

MANAGING EMPLOYEE ENGAGEMENT IN THE REALITY OF ORGANISATIONAL CHANGES

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Abstract: In the reality of a free market economy, organisations constantly have to adjust to the changing conditions and environment. Organisations may develop from the inside or gain other markets via expansion, i.e. thanks to mergers or acquisitions. The aim of such actions is reduction of costs and use of new or better developed techniques or technologies, along with the experience of personnel of the merged/acquired companies.

In the course of implementing organisational changes in the enterprise, the level of employee engagement may decrease due to errors in human resource management. Therefore, the purpose of this study was to determine the level of employee involvement during organisational changes due to the merger company and to indicate those areas that should be strengthened. The method of achieving the indicated goal was a comparative analysis own questionnaire research with the company research in previous years. As a result of the compilation of these research results, it was found that there are many significant discrepancies in the perception of various types of issues by employees (in such areas as e.g. tasks, management, performance management, employee development, work or organisation, career, cooperation) affecting the involvement in work. It has been shown that the practice of cyclical employee engagement surveys allows the company's management board to identify errors in human resource management and to eliminate them or to notice activities conducive to increasing the level of involvement, and thus consolidating or strengthening them. The conducted case study, as one of the few studies, presents a cross-sectional analysis of the discussed phenomenon of employee involvement in the enterprise. Only such a long-term analysis of employees' attitudes allows them to be modelled in accordance with the goals of the organisation and the expectations of managers.

Key words: management, employees, engagement, changes, organisation.

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Introduction

In a competitive market economy, in order to survive, organizations must constantly improve, improve and develop. Moving in this direction forces the continuous introduction of organizational changes that entail further (or vice versa - e.g. technical changes force organizational changes) (Kooli & Lock Son, 2021).

Changes carried out in an organization affect directly or indirectly the people employed in it. Therefore, it is extremely important to create conditions for employees that will enable them to introduce changes that will have the least possible impact on them and the entire organization. Therefore, it is necessary to develop and

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implement appropriate procedures and appoint people whose task will be to support employees through appropriate human resources management, which are the greatest value of each organization (Jung, Kang, & Choi., 2020; Belas et al., 2020; Ead et al., 2021; Rozsa et al., 2021).

In the conditions of change, an important element of HRM is management through commitment, thanks to which: employees perform their duties more willingly and conscientiously; accept changes with greater understanding and calmness; and do not quit working in the organization too quickly. Not only managers are responsible for building the broadly understood involvement of employees, but also the authorities of the organization (board), which can create appropriate incentive systems and programs (Barrick, et al., 2015; Hartarto et al., 2020).

A motivated employee is more willing to engage and conscientiously performs his duties, identifies himself with the organization, and thus speaks positively about it and does not think about leaving. Commitment means that the employee does not look for problems, but focuses on work to be done and looks for the best solutions (Bulińska-Stangrecka, & Iddagoda, 2020; Hitka et al., 2021).

Changes that are forced by mergers or acquisitions usually lead to mergers of departments, and increasing the technological level also contributes to the reduction of employment. Companies want to leave employees with the highest possible competences in a given position, with the lowest possible decrease in the involvement of all employees at the time of the change (Kuvandikov, Pendleton, & Goergen, 2021).

In the presented study, the research goal was to determine the level of employee involvement (decrease; unchanged; increase) during the implementation of organizational changes in one of the branches of the surveyed enterprise. The method of comparative analysis was used for its implementation: the results of own research (method - survey research, technique - questionnaire, research tool - questionnaire questionnaire); with the results of research from previous years, which were carried out at the request of the company itself. Comparing the results of own research and those collected in previous years will allow to answer which areas should be given special attention and strengthen them so that the change does not deepen the possible decrease in employee involvement. These analyses were used to fill the research gap in the form of the possibility of comparing the state of the discussed phenomenon of employee involvement over several years in one of the large enterprises.

Literature Review

An organisational change may be examined in two contexts. In the first one, result-based, a new, better status of the organisation is accomplished, which is different from the previous one; in the second one, activity-based, a change is a sequence of activities related to designing, implementing, monitoring and preparing the change. It is to be noted that the “organisational change” as a concept has two dimensions. The first one is the content (arguments in favour of the change) and the second one is the process (cause and effect activity, striving to accomplish the adopted goals)

and they are inseparable. One should not forget about employees (contractors or the subject of changes) who constitute an equally important aspect of organisational changes (Tolstyakova, Batyrova, 2020; Van de Ven, 2021).

