

CHAPTER 1

Impact of Organizational Changes on Need to Manage Employee Engagement

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Summary: While implementing organizational changes in an enterprise, the level of employee involvement may decrease because of the errors in human resource management. Therefore, the purpose of this chapter was to determine the level (up/constant/down) of employee involvement during the ongoing organizational changes (resulting from the merger) in one of the departments of the “X” enterprise and to indicate those areas that should be strengthened so that the change would not deepen the possible decline in employee engagement. The method of achieving the indicated goal was a comparative analysis of own survey research with the use of a questionnaire, with research carried out by company “X” among its employees in previous years. As a result of the compilation of these research results, it was found that there are many significant discrepancies in the perception of various types of issues by employees (in such areas as, e.g. tasks, management, performance management, employee development, work organization, career, cooperation) affecting the involvement in work. It has been shown that the practice of periodic employee engagement surveys allows the company’s management board to identify mistakes in human resource management and eliminate them,

Suggested citation: Skiba Ł., 2021, *Impact of Organizational Changes on Need to Manage Employee Engagement* [in:] *People in organization. Selected challenges for management*, Skalna I., Kusa R. (eds.), Krakow, AGH University of Science and Technology Press, https://doi.org/10.7494/978-83-66727-57-1_1.

or to notice activities conducive to increasing the level of commitment, and therefore to maintain or strengthen it. The conducted case study, as one of the few studies, shows a cross-sectional analysis of the discussed phenomenon of employee involvement in the enterprise. Only a long-term analysis of employee attitudes allows for their modelling in accordance with the goals of the organization and the expectations of managers.

Keywords: management, employees, engagement, changes, organisation.

1. Introduction

In the reality of a free market economy, organisations must constantly adjust to the changing conditions and environment. Technical and technological progress accelerates the flow of information and in such circumstances, the company's efficiency in adapting to changes pre-conditions its development and position on the market. Organisations may develop from the inside or gain other markets via expansion, i.e. thanks to mergers or take-overs. The aim of such actions is reduction of costs and use of new or better developed techniques or technologies, along with the experience of personnel of the merged/taken-over companies. In turn, it leads to constant organisational changes in organisations developing in this manner (Kooli, Lock Son, 2021, p. 110).

Each change introduced in the organization affects directly or indirectly the people employed in it. Therefore, it is extremely important to create conditions for employees that would make it possible to introduce changes with the least negative impact on them and on the entire organization. On that account it is necessary to develop and implement appropriate procedures and appoint people whose task will be to support employees through appropriate human resource management, which are the greatest value of each organization (Jung, Kang, Choi, 2020, p. 13).

One of the ways of managing people in an organization is management through commitment, thanks to which: employees perform their duties more willingly and diligently; they accept changes with greater understanding and calmness; and they do not quit working in the organization too soon. Building the broadly understood employee involvement is not only the responsibility of managers but is also the responsibility of the organization's authorities (management board),

which can create appropriate incentive systems and programs (Barrick et al., 2015, p. 111).

A properly motivated employee will be more willing to engage and perform their duties more conscientiously, will identify with the organization and, therefore positively speak about it and not think about leaving. Commitment means the employee does not look for problems but focuses on the work to be done and looks for the best solutions (Bulińska-Stangrecka, Anuradha Iddagoda, 2020, p. 11).

Introducing changes in the organization is also a good time to select staff, because consolidations, mergers or acquisitions usually lead to merging departments. Increasing the technological level also helps to reduce employment. Companies want to leave employees with the highest possible competences in a given position, with the lowest possible decrease in the involvement of all employees at the time of the change (Kuvandikov, Pendleton, Goergen, 2021, p. 2).

The purpose of the research presented in this chapter is to determine the level of employee involvement during the implementation of organizational changes in one of the enterprise "X" branches. The method of comparative analysis was used for its implementation: own research; with surveys that were conducted by enterprise "X" among its employees in previous years (in the case of own research, the method of survey research with the use of a questionnaire was used). A comparison of the results of the own research and those collected in previous years by the enterprise "X" will allow to provide answers to which areas should be given special attention and reinforcement not to deepen the possible decrease in employee involvement as a result of the change. These analyses were used to fill the research gap in the form of the possibility of comparing the state of the discussed phenomenon of employee involvement over several years in one of the large enterprises.

The structure of this chapter of the monograph consists of introduction, two main parts – theoretical and empirical, and the ending. The introduction contains an outline of the context and a summary of the issues raised. The theoretical part covers such issues as: the importance of personnel management in the process of introducing changes; organizational changes – types of changes and factors influencing their induction; mergers and acquisitions as factors forcing change in the enterprise; and – stages of implementing the change, building commitment and the final efficiency of the organization. The

second part devoted to research analyses includes: characteristics of the research area; presentation of changes implemented in the enterprise “X” and the adopted research tools; discussion of the adopted research methodology; and – presentation of the results of own research in comparison with the research of enterprise “X” and conclusions from comparative analyses. The summary includes a presentation of the most important of the collected conclusions and an attempt to assess the ability of the management of enterprise “X” to build commitment among its employees during the implementation of organizational changes.

