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Personnel experience during organizational change process

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ABSTRACT

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Organizations today are going through changes more often than before. This requires the organizations to increase their ability to change. By researching a past organizational change process through employee feedback, organizations can gain valuable information what aspect of the organization's change process might need to be developed.

The purpose of this thesis was to determine how the case organization can implement change successfully in the future and what is the capability of the case organization to change. The thesis was made in agreement with the case organization.

The thesis is a mix of qualitative and quantitative study, and the approach was a case study. The theoretical part of the thesis examines organizations and change in general, the process of organizational change, change management and change communication. In the research part, survey and interview were used as data collection methods. There were two surveys, one for the employees and one for the management of the organization. The interview included one board member of the case organization.

The results show that during the change process, there were challenges especially how the process started, in the change communication and how well the personnel was included in the change process. The case organization should consider developing their change process and especially the change communication strategy in the future when change needs to be implemented in the organization again.

The results also show that the capability of the case organization to change is overall in a good state. What needs to be further developed in the case organization is enhancing trust towards the leadership in change situations, and the management and employees may need to be included better in different organizational matters.

Keywords: organizational change, change management, change communication

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1 INTRODUCTION

Today, organizations are in the throes of change more often than before. Organizations must be able to face changes, as changes are necessary, and a way to stay viable and ahead of competition. Pressure to change can come from outside, as growing digitalization creates pressure for many organizations to change. Often the changes implemented are small improvements that are easy for the employees to accept and for the leaders to execute. When an organization needs to implement a bigger organizational change, the process is considerable; it requires careful planning, the right change management to take the change forward, to implement the change and to make the change stick. Organization's culture, history and the ability to change must be taken into consideration as well.

There is a lot of theory available regarding organizational change, change management and change communication. Still, most change initiatives fail. Why? Organizations are complex, each organization has their own culture, management style and history that affect all future endeavours. (Mattila, 2011, p. 18.) Change is also something that cannot be forced. This thesis aims to compose from theory which steps and concepts are necessary for any organization to consider when planning an organizational change. The research considers the employees' perception of the change process, change management and change communication important. Employees see the change from a different perspective than the management, and they are often left with less knowledge of the reasons behind the change. Employee experience during a change process is important as change is not possible if the people in the organization are not behind it. Employee feedback gives a good insight into the areas of change process that needs improvement and what the capability of the organization is to change.

2 BACKGROUND OF THE THESIS

Introduction gave the first insight to the topic of the study. The background of the thesis section introduces the case organization and discusses the topic further. Purpose and objective of the research is covered, including the research questions and the theory behind them.

In theoretical framework, the theory that was selected for this thesis is defined. It is also explained how the theory is covered and why the theory part is constructed for the thesis as it is. Key words of the thesis and their definitions are described.

2.1 Case organization

The case organization is a Finnish organization that operates in the financial sector. There are several companies within the organization and the companies each have an ensemble of different teams that specialize in different areas of expertise and operational financial work. Each team has a team leader with approximately 1-25 team members in their team. In the whole organization, there are approximately 440 employees.

The case organization started co-operation negotiations in May 2022. This was the second one in the organization, the first one was in 2019 and included one company within the organization. In the first co-operation negotiations, two offices were planned to be shut, but during the process the amount of work suddenly increased, and the offices remained. Nobody was laid off, but as it often happens during co-operation negotiations, some employees left on their own. The notice for the second co-operation negotiations came after a successful fiscal year. The reason for the negotiations was that the company wanted to implement an organizational change that would increase its competitiveness and viability in the future. The new organization was established in August 2022 and some personnel and management were

assigned new roles within the organization and some of the personnel was laid off.

The aim of the change was to unify the organization, and employees from different companies within the organization were blended and the management structure changed. For example, a new team leader from a different company was assigned to a team that works under different company or a team member was moved to a team that is under a different company than the one the team member works for. All employees still work under their original company. This means that team members within one team might come from different companies that have a different organizational culture. The company has taken "vibe polls" regularly from the personnel and during and after the organizational change, the polls have shown a lessened feeling of trust towards the future of the organization.

The case organization has gone through many changes over the years. Due to increased regulations, the amount of mandatory work in the industry has grown significantly. Growing digitalization has also changed the way work is done. Many routine tasks have been automated to bots over the last few years. During and after Covid, working from home has become a new norm and most teams only spend 10-20% of their workhours in the office. There are exceptions however, some work requires the team members to work from the office 100% of their workhours. Team members and team leaders also work in different offices around Finland, which means that most communication is done through Teams meetings and Teams chat. Due to the distance between the offices, meetings and communication regarding the co-operation negotiations and organizational change was also done through Teams.

2.2 Purpose and objective of the research

The purpose is to understand the case organization's personnel experience on the organizational change through theory and research. The goal of the research is to gain data from the personnel of the case organization on how

they experienced the process of the organizational change, how the change process went in their perspective, was the communication regarding the process sufficient, and was the change vision communicated clearly. Research aims to also find out how the management felt about their role during the change process. The objective is to give the Head of the case organization a checklist to help them in the future when change needs to be planned and implemented again.

Before change is executed, it is important that the Head of the organization understands what the capability of the organization is to change. As Kotter & Schlesinger (2008) point out: "Organizational change efforts often run into some form of human resistance." One major reason people might resist organizational change is that they believe that they are losing something that has value for them as a result. It is also important that the leadership has an idea of the employee's tolerance for change, and if there is a lack of trust towards the leadership. Once the organization's capability to change is established, it can be taken into consideration when change is planned again. The main research questions of the thesis are:

- What is the capability of the case organization to change?
- How can the case organization implement change successfully in the future?

2.3 Theoretical framework

To succeed in development work, there must be a thorough knowledge on the subject matter. A perspective for the research part of the thesis comes from the theory part of the thesis. This knowledge base is called theoretical framework and it refers to the essential knowledge that was collected for the theory part of the thesis. It can be described as a concept system in which the concepts and their relationships are defined. In the theoretical framework, the important topics and key words relating to the development work are defined. When the important topics and key words are defined, it helps direct the search

for all new information as well as organizing of the information. (Moilanen et al., 2022.)

The theoretical part of the thesis starts with general information on organizational life and organizational change; why changes happen in an organization, what is the capacity to change in an organization and how organizational culture can affect change. Change management and change communication is then covered and finally the process of organizational change which includes the employee process to change. This order is determined by the fact that change management team must be assembled before the process of change can begin.

Key concepts in this thesis are organizational change, change management and change communication. These three are all linked together (Figure 1); one is not possible without the other. Change is not possible without change management. The more challenging the change is, the more it requires effort and ability from the management. Change communication is one of the most important tools the change management has, and through communication, the vision of the organizational change can be transmitted to the people in the organization.



Figure 1. Theoretical framework of the thesis

The key concepts definitions are as follows: “Organizational change refers to the actions in which the organization alters a major part of its organization, such as its culture, technology used, or internal processes.” Organizational change management is the process that guides the organizational change successfully ahead to its resolution. (Stobierski, 2020.) “Change communication is the informational component of the change management strategy.” Change communication helps employees and other stakeholders understand why a change initiative is important and what is the scope of the change. (Martic, 2023.)

3 ORGANIZATIONS AND CHANGE

Organizations operate in at least three types of environments: Temporal, external and internal. These together can be described as the organization's operating environment. Temporal environment consists of the historical developments that have happened over time and the ability to acquire and apply new knowledge and know-how. External environment includes political, legal, economic, technological, and socio-cultural environment. It also includes globalization and the growing concern for the corporal environment we live in. Internal environment is the result of changes that happen in temporal and external environments. Organizations must quickly apply new information and managing organizational change is about understanding how organizational life must respond to pressures from the temporal, external and internal environments. (Senior & Fleming, 2006, pp. 32-35.)

Organizations might feel the pressure to change and adapt more often due to digitalization and how work is being automated. Today, there is an increased number of professionals and knowledge-based workers as productions have industrialized and information technology has exploded. The pace of change is also quicker than before, and the future is unpredictable. Therefore, organizations must consider, not only of changing markets and demand, but also how they can attract the type of employees they require. (Senior & Fleming, 2006, pp. 12-13.)

Hiring professionals and keeping them is not as simple as it once was. Employee generation has changed and expectations from the employer are increasing. Employees today are looking for meaning in their work, simply supporting oneself and having a paycheck is not enough anymore in the modern society (Sivonen, 2022, p. 14). Barona's study of work life in 2022 concluded that 36% of people between the ages of 18 to 67 are considering changing their workplace and in under 40-year-olds the percentage is as high as 45% (Barona, 2022). Tuudo also did a study of work life in 2022 which included Finnish university students from 22 different universities. The

students were asked what they considered most important regarding a workplace or employer. The five most important aspects were equality, meaningfulness, cooperation, honesty, and trust. (Tuudo, 2022.) This means that when companies are competing against other companies over expert employees, the company that has a good culture and high employee satisfaction will most likely win.

3.1 Personnel's capacity to change

Every organization has different culture and different personnel. That is why it is important to look inside and investigate what is the organization's capacity to change. Senior and Fleming (2006, p.173) suggest that organizations find an answer to the following questions to see what the capacity to change is:

- What are the attitudes to criticism, conflict or sharing information?
- What is the degree of willingness to discuss sensitive issues openly?
- What is the degree of management's openness to new ideas, especially when they come from below?
- What is the degree of management giving people autonomy and how they support them in their actions?
- What is the degree to which the organization's structure facilitates change?
- What are the attitudes towards experimenting new processes and products?

People handle change very differently, and for some even a small change might require a lot of adjusting. For some people it is easy to understand new or changed organization's targets and business, and for them it is easy to become part of the new organization and be excited to take on new tasks. Some people might question changes but are still able to adjust to them, but there are also people that are not able to handle even small changes without strong support, and some people are never prepared to change. (Ponteva, 2010, p. 9.)

Change requires the people in the organization to have the ability to learn new things, to handle change, and they should be able to motivate their own actions and act positive towards change. They should also be able to gather information independently and be open to new things. (Stenvall & Virtanen, 2007, pp. 48, 107-108.) Positive attitude towards change should be created before new change initiatives are planned, as this can decrease employees' stress and increase their positive attitude during an organizational change (Robbins & Judge, 2019, p. 637).

3.2 Organizational culture

Senior and Fleming (2006, pp. 138-139) describe that organizations are a combination of formal elements such as structure, strategy, technology, goals and financial resources as well as informal elements such as organizational culture, values, attitudes, leadership style, politics and conflicts. The formal aspects are usually easy to see and easily measured. The informal elements are harder to detect, but it is crucial to examine them to understand how well organizations can deal with change. The culture and the politics of the organization play an important role in the process of change; they can help the change happen or make it harder. Schwartz and Davis (1981, p. 35) point out that culture can weaken or alter the intended impact of even a well-thought-out change in an organization.

