

# Impact of Change Communication on Readiness of the Employees - A Study on Post Covid19 WFH Scenario in the Indian Service Sector

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## Abstract

The study focuses upon analysing and examining the impact of change communication on readiness of the employees under the perspective of post-Covid19 WFH scenario. A closed-end and structure questionnaire was designed and adopted for data acquisition. The targets were determined as service sector-based organizations and the sample size 301 was determined for this study. Hypothesis was formulated and AMOS software was utilized for analysis. Through the proposed research, results were gathered, and it was found that the readiness to change by employees is highly impacted by effective communication, especially after Covid-19 the employees' readiness to change in an organization is found to be positive than negative, since the digitalization was the only way to reach others due to social distancing. The study will definitely have an impact upon the change management and will also have practical implications towards employees' readiness towards changes in the organization. Covid-19 has been identified as a great pandemic disaster that has affected many industries, especially the IT sector, Healthcare sector, educational sector and Tourism industry. "Working From Home" has been considered as a great opportunity by the SMEs and MNCs since the human lifestyle has changed and adopted to Covid-19. The research originally extends from existing literature upon change management and employees' readiness to change. The study also indirectly focuses and analyses the factors like planned behaviour, resistance to change, organizational structure, organizational climate, working environment, employees' readiness to change and adapt top management's interventions and other relevant subjects.

**Keywords:** Change Management, Employees' Readiness, Organizational Climate, Organizational Structure, Planned Behaviour, Readiness to Change, Working from Home.

## Introduction

The current circumstance (pandemic disaster: Covid-19) has altered many sectors and industries (pharmaceutical, education, healthcare, tourism, hospitality, IT, etc) to implement change and introduce new concepts that rely upon technological knowledge. People without technological knowledge were either craven out or advised to update regarding their lack of knowledge (1). Though SMEs and MNCs have downsized towards Covid-19, there are many corporate companies and organizations that opted alternatives (for instance: shift based working days, i.e. 15days/week) and organizations that preferred to retain their skilled and efficient employees who couldn't physically work in their organizations (Work-from-home). Thus, the impact of the change management within organizations has

impacted employees and staff. This study aims to examine the major changes that impacted on the employees.

The employees are the soul and heart of any organization and without them the organization would cease to exist. Organizational structure is the utmost factor that describes an organization and the environment provided by the organization to the employees describes the top management's concern for the employees towards attaining the organizational goal(s). In general, the organizational structure also allows the employees to communicate effectively with the management and top management through proper communication either formally or informally (2). Working within groups or working as a team will build-up better communications towards achieving workplace goals

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and thus, organizations plan a structure based on productivity or based upon the goal. A structure of a small organization could be categorized as three basic elements: centralization work-specialization and formalization which impacts the employees and their performance towards achieving goals. Contrarily the climate of an organization (environment) is basically defined by many authors (3-5) as shared perceptions of the employees towards their working environment (such as: procedures, norms, rules, regulations, practice, etc). The traditional organizational structure as described (6) consists of 5 frameworks: Functional, Decentralized, Divisional, Flat and Matrix structure. However, due to the modern digital involvement the organizations have upgraded their structures from traditional aspects towards technology dependent or technology-based structures where the “virtual teams” plays a vital and major role; thus, the organizational structures have broadened as: Team-based and Digitalization structure. However, the virtual team and traditional organizational processes vary with gaps between the processes. The physical presence of assistance and training couldn't be achieved through virtual training initially due to lack of knowledge, errors in implementing relevant ICT tools and applications that assist training, lack of training through direct assistance from supervisors, etc. This impacted the performance and thus as outcome the organizational goal.

On other hand the employees focus on an organizational structure that offers priority to Span of Control, Departmentation, Job design, Chain of Command and Job Delegation (7). Though the structure varies from one to another organization it has a huge impact upon the employees and their individual outcome that could negatively affect the organizational goals. Hence adopting the most suitable organizational structure for their own purposes instead of adopting the successful organization's structure would benefit the management to attain profit through higher performances.

Similar to the structure, climate of an organization defines the needs of employees and how the management could effectively communicate with their employees without incurring huge loss under

certain environment (8). A sound organization should encompass Effective communication, Technological changes, People oriented (concern for people), Decision Making (participative) and changes in rules, procedures and policies (9). Due to Covid-19 many organizations (SMEs and MNCs) have been undergoing change management and changes into their organizational structure and climate where the “virtual assistance” plays a major role. “Working From Home (WFH)” as a new trend that has aroused as a solution (i.e. to be precise the “new normal”) within organizations have altered employees'/ peoples' perception towards adoption of ICT tools and work anytime and anywhere as their daily life routine towards their commitment to their organization (10). Howsoever the pandemic circumstances of post Covid-19 have made employees from different geographical distances come together as one group or team for their organizational profit and goals.

