

Four Factors to Influence Organization & Employee Commitment to Change within Pakistan

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Abstract: Change plays a vital role in the success and failure for an organization. Commitment to change is considered to be one of most important factors for the successful implementation of change initiatives. The purpose of this study is to define the importance of change in an organization and also describe those factors which are essential for the commitment to change in the organization. The purpose of the present research is to identify stressors and facilitators that could potentially have a bearing on employees' commitment to change as well as factors that could alleviate the adverse effects of these stressors on commitment to change. The paper also discusses how those factors can bring about change in the organization. The research also highlights those attributes which may reduce the dissatisfaction of employees and outlines how the employees can be driven towards change.

Keywords: Management, Change management, commitment to change, commitment factor.

I. Introduction

According to the implementation of organizational change it depends on workers. Managers, leaders and HR professionals, it is important to understand the history and consequences of commitment to change. Managers must face the issue of change in all types of organizations. The ability to change the organization often determines its long existence. Environmental organizations pose a constant threat to the market and therefore these organizations will always need to change themselves to adapt to their environments. Increasing pressure for change in the organizations growth and competitiveness in the global market needed. The main focus of change is in efficiency and effectiveness of organizational development. Both change are interlinked with each other, first organization will reduce the factors which are not supporting for commitment the change for organization and second, organizational change will shift to change the people side. People side change will be included the change of their behavior, attitude and expectations. If people will not be motivated for accepting the change then investment on change by the organization will be end.

1.1 Management, Change & Change Management

Management in business and organizations means to coordinate the efforts of people to accomplish goals and objectives using available resources efficiently and effectively. Management comprises planning, organizing, staffing, leading or directing, and controlling an organization or initiative to accomplish a goal. Simply it can be define as the process of dealing with or controlling things or people. Management function stars from planning and ends to monitoring. Change is often described as a process that goes through a series of different stages that required a considerable length of time. Change is defined as an effort that comprises of actual physical changes to procedures and different emotional stimulation [1] is painful in the workplace, going from what is sure and well-known to the otherwise. Employees lose the ease of the known and, the sense of proficiency they used to possess, the prestige and/or financial security they once enjoyed and systems they have gone at length to form. Since change is widely accepted as almost always top-down and induced by the management, those being managed would also almost always resist changing. Implementation of change is not much difficult for an organization and as well as for employee, the real challenges to sustain the change. Failure of change in the organization of Pakistan is because of lacking the sustainability.

Change management has been defined as 'the process of continually renewing an organization's direction, structure, and capabilities to serve the ever-changing needs of external and internal customers. [2] Change is a ubiquitous part of the organization's life, both at operational and strategic levels. Therefore, it should not give its ability to identify as to the importance of each organization, doubt where it should be in the future, and how to perform the necessary changes In order to come here.

Failure of change is frequently due to a lack of commitment and motivation of the employees who have to implement the change.

1.2 Importance of Change Management

The change is for the individuals, the organizations and the society like the technological inevitable changes. Innovation in technology and process leads to better quality of product. If organization will not be proactive to accept the change then it will not be easy to compete with the other organization globally.

The values and the thoughts, the intentions and the needs change modifications of the availability of source, amendment, political control of the government of changes. Management of the change, it is to tackle the systematical one that, to face in return in the perspective of an organization, as well as at the individual level.

Changes in the organization, we can define the change management includes activities such as:

- Set and payment of new values, beliefs, norms and ways of doing things in an organization that supports new ways of working and overcoming resistance to change;
- Building unity between customers and employees on the specific changes that are designed to better meet their needs.
- Planning, monitoring, and implementation of all aspects of the transition from an organization or company to another process.