Management does not always have the answer, but often the answer can be found within the organization. When considering an organizational change, the best way to know what the current status is and what should change, is to ask the employees. Often the employees can see the same necessity for change, but organization's culture inhibits employees to come forward with their ideas. If employees are not included in decision making, it is possible that essential information is left out from the change process. (Korhonen & Bergman, 2019, pp. 19-20.)

According to Robbins and Judge (2019, pp. 635-636), one way to create a culture for change is to create a learning organization. A learning organization has developed a capacity to adapt and change. This requires the management to reshape the organization's culture and structure and establish a strategy in which management is committed to change, to innovate and continuously improve their actions. In learning organizations, the people in the organization have a shared vision that everyone agrees on, they discard old ways of thinking, there is an open communication, and self-interest gives way to achieving the organization's shared vision.

4 CHANGE MANAGEMENT

“Change management is not a reactive response if change happens; it is preparation for when change happens” (Michigan State University Online, 2021). Leadership can make or break a change initiative and the success to change depends on the quality of leadership. The leaders of an organization must have the capability to change themselves and influence the change team to make a substantive change when needed. People that are in a leadership or management positions in the organization, even if they have a successful track record, are not automatically a good fit for leadership roles on a change initiative. (Jones & Recardo, 2013, p. 56.)

Different kinds of organizational change require different kind of leadership. Incremental change can often be managed by the existing management structure and the processes of the organization support it. In strategic changes, the normal management process and structure itself is subject to change, which is why the current management cannot lead the process. Organization’s definition of effective leadership might also change because of a re-orientation or re-creation of the organization. Therefore, leadership is a very critical element of change management. (Nadler & Tushman, 1990, pp. 79-81.)

Leadership should know how to lead people for the change initiative to succeed. Success comes from leading people: 70-90% of leading should be leading people and only 10-30% to leading things. The leaders of the organization need to be behind the change, but there should also be a team that consists of management and employees that are committed together to change. An organization might seemingly make progress, but without a strong change initiative team, these changes remain superficial. (Kotter, 1997, pp. 5-23.)

Change management should act transparent and direct. If there is a need for co-operation negotiations during the change process, the law limits what can

be communicated. During these situations the change management can still communicate hope and share their vision of the future as much as possible. (Rinne, 2021, p. 144.) In the 90's it was possible that the management kept tight reigns in what was told to the employees and what was considered meaningful to the employees, but as self-determination has increased, everyone in organizations today is producing and sharing information, and the dominance over information has shifted. Management is no longer able to select and decide what issues they are going to deal with. (Sivonen, 2022, p. 40.)

The change management team should also be able to influence both the hearts and minds of the people in the organization, as this will help the employees to embrace a new way of thinking and acting compared to just conforming. Change must be an overall solution that aligns with the organization's strategy. A change management's approach to change process should be adapted and scaled to the specific context of the organization, including the organization's culture and its business needs. Furthermore, change should be considered as an ongoing learning cycle and an ongoing process. The most important thing to remember is that change is ultimately about people. Change should serve the interests and improve the lives of customers and employees, as well as meet the needs of the financial stakeholders. (Jones & Recardo, 2013, p. 16.)

One of the important roles of change management is to act as a shock absorber and they should know how to act as a facilitator for the inevitable anxiety that arises as change initiative moves forward and starts to feel real. Change leaders must have emotionally intelligent skills and they should have the patience to listen, encourage, support, and guide those involved in carrying out the change and anyone that is affected by it. Change leaders do not have all the answers, and their role foremost is to be a process facilitator. This requires the ability to surface any anxieties surrounding the change and identifying the root causes and working with employees to overcome any factors that obstruct change. Leadership is there to help everyone identify any occurring issues and to deal with them. (Jones & Recardo, 2013, p. 61.)

Problems in engagement to organizational change can occur if the change process is only a top-down led effort that requires little of the employees other than to agree, and if there is a poor trust between employees and leadership. Poor engagement can be a result of poor employee/management relations or resentment to past failed change projects. An organizational culture that does not require much ownership or initiative from its employees tend to have a much harder time engaging the employees towards change. What should be done to engage employees to change is to make the vision for change clear, and to make the change seem compelling and feasible for the employees. Communication should be consistent to reinforce the change. Readiness for change should be assessed and change progress rewarded. Engagement can be achieved with the right influencing skills and by using rewards or consequences to promote desired behaviours and outcomes. Employees are engaged when they find meaning in their work and the change affects them personally. (Jones & Recardo, 2013, p.19.)

4.1 Middle management's role during change process

For the personnel of the organization, the need to spend time with their closest manager increases during a change process. When a change situation is unclear, it can be challenging for the middle management as well. The manager might be in a position where they must inform the employees about something that they themselves know nothing about. The goal of the organizational change or schedule might have shifted, but it seems that nobody knows what is happening. Tired managers might be unable to put themselves in the employees' position and for some managers, the change could affect them directly. Nevertheless, even if the future of the manager is unclear, they must be able to focus on the situation happening in their organization and give time to their subordinates. In a change situation, the role of middle management is amplified, and they operate as a vessel between the employees and change management, informing both parties how the change process is progressing. (Ponteva, 2010, pp. 53-60.)

When Board of Directors are behind the change initiative, it is important to get the middle management on board as well. The middle management should be included as early as possible, even if the Head of the organization has not had a chance to fully internalize the change initiative yet. When middle management is not included, the process of change can hinder and slow down. It is important that there is a good two-way communication between the Head of the organization and middle management. Goals can be met through collaboration. (Korhonen & Bergman, 2019, pp. 92-93.)

Many managers' schedules are swamped by meetings, e-mails and calls that take up most of their workhours. Before and during a change process, it is important that the middle management has time to stop and think about the change process and internalize the goal of the change. Manager's main purpose during change process is to face the people in the organization and give them their time. The Head of the organization should understand this, as it is through this kind of action, which ensures the success of a change initiative. (Ponteva, 2010, pp. 27-28.)

The Head of the organization, change management and middle management should all be present and available during a change process. When management is present, it makes the employees feel safer and feel that they are considered a priority. (Mattila, 2011, p. 184.) Middle management of an organization have a key role in change process. They are part of the everyday work, they communicate daily with their subordinates and through example and communication, they move the changes forward within the organization. (Korhonen & Bergman, 2019, p. 95.)

Leadership's position during organizational change is not easy and not all can handle situations and pressures that come from uncertainty. Therefore, it is important that management of the company have a chance to process their own feelings towards the change as well. It is possible that for some, the change is not easy to accept, but often increased information can change doubt into action and make it easier to help others. If a manager cannot let go

of old ways and processes, it is impossible for them to help employees process the change. (Ponteva, 2010, p. 29.)

4.2 Change communication

During a change process, communication is critical for the future of the organization, and it is also a way to sustain its current operations through the change (Stenvall & Virtanen, 2007, p. 61). Communication is one of the most important tools the change management has, and a plan should always be made regarding communication, no matter how big or small the change ahead is (Myllymäki, 2018, pp. 9, 63). Communication's importance should never be underestimated. Leadership without communication is not possible and if management does not understand this, there is no way to succeed. During change situations the relation between change management and their ability to communicate is even stronger. It is not exaggeration to say that without communication, all changes fail. (Stenvall & Virtanen, 2007, p. 60.)

According to Jones and Recardo (2013, p. 61): "Communication is the backbone of effective change leadership capability." Change leaders must be able to communicate with messages that have been developed especially for their target audience. One-size-fits-all messaging will quickly destroy any credibility the leader in a change situation has, which is why the importance of communication should never be overlooked. During change communication, the most important thing is that the change vision is clear.

4.2.1 Keep the vision clear

The vision of the change should be communicated clearly. If the content of the change vision and the ultimate target is not well-defined, it will not matter if the communication is consistent, and the stakeholders are going along with the plan; processes are only as good as the content that moves within them. When a business change is at hand, a strategic vision with substantive content is

everything. (Jones & Recardo, 2013, p. 30.) The vision for change should be made concrete, something practical that everyone can see and understand. The vision should also always align with the organization's strategy and targets. (Mattila, 2011, pp. 148-149.)

When planning communication during organizational change, the following should be remembered: communication should support the execution of change, and with the help of communication the target and content of the change is given to the people in the organization. With the right communication, the personnel can be included to the content and to the target of the change. One of the important goals of communication is to increase interaction during the process of change. (Stenvall & Virtanen, 2007, pp. 66-67.)

4.2.2 Communicate clearly and consistently

The communication regarding change can be misunderstood like any communication; it is up to the receiver how the message is interpreted. It is possible to keep the communication clear by following the next steps:

- Be on time: allow the employees to be part of the process as early as possible.
- Always speak the truth and communicate clearly why the change is necessary.
- Avoid conditional statements such as "if we change".
- Avoid proverbs, trending words and sarcasm.
- Any possible risks involving the change should be communicated.
- Allow time for the employees to ask questions and include them in the process.
- Communication should be made on point, without contradictions or any unnecessary babble.
- The target and what the future after the change is must be communicated realistically. (Myllymäki, 2018, pp.17-67.)

Consistency in communication is important and a way to reinforce the change. It is necessary to have a clearly defined, compelling, and credible vision for the change, but this alone is not sufficient for the change to stick. Everyone in the change initiative have many competing priorities and pressures and have a temptation to do as before. Therefore, it is important to have an ongoing communication from the change leadership. Organizations are hierarchical by design, and employees in the organization are interested in what the higher-level members in the organization are saying about the change, and what is expected. Communication that comes from senior members of the organization carry more weight than if the message comes from lower levels. Communication should be encouraging and support the change as it happens and achieved changes should be highlighted. All effort and learning should be acknowledged, not only results and they should be acknowledged along the way, not just in the end. It is important to listen to people and hear what their challenges are and how they have overcome them and use this information to communicate with credibility and recognition. (Jones & Recardo, 2013, pp. 36-37.)

4.2.3 Don't underestimate the resistance to change

According to Angela Fisher Ricks (2020), when communicating change, two questions should be asked:

1. Do our employees have the motivation to change?
2. Are our employees equipped with the ability to change?

These are very important questions and one without the other can harm any attempt at organizational change. When communicating change, the focus should be on increasing motivation as well as increasing the organization's ability to adapt.

The resistance to change should never be underestimated. For that reason, any mystique towards the change should be stripped off. The more change is talked about in the organization, the more it becomes a normal part of everyday work life. (Savaspuro, 2019, p. 164.) Therefore, one of the main tasks of the

management during change is to communicate to everyone clearly what the target of the change is and repeat this constantly. People tend to have a positive attitude towards change when they understand the full picture. (Stenvall & Virtanen, 2007, p. 37.)