Though working in a traditional office-set-up couldn't be achieved through WFH, there are both disadvantages and advantages. The merits experienced by the employees could be location, project delivery time, comfort in usage of mobiles or attending calls, readiness, zero transportation, peer distractions, cosy clothing, flexible schedules, custom environment and communication with management through e-mail, calls, chats, video-calls. The demerits as seen by the management are lack of trust, willpower, boredom and delay in projects, power naps, breaks for food and smoking, missing meetings and conference calls, hindrances from family members during meetings, power-cuts, slow working that affects schedule and WiFi and internet troubles (11). Hence the study focuses on analysing the employees' readiness towards WFH and how the same was communicated by the management to their employees to adapt the concept to achieve the organizational goals. Thus, the study will be examining the readiness of employees post Covid-19 by focusing on the service sector.

Though the employees have adapted to certain level towards WFH concept post Covid-19, it could be argued that the level of acceptance or readiness to change will be partially satisfactory or dissatisfactory due to many reasons (inequality in

income, peer assistance, commuting, gender-based bias, disconnected communication, organizational commitment towards employee benefits, lack of training and support from supervisors, etc) where communication from top management being the major cause. There are two factors when change management is considered by any organization under change communication, i.e. resistance and readiness. In this study readiness would alone be focused.

### **Readiness to Change**

Covid-19 and its impact upon the organizations and how post Covid-19 has affected the organization's goals (12). The findings portrayed that though the employees have adapted to certain level towards usage of technological assistance there are organizations and companies lack technological readiness that could heighten the risk towards sustainability, especially the manufacturing companies that rely upon supply chain. The study insisted upon redesigning and restructuring the organization towards acceptance and readiness of technology through effective communication for change management. Resilience towards change management is a common factor that no organizations could ignore when the employees are not ready to adapt and accept hence the author studied about impact of Covid-19 upon the readiness of employees towards technological adaption and concluded that employees' readiness and resistance relies upon the communication channel and process adopted by the management. Similarly, the authors (13) and (14) have studied and examined Covid-19 and how it impacted the companies especially upon supply chains. As per the outcomes it could be understood that the pandemic caused a "ripple effect" upon the companies that in turn caused inconsistency in effective communication and hindered sustainability, preparedness, digitalization, recovery and adaption of change management.

### **Working from Home (WFH) and Its Impact on Employees**

New normal "WFH" has been identified by IT industry and educational sector than other sectors and industries (for instance: hospitality and tourism, pharmaceutical, entertainment, telecommunications,

etc). The reluctant and resistant towards adopting and adapting to WFH concept was made "a must" throughout, as a global perspective. WFH offers varied positive outcomes, like: comfort for women (transportation, flexible responsibilities, leisure timings, etc.), commuting, time with family members, higher productivity than traditional workplace setup (i.e. 13% more than regular workplace setup), etc. (15). Thus WFH offers many benefits however the author concluded that the drawbacks are: social distancing, peer assistance, lack of supervision and training, disengaged working schedules from peers and management, external disturbances (events, loud noises that interrupts on-call-meetings), internal disturbances from family members, lack of trust upon other team members in sharing knowledge, lack of communication, lack of psychological and physical association with peers and friends, cultural differences with traditional workplace employees etc. Thus, the authors argued that for effective and sound organization assessing the merits over demerits and effectively communicating with employees regarding the new development and changes within organization and management would increase productivity. However, the practical experiences and theoretical implications upon the same differ.

### **Implications Of the Existing Organizational Theories**

According to (16), though there are numerous theories on change management with respect to organizations, there are only few that are relevant like Theory of Planned Behavior, Organizational Climate Theories, Lewin's 3stages theory, Translation theory, Differentiation theories of Hierarchy, Motivational theories, etc.

Though these are relevant for analysing the employees' readiness and their level of acceptance towards WFH concept, it cannot be completely reliable to assess the employees' readiness for change management in organizations. Thus, the author developed a model that combines the organizational readiness, employees' psychological acceptance state and determination of the employees. The study concluded that adopting a suitable theory as per the organization necessity

would minimize the resistance and increase the acceptance level of the employees and offer more productivity. Grounded Learning theory along with AVICTORY theory was mostly utilized for assessing traditional organizations towards employee readiness.

Thus, it could be concluded that though the tools and theories upon traditional organization assessment are surplus the WFH scenario-based assessment has been scarce and thus the authors of studies should makes use of tools and techniques that are precise and appropriate for assessing the communication and employee readiness.

### **Factors that Drive Employees towards Readiness - A Perspective of WFH Based Scenario**

Study showed (17) that WFH as the new normal has impact on the employees' income and earnings where the highly educated and higher experienced and older male officials earn more than those who are new-entry, lesser experienced, temporary job-based employees and thus creates inequality in income/earnings. Though WFH has demerits, it reduces the cost for the management's infrastructure and employees commuting issues. The findings state that many employees who consider the WFH opportunity as boon have higher rate of readiness than that of those who are reluctant and resistant towards WFH post Covid-19.

