Managing the Stress of Transformational Change in Public Sector Enterprises

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Abstract:
Transformational organizational change is a significant life event for the employees within the organization and can be a considerable source of stress. However the causal pathway by which the experience of change results in stress is still unclear. The current study looks at the transformational change in government department. An open ended interview methodology was used to explore how change can be stressful and how employees respond to it.

Keywords: Transformational Change, Organization Stress.

I. INTRODUCTION

Transformational Approach:
Very few organizational / strategic review reports have been able to make the crucial transition from paper to practice. The ‘knowing’ does not translate into ‘doing.’ If we examine the knowing–doing gap by taking a behavioural perspective, we notice three major psychological impediments that transformational experiments in government organizations have failed to deal with which are:

- Excessive reliance on strength of analysis and alternatives and taking motivation for granted.
- Cognitive dissonance in the face of large commitment and involvement.
- Inability to allocate leadership attention consistently over a period of time.

Firstly, transformational approaches rely primarily on the rationality and strength of the argument and alter- natives. When organizational members are high on motivation and are more oriented to ‘actor’ mindset, the strength of the argument is sufficient to elicit desired behaviour. Motivated and energetic employee groups would act quickly on an issue if they are convinced of the argument. But, as our earlier analysis indicates, the members of governmental organizations are more in the ‘spectator’ mode and are short on self-belief or self-efficacy. They are unlikely to be inspired to action merely by the power of logic underlying analysis and alternatives. Secondly, transformational approaches have tended not to invest sufficient efforts in building ownership, involvement, and commitment of people at operating levels and getting them to initiate requisite actions to make changes happen. Large scale changes need major commitments of time, energy, and effort from organizational members for successful implementation. Any demand for big commitment from individuals tends to create cognitive dissonance in those individuals. Psycho- logical studies show that people may be inclined to make small commitments. Over a period of time, they may be willing to enhance the size of commitments. But, a large and discontinuous demand right at the start would actually create resistance to the idea as a result of cognitive dissonance and reinforce the ‘spectator’ mindset. Thirdly, such large scale changes require substantial amount of resources to be committed. These are not just in terms of finances. A major requirement would be in terms of leadership attention consistently over a period of time to make changes happen. When the resources are spread too thinly over several efforts and there is no continuity of leadership attention and effort, changes do not succeed despite best intentions. Every change requires a certain minimum level of time, energy, and attention to succeed. If the interventions are not of the right dosage, the efforts may create a ‘flash in the pan,’ but no lasting change.

Change in the Management of Public Services:
The changes in public sector enterprises are the reaction of government to the wider social and economic changes and they are an expression of developing ideas and ideologies. The change within the public services is nothing less than a revolution in progress. Because it has been gradual, and has involved a high degree of cooperation by staff, it has not had the acknowledgement it deserves. Nor has the staff for their part in it. But it is a revolution, nonetheless and its impact is dramatic. (Major 1989, p1). *Major, John 1989 Public Service Management: The revolution in progress. London: The Audit Commission. Certain of the changes have been carried into practice but some have proved difficult to implement. We accept, however, that the nature of public service management is changing and we will argue that, while some of the changes strengthen it, others create major problems because they involve the adoption of models based on the private sector - and often over-simplified private sector models - without regard to the distinctive purposes, conditions and tasks of the public sector. This has meant that, in some cases, the practical impact has been small. In many cases, as Meyer and Rowen (1977) argue, the change will be ritualistic. Moreover, because it is difficult to measure objectively the performance of the public service there is a tendency to imitate those organizations that are seen, whether rightly or wrongly, as effective (Dimaggio and Powell 1985). The result is that change is not introduced to solve specific problems, but to express ideological commitment. The use of market and private sector management methods has been identified as a general solution

The key themes reflecting the transformation of public service management:

→ The separation of the purchaser role from the provider role.
→ The growth of contractual or semi-contractual arrangements
→ Accountability for performance
→ Flexibility of pay and conditions
→ The separation of the political process from the management process
→ The creation of market or quasi-market
→ An emphasis on the public as customer
→ The reconsideration of the regulatory role
→ A change of culture.

