



Organizational Change and Change Readiness: Employees' Attitudes during Times of Saudi Electric Organizational Shift

Anar Aljudhei¹ and Randolf Von N. Salindo²

¹MBA Candidate, AMA International University of Bahrain, Kingdom of BAHRAIN

²Dean, AMA International University of Bahrain, Kingdom of BAHRAIN

²Corresponding Author: drvon77@gmail.com

ABSTRACT

The study aimed to assess the Organizational Change and Change Readiness in Saudi Electric Company: Employees attitude during time of Company Organizational Shift. Specifically, the study answered the level of implementation of change management at Saudi Electric Company as perceived by the respondents in terms of communication, employee Involvement, employee Training and stress Management. Also, the study answered the Level of Effectiveness of change management at Saudi Electric Company as perceived by the respondents in terms of employee motivation, decision making and employee performance. This study further focused on the relationship between status & level of effectiveness of implementation of change management at Saudi Electric Company. The study also analyzed the employee attitude and readiness for change management in the organization. According to the limitation of this study are shortage of time and shortage of available data, moreover the result of this study is related to Saudi Electric Co in Saudi Arabia only, so it may not fit with all other organizations that may have different in size and different in nature of business.

Keywords— Organizational change, Saudi Electric Company, Level of effectiveness, Readiness

I. INTRODUCTION

Organizational change is tied in with exploring and altering administration structures and business forms. Small businesses must adapt to survive against bigger competitors and grow. However, success should not lead to complacency. To remain a stage in front of the opposition, organizations need to search for approaches to do things all the more productively and cost successfully. There is no compelling reason to fear change. Instead,

small businesses should embrace change as a way to lay the foundations for enduring success (McNamara, 2016)

A company's change drivers include the competitive environment, new technologies, consumer demand, economic conditions and government policy actions. Information technologies have changed how businesses operate and interact with one another. New business models, such as outsourcing and virtual collaboration, would not be possible without high-speed communications and the Internet. Government regulations also force businesses to adapt, as do changing consumer preferences. Recessions usually lead to layoffs, which may require restructuring, and mergers and acquisitions lead to changes in organizational culture (McNamara, 2016)

Organizations that decline to grasp change may vanish. Nonetheless, change is troublesome in light of the fact that it includes altering individuals' conduct. Protection may originate from workers who are for the most part distrustful of change activities, particularly in the event that they have survived messed up usage before. Fruitful authoritative change requires top administration initiative and an unmistakable clarification of how the mulled over changes can enable representatives to carry out their employments all the more proficiently.

Organizational change administration (OCM) is a system for dealing with the impact of new business forms, changes in authoritative structure or social changes inside an undertaking.

An orderly way to deal with OCM is helpful when change requires individuals all through an association to learn new practices and abilities. By formally setting expectations, employing tools to improve communication and proactively seeking ways to reduce misinformation, stakeholders are more likely to buy into a change initially and remain committed to the change

throughout any discomfort associated with it (McNamara, 2016)

Saudi Electricity Company is a Saudi (Riyadh) electric service organization. It appreciates an imposing business model on the age, transmission and appropriation of electric power in Saudi Arabia (Riyadh) through 45 control age plants in the nation.

The organization was framed in 2000 by Order of the Council of Ministers through a merger of existing local power organizations in the Central, Eastern, Western and Southern areas into a solitary business entity. In 2009, the Electricity and Cogeneration Regulatory Authority (ECRA) declared its aim to part the organization into four age organizations and separate transmission and appropriation organizations to support rivalry in the local utilities division. A transmission organization – National Grid SA – was set up in 2012 to work the national lattice. This organizational change in organization operations had real effect on the representatives and this examination will break down that change availability by the workers and its impact on them.

Statement of the Problem

The study aims to assess the Organizational Change and Change Readiness in Saudi Electric Company: Employees attitude during time of Company Organizational Shift. Specifically, the study will answer the following questions:

1. The Level of organizational changes currently implemented by Saudi Electric Company as perceived by the respondents in terms of:
 - 1.1 Communication
 - 1.2 Employee Involvement
 - 1.3 Employee Training
 - 1.4 Stress Management
2. What is the Level of Effectiveness of change management at Saudi Electric Company as perceived by the respondents in terms of:
 - 2.1 Employee motivation
 - 2.2 Decision making
 - 2.3 Employee performance
3. Is there a significant relationship between the status & level of effectiveness of implementation of change management at Saudi Electric Company?
4. What are problems encountered with the implementation of change management at Saudi Electric Company?
5. What are the recommendations by the respondents with the implementation of change management at Saudi Electric Company?

The null hypothesis stated that there is no significant relationship between status & level of effectiveness of implementation of change management at Saudi Electric Company.

