

**What is the relationship between change in an  
organization and employee engagement?**

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MA Human Resource Management

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## **Abstract**

This study will look at employee engagement and whether change in a company can impact how employees engage within the organization. The study will look to understand if changes in one of Irelands Commercial banks has had an impact on the engagement levels of its workforce. The bank which is at the focus on this study has gone through a period of change in recent years and the workforce have had to learn to adapt and work with these change. By selecting participants from the workforce of the bank the research will look to better understand the experience of change in the company and the levels of engagement. By reviewing relevant literature, the study will also look at the benefits of engagement the results of a disengaged workforce, how to implement change and the impact change can have on the workforce within the company. An engaged workforce can bring benefits to a company and it's important that while change may promise improvements, the benefits of an engaged workforce aren't lost.

## Declaration

### Submission of Thesis and Dissertation

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**Name:** Sarah Grant

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## **Chapter One: Introduction**

This study will focus on the relationship between organizational change and employee engagement. The study will look to understand if when employee's experience a period of change their engagement levels are impacted. The study will place focus on the Irish banking sector.

By gaining a better understanding of employee engagement and organizational change the study will look at the ways in which engagement can be encouraged across the company, the benefits of engagement and whether organizational change can impact how a company's workforce engage. This study will also look at what can impact employee engagement and the effects that a disengaged workforce has on a company.

As an employee within the HR Department of one of Ireland's largest commercial banks (Company X) the researcher is keen to understand more about the levels of engagement in the company. Company X has undergone a period of change including large organizational restructures, the sale of their main office space and changes to their career structure all taking place in 2019 (Brennan 2019). These changes have been implemented to remain competitive within the market and it is important that the bank retains their staff throughout this period of change.

Company X has also had to adapt to a change in how their employee's work, with COVID-19 in Ireland, Company X encouraged the majority of their staff members to work from home where possible and implemented social distancing measures in

their branches and office spaces where working remotely was not possible. Working hours were changed for branch staff and online banking has been encouraged for customers (Brennan 2020). While the research focuses on events in the company prior to March 2020 the researcher will consider the impact of these changes in their study.

Employee engagement plays a key role in the success of an organization as well as having a positive impact in the well-being of employees. Engaged employees will be more content in the roles, will have less absenteeism and in turn will be more productive in their work (Bridge 2014). The link between employee engagement and productivity is discussed at length and appears to be the main benefit of engagement in the workplace. Employee engagement is becoming increasingly more important in the workplace often with dedicated teams focusing on engagement within their company.

With engagement having such a positive impact on how an organization's employees act and come to the workplace it is important to understand what can impact engagement. When change occurs in the organization, employees may not favor it. If change is not implemented correctly by the organization or employees respond poorly to change behaviors can develop that contradict the behavior's mentioned in Bridger's (2014) study. Employees may begin to distrust the organization, absenteeism may arise, and unproductive work attitudes may appear (Watt 2008).

In order to achieve the above the study will review the main literature, using online resources and journals while critically analyzing it. As well as this, the study will look for information from the workforce within Company X by collecting questionnaires from the employees of the organization. The study will request questionnaires from different areas of the company to get a detailed insight in to the workforce of Company X and how they've responded to the changes which has occurred in their company.

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## **Chapter Two: Literature Review**

The objective of this literature review is to look at current studies in the fields of organizational change and employee engagement as well as gaining a deeper understanding of the Irish banking sector with focus on Company X.

Company X have experienced a great deal of change in recent years and therefore it is important to understand how change can impact the level of engagement in a workforce. Change is influenced by many factors and most organizations will find that they are going through change almost constantly in order to respond to these internal or external factors of influence (McCarthy 2004). Change not only impacts the performance of the organization but also influences how employees engage (George 2019). While Employee engagement is a relatively new concept in the workplace it has gained increased interest from professionals and leaders in business. This has mainly come from the benefits attached to an engaged workforce, such as less absenteeism, more productivity and greater quality of work (Bridger 2014).

By critically analyzing the literature around change and employee engagement this chapter will look to understand the relationship between change and employee engagement and the way in which it can impact the organization and the workforce. The study will also reflect on how Covid-19 has had an impact on Company X and the workforce. While the study will focus on times prior to March 2020, it would be remiss of the study to not try understand the results of Covid-19 in Company X

## **2.1 Irish Banking Sector**

This study puts a focus on the changing environment of working in the Irish banking sector. In recent years the banking sector in Ireland has been working on changing their image not only for their customers but within their workforce. Factors such as the 2008 Financial Crisis, building a new image, creating a better culture and their need to perform financially has driven change across the sector.

Due to the Financial Crisis the Irish government are shareholders across the top three banks in Ireland, Allied Irish Bank, Permanent TSB and Bank of Ireland, a measure put in place as a form of support to help the banks pull through the crisis. However, with this support came with more regulations and the banks found themselves under the scrutiny of the Central Bank of Ireland, ultimately changing the culture of the banks and how they operated. Because of the financial crisis customers and staff alike lost faith the banks in Ireland (Central Bank of Ireland 2018).

Since the 2008 Financial Crisis the banking sector in Ireland has been working on repairing their name. This has meant a great focus on the culture in Irish banks. Building trust again with the Irish people has meant the sector has seen many changes in their organizations (MacKenzie 2019). The Central Bank of Ireland (2018) carried out a study on the culture of Irish banks and looked at what needed to be done for them to move forward. The study found that while the Banks have been working towards better cultures there is still much more to be done.

## **2.2 Company X**

Company X are a commercial Irish bank. Following the Financial Crisis, the Government became their major shareholder with Approx. 99.8% ownership in 2008. However, in recent years, the Government have sold part of these shares and now hold 71% of Company X as of 2019 (O'Donoghue 2019).

Company X hold office space across Ireland, the UK, and US which has created a large and diverse workforce of just over 9'000 employees. Previously the bank had over 24'000 employees but cost cutting measures meant that the bank had reduced their head count to 11'000 (Burrows 2015) and further again to 9'000 employees in 2019 with plans to reduce to 8'000 by 2022 (RTE 2020).

In 2019, Company X sold their head office. They acquired three more office spaces across Dublin. This meant that approx. 5'000 staff members would move from one main office to smaller office spaces Dublin by 2020 (Goodbody 2018). Moving from their long-established head office has meant that Company X has had to adapt their normal way of work and become more agile.

This change occurred alongside a change to the company's career structure. Company X looked to streamline the company's grading system, bringing in a leveling system which ranges from level one to seven. Level one would have previously been a bank official, while level 7 includes the executive members of the company. Employee's job titles are now more specific to their roles, for example, an level one human resource administrator will no longer be classed as a

bank official. This allows for more clear career paths within the organization. This change also allows the bank to have better control over their remuneration for their staff. Currently employees' wages and benefits are closely monitored by the state. The change in Company X's career structure has been welcomed by the employees of the bank. (Brennan 2019).

### **2.3 Drivers of Change in the Irish Banking Sector**

Company X has had to respond to change drivers, external and internal, in order to remain competitive in the Irish banking sector. These changes have included technology advancements, pressure from customers for services, governance, and culture changes (Lane 2017).

#### **2.3.1 Governance and Culture:**

One of the main drivers of change in Company X has been the impact of Governance and Culture. Company X has had to adapt their way of working due to demands put on them from the Central Bank of Ireland as part of the measures agreed post financial crisis (Lane 2020). In order to come back from crisis Company X had to adapt to meet the new demands from the Central Bank of Ireland, making sure they are compliant with the new regulation's set out (Independent 2015).

The Irish Banking Culture Board (IBCB), funded by the five retail banks in Ireland, were formed in April 2019 to focus on the overall culture of the Irish banks. Building trust in the banks again since the crisis has been a priority for the banking sector in Ireland. Customers and employees had lost faith in the banks since 2008.

To gain the trust of their customers it is important that the banks develop a culture of trust and work on the behaviors in the sector that will support this (MacKenzie 2019). Working alongside the Central Bank of Ireland, the IBCB have been working on set of recommendations for the banks to follow to enable this shift in culture. Holding workshops with customers and employees of the banking sector the IBCB have been gathering data to enable them to make recommendations for the Banks. These recommendations come in the form of two pillars, one pillar for internal culture and another for the external, focusing on customers experience (IBCB 2020). These recommendations are part of a working documents but give a good insight into areas the banks should be starting to consider. Company X have been working on their image and culture prior to the formation of the IBCB by enabling their leaders to develop the internal culture of the company.

Company X understand that in order to promote a change of culture, they must have the staff of the company on board to embrace the change. In 2014 the company began to focus more on the engagement levels of their employees and help develop their people leaders' skills in encouraging engagement and the new culture of the company. They carried out the first engagement survey in 7 years as well as forming a dedicated engagement team. (Burrows 2015).

## **2.4 Organizational Change**

‘Organizational change is any change that will affect the way in which people work and can have an impact within the business’ Braben (2020)

Numerous factors can influence change and organizations need to embrace change in order to provide the best possible service they can. Companies need to be able to adapt to changes taking place in order to grow and stay competitive within their respective sector. These drivers of change may include, technology, the economy, legislations or shifting markets. For companies to succeed they must make changes to meet the demand from these drivers but also manage the change correctly within the organization (George 2019).

Change needs to be managed correctly to ensure that the employees within the organization understand the changes, embrace them and know how to manage change as it arises. Employee’s may not feel comfortable with change and this can impact their engagement with their role (Rafferty 2006). Rafferty’s (2006) study found that employees who believed change had been planned and communicated well had higher levels of job satisfaction than employee’s with more negative views on change. Employees who believed that they have had a poor experience with change were more likely to be dissatisfied in their role and likely to reassign. Change is now constant state in most companies and therefore it is important that it is managed correctly (George 2019).



## **2.5 Managing Change**

Change is driven by factors which influence the overall performance of an organization. In order to be successful, the organization must be able to adapt and learn to implement change as effectively as possible. With change being almost constant, organizations must ensure that their people leaders are skilled enough to introduce change in a manner that supports the workforce (George 2019). When leaders are given the correct skills and resources to carry out change employees will be accepting and trust that the changes happening will be of benefit to them. Change can bring uncertainty and it can be difficult for some staff to adapt. Therefore, having the correct supports, resources and plan in place to make change as seamless as possible will allow for employees to better accept the changes and show less resistance. Good change management encourages employees to invest more in their role, engage better and create a more positive environment Kulkarni (2016).

It important to ensure that change is managed in the correct way to ensure that the employees of the organization understand the changes, what it means for them and why it's happening. Brauns (2013) explains that in order for a change to be successful in an organization then employees must understand why it's taking place and be 'on board' with the process. Communicating with employee's about change is crucial to ensure that they understand the changes taking place and limit the amount of resistance.

## **2.6 Resistance to Change**

It was previously believed that resistance to change was an unavoidable trait in employees. With change being so constant it was important that there was more understanding in what it means to be resistant to change and how it can impact the company (Brauns 2013). Kulkarni (2016) argues the point that resistance is not a fixed mindset and explains that when change is managed correctly employees attitudes will change, adapt to and embrace the changes, changing their characteristics and how they bring themselves to work.

