

Impact of Employee Training and Employee Communication on Change Management in Telecom Sector of Pakistan

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Abstract: The objective of this paper is to examine the impact of employee communication and employee training on change management. Managing change is very sensitive in organizations, to better understand change we have taken 2 important variables employee communication and employee training to understand how and what kind of role they play in managing change. Data was collected through questionnaires with the help of simple random sampling, 250 questionnaires were collected through PTCL and 131 were collected from all the departments of Pak-China Mobile. The result of the study shows a significant positive relationship between employee communication and employee training on change management.

Key words: Employee Communication • Employee Training • Change Management

INTRODUCTION

Human resource is the life blood of any organization. Without it, organization is nothing, no matter how high tech its machinery or how much money it has. Human resource department manages this life blood of organization and ensures that company has the needed human resources. HR department have always been playing role in success and prosperity of the business. By providing the employee the required environment, motivation and training; HR department have helped the organizations to get to their goals. HR as a department has many roles in the organization from recruitment, selection, compensation management, job design and many many more. But as the environment around the business is changing very fast, with rapid progress in technology and increased competition, the roles of HR department have increased and are now more complex. The most significant change is that the HR professionals now focus more on business strategic issue from a “human resource” aspect with the top managers rather than only dealing with personnel administration [1]. The following article just focuses on one new role of HR which is “change agent”. Importance of this role to the organization is described.

Looking at the job of the HR department as agent of change, it can lie in between extensive discussions regarding the type of change in the organization.

The suggestion that change can be dealt with dynamically by individuals or groups relates to rational planning viewpoint [2, 3] the job of agent of change can be defined in loose terms as a person or team in charge for leading change [4] this differs from other viewpoint on change for example the emergent approach which describe change as an essential characteristic of an organization that is for the most part difficult to handle in a planned fashion [5-7]. The suggestion that competitive advantage can be maintained through effective change management is associated with resource based view of the organization and the utilitarian concept that value is created for organization through human resources [7, 8] also suggest the strategic aspect of agent of change with this view point for HR managers.

Literature Review: Communication is a bond that that keeps a society together. Relations are developed and maintained by the people through the skill of communication and the strength of these relations depends on the ability to communicate between the sides [9]. Communication is important part of an individual’s life and is also vital in business and other scenarios where people interact with each other [9]. It was acknowledged that weak domestic communication was a main obstacle and a stage was required where the troubles within the organizations can be argued. No straight communication because of large command of chain was the cause for

most of the employee's criticism and mainly management did not have knowledge of their difficulties.

Information distortion or misunderstandings caused by communication barriers [10] and organizational silence caused by limitation of information flow because of individuals who do not express their thoughts resulting to decisions without intake of all important information [11 and 12]. To overcome communication difficulties, to evade challenges caused by communication barriers and to bridge the gap between the present situation and potential required for the change process training would be a good tool.

[13] Suggests that communication should be straight forward and easy to understand, every piece of communication should have a clear objective and a target audience helping in telling a rational story and promoting changes in attitude and behavior. There has been lot of concentration on uncertainty of employees and the significance of useful communication during the process of change management [14, 15] the main content of this literature has focused on the matter of communication of change spread by top managers [16-18] There is lack of research that investigates the role of various causes of communication in conveying information during change, however taking into consideration many organizations are not successful in giving enough information during change process leading to scenario in which employees are taking information through other channels in an effort to figure out the uncertain situations they are going through during process of change [19]. Thus it is important to identify how communication effects during the process of change. Process of educating new skills and then strengthening those skills is known as training [20]. Change is more accepted by employees when they are at ease with their level of proficiency of their new skills [20].

Training of managers, understanding and facilitative competence are main concerns. Managers' role is critical in change process, instead of just conveying policy from above they must enable and facilitate to get the change process work. For successful implementation of infrastructure change, training is essential [21]. Inadequate training often results in hindrance in change management efforts [22]. HR specialist are anticipated to be 'change agents' who give latest information on recent trends and new ways of solving complex situations to their bosses to help to assist the business enhance its competence and usefulness. By consistently evaluating the internal and external environment of the organization

HR specialist can aid the organization to be upbeat when suitable rather than always being reactive.

[23] Defined change agent as "The individual or group that undertakes the task of initiating and managing change in an organization is known as a change agent". [23] Also defined the types, roles and responsibility of change agents. The first link between HR and their role as "change makers" appeared in article [24], which pushes forward the cultural change and organizational transformation. This new role differentiated HR from traditional role of just personnel management. In article written by [25], identified the main skills and abilities that are needed when executing the change, they had positive relationship with executing change and removing barriers. Those skills and abilities are coaching, communicating, involving others, motivating, rewarding and building teams.