II. RELATED LITERATURE

As indicated by Carter, McNamara (2016), groups and associations today confront fast change more than ever. Globalization has expanded the business sectors and open doors for more development and income. Nonetheless, progressively differing markets have a wide assortment of necessities and desires that must be comprehended on the off chance that they are to wind up plainly solid clients and associates. Simultaneously, investigation of partners has expanded as a few administrators have been indicted unlawful activities in their organizations, and the pay of officials is by all accounts expanding while wages of others is by all accounts diminishing or levelling off. In this way, the capacity to oversee change, while proceeding to address the issues of partners, is a vital expertise required by the present pioneers and directors.

Chirantan Basu (2012) wrote that organizational change normally comprises of three phases: setting up the need, usage and observing. To build up a requirement for change, senior administration could verbalize where the organization needs to be in five to 10 years and what it needs to do to arrive. For instance, a soaked neighbourhood market may constrain an organization to think about universal development. The second stage includes changing structures and procedures, for example, lessening the quantity of administration layers, joining specialty units, reassigning administration, decreasing worker headcount and giving division supervisors more basic leadership adaptability. The last stage includes observing the outcomes from the authoritative changes and making suitable modifications.

Organizational change represents an especially basic and troublesome setting for sensemaking. As Weick (2015) clarified, sensemaking is a push to make systematic and rational understandings that empower change. However powerful settings strengthen encounters of unpredictability, vagueness, and ambiguity. Multifaceted nature ascends as work requests move, duplicate, and possibly strife (Hatch and Ehrlich, 2013).

Vagueness renders new requests unverifiable and as often as possible misconstrued (Warglien and Masuch, 2016), and ambiguity encourages perplexity as requests end up noticeably open to fluctuated, even opposing, translations (Putnam, 2016). Therefore, performing artists frequently battle with evolving parts, procedures, and connections. Without clear understandings, nervousness may deaden basic leadership and activity (Davis, Maranville, and Obloj, 2017; Smircich and Morgan, 2012).

Authoritative change goads reframing, as performers try to understand incongruities between their desires and new encounters (Balogun and Johnson, 2014). As per Bartunek (2014), outlines give a structure of suspicions, guidelines, and limits that guide sensemaking and after some time wind up noticeably installed and

underestimated. Stuns and amazements flag that current edges may never again apply. Reframing, in this way, empowers performing artists to modify implications ascribed to evolving circumstances (Watzlawick, Weakland, and Fisch, 2014).

As indicated by Kanter, Stein, and Jick (2012), overseeing change has turned into a definitive administrative responsibility as firms constantly take part in some type of change—from moving organizational limits, to adjusting firm structure, to overhauling basic leadership forms. However significant change extends once in a while assert "generous achievement". Authoritative change is basic for here and now intensity and long-haul survival; however, it postures overwhelming administrative difficulties. Propelled advances, worldwide markets, and versatile capital increase weights to always cut expenses while improving adaptability (Leana and Barry, 2010). (Taylor-Bianco and Schermerhorn, 2006).

Labianca, Gray, and Brass (2000) focused on the chiefs' parts as models. They found that workers watch their chiefs eagerly, suspicious of administration's sense of duty regarding change. In spite of the fact that administrators outline such activities, canter supervisors fill in as basic change specialists. Canter chiefs operationalize change activities, along these lines adjusting their units to official commands (Balogun and Johnson, 2004). Huy (2012) portrayed "middles" as the lynchpins of authoritative change, going about as mediators between top administration and the bleeding edge. His investigation portrays canter administrators' have to execute change while dealing with subordinates' feelings, for change can goad crippling tension and protectiveness.

As indicated by Weick (2005), sensemaking means endeavors to translate and make a request for events. Administrators, notwithstanding, should likewise convey their understandings, especially amidst authoritative change, in a way that gives their subordinates a workable sureness. Such "sense giving" looks to impact subordinates' understandings (Maitlis, 2005). However, change may encourage exceptional psychological issue for canter administrators (McKinley and Scherer, 2000).

Such conditions goad disarray, tension, and stress that obstruct, or even deaden, basic leadership. For sure, Huy (2002) faulted unsuccessful change ventures for directors' failure to adapt to moving hierarchical desires—moves that drastically adjust their intellectual and behavioural associations with their general surroundings. Balogun and Johnson (2004) additionally clarified that supervisors "have the test of getting a handle on a change they didn't plan and arranging the points of interest with others similarly expelled from the vital basic leadership". Sadly, investigations of administrative sensemaking and change are uncommon (Maitlis, 2005).