In an ideal organization, the people in the organization, including the leadership, are all able to acknowledge any mistakes that have been made, as this opens a door for learning and change (Rinne, 2021. p. 21). Being open about the actions and decisions made is a way to reduce resistance.

It is important to note that resistance to change does not only come from lower levels of the organizations. Resistance can happen in higher-level management as well, especially when change is introduced by their subordinates. This can be tackled if leaders focus more on observation. Resistance can be used as a positive resource when it leads to open discussion and debate. Silence and apathy are the most challenging form of resistance, as this is harder for the change management to detect. When people in the organization are engaged in the process of change, the change management can monitor resistance and modify their communication to fit the people in the organization. (Robbins & Judge, 2019, pp. 623-624.)

How the communication is implemented can influence the resistance of change as well. Different modes (video, email) of communication can be stimulating, but they can also be overwhelming. Physical interaction carries the most impact, which is why this should be used instead of electronic communication when possible. (Jones & Recardo, 2013, p. 37.)

5 THE PROCESS OF ORGANIZATIONAL CHANGE

It is not realistic that organizations restructure every time their environment move and change. Therefore, changes in organization's structure must be carefully planned and during the process, the current business must be sustained. (Senior & Fleming, 2006, p. 127.) Organizations process small changes daily: managers oversee everyday work and develop how work could be done at the same time. Ideally, change and change management intertwines with everyday work. (Mattila, 2011, p. 10.)

A successful process of change is always based on critical reflection. Critical reflection means that the change management starting the change process must understand what the change is about and critically examine their own actions as well as actions done in the organization. (Stenvall & Virtanen, 2007, p. 12.) According to Jones and Recardo (2013, p. 16) change should also be strategic and sustainable. Change initiatives must align with the long-term goals of the company and the change should be made to stick. Change should also be about something more than just improving financial results.

5.1 The status of the organization

Before planning a change, the organization should look within. If an organization has a good atmosphere, good leadership, good communication and employees can influence their own work, there is not as much need to support employees during a change process. If things are not as previously mentioned, changing these things first in the organization should be a priority. (Ponteva, 2010, p. 70.) The current status of the organization must be considered at this point, before making a plan to change. If the people in the organization are not aboard with change, it will most likely fail. "A central idea

of all change management theories is that no change ever happens in isolation. In one way or another, change impacts the whole organization and all of the people in it.” (Mindtools-website, n.d.)

The most important thing is that before the change is executed, the purpose of the change is established. If the purpose is unclear, there will be problems during execution. According to Stenvall and Virtanen (2007, p. 48), the following questions should be asked to have a clearer image of the purpose:

- Why is this change right thing to do?
- What is the object of the change?
- What is the organization able to execute?
- What is the appropriate execution of change when considering organizational culture and current situation?

It is also noteworthy to understand that a process of change is not always successful. According to John P. Kotter (1997, pp. 4-6) there are two mistakes an organisation can make and fail at organizational change: the first mistake is to move along with the change initiative without everyone, the management, and employees of the organization, seeing why the change is necessary. This is a grave mistake to be made; if everyone is satisfied in the organization's current state, the goals of the change initiative will not be reached. Change always requires extra effort from the personnel and if change is not seen as necessary, current situation is held on to. Second mistake is the lack of a strong change initiative team that moves the change forward. Consequently, change management is discussed in this thesis before the process of change. The right change management must be selected and the reasons for change made clear before the planning process can begin.

5.2 Planning stage

It is important that organizations can diagnose change situations, as this is the only way they have a chance to respond and manage change successfully. There is no standard recipe for every change that happens in an organization

and therefore every new change must be planned accordingly and with a strategy planned for the exact change at hand. (Senior & Fleming, 2006, p. 57.) The planning stage of change should be thorough, and it should take time and consideration. All organizations have history and past experiences affect the new situations, which is why it is important to understand that every change situation is unique and must be addressed accordingly. In many organizations, the planning stage can be overlooked as well as the benefits of the change compared to current processes and costs. (Stenvall & Virtanen, 2007, pp. 43-47.)

One of the most prominent and popular change models used in organizations is the eight-step model by John P. Kotter. His eight-step model can be used in most organizations as a guideline when organizational change needs to be planned. Kotter concludes that every organizational change process must include the following eight steps (Figure 2):



Figure 2. John P. Kotter's eight-step change model. (Adapted from Kotter, 1997, p. 18)

When implementing organizational change process, each of these steps are important and should not be overlooked, otherwise the change initiative might face problems. If the plan is not moving forward, this could be because the Head of the organization, including the CEO, are not participating enough in the change and the change team's efforts. Rush should not be an excuse to skip any steps, on the contrary, rush can make the process feel contrived and mechanical. (Kotter, 1997, p. 20.)

During a successful change process, the management should be sensitive and have the capability to observe what is happening in the organization during the process of change. Implementation of organizational change without understanding the practical organizational life is empty, as without it, change only happens in the surface. (Stenvall & Virtanen, 2007, pp. 35-43.) The change management should see how open their organization is to changes; an organization where changes rarely happen, even a small change requires a lot of effort. In an organization where changes happen often, the resilience to change and the ability to change, is stronger. (Korhonen & Bergman, 2019, p. 30.)

During the planning stage, the first steps in Kotter's eight-step model is to create a sense of urgency, put together a strong change team, and develop vision and strategy. The sense of urgency must be created as it is impossible to move a change forward if everyone in the organization is happy how things presently are. To help create a sense of urgency, the problems in the organization should be discussed openly and future possibilities should be brought to light. The strong change management team should have four features: power that comes from status, expertise, creditability, and leadership. Members of change management must be able to lead people as well as things. Management that is accustomed to only leading things make plans but are unable to create a vision. Vision is necessary during change process as it helps to clarify the direction of the change, it encourages people to move in

the right direction and it also helps to coordinate operations involving thousands of people. (Kotter, 1997, pp. 37-62.)

5.3 Implementation stage

During the implementation stage of change, Kotter's steps are communicating the change vision, removing obstacles, and generating short-term wins. The vision for change can be hard to communicate if the leaders are only used to leading things. The communication on vision should be made clear and change managements actions should support the vision. Removing obstacles means that organizations must change for the change to truly happen and this means removing obstacles such as old structures, habits, systems, and leadership styles that harm the new vision. Any short-term success during change process should be acknowledged as it strengthens the process, it allows the change management to celebrate results and test the change in a concrete way, and it also helps to quiet down the people who are doubting the change. Celebrating short-term wins also helps to keep the momentum and move the process forward. (Kotter, 1997, pp. 73-107.)

The implementation of change includes actions that need to be done for the change to happen. New routines must be established, and new mode of operating must be tracked. The implementation stage is hard, and this is where the success of the change management is considered. The real problems during change process often occur when changes must be made during implementation process. This is when people of the organization might start to consider if the new practices are better than the old practices. Therefore, the planning stage is important, but even careful planning does not always guarantee that change process happens as planned. During the implementation of change, it should also be accepted that the process can be unpredictable and chaotic. Surprising situations can occur, but how the situations are handled is the key and how the change management can move the change forward despite the new turn of events. Organizational change can be intense, which is why it is important to allow breaks during the process.

Implementation of change takes time and rush can hinder successful change. (Stenvall & Virtanen, 2007, pp. 35-49.)

The timeline for change should be made realistic as the ability to change can be often overestimated. The ability to change depends on how much the whole organization is included in the process and how much information the employees of the organization have compared to the management. Repeating the goal and strategy often helps the people in the organization to internalize it. The different steps towards change should also be known by everyone in the organization. (Korhonen & Bergman, 2019, pp. 47-50.)

One way to calculate how well the organization is implementing or will be able to implement its change initiatives is through DICE framework. Harold L. Sirkin, Perry Keenan and Alan Jackson studied change initiatives at 225 companies, and they found a correlation between the outcomes of change initiatives to four factors they call hard factors (Duration, Integrity of performance, Commitment and Effort). They feel that most experts concentrate on soft issues such as culture and motivation, and they believe these soft issues alone are not enough to bring change. According to them, these four hard factors should also be considered when implementing change: project duration, especially the time between project reviews, integrity of performance which means the capabilities of the project teams making the change, commitment of senior executives and employees, and the effort that is required from the employees who are directly affected by the change. Organization can use the DICE framework to assess and have conversations about projects, to see whether projects are on track or in trouble, and to manage project portfolios. (Sirkin et al., 2005.)

5.3.1 Personnel's process during change

The goal for an organizational change should be that the change happens with the full support and cooperation of everyone who is affected by the change (Miranda et al., 2022). People may not appear unhappy, but this does not mean that they are embracing the change and taking it forward. Collective

readiness for change or lack of it, can make or break, or stall a change initiative. There are often hidden concerns regarding the change which can surface during the process. (Jones & Recardo, 2013, p. 37.)

Stenvall and Virtanen conclude that for the personnel, change is a process, and this process has typically three stages: paralyzed stage, hopeful stage and adjustment stage. The first stage, paralysation, usually occurs when personnel are first informed of the new changes that are coming. The results can be strong denial and critique of the change. The atmosphere can be tense and as a result, the amount of information that can be processed is limited. Therefore, the communication during the beginning of the process is complicated. The management can feel that all necessary information has been given in the beginning, but the personnel can feel that they have not received any information concerning the changes. (Stenvall & Virtanen, 2007, pp. 50-51.)

The second stage is hopeful. During this time the emotions can go up and down like a rollercoaster. Personnel can feel that the change is moving forward and their organization has a bright future ahead. At another time, personnel can also feel that the changes are not moving forward and that the changes will not happen. This stage can be draining for the personnel. The third stage is adjustment. During this stage the overall mentality of the personnel is that they are going through the change, and they see new possibilities in it. At this point old procedures are no longer seen better as the new way of operating. (Stenvall & Virtanen, 2007, p. 51.)

Some organizations can go through these stages quickly, but this usually means that the organization is agile, or the changes are small. It is also possible that the organization never reaches the third stage of adjustment. Changes are something that organizations must get used to, and after several changes, new changes might be a big process in the organization. The main challenge is that during the process of change, management and personnel might be in different stages. The change management has all the necessary information to help them process the change quicker than the personnel. (Stenvall & Virtanen, 2007, pp. 51-52.)

5.3.2 Including personnel in the process

For the management of the organization, it is often obvious and clear that change is needed and how and why change should be implemented, but at the same time the employees of the organization do not see it. (Stenvall and Virtanen, 2007, p. 18) This is why communication and sharing information is so vital. Organizational change is not successful without including the employees in the process as “people at all levels throughout an organization are, individually and collectively, both the drivers and engines of change” (Senior & Fleming, 2006, p. 343).