2. Managing Human Resources in Context of Organisational Changes

2.1. Significance of Personnel Management in Change Introduction Process

An organisational change may be examined in two contexts. In the first one, result-based, a new, better status of the organisation is accomplished, which is different from the previous one; in the second one, activity-based, a change is a sequence of activities related to designing, implementing, monitoring, and preparing the change. It is to be noted that the “organisational change” as a concept has two dimensions. The first one is the content (arguments in favour of the change) and the second one is the process (cause and effect activity, striving to accomplish the adopted goals) and they are inseparable. One should not forget about employees (contractors or the subject of changes) who constitute an equally important aspect of organisational changes (Bylok, Harciarek, 2009).

A change does not always lead to the development of business; however, a company’s development requires changes. This boils down to the fact that flourishing companies accept changes, seeing them as an opportunity for development. It must be remembered that a change does not start with people in the organisation, but every change refers to them (Robak, Karczewska, Skiba, 2017).

In the process of organisational changes, there are also diversified reactions to change, where a given person may be, on the one hand,

a creator and, on the other hand, the object of changes. A person's reaction to changes may be examined with respect to approach (hostility, neutrality, enthusiasm) and behaviour (resistance, indifference, cooperation) (Ścibiorek, 2010, p. 322).

Personnel management is an activity enabling people who work in organisations that employ them to make agreements that regulate rights of employments.

The elements of the process of personnel management significant in organisational changes include: planning of human resources, recruitment and employee sourcing, new employee onboarding, rewarding, training, objective evaluation of individual effects of work (Stoner, Freeman, Gilbert, 2011, p. 368).

Managing human resources is the continuous solving of problems that appear between the superior and the subordinate. Behaviour, feelings, and human stances may be very different. The cause are the differences among people. They have different views, experiences, and aspirations. Sometimes, there are significant disparities in the way they see their role in the company and the role of managers in meeting the stipulated goals.

Every organisational change sets specific challenges before managers. One of them is building an active mode of exerting impact on the employees' motivation and engagement or limiting resistance towards changes. They must notice the necessity of changes, but they also must discern threats and opportunities offered by the new situation. This is of key significance for the correct functioning of every enterprise, as it requires adjustment of such organisation to the changing environment. Their role is also to diagnose barriers, as well as to counteract them. Organisational changes also entail such consequences as: liquidation of work positions, change of specialisations, lowering of salary. It must be noted here that managers, due to lack of skills related to creative thinking, lack of planning or organisational skills, too low qualifications and negative motivational factors may be a barrier for the introduction of changes. It is important to win the managerial personnel in an organisation over with respect to the idea of changes before the stage of change implementation has been started (Ścibiorek, 2010, p. 327).

In the change implementation process, the following aspects play a vital role: information, determination of the direction of actions, methods of conducting actions, status of organisation (Ścibiorek, 2010).

This makes the employees identify with the organisation, increases their feeling of responsibility for the organisation's fate and prepares them for accepting greater efforts, eliminates demanding attitudes with respect to managers (Ścibiorek, 2010).

Thus, a proper impact of managers on the employees is of vital importance for the correct and efficient introduction of changes.

2.2. Organisational Changes: Types of Changes and Factors (External + Internal Personality Factors) Affecting Their Emergence

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

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

The degree of variability determines the environment as a relatively stable or dynamic. The degree of homogeneity determines the scope in which it is relatively complex or simple. In effect, these two degrees intermingle, specifying the degree of uncertainty which the organisation encounters. In turn, uncertainty is the driving force that affects a number of decisions in the organisation; it results from variability and complexity of the environment (Griffin, 2017, pp. 119–120).

A definition of "change" may be examined in two approaches:

- result-based: as a new, better than before status of the organisation;
- activity-based: as an order of actions necessary for preparing, designing, implementing, and monitoring changes (Bylok, Harciarek, 2009, p. 135) (as mentioned before in Paragraph 2.1).

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

social conditions in which an organisational change is taking place (Nadziakiewicz, 2015, p. 211).

Reference books feature the following types of organisational changes:

- changes planned internally that refer to changes in products, services or the administration system;
- changes planned externally that refer to the introduction of new technologies, as well as progress in communication or data processing;
- changes not planned internally that refer to changes in employment, as well as differences in expected or actual results;
- changes not planned externally which include governmental regulations and, obviously, external competition (Baron, Greenberg, 2002, p. 563).

