is a need for the company to evolve.

In order to identify areas of weaknesses, the management should try to include some employees into the decision making as well. So, that it starts to feel like a team effort, and the employees not only feel valued but also accept and welcome the change.

6.32 Presence of Sound Reasoning for Conducting Research

Studies have been recommending the use of employee alliances in organizations in order to prepare employees for change, as they will be able to rely on each other during the time of change (Stouten, et al., 2018). When employees have a group of colleagues to rely on it help make them feel more comfortable, as they are in close contact with other people who are going through the same thing. This also helps in subduing the negative associations with the change itself. However, this study by Stouten et al. (2018) encouraged that the future researches can see whether these employee unions can help in increasing overall employee performance during a time or change as well or not.

Employee unions do not only aid in making the employees more comfortable during change but also help in spreading the vision of the management. As these unions usually have

management representative in them as well to help in directing and somewhat controlling the conversation (Kanter, et al., 1992).

When a large proportion of the workforce starts to work together then it helps in advocating for the collective vision of the organization (Ashford, 1988). The employees start to feel more in tuned to the needs of the organization, which enables them to share their own ideas as well.

There are different understandings as to how change itself is brought about. The most common understanding is that change occurs due to some form of crisis, and the change in this case is the “crisis management” tool being used by the organization. However, literature on this topic believes that change is only planned. Which is a flawed school of thought as there are different types of change which are implemented due to different needs of the organization.

However, the approach that change is planned has a lot of support in literature. With many academics commending the fact that change is planned and that is the only way it is successful. Which is why this study is also going to assume that change in organizations is planned unless proven otherwise during the data collection and analysis.

6.33 Indication by Literature on How to Conduct Research

Many studies believe that the use of surveys is not appropriate to calculate the competence and impact of change management (McCauley, 2008). As bringing about any form of change is difficult and is usually met with negative feelings by the different employees in the organization.

Many studies relied on the use of more qualitative data collection as they believed that quantitative analysis required a more long-term approach. A panel of nearly 90,000 workers was used by Dahl (2011) to determine how stress related diseases were caused due to change in the organization.

Previously studies have had to rely to the same measurement styles, as seldom studies have actually conducted scientific research on this topic. Which means that this research has had to take inspiration from relatively unrelated topics in order to arrive at an effective measurement tool.

Some studies especially one by Hausknecht et al. (2009) have tried to see how job level differences can also showcase different results when it comes to adoption of change. For instance, employees on the lower level may be more prone to change and thus may not create too much of a fuss. However, high performers due to their ability and power to negotiate may turn out to be difficult individuals to convince for the need of change.

6.4 Variables to be Tested

This study will be testing how change management can be effectively used by organizations in order to see how employees react and perform. Particularly improvements in terms of reduction in workplace obstacles, employee retention and employee effectiveness will be study.

Workplace obstacles are instances that hinder the ability of the employee to move ahead in the organization. Reduction in these obstacles may mean more training and development opportunities as well as more opportunities for promotions within the organization.

Employee retention refers to how high performers can be encouraged to stay with an organization given the appropriate change management practices. These can be in the form of employee unions and coalitions to help include employees into the decision making when it comes to introducing change. So, that the employees feel more included and motivated to stay with the help and help it in introducing change.

Employee effectiveness refers to the elimination of errors for the employee in his/her day to day tasks. Improving employee effectiveness means, empowering employees to increase

their level of performance. Be it in quantity or quality so that the employee is able to become a high performer within the organization. In relation to change management this means empowering the employee in improving the way they work, so that they can too benefit from the change.

6.41 Change Management for Removing Workplace Obstacles

Whenever organization change starts to bring out more stress than good, employees start to experience feelings that make it hard for them to adjust to the change (Kyndt, et al., 2009). A clear vision from the organization is important for the employees to feel confident in the advent of change as per Ashford (1988).

The vision of the organization should be stated in a way so that it doesn't create an obstacle within itself. Particularly the vision should not challenge the creativity of the organization which then limits the scope of the change itself (Kanter et al., 1992).

Here the vision should be clearly representing what role the organization expects the employees to play in the event of change. So, that there is a lot of clarity and less chances of failure. However, undue panic can be caused if the vision is overly narrowed for the purpose of creativity. This is where the literature contradicts itself as in one place it suggests that the vision should be narrow and in another that it should be broad.

One workplace obstacle that can exist is in the form of powerful high performers in the organization. Who seem to think that they are able to leverage their skills in a way to make the organization act in their favor? In this case these employees start to become the very obstacle that the company is trying to erode with the help of change management. As these workers are able to form their own external force by leaving the organization and working for the competitor if need be.

Skills that high performers hold enable them to gain mobility outside of the organization as well. As they are able to capitalize on their ability to uphold their knowledge which is something that is desirable in the currently competitive market.

6.42 Change Management to Improve Employee Retention

Employee retention can be achieved when employees themselves start to feel like they are an important part of the organization. And not only does the organization have something to offer them, but they also have some mindful contributions. This can be due to job enrichment which makes the employees begin to feel more trusted and valued in the organization. Due to the negative associations attached to high performers when it comes to job turnover, many researchers choose to focus on performance level differences when it comes to retention. As it is easier to determine that someone who is a top performer is more likely to stay with the organization, than someone who is working on a lower level.

Furthermore, when it comes to high performing workers these individuals are also more likely to resist change as they work well in the status quo and may fear on losing out on their position due to change. This is why companies are more likely to make the high performers happier with change rather than low performing workers. As the latter are easily replaceable and also benefit the company if they are to leave.

However, high performing individuals are also more likely to be cross hired and cost the company high levels of re-hiring and re-training costs. As these workers know that they have highly desirable skills in respect to the market, and are thus good at leveraging their skills in order to secure a higher paying job elsewhere.

The retention of the top members from the employee pool is the main concern for any leading organization (Hausknecht, et al., 2009). As the company recognizes that the cost of having to replace trained workers is especially high. Not only in monetary terms but also in

terms of the effort which had to be put in by the organization to train and develop the employees.

Change management is used by many companies in order to retain the talent in the organization, as the company aims to make the employees realize that it cares for their well-being. As companies who are unable to hold onto talent end up suffering in terms of their competitiveness in the market, which takes years to form (Rappaport, et al., 2003).

Interestingly there is a lot more literature that talks about the reason why many employees end up leaving their organization (Griffeth, et al., 2005). However, there is less feedback as to why some employees may choose to stay. Maertz and Campion (1998) noted how there is limited focused research on how employees decide to stay with an organization, and what thought process they go through as compared to exactly why they decide to leave.

An interesting aspect that can be researched is also how the retention practices for employees differ on different levels of the organization (Hausknecht, et al., 2009). This would involve studying whether change management is just employed only for the top performing employees or not (Griffeth & Hom, 2001). As these are the most valuable part of the workforce due to their level of training and advancement within the firm.

6.43 Change Management to Improve Employee Effectiveness

When it comes time to improve the value of the employees in an organization, so that they are more effective for themselves and for the organization it becomes important to recognize the major areas that require the change. The change in this instance will enable higher employee effectiveness in the long run and thus the definitive recognition of this area is crucial.

The organization whenever bringing about change or doing any form of change management should focus on problems that require intensive solutions. These areas then also bring about the most positive change as well in terms of returns.

These returns can be boosted when the employees are involved into the decision making as per Rafferty and Griffin (2006) and Stouten et al. (2018) who both gave similar conclusions that the co-existing of the employees and the management is crucial for overall employee effectiveness. As these two parties working together achieve greater synergies, then if either of the two parties was to work alone.

In the aspect of bringing an innovation into the organization, theorist believe that at times it's not the innovation that reduced the employee's effectiveness, rather than how the innovation was implemented (Michaelis, et al., 2009). As employees do not spend enough time learning how the innovation within the organization will be implement. Rather they spend more time as to what the innovation will do. This leads to the eventual failure of the innovation itself.

Even though change management within itself has not yet been linked to the improvement of employee effectiveness. The connection with innovations has been made as showcased above. The correlation can be created here that as an innovation is a derivative of change, then the same ideologies can be applied here as well. That change management can lead to improving employee effectiveness if it is well planned and well executed.