1.3 Commitment and Importance of Commitment

Mowday, Porter and Steers "(1982) definition, has already indicated that the commitment" is the relative strength of the identification of a person and connecting to a specific organization" Three characteristics of the obligation are addressed:

- A strong belief and recognition of the organization's goals and ethics
- A willingness to exert to considerable effort on behalf of the organization; and
- A considerable effort will for the organization of a strong desire to lead, membership organization (Mowday et al., 1982) maintain. [3]

1.4 Importance of Commitment

Committed employees contribute greatly to organizations since they perform and behave on achieving organizational goals. Furthermore, commitment to organizations has been found to be positively related to such organizational aftermaths as job satisfaction, motivation and presence (Bennett & Durkin, 2000). The adverse effects are linked with a lack of organizational commitment include absenteeism and labor turnover (Bennett & Durkin, 2000). [4] The main objective of this study was to explore the possible factors affecting the change the employee engagement represent our first objective was to examine the history of Factors of human resource management (i.e., for changing and modifying information input) and individual provisions (i.e., coping with change and employment). It's all good study examines the organizational factors relating to the field of research, but research a commitment to change is less common. Our second objective was to go beyond volume and change in context and examine the traditional role of the supervisor's commitment change the employee commitment to change. These changes in the context and commitment to change immediate supervisor of employees, both of which are feedback to change employees the likely impact. However, very few studies change employee engagement with its potential impact on research. These as well as therefore, these variables were included in the study to investigate the relationship to change the obligations of employees and supervisors and commitment to change. We have collected the data from employees as well as from employer. Commitment of employees is participate to achieve the organizational goal thorough change process.

II. Literature Review

Organizational change is a change or process changes to the structure of the Organization, intentions, technology or work, including tasks. The budgetary commitment an organization is a complex problem, which has been shown that the congestion of the definitions used in the literature have been used for many years. An overview of the definitions is followed by a discussion on the properties of the commitment, the importance, presented by the commitment and the level of involvement in an organization.

2.1 Definition of Commitment

Attach an employee for the entire organization, an organizational subunit, a supervisor, or even a change program (Ford, Weissbein & Plamondon, 2003, Herscovitch & Meyer, 2002). [5] Due to increase dynamic environments, organizations are constantly faced with the need to implement changes in strategy, structure, process, and culture. Many factors contribute to the efficiency with which these organizational changes have been implemented. One such factor is the readiness for change. Ready reflected the beliefs of the organization members' attitudes and intentions regarding the extent to which changes and the body's ability to make these changes successfully. It is the cognitive precursor to the behavior of either the resistance or support for, a change effort (Amenakis, et al., 1993). [6] There are seven aspects of change readiness, according to surveys, including the perception of the efforts for change, the vision for change, mutual trust and respect, the change

initiatives, management support, acceptance, and how the organization manages the process of change. Commitment to change reflects not just a positive attitude toward change but is conceptually different from readiness for change (Armenakis, Harris, & Mossholder, 1993), openness to change (Wanberg & Banas, 2000) [7] and coping with change (Judge et al., 1999) commitment or resistance to change depends upon the level of involvement in the change process. The more a person is involved, the lesser the resistance and vice versa. According to this view, the three stages of commitment are preparation (how employees are uncovered to change and their level of awareness), acceptance (the employee understanding and perception of change) and commitment (internalization of change). London and Howat (1979) [8] define in terms of the identification with organizational goals, participation with one's role, and a feeling of loyalty to and warmth for the organization. Mowday, Porter and Steers' (1982) definition, previously explained states that commitment is "the comparative strength of an individual's identification with and connection in a particular organization" (p.27). Within this definition three characteristics of commitment are discussed:

- A strong belief in and acceptance of the organization's goals and values;
- A willingness to exert to considerable effort on behalf of the organization; and
- A strong desire to maintain membership with the organization (Mowday et al., 1982, p.27)