Employees should be made aware of the changes and given as much information as possible to help them see how they can be involved in the change process and how it can benefit them (Baker 2007). It is crucial that management support this, their involvement in changes taking place helps to build a better culture of change acceptance rather than change resistance (Kulkarni 2016) In order for management to provide adequate support to employees they must understand what is causing the resistance and where the issues lie. George (2019) explains that change can be resisted for two reasons, the content of what is being changed or the process in which the change is being carried out. Once this is understood the company can work on either adapting their approach to the change or helping their staff understand the changes more by supplying correct support, whether it's training, more communication or adjusting the staff roles to fit the changes better.

In order for companies to get this insight they need to listen to their employee's voice and encourage open communication in the company. Having effective

communication plans in places ensures there is an honest culture and transparency in the company, ensuring there's trust in the company's decisions to bring change (Peters 2020).

## **2.7 Communication and Change**

McCarty (2004) tell us of the importance of communication when looking to successfully implement change, employees should receive clear communication on what is planned for the company in order to feel they are involved in the whole process, any change which is planned in the organization should be communicated to the employees as soon as possible to take away the risk of employee's hearing about change from external parties, such as news articles and creating an environment of distrust with the changes taking place. Appelbaum et al (2012) explains a study which showed that employees who received communication from their management and understood the impact the changes in the organization would have on their roles were more likely to engage with the changes and seek more opportunities in their role. Encouraging open communication in the organization ensures that employee's feel they are informed and involved in the change process.

The way employee's hear about change is vital to how effective the communication in the organization is. Communication should be open and consistent, for example, having weekly team meetings in which open conversations can take place with management (Appelbaum et al 2012). Companies should avoid feeding information down from the top of the organization. While this can be difficult to avoid

companies should understand that communicating in this way does not allow employee's voices to be heard in an effective way and may seem to employee's that they are not getting all the information (Frahm and Brown 2007). The more employees are aware of the changes being made and the impact it could have on them the greater the chance is that the employees will be accepting of change and less resistant to it (Baker 2007)

## **2.8 Change and Employee Engagement**

George (2019) tells us that if change is not managed correctly it can have an impact on employee engagement. Employee engagement is driven by the culture and work environment the employees are in. McLeod (2011) tells us that engagement is influenced by the employee's experiences. Therefore, it can be argued that change and how the employees experience change in their workplace can impact their levels of engagement. Should employees become resistant to the changes taking place in the company they may become disengaged in their role and have a more negative view the company (George 2019)

## **2.9 Defining Employee Engagement**

Kahn (1990), describes Employee Engagement as 'the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances'

Kahn's (1990) definition of employee engagement is one of the earliest. Since Kahn's (1990) study engagement has been discussed at length. Bridger (2014) looks at many different definitions, looking at what each definition has in common gives us a better understanding of the term "Employee Engagement". Bridger (2014) suggests that engagement is not something that an organization can demand from its employee's or use as criteria when filling roles but is rather a state of mind in which the employee finds themselves while in their role. This explanation of Employee Engagement is similar to that of Kahn's (1990). Kahn's (1990) theory in Employee engagement tells us that when an employee is truly engaged in their role they are therefore 'psychologically present' and thus, more engaged, motivated and present in their roles (Kahn 1990). This definition suggests that employee engagement is a state of mind that employee's find themselves in when they are involved in an engaging work environment. Employees do not enter the organizations already engaged in their work.

Through positive and engaging situations employees will find themselves more engaged with the role and workplace. Therefore, it can be argued that it is the employer's duty to ensure that they are creating a working environment which encourages engagement across the organization (MacLeod 2011).

Gatenby (2009) explains that an engaged environment should encourage collaboration with colleagues, connecting between departments across the organization and encouraging employees to be passionate about their role in the company. Employees should be encouraged to promote change in the company where they believe it is needed and be able to relate to the overall purpose of their

company, seeing a meaning in their role and a connection between their role and the overall strategy of the company (Kumar 2015).

With the above considered, and looking at MacLeod's (2011) study, we can see that employee engagement is something that needs to be approached by the company itself. The company needs to provide opportunities and a culture which encourages Gatenbys (2009) suggestion of what employee engagement is. Once this is achieved the employees of the company will in turn grow their own level of engagement and as stated by Kahn (1990) become more "psychologically present".

## **2.10 An Engaging Work Environment**

Macey (2011) tells us that in order to create an engaging workplace it is not a once off project, but rather an ongoing and continuous task for the company. As the roles within companies develop or the workforce changes it is important that the company keeps engaged employees' roles suitable to their level of engagement. This is how the foundations of an engaged culture are set.

With this in mind, it is important to note that in order for employees to engage in the company it is important that the employees feel connected to the overall purpose of the organization and identify with the brand that the company hold for themselves. Kumar et al (2015) suggest that where an employee feels connected to the organizations brand and see that their role is reflected in the company's successes engagement will follow. Brand engagement allows for employees across

the organization to feel connected to the customers who use the service and understand the impact that their role has for the company( Lee Yong 2018)

### **2.11 The Benefits of an Engaged Workforce**

Kumar et al (2015) studied how employee engagement plays a role in performance within organizations. The study found that there are five key elements to employee engagement which are “Employee Satisfaction” “Employee Identification” “Employee Loyalty” “Employee Commitment” and “Employee Performance”. Each of these five key elements look at how the employee interacts with the company and how the quality of these interactions can then impact the quality of work they produce. Ensuring that these elements are present in the workplace results in more productivity, greater quality of work and less absence cases in the workforce. This all contributes to the well-being of the employees and their attitudes to their work.

Employee engagement has been proven to improve the overall performance of the company. Employee’s will show traits of engagement by having more confidence in their work and a belief in the organization's goals and purpose. Engaged employees will seek for opportunities to improve their skills and grow their roles, they will identify with the strategy of the company and be proactive in their approach to solving issues or look for opportunities to improve areas of the company (Macey 2011).

When employees are given the opportunities to grow their skills and have the confidence to take on challenges, the company can benefit greatly. Employees will

work on their own initiative and produce a high standard of work. Giving employees this freedom to grow will create a sense of wellbeing and pride in their work (Macey 2011).

## **2.12 Disengagement**

Engagement cannot be guaranteed in every employee and it's important that the signs of disengagement are known to leaders in the organization. What works for one employee may not for another. Disengaged employees will show traits that can be disruptive to the productivity of the company and often can affect the attitudes of staff members around them. Employees who are disengaged can begin to distance themselves from the goals of an organization, their quality of work can drop, their satisfaction levels will drop, and they may have higher levels of absenteeism or leave the company altogether (Whittington et al 2017).

Similar to this, Markos (2010) further describes what can be seen in a disengaged employee. The study lists three traits of disengagement which are "Spinning", "Settling" and "Splitting". Each of these traits describe the different levels of disengagement that an employee may experience, all of which can affect the employee's well-being as well as the organizations productivity. 'Spinning' is state of mind the employee can find themselves in where they are carrying out arbitrary task which do not benefit them or use their talents. 'Settling' is a space employees may find themselves in where they are not unhappy enough to leave but don't bring their full self to the job. Splitting is when the employee decides to resign from the company (Markos 2010)



Like being engaged, being disengaged is also a mindset that some employees will have, and it is important that the above signs are spotted early. As seen above, employee engagement is encouraged through the culture of an organization and as mentioned the culture is influenced by how the employees identify themselves in the company's purpose. Should an employee be disengaged and show signs of disengagement this may have an impact on the rest of their team (Lencioni 2015). Management may not notice their employees are disengaged until it's too late. Having an awareness of signs such as Markos' (2010) traits can help spot disengagement early and allow for intervention.

Often, when companies face a retention issue with the workforce, they have missed the opportunity to intervene and address the issues the employees are experiencing. Lencioni (2015) suggests that exit interviews are ineffective when determining disengagement, employees who are leaving the bank will rarely discuss their issues with the company but rather what their new opportunity is offering them, this gives little insight into what the company can do to support their staff.

## **Conclusion**

From reviewing the literature based around the Irish Banking sector, organizational change and employee engagement it can be seen how important it is to understand the link between change and engagement level with employees. Good management of change can positively impact the levels of employee engagement but also, if change is poorly executed can have a negative impact on the company's employees and their experience in work. When comparing Kulkarni's (2016) study on change resistance and Kumars (2015) study on employee engagement we can see that the

traits of employees who have change acceptance are similar to that of an engaged workforce, this suggest that there may be a link between to the two and how they impact one another.

Company X have had many changes in their workforce over recent years and have worked on building a strong culture within the company in which the employees are encouraged to share their thought and opinions through the means of engagement surveys. Company X have experience high levels of change in recent times and it important to understand how this has been perceived by their employees. This study will hope to get an insight into this.

### Chapter Three – Research Question

While organizational change and employee engagement has been discussed at length as separate topics, the literature review highlighted to the researcher the importance to understand more about how they are both connected and the ways in which they can impact one another.

As the researcher is currently working in an environment where there is a great amount of change, they believe that there is an importance in understanding this relationship more. Working in the Human Resource Department of Company X the researcher has experienced the changes described in the literature review and believes that understanding how change can impact employee engagement is important to the future success of changes leaders in Company X wish to bring to the organization.

The main research question is:

*What is the relationship between change in an organization and employee engagement?*

In order to gain a greater insight into the topic of change and employee engagement the study has set the objective of understanding the following four questions:

- *Does the employees attitudes towards change influence their engagement levels*

- *Are employees who have experienced change in the organization more, or less engaged?*
- *What factors in the workplace can impact employee engagement?*
- *Does the employees experience of change influence their engagement levels?*

## **Chapter Four - Methodology**

### **4.1 - Research Philosophy**

Research philosophy looks to understand how one views the world and the assumptions which people can make about a research topic before it's even began. These assumptions are influenced by values and what is encountered during the research process. It is important that there is an awareness of these assumptions as it can influence the approach made in the study and the methods used to conduct them (Saunders 2015). Ultimately, research philosophy dictates how a researcher will carry out a research study.

Research is carried out in order to answer a question that is believed to be valuable in an area of study. How the research is designed is influenced by the type of data and information that the researcher is looking to gather. Where one person may see value in the analysis of figures and statistics from quantitative studies another may see more value in hearing the thoughts and experiences of an individual, which can be achieved through a qualitative study (Saunders et al 2007).

Quantitative and qualitative research methods both fall into two different approaches towards research, positivism and interpretivism (O'Leary 2107). Researchers who are looking to gather data from a larger number of participants in a structured and measurable way will consider quantitative research, whereas a

researcher who is more interested in the views and experiences of a smaller sample of participants will most likely choose a qualitative study (Saunders et al 2012).

The approach of positivism in research is can be described as the collection of measurable evidence to better understand a phenomenon. The research process involved with positivism will focus on the collection of data that can be easily measured and verified through the means of questionnaires, surveys and experimental studies. This form of data collection is often considered a more controlled form of research and inflexible when compared to the interpretivism approach (Pham 2018). Taking this approach to research allows the study to remain unbiased and the researchers involved detached from the results and participants involved in the data collection (Wilson 2014).