In the process of organisational changes, there are also diversified reactions to change, where a given person may be, on the one hand, a creator and, on the other hand, the object of changes ("Managers' experiences as recipients", 2021). A person's reaction to changes may be examined with respect to: approach (hostility, neutrality, enthusiasm) and behaviour (resistance, indifference, cooperation) (Zappalà, Toscano, & Licciardello, 2019).

The elements of the process of personnel management which are significant in organisational changes include: planning of human resources, recruitment and employee sourcing, new employee onboarding, rewarding, training, objective evaluation of individual effects of work (Stoner et al., 2007; Piotrowski et al., 2021). Every organisational change sets specific challenges before managers. One of them is building an active mode of exerting impact on the employees' motivation and engagement or limiting resistance towards changes. They have to notice the necessity of changes, but they also have to discern threats and opportunities offered by the new situation. This is of key significance for the correct functioning of every enterprise, as it requires adjustment of such organisation to the changing environment. Their role is also to diagnose barriers, as well as to counteract them. Organisational changes also entail such consequences as: liquidation of work positions, change of specialisations, lowering of job grading (Çalışkan & Özkoç, 2020). It must be noted here that managers, due to lack of skills related to creative thinking, lack of planning or organisational skills, too low qualifications and negative motivational factors may be a barrier for the introduction of changes. It is important to win the managerial personnel in an organisation over with respect to the idea of changes before the stage of change implementation has been started (Kaltainen et al., 2020).

In the change implementation process, the following aspects play a vital role: clear communication of information about change, and active sponsorship and support for change (Rafferty et al., 2013) or (Albrecht et al., 2020).

This makes the employees identify with the organisation and increases their feeling of responsibility for the organisation's fate and prepares them for accepting greater efforts, eliminates demanding attitudes with respect to managers (Zappalà, Toscano, & Licciardello, 2019).

Changes are inevitable in today's dynamic world. In order to understand this process well, one should take a look at the organisation's environment. Three basic characteristics are used to describe this process:

- variability and complexity of the environment;
- competition forces;
- disruption of environment.

The degree of variability determines the environment as a relatively stable or dynamic. The degree of homogeneity determines the scope in which it is relatively

complex or simple. In effect, these two degrees intermingle, specifying the degree of uncertainty which the organisation encounters (Szkutnik et al., 2011). In turn, uncertainty is the driving force that affects a number of decisions in the organisation; it results from variability and complexity of the environment (Griffin, 1998).

It must be remembered that an organisational change is also a social change related to a reconstruction of behaviour, as well attitudes of all organisation members. Such modification is made under the impact of changes that occur and are perceived and received by people in a situation of action. Members of an organisation determine a change through the perspective of positions held in the organisation. Learning new roles which may be necessary to perform in the new reality create social conditions in which an organisational change is taking place (Herold et al., 2008).

An organisational change as a business process in an enterprise may be caused by two impulses, i.e. external (Rocheville et al., 2021) and internal (Sobka, 2014), which may refer to any area of the enterprise's operation. In effect, a better organized, more efficient new status of the organization will be created.

Reference books feature the following types of organisational changes:

- changes planned internally that refer to changes in products, services or the administration system;
- changes planned externally that refer to the introduction of new technologies, as well as progress in communication or data processing;
- changes not planned internally that refer to changes in employment, as well as differences in expected or actual results;
- changes not planned externally which include governmental regulations and, obviously, external competition (Baron & Greenberg, 2002).

It is also worth taking a look at another approach to the organisational changes and the factors that influence them, which is available in the literature on the subject.