Challenges to Organizational Assumptions:

(a) The assumption of self-sufficiency - that where a public organization is responsible for a function, it will normally carry out that function itself, directly employing the staff required to do so. The result has been very large public sector organization.

(b) The assumption of direct control - that control over the activities of a public organization is best exercised through continuous supervision through an organizational hierarchy.

(c) The assumption of uniformity - that where a service is provided it should be provided on a uniform basis within the jurisdiction of the organization.

(d) The assumption of accountability upwards - that the accountability of the public servant to those who receive a service is through the political process.

(e) The assumption of standardized establishment procedures - that staffing policies require the application of standardized practices throughout the service.

The assumptions set out above and the administrative and professional cultures in which they are embedded are all challenged by the recent changes:

— The assumption of self-sufficiency is challenged by the use of a variety of agencies, by the development of the enabling and regulatory role, and by contracting out.

— The assumption of direct control is challenged by control through specification expressed in contract agreements, by performance targets and by the development of competitive and trading relations.

— The assumption of uniformity is challenged by the growing variety of providers, and by the emphasis on choice.

— The assumption of accountability upwards is challenged by acceptance of accountability to the customer. Regulators and inspectors act as the customer's agent.

— The assumptions of standardized staffing procedures are challenged by an emphasis on motivation and by new pay structures.

— Both the administrative and professional cultures are challenged by the entrepreneurial culture, by the emphasis on performance measures and by the management changes generally.

The challenge to the assumptions shows the extent of the changes being brought about or, in some cases, planned in the management of public services.

The Main Effects of the Changes:

These developments are designed to bring about major improvements in the quality, efficiency and effectiveness of public services. These can be argued to result from:

1. The focus of attention on what is required from a service. When a service is controlled directly it can too easily be assumed that there is understanding of what is required, whereas the reality may be that it has never been clarified or communicated. The experience of competitive tendering in local government has illustrated this (Walsh 1991).

2. An emphasis upon what is achieved and on the quality of performance. By specifying what is required, by the development of contracts, by the regulatory role, and by the development of performance measures, attention is focused upon achievement.

3. The release of management potential through the devolution of finance and management responsibility and through new staffing policies.

4. The breaking down of the barriers that have built enclosed organizations in the public sector, through an emphasis on the customer and the challenge to the professional and administrative cultures.

5. The use of a variety of methods of provision to encourage innovation and experiment.

6. Competitive and trading mechanisms used to stimulate the search for economy, efficiency and effectiveness. The degree to which there will actually be improvement is a matter for investigation, and there has been, as yet, little systematic study of the results of the new management on the services provided.

The Host Organization:

For years until 2000, Gujarat Electricity Board (GEB) was a drag on the government’s finances and on the state’s development, roundly hated by consumers and disliked by farmers. Corruption, bureaucracy, sloth, losses, accumulated debt, political brinkmanship - all combined to bring it on the verge of bankruptcy. A decade later, the same agency metamorphosed into a model public utility, efficient, agile and profitable, winning global awards for innovation and customer service. It also became the pump-primer of Gujarat’s economic success - in industry, commerce and agriculture. Once considered to be a power-deficit, Gujarat built up huge power surplus. Once abhorred by consumers, Gujarat’s power utility is delighting its customers. Bureaucratic sloth has given way to technical innovation, customer orientation and a vibrant business ethic. Gujarat Electricity Board was unbundled into