Including employees in the change process can make the employees accept change easier, but there are risks. If employees are included, they expect that they and their proposals will be taken seriously. If management is not really going to let them be part of the process and listen to their proposals, this will backfire. Good way to include employees in the process is to arrange occasions where employees can meet their manager and peers and speak freely about the change. (Ponteva, 2010, pp. 45-72.)

Trust is an important element when change is discussed. Everyone in the organization is affected by past experiences and trust can be used as a positive resource for both the employees and the organization. Lack of trust within an organization weakens any change initiatives. Therefore, it is wise to consider this aspect between the employer and employee. If personnel have a positive experience of the organization they work for, any future changes are easy to accept. Any uncertainty that arises can be overcome by positive past experiences, good communication within the organization and by employees believing that they can affect things. When trust is strong between the employee and employer, employees will try to see everything in a positive light. Lack of trust will hinder any change initiatives. Negative past experiences will resurface when change is brought up again. The bigger the change initiative, the more important it is that trust is in order in the organization. (Mattila, 2011, pp. 50-61.)

5.4 Making the change stick

The final steps in Kotter's eight-step model (Figure 2) are sustaining the momentum and making the change stick in the organization's culture. Substantial changes take time, especially in big organizations. Process can halt for many different reasons: members of change management leave the company, there is exhaustion in leadership, or even bad luck. That is why it is important to celebrate the short-term wins. If momentum is lost, the change initiative can regress. Changed processes are fragile in the beginning and progress can be lost before the change is able to stick. It is vital that the management is able to lead people towards the vision and persevere, as change can take a long time. Culture is not easily changed, and cultural change cannot be forced. Culture changes when the people in the organization are adapting to the new mode of operation, and the benefits of the new way compared to the old way is visible. (Kotter, 1997, pp. 115-137.)

When change management's aim is to change an organization, the organizational transformation depends on changing culture. For organization to transform, the members of the organization must think and act in ways which represent the new change vision and goals. The culture must change from what it previously was and desired mindset and accompanying behaviours must align with the new target. (Jones & Recardo, 2013, p.108.) Changing organization's culture is an enormous task and it is best to plan small changes over time. Central to change are the people in the organization; organizations are not changed by a statement that says it must change, it is a process that requires action. (Korhonen & Bergman, 2019, pp.133-134.)

6 METHODOLOGY

The research begins by analysis of different methodology and deciding which approach is suitable for the specific research. The object of the thesis helps to define the method. The object of this thesis is to help the Head of the case organization to develop their future change processes through employee feedback. There are different options to approach this: case study, action research or the use of constructive research. Case study's primary purpose is to study a predefined case as accurately as possible. (Ojasalo et al., 2018, pp. 51–68.)

Case study's thorough research allows the researcher to understand the subject of the study comprehensively. Action research aims to change specific practical methods practiced within an organization and its purpose is to find out how things should be. Constructive research aims to give a new concrete output when development is needed. Constructive research should be used when practical problems need new solutions that are based on theory. (Ojasalo et al., 2018, pp. 51–68.) When the right approach has been decided, the best data collection method for the research and its objectives can be selected.

6.1 Case study

Case study works well when the aim of the thesis is to develop something, and to gain deep understanding on the chosen subject. In case study, it is common to have only one area that is researched, and the subject can be a business, a product, a service, or a specific process. Case study does not aim to give statistical information, but rather new and detailed information on a subject which will help with development of this subject. (Ojasalo et al., 2018, p. 53.) Case study as a research strategy is selected when the research questions are descriptive or explanatory questions about a social process in a situation in which there are little knowledge of the phenomenon (Swanborn, 2010, p.

41). A case study produces knowledge regarding a current situation in an actual operational environment (Moilanen et al., 2022).

According to Robert K. Yin (2018, pp. 3-201), the necessary steps in case study research are planning, designing, preparing, collecting, analyzing, and sharing. In planning stage, a researcher must establish whether a case study should be used as a research method. In designing step, the case is defined, theory developed, and case study designed. In preparing stage, the researcher prepares to collect the case study evidence. During this stage, the case study researcher should enhance their skills as a researcher, develop a case study protocol and screen candidates and select the final case and even conduct a pilot case study. In the fourth phase, collecting case study evidence requires that the chain of evidence should be maintained, data should be assembled into a comprehensive case study database and multiple sources of evidence should be used. Case study analysis is the most difficult stage, which is why it is recommended that a beginner should begin with a simple case study. When analysing case study data, the researcher should always be guided by the research questions (Swanborn, 2010, p. 134). In the final reporting stage, it is time to share the results to a defined audience (Yin, 2018, p. 218).

The research approach in this thesis is a case study as the thesis aims to study a specific phenomenon: case organization's employee experience during organizational change, and what the capability of the organization to change is. The object is to give the Head of the organization a checklist to help them when change needs to be planned again in the future. The aim is not to make any concrete changes.

6.2 Research methods

Research methods can be divided into two methods, quantitative and qualitative. In qualitative research, qualitative data is collected and analyzed through open-ended communication. Qualitative research is used to gather in-depth insight into a particular topic and qualitative research methods are

designed to gather information on what is the target audience's perception on particular subject. The advantage of using qualitative research technique is that it offers a more comprehensive picture on the subject compared to quantitative research which focuses on specific areas. It also allows for the researcher to explore the subject in-depth and it promotes discussion through open-ended questions. Open-ended questions can also give more information than originally planned. Qualitative research can also track how people's feelings and attitudes change over time as opinions can change, and qualitative research can show this. (Cornell, 2022.)

6.3 Data collection

Data collection methods can be divided into quantitative and qualitative research methods. Quantitative research is used when research is conducted with a larger audience and results are numerical. Data collection methods in quantitative research are for example surveys or structured survey interviews. Quantitative research is used when the thesis' object is to test a theory; in this method a hypothesis is created, and surveys are a way to test if the theory is applicable. In quantitative research it is important that the researcher has a deep knowledge of the theory relating to the subject in order to measure it. The researcher must find hypotheses from the theory that can be measured. The research material is analyzed statistically, and the result can be used as a general result that can be applied to a larger group than participated in the study. In qualitative research the number of research subjects is smaller, but the amount of data that needs to be processed is still large. In this method, the researcher details the process and argues different interpretations, which gives the reader the opportunity to assess the credibility of the research. Data collection methods in qualitative research include for example different types of interviews. (Ojasalo et al., 2018, pp. 104-105.)

6.3.1 Survey

Survey might be the most used data collection method due to its efficiency and speed. Surveys are a way to collect data from a large group. It has also been commonly interpreted that a survey is applicable to many different subjects and phenomena. Survey works well when the aim is to map out a larger group's opinion on a known subject or to verify or annul the accuracy of a certain hypothesis. Survey questions are the same for everyone and it is important that the questions are easily understandable, easy to answer and unambiguous. (Ojasalo et al., 2018, pp. 40-41, 121.)

The selected methodology of this thesis is a mix of qualitative and quantitative research. Data collection method is determined by the number of employees in the organization, as the best way to gain viable results is to include everyone in the research. Only interviewing a small number of people within the organization might give a result that is not credible. Surveys are commonly used as a solely quantitative data collection method, but in this thesis, the research uses a Forms survey with structured as well as open-ended questions to gather data. This allows the researcher to collect and analyze a large amount data from the personnel of the case organization, rather than doing one-on-one interviews with a selected few. The survey includes the whole organization as it was established with the case organization beforehand that this way the result could be considered most viable.

The survey includes statements that use the Likert scale, as well as open-ended questions. The Likert scale will help assess the respondent's thoughts on a range. The options are strongly agree, agree, do not agree or disagree, disagree and strongly disagree. Neutral option of do not agree or disagree is preferable to use when the topic is considered sensitive. This option can also be considered problematic, as it can also be used by the respondents when they do not want to consider the statement deeply. (Lakusta, 2021.) This option was included in the survey, as the researcher did not want to force the respondents to "choose a side".

6.3.2 Interview

Interview is one of the most commonly used data collection methods. The reason might be that the interview enables the researcher to acquire in-depth information quickly. Interview is an appropriate data collection method to many development projects, and it is preferable to use this method along with other methods that complement it. The purpose of an interview is to gain a deeper understanding on a subject, and it is important that there is an atmosphere of trust between the interviewer and interviewee. (Moilanen et al., 2022.)

Interviews can use structured or semi-structured questions, and they can be divided into different types, such as theme interviews, in-depth interviews, and focus groups. To help choose which type of interview to use, the researcher should first determine what kind of information is needed from the interview. (Moilanen et al., 2022.) This research uses structured interview and the questions for the interview were formulated beforehand and questions asked in the order they were written down. The interviewee was informed that the idea of the interview was to include an opinion from a representative of the case organization to the research, and not gather in-depth data. The researcher tried to keep the number of questions limited and the questions were designed to gain deeper understanding of the main issues regarding the organizational change process.

7 RESULTS

The link to the survey was given to 382 employees and to 57 that are in a management position. 82 employees (21,5%) and 13 of the management (22,8%) responded to the survey. 60% of the employees and 62% of the management that responded were affected by the organizational change in some way. As middle management's role was considered significant in the change management chapter of the thesis (chapter 4.1), the researcher wanted to create a separate survey for the management to find out how the management felt about their role during the change process.

The links to the survey, with a foreword about the study, was sent to the employees and management of the organization through Teams. The researcher consulted the Internal Communications Manager of the organization on how the survey should be distributed and was instructed that all internal communication is done through Teams. The surveys (Appendix 2 & 3) were conducted in Finnish, and they were open for two weeks. The statements had five different options:

Täysin samaa mieltä = Strongly agree

Samaa mieltä = Agree

Ei samaa, ei eri mieltä = Do not agree or disagree

Eri mieltä = Disagree

Täysin eri mieltä = Strongly disagree

One Board Member was interviewed to include a perspective of a representative of the organization on the change process. The interview (Appendix 1) was conducted in Finnish through a Teams meeting, and the interviewee was informed beforehand that the purpose of the interview is to include a Board Member's perspective to the research about the change process, rather than do an in-depth data collection. The interview questions, as well as the survey questions, were based on the theory part of the thesis and the results are divided similarly in the following chapters.

Kotter's eight-step model (1997, p. 18) was used as a strong basis for the questions regarding the process of change, change management and change communication. Stenvall and Virtanen's (2007, p. 48) idea that change requires the people in the organization to have the ability to learn new things, and to handle change, and Korhonen and Bergman's (2019, p. 30) view that in an organization where changes happen often the resilience to change and the ability to change is stronger, were used as a basis for the questions regarding the capability of the organization to change.