Table 1. Cash flows of the enterprises and creditors in the bankruptcy process (in thousands of dollars)

Causes of organisational changes in an enterprise	Factors causing changes in an enterprise
Technical, operational	Increase in operational efficiency, procurement of know-how
Market, marketing	Market expansion, customer globalisation, actions of competitors, diversification of risk of operation
Financial	Use of available funds, reduction in credit cost, tax benefits
Managerial	Ambitions of managers, increase in wages, prestige and increase in revenues, greater freedom of operation

Source: author's own study based on: M. Sobka, 2014, *op. cit.*

The role of managers is to react to changes, plan new technological and market strategies, as well as strategies related to development, motivation and employee engagement so that the organisation develops and survives for years (Spieth et al., 2021; Hussain et al., 2021). People constitute the highest value in an organisation and they react to organisational changes strongly. Thus, it must be remembered that

every change should be well-analysed, prepared, clarified and, in result, implemented.

One of the methods of market expansion known in the economy around the world for over 100 years are mergers and acquisitions.

A merger takes place when several organisations merge together, creating a new entity, a company. A acquisitions takes place when one entity purchases the other, not necessarily against its will. The acquired companies become part of another organisation, and thus cease to exist as an independent entity (Griffin, 1998).

Fundamental economic motives that determine a merger or a acquisitions include: profit (higher after a merger or acquisitions than the sum of possible-to-accomplish individual results of companies) and growth (striving to take the position of the industry's leader) (Zhou & Park, 2020).

In a situation when a company has no possibility for internal growth, it is looking for possibilities of locating its capital in other entities. This offers an option for maintaining or retaining the market position. Methods of such action include: acquisitions or hostile acquisitions (they primarily differ by the sole motive, e.g. full control or elimination of competition, etc.).

Thanks to qualified managers and their assessment of situation, organisations react to changes and thus are trying to influence their environment.

R.W. Griffin distinguished six basic modes of organisations' reactions to the environment: information management; mergers, acquisitions, alliances; direct impact; organisation design; strategic reactions; social responsibility. Most significant in this group are: method of information management and strategic reactions consisting in, e.g., purchases of other companies, mergers or acquisitions (Griffin, 1998).

Most frequently, such outline of the company's reactions to the environment includes entities whose strategy or politics focuses on acquisitions of other, smaller companies or mergers. Usually, they are made among companies from the same industry, but not only. Thriving food industry companies with an extended distribution network often acquisitions small, local, less-known wholesalers, thus accomplishing synergy in the area of marketing and distribution. By consolidating forces, they are able to influence the manufacturers and this allows them to negotiate and accomplish better purchase terms and create competitive offers for their contracting partners, with attention to environmental protection (Eng & Fikru, 2020). Factors due to which mergers and acquisitions take place are present both on the side of the buyer, i.e. the taking-over company/ buyer (factors: technical and operational; market and marketing; financial, managerial), as well as on the side of the acquired company/ seller (they are divided into: financial, strategic, administrative and managerial motives) (Calipha, Tarba, & Brock, 2010).

Such merger transactions are also made to achieve company synergy, i.e. they may have a non-economic nature related to human resource management. This happens through improvement of management efficiency related to sourcing qualified

managers, which is a result of recruitment and restructuring activities (Kumar, 2009) or (Jung et al., 2020).

In the management of human resources during mergers and acquisitions, most important factors inducing a change in the enterprise include technical, operational and managerial factors. They directly affect people, their functioning in the realm of professional duties, quality of relations between employees and the company's management. This leads to the emergence of anxiety, related to the future functioning of the organisation. Changes related to a change of the work position or a company also affect personal life (Bylok & Harciarek, 2009).

Managers must make decisions (e.g.: How to handle the change? Will the employees become engaged in the process?) as this affects the accomplishment of the planned objective.

In order to end with success, all changes must be properly prepared with respect to logic. It is important that the approach to changes is systematic, whereas managers understand the stages that are necessary for their efficient implementation. Here, it is necessary that the managers possess the ability of handling resistance to the change on the part of employees (Gustafsson & Östberg, 2017).

This process has evolved through the years and one of the first models of change introduction stages was prepared by Kurt Lewin. In his model, Lewin suggested that every change must happen in three stages:

-unfreezing: acceptance of the standpoint "if we do not learn something new, we will fail";

-changing: support and encouragement;

-refreezing: reinforcement and support for the change (mechanisms supporting the goal, adjustment of remuneration systems, introduction of efficiency assessment, preparation of proper skills improving trainings) (Griffin, 1998).