The execution in this case has to be done in a way that it excites the employees and makes them believe that they are now better equipped at excelling. As with added confidence the impact of change can be amplified. However, it is important to note here that this impact can be both negative and positive. Since, there is lack of research for the time being this phenomenon will have to be used in order to bring some form of direction into their present study. Till the time that more professional and direct research is done on this topic.

6.5 Conclusion

This literature makes it evident that the way change has been approached by the present studies is flawed. As the very school of thought that change is always planned can be easily

challenged by many critics. However, there is consensus on the fact that change now in the present time period is the most evident resource for gaining and sustaining a competitive advantage. Which is why many managerial positions are now filled by those specialists who are trained in the field of change management. To help act as the catalyst for the growth and success of the organization.

Change is inevitable and is not something that an organization can swear off on if it still wishes to grow. As even the prospect of growth follows tremendous change. What can be done effectively is the management of change to help ease the process for not only the management but also the employees who have to evolve due to the change. Presently the programmes which are present in organization in the name of change management are flawed with a nearly 70% rate of failure (By, 2005). This figure represents how the approach towards change management is flawed in the current field of literature.

One way that change can be made acceptable is in the very way that it is introduced in an organization. When employees believe that they have a say in the way that the change is being brought on then it becomes easier for them to accept the change. This is one way that the resistance from the employees can be reduced effectively.

Due to the prospect of globalization and now even COVID-19 companies need to change now more than ever. It is important for them to also educate their employees how going along with the change is also making them more desirable in the market. As it shows their credibility and flexibility in unforeseen events.

Hanging onto quality employees during change can be hard for some companies. However, when support protocols are in place then employees too feel a sense of belongingness and care from their respective organization. Encouraging them to stay throughout the change.

Research on this topic is limited to qualitative input, making literature seem redundant as all the studies are relying upon the same value proposition. This study will showcase how after the change has been introduced, do employees notice an improvement in their capability within the organization or not. And if so, do these improved capabilities show in their daily performance or not. To determine how factually change can be good when introduced in the right manner.

With the help of a critical review of change management policies being used by some of the top firms in Ireland, this study will be able to make a comparative analysis. In terms of the success and failure of said policies and techniques which are currently being used. To help in deciding where the organizations are failing and where they are successful with their choice of change management strategies, and who is to blame at the end. And whether the success is achieved due to planned action or is just caused by some uncontrollable and favorable characteristics.

Thus, the literature holds the unified opinion that in the event of change, the way that it is introduced and implemented determines how well the change is received by the employees. Since, there is lack of research on exactly how change management can be used to bring about employee retention, effectiveness and also help in reducing workplace obstacles. This study will have to pioneer in how these variables are explained and linked in terms of change and particularly change management.

7. Method

7.1 Participants

This study used a non-coercive technique in order to collect a reliable sample of 60 individuals who are currently working in Ireland. It was important to have people who were voluntarily joining the study in order to maintain the integrity of the data collected. As this study required the participants to share intimate details of their organization and how it operates.

In order to gain insight as to how change is introduced and managed in different institutions in Ireland. It is important for all the participants to be fully aware of change management strategies being used in their respective institutions. This will help in the collection of a varied set of data.

7.11 Type of Sampling Being Used

This study will be making use of a non-coercive technique, which is important in maintaining the freedom and rights of the participants. The participants should not feel like they are being forced to be a part of the study. As that will create a bias in the data being collected, as individuals are less likely to give complete and truthful answers if they feel like they are being forced to participate.

Within the non-coercive domain, random sampling will be used. As that will help in the collecting an un-biased sample. This is crucial for maintaining the integrity of the study, as the participants are required to share personal details regarding their jobs and the management style being used in their firm.

7.12 Total Number of Participants

The total number of participants for this study will be 60, randomly selected individuals. They will be accessed with the help of the respective human resource department in their place of work. This will aid in gathering people who want to be part of the study willingly, and are open to sharing truthful responses.

These 60 individuals will be from smaller businesses in the Dublin area, belonging to the automobile industry preferably. The automobile industry is being focused as this is the line of work that has to go through the most frequent changes due to the kind of technological and mechanical advances that are occurring in this industry due to changing demand.

7.13 Population for Sample

The population being considered consists of working men and women in Ireland, who have been employed in the automobile industry for at least 5 years or more. These are full time employees who have been operating in the country as working individuals. The average age for the population being considered is around 25 years.

In order to avoid any form of gender bias, the population being considered will consist of both men and women. As giving preference over a certain gender can lead to a gender bias in the final sample that is considered for the study.

7.14 Selection Procedure

The participants will be contacted with the help of Facebook ads on various automobile groups that are present online. These groups usually consist of car automobile enthusiast, in order to narrow down the sample further the ads will emphasize that the participants required should be from the Dublin area.

Furthermore, human resource departments will be accessed in nearby automobile practices. The human resource departments will be requested to post a company-wide email or memo, inviting employees to partake in this study. This will allow the study to collect a more representative and non-coercive sample. Once the interested respondents contact the researcher, 60 respondents will be randomly contacted to be a part of the study.

7.15 Circumstances for Participation

The participants will be sent a thank you as a gratitude for their participation in this study. This email will be sent after the participants have completed the entire survey and the confirmation email for their responses has been received by the researcher.

No gift card or compensation will be given as that can create a bias within the data collection. As that can lead to some form of bias, where the respondents may start to respond in a certain way. Which can start to damage the credibility of the study.

7.16 Demographics and Psychographics of Sample

The demographical characteristics of the sample include the gender, age and working status. As stated, before the study requires a sample that consists of individuals who are above the age of 25 years, and have been working in the Irish automobile industry for at least 5 years. These participants can be either male or female, as the study aims to have no gender bias during sample selection. The participants should also be full time employees in the Irish automobile industry, and should primarily be in Dublin.

In terms of psychographics the participants should be aware of change management strategies that are being and have been used in their company. They should also be full time employees of the organization, meaning they should be spending at least 9 hours on the premises.

7.2 Design

The study will be following a particular design from the sample selection to the data collection. Since this study is concerning working individuals, it is necessary to have certain protocols in place. In order to ensure that there is a particular methodology and plan being followed, to avoid any confusion.

7.21 Independent Variables

The independent variables include all the factors that the study is aiming to study. These variables are called independent as they predict the way that the dependent variables are going to react. In this study the independent variable is the presence of change management policies. In this study there is only one independent variable which is being changed to study the impact on three different dependent variables. This variable exists within the subjects, as there are different change management policies that are followed in different companies.

This variable can be operationalized with the help of particular strategies or policies that the company in question may have in place when introducing change. This can include any training activities or developmental classes which are provided to the employees in order to help them easily accept the change.

7.22 Dependent Variables

The dependent variables are also called the criterion variables and the ones upon whom the impact of the independent variable is being tested. In this study there are three dependent variables. As the aim of the study is to see what happens when change management strategies and policies differ in different companies.

To see how the employee effectiveness, employee retention and workplace obstacles showcase a change. Thus, the relationship in this study can be explained by the diagram below

which shows how all the variables are linked together. The dependent variables exist between the subjects as these are all related to employees and their behaviour in the workplace.