2.2 Issues Affecting Commitment

There are four broad categories of issues that affect commitment: personal characteristics, role-related characteristics, structural characteristics, and work experience (Mowday et al., 1982). These characteristics are embodied in the organizational commitment definition described by Mowday (1982). Morries et al. (1983) argued that personal characteristics do not bear significant relevance in determining commitment compared with the other attributes that affect commitment. Robbins (1996) [9] discussed role-related characteristics in terms of job characteristics, which refer to skill variety, task identity, task significance, autonomy and feedback. If a job contains these elements they are referred to as high involvement jobs. Robbins and Langton (2001) discuss the concept of high involvement jobs and how they can help ease stress during organizational change. If employees feel that they have the ability to influence what happens with their job and with the organization because they have given the opportunity to participate in the decision-making process, then they will understand and cope with change more successfully than employees who have not had such opportunities. [10] According to Mowday et al. (1982) decentralization and participation in decision-making are the most important structural characteristics that influence commitment. Allen and Meyer (1990) [11] continue to develop the notion of emotional attachment to an organization as expressed by employees through various attitudes. Fry, Hattwick and Stoner (1998) suggests that commitment will increase in flat organization where co-ordination and control are based more on shared goals than on rules and procedures where employee participation is encouraged. [12] "Work experience are viewed as a major socializing force and as such represent an important influence on the extent to which psychological attachments are formed with the organization" (Mowday et al., 1982, p. 34). There are several work experience variables that have been found to be related to organizational commitment such as personal importance to the organization, positive attitudes towards organization, social involvement, leadership style and group norms regarding hard work (Mowday et al., 1982).

Models of Commitment to Change

- Conner (1992)
- Coetsee (1999)
- Herscovitch & Meyer (2002)
- Conner (1992) and Coetsee (1999) presented theoretical models which were not tested empirically. [13][14]

Three-component model of Commitment to Change

The Herscovitch and Meyer (2002) Three-component Model of Commitment to Change is based on Meyer and Herscovitch (2001) [15] general model of workplace commitment. In their model, Herscovitch and Meyer (2002) presented a multidimensional conceptualization of commitment to change which had earlier been regarded as uni-dimensional and defined it as "a mindset that binds an individual to a course of action deemed necessary for the successful implementation of a change initiative" (p. 475). Affective commitment to change is "a desire to provide support for change based on its inherent benefits" (Herscovitch & Meyer, 2002, p. 475) According to Meyer and Allen (1997, p.8), the meaning of commitment has two different connotations. The first involves efforts to explain that the nature of commitment that defines the relationship between an individual and some object can vary. The second involves attempts to distinguish among the objects to which an individual becomes committed.

Organizational commitment has been studied extensively during the past three decades. Studies have found strong positive relationship between organizational commitment and desirable work outcomes such as performance, adaptability, and job satisfaction (Angle and Perry, 1981; Hunt et al., 1985; Mowday et al., 1974; Porter et al., 1974; Steers, 1977).

Other studies have also found negatively relationships between organizational commitment and potentially costly work outcomes such as absenteesim and turnover (Angle and perry, 1981; Hom et al., 1979; Hunt et al., 1985). [16] [17]

III. Factor Influencing Commitment to Change In Pakistan.

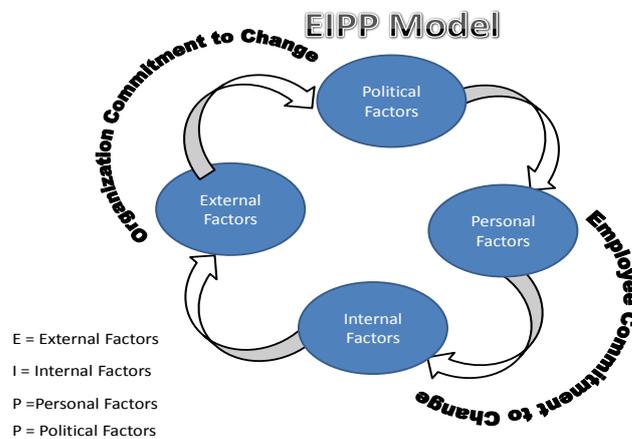
Commitment to change can be discussed under two perspectives.

- a. Commitment to change regarding employee perspective.
- b. Commitment to change regarding organization perspective.

Keeping in view the commitment to change regarding pakistan we have observed that four types of factors really influence the commitment to change in Pakistan.

1. External Factors
2. Political Factors
3. Personal Factors
4. Internal Factors

Developed a model of four factors which influence commitment to organizational change and as well as employee commitment to change. The authors have derived under mentioned four factors model called EIPP Model.