7.1 The beginning of the process of change

During the interview it was established that the reason that organizational change was considered in 2022 was directly due to the strategy of the organization. Strengthening the implementation of the strategy was the main reason why the change process begun. There were big investments coming up which meant that the organization had to acquire new capabilities, which they did not at that moment have. It was necessary to change the activities in the organization, some of the task roles were terminated, and some changed. For the leadership, the goal was clear and there was a clear strategy on how to achieve it.

According to Kotter (1997, pp. 37-40) the sense of urgency must be created in the beginning as it is not possible to move a change forward if the personnel do not see the need for change. To help create a sense of urgency, the problems in the organization, as well as the future possibilities, should be discussed openly. The employees and management were given a statement (Figure 3 & 4) "In the beginning of the co-operation negotiations it was clear why the organizational change was necessary and important to do".



Figure 3. Survey question 2. Employee survey.

Most of the employees disagreed (46%) and strongly disagreed (32%) with the statement. Only 2% strongly agreed and 7% agreed with the statement. This indicates that the employees that responded to the survey, did not know, or understand the goal or vision of the organizational change in the beginning of the process. The responds from the management of the organization (Figure 4) were more divided. 31% of the respondents disagreed, 23% strongly disagreed, 23% agreed and 8% strongly agreed to the statement.



Figure 4. Survey question 2. Management survey.

According to the interviewee, before the co-operation negotiation it was not possible to prepare the personnel to the organizational change. During the co-operation negotiations, as soon as possible, the personnel were included, and the personnel representatives came to meetings, where it was possible to participate in the discussion regarding the change. In the interview it was established that there were three main objectives for the organizational change process: improving operational efficiency, reorganizing the operational organization and to clarify responsibilities as there was a need to adapt the number and content of work tasks to the changed circumstances.

To the statement “I understand the goal of the organizational change” (Figure 5) 41% of the employees agreed and 35% disagreed with the statement. 54% of the management agreed and 23% did not agree or disagree with this statement. These responds indicate that as time has passed, the goal of the organizational change has become clearer to the personnel of the organization.

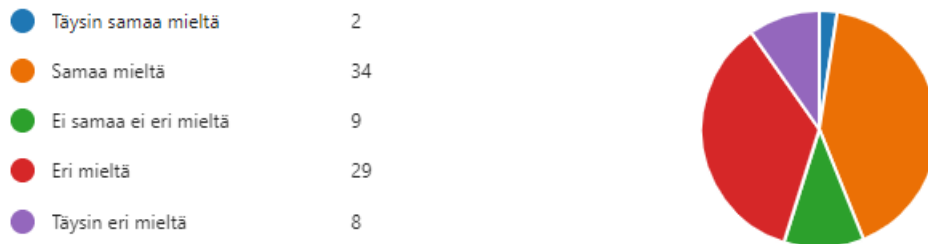


Figure 5. Survey question 4. Employee survey.

Concerning the future, 29% disagree and 23% of the employees agree that the new organizational model will improve the operations of the organization in the long term. Management responds are similar, 23% disagree and 23% agree with this statement. According to Kotter (1997, pp. 60-65) a good vision serves three purposes during a change process: it clarifies the direction of the goal to everyone, it encourages people to move ahead with the change initiative, and it helps everyone to coordinate towards the change. The future of the change should be seen as something achievable and desirable.

7.2 Change management

According to Kotter (1997, p. 51) one of the first things that must be done before a change process can begin is to create a strong change management team. The employees and management were given a statement: “The organizational change was executed by a strong change management team”. Most of the employees disagreed (40%) or strongly disagreed (27%) with this. 29% of employees did not agree or disagree, and only 4% agreed with the statement. 38% of the management strongly disagreed, 38% disagreed and 8% agreed with this statement. None of the employees or management

selected strongly agree to this statement. The responds imply that most of the respondents feel that there was not a strong change management team put together to take the change forward.

The management was asked if they felt that they had enough time to support their subordinates during the organizational change process. This question was based on Mattila's (2011, p. 184) notion that when management is present, it makes the employees feel safer and feel that they are considered a priority. 70% responded no, and the reasons were that the process was executed during the summer and vacations reduced the time they had with their subordinates. In the responds it came up that management felt that they were not informed properly themselves, which made it hard to support their subordinates and they had no tools to help them support their subordinates. 15% of the management answered simply yes and 15% yes, because the change did not affect their team.

Employees of the organization were given a statement "My immediate manager was very available during the organizational change". 29% of the employees strongly agreed and 41% agreed with this. Only 9% disagreed and 7% strongly agreed. This indicates that most of the employees that responded felt that their closest manager had enough time for them, even though the management felt that they did not. The result show that the relationship between the management and their subordinates is in a good state and this bids well for the future as Korhonen and Bergman (2019, p. 95) point out, the middle management of the organization have a key role in a change process.

Korhonen and Bergman (2019, p. 92) also point out up that it is important that there is a good two-way communication between the Head of the organization and middle management as goals can be met through collaboration. Most of the management disagreed (46%) or strongly disagreed (15%) that they received enough information and support from the Head of the Organization to execute the change process in their team. 15% agreed that they had been given enough information. The follow-up question to this was if they disagreed with the statement, what kind of support they would have wished for. In the

answers it came up several times that they wished they had received more information about the change, clear instructions for their own team, and information why the organizational change was made and what exactly was the goal regarding their team.

7.3 Change communication

To the statement “Communication regarding the organizational change was up-to-date and sufficient” (Figure 6) most of the employees strongly disagreed (35%) or disagreed (59%), and only 4% agreed. The management was given the same statement in their survey and 31% of them strongly disagreed, 38% disagreed and 23% agreed with the statement.

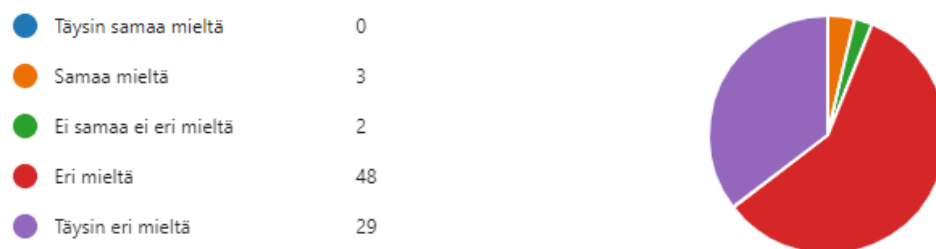


Figure 6. Survey question 6. Employee survey.

Stenvall and Virtanen (2007, p. 60) declared that communication’s importance should never be underestimated. The responds suggests that the communication between the leadership and the personnel of the organization was lacking, and the change management process may not have been executed as effectively as it could have been. Personnel need to feel informed and included in organizational changes. Most employees also disagreed (41%) or strongly disagreed (27%) in that they received often enough information about the organizational change during the change process. To the same statement, 31% of the management disagreed, 31% did not agree or disagree, and 15% agreed.

There were four open-ended questions (Appendix 2 & 3) regarding the communication during the change process. The questions were same for the

employees and the management of the organization. The communication regarding the organizational change happened through different Teams meetings and most employees and management agreed that this was a good channel to use, and it reached everyone in the organization. Other communication channels that employees and management had hoped for were face-to-face meetings and emails regarding the change. It was mentioned that employees that work in customer service are unable to attend Teams meetings and often receive information later compared to others in the organization, and to some employees it also felt that Teams works better for informal information and discussion, but all formal information regarding the change should have been given via email.

According to Kotter (1997, p. 63) without a clear vision, even the smartest strategy or logical planning does not encourage personnel to act in a way as it is needed when a significant change is at hands. The employees and management were asked if the goal of the organizational change was made clear in change communication. Most responded no, the goal was not clear and added that the goal was only discussed at the top level, and it was not communicated what the goal meant in practice. Some responded that the goal is still not clear to them. 13% answered yes, and a few responded that they are not sure.

From the management there was a respond that "...especially when you think about those work tasks and activities for which deductions were made, they were not in line with the stated objectives." One comment from the employee of the organization:

I believe that for the most part the co-operation negotiations came as a surprise, leaving the goals of the organizational change itself secondary and unclear. Informing about the organizational change and its goals should have been brought up first and then information about the co-operation negotiations. And after that, told the media.

In both surveys there was a question regarding the communication about the organizational change and if it was well-thought and applicable to this

organization. Most answered that the communication regarding the change process was minimal, it was not clear, and the specifics were left out. One employee answered that the communication emphasized hiring new talent far too much, as somewhat significant part of the old employees was being laid off. One employee felt that in the beginning of the process, the communication was perhaps even misleading. One mentioned that it did not feel very well-thought as it was possible to deduce from some of the materials whose work in the organization will end. It was also brought up that due to the organization's large size, the communication should have been more targeted to include each company and each team. In the interview it came up that during co-operation negotiations there is a limit to what can be communicated, but that the organization still could have done a better job with communication.

7.4 Implementation stage of the change process

In Kotter's (1997, p. 18) eight-step change model, the sixth step is to generate short-term wins. Both employees and management were given a statement "During the organizational change process, milestones and successes were discussed" (Figure 7). 32% of the employees strongly disagreed, 44% disagreed, and only 5% agreed with this statement.

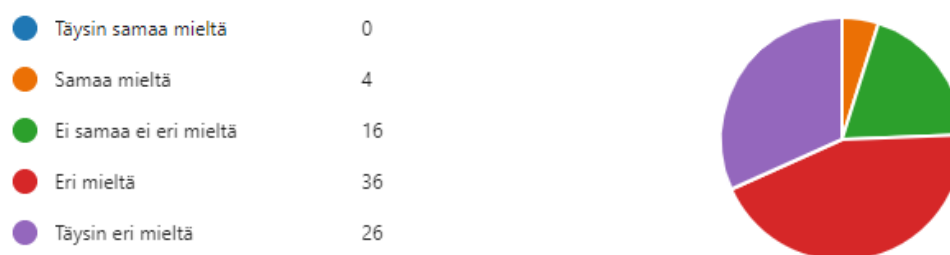


Figure 7. Survey question 12. Employee survey.

To the same statement (Figure 8) 38% of the management strongly disagreed, 38% agreed and 23% did not agree or disagree. None of the management selected agree or strongly agree to this statement.