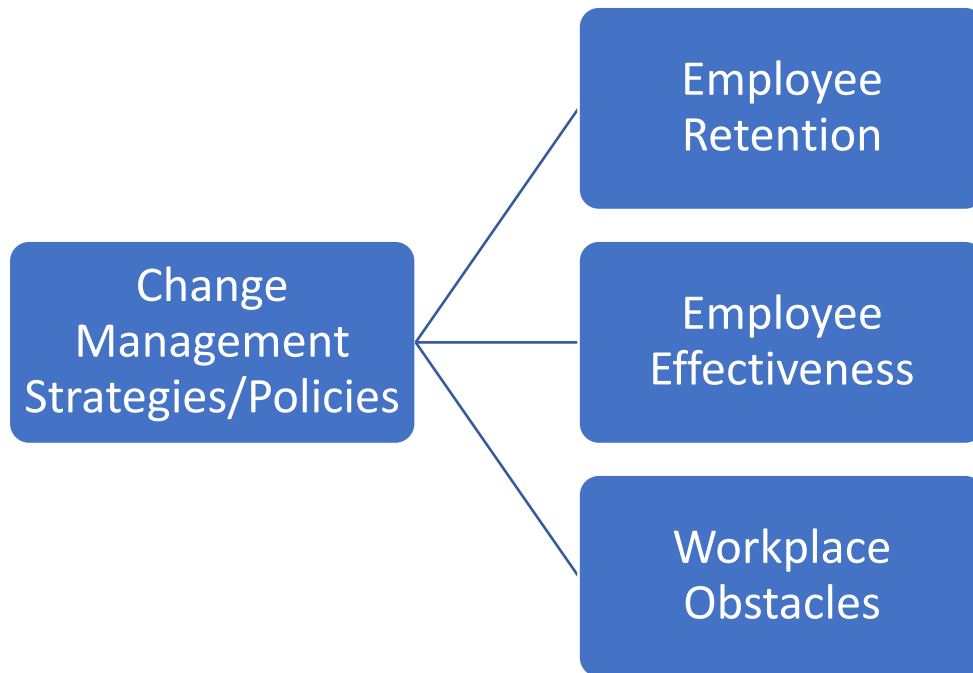


Figure 1: Framework for Research

7.23 Experimental and Control Groups

There are no control groups which are created in this study, as the aim is to have a simpler research design. Therefore, all participants will be given the same close ended questionnaire, which will be accessible through Google Forms. Due to COVID-19 the study could not create different experimental groups as it is hard to gather and coordinate the sample respondents digitally.

Furthermore, due to the limited number of willing participants the study was unable to create a control group. However, control groups would only have been necessary if the research design entailed the use of observations or interviews.

7.24 Assigning Participants to Groups

Since there is only one experimental group which consists of all the 60 respondents, there is one variation of the survey which will be shared. Once the group of respondents have been finalized, they will be contact via zoom. In the zoom meeting, the premise of the research will be explained after which all the participants will be given a time sensitive link to the only survey. The researcher will be present during the data collection in order to clear any confusion that the respondents may have.

7.25 Design of the Study

In order to create some form of unity in the kind of instructions which will be provided. The researcher will arrange a zoom meeting, where all the 60 respondents will be present. The researcher will introduce himself and the study. The premise and need of the study will then be explained to the participants. In order to gain their understanding and support towards the study.

Once all the respondents are clear, they will be asked to access a Google Forms link which will be valid for just 30 minutes. After which the form will automatically stop accepting responses. This is being done to avoid any response bias, as a longer time span could cause discouragement amongst the respondents to answer on time. Or they may overthink their responses, which the researcher does not want.

7.3 Materials and Apparatus

This study is making use of a quantitative technique in order to collect data. Quantitative data is easier to collect and analyze in the later part of the research. It also adds a lot more credibility to one's argument if it is based upon this research. Since this study is being written for professional use, the presence of statistical data, makes the responses much more quotable and impactful.

7.31 Questionnaire Used

This study will be making use of a close ended questionnaire for the purpose of collecting quantitative data. Close ended questionnaire allows the respondents to select their answer on a 4-point Likert scale. This scale ranges from strongly disagree to strongly agree, and will allow the respondent to rate how they feel about the given statement in the question. Close ended questionnaires are easier to analyze and even respondent to. As the respondents just have to rate their answer on the value that most closely represents how they feel.

7.31.1 Number of items

The close ended questionnaire being used for the study will consist of only 17 items. These questions have been adopted from research in order to ensure validity and reliability of the instruments. The questions have been divided into four sections in order to make it easier for the respondents when answering the questions.

The four sections are pertaining to the demographic information of the respondents such as their gender and qualification. The second section is related to the workplace obstacles, the third talks about improving employee retention and the fourth section is about improving employee effectiveness. There are respectively 2, 4, 7 and 4 questions in each of the four sections mentioned above.

7.31.2 Sample of items used

The questions which have been used for the research all come from the research of Kyndt et al. (2009). As that research paper was the most closely related to the present research being done. A detailed questionnaire has also been attached in the appendix in order to allow for more clarity. The questions in the demographic section were regarding the age and qualification of the respondents.

The section for workplace obstacles has questions related to the advice being given by the top management to the employee. For example, one question asks if the employees are open to making suggestions and are their suggestions heard or not.

The section about employee retention has seven questions that talk about the factors which help in ensuring that the employee stays with the company for longer. For example, one such question asks whether the work being done is stimulating enough for the employee to feel motivated enough to stay or not.

The last section is related to employee effectiveness and has questions related to how the company ensures in increasing the autonomy of the workers. For example, one question is related to the crisis management policy of the company which has been established to help employees in effectively dealing with issues.

7.31.3 Instructions for participants

The participants will be instructed to go over the survey carefully before answering any of the questions. In order to ensure clarity, a zoom meeting will be conducted where each item in the questionnaire will be discussed by the researcher. The participants will then be requested to ask any related questions that they have when filling out the survey form.

Furthermore, in order to ensure the privacy of all the participants an informed consent form will also be sent to the participants. This consent form will detail all the rights that the participants have during the study. The consent form has been attached in the appendix.

7.31.4 Range of possible scores

The questionnaire has been designed upon a four-point Likert type scale, in order to allow for more ease. This scale ranges from 1 to 4, with the score 1 signifying ‘strongly disagree’ and the score 4 determining ‘strongly agree’. The Likert scale allows the respondents

to answer upon a range of answers, which then also creates ease during the data analysis. As all the answers are automatically coded from a range of 1 to 4.

7.31.5 Reliability and validity of the scale

In order to ensure validity and reliability of the instrument the items for the questionnaire and the four-point Likert scale have all been adopted from research. The study that has been referred belongs to Kyndt et al. (2009), which was done on a relatively similar topic.

By picking up the instrument and items from a previous research, this study can avoid any researcher bias. As these items and instruments have passes prior validity and reliability tests as well. And since the items are pre designed the researcher is less likely to use leading language if he were to design the items himself.

7.31.6 Expected responses

It is expected that a positive relationship will be present between all the dependent and independent variables. Thus, the following hypothesis have been designed for the purpose of this study;

H1: *There is a significantly positive relationship between change management policies and workplace obstacles.*

H0: *There is not a significantly positive relationship between change management policies and workplace obstacles.*

H2: *There is a significantly positive relationship between change management policies and employee retention.*

H0: *There is not a significantly positive relationship between change management policies and employee retention.*

H3: *There is a significantly positive relationship between change management policies and employee effectiveness.*

H0: *There is not a significantly positive relationship between change management policies and employee effectiveness.*

It is expected that favorable responses will be collected to prove that there is in fact a positive relationship between all the variables. This assumption exists after careful consideration of the literature available on this topic. Which suggest that the above hypothesis will be in fact accepted.

7.32 Documents Used

This study was initially going to have a paper survey and informed consent form being used. However, due to COVID-19 the entire study had to be made digital and so did these documents as well. Hence, the survey was turned into a digital survey which will be conducted with the help of Google Forms. The survey has been attached in the appendix as well, based upon the proposed paper survey style.

The informed consent form also had to be made digital, which was emailed to all the participants. This form has been made available in the appendix, and details all the rights of the participants which will be up kept during the study. A signed digital copy will be shared with both the researcher and the respective participant.

7.4 Procedure

The researcher was in regular contact with all the participants in order to ensure that they were all available for the survey. It was essential for there to be an un-recorded zoom meeting before the actual survey was provided to the participants. As the research was being done online, all the participants were shown a demonstration as to how they can fill out the

survey and navigate through Google Forms to make any changes to their responses and submit their form on time.

7.41 Detailed Procedure Followed by Participants

This study was initially going to be done in person and also involved some qualitative research. However, due to COVID-19 the entire study had to be reimaged to ensure the safety of all the participants and the researcher. That is why the entire study was done online.