Interpretivism concerns itself with the study of values, behaviors and experiences of individuals to understand more about how individuals may interpret the world around them. The information sought through interpretivism is that of a deeper level and more open to interpretation than that of the more objective data collected through an approach of positivism (Pham 2018). Where positivism allows for researchers to remain independent from the study interpretivism encourages more involvement from the researcher who will interact and meet with the participants (Wilson 2014).

Finally, there's the approach called pragmatism, which combines both positivism and interpretivism. This approach is used when the study calls for a mixed methods approach. Should a study benefit from combining interviews and surveys, the researchers may choose to use this method (Wilson 2014).

Both positivism and interpretivism come with their own advantages and disadvantages. Positivism is a structured approach with rules and defined processes to follow allowing for minimal error and validity in the data collected, whereas, interpretivism considers personal viewpoints and can lend itself to a more bias study (Pham 2018). That said, interpretivism can give a deeper more meaningful insight into the area of research that may be a value to the study, especially in social science and due to the structured nature of positivism this form of data will not be collected (Fisher 2010).

## **4.2 - Research Design**

Saunders et al (2009) explains that two of the most common types of design are cross sectional and longitudinal. Cross sectional studies give us an insight in a short period time whereas, longitudinal studies will gather data over a longer period, often taking years to complete. A longitudinal approach is time consuming and often expensive (Rindfleisch 2008). There are benefits to both styles and while longitudinal studies may give greater insights and allow the more changes and developments in the research, cross sectional studies can be more appropriate for studies that are under time constraints (Saunders 2009).

Cross sectional studies gather information from a shorter period of time, they provide an insight into a theory and can be used to prove or disapprove assumptions (Rindfleisch 2008). Cross sectional studies also require little commitment from participants and participants selected can be more representative of the population the study is concerned with (Kowalczyk 2014). Due to the nature of this study and the time constraints around it as well as access to participants, cross sectional study is the most appropriate approach for this study.

Current and recent research into employee engagement has used both qualitative and quantitative research methods. By targeting a larger sample of the employees in company x would allow for a better insight into the employee's experiences. Quantitative research allows for this approach and therefore is applied to this study (Saunders 2009). In order to choose the most appropriate research there needs to be an understanding of what both quantitative and qualitative methods can bring to a study and which is the more appropriate style for the study. This has been discussed at length with both methods having their own pros and cons. Quantitative research focuses on the collection of data and how studying the collected data can help to show us connections, predictions or reoccurring trends across different themes and topics (Lee 1992). Qualitative research allows for a deeper insight into a topic, giving more narrative opinions and personal insights from the sample participants involved (Saunders 2009).

Qualitative Research allows for less structured information to be collected, participants thoughts and opinions are given more consideration and can vary greatly from each participant in the sample due to the nature of the responses the



study collects. In qualitative research the researcher carrying out the data collection may have a stronger influence on the on results as they have more involvement and engagement with the participants (Zikmund 2010). The methods used in qualitative studies, such as case studies, focused groups and interviews, call for smaller sample sizes rather than the larger samples which can be used in quantitative research, having smaller sampling sizes can gather more detailed data allowing for deeper understanding of thoughts, opinions and experiences in the sample of participants (Vanderstoep 2008).

Quantitative research relies heavily on the collection of numerical data. By sampling a larger number of participants through methods such as surveys, questionnaires and experimental research, quantitative research collects data that can be shorted into categories and measured to help explain and understand theories (O'Leary 2017). Due to the nature of the data collected, quantitative research is considered a more biased approach to research. With minimal input from the researchers conducting the study there is less influence on the results than in qualitative research (Denscombe 2010). Quantitative research allows for larger sample groups. Where the population of a study is larger, quantitative research allows for a large sample to have an input into the study and provide a greater insight into the population involved (McLeod 2019). Vanderstoep (2008) explains that while the larger sample is an advantage and allows for a broader sampling of participates which would not be feasible with qualitative research, the data collected through quantitative research will be more superficial and lack the in dept information you could gather from interviewing a smaller sample of participants.

While both quantitative and qualitative research methods have advantages and disadvantages, it is important that the method chosen is most appropriate to the study. If a study can be conducted with smaller samples and a more holistic approach is suitable to the study, then qualitative research may be suitable, however, if the study is looking to understand more about a larger population and more numerical scientific data is valuable to the study then quantitative research is the more appropriate method (O'Leary 2017).

In order to gain a better insight into the workforce of company x it was appropriate to choose quantitative research in the form of a questionnaire for this study. This approach allowed for a larger sample and a more biased approach to the study.

#### **4.3 Participants and sampling:**

Sampling in quantitative research allows for the study to take a sample of people from a larger group. Where it may not be possible to survey an entire population, sampling allows for an insight into the larger population while focusing on a smaller group (Punch 2013). In order to gain an insight into Company X's engagement the research will centre on the employees of the organization who are on permanent, temporary contracts and in full or part time employment.

Taherdoost (2016) explains that there are two approaches in sampling methods, probability and non-probability sampling. Probability selection is when the sample are selected at random and is the most non-biased approach that can be carried out when choosing a method. Non-probability selection is when the samples are not chosen at random, this is often done for convenience (Taherdoost 2016). For the

purpose of this study, non-probability sampling was used by choosing convenience sampling. Convenience sampling is where the researcher will use a sample of participants who are most accessible. Convenience sampling is often favoured by students as it is an inexperienced method which can help overcome any limitations the student may have in their study. While this method was the most appropriate for this research, there was an awareness that there may be a bias in the selection process (Birks and Malhotra 2006). Bias can impact the results of a study. Should there be a preconceived opinion on the topics or population involved in the study the data collected may be impacted. By choosing a selection of participants the study may be influenced by the selection of who takes part in the study and therefore causing a bias (Simundic 2013)

Fisher (2010) explains that a sample size should be able to represent the population adequately. However, depending on the size of the population the study is focusing on this may not be possible especially for students whose limitations may include cost and accessibility to the population. Fisher (2010) explains that when deciding on the sample size the margin for error must be considered and what margin of error the study is prepared to have, as well as the limitations that face the study when collecting the data. With a workforce of 6'000 employees across Ireland the questionnaire was distributed to 100 employees across multiple departments and locations in the Irish departments of Company X.

By using Fisher's (2010) example of calculating the ideal number of participants for the study, with a margin of error as 5% the questionnaire would need to have

361 participants. Due to limitations and access to participants the study aimed for 105 participants and accepted as higher margin of error at 8%.

91 participants took part in the questionnaire for this study, all working within company x. 69.2% of the participants were female and 30.8% were male with an average age of 34 years. The questionnaire also gathered information such as the length of service in the company, which had an average of 5 years, the length each participant has been in their current role, which had an average of 3 years and whether they believe they have experienced changed in the company. The questionnaire also asked for the participants current level within the company and whether they were customer facing.

#### **4.4 Measures**

Within section one of the questionnaire questions were asked to establish information about the demographic of the participants. In this section, the age, and gender of the participants where established. The questionnaire also asked for the years of service the employees have within the company and the years they have been in their current role, their work location and their current level in company.

To gain an insight into the levels of change the employees have experienced in the company the questionnaire also asked whether the participants believed they've experienced change in the organization and whether their role has changed in the company.

From the research of organizational change and employee engagement two scales where identified and used in this study. It is recommended that, where possible, to

use scales which have previously been circulated for other studies. This means that there can be confidence in the validity of the questionnaire and the data it generates (Boeran 2018). Both selected scales are detailed below

Section two of the questionnaire focused on organisational change. In current research a scale from Rafferty and Griffins (2006) was used to measure perceptions of organizational change. The scale was broken into four sections with a total of 13 statements the be answers using a 7 point Likert scale with 1 as ‘Strongly disagree’ and 7 as Strongly Agree. The four sections focused on, “transformational change”, “planned changed”, “frequent change” and “psychological uncertainty”. Examples of questions from each section can be seen below:

Frequent Change: Change frequently occurs in my unit, It feels like change is always happening

Planned Change: Change has been the result of a deliberate decision to change by my manager/unit

Transformational Change: Large scale changes significantly change unit’s goals

Psychological Uncertainty: I am often unsure how severely a change will affect my work unit.

A reliability analysis for this studys scale was ran once the data was collected, below are the results:

**Figure 1: Organisational Change Scale Cronbach Alpha Reliability Analysis**

**Scale: Change Scale Cronbach Alpha Reliability Analysis**

Case Processing Summary			
		N	%
Cases	Valid	91	100.0
	Excluded <sup>a</sup>	0	.0
	Total	91	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.802	13

Section three focused on employee engagements. Based of Kahn' 1990 theory of employment engagement, the ISA focuses on Intellectual, social and affective engagement. The scale was formulated by combining findings from previous studies in employee engagement to allow for a more effective assessment of the attitudes of employees and allow organizations to tailor their approach to engagement (Soane et al 2012).

The three areas of focus, intellectual, social and affective engagement are broken down in the scale with three statements each where the participant is asked to mark each response using a 7 point Likert scale (1 'Strongly disagree – 7 Strongly Agree) (Soane et al 2012). Sample questions for each section include:

Intellection engagement: I focus hard on my work , I pay a lot of attention to my work

Social engagment: I share the same work goals as my colleagues , I share the same work attitudes as my colleagues.

Affectuive Engagment: I feel positive about my work, I feel energetic in my work.

Soane (2012) published a reliability score using cronbach's alpha of .88. A reliability analysis for this studys scale was ran once the data was collected, below are the results from this analysis which match with Soane's (2012) results:

**Figure 2: ISA Employee Engagment Scale Cronbach Alpha Analysis**

### **Scale: ISA Cronbach Alpha Reliability Analysis**

<b>Case Processing Summary</b>			
		N	%
Cases	Valid	91	100.0
	Excluded <sup>a</sup>	0	.0
	Total	91	100.0

a. Listwise deletion based on all variables in the procedure.

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.888	9

## **4.5 Procedure**

In order to reach out to a larger sampling in company X, convenience sampling was used to recruit participants. The study gained participants for the research across the head office teams, in human resources, finance, homes and audit as well as participants from customer facing roles in branches and retail. The questionnaire was distributed via an online form through Google forms. Participants were contacted with a link to survey and an explanation of the study as well as a request to circulate the questionnaire to other teams within the same area as participant. This was a benefit, as most of the participants were not connected to the study which helped to avoid any bias that can come with using the sampling method of convenience sampling (Taherdoost 2016). Google forms also allows for participants to remain anonymous which was important for two reasons, participants would not feel pressure to take part in the study or answer the questionnaire in a certain manner as the questionnaire was related to the workplace.

Once the participants entered the questionnaire they were presented with a page that explained the study, the purpose of the study, what is involved in taking part and how the information gathered in the survey would be treated. This page also provided contact information for which provided the participants with the researchers email address and the email of the supervisor of the study.

Following this page, there was a consent question which asked for the participants to state they were over eighteen and they were willing to take part. The questionnaire was formatted that only if 'Yes' was selected would the rest of the questionnaire open.



The questionnaire was then presented in three sections, demographic, organisational change, and employee engagement. The beginning of each section had a brief outline to explain the questions that would be asked and how to answer the questions. Below is an example of the phrasing used for section two that relates to organisational change.