The United States office of personnel management define the of HR department as a "catalyst for change in the organization". HR departments helps the organization in understanding the need for the change, then developing systems and providing the organization training, information system so that they could easily adapt to the change. [26] Introduced a model that presented roles of HR as change agents in the organization. He broadly classified them into 4 main categories: Champion are the higher level HR management that develops vision and policy for implementing a change in organization, Adapters are the middle level HR managers who carry forward the policy and develop support functions for the implementing change. Consultants are the external experts in HR, who are experts in implementing change stages identified by company. Synergists are high level external consultants who aid organization in implementing the change project. [27] adds that the human resource department must anticipate change and be knowledgeable in its implementation [28]. Described HR role as of strategic change agent that is very different from traditional roles of HR. Now a days HR head has to look for opportunities and continuously adapt the changes in order to cope up with changing environment.

[29] Defined HR transformed role as a strategic partner, which involves sub roles of change agent, knowledge manger and business expert. In the changing business climate there are four ways of delivering HR "excellence" (as a strategic partner to the business, as a change agent, as a champion for employees and as an administrative expert) [30, 31] reports that 65% of HR

executives in a study of 314 large corporations believe that the role of change agent is important [32] conducted a research on HR roles of Top UK e companies, 68 percent of managers responded that change agent role in their job is most significant now a days. This shows importance of HR managers as change agents.

[33] Conducted a research on Malaysian manufacturing companies and tested the relationship between business related competencies and HR role as a change agent, the results of the survey showed a positive relationship between the two. Also it was found that HR department of those companies were lacking change agent role. [34] Conducted study on South African HR managers, in anticipating the future changes, the role of HR was analyzed in anticipating those changes and act as a change agent to make necessary transformation to cope up with changes. Focus of this research was change in cultural diversity of workforce in South Africa in coming years.

[35] Writes that the role of HR in driving changes varies among organization, but if the HR community does not strongly define the process and priorities of the change effort, it is not an effective player in the organization. [36] studied the impact of globalization on HR roles, how the globalization and rapidly changing environment have been studied in relation with 4 HR roles that are Strategic role, change agent role, administrative expert and employee champion role. [37] quoted in his article wrote that HR practitioners must move from backroom to lightened room, they had to work with the company as partners in strategy formulation then implementing the strategy organization wide. Only then company can be more successful.

According to [8] view, change management fits directly in the HR role of change agent. [35] Suggests that in a scenario of change if the HR person does not categorically describe the process and preferences of the change endeavor then HR is not effective in the organization [33]. Adds that HR professionals can bring important usefulness through the management of the change process in the organization [29]. Further suggests that human resource department must expect change and be aware in its execution.

Concurrently the job of HR professionals as business partners in organization strategy and change leaders has also achieved significant consideration. Eventually the forces of competition that are faced by organization today generate a new directive for HR and it demands changes in configuration and job of HR [38]. In article concluded that now days companies need a more than a cost efficient personnel manager to be successful. More over

HR managers must take a lead to plan and implement the change in organization and monitor its progress. Also HR managers also need to know about the perception of employees before implementing change. HR specialist are anticipated to be 'change agents' who give latest information on recent trends and new ways of solving complex situations to their bosses to help to assist the business enhance its competence and usefulness. By consistently evaluating the internal and external environment of the organization HR specialist can aid the organization to be upbeat when suitable rather than always being reactive. Extra ordinary shift has been seen in the job of human resource management. HR traditional focus on individual employee, job and practice has been replaced by alignment of HR practices with organizations strategy. This new approach has developed interest among scholars. Study [39] adds that with the growth in organization, HR practitioners can understand how HRM must change, HRM effectiveness is dependent on organization stage of development. HR should smooth the progress of changes within organization to cope up with consistently changing competitive atmosphere

A study [40] identifies lack of human resource competencies in the manufacturing companies of the southern region of Malaysia, business related competencies are closely related to HR role as a strategic partner and change agent. Success of ERP systems is dependent on well organized change management systems.

Methodology: Two companies Pak-china mobile and PTCL are selected. The HRD of these two companies would be compared with each other in focusing the change management role. Method of data collection would be questionnaire method. Questionnaires are distributed in head office of Pak-china mobile and PTCL in Islamabad. Three variables, namely change management, communication and training are measured with different items.

Conceptual Framework

Independent Variables:

H1: There is relationship between employee communication and change management

H2: There is relationship between employee training and change management

To analyze the research model correlation and linear regression were performed. The results are discussed in the next section.

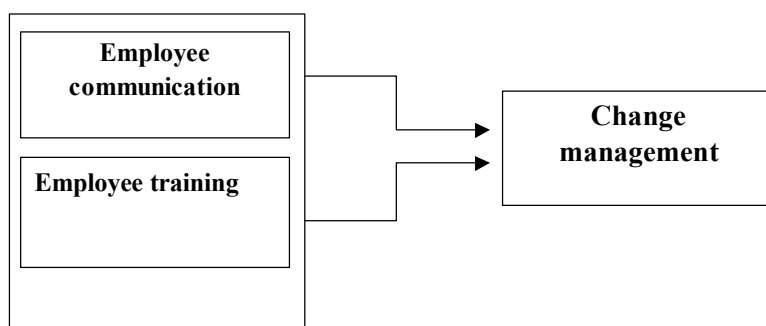


Fig. 1.1: Conceptual frame of the impact of EC and ET on Change Management

RESULTS

The table above provides mean, standard deviation and Cronbach alpha values of the constructs. Cronbach alpha has been used as a measure of reliability in the literature. All the three constructs show a high internal consistency as the Cronbach alpha value is above 0.6. This shows that all the above variables can be used as a single item for statistical analysis

Pak-china Mobile: Statistical analysis was performed for the sub-sample working in Pak-china mobile. The results of the analysis process are discussed below.