The basic factor of administration in connection to the achievement or disappointment of OCD mediations has for quite some time been perceived in OCD writing

and indicative instruments (Weisbord 2016). However, notwithstanding the transitional idea of the Middle East, we feature from the beginning that there is a deficiency of distributed research that has concentrated on OCD in this locale from an administration point of view. In drawing on a scope of source material, the principle goal of this section is to recognize and examine various key logical elements that are related with the authority of OCD activities in the Middle East. These investigations reliably distinguish protection from change as a key factor in OCD mediations in this unique circumstance. Having underscored the relationship between administration conduct and protection from change, we consequently look at how different political, social and monetary variables are inseparably connected with the authority of OCD activities in the Middle East.

Various research sources view worker engagement as an essential precursor to effectively executing a hierarchical change activity. Innately, individuals are careful about change and hesitant to change. In the event that associations are not actualizing change for change then it is reasonable for accept that the goal of their change activity is to enhance some business segment that will have a general beneficial outcome on hierarchical operations and business achievement. Along these lines, it is reasonable why analysts trust that expanding representative engagement, or making an interpretation of "worker potential into representative execution and business achievement," is so vital to the accomplishment of change administration (Shaw, 2005).

While worker engagement has been available for roughly twenty years generally little research has been finished to really qualify or evaluate the concept's particular presence. Representative engagement has an exceptionally wide achieving degree with the end goal that, "there are possibly a large number of various individual activities, dispositions, and procedures that influence engagement." What connects with a newcomer out of school can be altogether different from what draws in a senior level supervisor (Shaw, 2005). Therefore, worker engagement does not have an unmistakable definition and process for estimation. What's more, worker engagement is possibly interchangeable with different ideas, for example, hierarchical responsibility and authoritative citizenship conduct.

Theoretical Framework of the Study

From a theoretical perspective, the concept of effective employee change management in has a nearby arrangement with the theory of social change and different theory (Price & Chahal, 2005). Making a workplace in which employees feel as though they have the ability to start change is likewise positive and a tribute to your work culture. In any case, more as often as possible, representatives get themselves made up for lost time in changes that others are starting. In any change, particularly ones that influence a total organization, it is difficult to

include each worker in every choice. Respondents to change administration inquiries throughout the years recommend, be that as it may, that when change works, the association has made a special effort to utilize worker contribution. Worker contribution is the distinction amongst pitiful and miserable foot draggers and connected with, energized representatives who were trusted to give their info.

Even if employees cannot affect the overall decision about change, involve each employee in meaningful decisions about their work unit and their work. One effective way to do this is at the departmental level.



Figure 1: Theoretical framework of the study
Adapted from Ngyuen, H. and Kleiner, B.H. (2003)

IV. RESULTS AND FINDINGS

The questionnaire survey conducted was distributed to the two groups – management and staff employees at Saudi Electric Company with an average of 1125 employee selected in total and sample size of 92.

In terms of the Relationship between Employee Motivation (Dependent variable) and the independent variables (communication, employee involvement, employee training, and stress management) the results show that Communication has a moderate (.351) but significant positive influence on employee motivation ($p < .05$). Also, Employee involvement and employee training has negative (-.050 and -.186) but insignificant influence ($p > .05$) on employee motivation.

As for the relationship between Decision Making (Dependent variable) and the independent variables (communication, employee involvement, employee training, and stress management) it was found out that Employee involvement has a moderately high (.0.569) but significant positive influence on decision making ($p < .05$). Other independent variables have no significant effect on decision making.

In terms of the Relationship between Employee Performance (Dependent variable) and the independent variables (communication, employee involvement, employee training, and stress management), employee training has a moderately high (.0.560) but significant positive influence on decision making ($p < .05$). Other independent variables have no significant effect on employee performance.

The findings also show that the independent variable communication has significant relation to the employee motivation, but other variables have insignificant influence ($p > .05$) on employee motivation. Similarly, the results indicate that employee involvement & employee training has a moderately high significant positive influence on decision making but other independent variables have no significant effect on decision making.

V. CONCLUSION

The study aimed to assess the Organizational Change and Change Readiness in Saudi Electric Company: Employees attitude during time of Company Organizational Shift. The treatment of data revealed the following essential findings:

Part 1: The level of implementation of change management at Saudi Electric Company:

The level of implementation as perceived by the respondents in terms of communication, the respondents rated with a total weighted mean of 3.345, i.e. they are Sometimes Implemented. The management in SEC shows strong agreement for organizational changes currently implemented by Saudi Electric Co in terms of Communication with a mean of 4.375. However, the staff strongly disagree that organizational changes currently implemented by Saudi Electric Co in terms of Communication with a mean of 2.315 i.e. rarely implemented.

The level of implementation in terms of employee involvement with a total weighted mean of 3.750, i.e. they are frequently Implemented. The management in SEC shows strong agreement for organizational changes currently implemented by Saudi Electric Co in terms of employee involvement with a mean of 4.250 i.e. frequently implemented. However, the staff state sometimes implemented with a mean of 3.250.