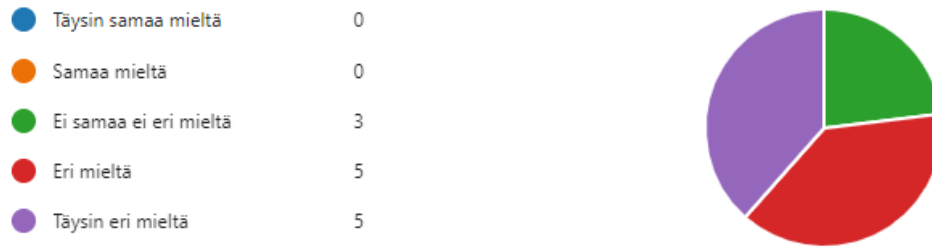


Figure 8. Survey question 12. Management survey.

This suggests that there was perhaps a lack of communication between the personnel and leadership regarding the change process. It is possible that leadership has been communicating milestones and short-term successes, but it was made in a way that does not reach personnel very effectively or the leadership may not have been communicating these updates to the personnel.

According to Senior and Fleming (2006, p. 343) communication and sharing information is vital as change is not successful if the employees are not included in the process. The employees and management of the organization were given statements “Personnel were involved in the process of organizational change” and “The management were involved in the process of organizational change”. Most of the employees disagreed (45%) and strongly disagreed (35%) with this, and only 7% agreed with the statement. Most of the management was in responded the same way, 38% of the management disagreed, 31% strongly disagreed, and only 8% agreed with this statement. The responds clearly indicate that the personnel did not feel included in the change process.

In the interview the case organization representative said that the personnel were involved in the change process during August 2022, after the co-operation negotiations, and the direct communication as well as communication through the improved management network increased at this point. Feedback from the personnel was sought (“vibe polls”, feedback from/through managers) and the feedback has been handled by the leadership team. One of the companies in the organization has a co-operation network in place that includes management, human resources representative and

employee representatives. This has been an important feedback channel, and a channel for the personnel to have influence.

According to the interview, support was arranged for the management on how to discuss the change with the employees. Management was included in the process earlier than the employees, in the final stages of the co-operation negotiations. Stenvall and Virtanen (2007, p. 52) bring up that the main challenge during a change process is that management and personnel might be in different stages. The change management has all the necessary information to help them process the change quicker than the rest of the personnel.

Employees were asked if they received enough support from the organization during the change process. 19% of the employees disagreed, 20% strongly disagreed, 39% did not agree or disagree and 17% agreed with this. Employees were asked what kind of support they had wished for. In the responses it was brought up several times that more information was hoped for, concrete information about where we are and where we are going, and who will take on tasks that are left without anyone to do them. Several employees felt that employees were not heard during the change process. Wish for a better change management was also brought up, that would have supported the change process better. Communication was lacking in most opinions, which caused speculations and good employees to leave as a result.

Most of the employees and management disagreed with the statements "feedback from management or concerns about organizational change were handled appropriately" and "employee feedback or concerns about organizational change were addressed appropriately". 51% of the employees disagreed, 13% strongly disagreed, and 13% agreed with this statement. 38% of the management disagreed, 15% strongly disagreed, and 15% agreed with this statement. According to Savaspuro (2019, p. 164) the resistance to change should never be underestimated. Therefore, all feedback should be taken seriously, and a plan should be made beforehand how it is handled.

7.5 Making the change stick

Kotter's (1997, p. 18) final step in the eight-step change model is to make the change stick in the organization's culture. Both employees and management were given a statement if the organizational change has successfully been established in their teams. Most employees disagreed (41%) compared to management where most agreed (38%) with this statement. 23% of the employees agreed with the statement and 31% of the management disagreed, which shows that there is still division between the groups. In the interview it was established that the change has taken place and, as a rule, the personnel has approved it. The representative of the case organization said that in the big picture, the change has been accepted, but the degree of approval also depends on whether the person is satisfied with their own job description after the organizational change.

7.6 Employee feedback on the change process

Employees and management were asked two open-ended questions to gain feedback on the organizational change process:

- "In your opinion, what was successful in the organizational change process?"
- "What do you think needs to be developed in the organization's change process?"

The employees of the organization brought up successes such as rationalization of work tasks and teams, combining tasks made sense and the same functions are now done in the same team, and there is now a more rational division of teams. Management's responses were in the same line as employees: combining certain functions was a good result, certain functions received additional resources due to the change process, the functions in the organization are more logical now, and the same thing is not done in many different teams.

To the question what needs to be developed in the organization's change process, most employees brought up communication. Communication should be transparent, clear and include more up-to-date information, and the tone of the communication should be considered as well. Other feedback:

More detailed planning in advance so that information can be communicated more quickly., You cannot start such big changes with such light planning. The objective should be clear and concrete even before the change is planned., More cooperation with employees so that everything about the change is taken into account., It seems that changes are being made in very short term and thus it is not clear what is being sought.

The management's responds resemble the employee responds: better communication, reasoning, clear goals, and planning were brought up the most. Management feedback:

You should first think about where you are and what you want to become. After that, a concrete plan should be drawn up on how to reach the objective, and the objects of change should also be involved in the preparation of the plan., There must be interest to change at all levels during the journey of change, and one must not be lulled into thinking that the change will happen if it is outlined on paper. Time must also be reserved for implementing the change, as it really takes time to make change happen, Now things were completely halfway done and after the summer holidays it was just assumed that the new organization would work and be clear to everyone.

The researcher asked the case organization representative what challenges were faced during the change process. The response was that one main challenge was that there were five companies involved in the co-operation negotiations at the same time, and negotiations had to proceed at the same pace. The organizational change was completed in August, and during the autumn, many issues still had to be resolved that were not taken into account. The timing was challenging (the approaching summer holiday season), and it

was challenging to complete the co-operation negotiations because there were several companies involved.

7.7 The capability of the organization to change

The employees and management of the organization were asked nine questions to find out what the capability of the organization to change is (Appendix 2 & 3). The answers show that majority felt that they were able to perform as usual during the change process (Figure 9 & Figure 10). Still, it is important to point out that of the employees 17% disagreed and 5% strongly disagreed with this and 23% of management disagreed as well.

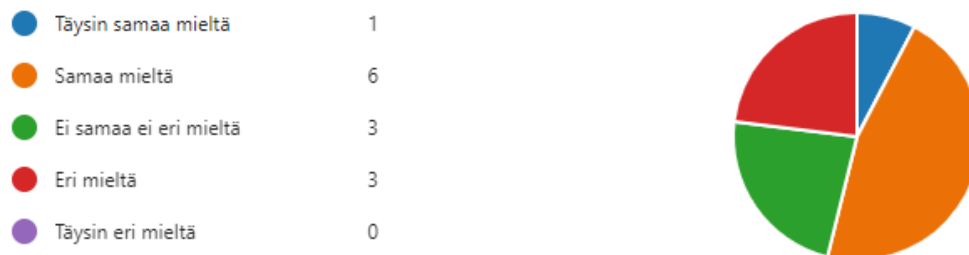


Figure 9. Survey question 20: “During the organizational change process, I performed my duties as usual.”. Management survey.



Figure 10. Survey question 20: “During the organizational change process, I performed my duties as usual.”. Employee survey.

According to Korhonen and Bergman (2019, p. 30), in an organization where changes happen, the resilience to change and the ability to change is stronger. Majority of the respondents felt that the case organization undergoes changes frequently, but also 27% of the employees and 46% of the management did

not agree or disagree with this. The middle option might have been chosen by this many due to the question not being clear enough. Respondents might have thought about a bigger organizational change here, compared to smaller changes that happen due to ever changing requirements, laws or how work is done.

Both groups were asked an open-ended question of how well does the collaboration between the different companies and teams in the organization work. The management's responds brought up that the relationship between the managers from different companies has improved, but there is still work to do. Some feel that there is still division between the different companies and communication does not work well. The employee's responds were divided between well and not well-answers. The employees of one of the companies in the organization brought up that they felt that their company is not appreciated as much as the other companies within the organization. It was also brought up that in teams that have members that work under different companies, it is difficult to define a common ground due to difference in work rules and instructions, as well as salaries.

According to Mattila (2011, p. 50) personnel is affected by past experiences and trust can be used as a positive resource for both the employees and the organization, but at the same time, a lack of trust within an organization can weaken any change initiative. When given a statement about trusting the organization's management in change situations, most of management agreed (46%) and most of employees disagreed (35%) or strongly disagreed (13%) with this. 24% of employees agreed with this. Regarding communication, 50% of employees disagreed and 12% strongly disagreed with how well the information flows within the organization. Only 13% of employees agreed with this. In the management's responds, 31% of disagreed and 15% strongly disagreed with this and 15% agreed.

Stenvall and Virtanen (2007, p. 48) point out that change requires the people in the organization to have the ability to learn new things and to handle change. Regarding the capability of the organization to change, one important

statement in the survey was if the respondents adjust to changes easily. Majority feel that they do: 57% of employees responded that they agree with this and 15% strongly agreed. 46% of management agreed and 23% strongly agreed with this. In the interview, it was brought up that during the co-operation negotiations, the leadership noticed that different companies in the organization had different levels of readiness for change. As they are aware of this now, in the future, it will be considered better how differently people perceive changes. In regard to learning, majority of both groups responded that in the case organization, everyone is encouraged to learn new things.

Management was given a statement “In our organization, managements' opinions are listened to, and it is possible to influence matters”. The replies were divided: 15% disagreed with this statement, 15% strongly disagreed, 38% did not agree or disagree, 8% agreed and 23% strongly agreed. Of the employees (Figure 11) to the statement “In our organization, employees' opinions are listened to, and it is possible to influence matters” 35% disagreed, 32% did not agree or disagree and 28% agreed with this statement.



Figure 11. Survey question 26. Employee survey.

These responds indicate that a significant portion of management and employees do not feel that their opinions are valued or heard. This could potentially lead to decreased motivation, as they may feel that their contributions are not valued. Many responded that they do not agree or disagree which suggest that there might be lack of clarity around the organization's policies and practices related to employee feedback and how

they can be involved in decision-making processes. About third of responders felt that they are heard and able to influence matters, which shows there are some efforts being made to create an open and inclusive culture where opinions are heard and valued.

Most of the management disagreed (54%) that the organization handles resistance to change well. Of the employees, 51% did not agree or disagree with this and 32% disagreed. This can indicate that half of the employees that responded do not see any measures that have been taken regarding resistance or they do not feel that there has been any resistance to change.

Majority of the management feels that there has been successful implementation of changes in the organization in the past. Employees were divided in their responds. Many responded that they do not know, which can be due to how long they have been in the organization or if they have not experienced many changes in the past. Many employees responded simply yes or no. In the open comments there were different responses: "it has been really difficult to get changes through in the past", "at a company level, yes, but at the organizational level, quite weakly" and "I don't know about the bigger changes, but I think the smaller ones are mostly successful".