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four distribution company (DISCOMS) according to regions as Uttar Gujarat Vij Corporation Limited (U.G.V.C.L), Madhya Gujarat Vij Corporation Limited (M.G.V.C.L), Dakshin Gujarat Vij Corporation Limited (D.G.V.C.L), & Paschim Gujarat Vij Corporation Limited (P.G.V.C.L), one transmission company Gujarat Energy Transmission Company (G.E.T.C.O) and one generation company Gujarat State Energy Corporation Limited (G.S.E.C) and above all one governing body Gujarat Urja Vikas Nigam Limited (G.U.V.N.L) was formed. The change initiative was a strategic response to increasing competition, poor financial performance and a long term objective to increase customer orientation. The changes involved a restructuring of frontline customer contact operations, and a corresponding change in departmental responsibilities and individual roles, business systems were being changed in response to a requirement for financial autonomy from central government, which meant a change in information technology systems and changes in numerous day to day processes. The change in structure necessitated revised interaction patterns & new decision making patterns. These changes being strategic, transorganizational and requiring new business systems qualify as transformational changes. This is considered to be the highest level of organizational change (Dunphy & Stace, 1993).

Sample:
The sample framework for this study was selected to give representation to all levels of the organization and all the departments. Major three departments, M.G.V.C.L, G.E.T.C.O and G.S.E.C. were targeted. Total 75 interviews from M.G.V.C.L, 70 from G.E.T.C.O and 60 from G.S.E.C. The age of the respondents varied from 35-50 years (M= 42.5, S.D=4.6) and work experience in the range of 15-34 (M=23.3, S.D=5.8) years employees working in Technical (Deputy Engineer, Executive Engineer, Chief Engineer) and Administration Department (H.R, Finance & Legal). All the 205 interviewees had been working in the organization pre and post transformation. The following is the segregation of the departments where the questionnaires were filled:


G.E.T.C.O:
Corporate office in vadodara, Nadiad circle covering Nadiad T&R division Monitoring and regulation with maintenance activity at 66kv, 132kv and 220kv.

G.S.E.C:
Corporate office in Vadodara and the thermal energy production power plant situated at Vanakbori.

Interviews:
Semi structured interviews considered to be the most effective way of gaining in-depth experiential information on the changes. The interviews were conducted in conference rooms or employees cabin in the government department. In the Semi structured interview format, the same key questions were asked of each participant, but individuals were free to discuss in more detail those issues that they considered particularly important. The interviews commenced with a succession of open questions regarding demographic information perceptions of changes. Then each interviewee was asked to think of the most significant events that had affected them as a result of changes. They were informed that the events could be positive or negative in impact. They were given several minutes to think about and enlist the most significant events that occurred before the change took place during the implementation process and after the change took place. These ‘critical incidents’ facilitated a focus on specific and personal experiences related to the changes and therefore elicited more in-depth information. The incidents focused attention on how each individual tried to manage the different situations.

Analysis & Coding:
Analysis of the data from the interview was carried out using the technique of template analysis. The template consisted of a number of categories relevant to the research questions, which could be modified and developed in light of the data. Text was thematically coded into these categories direct from the questionnaires. Coding was phrasal, not based on individual words. A priori codes were derived from the literature relating to the research area. The a priori codes were not fixed but rather acted as a sense of making foundation on which categories and themes were developed during the ongoing process of analysis. Intercoder agreement, using the final coding list and two raters, was calculated as 0.94 for coding whether an event was positive, neutral or negative; 0.87 for coding events as stressful or not; 0.72 for coding sources of stress; and 0.65 for coding coping strategies. This demonstrates a generally high level of Intercoder consistency. Both the coders were familiar with the literature on organizational change and with work stress theory. Intercoder agreement was established using the Miles & Huberman formula: number of agreements/ total number of agreements and disagreements.

A Priori Codes

Appraisal: According to the transactional view of coping and stress, cognitive appraisal determines the meaning of an event. Primary appraisal determines the significance of an event. According to Folkman, primary appraisals broadly determine that an event is irrelevant, positive or negative. Negative events will then be appraised for whether they are stressful or not. Primary appraisals of events were elicited in interviews and were further categorized as neutral, negative or positive depending on the tone of the descriptors and adjectives attached to the event.