Lewin's model attracts attention to details in planning. Lack of operational accuracy is considered its imperfection (Griffin, 1998).

Another comprehensive approach to the process of changes was proposed by R.W. Griffin. He takes into account all areas that must be prepared so that a change is properly planned, carried out and brings the desired effect. These detailed dimensions of the approach to change include: acknowledging the necessity of changes; acknowledging the goals of changes; diagnosis of significant changes; choice of a proper technique of changes; planning change implementation; actual implementation; renewed acknowledgement of the necessity of change (Griffin, 1998). Such approach ensures success of changes by indicating specific steps and their systemic implementation (Pluta & Rudawska, 2016).

When introducing a change, it is also worth paying attention to the influence of phenomena taking place in the environment of the organisation, its internal dynamics in gathering the needs that affect the change, as well as creating a vision. The systemic approach to change management is also important here, i.e. the orientation of the change process that meets the expectations of the organisation and its environment (Choy, 2017).

In the process of a systemic and strategic approach to the change management process, it is necessary to strongly emphasise the significance of the human factor, in particular in the management of change (Alsakafi et al., 2019; Jukšs, 2021). The process consists of the following steps: precontemplation, preparation, contemplation, action, maintenance (Frasier et al., 2001).

Implementation of changes in a manner that is correct and consistent with the assumptions requires the employees' acceptance for this process. It must be remembered that resistance to changes is a normal and always occurring reaction (Battilana & Casciaro, 2013). The managers, apart from looking for solutions and modes affecting the enterprise's results, also have to influence the employees by engaging them. If the employees are engaged in a change, the planned goals will be accomplished (Bylok & Harciarek, 2009).

Organisational engagement is a stance that shows the relation, its nature and quality, between the company and the employees. Engagement manifests the degree of employees' identification with goals and values of an organisation. (Zappalà, Toscano, & Licciardello, 2019).

Characteristics of organisational engagement may also rely on three factors:

- acceptance of change (Iverson, 1996), openness to change (Wanberg & Banas, 2000);
- change readiness (Holt et al., 2007);
- affective commitment to change (Herscovitch & Meyer, 2002).

The accepted strategic direction of an enterprise's development, if it is compliant with the introduced change, positively affects employee engagement. Furthermore, correct relations between the management and the employees are also important in building such engagement. They affect the current, as well as the future good operation of the enterprise and social interactions. Employees are induced to efficient engagement in changes and in their work in general (Farid, 2021) or (Mitcheltree, 2021).

Basic features of employee engagement include: stabilisation, identification, passion, efficient activities for the sake of the organisation (Bylok & Harciarek, 2009).

With respect to readiness, employee engagement may be divided into three groups:

- engaged employees who perform their work with passion and their creativity and energy contribute to the organisation's success;
- non-engaged employees who perform the duties entrusted to them well;
- actively non-engaged employees who treat their work as a compulsion and thus demonstrate repetitive disappointment with the performed work, as well as the conditions of work, relations among colleagues and superiors. Behaviour of these employees is purposeful and negatively affects the organisation (Juchnowicz 2010). There are a number of divisions of categories (indices) that show employee engagement. As an example, the following classification may be presented:
- reduction of role conflicts and stress (Arunachalam, 2021);

-reduction of cynicism with respect to the organisation and its' goals (Nguyen et al., 2022);
and:- feeling of control with respect to the work environment; - trust to the future of the organisation; - self-assurance with respect to the possibility of introducing changes in the organisation; - willingness to learn and to experiment; - readiness to stay in the company (lower fluctuation or higher retention); - motivation; - creative ideas and solutions; - continuous self-improvement; - teamwork; - identification with the organisation (Storey et al., 2008).

Development of an organisation by searching for new solutions and implementing new technologies is inevitable on a dynamic market and among existing competitors. The effect of such actions may be internal changes in the organisational structure, which is a challenge for managers. They are responsible for building the company's potential. The potential is located, *inter alia*, in the area of human capital, focused on employee engagement and development. Authentic leadership is required from managers, which often leads to the frequent shifting of borders in the context of an organisation as such, as well as in the personal area (Fateh et al., 2021).

Research Methodology

The purpose of the survey was to verify the level of employee engagement during organisational changes introduced in surveyed company.