Descriptive Analysis: A total of 131 employees provided complete responses. Participants (N=131) included 100 males (76.3%) and 31 females (23.7%).

Correlation Analysis: In the above table, bi-variate correlation analysis was performed between the study variables, change management, employee communication and employee training. The results showed that change management and employee communication were significantly correlated ($r = 0.75$, $p < 0.01$). Employee training and change management were also found to be significantly correlated ($r = 0.76$, $p < 0.01$).

Regression analysis was performed to further analyze the significant relationships shown by correlation. The table below shows the results of the regression analysis. Change management has been used as a dependent variable and employee communication and training have been used as independent variables respectively.

Regression Analysis: In this research study the researcher is interested to determine whether change management is affected by employee training and communication respectively. The table below shows the results of the regression analysis performed.

Table 1: Reliability analysis

Variables	Mean (S.D.)	Cronbach alpha	No. of items
Change management	3.40 (0.84)	0.66	5
Employee communication	3.08 (1.09)	0.65	4
Employee training	3.29 (0.84)	0.68	3

Table 2: Gender analysis of PAK-CHINA MOBILE respondents

Gender	Respondents	Percentage
Male	100	76.3%
Female	31	23.7%
Total	131	100%

Table 3: Correlation analysis for PAK-CHINA MOBILE

Variables	Change management	Employee communication	Employee training
Change management	1		
Employee communication	0.75**	1	
Employee training	0.76**	0.003	1

** Significant at 0.01 level (2-tailed)

Table 4: Regression analysis for PAK-CHINA MOBILE

Variables	Change management		
	(Constant)	β	R ²
Employee communication	(0.43)	0.72**	0.56
Employee training	(0.79**)	0.68**	0.58

** Significant at 0.01 level (2-tailed)

The results show that employee communication has a significant impact on change management in Pak-china mobile ($\beta = 0.72$, $p < 0.01$). It accounts for 56% variation in change management. Thus H1 is accepted in the case of Pak-china mobile employees. Similarly, employee training also showed a significant impact on change management in Pak-china mobile ($\beta = 0.68$, $p < 0.01$). It accounts for 58% variation in change management. Thus H2 is also accepted in the case of Pak-china mobile.

PTCL: Statistical analysis was performed for the sub-sample working in Pak-china mobile. The results of the analysis process are discussed below.

Table 5: Gender analysis of PTCL respondents

Gender	Respondents	Percentage
Male	220	88%
Female	30	12%
Total	250	100%

Table 6: Correlation analysis for PTCL

Variables	Change management	Employee communication	Employee training
Change management	1		
Employee communication	0.60**	1	
Employee training	0.51**	0.001	1

** Significant at 0.01 level (2-tailed)

Table 7: Regression analysis for PTCL

Variables	Change management		
	(Constant)	β	R ²
Employee communication	(0.39**)	0.62**	0.36
Employee training	(0.89)	0.78**	0.26

** Significant at 0.01 level (2-tailed)

Descriptive Analysis: A total of 250 employees provided complete responses. Participants (N=250) included 220 males (88%) and 30 females (12%).

In the above table, bi-variate correlation analysis was performed between the study variables, change management, employee communication and employee training. The results showed that change management and employee communication were significantly correlated ($r = 0.60$, $p < 0.01$). Employee training and change management were also found to be significantly correlated ($r = 0.51$, $p < 0.01$).

Regression analysis was performed to further analyze the significant relationships shown by correlation. The table below shows the results of the regression analysis. Change management has been used as a dependent variable and employee communication and training have been used as independent variables respectively.

Regression Analysis: The table below shows the results of the regression analysis performed.

The results show that employee communication has a significant impact on change management in PTCL ($\beta = 0.62$, $p < 0.01$). It accounts for 36% variation in change management. Thus H1 is accepted in the case of PTCL employees. Similarly, employee training also showed a significant impact on change management in PTCL ($\beta = 0.78$, $p < 0.01$). It accounts for 26% variation in change management. Thus H2 is also accepted in the case of PTCL.

CONCLUSION

The study concludes that there is a significant impact of employee communication and employee training on change management in both the companies under study. But looking at correlation table differ the results. The correlation analysis shows that in Pak-china mobile, the change is brought by more communication, clarification and after change feedback which results in better implementation. Also the training is given in proper way so that the employees have the necessary skills and abilities in order to move along with the change and do work in a more efficient way, as making change in people way of doing tasks without telling them how to do task always go in vain. But if we see correlation table of PTCL, the change is brought by training and communication but the impact is less as seen in Pak-china mobile, it means that there is deficiency in training and communication to employees before making the change, which causes resistance in changing. Huge employee riots confirms this picture.

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