“This section will focus on organisational change. COVID-19 has dramatically changed how we all work since March. When answering this section of the survey please consider times prior to March 2020 and your experience of change.

Please grade each question, between 1-7, taking into consideration any changes in your organisation that you feel occurred in the last year.”

Once the questionnaire was completed the participants were presented with a debrief page. This page reminded the participants to click submit and thanked them for the time. The page also provide contact information, the same as the contact information found on the opening page of the survey, should the participants wish to contact the researcher once the survey was completed.

#### **4.6 Ethical Considerations**

When designing the research for this study it was important that any ethical implications that could arise were highlighted and avoided in order to protect the participants. One step that is important when considering ethics in research is the treatment of the data collected. By ensuring the data collected in the questionnaire does not reveal the identity of the participants is a measure which can be made to protect anyone who takes part in the study (Hutchinson 2001). This study ensured that the participants of the questionnaire were protected through anonymity by distributing the questionnaire via a link to an online form which would not collect any identifying data for the study to distinguish the participants. The questions within the questionnaire did not ask for any identifiable information such as name or exact location of their work place.

Participants were made aware of the study's aim, objectives and how the data would be treated when collected before taking part in the study. In order to do this the questionnaire had a cover page which outlined all the information that would be important to the participants. This information described in detail the background and reasoning behind the study, the aims of the study, that the information collected would be treated with confidentiality and presented in an aggregated manner. The participants were also made aware that it would not be possible to retract any information provided by participating but that the information would be stored securely for one year. The participants then needed to consent to taking part in the study in order to progress further into the questionnaire. This is in line with the recommendations made by Saunders (2009) who states that

participants must be made aware of what their involvements means to the study and that they consent to take part.

When selecting participants it was important that the participants chosen were under no obligation to complete the questionnaire due to their relationship to the study or the research involved in the study. When circulating the questionnaire, participants were encouraged to further circulate the questionnaire to other teams in Company X. This allowed for participants with less connections to the study or the researcher to take part.

#### **4.7 Data analysis**

This study used google forms to distribute the questionnaire for the study. Google forms combines the data collected which was then exported to an excel spreadsheet and SPSS. Using descriptive analysis the questionnaire is discussed in detail and broken into three sections, Demographic, Organizational Change and Employee Engagement. Through the use of visuals and exploratory analysis the study looked to identify and understand the relationship between employee engagement and organizational change.

#### **4.8 Limitations**

It is important that a study is designed with limitations in mind. One limitation the study faced was the access it had to the employees of Company X. With 6'000 staff members the study was unable to gather data and distribute the questionnaire to all

employees in the company. This then creates a larger margin of error, where the population of the study may not be accurately represented, Taherdoost (2016) explains that this is something that needs to be considered when choosing the sampling method. With this in mind, the study choose to use convenience sampling. As convenience sampling can result in bias results which may not accurately reflect the population on the company. To combat this the initial participants of the study were ask to circulate the questionnaire to different teams in the area. This approach allowed for participants with no connection to the study to take part and allowed for a wider demographic to take part in the questionnaire.

Other limitations that the study faced were time constraints and costs. The study was limited in the amount of time available to organize and collect data, this was another consideration made when the amount of participants were selected to sample. These limitations are common with studies carried out by students and are usually the biggest influences on the choices the students make when designing research (Saunders 2009).

## **Chapter Five – Findings**

This chapter will analysis and explain the results of the data collected in the questionnaire for this study. The questionnaire was distributed to employee's within company x with total of 91 responses between the 4<sup>th</sup> and 16<sup>th</sup> of June. The questionnaire is broken into three sections, demographic, organisational change and employee engagement. Each section and the results gathered within them will be explained. Once the overall data of the questionnaire has been outlined the study will focus on the aims set out at the beginning of the study to further analysis the data to gain a greater understanding.

### **5.1 Demographic**

The aim of this section was to give the research an insight into the demographic of the study. The study gathered basic information about the participants of the study in order to gain a better understanding of their of background, work experiences and position within the company. From understanding more about the demographic the study could look to understand more about the trends and responses for the questionnaires organizational change scale and employee engagement scale.

**Figure 3 – Age of Participants**



The participants age range sat mainly between 25 years and 44 years with the majority of participants between the ages of 25 and 34 (62%) . The full breakdown of the participants ages can be seen in the chart below. The youngest participant was 22 years of age and the oldest 64 years. The mean age of the participants was 34 years of age.

7% 18 – 24 years of age

62% 25 – 34 years of age

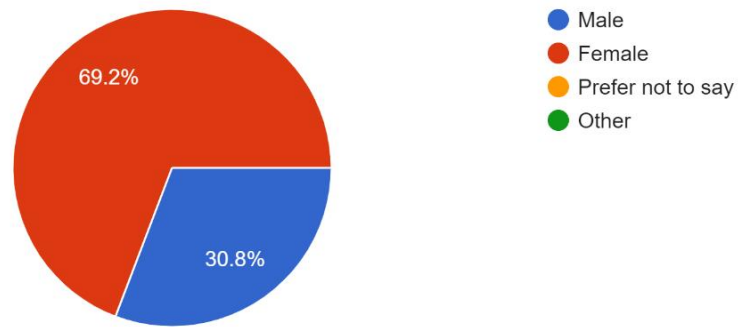
17% 35 – 44 years of age and

14% 45 year plus.

**Figure 4 – Gender of Participants**

What is your gender?

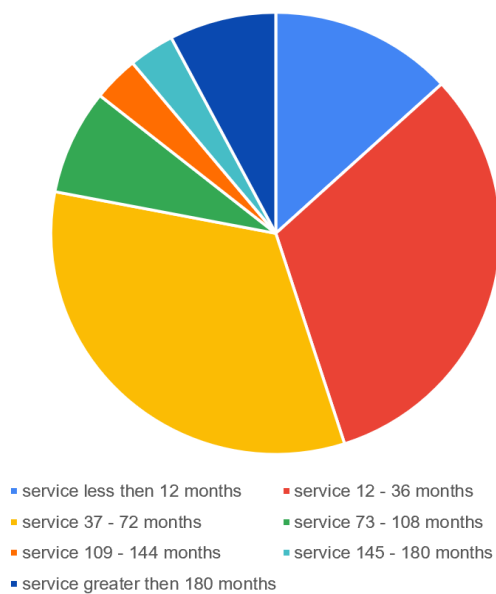
91 responses



69.2% of participants were female while 30.8% of participants were male. While there is a significant amount of more females this accurately represents the sample who participated in the study.

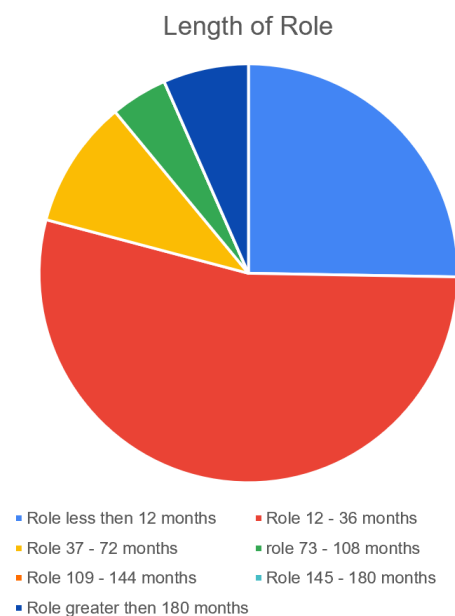
**Figure 5 – Length of Service**

Length of Service



This information is important to the study as it shows us the total work experience of the participants involved. The longer the participants have been in the company the more change they may have experienced. With this information the study can establish if the length of service in the company has influenced the employees perspective of change or employee engagement. This charts shows us that the majority of the participants in the study have between 3 – 6 years of service with the company. The shortest length of service provide in the questionnaire was 3 months and the longest length of service at 31 years.

**Figure 6 – Length in current role**

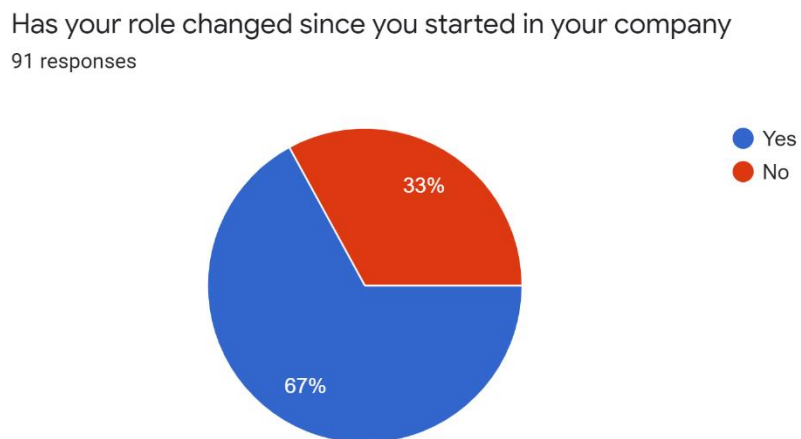


Similar to the insight given from length of service this data allows us to better understand progression of the participants in the company and how they have been in the current role. The average length of time spent in a current role for the



participant of this questionnaire is 3 years. With the majority of the participants in their current role between 12 and 36 months.

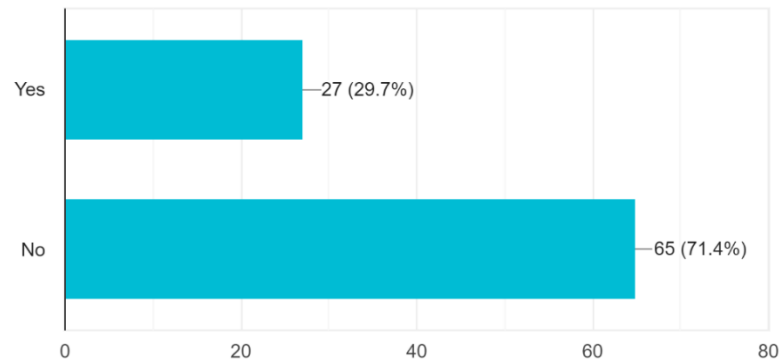
**Figure 7 – Has your role changed since you started in the company**



This section details the amount of participants who have changed their role during their time in the company. Of the 33% of participants who advise they have not changed their role, 9 (9.89% of total participants) have been in their role for less than a year, therefore a role change may not be expected for these participants due to the length of their service.