Sources of Stress:
The following codes for stressors resulting from transformational change were formed as per the details received from the responses.... and some of them are found to be in line to those cited in Cartwright and Cooper (1997, p.34)

1. Increased Workload (Pressure of new projects, Duplication of work, Staff shortage, bound to remain available 24*7, high performance pressure)
2. Perceived Loss (Pressure to overcome learning age)
3. Career path disruption (possibility of job transfer, job loss, promotion opportunities got decreased)
4. Uncertainty and ambiguity (lack of information, unaware about the new work culture, Absence of competent professional experts and their support, inadequate training, office circulars remain unrevised)
5. Interpersonal disruption (changes in colleagues/bosses or personality clashes)
6. Employees are expected to be multitasking (G.E.T.C.O)
7. Staying in remote areas in turn affect family life (G.S.E.C)
8. Bound to remain available 24*7 as customer satisfaction became the priority. (M.G.V.C.L)

Individual Coping:
A multidimensional coping inventory was developed by Carver et al. (1989) to assess the different ways in which people respond to stress. The scale was developed theoretically based on Lazarus and Folkman’s (1984) transactional theory of stress. The COPE Scale has been used and validated in research into work stress (Lee et al., 1993; Parkes, 1994). The 13 subscales of COPE were used as the a priori codes for analyzing individual coping strategies in the studies.
1. Active Coping
2. Planning
3. Suppression of competing activities
4. Restraint
5. Seeking social support for instrumental reasons
6. Seeking social support for emotional reasons
7. Positive reinterpretation
8. Acceptance
9. Denial
10. Denial
11. Focusing on, and venting emotions
12. Behavioural disengagement
13. Mental disengagement

Event Appraisals:
The 205 interviews elicited about 600 critical incidents related to the changes in the department under study. Of these events, 45.71% were appraised as negative experiences, 34.28% were appraised as positive. This is congruent with Cartwright and Cooper's (1997) findings that negative appraisals tend to dominate during periods of organizational change. One positive event which was highlighted on a whole was that the change process initiated with option filing form process in which employees of all the departments were given freedom to choose their desired department and location to work from. And all the choices were accommodated and fulfilled by the change agents, which in turn has left the employees with a positive impression regarding transformational change.

Sources of stress:
Stressful events were attributed not to transformational change perse but to five principal sources of stress that were triggered by the changes. Five of these categories were true to the a priori coding categories in all the departments. These were increased workload, perceived loss, and uncertainty and ambiguity, career path disruption and interpersonal disruption. In addition to these the other categories of stress were also identified and some of them varied department wise:

Increased Workload:
Increased workload was the most commonly cited source of stress, cited in 80 % of stressful events. Transformational change takes a lot of time and effort on the part of many employees. They have to take on extra work to get the old business systems and structure removed and to put the new systems and structure in place. Many middle management employees were involved in project teams that were responsible for implementing the new changes, on top of their usual roles. A number of individuals claimed that they had insufficient resources to carry out these projects. As the change succeeded employees even feel overloaded with work as they encounter duplication of work taking place. Due to change the motive of organization was to get paperless and hence various software’s were introduced for the ease of operation but this motive has yet not been achieved and employees are expected to keep records in both hard as well as soft copy both. Increased workload is also determined as post transformation Customer Satisfaction gained prime importance which in turn made the staff to remain available 24*7.

Perceived Loss:
Mirvis (1985) likened the psychological response to transformational change to that of personal bereavement and claimed that employees will often experience a sense of personal loss. Those individuals whose role changes substantially may experience a loss of expertise, a loss of community, and a loss of self-esteem if moved to a position of lesser status. The process of transformation largely affected employees as they found the pressure to overcome the learning age being stressed upon them. They used to feel bad and anxious about the changing systems. Perceived loss is the least frequent source of stress of the five stressors but has a profound negative effect on those individuals who do lose something during the change. Many of the older interviewees stated that “we are a bit old for new starts.”