External and political factors are strongly affected commitment regarding organizational change. If these two factors are favorable then organization will go for change and remaining two relating to employee commitment to change. Without satisfying organizational commitment factors, management will not initiate to change. After satisfying these factors, organization will go for change and then employee stage will be start. Both are interlinked with each other in Pakistan. Below diagram defines the how factors chronologically affects to commitment to change. The below diegram shows that commitment start from organizational commitment and it ends with employee commitment. Building blocks shows that how commitment from start to end step can be achieved.

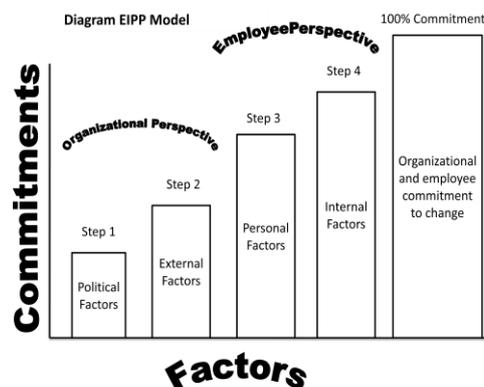


Figure:1 Importance of Organization & employee commitment

The above diagram shows that employee commitment and organization commitment depend on each other. Moreover employee commitment is more important rather than organizational commitment.

This process start from organizational commitment and ends with employee commitment. For changing the organization regarding structure and processes, the government cope these factors first political and external factors. In organization employee wants personal needs, after accepting what will be our reward, if employees who are participating in change will feel their benefit then they entered happily and excitedly in the change process. Otherwise it will create shock and denial situation at the start of change.

As for as external factors are concerned there are main four factors which influence the commitment to change those are as under.

These factors will influence commitment to organizational change in Pakistan:-

3.1 External Factors:-

3.1.1 Technology:

Moderinization of this world only become possible due to change in techonology , it has been observed that in old days many organizations works manually because of lack of machines and equipments due to which production as well as administrative control was weak but revolution in techonology inspire the whole world to change their set ups and to update themselves for the survival. With globalization , technological innovation , and a growing number of links between people , activities and events , and today's pace of change is relentless . Peoples of the world to mix and mingle as never before , and to establish new partnerships and create workplaces more culturally diverse . Increasingly , groups of companies to cooperate in the search for new opportunities and exploit new markets . Technology brings new surprises every day , and some that can shake the entire industry in a matter of months . With the advent of the Internet and social media , consumers have gained the media and other stakeholders of incredible power , and they use easily to reward or punish companies often at lightning speed. Oragnizations should concentrate to adapt new technology for competing the others within the country and as well as out of the boundary. As in Pakistan, loadshedding is affecting organization badly, in steel sector organizations should adopt tachnology at the right time. Some organizations started to produce gas by using coal and poer plant. If those who did not do this, no more in Pakistan. Energy crises in Pakistan is the main issue and barrier to adopt the technology.

3.1.2 Government Pressure:

Country like pakistan is very unsecure due to security conditions , terrorism and it is very diffucult to cope with international trade openly because Govt put the whole pressure on traders regarding sharing of debt .So this pressure urge the traders as well as organizations to change their set up to cope with Govt Pressure and to meet the governmental requirement.This is also main factor which influence the change in pakistan , this change may be indivisual as well as organizational. Perfect Competition.

Not all government announcements focus on the mere provision of information ; oftendraw on more sophisticated techniques of persuasion . Nevertheless , giving information has become an important part of policy making "kit s tool , and importance is set to grow further.Around the world , politicians give citizens more and more information about the performance of schools , hospitals and other public services , be mashed and re- released in a myriad of innovative and personalized ways.

In Pakistan sometimes government announced to stop the gas and electricity for organization then under this situation organzation should change itself and cope these type of the issued by the government.

3.1.3 Perfect Competition:

Perfect compitition is a purely economic term in which many producer of same products compete in market with each others . it is also main tool which influence the commitment to change , because everyone in business wants to get more share of market and for this purpose organizations change their policies,rules,products attrites etc.