There are several factors that affect changes in an organisation, obviously with various effects. Some cause them directly, others thwart them. They are quite complex and often exert a significant impact on levels or areas of operation of an enterprise. Due to them, companies often reject efficient actions from the past for the sake of new ideas and transformations, which sometimes create the company anew. This makes a company fulfil its intentions, develop, change for itself as well as for its environment (Sobka, 2014, p. 15).

An organisational change as a business process in an enterprise may be caused by two impulses, i.e. external and internal (Sobka, 2014, pp. 16–17), which may refer to any area of the enterprise's operation. In effect, a better organised, more efficient, and transparent new status of the organisation is going to be created (Grzybowska, 2010, p. 7).

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

The role of managers is to react to changes, plan new technological and market strategies, as well as strategies related to development, motivation, and employee engagement so that the organisation develops and survives for years. People constitute the highest value in an organisation, and they react to organisational changes strongly. Thus, it must be remembered that every change should be well-analysed, prepared, clarified and, in result, implemented.

Table 1. Causes and factors causing changes in an enterprise

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

Source: Sobka, 2014, p. 17

2.3. Mergers and Take-Overs as Factors Inducing Changes in Enterprise

Mergers and take-overs, as transactions accompanying economic activity, are some of the methods of market expansion known in the economy all over the world for over 100 years. Beginnings of this process date back to the end of the 19th century when developing American companies started to merge into larger entities, which led to an increase in the scope and the range of operational activities of such companies. At the end of 1994, the process of consolidation also started to develop particularly intensely in our country. Hostile take-overs became common (Szczebankowski, 2000, p. 52).

A merger takes place when several organisations merge, creating a new entity, a company. A take-over takes place when one entity purchases the other, not necessarily against its will. The taken-over company becomes a part of another organisation and thus ceases to exist as an independent entity (Griffin, 2017, p. 125).

Fundamental economic motives that determine a merger or a take-over include profit (higher after a merger or take-over than the sum of possible-to-accomplish individual results of companies) and growth (striving to take the position of the industry's leader) (Kowalska, 2009).

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

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

R.W. Griffin distinguished six basic modes of organisations' reactions to the environment: information management; mergers, take-overs, acquisitions, alliances; direct impact; organisation design; strategic reactions; social responsibility. Most significant in this group are method of information management and strategic reactions consisting in, e.g., purchases of other companies, mergers or take-overs (Griffin, 2017, p. 124).

Most frequently, such outline of the company's reactions to the environment includes entities whose strategy or politics focuses on take-overs of other, smaller companies or mergers. Usually, they are made among companies from the same industry, but not only. Thriving food industry companies with an extended distribution network often take-over small, local, less-known wholesalers, thus accomplishing synergy in marketing and distribution. By consolidating forces, they are able to influence the manufacturers, and this allows them to negotiate and accomplish better purchase terms and create competitive offers for their contracting partners (Ambukita, 2014).

Factors due to which mergers and take-overs start out are present both on the side of the buyer, i.e. the taking-over company/buyer (factors: technical and operational; market and marketing; financial, managerial), as well as on the side of the taken-over company/seller (they are divided into financial, strategic, administrative, and managerial motives) (Rozwadowska, 2012).

Such merger transactions are also made to achieve company synergy, i.e., they may have a non-economic nature related to human resource management. This happens through improvement of management efficiency related to sourcing qualified managers, which is a result of recruitment and restructuring activities (Ambukita, 2014, p. 718).

In the management of human resources during mergers and take-overs, most important factors inducing a change in the enterprise include technical, operational, and managerial factors. They directly affect people, their functioning in the realm of professional duties, quality of relations between employees and the company's management. This leads to the emergence of anxiety, related to the future functioning of the organisation. Changes related to a career or a company switch also affect personal life (Bylok, Harciarek, 2009, pp. 137–139).

In result, all of this leads to an adaptation of employees to changes, simultaneously considering a resistance towards them a normal reaction. Managers must make decisions (answering, e.g.: how to handle the change? Will the employees become engaged in the process?) as this affects the accomplishment of the planned objective. Here, engagement may be observed through fulfilment of three factors:

- strength of acceptance of organisational values and goals;
- willingness to undertake efforts for the sake of the organisation;
- declaration of remaining with the organisation (Jończyk, 2009, p. 164).

2.4. Stages of Change Implementation, Building Engagement vs. Final Efficiency of Organisation

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

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

- unfreezing: acceptance of the standpoint “if we do not learn something new, we will fail”;
- changing: support and encouragement;

- refreezing: reinforcement and support for the change (mechanisms supporting the goal, adjustment of remuneration systems, introduction of efficiency assessment, preparation of proper skills improving trainings) (Griffin, 2017, p. 396).