Using the results of the research conducted in the last two years in the surveyed enterprise, it will be possible to make a comparison with the current situation, which is additionally burdened with change. Thanks to the research, I will get answers to which areas should be given special attention, strengthen them so that the change does not deepen the decline in employee involvement.

The analysis systematically used involvement research in the surveyed company (commissioned by the company) in previous years (2016 and 2017) and own research carried out during the implementation of changes caused by the merger in the same company (only Sales Departments of the Southern Macroregion - approx. 300 employees). The data obtained in the survey process (102 correctly completed questionnaires) are real, reflect the actual state and the level of involvement of people who work in the organisation. It will be possible to define the planes to be reinforced in an almost precise way.

This is especially important for an organisation that will be dominant - leading in the process of transformation. The feeling of uncertainty about the future among employees of both companies will have a great impact on the decisions made.

Strengthening commitment will lead to minimization of losses (they themselves are inscribed in the time of introducing changes) among qualified personnel and will help to effectively manage human resources. The study will allow you to prepare appropriate tools in the form of remuneration systems, recognition, career, training related to employee development, performance management, regular meetings with the management board, and incentive programs. Above all, however, it will show the areas that need strengthening and improvement in the first place. The survey will

provide information on how engagement is distributed and the degree of employee engagement. You will be able to understand how close or how far employees are from engagement; in this way, for example, passive workers may become involved as a result of good management and working conditions, or their engagement may decline when such conditions are poor.

Due to the framework limitations of this study, the focus was on the presentation and comparative analysis of the author's research with the results from previous years (own research of the enterprise) not burdened with organisational changes.

The direction of the undertaken analyses is determined by the following research questions and hypotheses:

1. Do the ongoing organisational changes affect how employees comment on the organisation to colleagues, potential employees, customers and do they still want to be part of the organisation?

Hypothesis :

Changes in the enterprise, the more the change related to the takeover of another organisation causes the employees to express more negative than positive opinions about the enterprise and work in it. This is influenced by, for example, the restructuring that is awaiting the company, which is associated with job insecurity, change of position, change of department. Employees no longer identify with the company. The change itself causes that people start to show resistance to change, fear, reluctance towards the new, etc. All this means that they recommend the organisation as a good employer less often. Motivation drops and employees often start looking for a new job.

2. Does the managerial staff support employees in performing their tasks?

Hypothesis :

The goals and expectations set by managers are clear and understandable to everyone. They appreciate the contribution and achievements of employees, which builds motivation to continue. Superiors provide timely feedback, which contributes to the effective organization of work and implementation of tasks. The implementation of tasks, the flow of important information, and good cooperation build commitment.

3. Through skilful management, do employees feel part of the team, organisation and are more willing to carry out the tasks set for them?

Hypothesis :

In order to perform the tasks, superiors very precisely select the skills and competences of employees for the work they perform.

Team employees share their knowledge and experience. They understand well how their goals are related to the company's goals, hence they have a sense of shared responsibility, which has a positive effect on their engagement.

4. Can employees work effectively and develop their skills?

Hypothesis :

The company has equipped its employees with appropriate resources and tools to carry out the tasks entrusted to them. Processes and procedures that will not block

effective work have been well matched. The company cares about providing opportunities for the development of its employees. Highly qualified employees can engage in projects or tasks that allow them to develop new skills that can lead to the career development of an employee and thus increase his engagement.

5. Do employees receive from their superiors and management the necessary information about changes taking place in the company?

Hypothesis :

Information in the process of changes taking place in the organization is an indispensable source of stabilization in the examined enterprise (especially when information from the top management). Additionally, employees feel appreciated and treated as the highest value of the organization. They identify with the company and want to stay with it.

Obtaining answers (to the above questions) by means of a survey will allow you to indicate employees who are:

- completely disengaged;
- passive;
- moderately involved;
- highly committed - SPEAK, STAY, TRY.

Research Results

Having results from a survey carried out before the introduction of changes at our disposal and results of the author's own survey when changes started to the introduced in the company, it is possible to compare how the situation of change affects employee engagement.