8 SUMMARY & CONCLUSION

The final chapter of the thesis includes analysis of the research and a checklist for the case organization. The Head of the case organization will receive a compilation of the research as well as a checklist they can refer to in the future when change is implemented again. Reliability, validity, and ethicality of the study is also examined.

The analysis of the research results is made with acknowledgement that the overall percentage of the personnel that responded to the surveys is low and as a result, the responds cannot be considered as generalized opinion of the whole personnel. However, the number of responds can be considered as somewhat significant, and thus the results should not be overlooked.

8.1 Analysis of the study

The analysis is divided into the two research questions that were introduced in the beginning of this thesis.

8.1.1 How can the case organization implement change successfully in the future?

The results of the research show that in the beginning of the change process it was not clear for the employees that responded to the survey why the organizational change process was necessary and important to do. In the interview it came up that the change was directly linked with the organization's

strategy. In the future, the personnel should be more included in the future prospects and strategy of the organization. The communication regarding the organization's future should be given in a comprehensive way. During a cooperation negotiation, the law limits what can be communicated, but if the personnel are aware that changes are ahead and changes must be made in order for the organization to be successful in the future, the beginning of next change process might not feel as severe.

The responds from the management show that they were lacking information regarding the change process and what the goal of the change process was for their team, which made it hard for them to help their subordinates accept the changes. There might be a need for improved communication strategies, particularly during times of change. Leadership may need to invest more time and resources into communicating changes more effectively. Additionally, the leaders of the case organization may need to work to build trust and transparency with employees and management to establish a stronger foundation for effective communication and change management.

The responds to change communication also suggest that there were challenges during the implementation stage of the change process. A significant percentage of employees and management that responded disagreed with the given statements, indicating that there is room for improvement in how a change process is taken forward within the organization. Better communication from the leadership regarding the change process would improve overall satisfaction among the personnel of the organization.

Most of the employees and management that responded felt that they were not included in the change process. By involving personnel in the planning process and soliciting their feedback, the leadership can address better any concerns or resistance that may arise during the change process. When the personnel are included in a change process, the case organization can become even more resilient towards change. It is important that the case organization communicates clearly with their personnel throughout the change process, ensuring that everyone understands the rationale behind the changes

and how they will be implemented. This can help to alleviate anxiety and build trust between the personnel and leadership.

The case organization implemented the organizational change in a very short period of four months, and change process was considered mostly to include the co-operation negotiations and how the teams and tasks were re-assembled during August 2022 when the new organization was established. Large changes, such as an organizational change, take a long time and especially when different organizational cultures are in the mix. The change can be implemented in the surface, but it takes a long time for an employee who changed teams to feel that they are in the right place, to learn new tasks and adapt to a possible new work culture. For the future, the case organization should acknowledge while planning that real change takes a long time to truly immerse.

As time passed, the results show that the employees and management understand better the goal of the organizational change. The feedback also shows that as the change started to stick, some of the changes were considered to be good. Combining work tasks made sense and the same functions are now done in the same team, and there is now a more rational division of teams.

The critique from the employees and management shows that to them it seemed that the organizational change was implemented with light planning. The case organization should allow enough time for the planning part of process. Necessary steps in the implementation stage of the change process should be considered before the change is executed, so that any questions or concerns from the personnel can be responded more swiftly. Based on the theory of personnel experience during the organizational change process by using Kotter's eight-step change model (1997, p. 18) and the research results, it can be concluded that effective change management, effective and transparent change communication, and including the personnel to the change process are all essential components in ensuring a successful change process in the future.

8.1.2 What is the capability of the case organization to change?

Research on the capability of an organization to change can help an organization to identify what the current strengths and weaknesses are regarding change. It can also help the leaders of the case organization to determine what the organization can realistically accomplish in terms of change. It also helps them to take into consideration for any additional resources that may be required to implement the change successfully. The case organization can identify any potential challenges that may need to be overcome before the change is executed.

When there is a realistic understanding of the organization's capability to change, the goals of the change can be made more achievable. By understanding the current limitations of the organization, it is easier to develop a strategy to tackle potential obstacles and ensure the success of the change initiative.

The results show that overall, the capability of the case organization to change is at a good level. Most of the personnel that responded felt that they were able to perform well during the change process. Majority also felt that the case organization goes through changes often, the changes in the organization have been successful in the past, and majority that responded felt that they adjust to changes easily. These responds indicate that in the case organization, the resilience to change is in a good state.

According to the responses, what needs to be developed is how much the personnel feel included in different matters in the organization. By involving employees in the discussion, their input can be considered, and this can help to create a more inclusive and supportive environment for change. What

should also be developed is enhancing trust towards the leadership in change situations, and it should also be included in the plan how the possible resistance to change can be handled best.

8.2 Checklist for planning a change process

The Head of the case organization will receive a checklist they can refer to in the future when change is implemented again. This document is in Finnish. For this thesis, a checklist was created in English that includes the same information.

- Clearly define the reason for the change and communicate it and the need for change to everyone in the organization. Preparation for change should be done as early as possible.
- Identify what the potential impact of the change is to employees and different companies within the organization.
- Develop a comprehensive plan that outlines the steps involved in the change process.
- Develop a comprehensive plan of change communication.
- Include middle-management of the organization to the change process to ensure the change will be taken forward.
- Build a team of leaders who can drive the change initiative forward.
- Develop a timeline and milestones for the change process. Allow enough time for the change process.
- Communicate the vision to everyone in the organization in a way that is easy to understand and relatable.
- Ensure that everyone in the organization understands the vision and are involved and engaged in the change process.
- Communicate regularly (as often as possible) with everyone in the organization and keep them informed of the progress.

- Include personnel and management to the change process (Workshops, discussions about the change). Ask for input & prepare for resistance.
- Provide training and support to employees to ensure they have the skills and knowledge to implement the change successfully.
- Monitor and evaluate the progress of the change process to identify what areas might need more work.
- Celebrate short-term success and acknowledge the hard work of the employees involved in the change process.

The checklist was created with the help of the theory and the research part of the study. In the beginning of a change process, it is important to first prepare the personnel carefully for the future, communicate the vision for the future and inform everyone that changes must be made in order to achieve them. This is the best way to make sure that the personnel are not “blindsighted” by the change initiative. Planning, communication and including the personnel in the change process are the key elements of the checklist as the research results showed that these were the areas that needed the most development.

8.3 Reliability, validity, and ethicality of the study

The topic of the thesis is relevant, and it was important for the case organization. The results of the study might have been different if the research had been done right after the change process. Still, for this study it perhaps was a good thing that it was done after some time had passed, as the responds are more thought-out rather than emotion based. With the help of this study, the case organization can develop their change process with more information than they had last time.

The choices of approach and data collection methods in the thesis have been somewhat successful. The respond percentage to the surveys were low when considering the amount of personnel in the organization, but there were 95 responds in total, which means that there was a large number of different

perspectives included in the research and thus it can be considered reliable. The interview was added as a last-minute data collection method, and it was the right thing to do. The research is more reliable when different perspectives are included in the study. The case study was chosen as the approach and that has been the right one, as it was possible to give the case organization a development proposal for future change processes as a result.

The thesis has been made according to the basic principles of good scientific practice according to European guidelines: reliability, responsibility, valuation, and integrity of the study has been considered. The scientific quality in methods and use of resources have been ensured. Data acquisition, research and evaluation methods are according to the criteria of scientific research and are ethically sustainable. The researcher has taken responsibility for the study from beginning to end of the project. The reporting has been done openly, fairly, impartially and without concealing details. (Tutkimuseettinen neuvottelukunta, 2023, p.12.)

The case organization has given their consent to the research. The personnel of the case organization were asked to participate, and they were informed beforehand that the responds are handled anonymously, and participation is voluntary. The central ethical principle of a study is that participation in a study must always be voluntary, and the participants have the right to refuse participation. Persons participating in the study have also the right to opt out at any time without giving any reason. In such a situation, the information collected until then can still be used. (Kallinen & Kinnunen, n.d.)

During research, the researcher might not always agree with the subjects, but this must not affect the interpretations of the study in a distorted way. Even a critical researcher can understand and explain the thoughts of the researched, even if the researcher does not accept all the interpretations presented by the research subject. (Kallinen & Kinnunen, n.d.) The researcher has reported the results objectively and analyzed the results with the help of the theoretical part of the thesis.

8.4 Final words

The relevance of this study lies in the fact that change is constant in our fast-paced and rapidly evolving business environment. It is not a choice to change. Organizations must be able to adapt and respond to changes such as technological advancements to remain competitive and successful. By continuously improving processes, organizations can stay ahead of the competition. Change process is one of the most important processes that affects everyone in the organization. Therefore, understanding the personnel experience during the change process is crucial for any organization to effectively manage change and achieve goals.

The ability of an organization to change often depends on its culture and the level of support it receives from the personnel. Consequently, the importance of an organization's capability to change cannot be overstated. Organizations must be able to adapt and respond to changing business environments and customer needs. A lack of capability to change can lead to missed opportunities. Change is a good thing and with the right approach, any organization can develop a strong capability to change and develop their change process so that change can be considered to be a positive process that drives growth and creates new opportunities.

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APPENDIX 1: INTERVIEW QUESTIONS

Haastattelu 21.4.2023

1. Mikä oli tärkein syy harkita organisaatiomuutosta vuonna 2022?
2. Mikä oli organisaatiomuutosprosessin tavoite?
3. Miten henkilöstöä valmisteltiin muutokseen?
4. Mitä haasteita kohdattiin organisaatiomuutosprosessin aikana, ja miten näihin haasteisiin vastattiin?
5. Miten henkilöstö otettiin mukaan muutosprosessiin ja miten varmistettiin henkilöstön sitoutuminen muutokseen?
6. Miten esihenkilöt otettiin mukaan muutosprosessiin ja miten varmistettiin esihenkilöiden sitoutuminen muutokseen?
7. Oliko organisaatiomuutos linjassa yrityksen yleisen strategian ja arvojen kanssa?
8. Millä tasolla mielestäsi organisaation henkilöstön kyky käsitellä muutosta on?
9. Missä määrin uskot henkilöstön olevan valmis hyväksymään tehdyt muutokset?
10. Miten organisaatiomuutosprosessi kokonaisuudessaan mielestäsi meni?
11. Kun katsot taaksepäin, olisiko jotain pitänyt tehdä toisin organisaatiomuutosprosessiin liittyen?

APPENDIX 2: EMPLOYEE SURVEY

Henkilöstön kokemukset organisaatiomuutosprosessista

Type text here

●●●●●●●●●● a käynnistettiin muutosneuvottelut toukokuussa 2022 ja elokuussa 2022 perustettiin uusi organisaatio. Kyselyssä on väittämiä ja kysymyksiä koskien tätä organisaatiomuutosprosessia sekä yleisesti organisaatiosta.