According to the studies, factors that drive the employees towards readiness towards WFH scenario are individuals' acceptance and belief towards change management, effective communication towards change management, organizational climate, employees' benefit based strategic planning, organizational structure, preparedness towards disasters and organizational commitment (18, 19).

Thus, the study would be focusing upon the impact of process of change communication on employee readiness with gender as moderator, towards examining the level of acceptance (readiness) of employees in the service sector.

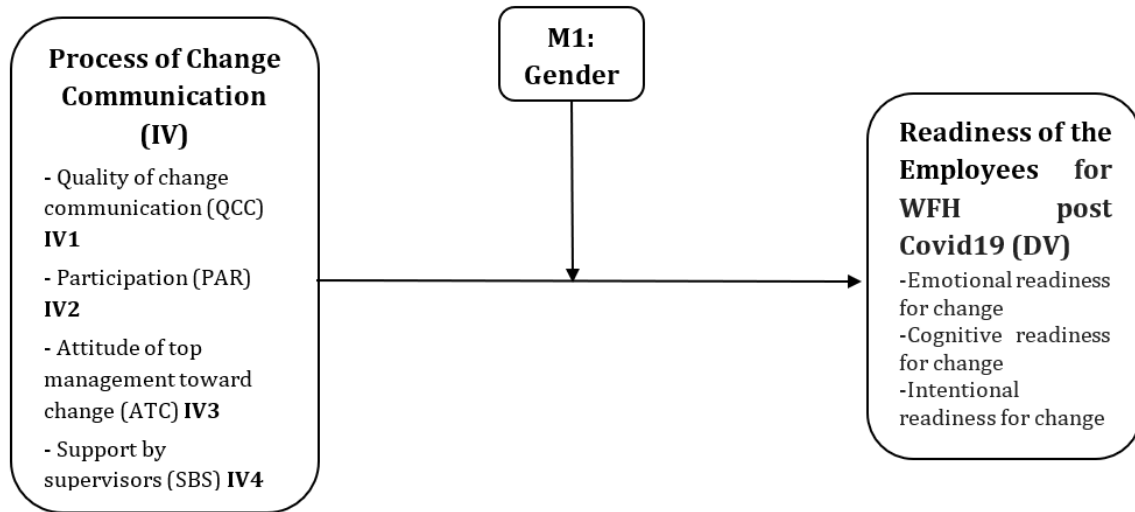
### **Theoretical Framework**

The communication change tactics has major impact upon employee's engagement, productivity, well-being and preparedness post the COVID-19 work-from-home shift. This shift scenario intensified the employee engagement by indirectly increasing work hours which resulted with negative well-being and mental tear-and-wear (20). However, the technology advancements and technical arrangements in employee's environment like mobile phones, video calling facilities, chat groups, eased the communication which increased engagement but decreased the productivity due to challenges and inadequate office-setups (21). Studies by authors (22) indicates and concludes that employee well-being and productivity decreased from pandemic shift and negatively affected the work-life balance. They found through their investigation that, sudden change to environment and pandemic shift to remote access negatively impacted the preparedness which in-turn affected their productivity, well-being and engagement where communication had no significant impact at-all (23). These studies found and concluded from extensive analyses that remote work decreased work-preparedness initially post COVID-19, and later productivity and well-being at large. On other-hand it tremendously increased engagement where employees had time flexibility with no work-time limits which made them engage in work, readily, whenever they had opportunities. Thus work-life balance was affected, and well-being and productivity was reduced.

Some of the theoretical stances that discuss about change management techniques are given as follows.

**Lewin's three-stage model of change:** This is a prominent theoretical framework which suggests that a successful change includes unfreezing behaviors that already exists, implementing change and then refreezing novel behaviors to make them permanent (24).

**Social-technical systems theory:** This theory highlights the correlation between social and technical factors in changing an organization. This theory suggests that considering both the technical and social aspects is required for effective change management (25).



**Figure 1:** Theoretical Framework of Employee Readiness on WFH - post Covid-19

**Contingency theory of change:** This theory suggests that there is no one-size-fits-all approach to change management. Instead, the theory says that the efficiency of change techniques are dependent on various factors like the nature of the change, the organizational context, and the employee's readiness (26).

From these theoretical stances a comprehensive framework for analyzing and understanding the development of change management techniques in the context of remote work adoption. The following figure illustrates the conceptual framework for the impact of change communication on readiness of the employees with respect to post Covid19 WFH scenario.