Table 2. Summary of the results of the conducted employee engagement research and discussion of the results observed before the merger with the results of own research during the merger

EXAMINED ASPECT	A survey conducted by the company selected for research <u>before the merger</u>				Author's own survey <u>during the merger</u> N = 102			
	totally yes	agree	not agree	totally no	totally yes	agree	not agree	total y no
The company encourages employees to daily performance of work	46%	35%	9%	10%	58%	28%	14%	0%
The company motivates the employees to offer more than required by their scope of duties	42%	25%	18%	15%	36%	40%	22%	2%
Employees rarely think about leaving enterprise for another organisation	40%	39%	10%	11%	28%	32%	24%	16%

When having an opportunity, employees speak about the advantages of working in enterprise	39%	39%	14%	8%	54%	26%	20%	0%
The superior offers support necessary for efficient work	65%	28%	6%	1%	56%	44%	0%	0%
The superior sets clear expectations and goals to be implemented	76%	18%	3%	3%	66%	28%	6%	0%
The superior notices and appreciates contribution and accomplishments of employees	56%	29%	5%	10%	38%	50%	12%	0%
I regularly receive feedback from the superior which allows me to work better	46%	37%	14%	3%	36%	50%	14%	0%
The performed work is adjusted to the employee's skills and experience	72%	25%	2%	1%	62%	32%	6%	0%
Cooperation in the team aims for accomplishment of designated objectives	74%	17%	7%	2%	60%	34%	4%	2%
Employees in the team share their knowledge and experience	62%	27%	4%	7%	42%	38%	14%	6%
It is understandable how the employees' goals are related to the company's goals	63%	28%	6%	3%	32%	52%	14%	2%
The processes and procedures in the company allow for efficient work	28%	40%	15%	17%	20%	48%	28%	4%
The company guarantees the possibility of developing valuable skills	38%	31%	20%	11%	14%	38%	44%	4%
Possibility of engaging in tasks/projects that allow for developing new skills	34%	37%	17%	13%	16%	34%	44%	6%
Possibility of developing career in enterprise	31%	34%	21%	14%	18%	54%	22%	6%
Employees are informed about important events and changes pertaining to the company	61%	30%	6%	3%	38%	50%	12%	0%
The actions of the Board result in a positive attitude to the company's future	28%	46%	15%	11%	10%	66%	20%	4%
The Board treats the employees as the company's greatest asset	31%	47%	9%	13%	16%	40%	40%	4%

Source: author's own study

Results Discussion

According to the comparative analysis of surveys, employees of surveyed enterprise do not feel any excessive anxiety related to changes. A significant majority of respondents notice positive actions of the company in the area of support and motivation for daily work. The survey also indicates that the respondents recommend the company as a good employer much more frequently than in the previous years. Women speak positively in a greater degree. In general, a positive opinion was expressed by respondents who worked for 11-20 years and were in the 41-50 age group. Attention should be drawn to the fact that in spite of such positive opinions about the company, as many as 4 out of 10 respondents said that they “think a bit” or “think” about leaving the company for the sake of another organisation. This result may be greatly affected by the process of changes and thus uncertainty of employment, the amount of remuneration and the work position. The study in this regard largely did not confirm posed hypothesis.

Support on the part of the managerial personnel affects the performance of employees’ tasks, in particular during changes. The conducted survey confirms that in enterprise, the managerial personnel appreciates the employees and offers support for efficient work. The respondents perceive their cooperation with superiors better now than in the survey of 2017. According to the respondents, the superiors nowadays set the expectations and goals in a weaker mode (as compared to 2017), but they notice the contribution and accomplishments more, at the same time providing their employees with feedback. All of the above builds motivation for further action, efficient work and implementation of own tasks among the employees. In turn, this builds engagement even during organisational changes. The study was carried out confirmed the hypothesis.

Skilful team management, building responsibility for joint results, selection of employees with respect to competence for specific tasks are the necessary managerial skills which lead to success even in difficult work conditions. According to the survey, skills and experience of employees are well adjusted. However, the adjustment is weaker than it resulted from the 2017 survey. Team cooperation which aims at accomplishing the expected results was evaluated well by respondents.