**Figure 8 – Customer Facing Roles**

Is your role customer facing?  
91 responses

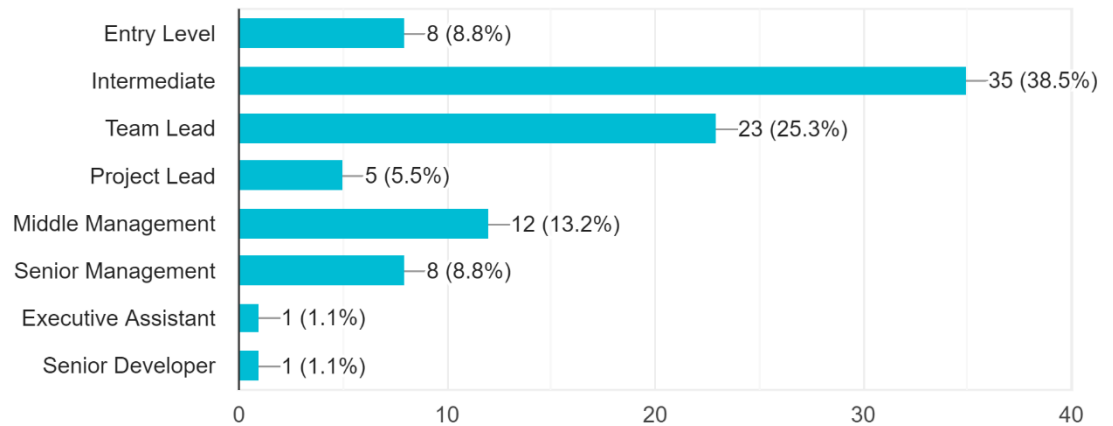


Of the 91 participants to take to part in this questionnaire 71.4% or 65 participants answered that they are not in customers facing roles whereas 29.7% or 27 participants working in a customer facing role. This figure tells the study that the majority of the participants who took part in the study are located in head office locations of company while the remainder are working in customer service role or branch banking.

**Figure 9 – Job description**

Which one best describes your current job level?

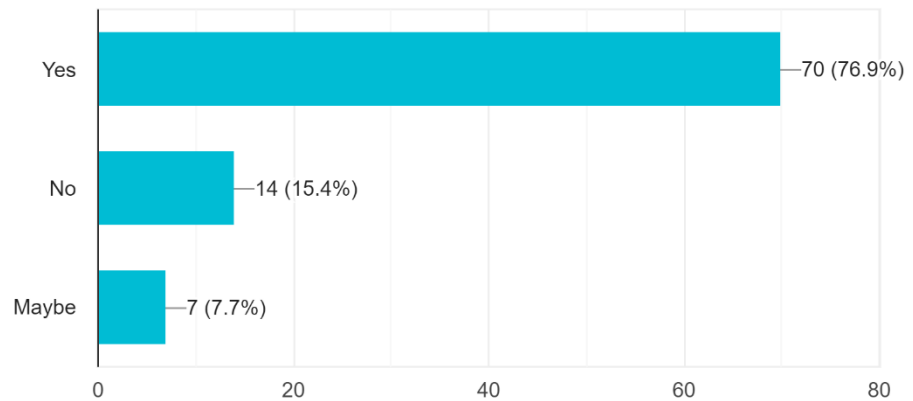
91 responses



The data provided in this table tells us that the majority of the participants see themselves as being in an intermediate role or team lead position. This result was expected as the majority of the participants in this study have 5 years of service which would correspond with the career progression in Company X. This question also provides an insight into how different levels within the company may experience change. As explained in the literature, the experience of change can be influenced by the management of change so it is important to the study to understand the sample and how many of the participants may have been in a position where they have had to manage a period of change.

**Figure 10 – Has your organisation experienced change in the last year**

Do you believe your organisation has gone through a period of change in the last year?  
When answering this question please consider ...ges prior to March and the impact of Covid-19  
91 responses



This question gives an insight into participants experience of change. The results from this question show that 76.9% of the participants in the questionnaire believe they have experienced change and will be answering the questions in the following section about organisational change with the perception that they have experienced it while 15.4% believe they have not and 7.7% believe they may have. This is valuable information as it can show how experience of change can impact employees engagement levels and their opinions of organisational change.

## 5.2 – Organizational Change Scale

Part two of the questionnaire used a scale found in a study carried out by Rafferty et al (2006) which looked to understand the perception of organisational change and how it influences the attitude of employee's in an organisation. Below the descriptive data from the questionnaire has been gather and comprised together in a table.

**Figure 11 – Descriptive Analysis of Organizational Change Scale**

<b>Organizational Change Survey Scale</b>					
<b>Question</b>	<b>N</b>	<b>Mean</b>	<b>Mode</b>	<b>Median</b>	<b>SD</b>
<b>Frequent Change</b>					
<i>Change frequently occurs in my unit</i>	91	4.5	5	5	1.65
<i>It is difficult to identify when changes start and end</i>	91	4.37	5	5	1.64
<i>It feels like change is always happening</i>	91	4.36	4	4	1.67
<b>Planned Change</b>					
<i>Change has involved prior preparation and planning by my manager or unit</i>	91	4.99	6	5	1.55
<i>Change has been the result of a deliberate decision to change by my manager/unit</i>	91	4.62	4	5	1.66
<i>Change has occurred due to goals developed by my manager or unit</i>	91	4.61	5	5	1.59
<b>Transformational Change</b>					
<i>Large scale changes significantly changing your unit's goals</i>	91	4.38	4	4	1.6
<i>Changes that affect my work unit's structure</i>	91	4.23	5	4	1.59
<i>Changes to the values of my work unit</i>	91	3.7	4	4	1.58
<b>Psychological Uncertainty</b>					
<i>My work environment is changing in an unpredictable manner</i>	91	3.48	2	3	1.66
<i>I am often uncertain about how to respond to change</i>	91	3.39	2	3	1.79
<i>I am often unsure about the effect on change on my work unit</i>	91	3.89	4	4	1.6
<i>I am often unsure how severely a change will affect my work unit</i>	91	3.93	4	4	1.65
<b>Transformational Change / Planned Change - 7 point scale = 1 not at all - 7 a great deal</b>					
<b>Frequent Change / Psychological Change - 7 point scale = 1 strongly disagree - 7 strongly agree</b>					

The scale is divided into four sections and use a 7 point scale. Each section looking to better understand different aspects of the participants attitudes towards change. This scale allows for a better understanding of the participants perceptions of change in their organisation and how they have experienced change.

### 5.3 ISA Employee Engagement Scale

Part three of the questionnaire used a scale found in a study carried out by Soane (2012). This scale has been used to established the level of engagement in the participants of questionnaire. Below the descriptive data form the questionnaire has been gathered and comprised together in a table.

**Figure 12 – Descriptive Analysis of ISA Employee Engagement Scale**

<b>ISA Employee Engagement Scale</b>					
<b>Question</b>	<b>N</b>	<b>Mean</b>	<b>Mode</b>	<b>Median</b>	<b>SD</b>
<i>I concentrate on my work</i>	91	6.02	7	6	1.07
<i>I share the same work goals as my colleagues</i>	91	5.23	6	5	1.39
<i>I pay a lot of attention to my work</i>	91	6.17	7	6	0.97
<i>I feel positive about my work</i>	91	5.61	7	6	1.44
<i>I am enthusiastic in my work</i>	91	5.54	7	6	1.4
<i>I share the same work attitudes as my colleagues</i>	91	4.8	5	5	1.41
<i>I focus hard on my work</i>	91	5.93	6	6	1.07
<i>I share the same work values as my colleagues</i>	91	4.8	5	5	1.45
<i>I feel energetic in my work</i>	91	5.34	6	6	1.41
7 point scale = 1 strongly disagree - 7 strongly agree					

#### **5.4 – Analysis of Data in Regards to Research Aims**

The data illustrated for both the Organizational Change Scale and the ISA Employee Engagement Scale represents the total number of participants of the who took part in the study. In order to fully understand the results of the questionnaire and gain a greater understanding of the relationship between organization change and employee engagement the data collected from both scales will be analysed and closer examined by using data gathered from the demographic piece of the questionnaire and comparisons between the results of the two scales.

##### **Are employees who have experienced change in the organization more, or less engaged?**

To investigate this question, the study asked participants whether they believe their organization has gone through a period of change. The participants answered this question with either Yes (76.9%) No (15.4%) or Maybe (7.7%)

Below, the data from the ISA Employee engagement scale has been analyzed and broken down to depict the results given from the participants based on whether they have answered yes no or maybe to experiencing change.

Figure 13 – ISA data of Participants who selected Yes to experiencing change

	N	Mean	Median	Mode	SD
<i>I concentrate on my work</i>	70	6.21	6	7	0.93
<i>I share the same work goals as my colleagues</i>	70	5.12	5	5	1.49
<i>I pay a lot of attention to my work</i>	70	6.17	6	7	0.93
<i>I feel positive about my work</i>	70	5.57	6	7	1.48
<i>I am enthusiastic in my work</i>	70	5.52	6	7	1.39
<i>I share the same work attitudes as my colleagues</i>	70	4.68	5	5	1.46
<i>I focus hard on my work</i>	70	5.92	6	6	1.08
<i>I share the same work values as my colleagues</i>	70	4.74	5	5	1.44
<i>I feel energetic in my work</i>	70	5.28	6	6	1.46

Figure 14 – ISA data of Participants who selected Maybe to experiencing change

	N	Mean	Median	Mode	SD
<i>I concentrate on my work</i>	7	5.42	6	6	1.27
<i>I share the same work goals as my colleagues</i>	7	5.42	6	6	0.97
<i>I pay a lot of attention to my work</i>	7	6.42	7	7	0.78
<i>I feel positive about my work</i>	7	5.28	6	7	2.05
<i>I am enthusiastic in my work</i>	7	5.71	6	6	1.7
<i>I share the same work attitudes as my colleagues</i>	7	4.85	6	6	1.67
<i>I focus hard on my work</i>	7	6	6	6	1
<i>I share the same work values as my colleagues</i>	7	4.28	5	6	2.05
<i>I feel energetic in my work</i>	7	5	5	5	1.52

Figure 15 – ISA data of participant who selected No to experiencing change

	N	Mean	Median	Mode	SD
<i>I concentrate on my work</i>	14	5.35	6	6	1.33
<i>I share the same work goals as my colleagues</i>	14	5.64	6	6	1
<i>I pay a lot of attention to my work</i>	14	6.07	6.5	7	1.26
<i>I feel positive about my work</i>	14	6	6	6	0.78
<i>I am enthusiastic in my work</i>	14	5.57	6	5	1.39
<i>I share the same work attitudes as my colleagues</i>	14	5.35	5.5	6	0.92
<i>I focus hard on my work</i>	14	5.92	6	7	1.14
<i>I share the same work values as my colleagues</i>	14	5.35	6	6	1.08
<i>I feel energetic in my work</i>	14	5.78	6	6	1.05



## **Does the employees attitudes towards change influence their engagement levels?**

By focusing on the psychological uncertainty section in the organisational change scale the study looked to understand more about the relationship between attitudes to change and employee engagement. The results of the participants who scored highly (strongly agree on the scale) where separated from the participants who score lower in the scale (strongly disagree on the scale). The descriptive analysis of the results each group of the participants gave the ISA Employee Engagement Scale where then ran to see if they differ. The results are illustrated below:

*My work environment is changing in an unpredictable manner:*

Of the 91 participants 28 (30.77%) selected between 5 and 7 on the Likert scale and therefore agreed or strongly agreed that they felt they were experiencing change in an unpredictable manner.

47 (51.65%) of the participants selected between 1 and 3 on the scale and therefore disagree or strongly disagree with the statement.