### Hypothesis

The study focuses upon the Work from Home aspect and how change communication impacts the employee readiness through gender as a moderator, thus the following are the hypothesis developed for the analysis:

- H1: There is no relationship between the Quality of change communication and Emotional readiness for change.
- H2: There is no relationship between the Participation and Emotional readiness for change.
- H3: There is no relationship between the Attitude of top management toward change and Emotional readiness for change.
- H4: There is no relationship between the Support by supervisors and Emotional readiness for change.
- H5: H1: There is no relationship between the Quality of change communication and Cognitive readiness for change.
- H6: There is no relationship between the Participation and Cognitive readiness for change.
- H7: There is no relationship between the Attitude of top management toward change and Cognitive readiness for change.
- H8: There is no relationship between the Support by supervisors and Cognitive readiness for change.
- H9: There is no relationship between the Quality of change communication and Intentional readiness for change.
- H10: There is no relationship between the Participation and Intentional readiness for change.
- H11: There is no relationship between the Attitude of top management toward change and Intentional readiness for change.
- H12: There is no relationship between the Support by supervisors and Intentional readiness for change.
- H13: There is no relationship between the process of change communication and Readiness of the Employees for WFH post Covid19.

- H14: Gender moderates the relationship between the process of change communication and Readiness of the Employees for WFH post Covid19.

The in-depth analysis and reviews upon post pandemic shift COVID-19 towards remote work has thrived the researcher to explore the employee preparedness and readiness to work from home (remote work) and how this impacts their well-being, engagement as participation factor, attitude and opinion towards top management, support system offered by the management and the impact of communication and its quality. The existing studies upon pandemic shift to remote work studied extensively about the psychological impact or mental well-being as the major factor. Hence, by using this opportunity and from the available theoretical stances, the study is stemmed. The gender as moderator is examined since it is perceived that women are negatively impacted more than men post COVID-19 remote work change.

## Methodology

The methodology section of a research would focus upon paradigm (i.e. interpretivism, positivism and mixed approach), approach of the investigation (i.e. mixed, qualitative and quantitative) and finalize the instruments, tools, techniques and sample for analysis with ethicality, validation techniques and also reliability measures. Since the study and the researcher focus on examining the impact of change communication towards employees' readiness in WFH the study adopts positivism paradigm along with quantitative approach. Thus, the study could be classified under the design as descriptive design since it describes the truth and facts.

## Drawbacks in Adopted Methodology

The methodology selected, quantitative approach and the use of regression analysis provides strength to the study but also has potential drawbacks, which includes the limitation of closed-end questionnaires to capture nuanced perspectives, the possibility of sampling bias with cluster sampling, and the limited generalizability of findings due to the focus on the service sector in India. To address these limitations a supplement of qualitative data with quantitative methods can be used by the researchers to ensure

the rigorous procedures of sampling and consider conducting such studies in different contexts. Furthermore, while regression analysis offers valuable insights, it is important to interpret the findings carefully and consider other influencing factors on employee readiness for WFH. The reliability and validity of the study's findings can be enhanced by addressing these drawbacks on the impact of communication change in the post-COVID-19 work-from-home scenario.

## Instruments

The study has adopted the *closed-end questionnaire* model (27) that has 42 items, however for the current study the relevant factors and items alone were adopted, i.e. 36 items in which the independent variable based constructs QCC has 5 items, PAR has 11 items, ATC has 3 items, SBS has 3 items and dependent variable based constructs EMRE has 5 items, COGRE has 5 items and INRE has 3 items, respectively. Additionally, to measure the satisfaction level of the employees post Covid-19 WFH scenario provided by the organization an item was included by the researcher. The scale for the 35 items utilized here is the 5 point Likert scale with "5 ranked as Strongly Agree" towards "1 ranked as Strongly Disagree".

## Data Acquisition

The data was acquired prior the analysis from the targets of varied organization of service sector, in India. The age group targeted was 18-60 since the targets are employees and the size was calculated as 301. To examine the results, regression analysis and cluster sampling is adopted in this research. AMOS software was utilized for equating and modelling. Hypothesis was framed as per the study's aim and tested for its credibility.

## Sample

The sample size is 301 and since the study analyses the impact of communication change on employee readiness for post Covid-19 WFH scenario and utilizes the regression analysis as the major technique cluster sampling is more suitable for the study.

### Data Analysis

The study makes use of data analysing techniques such as percentage analysis (for gender-based analyses), chi-square tests, and Regression analysis as the major techniques. The first part of the questionnaire consists of demographic data (age,

gender, education, career, geographical location and name) and the second part consists of 3sets of data categorization upon "Impact of Change Communication on Readiness of the Employees - A study on Post Covid19 WFH Scenario".