Lewin's model attracts attention to details in planning. Lack of operational accuracy is considered its imperfection (Griffin, 2017, pp. 335–396).

Another comprehensive approach to the process of changes was proposed by R.W. Griffin. He considers all areas that must be prepared so a change is properly planned, carried out and bringing the desired effect. These detailed dimensions of the approach to change include acknowledging the necessity of changes; acknowledging the goals of changes; diagnosis of significant changes; choice of a proper technique of changes; planning change implementation; actual implementation; renewed acknowledgement of the necessity of change (Griffin, 2017). Such approach ensures success of changes by indicating specific steps and their systemic implementation.

It is also worth looking at the change according to J. Majchrzak (2002, p. 36). Here, the necessity of paying attention to the impact of phenomena occurring in the organisation's environment was indicated, its internal dynamics in accumulating needs that influence the change, as well as in creating a vision. A systemic approach to change management is also crucial here, i.e. such direction of the process of changes that corresponds to the organisation's expectations and its environment (Majchrzak, 2002, p. 36).

Systemic and strategic approaches to the process of change management which were designed later are believed to be necessary condition for making the internal movement of an organisation efficient, which ensures not only effective operation inside, but also contributes to its success in a dynamic environment. In this process, it is necessary to strongly emphasise the significance of the human factor, in particular in managing changes. Such process, according to Z. Mikołajczyk (2003, pp. 59–65), consists of three stages: preparation (preparation of changes), implementation (implementation of changes), assessment (comparison of effects and expectations) (Mikołajczyk, 2003, p. 59–65).

Implementation of changes in a manner that is correct and consistent with the assumptions requires the employees' acceptance

for this process. It must be remembered that resistance to changes is a normal and always occurring reaction. The managers, apart from looking for solutions and modes affecting the enterprise's results, also must influence the employees by engaging them. If the employees are engaged in a change, the planned goals will be accomplished (Bylok, Harciarek, 2009, p. 140).

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

Characteristics of organisational engagement may also rely on three factors:

- strong acceptance of values and goals;
- readiness to undertake effort for the sake of the organisation;
- intention of remaining with the organisation (Bylok, Harciarek, 2009, p. 141).

The accepted strategic direction of an enterprise's development, if it is compliant with the introduced change, positively affects employee engagement. Furthermore, correct relations between the management and the employees are also important in building such engagement. They affect the current, as well as the future good operation of the enterprise and social interactions. Employees are induced to efficient engagement in changes and in their work in general (Bylok, Harciarek, 2009, p. 142).

Basic features of employee engagement include stabilisation, identification, passion, efficient activities for the sake of the organisation (Juchnowicz, 2012, p. 37).

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

- engaged employees who perform their work with passion and their creativity and energy contribute to the organisation's success;
- non-engaged employees who perform the duties entrusted to them well;
- actively non-engaged employees who treat their work as a compulsion and thus demonstrate repetitive disappointment with the performed work, as well as the conditions of work, relations among colleagues and superiors. Behaviour of these employees is purposeful and negatively affects the organisation (Juchnowicz 2010, pp. 38–43).

There are several divisions of categories (indices) that show employee

engagement. As an example, the following classification may be presented:

- reduction of role conflicts and stress;
- reduction of cynicism with respect to the organisation and its' goals; and:
- feeling of control with respect to the work environment;
- trust to the future of the organisation;
- self-assurance with respect to the possibility of introducing changes in the organisation;
- willingness to learn and to experiment;
- readiness to stay in the company (lower fluctuation or higher retention);
- motivation;
- creative ideas and solutions;
- continuous self-improvement;
- teamwork;
- identification with the organisation (Storey et al., 2008, pp. 301–302).

Development of an organisation by searching for new solutions and implementing new technologies is inevitable on a dynamic market and among existing competitors. The effect of such actions may be internal changes in the organisational structure, which is a challenge for managers. They are responsible for building the company's potential. The potential is located, *inter alia*, in the area of human capital, focused on employee engagement and development. Creative leadership is required from managers, which often leads to the frequent shifting of borders in the context of an organisation as such, as well as in the personal area (Czop, 2013, p. 20).

3. Organisational Changes and Their Impact on Employee Engagement: A Case Study

3.1. Characteristics of Study Area

Enterprise "X" is the largest company on the Polish market involved in the distribution of fast-moving consumer goods (FMCG), as well as offering marketing support intended for independent stores from the so-called traditional market. Currently, the company

has 8,800 employees, where approx. 60% are men and 40% are women, whereas with respect to age, both sexes are represented in greatest numbers in the age range of 31–40 years (approx. 40%). With national coverage, the company has three offices located in Poznań, Warsaw and Lublin. The company was established in 1993 and since the very beginning of its operation, it has focused on rapid and dynamic development, wishing to be included in the group of largest and most modern companies in Poland. In 2005, the organisation made its début on the stock exchange: initially, it was included in the WIG20 index and at the present moment in WIG30.