Figure 16 – Experience Unpredictable Change: Participants who strongly agree:

	N	Mean	Median	Mode	SD
<i>I concentrate on my work</i>	28	6.25	6	7	0.75
<i>I share the same work goals as my colleagues</i>	28	5.1	5	5	1.47
<i>I pay a lot of attention to my work</i>	28	6.03	6	6	0.88
<i>I feel positive about my work</i>	28	5.28	6	7	1.82
<i>I am enthusiastic in my work</i>	28	5.39	6	7	1.59
<i>I share the same work attitudes as my colleagues</i>	28	4.64	5	5	1.68
<i>I focus hard on my work</i>	28	5.75	6	6	1
<i>I share the same work values as my colleagues</i>	28	4.57	5	5	1.61
<i>I feel energetic in my work</i>	28	5.03	5	6	1.52

Figure 17 – Experience Unpredictable Change: Participants who strongly disagree

	N	Mean	Median	Mode	SD
<i>I concentrate on my work</i>	47	5.76	6	6	1.25
<i>I share the same work goals as my colleagues</i>	47	5.40	6	6	1.24
<i>I pay a lot of attention to my work</i>	47	6.14	6	7	1.02
<i>I feel positive about my work</i>	47	5.65	6	6	1.32
<i>I am enthusiastic in my work</i>	47	5.55	6	6	1.34
<i>I share the same work attitudes as my colleagues</i>	47	4.97	5	5	1.09
<i>I focus hard on my work</i>	47	5.85	6	6	1.16
<i>I share the same work values as my colleagues</i>	47	5.04	5	5	1.1
<i>I feel energetic in my work</i>	47	5.44	6	6	1.34

*I am often uncertain about how to respond to change*

Of the 91 participants 26 (28.57%) selected between 5 and 7 on the Likert scale and therefore agreed or strongly agreed that they felt they often feel uncertain about how to respond to change.

65 (71.42%) of the participants selected between 1 and 3 on the scale and therefore disagree or strongly disagree with the statement.

Figure 18 - Often uncertain about how to respond to change: agree or strongly agree

	N	Mean	Median	Mode	SD
<i>I concentrate on my work</i>	26	6.15	6.5	7	1.08
<i>I share the same work goals as my colleagues</i>	26	4.88	5	6	1.7
<i>I pay a lot of attention to my work</i>	26	5.96	6	7	1.18
<i>I feel positive about my work</i>	26	5.26	6	7	1.82
<i>I am enthusiastic in my work</i>	26	5.3	5.5	7	1.76
<i>I share the same work attitudes as my colleagues</i>	26	4.53	5	7	1.96
<i>I focus hard on my work</i>	26	5.7	6	6	1.15
<i>I share the same work values as my colleagues</i>	26	4.38	4.5	6	1.87
<i>I feel energetic in my work</i>	26	4.88	5	6	1.68

Figure 19 - Often uncertain about how to respond to change: disagree or strongly disagree

	N	Mean	Median	Mode	SD
<i>I concentrate on my work</i>	65	5.96	6	6	1.07
<i>I share the same work goals as my colleagues</i>	65	5.36	6	6	1.24
<i>I pay a lot of attention to my work</i>	65	6.26	6	7	0.87
<i>I feel positive about my work</i>	65	5.75	6	6	1.25
<i>I am enthusiastic in my work</i>	65	5.64	6	6	1.23
<i>I share the same work attitudes as my colleagues</i>	65	4.9	5	5	1.12
<i>I focus hard on my work</i>	65	6.015	6	7	1.03
<i>I share the same work values as my colleagues</i>	65	4.96	5	5	1.22
<i>I feel energetic in my work</i>	65	5.52	6	6	1.26

*I am often unsure about the effect of change on my work unit*

Of the 91 participants 34 (37.36%) selected between 5 and 7 on the Likert scale and therefore agreed or strongly agreed that they felt they often feel unsure about the effect change will have on their work unit.

37 (40.66%) of the participants selected between 1 and 3 on the scale and therefore disagree or strongly disagree with the statement.

Figure 20 – Often unsure about the effect of change on my work unit: disagree or strongly disagree

	N	Mean	Median	Mode	SD
<i>I concentrate on my work</i>	34	5.97	6	7	1.02
<i>I share the same work goals as my colleagues</i>	34	4.85	5	5	1.41
<i>I pay a lot of attention to my work</i>	34	5.91	6	7	1.11
<i>I feel positive about my work</i>	34	5.14	5	7	1.61
<i>I am enthusiastic in my work</i>	34	5.20	5	7	1.43
<i>I share the same work attitudes as my colleagues</i>	34	4.35	4.5	5	1.64
<i>I focus hard on my work</i>	34	5.67	6	6	1.09
<i>I share the same work values as my colleagues</i>	34	4.20	4	5	1.57
<i>I feel energetic in my work</i>	34	4.76	5	6	1.55

Figure 21 – Often unsure about the effect of change on my work unit: disagree or strongly disagree

	N	Mean	Median	Mode	SD
<i>I concentrate on my work</i>	37	6.16	6	6	0.92
<i>I share the same work goals as my colleagues</i>	37	5.64	6	6	1.29
<i>I pay a lot of attention to my work</i>	37	6.45	7	7	0.6
<i>I feel positive about my work</i>	37	6.00	6	7	1.31
<i>I am enthusiastic in my work</i>	37	5.81	6	6	1.26
<i>I share the same work attitudes as my colleagues</i>	37	5.08	5	5	1.13
<i>I focus hard on my work</i>	37	6.16	6	7	1.09
<i>I share the same work values as my colleagues</i>	37	5.27	5	5	1.17
<i>I feel energetic in my work</i>	37	5.78	6	6	1.25

*I am often unsure how severely a change will affect my work unit*

Of the 91 participants 36 (39.56%) selected between 5 and 7 on the Likert scale and therefore agreed or strongly agreed that they felt they often feel unsure about how severely a change will affect their work unit.

35 (38.46%) of the participants selected between 1 and 3 on the scale and therefore disagree or strongly disagree with the statement.

Figure 22 – Often unsure about how severely a change will affect my work unit: agree or strongly agree

	N	Mean	Median	Mode	SD
<i>I concentrate on my work</i>	36	5.91	6	7	1.13
<i>I share the same work goals as my colleagues</i>	36	5.00	5	5	1.47
<i>I pay a lot of attention to my work</i>	36	5.97	6	7	1.08
<i>I feel positive about my work</i>	36	5.22	6	6	1.79
<i>I am enthusiastic in my work</i>	36	5.27	5.5	7	1.61
<i>I share the same work attitudes as my colleagues</i>	36	4.52	5	6	1.61
<i>I focus hard on my work</i>	36	5.69	6	6	1.23
<i>I share the same work values as my colleagues</i>	36	4.41	4	4	1.57
<i>I feel energetic in my work</i>	36	4.86	5	6	1.64

Figure 23 – Often unsure about how severely a change will affect my work unit: disagree or strongly disagree

	N	Mean	Median	Mode	SD
<i>I concentrate on my work</i>	35	6.14	6	7	1.06
<i>I share the same work goals as my colleagues</i>	35	5.68	6	6	1.32
<i>I pay a lot of attention to my work</i>	35	6.45	7	7	0.85
<i>I feel positive about my work</i>	35	6.22	6	7	0.87
<i>I am enthusiastic in my work</i>	35	6.00	6	7	1.13
<i>I share the same work attitudes as my colleagues</i>	35	5.14	5	5	1.24
<i>I focus hard on my work</i>	35	6.25	7	7	0.98
<i>I share the same work values as my colleagues</i>	35	5.25	5	6	1.33
<i>I feel energetic in my work</i>	35	5.88	6	7	1.13

### What factors in the workplace can impact employee engagement?

To understand more about the participants and their work environments the questionnaire asked a number of questions in the demographic section of the study. Factors such as whether the participants are in customer facing roles, their length of service, whether they've changed role or their level within the company give the study a better understanding of their current situation. By filtering the results from demographic section of the questionnaire the study could explore if any of these factors have had an influence on the engagement levels of the participants.

*Has the participant experienced a role change*

67% of the participants in this study have advised they have changed their role while working in the company, while 33% have not. Below are tables illustrating the responses to the ISA employee engagement scale.

**Figure 24- Participants responses to ISA Engagement Scale who have changed their role**

	N	Mean	Median	Mode	SD
<i>I concentrate on my work</i>	61	6.08	6	7	1.05
<i>I share the same work goals as my colleagues</i>	61	5.11	5	5	1.43
<i>I pay a lot of attention to my work</i>	61	6.14	6	6	0.94
<i>I feel positive about my work</i>	61	5.57	6	7	1.56
<i>I am enthusiastic in my work</i>	61	5.59	6	7	1.44
<i>I share the same work attitudes as my colleagues</i>	61	4.55	5	5	1.5
<i>I focus hard on my work</i>	61	5.90	6	7	1.13
<i>I share the same work values as my colleagues</i>	61	4.65	5	5	1.54
<i>I feel energetic in my work</i>	61	5.34	6	6	1.47

**Figure 25 – Participants responses to ISA Engagement Scale who have not changed their role**

	N	Mean	Median	Mode	SD
<i>I concentrate on my work</i>	30	5.90	6	6	1.24
<i>I share the same work goals as my colleagues</i>	30	5.46	6	6	1.3
<i>I pay a lot of attention to my work</i>	30	6.23	7	7	1.04
<i>I feel positive about my work</i>	30	5.70	6	5	1.17
<i>I am enthusiastic in my work</i>	30	5.46	6	6	1.33
<i>I share the same work attitudes as my colleagues</i>	30	5.30	6	6	1.08
<i>I focus hard on my work</i>	30	6.00	6	6	0.94
<i>I share the same work values as my colleagues</i>	30	5.10	5.5	6	1.21
<i>I feel energetic in my work</i>	30	5.33	6	6	1.32

*Is the participant in a manager / team lead role?*

To establish whether the participants of the study who were in manager or team lead were more or less engaged than those who are not in a leaders position the study filtered the roles selected from the demographic section of the questionnaire and then ran two separate descriptive analysis for both groups to compare.