**Table 1:** Frequencies table of the variables

	N		Mean	Median	Std. Dev
	Valid	Missing			
QCC1	301	0	2.3522	2.0000	.92136
QCC2	301	0	2.2924	2.0000	.95616
QCC3	301	0	2.1561	2.0000	.80759
QCC4	301	0	2.1761	2.0000	.85959
QCC5	301	0	2.1993	2.0000	.82470
PAR1	301	0	3.7409	4.0000	.83624
PAR2	301	0	4.0133	4.0000	.63757
PAR3	301	0	3.8704	4.0000	.66820
PAR4	301	0	4.1262	4.0000	.60883
PAR5	301	0	3.9236	4.0000	.72398
PAR6	301	0	3.7043	4.0000	.78885
PAR7	300	1	3.7733	4.0000	.75089
PAR8	301	0	3.8771	4.0000	.75818
PAR9	301	0	3.8738	4.0000	.77288
PAR10	301	0	3.7575	4.0000	.79853
PAR11	301	0	3.7542	4.0000	.74343
SBS1	301	0	2.7243	3.0000	.84875
SBS2	301	0	2.8405	3.0000	.89879
SBS3	301	0	2.6944	3.0000	.88672
ERC1	301	0	4.0532	4.0000	.70510
ERC2	301	0	4.0133	4.0000	.70225
ERC3	301	0	4.0100	4.0000	.70468
CRC1	301	0	3.4551	4.0000	.93210
CRC2	301	0	3.4651	4.0000	.93253
CRC3	301	0	3.5249	4.0000	.91116
IRC1	301	0	4.0166	4.0000	.64528
IRC2	301	0	3.8771	4.0000	.67934
IRC3	301	0	4.1296	4.0000	.59985
ATC1	301	0	2.6545	2.0000	.98330
ATC2	301	0	3.2359	3.0000	.94913
ATC3	301	0	2.5216	2.0000	1.00517

## Results

### Frequencies

Table 1 shows the frequencies of the involved variables in which the mean, standard deviation and median of all the selected variables for analysis are coded as QCC (Quality of Change Communication), PAR (Participation), SBS (Support By Supervisors), ERC (Employee Readiness for Change), IRC (Intentional Readiness for Change), CRC (Cognitive Readiness for Change) and ATC (Attitude of Top-management towards Change) and measured for outcomes.

It could be derived from the table 1 that Quality of Change Communication variable has 5 items,

Participation variable has 11 items, Support By Supervisors variable has 3 items, Employee Readiness for Change has 3 items, Intentional Readiness for Change variable has 3 items, Cognitive Readiness for Change variable has 3 items and Attitude of Top-management towards Change variable has 3 items respectively. Also, the SD-Mean value of all the variables is above 0.59 and thus all the variables are statistically spread out.

### Reliability analysis:

The technique developed by (28) is adopted by researchers and carried out to test the research instrument's reliability. The test is known as Cronbach Alpha Test, where the outcomes of the construct's reliability should be higher than 0.7.

**Table 2:** Reliability Analysis of Constructs in the adopted instrument

S. No	Construct	Items	Alpha Value
1	Quality of change communication	5	.927
2	Participation	11	.909
3	Attitude of top management toward change	3	.769
4	Support by supervisors	3	.832
5	Emotional readiness for change	3	.896
6	Cognitive readiness for change	3	.864
7	Intentional readiness for change	3	.818

**Table 3:** Table of Model Summary-Emotional Readiness for Change in Readiness of Employees Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. Change	F
<b>1</b>	.570 <sup>a</sup>	0.325	0.315	1.58949	0.325	35.564	4	296	0	

a. Predictors: (Constant), SBSMEAN, PARMEAN, ATCMEAN, QCCMEAN. b. Dependent Variable: ERCMEAN

**Table 4:** ANOVA Table - Emotional Readiness for Change in Readiness of Employees ANOVA<sup>a</sup>

Model	Sum of Squares	Df	Mean Square	F	Sig.
<b>1</b> Regression	359.407	4	89.852	35.564	.000 <sup>b</sup>
Residual	747.836	296	2.526		
Total	1107.243	300			

a. Dependent Variable: ERCMEAN. b. Predictors: (Constant), SBSMEAN, PARMEAN, ATCMEAN, QCCMEAN. It could be inferred that the Anova-table is established to be significant.



**Table 5:** Coefficient Table - Emotional Readiness for Change in Readiness of Employees Coefficients<sup>a</sup>

	Model	Un-standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.778	.707		5.340	.000
	QCCMEAN	.064	.026	.128	2.434	.016
	PARMEAN	.149	.017	.456	9.027	.000
	ATCMEAN	.078	.042	.098	1.871	.062
	SBSMEAN	.074	.046	.087	1.613	.108

a. Dependent Variable: ERCMEAN

From Table 2 it could be deduced that all the constructs are above 0.7 and thus the research instrument is reliable, and constructs are valid towards measuring the variables of the research, efficiently.

**Factors impacting emotional readiness for change in readiness of employees**

The Tables 3 (model-summary table), 4 (Anova table) and 5 (Coefficient table) were obtained from performing a regression analysis with Emotional Readiness for Change in Readiness of Employees as dependent variable and Quality of Change Communication, Participation, Support by Supervisors and Attitude of Top-management towards Change as independent variables.