For over 20 years, the company has been supporting independent entrepreneurs, creating innovative solutions and business tools. Through all these years, it was growing thanks to mergers and sometimes acquisitions of smaller companies operating in Poland. This allowed for rapid development and simultaneously offered a possibility of procuring verified solutions which, in the course of time, were improved and introduced in the entire company. At the beginning of its operation, the enterprise was primarily involved in the cash & carry model. However, under the impact of the changing retail market in Poland, a decision was made to build a strong, modern distribution network along with own franchise network. The first franchise network was created in the so-called “hard” franchise model. It still functions today and has national coverage.

In 2014, the enterprise merged with a significant national FMCG distributor, which had created a “soft” franchise model with a well-recognisable brand and a network logo. In this manner, the largest modern distribution company in Poland came into being. Thanks to the decision about the merger, the company’s portfolio includes all solutions for business related to the traditional trade market, which responds to the needs of the customer and the market. Franchise networks became the main tool to compete with large-surface stores, i.e. super and hyper-markets and discount stores.

The network supports franchisees with respect to marketing (inter alia advertisement, promotion, loyalty schemes, store visualisation, personnel training), as well as products (the enterprise’s offer includes almost 13,000 indexes which cover all commodity groups starting

from fast moving consumer goods, household chemicals, alcohol, tobacco products and deep-freeze products).

Modern solutions in logistics, electronic sales tools, customer servicing, performance of market polls and qualified employees are the company's potential. The enterprise operates in the whole country, which was divided into 5 macro-regions, and these in turn were divided into 29 divisions.

Having such extensive area and range of operation, and simultaneously wishing to reduce costs to create new solutions, the enterprise came up with a logistics system consisting in re-loading of supplies delivered from distribution centres to division warehouses from which compiled orders reach the customers via properly adjusted means of transport. The company, as the first one in the FMCG industry, created a system for filing orders by customers with the use of Internet (Industry 4.0 policy). Today, this is the most modern tool, which is used not only to file orders, but it is also a source of market analyses, including analyses of the store's immediate surroundings, as well as information from, e.g., the area of labour law code, commercial law or changing legal acts. The system, by analysing the customer's purchases, prepares an individual dedicated offer, or, e.g., inform about the actual delivery time. To meet the expectations, a mobile application was also designed, enjoyed by significant popularity among the company's customers. A specialist Electronic Sales Support Division monitors correct operation of the application.

The company has a strong and qualified team of Trade Representatives, who are persistently building customer relations and offer support via ideas and solutions. Together with the company's development, their role changed significantly from Trade Representatives to Business Counsellors.

Being such a large and dynamic enterprise, the organisation is aware of its impact on the natural environment, and thus does not forget about sustainable development introducing modern and environmentally friendly solutions wherever necessary. One of the examples is the change of the car fleet from combustion engine cars to hybrid cars. The company also organises various types of social support for its employees and does not forget about employees of

its' contracting partners and offers them scholarship programmes or summer vacations.

3.2. Changes Implemented in Enterprise "X" and Adopted Research Tools

Since 2006, enterprise "X" has been carrying out studies on the level of employee engagement, yet it was 2019 when the company started to at last implement changes which resulted from purchases of two companies with a similar profile in the previous years. Until that time, they had operated separately within the enterprise's structures. During this period, tools were designed, and logistics was adjusted to transform these two units into one specialist entity. An important factor for the decision about introducing such change were costs which, after finalising the process, would be greatly reduced.

However, the company's authorities did not forget about the fact that properly trained people with adequate experience constitute a significant value for the company. Therefore, for half a year, the company's management has been communicating its actions, outlining the strategy for the next years in detail, along with any difficult decisions which are related to it.

The company is also going to carry out employee competence studies which (to eliminate any doubts as to objectivity) will be done by an external company. A competence model was designed based on the strategy for the next years, taking the market changes and its' needs into account. Managers and their subordinates are going to participate in the study. The agreed principles and activities are the same for all employees. Furthermore, the second criterion are business results of employees and rankings which function in normal circumstances and are the continuation of the current operation. Currently, product trainings are carried out, along with mobile programme trainings; there are also organisational meetings of merged employee groups and equal opportunities are created for everybody.

The managers will be responsible for correctly leading the employees through this process in a manner that everybody remains engaged until its completion, and thus performs their obligations well and efficiently.