Career Path Disruption:
Career path refers to the growth of the employee in an organization. It refers to the various positions an employee moves to as he grows in an organization. The employee may move vertically most of the time but also move laterally or cross functionally to move to a different type of job role. G.E.B being purely government organization... the employees have a typical mindset of climbing career ladder as a sense of growth and progress. At the time of transformation employees were given option filing forms through which employees had the freedom to select the department and place to work of their choice. Now the employees got shuffled throughout the Gujarat region. Now if the employees working in southern region of Gujarat before transformation has selected central region to work after transformation get new joining date which in turn affect their promotional opportunities. Some interviews specifically from G.E.T.C.O also highlighted the fact that “post transformation disciplinary actions are taken more frequently and severely due to which non performers may get transferred to any remote location in Gujrat”.

Uncertainty and Ambiguity:
Olson and Tetrick (1988) suggest that uncertainty is an inevitable outcome of large scale changes. In the study carried out it is found to be the second most prevalent source of stress after increased workload, being mentioned in majority of stressful events. The main source of uncertainty aroused as majority of the employees thought that the transformation of Gujarat Electricity Board might result into privatization of the entity and employees would end up losing their job. Employees were even unaware about the new work culture. Absence of competent professional experts and their support, inadequate training added to the anxiety of the employees.

Interpersonal Disruption:
Work community disruption, the a priori category relating to interpersonal stress, was replaced by interpersonal conflict as stress arose not from simple disruption to work teams and social groups but from actual conflict between individuals and groups. The responses received can be enlisted as some said, with regard to the pressures of changes, “People get agitated with each other.... People are less friendly toward each other, they snap at each other more.” Some respondents stated that personal relationships had deteriorated so dramatically that
they would "spend a lot of time doing things in such a way as to avoid confrontation." Some interviewees talked of confrontational meetings about the changes between different stakeholder parties "breaking down and getting nasty," and this leading to emotionally volatile and stressful situations.

Employees are expected to be multitasking (G.E.T.C.O) Staying in remote areas in turn affects family life (G.S.E.C.) Bound to remain available 24*7 (M.G.V.C.L)

Coping

The final taxonomy of individual coping strategies that participants reported as ways of dealing with the transformational change is presented in the table given below. Sixteen coping responses were categorized into four higher-order categories: task-centered coping, social support-based coping, cognitive coping, and emotion-focused coping. This taxonomy was the most parsimonious solution for the data, given the diversity of responses to the open-ended questions. The four higher-order coping categories presented were derived directly from the data, although they are consonant with theoretical coping divisions. Task-centered coping is similar in nature to "problem-focused coping" (Folkman, 1984). The only difference between general problem-focused coping and task-centered coping is that the latter focuses exclusively on problems with work tasks, not on solving other workplace problems such as conflict or role transitions. Emotion-focused coping is synonymous with Lazarus and Folkman's (1984) category of the same name—it is focused on alleviating personally felt negative emotions. Social support-based coping is given prominence due to its centrality in dealing with change, following Callan (1993). The category of cognitive coping subsumes those responses that control the meaning of a stressful experience and is similar to the factor appraisal-focused coping found by Ashford (1988) in strategies for dealing with organizational change.

Table.1. Task-Centered Coping

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<thead>
<tr>
<th>Coping Type</th>
<th>Coping Responses</th>
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<tr>
<td>Task Centered Coping</td>
<td>Continued Commitment</td>
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<td></td>
<td>Delegation</td>
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<td></td>
<td>Work longer hours</td>
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<td></td>
<td>Prioritizing &amp; Organizing</td>
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<tr>
<td>Social – support based</td>
<td>Emotional Social Support</td>
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<tr>
<td>coping</td>
<td>Instrumental Social Support</td>
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<td></td>
<td>Information Seeking</td>
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<tr>
<td>Cognitive Coping</td>
<td>Resigned Acceptance</td>
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<td></td>
<td>Positive Reinterpretation</td>
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<td></td>
<td>Detachment From Work</td>
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<td></td>
<td>Switching off after Work</td>
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<tr>
<td>Emotion Focused Coping</td>
<td>Emotional Restraint</td>
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</table>

Continued Commitment

Continued commitment is a factor that was derived from the dimension of active coping in the COPE Scale. Active coping refers to all attempts to actively cope with a stressor, but continued commitment subsumes only those behaviors that are a continuation of previous problem-solving behaviors from before the onset of the stressful episode. This does not just demonstrate a conservative determination to persist in the face of change but rather implies the commitment to previously successful work strategies. Those employing continued commitment were determined for the change not to disturb their effectiveness at work and to remain committed to their roles and tasks. Continued commitment is typically seen in comments from the interviews such as: "I just got on with it"; "I carried on working, that's all you can do"; and "I just carry on with what I was doing before and try not to let it worry me."