The level of implementation in terms of employee training with a total weighted mean of 4.095, i.e. they are frequently Implemented. The management & employees in SEC shows agreement for organizational changes currently implemented by Saudi Electric Co in terms of employee training with a mean of 4.094 and 4.095.

The level of implementation in terms of stress management with a total weighted mean of 3.888, i.e. they are frequently Implemented. The management & employees in SEC shows agreement for organizational

changes currently implemented by Saudi Electric Co in terms of stress management with a mean of 4.344 and 3.432.

Part 2: The Level of Effectiveness of change management at Saudi Electric Company:

The Level of effectiveness in terms of employee motivation with a total weighted mean of 3.673, i.e. they are effective. The management & employees in SEC shows disagreement for the effectiveness of employee motivation with a mean of 4.344 and 3.003. The majority of employee state that SEC is not that effective in keeping employee motivation.

The Level of effectiveness in terms of decision making with a total weighted mean of 3.891, i.e. they are effective. The management & employees in SEC shows agreement for the effectiveness of decision making with a mean of 4.156 and 3.625. However the employee are not that sure about "employees understand that the company needs and values them is important for building a strong working relationship" with a mean of 3.286 i.e. they are neither.

The Level of effectiveness of Organizational Change and Change Readiness in Saudi Electric Company in terms of employee performance with a total weighted mean of 3.948, i.e. they are effective. The management & employees in SEC shows agreement for the effectiveness of decision making with a mean of 3.928 and 3.958.

Part 3: Hypothesis

There is no significant relation between the level of implementation & level of effectiveness of change management at Saudi Electric Company.

Part 4: Problems

Compared to the management, the staff at SEC feel that not all change is a good thing, and sometimes internally generated change can breed bad results.

Recommendations

Based on the questionnaire survey and the findings, the following recommendations are proposed:

Following an extensive and vital arrangement of SEC prescribed procedures will guarantee that change management is a win inside the association. These accepted procedures ought to be lined up with behavioural and hierarchical alterations that will help suit change now and maintain that change well into what's to come.

A perfect change management task will guarantee that partners see how this change will influence them, have the help to roll out this improvement happen and have the apparatuses to conquer any difficulties that may emerge without an excessive amount of dissatisfaction.

1. Plan Carefully

With a specific end goal to execute effective changes, SEC should envision what the most ideal final product will look like once in the end. With this vision set up, at that point it's a matter of posting and recording the fundamental errands to achieve it, and laying out how, and by whom, these assignments will be finished.

2. Characterize Governance

Each effective change management venture has a very much characterized administration, which is fundamentally the structure for settling on choices and the arrangement of pre-decided procedures for actualizing those choices. Structures, parts and obligations must be set up all through each level of the association so as to help change and keep partners locked in.

3. Appoint Leadership Roles

It's vital that SEC set up devoted hierarchical pioneers, both at the best and all through the association, to keep the change management process stable. The picked pioneers ought to be submitted, solid and ready to impact others to get on board through their illustration.

4. Keep Stakeholders insider savvy

So as to guarantee investment, support and responsibility, it's important to keep all partners on top of it and refreshed amid each progression of the change management process. Lines of correspondence ought to be kept open so representatives aren't given data simply to enable them to comprehend what's happening, however so they are additionally ready to make inquiries and voice their worries along the procedure. At the point when individuals feel as though they are being kept oblivious, or when they don't comprehend what's happening, they will undoubtedly become angry and will unavoidably moderate the change procedure. A smidgen of comprehension and data about how this proposed change will profit them will go far.

5. Find and Support Advocates

There ought to be no less than a couple of individuals who are prepared to embrace the change at an opportune time, and these partners can wind up plainly SEC greatest promoters to help get different people going to play a part with the progress. Great supporters, obviously, ought to show solid initiative capacities and other expert and individual qualities that pull in regard from others. By recognizing these promoters from the get-go, and giving them extra preparing and engagement, SEC can set a more positive tone that will guarantee a smoother procedure with less hiccups.

6. Continually Assess and Review

By checking the change as it's going on, estimating whether its execution is effective and rolling out improvements as fundamental, SEC can maintain a strategic distance from all the more exorbitant mix-ups later on. There are a wide range of means, both formal and casual, for evaluating and inspecting the change procedure. Essentially, the objective is to adjust any issues rapidly, and get input once remedies have been ensured the amendments are working.

Future Studies

Change management in business can be a complicated issue. Major adjustments to the way in which a business operates or provides its products and services must be carefully managed. For future studies a broader

research should be done whereby the population sample should be extended to more stakeholders as it will give a better picture of the survey.

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