On 5th July, 2020 all the participants were sent an email at 10 am inviting them to this study regarding change management. The participants were thanked for taking out the time for taking part in the study, and were also asked if they were available on the 7th of July, 2020.

Once all the participants had agreed upon a set time and date for the final data collection, another email was drafted. This email was sent on 6th July, 2020 at 11 am, and had the zoom linked for the meeting to be held on the following day.

On the day of 7th July, 2020 all participants joined the meeting by 5pm and were greeted by the researcher. Once a detailed review of the survey was done, all the participants were asked to sign their initials on the digital informed consent which was sent to them via email and send it back. Once all signed consent forms were received the link for the online survey was shared at 6 pm, all participants had time till 6:30 pm to fill out their answers and submit the form.

Once all 60 responses were collected, the participants were thanked for their participation. With a digital thankyou note which was sent to them with the help of an email. This allowed the study to thank the participants for their cooperation and support throughout the study and giving such intimate details about their personal point of view.

7.42 Timing and Length of Study

The data was collected on the 7th of July, 2020 (Tuesday) over a group zoom meeting. Here the participants were first debriefed about the study and were thanked for their participation, after a detailed 5-minute explanation of the entire study and connected survey. The participants were sent a time bound Google Forms link that directed them to the online survey.

There the participants had a maximum of 30 minutes to complete the survey. This time was extended in order to allow more time for clarifying any questions that the participants may have had regarding the survey. Thus, on 7th July, 2020 from 5pm to 7pm the entire data collection was completed.

7.5 Ethics

It was important to follow all ethical guidelines for this study as human data was being collected. It was important to ensure that the participants were aware of their rights and knew that the researcher also intended to follow all ethical research guidelines.

7.51 Right of Withdrawal

The respondents were given the right of withdrawal without any prior notification at any time during the study. A clause upon this was also included in the attached informed consent form. This will give the participants to leave the study at any time, if they feel like they are uncomfortable or unable to answer anything.

7.52 Anonymity

No private information was collected from the respondents such as their name, email address, phone number or place of employment. As the study did not require any of that data as it was not crucial for the purpose of research.

7.53 Informed Consent

All participants were asked to sign their initials on a digital consent form which has been attached in the appendix. This form detailed how none of the private information or responses would be share with anybody other than the researcher. Furthermore, a copy of this signed form was also provided to the participants as well.

7.6 Data Analysis Tools

This study collected quantitative data with the help of a close ended questionnaire which is why descriptive and inferential statistical analysis will be done. All this analysis will be done with the help of statistical equation modelling amongst other tools on SPSS and AMOS.

7.61 Descriptive Statistics

The data which will be collected from the close ended questionnaire will be run on the SPSS software in order to generate tables regarding the t-test, p-value and other statistical measures as required by this research. These figures will then be analyzed on the basis of limitations or acceptance levels which have been discussed in literature. This will help in drawing up a sounder conclusion. With the help of Google Forms, all responses will also be represented in the forms of different figures such as pie charts and bar graphs.

7.62 Inferential Statistics

Since this study could not possibly collect responses from the entire population that is working in the automobile industry in Ireland. A representative sample was collected, who was then tested on the basis of a close ended questionnaire. This allowed the researcher to determine how on the basis of the sample the entire population could have behaved.

For the inferential statistics the ANOVA analysis will be done as well as the T-test and the simple regression analysis. Other tests will also be combined into this inferential analysis in order to provide a more thorough review of how the data acted in this particular study. In order to infer the relationship between the variables.

8. Results

In order to understand how change management can be used as a managerial tool to help counteract employee retention issues it is important to accept or reject the hypothesis developed. In literature there are certain relationships which have been hypothesized over and over again, this study will see whether those relationships actually exist or not with the current sample.

During this results section certain abbreviations will be used in the output derived from the SPSS software. Change management will be referred to as (CM), workplace obstacles as (WO), employee retention as (ER) and employee effectiveness as (EE). The results being discussed below have been derived from the digital survey for 60 randomly selected men and women.

This study has been aiming to link seemingly unrelated variables in light of the study of literature. This study has hoped in the earlier chapters that more advanced change management applications can be established. So, that more good can come from a practice which is already being used by many companies. To someday in the future use change management to also improve employee effectiveness and retention by reducing workplace obstacles.

8.1 Demographic Details of Sample

The demographic details of the sample represent an interesting point of view regarding the behaviour of the data which will be discussed later on. As it helps in giving an idea about who answered what and under what circumstances which sheds an interesting light onto the data collected.

From the total sample of 60 respondents 66.7% were males with only 33.3% females. This gender imbalance was completely coincidental as the survey was sent out in a random

order in order to avoid any incidental biases. Furthermore, 36.7% of the sample had either completed their graduate or their post graduate. With only 26.7% being undergraduates which was interesting. However, since the aims of the study was to reach people in higher up positions, a higher level of qualification can be justified as well. As usually employees in managerial positions usually have completed their graduate degree as well.

This sample combines the strength of all the 60 men and women who were a part of the study. As these individuals are well aware of change given their qualification and level of experience. These individuals are the utmost best people to comment upon the efficacy of change management. As a tool to not only help ease employees into accepting change but also improve their workplace effectiveness and long term retention with the company.

Table 1 Demographics			
Groups	Subgroups	Number	Percentage
Gender	Male	40	66.7%
	Female	20	33.3%
Qualification	Bachelors	16	26.7%
	Graduate	22	36.7%
	Post Graduate	22	36.7%

Table 1: Demographics

8.2 Descriptive Statistics

Descriptive statistics helps in understanding how the results from the sample can be generalized onto the population. As it is difficult to conduct a study on the entire population, thus it is much easier to collect a representative sample and then gain representative results which are valid and reliable.

Once the behaviour of the sample has been understood it becomes much easier to depict how the population in this case may react. One aim of descriptive statistics is to have results which were not based upon a certain situation or environmental factor, so that there is more replicability and validity in the results. As they can be easily replicated by any other study in the future.

8.21 Overview

By study table 2, it can be seen that the highest means was for workplace obstacles. This means that the sample believed that the workplace obstacles are the most applicable tool in understanding and depicting the success of the change management strategy being used by the firm. In the same table it can be see that even though by a small margin, employee retention has the lowest mean value. Meaning that a large proportion of the sample believes that change management may not effectively aid in the retention of employees.

Furthermore, the least amount of deviation can be seen in workplace obstacles. Showcasing a unanimous front of the entire sample regarding this variable. Furthermore, the highest deviation can be seen for employee retention.

Table 2 Descriptive Statistics

Variables	Mean	Standard Deviation
Change Management	3.9583	1.0668
Removing Workplace Obstacles	3.9292	0.8950
Employee Retention	3.8806	0.9977
Employee Effectiveness	3.9222	0.9865

Table 2: Mean & Standard Deviation

The standard error of mean shows how the sample mean deviated across the population mean as shown in table 3. This helps in clarifying that whether the sample was a representative sample or not, and if so by what degree. In the table below the standard error for all the variables is ranging around 0.11 to 0.13, which is a good amount of natural deviation. As it shows that the sample selected was representative of the entire population.

Table 3 One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Change Management	60	3.9583	1.0668	0.13772
Removing Workplace Obstacles	60	3.9292	0.8950	0.11555
Employee Retention	60	3.8806	0.9977	0.12880
Employee Effectiveness	60	3.9222	0.9865	0.12735

Table 3: Standard Error of Mean

8.22 Interpretation

The one sample test allows one to see how with the degrees of freedom at 59, and a 95% confidence interval the sample behaved. Table 4, represents that all the variables are significantly linked with each other. This helps in assuring that the sample is representative and closely depicts how the entire population may have reacted. It also helps in confirming that the all the variables are extremely significant.

Table 4 One-Sample Test

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
CM	28.741	59	.000	3.9583	3.6827	4.2339
WO	34.005	59	.000	3.9292	3.6980	4.1604
ER	20.128	59	.000	3.8806	3.6228	4.1383
EE	30.798	59	.000	3.9222	3.6674	4.1771

Table 4: One-Sample Test

8.3 Inferential Statistics

Inferential statistics help in inferring the behaviour of the sample onto the population. It is different from descriptive statistics as that only tries to understand how the sample performed in a certain situation. However, inferential statistics is different from descriptive as it is able to somewhat comment upon the future behaviour of the population. That is a highly desirable factor, as it makes the study that much more applicable.