Employees in the team share their knowledge and experience. They understand quite well how their goals are related to the company’s goals. In the 2017 survey, these aspects had a higher score. Nevertheless, it should be noted that 80% of the respondents expressed positive opinions during the implementation of the merger, and the decrease in definitely positive responses may be related to the process of changes. Most positive answers were given by employees aged 41-50 who worked for 11-20 years and 21-30 years, i.e. employees with significant experience in the organisation (positive verification of the research hypothesis). In comparison to 2017, a small difference is perceptible which consists in shifting of strongly positive responses towards moderately positive ones. This difference is related to the employees’ uncertainty with respect to their future and this is inevitable during

organisational changes. It is vital that the negative approach of the employees did not grow, because this would definitely have caused a drop in their engagement.

The effects of human work often depend on the possibility of developing skills, tools, processes or procedures. In the company, the majority of employees (i.e. 68% of respondents) confirm that the procedures allow for efficient work. Comparing the result with the 2017 survey, it is possible to observe a significant drop among persons who spoke negatively, i.e. improvement in this area was recorded.

On the other hand, the feeling that the company ensures development of valuable skills, as well as offers a possibility of becoming engaged in tasks and projects that enable development decreased among the respondents. Eventually, the employees do not see the possibility of career development. This is testified by the fact that 48% of the respondents spoke negatively; in this group, most negative answers were given by men. The study did not confirm the position taken in this respect hypotheses. Engagement of employees who do not see the possibility of career and skill development will definitely be very low. However, improvement of these areas, in particular during changes when work positions are changed or employees undergo re-qualification, may strongly stimulate the engagement of the company's employees.

In the process of organisational changes in a company, information and the mode or the authority communicating it constitute an important element for people working in such company. The organisation's managerial personnel directly contributes to increased stabilisation during such difficult time. The survey has shown that important events and changes are communicated to the employees, yet the result in 2017 was higher, which follows from strongly positive answers given by 61%. The employees also had a positive attitude to the company's future. 76% of respondents spoke positively by saying "I agree" or "I moderately agree." These were employees who worked for 11-20 years and for 21-30 years. Almost a half of respondents believe that they are treated as the "company's greatest asset", yet in comparison to 2017, a rapid drop in positive answers was observed by as much as 22% (which confirms the accuracy of the research hypothesis). The process of organisational changes does not positively affect the mode in which the employees perceive their value in the eyes of the managers. Thus, the company authorities should reinforce this element of employee engagement, because retaining such rapid drop in satisfaction with work in the examined area may, in consequence, lead to a break in engagement also in other discussed areas (Reissová & Papay, 2021).

Conclusion

The current market situation makes the majority of companies believe that consolidations, mergers or acquisitions of other companies are a method offering a possibility for quick development. All of this leads to significant organisational changes with the aim of accomplishing highest profits and minimising costs. Most often, this takes place in the area of human resources management, as they generate significant costs. This is when considerable anxiety appears among employees.

Badly planned and conducted process of changes may lead to the loss of trained and professional personnel, but may also affect a drop in engagement among employees and in consequence make it difficult to accomplish the stipulated goals. The conducted survey has shown that a properly conducted policy towards the employees may minimise personnel losses, drop in engagement and negative reactions to the process of changes. Clear and transparent movements of the company authorities are important in this respect, along with provision of information, clear principles and procedures. A well-prepared process may be perceived by many employees as an opportunity for changing the work position or for promotion. A professional team of managers should be capable of engaging people and supporting them in such difficult period. Systematically conducted surveys, determining the level of engagement in the enterprise, played a significant role. Weak areas are known and reinforced on an ongoing basis through properly prepared tools. Employees who worked for more 10 years are very important, as their experience and familiarity with the organisation allow for even smoother implementation of the new processes. Carrying out a competence survey among the employees during the introduced changes is a good idea. This allows for precise matching of predisposition and skills with the new tasks. A company operating in this manner stands a high chance of staying on the market, also as a good employer. On the one hand, such employer respects its employees and offers equal opportunities to everybody, and on the other opens possibilities for new and fresh minds. Experienced employees form a foundation, whereas new, young ones are the embers of new solutions and ideas. Ultimately, it must be said that the direction in which survey company is going in the field of HRM by involving employees is very sensible and ensures employment stability for qualified personnel for years. The company may serve as a paragon for other organisations, because apart from profit, it also notices people, their potential and needs as well as offers possibilities, whereas its actions confirm its openness.