From Table 3, it could be deduced that R value is .570, R<sup>2</sup> value is .325 and the adjusted R<sup>2</sup> value is .315. Thus, it is inferred that the independent variable insists upon **32.5%** of dependant variable. From table 4 it is understandable that the F value is 35.564

(which is  $p < .005$ ) and the Sig value is .000 hence the proposed hypotheses 1, 2, 3 and 4 are accepted, where “there is no relationship between the Quality of change communication, Participation, Attitude of top management toward change and Support by supervisors and Emotional Readiness for change. Similarly, from table 5, the Coefficient Regression could be calculated as:

$$PCC = 3.778 + (.064*QCC) + (.149*PAR) + (.078*ATC) + (.074*SBS)$$

Factors impacting Cognitive Readiness for Change in Readiness of Employees:

The Tables 6 (model-summary table), 7 (Anova table) and 8 (Coefficient table) were obtained from performing a regression analysis with Cognitive Readiness for Change in Readiness of Employees as dependent variable and Quality of Change Communication, Participation, Support by Supervisors and Attitude of Top-management towards Change as independent variables.

**Table 6: Model-Summary Table - Cognitive Readiness for Change in Readiness of Employees**

Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	F Change	df1	df2	Sig. F Change
1	.556 <sup>a</sup>	.309	.300	2.05959	.309	33.165	4	296	.000

a. Predictors: (Constant), SBSMEAN, PARMEAN, ATCMEAN, QCCMEAN. b. Dependent Variable: CRCMEAN

**Table 7:** ANOVA Table - Cognitive Readiness for Change in Readiness of Employees

ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	562.740	4	140.685	33.165	.000 <sup>b</sup>
	Residual	1255.606	296	4.242		
	Total	1818.346	300			

a. Dependent Variable: CRCMEAN. b. Predictors: (Constant), SBSMEAN, PARMEAN, ATCMEAN, QCCMEAN

**Table 8:** Coefficient Table - Cognitive Readiness for Change in Readiness of Employees Coefficients<sup>a</sup>

Model		Un-standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.624	.917		.681	.496
	QCCMEAN	.017	.034	.026	.487	.627
	PARMEAN	.148	.021	.354	6.933	.000
	ATCMEAN	.130	.054	.128	2.416	.016
	SBSMEAN	.272	.059	.252	4.609	.000

a. Dependent Variable: CRCMEAN

From table 6, it could be found that R value is .556, R<sup>2</sup> value is .309 and the adjusted R<sup>2</sup> value is .300 and it could be inferred that the independent variable insists upon **30.9%** of dependent variable. From table 7 it is clearly understandable that the F value is 33.165 (which is *p* < .005) and the Sig value is .000 and thus the proposed hypotheses 5, 6, 7 and 8 are accepted, where “there is no relationship between the Quality of change communication, Participation, Attitude of top management toward change and Support by supervisors and Cognitive Readiness for change”.

Similarly, from Table 5, the Coefficient Regression could be calculated as:

$$PCC = .624 + (.017*QCC) + (.148*PAR) + (.130*ATC) + (.272*SBS)$$

Factors impacting Intentional Readiness for Change in Readiness of Employees:

Tables 9 (model-summary table), 10 (Anova table) and 11 (Coefficient table) were obtained from performing a regression analysis with Intentional Readiness for Change in Readiness of Employees as dependent variable and Quality of Change Communication, Participation, Support By Supervisors and Attitude of Top-management towards Change as independent variables. Table 9 produced the outcome, where, R value is .690, R<sup>2</sup> value is .476 and the adjusted R<sup>2</sup> value is .469 and thus could be interpreted that the independent variable consists 47.6% of dependent variable. Since the F value is a good fit from ANOVA the proposed hypotheses 9, 10, 11 and 12 are accepted, where, “there is no relationship between the Quality of change communication, Participation, Attitude of top management toward change and Support by supervisors and Intentional Readiness for change”.

**Table 9:** Model-Summary Table - Intentional Readiness for Change in Readiness of Employees

Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.690 <sup>a</sup>	.476	.469	1.20202	.476	67.336	4	296	.000	

a. Predictors: (Constant), SBSMEAN, PARMEAN, ATCMEAN, QCCMEAN. b. Dependent Variable: IRCMEAN

**Table 10:** ANOVA Table - Intentional Readiness for Change in Readiness of Employees

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	389.162	4	97.291	67.336	.000 <sup>b</sup>
	Residual	427.675	296	1.445		
	Total	816.837	300			

a. Dependent Variable: IRCMEAN. b. Predictors: (Constant), SBSMEAN, PARMEAN, ATCMEAN, QCCMEAN

The ANOVA value is found to be significant. The table shows that the independent variables statistically significantly predict the dependent variable, F (4,296) = 67.336, *p* < .0005 (i.e., the regression model is a good fit of the data).