Examples: what price to charge or howoutput to produce a quarter.The details of the competition in the market may have significant influence on the types and levels of commitment that companies make. When successful, these commitments can shape their opponents' expectations and behavior alter competitors commission business advantage. Organization observe the market trend and make plans and change its product for survival and getting the maximum market share.

3.1.4 Globel Trade:

Globel trade urges the traders as well as individuals to change their set ups for coping with international trade.Through the agenda of global trade , business leaders can contribute to concrete proposals to strengthen

the multilateral trading system based on rules, stressing that the company is committed to achieving the goals of the World in the World Trade Organization (WTO). About the agenda of the World Summit of the shows for the International Criminal Court, which was hosted by Qatar Chamber on April 22 in 2013, organized at the initiative of the agenda of the WTO consultations with CEOs and senior executives in all major regions of the world for data collection and validation recommendations. These priorities for action issued at the summit.

The final set of recommendations today's business has seen governments before the next G20 summit in Russia in September 2013, and the Ministerial Conference of the World Trade Organization next in Bali, Indonesia, in December 2013. The initiative to mobilize senior executives all over the world to make the case to the national governments to the agenda of the new business [18]. The procedures, policies and trading style are standardized and for an organization who works outside the border of country, Organizations should follow and be aware with the international policies and procedures to survive globally and also change organization according to international laws and rules. Pakistan's share in global trade have declined, it puts impact negatively on organization's commitment. Organizations in Pakistan move away from Pakistan because of this and shifted in Sri Lanka, Bangladesh etc. Pakistan Textile Export Association said that Pakistan's share in global trade fell to 0.14 percent in 2011 from 0.21 percent in 1999 despite claims of the government that exports to the world market increased manifold during the period. Indian share in global trade increased from 0.67% to 1.28% for the same period. Even Bangladesh's global market share was 0.06% which now has doubled and reached to 0.14% which is equivalent to Pakistan's share. Under such situation Organizations in Pakistan will not take risk to investment further capital. So these factors should be handled by the government to attract the businessman. Pakistani Government should make the relax policies for trade inside and outside the boundaries of the country.

3.2 Political Factors:-

3.2.1 Ideology of Ruling Party:

At the simplest level ideology is a political statement; however, every political statement cannot be described as an ideology. It is very important to repeat it. If you find newspapers explanation invented by political leaders, statement by political parties and senior government officials President, PM and Cabinet ministers. They rely on the social economic and political issues and all these political statements. But none of these can be described as an ideology, that ideology is. Ideology is a set of beliefs, values and ideals of a group or a nation endorse, this set of principles or ideals over a period of time to be captured in the social consciousness of society. Therefore it is a part of the spirit and part of a social heritage of a group and a nation. In other words, ideology is a set of principles, but it is a framework of action and a support system that gives order and meaning to life and human action. It endorses a nation or a group with a sense of purpose, a sense of commitment, a sense of identity, a desire to work for the achievement of certain objectives and purpose thus plays ideology a very dynamic role in the lives of nations and groups because it shows them the way and the destination they want to reach. Country like Pakistan ruling by political party and as Pakistan law shows that after every five years elections will be held to elect new government. So every ruling party impose his own ideology to run governmental affairs as current government in Pakistan launch youth business loan scheme which effects the commitment to change of youth of Pakistan and everyone who is employee of any organization is thinking to get advantage of this youth scheme to change his life and to start his own business. This is also main factor which influence the commitment to change it may apply to organization or individual. [19]

Ideology of ruling party also having both positive and negative effects, if these ideas are favorable for organization now and in future then organization will show commitment to change by the management and vice versa.