**Figure 26 – Responses from participants in a manger or team lead role to the ISA Employee Engagement Scale**

	N	Mean	Median	Mode	SD
<i>I concentrate on my work</i>	47	6.14	6	7	1.06
<i>I share the same work goals as my colleagues</i>	47	5.42	6	6	1.26
<i>I pay a lot of attention to my work</i>	47	6.38	7	7	0.84
<i>I feel positive about my work</i>	47	5.91	6	6	1.29
<i>I am enthusiastic in my work</i>	47	5.93	6	7	1.37
<i>I share the same work attitudes as my colleagues</i>	47	4.87	5	5	1.06
<i>I focus hard on my work</i>	47	6.12	6	7	1.03
<i>I share the same work values as my colleagues</i>	47	4.97	5	5	1.25
<i>I feel energetic in my work</i>	47	5.82	6	6	1.2

**Figure 27 – Responses from participants not in a manger or team lead role to the ISA Employee Engagement Scale**

	N	Mean	Median	Mode	SD
<i>I concentrate on my work</i>	44	5.88	6	6	1.08
<i>I share the same work goals as my colleagues</i>	44	5.02	5	6	1.51
<i>I pay a lot of attention to my work</i>	44	5.95	6	7	1.05
<i>I feel positive about my work</i>	44	5.29	5	7	1.53
<i>I am enthusiastic in my work</i>	44	5.13	5	5	1.32
<i>I share the same work attitudes as my colleagues</i>	44	4.81	5.5	6	1.72
<i>I focus hard on my work</i>	44	5.72	6	6	1.08
<i>I share the same work values as my colleagues</i>	44	4.61	5	6	1.63
<i>I feel energetic in my work</i>	44	4.81	5	6	1.45

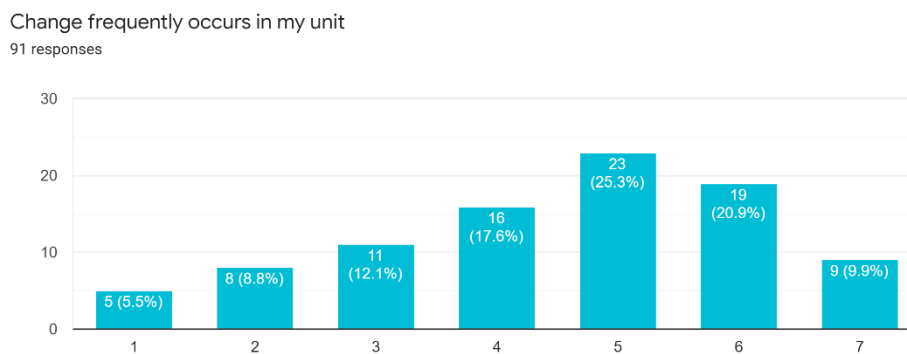
## Does the employees experience of change influence their engagement levels?

In order to investigate this question further, the study will use the answers given in the planned change section and the frequent change section of the organisational change scale. By analysing these results the study will establish the levels of planned change and frequent change which has occurred. The results will then be compared to the ISA employee engagement scale to established if the experience of change can impact the levels of engagement in the participants.

### *Frequent Change*

The below graph illustrates the level of frequent change which the participants believe occurs. With 56.17% (selecting between 5 – 7 on the scale ) of the participants agreeing with the statement this would suggest that the participants in Company X experience change frequently. The study then took the participants responses and ran an analysis of the ISA engagement scale to compare the results of the participants who agree with the statement against the participants who disagree.

**Figure 28: Change frequently occurs in my unit**





**Figure 29: ISA Employee Engagement Results of participants who agreed that change occurs frequently**

	N	Mean	Median	Mode	SD
<i>I concentrate on my work</i>	51	6.37	7	7	0.74
<i>I share the same work goals as my colleagues</i>	51	5.25	5	6	1.45
<i>I pay a lot of attention to my work</i>	51	6.29	6	7	0.85
<i>I feel positive about my work</i>	51	5.64	6	7	1.5
<i>I am enthusiastic in my work</i>	51	5.66	6	7	1.35
<i>I share the same work attitudes as my colleagues</i>	51	4.76	5	5	1.49
<i>I focus hard on my work</i>	51	6.21	6	7	0.83
<i>I share the same work values as my colleagues</i>	51	4.88	5	5	1.45
<i>I feel energetic in my work</i>	51	5.37	6	6	1.35

**Figure 30: ISA Employee Engagement Results of participants who disagreed that change occurs frequently**

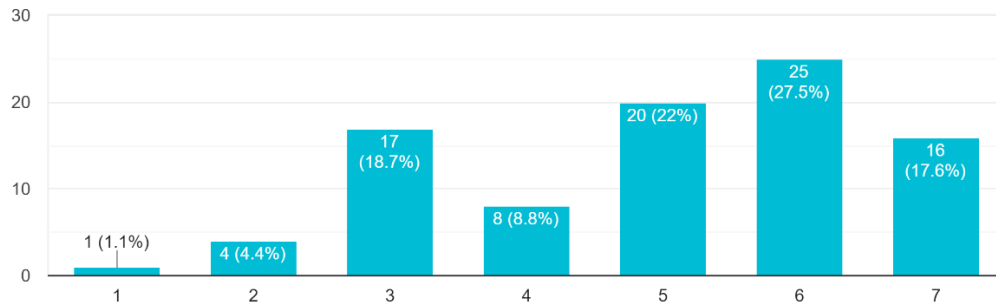
	N	Mean	Median	Mode	SD
<i>I concentrate on my work</i>	24	5.62	6	6	1.31
<i>I share the same work goals as my colleagues</i>	24	5.41	6	6	1.17
<i>I pay a lot of attention to my work</i>	24	5.91	6	7	1.28
<i>I feel positive about my work</i>	24	5.54	5.5	7	1.35
<i>I am enthusiastic in my work</i>	24	5.33	5.5	7	1.49
<i>I share the same work attitudes as my colleagues</i>	24	5.00	6	6	1.44
<i>I focus hard on my work</i>	24	5.54	6	6	1.17
<i>I share the same work values as my colleagues</i>	24	4.70	5	6	1.65
<i>I feel energetic in my work</i>	24	5.16	5	5	1.43

### *Planned Change*

The below graph illustrates the level of change which the participants believe has occurred with prior preparation and planning. With 67.1% (selecting between 5 – 7 on the scale ) of the participants agreeing with the statement this would suggest that the participants in Company X experience planned change. The study then took the participants responses and ran an analysis of the ISA engagement scale to compare the results of the participants who agree with the statement against the participants who disagree.

**Figure 31: Change has involved prior preparation and planning by my manager or unit**

Change has involved prior preparation and planning by my manager or unit  
91 responses



**Figure 32: ISA Employee Engagement Results of participants who agreed that change occurs frequently**

	N	Mean	Median	Mode	SD
<i>I concentrate on my work</i>	61	6.13	6	7	1.05
<i>I share the same work goals as my colleagues</i>	61	5.22	5	5	1.3
<i>I pay a lot of attention to my work</i>	61	6.16	6	7	0.98
<i>I feel positive about my work</i>	61	5.75	6	7	1.44
<i>I am enthusiastic in my work</i>	61	5.70	6	7	1.4
<i>I share the same work attitudes as my colleagues</i>	61	4.67	5	5	1.35
<i>I focus hard on my work</i>	61	5.95	6	7	1.2
<i>I share the same work values as my colleagues</i>	61	4.73	5	5	1.38
<i>I feel energetic in my work</i>	61	5.47	6	7	1.5

**Figure 33: ISA Employee Engagement Results of participants who disagreed that change occurs frequently**

	N	Mean	Median	Mode	SD
<i>I concentrate on my work</i>	22	5.81	6	6	1.22
<i>I share the same work goals as my colleagues</i>	22	5.22	6	6	1.65
<i>I pay a lot of attention to my work</i>	22	6.27	6.5	7	0.98
<i>I feel positive about my work</i>	22	5.36	6	6	1.43
<i>I am enthusiastic in my work</i>	22	5.18	6	6	1.43
<i>I share the same work attitudes as my colleagues</i>	22	5.09	6	6	1.5
<i>I focus hard on my work</i>	22	5.95	6	6	0.78
<i>I share the same work values as my colleagues</i>	22	4.95	5.5	6	1.61
<i>I feel energetic in my work</i>	22	5.13	5.5	6	1.28

## **Chapter Five – Discussion**

This study aimed to better understand organisational change, employee engagement and whether there is a relationship between the two. The study suggested that where employee's experience change in an organisation, their engagement levels may be impacted. By analysing the results from the questionnaire the study compared the responses given in the demographic section and organisational change scale against the results of the ISA employee engagement scale.

### **5.1 Are employees who have experienced change in the organization more, or less engaged?**

The majority (76.9%) of the participants within this study believed they have experienced change in some degree during the last year of working in Company X. While the findings of the questionnaire did not reflect a significant difference in the levels of engagement within the participants who experienced change against the employees who believed they did not. It is important to note the high percentage of employee's who believe they have experienced change within the company against those who have not (15.4%). This tells us that the changes discussed within Company X in the literature have been noticed by the participants of the study.

As discussed in the literature review chapter, change can impact employee's level of engagement (George 2019). This is particularly influenced by the way in which change is managed and therefore it was important that the study established the engagement levels across the participants of the study in regards to their perception of whether change has occurred or not, although no significant difference was

established in the questionnaire, it has highlighted that the majority of participants across the study believe there is change occurring.

## **5.2 Does the employees attitudes towards change influence their engagement levels?**

The literature review discusses how important it is to manage change as employee's engagement levels are greatly influenced by the experiences the employees of an organization have (McLeod 2011). The study looked to understand whether employees attitudes toward change can impact their engagement levels. By analyzing the information provided in the organizational change scale, the study established that 51.65% of the participants did not find that change was occurring at an unpredictable manner and 71.42% did not feel uncertain about change. This illustrates to the study that while company x has been experiencing high levels of change across the company the employee's attitudes toward change have remained positive. Within the findings chapter, the study compared how the participants feedback from the psychological uncertainty aspect of the organizational change scale impacted the ISA employee engagement scale. The study illustrates that the employee with higher levels of uncertainty are no less engaged than the employee's with lower levels of uncertainty.

Rafferty (2006) explains that when employees are informed and involved in the changes taking place in the company they are less likely to experience negative effectives in their attitudes towards work. When looking at the results of the ISA engagement scale from the participants that believe they've experienced change,

they are still displaying positive engagement levels and therefore this can suggest that their experiences of change have been that of a positive one.

### **5.3 What factors in the workplace can impact employee engagement?**

Research in the literature found that employee engagement is a state of mind that is shaped by the environment and tasks the employee's encounter in the workplace (Kahn 1990)

Macey (2011) explains how the workplace needs to be an engaging environment for employees and that factors such as tasks an employee conducts and their roles all impact their engagement levels. Employers should encourage their employees to take on tasks and roles which challenge them and allow for more growth (MacLeod 2011) This study asked the question of whether an employee who has moved role within the company may be more engaged than those who have not. 67% of the participant have changed their role while 33% have not, while there is a significant difference in the amount of participants who changed their role there was not a significant difference in the engagement levels of the employees ( Figure 23 – 24). The outcome was similar when the same comparison was carried out between participants within a managers role and those who are not, there is no significant difference in the levels of engagement between these groups.

#### **5.4 Does the employees experience of change influence their engagement levels?**

The importance of change management is discussed in the literature review, managers and leaders need to ensure that the employee's experience is that of positive one. The effects of poor change management can result in an organization where the participants are resistant to change (Kulkarni 2016). The traits of resistance to change that Kulkarni (2016) explains mimic that of the traits of an disengaged workforce which Kumar (2015) explains.

The organizational change survey identified the levels of planned change and frequent change which has occurred in company x. The majority of the participants in the study believe that change is frequently happening in company (56.17%) while 67.1% of participants believe their experience of change has come in the form of a planned a prepared approach. Similar to the above analysis of the ISA Employee Engagement scale there was no significant difference in the engagement levels of the participants who believed they are experiencing frequent change against those who do not. Similarly there was no significant difference in the employee engagement levels of the participants who believe they have experienced planned change against those who have not.

While the questionnaire did not identify any significant findings in regards to the relationship between employee engagement and organizational change it did establish a deeper understanding of the experiences the participants. The questionnaire established that the majority of participants have experienced some form of change within the company with little impact on their engagement levels.