The comparative system of the employee involvement state used in the study (determining the level of employee involvement and comparing it with the previous state) allows for the identification of indicators of decrease or increase in this phenomenon and, on their basis, inference about the intensification of a specific tendency. Only the implementation of such a practice of cyclical employee engagement research allows the company's management board to identify mistakes made in human resource management and to eliminate them or to notice activities conducive to increasing the level of involvement, and thus maintaining or strengthening them.

The conducted case study clearly indicates the need for further diagnoses in the studied area, as only a long-term analysis of employees attitudes allows them to be modelled in accordance with the goals of the organisation and the expectations of managers, both in the surveyed company and other organisations.

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ZARZĄDZANIE ZAANGAŻOWANIEM PRACOWNIKÓW W RZECZYWISTOŚCI ZMIAN ORGANIZACYJNYCH

Streszczenie: W realiach gospodarki wolnorynkowej organizacje muszą nieustannie dostosowywać się do zmieniających się warunków i otoczenia. Organizacje mogą rozwijać się od wewnątrz lub zdobywać inne rynki poprzez ekspansję, czyli fuzje lub przejęcia. Celem takich działań jest obniżenie kosztów oraz wykorzystanie nowych lub lepiej rozwiniętych technik lub technologii, a także doświadczenia kadr połączonych/przejętych spółek.

W trakcie wdrażania zmian organizacyjnych w przedsiębiorstwie poziom zaangażowania pracowników może spadać z powodu błędów w zarządzaniu zasobami ludzkimi. Dlatego celem niniejszego opracowania było określenie poziomu zaangażowania pracowników podczas zmian organizacyjnych w związku z połączeniem spółki oraz wskazanie obszarów, które należy wzmocnić. Metodą realizacji wskazanego celu była analiza porównawcza własnych badań ankietowych z badaniami firmy w latach poprzednich. W wyniku zestawienia wyników tych badań stwierdzono, że istnieje wiele istotnych rozbieżności w postrzeganiu przez pracowników różnego rodzaju zagadnień (w takich obszarach jak np. zadania, zarządzanie, zarządzanie wydajnością, rozwój pracowników, praca czy organizacja, kariera, współpraca) wpływające na zaangażowanie w pracę. Wykazano, że praktyka cyklicznych badań zaangażowania pracowników pozwala zarządowi firmy na identyfikację błędów w zarządzaniu zasobami ludzkimi i ich eliminację lub dostrzeżenie działań sprzyjających zwiększeniu poziomu zaangażowania, a tym samym ich utrwaleniu lub wzmocnieniu. Przeprowadzone studium przypadku, jako jedno z nielicznych opracowań, przedstawia przekrojową analizę omawianego zjawiska zaangażowania pracowników w przedsiębiorstwie. Dopiero tak długofalowa analiza postaw pracowników pozwala na ich modelowanie zgodnie z celami organizacji i oczekiwaniami menedżerów.

Słowa kluczowe: zarządzanie, pracownicy, zaangażowanie, zmiany, organizacja.

在现实中管理员工敬业度 组织变革

摘要：在自由市场经济的现实中，组织必须不断地适应不断变化的条件和环境。组织可以从内部发展或通过扩张（即通过合并或收购）获得其他市场。此类行动的目的是降低成本并使用新的或更好开发的技术或技术，以及合并/收购公司人员的经验在企业实施组织变革的过程中，由于人力资源管理失误，员工敬业度可能会下降。因此，本研究的目的是确定合并公司导致的组织变革期间员工的参与程度，并指出应加强的领域。实现既定目标的方法是将自己的问卷调查与前几年的公司调查进行比较分析。汇总这些研究结果后发现，员工（在任务、管理、绩效管理、员工发展、工作或组织、事业、合作）影响参与工作。事实表明，周期性员工敬业度调查的做法使公司管理委员会能够识别人力资源管理中的错误并加以消除或注意到有助于提高参与水平的活动，从而巩固或加强这些错误。所进行的案例研究作为少数研究之一，对所讨论的员工参与企业的现象进行了横断面分析。只有对员工的态度进行这种长期的分析，才能根据组织的目标和管理者的期望对其进行建模

关键词：管理、员工、参与、变革、组织