A Study on the Influence of Change Management Practices on Employee Satisfaction in E-commerce Industry: A review of Literature

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Abstract: Organizational change management is an important and vital ingredient of survival for organizations in today's competitive world. Many organizations were unable to manage the competition as they couldn't manage organizational change. Changes can be transformational (usually unplanned), changes can be incremental (planned changes) and changes can also be proactive step taken by organizations in order to adjust to the competition and ever-changing industry dynamics. Changes are always an integral part of an organization's values, growth and strategic planning. Changes can be process level changes, functional changes, regulatory changes, leadership changes, technological changes etc. Organizations are largely focused on training and development or Learning and Development (L&D) of human resources and involved in upskilling of resources basis the requirement of learning new skill sets or getting acquainted with changing scenarios. The basic root cause of Learning and Development, in a static environment, apart from upskilling, happens due to forecasted changes witnessed in the organizational system. As a human resource personnel, they have to ensure that the employees are associated with changes and help them onboard to the changes during this transition phase. The personnel in the organization always want to be in a comfortable environment and are always resistant to changes and changes are always seen as disturbance in the work equilibrium and often disrupts employee morality as they have to put extra effort and adjust to new changes.

Keywords: Change Management, employee, e-commerce, employee satisfaction.

1. Introduction

The purpose of this study is to analyze the impact of change management practices (structural, technological and process level) on employee satisfaction. The study will help in gauging the satisfaction of the employees and provide an appropriate direction in managing any new changes that are prevalent in the existing scenario or for any strategic decision making. The satisfaction of employee makes a huge impact on business performance to achieve desired service level agreements for the organization to stay competitive. This study outlines the relationship between employee satisfaction on the structural changes that e-commerce organizations undergo and provides a directional approach on how a change can be managed by organizations without being adversely impacting employee satisfaction.

2. Review of Literature

Galli, Brian Joseph (2008) highlighted and competed some popular change management models in relation to project managements and organizations. He listed the advantages and disadvantages for each and outlined lessons and implications of organizations and management. One major key takeaway from this is the 'Leadership ability' to manage change. Poor leadership is a big influence on the success of change.

According to Herold David (2008), the findings support change management worked well for younger employees in comparison to their senior counterpart which raises a serious concern about how to get older works —on board‖ when it comes to change initiatives. The conflict between the old and the young has found to be serious impediment in the change management process. The unit of the company experienced augmented performance when change is welcome by the young and the old.

According to Vithessonthi and Schwaninger (2008), the study found a negative relationship between employee resistance to change and job motivation while there self-confidence for learning and self-development was not associated with employee resistance.

Raineri, B. Andrés (2009) concludes that during organizational change processes, firms use more frequently practices related to the change preparation stage in comparison to practices related to the change implementation stage. Finally, results show that, after controlling for organizational size, change, program intensity, and service versus manufacturing industries, the use of change management practices has a significant impact on the accomplishment of the change program objectives and deadlines. Results do not show an

impact on perceived organizational outcomes (changes in sales, financial results of the firm, operational productivity, and employee performance).

According to Jansson Erland (2010) Design and launch training for team building so that all those involved work towards a common goal. Top managers must provide an example in this respect. Develop methods to deal with resistance to the change process and train change managers accordingly. This is a frequent problem in situations relating to comprehensive changes: people working in the Organization oppose the changes because they will disrupt their regular working routines and create Insecurity. Start benchmarking programs to obtain a broader view of stakeholders' needs and expectations. In other words, collect external opinions about Customs' performance and make use of others'

SowmyaRao, J. and Prasad, Vijayasri G (2012) they identified 8 steps followed by TATA motors in planning the change which includes Creating urgency, form a powerful coalition, create a vision for change, communicate the vision, remove obstacles, create short-term wins. Build on the change, anchor the changes in corporate culture.

Munyalo, Francis and Were, Susan (2015) highlighted and provided meaningful insights into three different categories which affect organizational performance. 1. Customer changing needs and organizational performance 2. Industry competition and organizational performance 3. Effect of technology on organizational performance and 4. Resistance to change and organizational performance. The recommendations include change in organizational strategy and strategies towards customer satisfaction and adapting to new changes and ways to become more competitive and deliver accordingly which includes customer changing needs, competition and effect of technology.

According to Pidaparthy, Rohini (2018) the employees in organizations strongly believe that efficient skill gap analysis will suggest appropriate recommendations on types of trainings required for learning and development. This research article outlines on how the organizations can increase their overall value proposition based on competency mapping, learning and development.

Gomar Sinaga, Hendrik, Asmawi Moch, Madhakomala R. and Suratman Adji (2018) provide relationship between change management on employee performance, organizational culture and transformational leadership. They conclude that there is a direct influence of management change on employee performance and it is dependent on company's vision, core values. Also, there is a direct positive influence on organizational culture on employee performance which are determined by being reliable, respectful and leaders being honest to have an impact on employee performance. Additionally, the study also concludes that there is a direct positive influence of transformational leadership on employee performance. Transformational leadership involves employees in the change management process and consistently inspires and motivates to achieve the performance of the highest order.

Michelle Govender, Mark H.R.Bussin (2020) suggests that there exists a relationship between performance management and underlines the importance of employee engagement for improved performance. It also states that there is a significant gap wrt communication across all levels as the expectations are not so easy to be understood by employees which can be the cause for demotivation.

3. Conclusion

Based on the above review of literature, while there are a number of studies conducted to examine the impact of change management practices on employee satisfaction, however, the studies have not focused on the ever-evolving e-commerce industry. Additionally, studies have not been done on the grass root level of change that impacts employee satisfaction – which are process level changes. The existing studies have tested the impact of structural changes, organizational changes, technological changes and strategic changes on employee satisfaction but have not touch based on the studies on changes relating to standard operating procedures as this change is dynamic and change being a constant. Also, the current studies are limited to industries like banking, academic, media, customs etc. Hence, there is a significant knowledge potential to be explored in analyzing the impact of different change management practices (technological, process level, structural) on satisfaction of the employee (quality of work, productivity) in e-commerce industry.

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