3.2.2 Technocrats versus politicians:

Shaukat Aziz, the manager, who was a banker free service to the country was due to be sworn in on August 28, 2004, Prime Minister of Pakistan. Its high elevation brings an exciting and gratifying in many ways, the sub-continent, the symmetry of the two nuclear-armed giants control. And now the technocrats who will be prime minister by Mr. Aziz hail from Citibank, India, Man Mohan Singh was a respected academic economist. Both men before getting the top job as finance ministers made into politics late in life. What is a politician in the conventional sense? Mr. Singh has never won a democratic election, he sits in the upper house of India nominated and elected indirectly. In Pakistan, these two types of authority directly affect the organizational change broadly. Both try to win from one another and also cross their limits. Because of that organization suffers their behavior. Technocrats are intelligent and educated in Pakistan and always try to implement those policies which are favorable for organization but politician also interrupts them. This act leads to instability and it is not suitable for organizational change. Stability should be there then management will show commitment to change and it supports the economy of Pakistan.

Both technocrats proved a huge success in their financial portfolios. Mr. Singh, in 1990, was not credited with being the brains behind India's reformist government. Now we elaborate some observations of both types of governments.

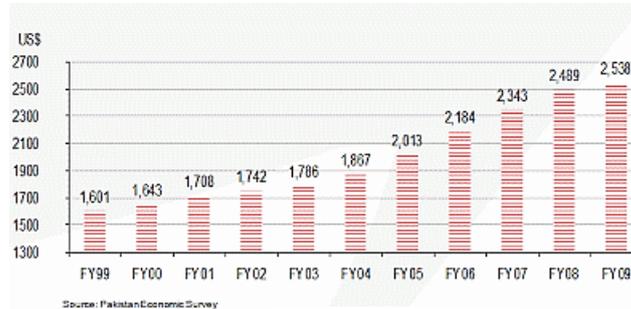


Figure: 2 Per Capita GDP

Pakistan's 7.0 percent annual growth on average for the period 2000-07 and was one of the fastest growing economies in the Asian region to four. As a result of strong economic growth, Pakistan, almost halving the debt burden of the country's 13 million to create jobs, increase foreign exchange reserves to a comfortable position and propping the country's exchange rate, restoring investors' confidence, and one - half to achieve poverty reduction and, most importantly, taking Pakistan out of the IMF program [20].

Now turns towards political government by elected party Pakistan people's party from 2008 to 2013 and see the growth as compare to similar countries like, India, China, Iran, and Bangladesh. Table.1.0 [21]

We have observed that spread for influencing the commitment to change lies in both regimes in political as well as technocrats regime, because both have their own approach towards economy growth but technocrats perform well as compare to political government.

3.2.3 Anarchy:

Possible alternative governance mechanism for a country to fail the ideal conditions for a political one or more of the above institutional, this control does not respond, it depends on the institutional environment. There are limitations to effective political actors in the country, with options available equipped with the state police and the state courts, but the government has another difficulty in the production of public goods, for example, different failed to provide a variety of options available to a country or even mandatory restrictions Political actors[22]. Nearly all social science Hobbes' characterization coincided with as a solution to the dilemma of the prescription social anarchy and the government. However, the failure of governments casts doubt on a wide range of the above. The consensus accuracy of States has the incredible success of minority. Most of them are in danger of imminent failure or in the shade fail. As a result, the political economists' attention was diverted from the rule except to create the false impression that the experiments government as a solution to the social dilemma. Pakistan's government also suffering from anarchy due to which everyone in Pakistan wants change as last election was also campaigned with the slogan of change this shows that anarchy is also a big factor to influence the commitment to change.

Businessman or investor never ever support or like anarchy situation in country. Anarchy means total instability in country. With the presence of this, organization commitment to change will not be achievable and economy of country will be suffered. Investors will not be agree to change with this situation and not make investment. Under anarchy situation, where the government is there but laws and regulations are not applied and accepted by the people. Organization will not invest for change where they think no security for investing capital in the Pakistan.