All these activities, despite significant efforts on the part of the company, lead to increased anxiety among the employees, consequencing

in reduced engagement. As such, the process is unique – therefore, it is necessary to determine the most significant areas, which will play the crucial part, and to reinforce them. This will have a huge impact on the employees not only staying in the organisation, but also the ones who will have to leave it. Engagement of these employees is equally important on account of transfer of the necessary knowledge, which they possess with respect to, e.g., contracting partners serviced by them and processes that must be ended.

When starting the study, the company adopted a model of an engaging work environment (Fig. 1).

The company also determined the way in which it understands employee engagement (Fig. 2).

Figure 1. Ranking of Selected Categories Affecting Total Engagement in enterprise “X” for 2016 and 2017



Source: data procured from enterprise “X”

Figure 2. Stances of Employees Engaged by enterprise “X”

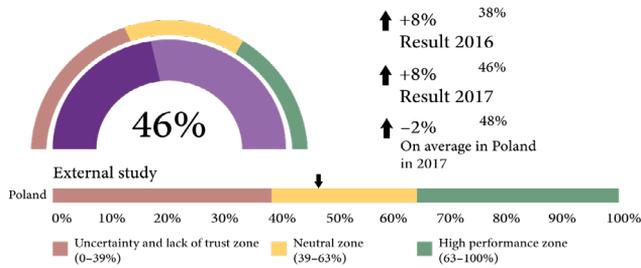


Source: data procured from enterprise “X” to be compared with: International Survey Research (ISR): Storey et al., 2008, p. 300

The results of studies commissioned by the company are very detailed. Out of the examined areas only the ones that have vital significance during organisational changes were chosen.

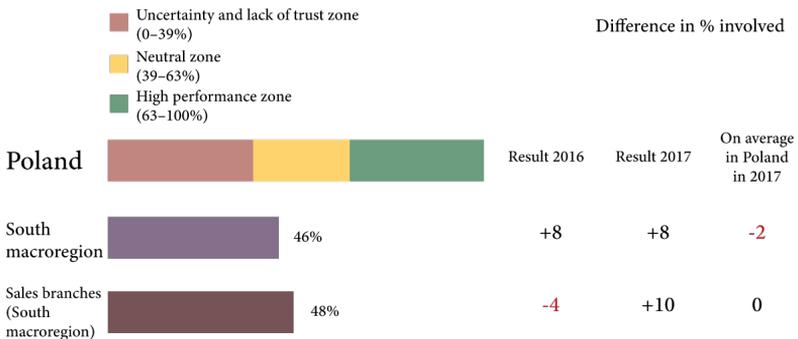
This index (Fig. 3) shows the percentage by which engagement in the entire enterprise “X” grew or dropped in comparison to the last survey, as well as the average result obtained from the surveys carried out in companies that are similar with respect to the size of employment, industry and conducted activities. The average Polish result forms a base in this study – it is a point of reference for the level of engagement that enterprise “X” is striving for or the engagement that it expects to accomplish among its employees or the value by which it exceeds it.

Figure 3. Total Engagement Index in enterprise “X”: Survey Results for 2017



Source: data procured from enterprise “X”

Figure 4. Comparison of the enterprise “X” Index: Entire South Macro-Region with Sales Divisions from this Macro-Region (2016 and 2017)



Source: data procured from enterprise “X”

In 2016, the engagement in enterprise “X” was at 38%, whereas in 2017 it grew by 8 percentage points in reference to the previous year and reached 46%. This means that activities undertaken after the first survey brought the expected result, yet 2 percentage points are missing to the average Polish result, which means that there are companies where employees are more engaged. Additionally, the result was provided with the co-called zones: zone of uncertainty and lack of trust (0–39%), neutral zone (39–63%) and high-performance zone (63–100%). Zones were prepared on the basis of external studies, and they refer to the entire country. Additionally, the zones show the level that should be accomplished.

Figure 5. Ranking of Selected Categories Affecting Total Engagement in enterprise “X” for 2016 and 2017



Source: data procured from enterprise “X”

The presented results refer to the entire South Macro-Region of enterprise “X” and Sales Divisions of the same Macro-Region of enterprise “X”. Attention should be drawn to the result of Sales Division of the South Macro-Region of enterprise “X”, which in 2016 was lower by 4 percentage points in reference to the average Polish result, yet in 2017 it grew by 10 percentage points in comparison to 2016 and thus accomplished the result of average engagement in Poland in 2017. Further research attention of this survey is going to be focused on the results of employee engagement of the Sales Divisions of the South

Macro-Region of enterprise “X”. This is the target group in which the organisational changes will be carried out. It follows from the survey that these employees are engaged and the support tools which have been applied to date have brought the expected results.

The area of impact on engagement in this survey was divided into categories. These categories show their importance for the surveyed employees.