This study hoped to prove closer links between organisational change and employee engagement than it has, however the study has shown that the changes which have occurred in Company X while although frequent, have been planned and the participants' engagement levels have not suffered from these changes. George (2019) explains that the process in which change is carried out plays a large role in the employee's attitudes towards work and their ability to accept the changes. While there were no significant findings in regards to the connection between organizational change and employee engagement this can suggest that Company X have managed change well and therefore there has been no impact on the engagement levels of the participants.

From discussing employee engagement and organizational change in the literature review the research shows that organizational change and employee engagement can be interlinked. This is especially seen when comparing Kulkarni (2016) and Kumars (2015) studies. The traits used to describe disengagement by Kumar (2015) and change resistance by Kulkarni (2016) have similarities. Although the study did not achieve this there is grounds to believe that this connection may exist.

## **Chapter Seven - Conclusion and Recommendations**

### **Conclusion**

This study set out to understand whether there is a relationship between organizational change and employee engagement. By focusing on Company X, an Irish commercial bank, the study received feedback from 91 of the employees to gain a better insight in their experiences of change in the company and their engagement levels.

While the study did not establish any significant findings it did gain an insight into how Company X have managed change and the engagement levels of the participants in the company. By using an Organizational Change scale the questionnaire gathered information which reflected the participants experience of change within Company X. The participants stated that while change has been frequent in the company they believe it to be that of a planned nature. George (2019) explains the importance of change management and communication around change to ensure employees are informed and able to embrace the changes taking place. Alongside this, Rafferty (2006) explains that when employees are informed of change and understand why it's happening they are less likely to become resilient of change and display traits which can be damaging to the company performance.

With the traits of change resistance so similar to that of a disengaged employee it is important to look at how the experiences of change can impact the engagement levels of an employee. Kulkarni (2016) tells us that positive change manage can



create a more productive and engaged workforce with traits that match those of an engaged employee highlighted in Kumar's (2015) study.

The questionnaire that the study circulated also identified high engagement levels across the participants of the study, which no significant difference between those who believed they have experienced change against those who have not.

This study had hoped to identify more significant findings in regards to the relationship between organizational change and employee engagement. While the study did not do this, it did gather information which can suggest that should there be a connection between positive change management and employee engagement, Company X have been able to execute many changes within the company without having an impact on the levels of engagement across the participants sampled in the study.

### **Recommendations and Implementations**

The findings in the literature review tell us of the importance of an engaged workforce. While this study suggests that the changes made by Company X have not had a negative impact on the engagement levels of the workforce, it is important that Company X do not lose sight of the importance of encouraging employee engagement and well planned change within the organisation.

Currently, due to Covid 19, Company X have over 5'000 of their Irish staff working from home. This is arguably one of the largest changes that Company X have gone through. While this study began prior to March 2020, and the impact of Covid 19, the research would recommend that Company X place a particular

focus on the engagement levels of their workforce who are now working remotely. As the literature suggests, it is important than companies with an engaged workforce continue to provide opportunities which encourage engagement in order to maintain it.

Communication and collaboration are both important aspects of change management and employee engagement. It would be recommended that while company x are adapting to the changes which have been influenced by Covid 19 that they develop a communications plan to ensure their workforce are involved in the changes and understand that there is plan and the impacts they may have on their own work. This recommendation comes with little financial cost and allows Company X to maintain an open and honest environment in times where the employees may feel doubtful and unsure of change.

As mentioned in the literature review, Company X have put time and resources into building the image and trust amongst their employee's since the previous financial crash. As they enter a period of uncertainty it is recommended that they acknowledge the level of engagement they have within the workforce and put in place a plan to maintain these levels.

It is difficult to set a timeframe around a period of such uncertainly however, the study would suggest that Company X implement a plan in which employee's can feel their voices are heard. By setting up a dedicated page on their intranet site which keeps employees informed as well encouraging employees to take short

questionnaires to understand how their attitudes and thoughts are evolving during this time would allow Company X to be proactive in how they address the workforce and implement any future changes. These recommendations can be implemented using resources already available to Company X and can therefore be achieved with minimal costs attached.

## **Personal Learning Statement**

When the author began their masters, they did not anticipate that they would be completing their studies during a pandemic. While they found conducting the study a welcome distraction from the unease around them it did make things more difficult. The author missed the classroom interactions they had thrived of in their first year. However the support they received from their supervisor and classmates did not go unnoticed and allowed for the author to continue their study.

Apart from completing a research project during their degree back in 2016, the author had little experience in conducting research. Completing the Master's thesis has been a massive learning opportunity for the author, at a professional and personal level. With so much time passing since their last research project, the skills that the author had gained previously needed to be completely refreshed. Going back to education has been and daunting but rewarding experience.

One area of the research that the author found most daunting was the analysis and findings section. While the author found they could pour their strengths into writing and explaining their views around the research conducted they felt overwhelmed and unprepared for the analysis side of research. The author is not confident with numbers and found this a challenge. Upon reflection the author would have liked more time to learn and develop these skills but they are happy they had the opportunity to practice and new set skills which they'll hopefully be able to bring to their professional life.

Writing this thesis has been an rewarding, and at times scary, task. While there are things the author would change about how they conducted the study, they are still proud of what they have achieved.

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## Appendix

### Questionnaire:

## What is the relationship between change in an organisation and employee engagement?

I would like to invite you to take part in a research study. Before you decide you need to understand why the research is being done and what it would involve for you. Please take time to read the following information carefully. Ask questions if anything you read is not clear or if you would like more information. Take time to decide whether or not to take part.

My name is Sarah Grant. I am a student of the National College of Ireland. I am currently in my final year of my MA in Human Resource Management. My research project is looking to understand the relationship between change in an organisation and employee engagement. I will aim to understand if when there is change in an organisation does this impact the engagement levels of the organisations employees.

I appreciate the time your taking to complete this survey. By answering this questionnaire I will be able to get an insight into your own experience of change in your organisation. With COVID-19 we have all experienced change since March. For the purpose of this survey I would ask that you could answer the questions by reflecting on times prior to March 2020.

If at anytime you wish to stop you can simply exit the survey. Participation is completely voluntary and there are no positive or negative consequences to taking part or not taking part.

Participation involves filling in an online survey. This should take approx 10 to 15 minutes. The survey will not collect any identifying information such as your name, email or IP address.

The data collected here is both confidential and anonymous. All data is stored in a password protected electronic format. To help protect your confidentiality the survey will not contain information that will personally identify you. The results of this study will be used for scholarly purposes only and will be present in an aggregated manner. As this survey will have no identifying information, it will not be possible to retract your answers once the survey has been submitted. In line with NCI policy, data will be securely stored for the period of 1 year, after which time it will be destroyed.

If you have any questions about this study, please feel free to contact me at:  
[sarahkgrant196@gmail.com](mailto:sarahkgrant196@gmail.com)  
or my supervisor Conor Nolan at:  
[conor.nolan@ncirl.ie](mailto:conor.nolan@ncirl.ie)

Thank you again for your participation in this study

\* Required

<https://docs.google.com/forms/d/1FrPQcBOGjCCxfnL2vcOr8kOa42tUCQOJY5oI4Z-jTjg/edit>

1/9

1. I confirm that I am at least 18 years of age, and wish to participate in the study \*

*Check all that apply.*

- ☐ Yes  
☐ No

#### Demographic

Please answer each question in the below section. This section will ask questions which will help give a better understanding of your current work environment.

2. How old are you? \*

\_\_\_\_\_

3. What is your gender? \*

*Mark only one oval.*

- ☐ Male  
☐ Female  
☐ Prefer not to say  
☐ Other

4. How long have you worked at your company? Please respond in the format of years and months, for example, 2 years 2 months \*

\_\_\_\_\_

5. How long have you been in your current role? Please respond in the format of years and months, for example, 2 years 2 months \*

\_\_\_\_\_

6. Has your role changed since you started in your company? \*

Mark only one oval.

☐ Yes

☐ No

7. Is your role customer facing? \*

Check all that apply.

☐ Yes

☐ No

8. Which one best describes your current job level? \*

Check all that apply.

☐ Entry Level

☐ Intermediate

☐ Team Lead

☐ Project Lead

☐ Middle Management

☐ Senior Management

Other: ☐ \_\_\_\_\_

9. Do you believe your organisation has gone through a period of change in the last year? When answering this question please consider changes prior to March and the impact of Covid-19 \*

Check all that apply.

☐ Yes

☐ No

☐ Maybe

### Organisational Change

This section will focus on organisational change. COVID-19 has dramatically changed how we all work since March. When answering this section of the survey please consider times prior to March 2020 and your experience of change.

Please grade each question, between 1-7, taking into consideration any changes in your organisation that you feel occurred in the last year.

#### 10. Change frequently occurs in my unit \*

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

#### 11. It is difficult to identify when changes start and end \*

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

#### 12. It feels like change is always happening \*

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

#### 13. Change has involved prior preparation and planning by my manager or unit \*

Mark only one oval.

	1	2	3	4	5	6	7	
Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	A great deal

14. Change has been the result of a deliberate decision to change by my manager/unit \*

Mark only one oval.

	1	2	3	4	5	6	7	
Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	A great deal

15. Change has occurred due to goals developed by my manager or unit \*

Mark only one oval.

	1	2	3	4	5	6	7	
Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	A great deal

16. Large scale changes significantly changing your unit's goals \*

Mark only one oval.

	1	2	3	4	5	6	7	
Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	A great deal

17. Changes that affect my work unit's structure \*

Mark only one oval.

	1	2	3	4	5	6	7	
Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	A great deal

## 18. Changes to the values of my work unit \*

*Mark only one oval.*

	1	2	3	4	5	6	7	
Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	A great deal

## 19. My work environment is changing in an unpredictable manner \*

*Mark only one oval.*

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

## 20. I am often uncertain about how to respond to change \*

*Mark only one oval.*

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

## 21. I am often unsure about the effect on change on my work unit \*

*Mark only one oval.*

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

22. I am often unsure how severely a change will affect my work unit \*

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

### Employee Engagement

This section will focus on employee engagement. COVID-19 has dramatically changed how we all work since March and our engagement with work. Please grade each question based on your experiences working in your organisation prior to March 2020

23. I concentrate on my work \*

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

24. I share the same work goals as my colleagues \*

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

25. I pay a lot of attention to my work \*

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

26. I feel positive about my work \*

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

27. I am enthusiastic in my work \*

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

28. I share the same work attitudes as my colleagues \*

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

29. I focus hard on my work \*

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree



30. I share the same work values as my colleagues \*

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

31. I feel energetic in my work \*

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Now that you have completed the survey please remember to click the submit button

Thank you again for taking part in this study. Your time is greatly appreciated.  
Your participation will help give this study an insight into the relationship between organisational change and employee engagement.

If you have any questions about this study, please feel free to contact me at:  
[sarahkgrant196@gmail.com](mailto:sarahkgrant196@gmail.com)  
or my supervisor Conor Nolan at:  
[conor.nolan@ncirl.ie](mailto:conor.nolan@ncirl.ie)

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