Kyselyyn vastaaminen kestää noin 15 minuuttia. Kaikki vastaukset käsitellään anonyymisti.

* Required

1. Muuttuiko työnkuvasi ja/tai tiimisi organisaatiomuutoksen/muutosneuvotteluiden seurauksena? *

Kyllä

Ei

2. Muutosneuvotteluiden käynnistyessä oli selvää miksi organisaatiomuutos oli tarpeellinen ja tärkeä tehdä. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa eikä eri mieltä
- Eri mieltä
- Täysin eri mieltä

3. Uusi organisaatiomalli tulee parantamaan organisaation toimintaa pidemmällä aikavälillä. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa eikä eri mieltä
- Eri mieltä
- Täysin eri mieltä

4. Ymmärrän organisaatiomuutoksen tavoitteen. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa ei eri mieltä
- Eri mieltä
- Täysin eri mieltä

5. Organisaatiomuutosta vei eteenpäin vahva muutosjohtamisen tiimi. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa eikä eri mieltä
- Eri mieltä
- Täysin eri mieltä

6. Organisaatiomuutosta koskeva viestintä oli ajantasaista ja riittävää. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa ei eri mieltä
- Eri mieltä
- Täysin eri mieltä

7. Organisaatiomuutosta koskeva viestintä tapahtui pääosin Teamsin kautta mm. henkilöstöpalavereissa, [REDACTED] ajankohtaisissa ja Teams-ryhmissä. Oliko tämä kanava mielestäsi hyvä ja tavoitettiin sillä kaikki? *

- Other

8. Mitä eri viestinnän kanavia olisit toivonut?

- Other

9. Tuliko organisaatiomuutoksen tavoite viestinnässä selkeästi esille? *

- Other

10. Oliko organisaatiomuutosta koskeva viestintä mielestäsi harkittua ja soveltuiko se omaan organisaatioon? *

Other

11. Sain tarpeeksi usein informaatiota organisaatiomuutoksesta muutosprosessin aikana. *

Täysin samaa mieltä

Samaa mieltä

Ei samaa ei eri mieltä

Eri mieltä

Täysin eri mieltä

12. Organisaatiomuutoksen aikana keskusteltiin välitavoitteista ja onnistumisista. *

Täysin samaa mieltä

Samaa mieltä

Ei samaa ei eri mieltä

Eri mieltä

Täysin eri mieltä

13. Lähin esimieheni oli hyvin tavoitettavissa organisaatiomuutoksen aikana.

*

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa ei eri mieltä
- Eri mieltä
- Täysin eri mieltä

14. Henkilöstö otettiin mukaan organisaatiomuutosprosessiin. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa ei eri mieltä
- Eri mieltä
- Täysin eri mieltä

15. Sain tarpeeksi tukea organisaatioltani muutosprosessin aikana. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa ei eri mieltä
- Eri mieltä
- Täysin eri mieltä

16. Jos vastasit edelliseen eri mieltä, minkälaista tukea olisit kaivannut?

- Other

17. Henkilöstön palaute tai huolenaiheet organisaatiomuutoksesta käsiteltiin asianmukaisesti. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa ei eri mieltä
- Eri mieltä
- Täysin eri mieltä

18. Organisaatiomuutos on vakiintunut tiimeihin onnistuneesti. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa ei eri mieltä
- Eri mieltä
- Täysin eri mieltä

19. Missä asioissa mielestäsi organisaatiomuutosprosessissa onnistuttiin? *

- Other

20. Muutosprosessin aikana suoriuduin omista työtehtävistäni normaaliin tapaan. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa ei eri mieltä
- Eri mieltä
- Täysin eri mieltä

21. Organisaatiossamme tapahtuu muutoksia usein. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa ei eri mieltä
- Eri mieltä
- Täysin eri mieltä

22. Luotan organisaation johtoon muutostilanteissa. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa ei eri mieltä
- Eri mieltä
- Täysin eri mieltä

23. Sopeudun muutoksiin helposti. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa ei eri mieltä
- Eri mieltä
- Täysin eri mieltä

24. Tieto kulkee organisaatiossamme hyvin. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa ei eri mieltä
- Eri mieltä
- Täysin eri mieltä

25. Miten hyvin toimii organisaation eri yhtiöiden ja tiimien välinen yhteistyö? *

- Other

26. Organisaatiossamme henkilöstön mielipiteitä kuunnellaan ja asioihin on mahdollista vaikuttaa. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa ei eri mieltä
- Eri mieltä
- Täysin eri mieltä

27. Organisaatiossamme käsitellään hyvin muutosvastarintaa. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa ei eri mieltä
- Eri mieltä
- Täysin eri mieltä

28. Organisaatiossamme kannustetaan oppimaan uutta. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa ei eri mieltä
- Eri mieltä
- Täysin eri mieltä

29. Onko muutoksia viety läpi organisaatiossa aiemmin onnistuneesti? *

- Other

30. Mitä kehitettävää mielestäsi organisaation muutosprosessissa on?

- Other

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APPENDIX 3: MANAGEMENT SURVEY

Esihenkilöiden kokemukset organisaatiomuutosprosessista

●●●●●●●●●● käynnistettiin muutosneuvottelut toukokuussa 2022 ja elokuussa 2022 perustettiin uusi organisaatio. Kyselyssä on väittämiä ja kysymyksiä koskien tätä organisaatiomuutosprosessia sekä yleisesti organisaatiosta.

Kyselyyn vastaaminen kestää noin 15 minuuttia. Kaikki vastaukset käsitellään anonyymisti.

* Required

1. Muuttuiko työnkuvasi ja/tai tiimisi
organisaatiomuutoksen/muutosneuvotteluiden seurauksena? *

Kyllä

Ei

2. Muutosneuvotteluiden käynnistyessä oli selvää miksi organisaatiomuutos oli tarpeellinen ja tärkeä tehdä. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa eikä eri mieltä
- Eri mieltä
- Täysin eri mieltä

3. Uusi organisaatiomalli tulee parantamaan organisaation toimintaa pidemmällä aikavälillä. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa eikä eri mieltä
- Eri mieltä
- Täysin eri mieltä

4. Ymmärrän organisaatiomuutoksen tavoitteen. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa ei eri mieltä
- Eri mieltä
- Täysin eri mieltä

5. Organisaatiomuutosta vei eteenpäin vahva muutosjohtamisen tiimi. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa eikä eri mieltä
- Eri mieltä
- Täysin eri mieltä

6. Organisaatiomuutosta koskeva viestintä oli ajantasaista ja riittävää. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa ei eri mieltä
- Eri mieltä
- Täysin eri mieltä

7. Organisaatiomuutosta koskeva viestintä tapahtui pääosin Teamsin kautta mm. esihenkilöpalaverissa, henkilöstöpalaverissa, ●●●● ajankohtaisissa ja Teams-ryhmissä. Oliko tämä kanava mielestäsi hyvä ja tavoitettiin sillä kaikki? *

- Other

8. Mitä eri viestinnän kanavia olisit toivonut?

- Other

9. Tuliko organisaatiomuutoksen tavoite viestinnässä selkeästi esille? *

- Other

10. Oliko organisaatiomuutosta koskeva viestintä mielestäsi harkittua ja soveltuiko se omaan organisaatioon? *

Other

11. Sain tarpeeksi usein informaatiota organisaatiomuutoksesta muutosprosessin aikana. *

Täysin samaa mieltä

Samaa mieltä

Ei samaa ei eri mieltä

Eri mieltä

Täysin eri mieltä

12. Organisaatiomuutoksen aikana keskusteltiin välitavoitteista ja onnistumisista. *

Täysin samaa mieltä

Samaa mieltä

Ei samaa ei eri mieltä

Eri mieltä

Täysin eri mieltä

13. Koetko, että sinulla oli riittävästi aikaa tukea tiimiläisiäsi organisaatiomuutosprosessin aikana? *

Other

14. Sain tarpeeksi informaatiota ja tukea johdolta muutosprosessin läpiviemiseen tiimissäni/tiimeissäni. *

Täysin samaa mieltä

Samaa mieltä

Ei samaa ei eri mieltä

Eri mieltä

Täysin eri mieltä

15. Jos vastasit edelliseen eri mieltä, minkälaista tukea olisit kaivannut?

Other

16. Esihenkilöt otettiin mukaan organisaatiomuutosprosessiin. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa ei eri mieltä
- Eri mieltä
- Täysin eri mieltä

17. Esihenkilöiden palaute tai huolenaiheet organisaatiomuutoksesta käsiteltiin asianmukaisesti. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa ei eri mieltä
- Eri mieltä
- Täysin eri mieltä

18. Organisaatiomuutos on vakiintunut tiimiini/tiimeihini onnistuneesti. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa ei eri mieltä
- Eri mieltä
- Täysin eri mieltä

19. Missä asioissa mielestäsi organisaatiomuutosprosessissa onnistuttiin?

- Other

20. Muutosprosessin aikana suoriuduin työtehtävistäni normaaliin tapaan. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa ei eri mieltä
- Eri mieltä
- Täysin eri mieltä

21. Organisaatiossamme tapahtuu muutoksia usein. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa ei eri mieltä
- Eri mieltä
- Täysin eri mieltä

22. Miten hyvin toimii organisaation eri yhtiöiden ja tiimien välinen yhteistyö? *

- Other

23. Luotan organisaation johtoon muutostilanteissa. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa ei eri mieltä
- Eri mieltä
- Täysin eri mieltä

24. Sopeudun muutoksiin helposti. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa ei eri mieltä
- Eri mieltä
- Täysin eri mieltä

25. Tieto kulkee organisaatiossamme hyvin. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa ei eri mieltä
- Eri mieltä
- Täysin eri mieltä

26. Organisaatiossamme esihenkilöiden mielipiteitä kuunnellaan ja asioihin on mahdollista vaikuttaa. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa ei eri mieltä
- Eri mieltä
- Täysin eri mieltä

27. Organisaatiossamme käsitellään hyvin muutosvastarintaa. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa ei eri mieltä
- Eri mieltä
- Täysin eri mieltä

28. Organisaatiossamme kannustetaan oppimaan uutta. *

- Täysin samaa mieltä
- Samaa mieltä
- Ei samaa ei eri mieltä
- Eri mieltä
- Täysin eri mieltä

29. Onko muutoksia viety läpi organisaatiossa aiemmin onnistuneesti? *

- Other

30. Mitä kehitettävää mielestäsi organisaation muutosprosessissa on?

- Other

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