3.2.4 Legislations and Regulations:

Businesses also need to take into account the government's more general political ambitions. The current coalition government in Pakistan is cutting jobs in the public sector and the private sector to create new jobs and grow the economy that is the hope. Pakistan telecommunication company limited is owned by the private sector as well as the owner of a small (sometimes known as sole traders) businesses, partnerships and companies, are Leads to a more buoyant economy and the government's focus on the development of the private sector can provide opportunities for youth of Pakistan to eliminate the unemployment in Pakistan. Islamabad, Nov 19 (Associated Press of Pakistan): Minister of State for Commerce and privatization of state -owned enterprises Engineer Khuram Dastgir Khan (DM) the first phase of privatization will be completed by the end of 2014. Privatization of state enterprises Pakistan Muslim League (PML - N) have been taken to implement the government's economic reform agenda , it is the first stage , around 12 state-owned enterprises identified for the strategic private partners to increase their efficiency , the Cabinet Committee on Privatization (CCOP) has

compiled a list of 65 such state-owned enterprises. The list of state-owned enterprises to improve the efficiency of the insertion loss and gain earning organizations was approved by the Board to convert public interest, he added Out of 65 SOEs, CCOP speed he said, SOE privatization process for tracking the state-owned CCOP 10 12 enterprises again send the list of 32 individuals and the privatization commission agreed to privatize. Once this is confirmed, the privatization commission will complete their privatization by the end of next year Commission has to make the process transparent. Currently, the annual losses incurred by these individuals, which is a huge burden on the national treasury touched about Rs 500 billion. Government has accumulated losses of Pakistan Steel Mills, Pakistan International Airlines had (PSM), which was Rs 108 billion, but reached Rs 250 billion The Government will continue with the losses of these organizations, if any, education, health, agriculture will be unable to raise funds for the development and infrastructure. The privatization of state enterprises PML-N government's top priority and for socio-economic development of the country's economic reform agenda of these organizations for capacity said that part of the building. These policies of privatization also influence the commitment to change because many of the employees of Pakistan International Airlines and Pakistan Steel Mills are thinking to switch off to some secure jobs. Regulations and legislations play very active role to influence the commitment to change [23]. Political and external factors strongly put affects on commitment to change regarding organization perspective. Internal and personal factors strongly support employee commitment to change.

3.3 Personal Factors:

Change is very important and it is the change of employee's mind and employee's commitment to change, before change, employee will analyze and find out his benefits. In Pakistan, employee finds out these benefits as under below.

3.3.1 Career growth:

Career growth is the most desirable need in professional environment. If there is no career growth, it means no commitment to change. And it leads to de-motivation of employees.

3.3.2 Uniqueness:

Adaptation of new techniques, skills make employee unique and employee will feel better and will devote full time and energy to accept it and after that commitment will be enhanced.

3.3.3 Greed & contentment:

In Pakistan context, employees demand rewards in form of money from the management before and may be after the change. And now their greed is involved in this phase and employee will show commitment to change. If organization will stop his reward then commitment to change will be affected.

3.3.4 Gaining Confidence:

With new skills, employee will be more confident and if he thinks confidence gained by this change will be very helpful in professional environment, then commitment by employee will be found. And furthermore, if employees will not find career growth and other factors during acceptance the change then they will be less motivated in process of change. This change process will be delayed and if these factors are not controlled by the organization, then process will be slow down and reached to stop.

3.4 Internal Factors:

Internal factors are also very necessary for the commitment of employees. Some internal factors within the organization are discussed below:-

3.4.1 Pat & Appreciation by Change Leaders and Management

Appreciation to employees is valuable during change process. Change leaders, agents and management should come and make an appreciation to employee with a clapping. Employees will be motivated and ready for accepting change successfully and this appreciation's outcome will be in the form of employee commitment.

3.4.2 Leadership styles:

There are lots of leadership styles which are being practiced in organization, it depends that style of leadership which is adapted by change agents or managers is worthy. If it clashes then commitment will not be the result. What type of leadership styles are the requirement for change? If it is selected wrong then process affected. Task-oriented leadership style can be helpful in Pakistan but after employee retention will be more difficult. so leadership is most important factor for employee commitment towards change.

3.4.3 Rewards & Recognition:

Recognize the input / participation of employees through proper reward and incentives leads towards change. During process, employee needs rewards & recognition, if no rewards will be given to him then their interest and efficiency will be affected badly towards change.