In this technique, the correlations amongst the variables will be tested in order to determine the validity of the hypothesis developed early on in the study. This helps in determining whether the variables behave in the same way as the literature suggested or is there some form of variation.

Furthermore, the coefficients of the variables will also be discussed in order to confirm whether the hypothesis were rightfully rejected or accepted. This acts as a failsafe, to make sure that the right answers were deduced.

8.31 Overview

When studying how the inferential statistics can come into play for this study it is important to recall all the relationships that were suggested. First of all, it was assumed that the relationship between change management practices and removing workplace obstacles would be positive. Meaning that as more change management are employed the more workplace obstacles will be removed (Chesson, 2020). As there will be more policies in place to help curtail difficult working conditions.

The relationships between change management practices and employee retention would also be positive. Meaning that as more change management policies are put in place then more employee retention would be possible. As employees may feel that the workplace environment is changing for the better (Kahneman & Klein, 2009).

Lastly, the relationship between change management practices and employee effectiveness was also thought to be positive (Beer, 1980). That as more change management policies are employed the easier it gets to complete work tasks. Thus, employee effectiveness is improved all together.

8.32 Relationship between Variables

With the help of correlation analysis, the study is able to test whether the stated hypothesis is accepted or rejected. The study proposed that all the relationships would be positive and significant. The determination of whether H1, H2 and H3 are accepted or rejected table 5 will be used.

Table 5 Correlations				
Variable	Change Management	Removing Workplace Obstacles	Employee Retention	Employee Effectiveness
Change Management				
Removing Workplace	0.634**			

Obstacles				
Employee Retention	0.846**	0.719*		
Employee Effectiveness	0.655**	0.789**	0.684**	

*significant at 0.05 two-tailed

**significant at 0.01 two-tailed

Table 5: Correlations

Upon studying table 5, it has become clear that the relationship between change management all stated variables is indeed positive and significant. This is a very positive outcome, as it means that the study's proposal has been accepted as it has been proven with the help of SPSS.

The data which was collected with the help of 60 respondents, has deduced that all the variables do have a positive relationship with change management strategies. And that change management can be used to help improve employee retention, employee effectiveness and removing workplace obstacles.

As it can be seen in table 5, the relationship between change management and removing workplace obstacles is positive as hypothesized. Similarly, the relationship with employee retention and employee effectiveness is also positive.

8.32.1 Removing Workplace Obstacles

Removing workplace obstacles means that how effectively change management policies are able to curtail any issues in the workplace (Rafferty & Griffin, 2006). In order to create a more harmonious environment, where there are much less arguments and issues. Which help in creating a much more comfortable workplace environment, with fewer fights and disagreements.

This variable also measures the efficacy of change management policies in removing some of the red tape surrounding issues within the workplace (Mansell, et al., 2006). The aim is to have an environment which makes it easy for employees to come up with new ideas and

then pitch them to the management effectively (Proctor & Doukakis, 2003). If it is too hard for employees to put forward their ideas then it becomes cumbersome. Which just creates issues for them in the workplace.

Coefficient for Removing Workplace Obstacles					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	1.825	.349	5.226	.000
	CM	.532	.085	.634	.000

a. Dependent Variable: WO

Table 6: Workplace Obstacles Coefficients

It is important to recall the hypothesis which were suggested by this study for removing workplace obstacles. It was hoped that the relationship would be positive and significant. Meaning that as more change management policies are put in place the more obstacles are removed.

H1: There is a significantly positive relationship between change management policies and removing workplace obstacles.

H0: There is not a significantly positive relationship between change management policies and removing workplace obstacles.

By studying table 5 and table 6, it can be deduced that H1 has been accepted. As the relationship has been proven to be significantly positive as per regression analysis. Furthermore, table 6 also confirms how the relationship is very significant.

8.32.2 Employee Retention

Employee retention sets out to measure how easy is it to retain employees with the help of better change management policies in the workplace. In literature this relationship is proposed to be positive (Maheshwari & Vohra, 2015). As change management policies make

it easy for employees to adjust to changing work conditions and also not be fearful of any form of change.

When employees do not fear change, they start to accept it more easily, be it a smaller change or something much more profound (Chawla & Kelloway, 2004). For all corporations it is important to create ease for employees especially during times of change. As any hurried change can make the employees feel like the organization does not value them and is thus trying to replace them with mechanics (Kahneman & Klein, 2009).

For example, if an organization is replacing manual order taking techniques with automated techniques. It is important to have these techniques be properly communicated to the employees, so that they do not feel like they are being replaced with something else (Lewin, 1948). As any form of mistrust can later create managerial and human resource related issues for the government as companywide resentment develops (By, 2005).

Coefficient for Employee Retention					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	.749	0.268	2.792	.007
	WS	.791	.065	.846	.000

a. Dependent Variable: EB

Table 7: Employee Retention Coefficients

It is important to recall the hypothesis which was suggested in the beginning of the study after carefully studying literature. It was proposed that as more change management policies are employed, the better it is to manage employees and thus retain them.

H2: There is a significantly positive relationship between change management policies and employee retention.

H0: There is not a significantly positive relationship between change management policies and employee retention.

After studying table 5 and 7 it can be deduced that H2 has been accepted. As it can be seen that the relationship is showing a positive value with a significance sign. Furthermore, after carefully analyzing table 7, it can be seen that the relationship is once again being confirmed as positive and significant. Meaning that as more change management policies are employed it becomes easier to manage and retain employees as well.

8.32.3 Employee Effectiveness

Employee effectiveness sets out to measure the ease with which employees can perform their work-related tasks and how much streamlined activities can be created (Holbeche, 2007). For any organization, the aim is to also have the least amount of time wasted so that the maximum can be derived from any given business function.

With the help of change management policies companies are able to have criteria's in place which make it easy to employ new activities (Chesson, 2020). It becomes easier to convince the management the need for any business resource and thus employees are able to perform their duties with much more efficiency (Lewin, 1948).

Coefficient for Employee Effectiveness					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	1.527	.376	4.059	.000
	WS	0.605	.092	.655	.000

a. Dependent Variable: EE

Table 8: Employee Effectiveness Coefficients

It is important to recall the hypothesis which was suggested by this study in the beginning. It was assumed that the relationship would be positive and significant, between change management policies and employee effectiveness.

H3: *There is a significantly positive relationship between change management policies and employee effectiveness.*

H0: There is not a significantly positive relationship between change management policies and employee effectiveness.

After studying table 5 and 8, it can be confirmed that H3 has been accepted. As the correlations in table 5 are both positive and significant. Whilst the significance is also confirmed in table 8, which shows a perfectly significant relationship.

8.32 Interpretation

ANOVA table has also been drawn up with the help of SPSS. This analytical technique shows the level of disparity that exists between and within the variables. This is done by calculating the sum of squares, which is a much more efficient tool. As a universal rule the greater the value of sum of squares is the greater would be the deviation in the results of the mean.

In table 9, it can be observed that the sum of squares within the variables is smaller as compared to the sum of squares between the variables. This helps in concluding that the deviation within the variables is smaller as compared to between the variables. This deviation is terms of the mean which was calculated early on in the results section.

Furthermore, the significance is a perfect .000 for all three variables (removing workplace obstacles, employee retention and employee effectiveness). This was lower than the universal benchmark of 0.05, which means that these are favorable outcomes. The results for ANOVA was all variables are more than 95% certain in terms of the confidence interval.

The F-statistic helps in determining whether the null hypothesis will be accepted or not, are there any chances for something like this to occur. As a general rule of thumb if the F-statistic is close to 1 then the chances of the null hypothesis being accepted are lower. In this case it can be seen that all F-statistic values are further away from 1 so the chances of null hypothesis being accepted was greater. However, in table 5, it was deduced that all variables

have a significantly positive relationship with change management policies. And so this analysis by ANOVA cannot be followed as this is just an assumption and is not superior to correlation or coefficient analysis.