Prioritizing and Organizing

This coping response was derived from the planning dimension in the COPE Scale. Planning refers to thinking about what steps to take and how best to handle the problem (Carver et al., 1989). This was manifested in this study as attempts to prioritize multiple projects and organize demanding work schedules, thus the category was relabelled accordingly. An example phrase coded into this category is the following: "It's important to prioritize all your work; it's no good trying to do it all once when there is this much on." Prioritizing and organizing is exclusively a response to work pressure as a source of stress.

Working Longer Hours

Suppression of competing activities was the COPE dimension from which this factor derived. During the research it was found that, home life was the competing activity that was suppressed to deal with the work pressure that organizational change created, with individuals working long hours to get projects completed for challenging deadlines, therefore it was renamed accordingly. Many Engineers said, "There is much more work now-I spend longer in the office, which I am not happy about, and I have to work when I am at home."

Delegation

This factor was derived from the data. Delegation as a coping strategy is, of course, the exclusive domain of individuals with line management responsibility. In the current study, more than half of management-level staff explicitly referred to it as a way to deal with work pressure as a result of the changes: "Now that I can, I delegate as much as possible, or the workload would be impossible. But that's what having a team is for." Another respondent stated, as a result of being given a new significant project that had raised his workload, "I delegate a lot of the stuff that that would otherwise have done; downwards and sideways."

ILSOCIAL SUPPORT-BASED COPING:

Instrumental Social Support

Seeking social support for instrumental reasons from the COPE Scale was split into two factors to accommodate the data in the current investigation: instrumental social support and information seeking. Instrumental social support retains essentially the same label as the original and refers to seeking advice or assistance from others. Many Engineers said that they were not getting the appropriate resources to their department as a result of a problematic new system. He said, "I went to see what the superior could do about it when it got really bad." This kind of social support, particularly from a superior, can be used to deal with all the aforementioned five change stressors.

Information Seeking

Information seeking refers to active attempts to seek information on the changes from work colleagues and is exclusively a response to uncertainty. Majority of the respondent said, "I would go and seek information about it, for example, try and get to see my director as much as possible." Whereas instrumental support is the search for help in solving
a problem, information seeking refers to the search for information on the changes.

Seeking Emotional Social Support:
This factor remains unchanged from the COPE Scale. It subsumes those social behaviors that include getting moral support, sympathy, or just “having a chat.” The informal phenomenon of gossip seems to be a functional form of emotional social support, particularly for employees at lower levels of the organization. One lady in the support division said, “It really helps when things are bad just to have a good old chin wag, you know, get things off your chest.”

III. EMOTION-FOCUSED COPING

Emotional Restraint
This coping response was derived from the restraint dimension of the COPE Scale. Restrained coping is waiting until an appropriate opportunity to act and holding oneself back (Carver et al., 1989). The final factor in this model is called emotional restraint as those instances of restraint coping were solely based on restraint of emotion, rather than restraint of behaviour. Typical examples of emotional restraint were the following: “I try to be cool, and calm”

IV. COGNITIVE COPING

Positive Reinterpretation:
Positive reinterpretation remains unchanged from the COPE Scale. Positively reappraising the change process to cope with stress took three basic forms. The first was positive comparison of the organization:

“Every organization goes through this ... it’s inevitable ... we are no different.” The second is positive comparison of the individual: “I take comfort from the fact that we are all in the same boat.” The third involved cognitively emphasizing the temporary nature of the stressor: “I tell myself that this isn’t forever.”