“Tasks” in the surveyed company are correctly chosen, adjusted to the employees’ potential. The result was already satisfactory in 2016, whereas in 2017 vs. 2016 it grew by 20 percentage points. On average, an increase of 14 percentage points was recorded in Poland in 2017. It is to be concluded that work in this category is correctly organised and has a significant impact on employee engagement.

“Managers”: the surveyed employees decided that cooperation with the superiors affects their engagement. This category also grew: in 2016, by 3 percentage points in reference to the Polish average in 2016 and in 2017 by 2 percentage points vs. the result from 2016, whereas on average in Poland by 5 percentage points in 2017. The conclusion is that there is space for improvement within this category.

“Performance management”: this is an equally important area and the accomplished result shows that it functioned well in enterprise “X”. This is confirmed by 2016, which was 11 percentage points better than the average Polish result in 2016. In 2017, as compared to 2016, it grew by 1 percentage point as compared to 4 percentage points of average Polish growth in 2017. This category is correctly managed in the company.

“Employee development”: this index grew by 13 percentage points in enterprise “X” in 2016 in comparison to the average Polish result in 2016. It may be concluded on this basis that the company invested in trainings improving the skills of its employees. In 2017, as compared to 2016, the index dropped by 1 percentage point, whereas in reference to the average Polish index in 2017 by as many as 7 percentage points. This area should be particularly reinforced if the results from 2019 confirm the result from 2017.

“Organisation of work”: is also an important element in the process of organisational changes. The index grew by 7 percentage points in enterprise “X” in 2016 as compared to the average value in Poland in 2016. On the other hand, in 2017 it dropped by 2 percentage points in reference to 2016 and by 10 percentage points on average in Poland.

Although the discussed index is not on a bad level in the surveyed company as compared to Poland, yet this is only on account of its significant drop in the entire country.

In 2016, the index of the “Career” category grew in comparison to the average Polish result by 7 percentage points, whereas in 2017 in comparison to 2016 it dropped by 3 percentage points and by 7 percentage points in reference to the average Polish result for 2017. Because of this result, there are already significant bases to commence proper action, whereas changes inside the company enabling promotion or change of position call for building engagement higher than before in this area.

“Cooperation”: increased engagement was recorded in this category in enterprise “X” in 2016 in comparison to the average Polish value, which amounted to 8 percentage points. In 2017, as compared to 2016, the index dropped by 3 percentage points, whereas in reference to the average index in Poland in 2017 by 2 percentage points. In this case, the causes should be analysed in detail. During organisational changes, handing over positions and important information affects cooperation. Fear of losing employment reduces the level of sharing knowledge and experience.

3.3 Adopted Research Methodology

The purpose of the survey was to verify the level of employee engagement during organisational changes introduced in enterprise “X”.

Engagement surveys carried out in enterprise “X” (commissioned by the company) in the previous years (2016 and 2017) are used for the analysis, along with the author’s own surveys carried out in the same company (only Sales Divisions of the South Macro-Region) from 2019. The procured data are real, and they reflect the actual status and the level of engagement of people working in the organisation. This will allow for very precise determination of areas that require reinforcement and will also help with efficient management of human resources. The survey will also enable preparation of proper tools in the form of remuneration and reward systems, career, trainings related to employee development, performance management, cyclical meetings with the management board, managers, and incentive schemes. Yet first and foremost, it will show areas that require reinforcement and

improvement in the first place. The survey is going to offer insights on how to distribute engagement and on the degree of employee engagement. It will be possible to understand how close or how far the employees are from being engaged; thus, e.g., passive employees may become engaged as a result of good management and work conditions, or their engagement may drop when such conditions are bad.

On account of the framework constraints of this study, focus is on the presentation and comparative analysis of the author's survey with results from previous years (surveys commissioned by enterprise "X") not encumbered with organisational changes.

The direction of undertaken analyses is designated by the following research questions:

- Do the occurring organisational changes influence the way the employees speak about the organisation to their colleagues, potential employees, customers and do they still want to be a part of the organisation?
- Does the managerial personnel support the employees in task performance?
- Do the employees feel a part of the team and the organisation, and do they implement the tasks set for them more willingly as a result of skilful management?
- Can the employees work efficiently and develop their skills?
- Do the employees receive the necessary information from superiors and the management board about the changes occurring in the enterprise?

The received responses will allow for showing:

Completely non-engaged employees who perceive the company negatively, do not wish to continue working for it and do not feel sufficiently motivated to perform their duties in the best way possible and to exceed the scope of their duties.

Passive employees who show an ambivalent approach to engagement and slightly agree or slightly disagree with most statements diagnosing the level of engagement in the company.

Moderately engaged employees who agree with most statements diagnosing the level of engagement in the company, yet not in a definite manner.