Table ANOVA						
Variables	Groups	Sum of Squares	df	Mean Square	F	Sig.
WO	Between Groups	30.34	6	5.057	15.837	.000
	Within Groups	16.922	53	0.319		
	Total	47.261	59			
ER	Between Groups	50.95	6	8.492	57.864	.000
	Within Groups	7.778	53	0.147		
	Total	58.727	59			
EE	Between Groups	37.748	6	6.291	16.955	.000
	Within Groups	19.667	53	0.371		
	Total	57.415	59			

Table 9: ANOVA

8.4 Conclusion

As per the analysis conducted for this study the aim was to determine whether change management can be linked with helping in employee retention, increasing employee effectiveness and reducing workplace barriers. As per the study of literature it was deduced that the relationship of all three variables was significant and positive with change management policies and strategies that a company may adopt (Dahl, 2011).

After carefully studying the correlations between the variables it was confirmed that there is indeed a positive and significant relationship between all variables. Therefore, all hypothesis (H1, H2 & H3) are accepted for this study. And as a result all null hypothesis are rejected.

This is an interesting progression in the study as the significance of change management is a well-researched topic however, not many studies have effectively hypothesized that it can be used as any other resource. This study has been successful in concluding that change management is not just a tool to help ease employees through a period of change, but it is also

a tool to increase and sustain employee effectiveness and retention. With the help of reducing overall obstacles that exist in the workplace. At the end of the day this study has been able to make the successful connection between all these seemingly unrelated variables.

9. Discussion

This chapter will be concluding the entire study in order to determine how change management can be used to improve employee effectiveness, employee retention and reducing workplace obstacles. Previous chapters have discussed the use of secondary data in order to determine the most prevalent variables for studying the impact of change management policies. Identification and the right analysis of the variables is important in order to conclude this study in the right manner possible.

As per analysis of previous studies it is quite clear that prior to this study not many connections have been made as to how change management can be used for alternative means. This study has decided to analyze the alternative uses for change management practices other than making it easy for employees to accept and adapt to change in the organization. This study will be looking at all the alternative means possible according to literature and self-observation.

A digital survey has been used for the purpose of collection primary data. This survey was made up of 17 items which deal with the different uses of change management practices. A total of 60 responses have been gathered for this study, which have then been analyzed with the help of SPSS. Inferential and descriptive statistics have been used to determine whether the hypothesis developed early on in the study can be accepted or rejected.

As per the correlation analysis, positive relationship between change management practices has been accepted. Thus, this study has deduced that there is indeed a positive relationship between change management practices and employee retention, employee effectiveness and reducing workplace obstacles.

The primary objective of the study was to see how and why change management practices are effective for organization and in particular their employees. As the usual stance

about change management is that this is a practice which is used to help employees overcome change and somewhat accept change in the right way possible.

This chapter will be using analytical techniques to view what can be done regarding the information which has been quoted in research. And how the data gathered by this study and the conclusions drawn by this study can be explained with the help of accurate reasoning.

Thus, in this chapter the initial aims of the study will be revisited to determine whether they have been achieved or not. Then the connections with literature and the results will be analyzed once again, to determine how the results have been supported in the secondary data. The findings will also be summarized to discover the support or rejection of the hypothesis. Then the problems of the study will be discussed to give guidance to future studies. The final thing to be discussed will be how the results of the study can be applied onto any organization.

For studies of this nature it is important to be quite applicative as the entire study's integrity is based upon its use out in the real world. Due to the pandemic, this study was unable to use a more experimental approach which is why the study had to be restricted to just a digital survey. However, if the situation was much more forgiving then the findings of the study could have been applied to a certain organization in order to determine the efficacy of the results.

9.1 Aim of Research

This study wanted to see how the systematic tools in an organization can be used in a modified way to help keep employees satisfied. Usually companies use the knowledge of change management to introduce some form of change in the firm and to help employees accept that change. This study's aim was a little different, as it wanted to study the alternative ways in which change management policies can be used for the betterment of employees.

This tool has the potential to not only bring employee level change and improvement but also strategic level change. As it has the potential to help companies maintain their competitive edge by introducing change in a healthy manner.

This study will be studying how change management will be used in order to boost employee performance. This performance will be improved by reducing the number of obstacles in the workplace that make it hard for employees to perform to the best of their abilities. This in turn helps employees in becoming much more efficient and effective, which helps the organization in retaining the employees for longer.

The aims of this study revolve around the use of change management in alternative means. One of the major aims of this study is to see how change management strategies can be used by companies in order to boost the morale of employees in the organization. This is imperative, as satisfied employees are more likely to stay with the organization for longer.

Next, this study also aimed to see how change management strategies can be used by firms to improve the performance of employees. This aim was aided with the help of strategic questions in the digital survey to see how with the help of eventful change companies can ensure that the employees in their organization are motivated to work hard.

Furthermore, another aim was to see how the obstacles in the workplace can be removed with the help of change management strategies. These strategies are usually tools used to bring about change in the organization. But the change in the organization can also be brought about to remove the issues that the employees may be facing.

Overall, all forms of change in the organization can be easily accepted by the employees if they are introduced in the right manner possible. For the management it is important to have the right tools and techniques available to ease the acceptance of change for employees. So, that they do not feel troubled or cumbersome by the new change in the organization.

The theory of change management has been utilized by this study in order to arrive at the most acceptable range of aims. The aims were then verified against the evidence available in literature so that the right variables could be identified. It was important for this study to have the right range of variables so that the following data collection could be done in a way so that meaningful responses were gathered.

Thus, the aims of this study revolved around the ways in which change management practices can be used for means other than their original intent. It is crucial for organizations to use all techniques and practices to the best of their abilities. As all tools and techniques employed have an opportunity cost, which the organization has to manage.

9.2 Summary of Findings

The findings for this research were really interesting and they helped shine a light on the true versatility of change management. The idea that change management is restricted has proven to be false with the help of this study as it helped in the realization that if used in the right manner, change management can be used to reign in some quality results. The fact of the matter is that these results were not expected to be in this much favor to the study, however, they were (McCauley, 2008).

The results were based upon the alternative uses of change management practices. So, the aim was to see how well change management if used in the right way can help in removing obstacles in the workplace that employees may be facing. These obstacles can be related to something quite small or even be more operational level capital centered obstacles which may be hindering the productivity of employees (Rappaport, et al., 2003).

At the end of the day the aim of this study was to see how well employees end up performing if all changes in the organization are viewed positively by them. This can only be

possible if the change itself is convincing enough for employees. To the point to where they even start to crave the change because they believe that it will benefit them (Judson, 1991).

The next variable which was tested was effectiveness of employees. It is believed that with the help of effective change management employees are able to view change as helpful towards their own person (Harigopal, 2006). This in turn motivates them in doing their daily tasks which starts to push the rate at which they are able to enjoy effective employment conditions.

Thus, with the help of change management employees starts to become much more effective. As they stop trying to avoid or resist the change which is being brought up in the organization (Beer, 1980). The last variable which was tested was employee retention, which in turn is connected to employee effectiveness and removing workplace obstacles.

According to theory it is believed that with the help of change management employees are able to view change as being helpful towards themselves and their jobs. This motivates them to work harder and improve their performance in turn making them more effective. Therefore, employees who think that they are well cared for by their organization tend to stay with the company for longer (Chawla & Kelloway, 2004).

As they believe that the organization is making changes that help them and are good for them. So, the overall employee retention rate goes up as the employees do not have as much negative feelings about the organization within themselves (Kyndt, et al., 2009).

All these findings were in line with what the literature states about these variables, and the assumption was that relationship between all these variables would be significant and positive with change management practices. Meaning that as one went up so did the other and vice versa.