Detachment from Work and Switching off after Work
Mental disengagement in the COPE Scale refers to cognitive attempts to divert attention away from the goal or value with which the stressor is interfering. This coping strategy took two very different forms in this investigation, and therefore the category was split into two. The first was detachment from work. This strategy involves mentally devaluing the importance of work and detaching oneself from it. It was a reaction to uncertainty in all but one instance. It was a strategy used only by the two lowest levels of the organization and the administrative staff, for example, I suppose it’s really because, it’s a terrible thing to say, but I don’t really care about my job that much. I’ve got a lovely life out of work ... I’ve got family and kids here that I enjoy seeing, but the actual work part isn’t really that important. This echoes the finding of Olson and Tetrick (1988), who reported that “lower level employees may tend to distance themselves psychologically from the restructuring, avoiding thoughts about the potential threat and denying its implications” (p. 375). In contrast, a second form of mental disengagement was only reported by the middle management-level staff. This was the cognitive strategy of “switching off” from work thoughts and stresses when not at work. For example, some respondents said, “I’m quite emotional at the moment, but once I’ve gone home, I just put it to one side.

Acceptance
The acceptance dimension of the COPE Scale was retained in the current model. Acceptance was the most commonly used of the coping responses, employed at all levels of the organization as a method of coming to terms with the reality of the situation. For example, “I just think I’ve got to go with this, I can’t change this” or “My attitude really has been-I don’t really care. What’s the point of worrying about something where you don’t know what’s going to happen? It isn’t going to change anything.” Cartwright and Cooper (1997) claim that acceptance is a necessary step toward actively coping with the effects of inevitable transformational change.

Association between Stressors and Coping Strategies:
Further analysis of the critical incidents elicited in the interviews revealed associations between the five change stressors and the use of certain coping strategies. Increased workload resulted primarily in task-centered coping and to a much lesser extent cognitive coping. The experience of uncertainty was dealt with using only social support and cognitive coping strategies. Unfairness was dealt with using emotional and cognitive responses. Interpersonal conflict resulted primarily in emotion focused coping, but to a lesser extent social support and cognitive responses. Perceived loss resulted in all but task-centered forms of coping. Cognitive coping is the most stressor-unspecific coping resource, as it is used in response to all five stressors, whereas task-focused coping is the most stressor-specific response—its occurs only in response to increased workload. This study suggested that transformational change, the highest level of corporate change, is not per se psychosocial hazard: Only 45.71% of events related to the changes were appraised as stressful. Transformational change can be a source of opportunity and can be coped successfully or preemptively. The analysis suggests that transformational change can exacerbate or amplify certain work stressors, which are not unique to transformational change: Increased workload, uncertainty/ambiguity, inter personal conflict, unfairness, and loss. The study similarly demonstrated that coping strategies used to deal with change are cognitive and behavioral strategies that are used in many different contexts other than during change. This contradicts Shaw, Fields, Thacker, and Fisher (1993), who claim that individuals have no appropriate coping strategies to deal with organizational restructuring. The employees in this study had a wide variety of coping strategies with which to combat the stress of change.

Overall Positive Impact of Change:
In addition to the stressful event that were identified during the research process, certain positive effects were identified too which in turn boosts the employee morale and motivates them to smooth the process of organizational change. The identified positive outcomes are enlisted below as:

i. Disciplinary actions are taken severely and frequently.
ii. Union Problems have minimized.
iii. Health benefits have increased in all the department across the organization.
iv. Performance Incentives are shared at the end of the year.

v. Physical Conditions of Workplaces have improved.

vi. Grievance handling procedure has improved.

vii. Uniform creates sense of responsibility and belongingness.

viii. Improvement in quality of power supply which in turn decreases T&D losses (which increases employees' incentives).

ix. Line Staff Safety Measures have improved.

x. Delegation of power has been provided at all levels of working to ease the operations.

xi. Fast-track Promotions got implemented which in turn gives career growth to the employees.

V. REFERENCES