Highly engaged employees who strongly agree with most statements diagnosing the level of engagement in the company, and thus show strong stances of say, stay, strive.

3.4. Presentation of Author's Own Survey as Compared to Surveys of Enterprise "X" for 2017 and Conclusions from Comparative Analyses

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

Table 2. Breakdown of Results of Employee Engagement Surveys Carried Out by enterprise "X" in 2017 with Results of Author's Own Survey from 2019

Examined aspect	Survey carried out by enterprise "X" in 2007				Author's own survey in 2009 N = 102			
	Yes	Agree	Do not agree	No	Yes	Agree	Do not agree	No
The company encourages employees to daily performance of work	46%	35%	9%	10%	58%	28%	14%	0%
The company motivates employees to offer more than required by their scope of duties	42%	25%	18%	15%	36%	40%	22%	2%
Employees rarely think about leaving enterprise "X" for another organisation	40%	39%	10%	11%	28%	32%	24%	16%
When having an opportunity, employees speak about the advantages of working in enterprise "X"	39%	39%	14%	8%	54%	26%	20%	0%
The superiors offers support necessary for efficient work	65%	28%	6%	1%	56%	44%	0%	0%
The superior sets clear expectations and goals to be implemented	76%	18%	3%	3%	66%	28%	6%	0%

Examined aspect	Survey carried out by enterprise "X" in 2007				Author's own survey in 2009 N = 102			
	Yes	Agree	Do not agree	No	Yes	Agree	Do not agree	No
The superior notices and appreciates contribution and accomplishments of employees	56%	29%	5%	10%	38%	50%	12%	0%
I regularly receive feedback from the superior which allows me to work better	46%	37%	14%	3%	36%	50%	14%	0%
The performed work is adjusted to the employee's skills and experience	72%	25%	2%	1%	62%	32%	6%	0%
Cooperation in the team aims for accomplishment of designated objectives	74%	17%	7%	2%	60%	34%	4%	2%
Employees in the team share their knowledge and experience	62%	27%	4%	7%	42%	38%	14%	6%
It is understandable how the employees' goals are related to the company's goals	63%	28%	6%	3%	32%	52%	14%	2%
The processes and procedures in the company allow for efficient work	28%	40%	15%	17%	20%	48%	28%	4%
The company guarantees the possibility of developing valuable skills	38%	31%	20%	11%	14%	38%	44%	4%
Possibility of engaging in tasks/ projects that allow for developing new skills	34%	37%	17%	13%	16%	34%	44%	6%

Examined aspect	Survey carried out by enterprise "X" in 2007				Author's own survey in 2009 N = 102			
	Yes	Agree	Do not agree	No	Yes	Agree	Do not agree	No
Possibility of developing career in enterprise "X"	31%	34%	21%	14%	18%	54%	22%	6%
Employees are informed about important events and changes pertaining to the company	61%	30%	6%	3%	38%	50%	12%	0%
The actions of the Board result in a positive attitude to the company's future	28%	46%	15%	11%	10%	66%	20%	4%
The Board treats the employees as the company's greatest asset	31%	47%	9%	13%	16%	40%	40%	4%

Source: author's own survey based on research in enterprise "X" and author's own studies

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

Support on the part of the managerial personnel affects the performance of employees' tasks, in particular during changes. The

conducted survey confirms that in enterprise “X”, the managerial personnel appreciate the employees and offers support for efficient work. The respondents perceive their cooperation with superiors better now than in the survey of 2017. According to the respondents, the superiors nowadays set the expectations and goals in more delicate way (compared to 2017), but they notice the contribution and accomplishments more, at the same time providing their employees with feedback. All of the above motivates for further action, efficient work and implementation of own tasks among the employees. In turn, this builds engagement even during organisational changes.

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

Employees in the team share their knowledge and experience. They understand quite well how their goals are related to the company’s goals. In the 2017 survey, these aspects had a higher score. Despite it, attention should be drawn to the fact that 80% of respondents surveyed in 2019 spoke positively and the drop of definitely positive answers may be related to the process of changes. Most positive answers were given by employees aged 41–50 who worked for 11–20 years and 21–30 years, i.e., employees with significant experience in the organisation. In comparison to 2017, a small difference is perceptible which consists in shifting of strongly positive responses towards moderately positive ones. This difference is related to the employees’ uncertainty with respect to their future and this is inevitable during organisational changes. It is vital that the negative approach of the employees did not grow, because this would definitely have caused a drop in their engagement.

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

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

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

4. Conclusions

The current market situation makes most companies believe that consolidations, mergers or take-overs of other companies are a method offering a possibility for quick development. All of this leads to significant organisational changes with the aim of accomplishing

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

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