**Table 11:** Coefficient Table - Intentional Readiness for Change in Readiness of Employees Coefficients<sup>a</sup>

Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.350	.535		6.262	.000
	QCCMEAN	.034	.020	.079	1.717	.087
	PARMEAN	.172	.012	.613	13.774	.000
	ATCMEAN	.069	.031	.102	2.204	.028
	SBSMEAN	.050	.034	.069	1.451	.148

a. Dependent Variable: IRCMEAN

Similarly, from table 5, the Coefficient Regression could be calculated as:

$$PCC = 3.350 + (.347*QCC) + (.172*PAR) + (.069*ATC) + (.050*SBS)$$

Impact of the independent variable on the dependent variable

Tables 12 (model-summary table), 13 (Anova table) and 14 (Coefficient table) were obtained from performing a regression analysis with Process of Change Communication as independent variable and Readiness of Employees as dependant variable.

**Table 12:** Model-Summary Table of Process of Change Communication and Readiness of Employees Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. Change
1	.718 <sup>a</sup>	.515	.513	3.41654	.515	317.363	1	299	.000

a. Predictors: (Constant), PCCMEAN. b. Dependent Variable: REMEAN

**Table 13:** ANOVA Table of Process of Change Communication and Readiness of Employees ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3704.496	1	3704.496	317.363	.000 <sup>b</sup>
	Residual	3490.149	299	11.673		
	Total	7194.645	300			

**Table 14:** Coefficient Table of Process of Change Communication and Readiness of Employees Coefficients<sup>a</sup>

Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.015	1.502		5.336	.000
	IVMEAN	.236	.013	.718	17.815	.000

a. Dependent Variable: REMEAN

From table 12, it could be found that R value is .718, R2 value is .515 and the adjusted R2 value is .513; it could be inferred that the independent variable (PCC) insists upon 51.5% of dependant variable. From table 13 it is clearly understandable that the F

value is 317.363 (which is p<.005) and the Sig value is .000 and thus the proposed hypothesis “there is no relationship between the Process of Change Communication and Readiness of the Employees for

WFH post Covid19". From table 14, the Coefficient Regression could be calculated as:

$$RE = 8.015 + (.236 * PCC)$$

Impact of the Moderator "Gender" upon the independent and dependent variable

From the figure 2 it can be inferred that the gender

as a moderator has an impact on the Process of change Communication and Readiness of the Employees and hence the hypothesis "H14: Gender moderates the relationship between the process of change communication and Readiness of the Employees for WFH post Covid19" is accepted.

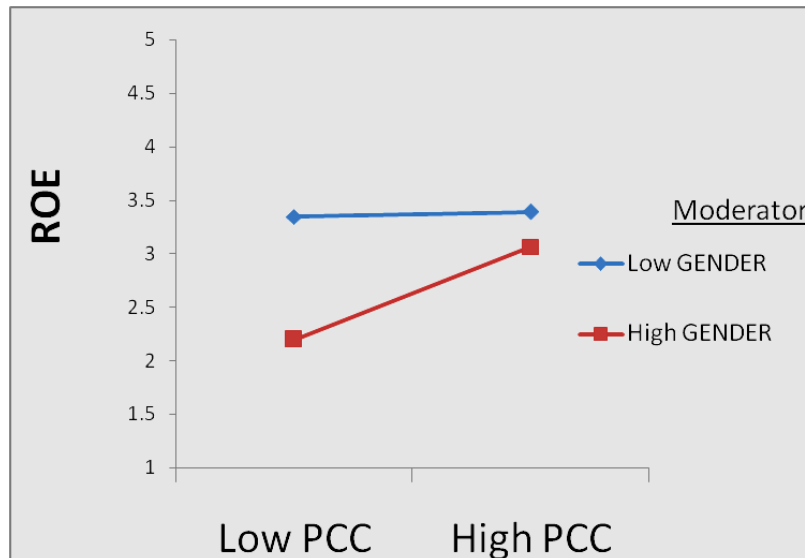


Figure 2: Gender as moderator

### Discussion

The WFH in the current scenario has been adapted and accepted by organizations as a positive organizational change process; however, it cannot be argued that the employees were prepared and ready to accept the same, as an individual (29). Change management in organization especially under dire circumstances has made organizations implement changes in its structure, climate and goals. The current scenario, Covid-19 has also impacted many organizations globally to adapt with technological implementation and virtual teams into traditional working teams in organizations. Communication in the change plays a vital role and top management and supervisors play the role of mediators to make the employees at ease towards effective and productive organization.

The study focuses upon the service sector (i.e. Education and Information Technology based organizations) to examine the impact of the employees psychologically and physically and how the WFH scenario has impact on the employees post Covid-19 and the same would be compared in future

studies. The Covid-19 has been witnessed as a pandemic situation and globally people have not yet recovered completely and returned to their daily routine. There are a few organizations that are still waiting to regain their profitable momentum that they have been experiencing prior Covid-19 (30).