The findings further indicate an undeniable connection between the implementation of change management philosophies and the long-term success in employee careers. It is important to note here that the benefit of a long-term successful career for an employee is translated into success for the organization. A well-motivated employee is more likely to perform in an exemplary manner at his or her job, thereby uplifting the standard of work and striving for excellence throughout their years at the firm. As a result, not only would the employee be more satisfied with their job but the organization would also end up gaining more from the employee over a lifetime. Therefore, there is something to be said regarding the connection between change management of employees and the overall level of job satisfaction one seeks over a lifetime.

The findings of this research support the assumption that preparing for change with a formalized approach is better than reacting to change when it happens. As such, a more proactive approach to managing change is the key to eliminating obstacles in the workplace, increasing employee retention and improving employee performance over the long-term. Change management strategies based on reactive tactics are inherently flawed since they do not allow individuals or organizations the time to accept and adapt accordingly to the change, rather force both entities to adapt to the change in a less than ideal way. The result is that organizations are likely to end up in a tradeoff between keeping the lights on and letting go of hardworking employees that simply did not adapt to the change in time, through no fault of their own but due to the lateness of the implementation of change management tactics.

9.3 Support or Otherwise of Hypothesis

Change management can help in designing better circumstance in which change is brought around in the workplace. For any organization a smooth transition helps in lowering the operational costs assigned to the business operations. This study proposed that the

relationship between change management practices and employee retention, employee effectiveness and reducing workplace obstacles would be positive.

As per the correlation analysis conducted with the help of SPSS, the all three proposed hypotheses were accepted. As favorable results were found, which supported the significant and positive relationships that were proposed. This was good news for the study, as it helped make the analysis that much more accurate. As the hypotheses were developed by carefully studying the literature present on the topic.

The hypotheses were designed for three dependent variables, namely workplace obstacles, employee retention and employee effectiveness. It was predicted that all three variables will have a strong positive relation with the independent variable which was change management. The null hypothesis stated that each variable would have no significant relationship with the independent variable. However, after extensive data collection and analysis through statistical regression on responses from employees it was found that having effective change management policies in place at the organizations resulted in improved employee retention for the organization, better employee effectiveness in terms of performance and ease of dealing with workplace obstacles.

As such, the alternate hypothesis for workplace obstacles was accepted which meant that better the change management techniques and policies, the less likely employees were in facing obstacles in the workplace and getting demotivated by such obstacles that arose, particularly, due to change in the organization. Similarly, the alternate hypothesis for employee effectiveness held true which meant that better the change management, the more effective the employees were in performing their tasks and adapting to the change in the organization. It is essential for employees to be able to accept and adapt to the change in the organization for them to be able to perform their activities diligently and effectively. As such, better change management measures equipped employees with the tools, skills, knowledge and attitude

required to adapt to the change and perform tasks in an effective manner despite a changing working environment.

Lastly, the alternate hypothesis for employee retention was also accepted which meant that better the change management tactics at an organization, the more likely employees were to stay at the organization for extended periods of time. This is because individuals merit responses to situations, other individuals and entities according to the preliminary interaction. This means that if employees are taken care of in terms of preparing them for the imminent change then the resulting performance of the employees would be credited to the change management policies of the organization. As such, employees would recognize the effort put in by the organization in maintaining the level of performance of employees and keeping their skills and jobs relevant in a time of flux in the company. This in turn leads to a better sense of job satisfaction for employees which translates as employee retention. Thus, the employee retention is a direct consequence of the organization's change management initiative, in the sense that the employees reward the organization with loyalty and staying put as the organization rewarded them by preparing them for the changes in the organization, despite this preparation being a part of the organization's own long-term bid for survival.

9.4 Relation of Findings to Literature

Not many studies have gone into detail regarding the impact on the psychological well-being of employees from change in their workplace (Kotter, 1996). Usually studies have focused upon the more negative aspects of change management, as change within itself is viewed as bad from the point of view that it disrupts the status quo (Hausknecht, et al., 2009). Studies such as that by Mansell, Brough and Cole (2006) studied how job changes tend to impact the satisfaction and turnover intentions of workers.

Previous literature is rife with examples of an organization wide failure that ignited from the level of individual employees because of poor change management techniques and strategies. Thus, previous literature suggests that the existence of change management alone is not enough to compensate for the change in the fabric or nature of the organization. Instead it is necessary to have a well-devised change management strategy that allows employees the time and space required to effectively adapt to the change (Kanter, 1999). Too often have organizations fallen into the false comfort of having ill-devised change management strategies that have been exposed as inadequate when implemented in times of true change.

Previous literature has proven that employees and individuals are much more complex and require real and substantial time to adapt accordingly to change, which is why having proactive change management measures is advisable for organizations (Dahl, 2011). This research confirms these findings from previous literature as the organizations and individuals contacted throughout the course of the research belonged to organizations with well-balanced and maintained change management strategies (Maheshwari & Vohra, 2015). As the results show, effective and properly devised change management strategies allow employees to overcome obstacles and improve performance while increasing trust with the organization and staying with them for extended periods of time.

Additionally, change management is the cornerstone of long-term organizational success as well. As has been proven in recent history by modern businesses, those organizations that focus on managing change effectively, can also manage people effectively. The change in the environment or the working condition of the organization is only an extension of the inevitable change in employee circumstances. As such, by implementing change management tactics and training employees to deal with change in a healthy and positive way, organizations garner trust, loyalty and excellence from employees in return. Indeed, these traits offered by employees is a manifestation of the gratitude of employees regarding the effort of the

organization to equip them with the tools and mindset necessary to adapt to change. It is deplorable that only a handful of modern businesses follow the principles of change management for their workforce despite the long-proven benefits of the phenomenon that have only been reinforced by this research (Mansell, et al., 2006). It is reasonable to assume that in the fast-paced world of cut throat competition in business, organizations simply do not find the time or resources to properly equip their employees with the tools and techniques necessary to deal with change. This presents a major issue as businesses are likely to struggle later on without the doctrine of managing change in an effective manner.

9.5 Problems in the Study

This study was focused upon the use of a digital survey as the pandemic occurred right around the time that the data collection was about to take place. That restricted the study to following a more restricted research plan, as not much could be done given the social distancing laws in place.

The initial plan for the study included some aspects of qualitative research, however those had to be scrapped given the fact that no respondent was available to sit in for a physical interview. Due to mass layoffs all over the world, many respondents had to forgo their participation in the study due to the social and financial impact they suffered from losing their job.

Thus, this study aimed to make the best of its circumstances by following a more digitally advanced line of data collection. Even though the responses gathered helped the study in achieving the results which were hoped for. Still there were many bumps that were faced along the way.

Due to the restricted nature of the digital survey there were some response biases that were created in the study. These limited the way in which the data could have been taken up on its

validity and reliability. As the researcher had to give some room for error given the choice of data collection technique.

Furthermore, due to some new techniques being used for the data analysis portion of this study. The researcher had to take online tutorials in order to educate himself as to how the SPSS software could be operated. Therefore, there were some time-based delays which had to occur as there was a serious learning curve which had to be overcome.

Furthermore, when the questionnaire was created initially there were some difficulties faced. As not many studies followed the same route as the one opted for by this study. So, there was not as much abundance for questions or items which could be adopted for the primary research.

Also, the Likert scale which was used created some issues for the respondents. As the initial respondents had some queries regarding their ability to rate everything on a limited numerical scale. However, to create ease in coding this route had to be taken, and the respondents were provided a tutorial as to how they could navigate the digital survey.

Since the entire study was conducted online there were many confidentiality issues that occurred. Many respondents when they were initially on board for the study were informed that the questionnaire would be conducted physically. So, when the data collection was changed online, many respondents expressed issues with their anonymity. As they felt that their information would be tracked without them knowing.

That is why some respondents dropped out of the study and so they had to be convinced in order to re-join the study. After they were ensured that none of their private information would be accessed without their will.

With any study there are bound to be ups and downs that occur. This study was no exception, as the issues that did occur were not entirely due to this study. The pandemic raised

many issues which were uncontrollable and so alternative means had to be devised in order to still conduct an effective study. Contingency plans had to be evoked in order to come up with the right kind of timely solutions.