3.4.4 Participation by Management:

Involvement of management in change is mandatory and it also shows the importance and need for the business as well as management. Impact of management’s involvement is most important; it will be best factor for commitment of employees.

3.4.5 Uniformity in Policies:

Balanced policies for equal designation will also motivate the employees. If management will show discrimination then employee will show de-motivation and change will be affected badly. Management should decide that rewards benefits anything else will be granted to same ranked employees. It will lead to employee commitment [24].

Some others factors internally support commitment to change and vice versa.

- **Vision clarity:**

Vision is most important, it mean where the organization wants to go, without vision is same as ‘castle in air’.

- **Quality of information:**

Information provided to employees by the change agents must be clean, clear and understandable, if it vague then depression will be found and performance of employees and trust on management and as well as on agent will be decreased and commitment will be affected.

- **Team building:**

- **Awareness & education:**

To aware the employees about the need of change for the organization important, without this commitment will not be successfully achievable.

- **Skills & Knowledge**

- **Way to implement the change**

- **Culture (Inside & Outside the organization)**

IV. Conclusion

Change for organization and as well as for employee are most important with the passage of time. During change a lots of factors are involved, if those factors will be control positively then commitment to change for employee and organization too will be achieved and investment on change will show better results and vice versa. According to graph, In Pakistan people before going to change him first secure his own benefits. After adapting what are for me in this change or practice? In Pakistan personal benefits are ever necessary because its personal benefits will support to change then after employee thinks about internal factors. Employee are agree to accept change but internal factors are weak then it will create anxiety, depression. And political factors will be involved from the organization side. It will be handled and monitored by the organization positively.



Figure: 3

Organization will focus more on external and political factors rather than internal and personal factors (Discussed with the director operation of steel industry in Pakistan) Employee will be more excited for personal benefits and with internal factors. If internal factors will not control then it will be same like “castle in air” (Interviewed by accounts, production and HR department of same industry). When these factors will be

positively controlled then employee's commitment to change will be increasing continuously. As shown in the figure 3. All factors are dependent with each other. In Pakistani culture with the removing of one factor creates problems for getting commitment to change.

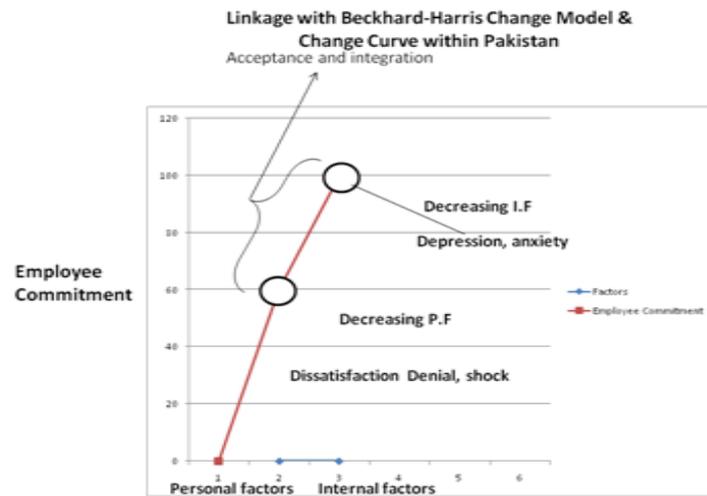


Figure: 4

The authors also linked these factors with Beckhard-Harris change Model and with change curve too as shown above in graph. It showed that linkage of personal factors and internal factors with Beckhard-Harris change Model & change curve as well. How important these factors for employee commitment. To support these factors leads to success and to stop these results resistance. After achieving commitment to change, an employee will also become an old employee but with the new skills.

Beckhard-Harris Model and change curve both expresses the employee commitment and resistance. On decreasing of personal factors, dissatisfaction, shock and denial as well will be faced and second, internal factors leads to anxiety and depression.

These factors badly affected the employees commitment and as well as organizational commitment in Pakistan. Pakistani government and organizations should control these factors for achieving the commitment.

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