As per the observation from the participants' data it is evident that employees' preparedness towards work-from-home indeed affected their well-being which in-turn changed their attitude, trust, loyalty, communication and opinion on top-management. The preparedness and readiness towards remote work post COVID-19 in this research shows positive impact upon engagement and participation. The employee's view upon comfort and work environment, however, negatively impacts their productivity and well-being.

From the findings it could be derived and understood that the moderator 'gender' (refer fig 2) does have a positive impact on the independent variable (change communication) and dependent variable (employee readiness) where the constructs QCC, ATC, IRC, CRC, ERC, PAR and SBS are analyzed and examined to

validate the developed hypothesis. All the hypotheses were also accepted since the relationship is true and all the independent variables have an impact on employee readiness. From the analysis it could be inferred that the variables Quality of Change Communication, Participation and Attitude of Top-management has positive impact on the RE and whereas the Support By Supervisors has negative impact on the Employee engagement as strategic tool in traditional work settings had been adopted by organizations to leverage their sustainability in competition(31); however post COVID-19, employee engagement has been viewed and perceived as a challenge for the employers and top management to engage and also retain their employees (32). The digital transformation made a huge opportunity for the top management in organizations to stay communicated with their employees during crisis (pandemic COVID-19) which in-turn assisted the organizations to motivate employees to engage more by ensuring their well-being via online group activities and events. The digital transformation during and post pandemic has positively impacted the organizations to communicate with ease. Employee engagement as strategic tool ensured and provided higher productivity in organizations where the management utilized the demand via digital transformation during pandemic, for instance companies namely Genpact, Capgemini, McDonalds, Samsung, Amazon, CEAT groups, Microsoft, Indian Railways, and more digitally transformed their management system, trained their teams for digital adoption, increased VPN (virtual port network) connectivity and bandwidth for non-interrupted communication, and remote access for employees (33). These digital transformations aided employees to a certain level to adapt with remote working and prepared them to face the crisis (pandemic COVID-19). Utilization of digital innovation resources, better learning culture, automation, upgrading as strategies by the employers made the employees engage more to achieve the goals (34). Thus, it is found through the study and existing studies that communication and employee readiness during pandemic engaged employees more efficiently.

## Conclusion

From the findings and the results, it could be deduced and interpreted that the WFH scenario that has been considered as an opportunity for employees to lessen their commuting purposes and that has been recognized as a cost-effective opportunity by the organizations has been adopted and implemented by many organizations and companies globally post Covid-19 due to social distancing and health consciousness till 2021 (35). This change within organizations (structure and climate) impacts on the employees psychologically (i.e. extroverts) that prefer commuting, peer assistance, social gathering, face-to-face communication and supervision, direct management supervision, etc. On contrary the same could be argued that the employees who prefer to stay home “introverts” gladly accepted the change and adapted to the organizational commitment towards the post Covid-19 changes into organization. The significance of effective communication, support and adaptation of strategies are highlighted especially during the time the shift to remote work due to COVID 19 pandemic. The study suggests that motivation and employee engagement in remote work settings can be fostered by establishing a leadership culture which includes mentoring, risk-taking and coordination, incorporating gamification, leveraging collaborative software tools for virtual teamwork, and knowledge sharing. Additionally, the impact of digital transformation on conventional organizational structures, highlighting the necessity for adaptability is emphasized, especially during the crisis of COVID 19, shedding light into the importance of agility and reshaping the work processes and the dynamics of an organization. Furthermore, in the realm of crisis management, the study highlights the challenges and opportunities for the service sector organizations, highlighting the requirement for effective change management, clear communication, preparedness, and leadership in navigating uncertainty and change. As per the findings it is clear that, in remote work access strategies like: clear communication, usage of right tools, setting clear goals and expectations, recognizing employee’s efforts and distress,

fostering a 'online community sense', motivating and encouraging employees in remote-work policies, recognizing the specialties and opportunities in remote work and measuring/assessing employee engagement works well. Motivating employees through monetary rewards (incentives) was found more effective during the pandemic, which had more value than recognition (promotion) during pandemic.

Though the acceptance and resistance is purely based upon the employee's decision and behavior the preparedness and readiness of 'change management' should be communicated effectively by the top management to the employees, prior disasters, thus the employees would expect the worst and could change accordingly (36). The study thus could be concluded by stating that "change communication by the top management towards their employees makes the organization sound and goal oriented". Communication is the utmost effective tool for organizations to convey their goals and vision to employees and make them committed to the organization. Hence, change communication is thus effective towards change management in organizations and has impact on employee readiness; especially post Covid-19, WFH scenario in service sector.

### Abbreviation

WFH- Work from Home; VPN- Virtual Port Network; COVID- Corona Virus Disease

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Nil

### Author Contribution

Single Author

### Conflict of Interest

The authors declare no potential conflict of Interest.

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The research was carried out as per the guidelines suggested by the ethics approval committee of the institution.

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