9.6 Future Research

This research had to be restricted in its research design due to the pandemic, which is why just a digital survey was used. However, this topic has the potential with there being a more experimental design. That is why it is recommended for future studies to use a more thorough research pattern where both qualitative and quantitative data can be collected.

That would help provide both fact and opinion-based data for companies to use when they try to adopt this study. It would also make the use of this study that much more generalizable, as qualitative data helps in bringing a lot more clarity for the audience.

Furthermore, future researches can also have a much larger sample size. Due to the pandemic the total number of willing respondents was limited. However, under normal circumstances a larger sample can be chosen so that the findings are that much more generalizable.

Future researches in this domain should shed light on the effects of change management in regards to job satisfaction and dissatisfaction. Particularly, the future research should be focused on the effect of poor change management in modern day contemporary organizations as understanding the effect of poor change management is just as important as understanding the impact of proper change management. The reason this research is important is, as mentioned above, it is clear from the findings of previous literature that it is not simply sufficient to have change management policies present, but to have effective change management policies to adopt in uncertain times. This is because poor change management may have the exact opposite of the intended impact. The research into how poor change

management strategies and implementations impact employee turnover, employee effectiveness as well as long-term organizational stability and operation is necessary.

Furthermore, the relation between change management and job satisfaction is not immediately clear despite popular belief. The purpose of this research was to find the impact of change management on employee effectiveness, employee retention and workplace obstacles yet the relation between change management and job satisfaction was never directly explored. This leaves significant room for future researchers to take up the task to understand the effect of training employees for change and the impact it has on how they view their job. Despite the results of this research, it can be assumed that not all employees may be fully satisfied with change management strategies implemented in the organization, and this trend is likely to vary from industry to industry and department to department.

In addition, future research needs to focus on the difference and intricacies between effective and ineffective change management policies. A quick look at the history of successful change management policy implementations may be necessary in this case, however, understanding the essence of why some change management policies are effective and why some are not is of paramount importance. The difference between such policies may also help managers and directors in different industries to devise or adjust existing change management policies to suit the needs of the employees and understand the workforce to adjust the nuance in the change management policies.

9.7 Implication and Application of Results

The implications and the application of the results of this research will be imperative for long-term organizational success for modern businesses. It is no secret that the business landscape changes fast and frequently which is why change management has emerged as vital for the survival of businesses. However, the results of this research have reinforced the belief

that knowing when to prepare for change and preparing for it effectively is more important than ever before. The findings of this research should be of particular interest to managers and decision makers of organizations that have close links to Human Resources. This research has proved that effective change management allows for an organization to protect its human resources and gain the most out of them even during a turbulent time. This is important considering times of crises are when some organizations take center-stage and cement their place in the market. The true lessons from this research reside in the formulation of effective change management strategies, and even more importantly, how they are implemented to get the most out of employees and show them care in order to allow them to reciprocate the efforts of the organization.

It is important for organizations to acknowledge that change is something that they cannot avoid (Maertz & Champion, 1998). This is the one technique with which the bad implications and distress caused by change can be diminished. For companies it is crucial to stay ahead of the competition and that can only happen if the right kind of systematic advancements are being made (Kotter, 2012).

For employees the idea of change is scary because it means that their idea of the norm is changing. The ways in which they had become accustomed to doing things is changing. That is what makes the change scary and what garners the major resistance. However, if organizations are better able to sell the need for change to employees, then the chances of there being some form of resistance can be reduced. (Griffeth & Hom, 2001)

This study has been centered on that very principle, that change can be a good thing if it is introduced in the right manner (Harigopal, 2006). As there being change is the most inevitable factor at the end of the day. If employees start to stress about the change then the management should know that it has failed in its use of change management policies. However, with the right circumstances and coercion all employees can be helped in accepting the change.

9.8 Conclusion

The economy is constantly changing due to the pressing pressure of globalization, and the change has become inevitable for organizations as well. Many businesses and their operations over the years have had to change, so that the right kind of progress could be made. Retaining the right kind of talent is very important for organizations these days as that helps them build and retain their competitive advantage.

This study was initially designed with the aim of finding alternative ways in which companies can manage their change management policies. As the assumption was that with the ability to find alternative uses for these tools and practices, companies will be better able to manage their costs and make better use of the procedures that they already have in place.

The aims of the study were designed around bringing more effectiveness to tools which were already being applied by many organizations. These tools were aimed at helping employees overcome their resistance towards change in the organization. This change could be anything which was centered on the aim of the organization to improve the performance of employees or even lower the operational costs of the organization.

It was discovered that many times companies end up incurring high levels of costs as their employees resist the change which is proposed by their managements. The aims of this research were to help organizations find ways in which they can increase the chances of the change being accepted.

Three hypotheses were designed with the help of detailed analysis of literature. The main deduction of all three of them was that there was a significantly positive relationship between change management practices and employee retention, removing obstacles in the workplace and employee effectiveness. With the significantly positive relationship meaning that as more change management practices were used the more workplace obstacles would be

removed, which would help increase employee effectiveness. Which would in turn increase the overall employee retention rate.

After a detailed analysis was conducted of 60 responses with the help of a digital survey. The results helped in proving that the correlation between all three variables and change management practices was in fact positive and significant. This means that H1, H2 and H3 were all accepted.

This was good news for the study as the proposal of the research were found to be true and valid. Due to this the application of this research has increased that much more. As companies all over the world can use this study as a benchmark when trying to decide how to best utilize their change management practices.

With effective change management, employees do not feel as threatened by the change and instead are taught to embrace it and utilize it to their benefit. This is both a manifestation of how change management should be implemented in the organization and a depiction of the long-term priorities of the organization.

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11. Appendix

Appendix A

Demographics

1. Gender
 - a. Male
 - b. Female
 - c. Prefer not to say
2. Qualification
 - a. Bachelors
 - b. Graduate
 - c. Post graduate
 - d. Prefer not to say

Change Management for Removing Workplace Obstacles (Kyndt et al., 2009)

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
(1)	(1)	(2)	(3)	(4)

1. The executive staff in this company always appears to be ready to give advice about how I can learn something new.
2. We can criticize the work regulations and our criticisms are heard.
3. My company stimulates me to think about where I stand and where I need to get to achieve the company goals.
4. My executive appreciates it when someone has a new way of looking at a problem.

Change Management to Improve Employee Retention (Kyndt et al., 2009)

Strongly Disagree (1)	Disagree (1)	Neutral (2)	Agree (3)	Strongly Agree (4)
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1. Within this company my work gives me satisfaction.
2. I see a future for myself within this company.
3. The work I am doing is very important to me.
4. If I wanted to do another job or function, I would look first at the possibilities within this company.
5. My company gives me the opportunity to get training in subjects that interest me.
6. The work I am doing stimulates me to develop myself in things that I am not yet very good at.
7. I sometimes think that my job asks too many different things of me.

Change Management to Improve Employee Effectiveness (Kyndt et al., 2009)

Strongly Disagree (1)	Disagree (1)	Neutral (2)	Agree (3)	Strongly Agree (4)
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1. Others in this company see me as someone who takes the lead easily.
2. When innovations are made, it is usually because the management has decided on a corporate strategy and corporate goals and we then try to accomplish these goals as well as possible.
3. Usually when problems occur I rely on procedures that are dictated by the company.
4. For most situations at work, procedures are enforced by the company.

Appendix B

Informed Consent

I _____ (name) am consenting to partaking in the study titled “*Role Of Change Management in Employee Retention, Employee Effectives and Eliminating Errors In The Workplace*”, being conducted by _____ (name of researcher) of the Dublin Business School.

- I have been given a detailed background overview of the study and have been asked to put forward any questions or concerns at any time during the study.
- I acknowledge that this study will not release my personal information (name) with anyone and all information will be stored by the researcher and accessed by him/her only. All information will be destroyed once the study has been concluded.
- I acknowledge that all I am saying is authentic and the events I state are as close to reality as possible.
- I acknowledge that all my information and responses will not be disclosed to any third party.
- I am aware that I have the right to opt out of the study at any time I deem necessary.

Signature (Participant)

Signature (Researcher)