



**THE IMPACT OF EMPLOYEE CAPABILITY FOR
CHANGE ON JOB PERFORMANCE IN LARGE
ORGANISATIONS: CASE STUDIES OF MERGERS
AND ACQUISITIONS IN THAILAND**

BY

MISS SUTHIPORN TRUKTRONG

**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF
DOCTOR OF PHILOSOPHY (BUSINESS ADMINISTRATION)
FACULTY OF COMMERCE AND ACCOUNTANCY
THAMMASAT UNIVERSITY
ACADEMIC YEAR 2020
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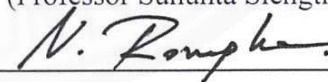
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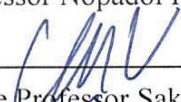
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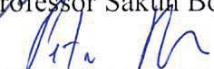
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Dissertation Title	THE IMPACT OF EMPLOYEE CAPABILITY FOR CHANGE ON JOB PERFORMANCE IN LARGE ORGANISATIONS: CASE STUDIES OF MERGERS AND ACQUISITIONS IN THAILAND
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ABSTRACT

When situations change, organisations have to realign themselves to survive in the changed environment. Most of organisations fail to deal with change and previous research has mentioned that the key success factor in change management is an organisation's employees. Employee performance is the root of support of organisational performance. When employees have a capability to change and generate better employee outcomes, organisations trend to succeed in a changing management. This study aims to demonstrate the relationship of employee capability to change and employee outcomes based on human capital theory and investigate the employees' willingness to change based on motivation theory. Employees with a higher willingness to change will use their capability to change to generate greater employee outcomes. The theoretical framework to test the relationship for this research was developed from a literature.

This study focused on the Merger and Acquisition (M&A) of large organisations in Thailand. There were three organisation; a state owned enterprise (SOE), a Transportation, and a Food production organisation that were found suitable for this study. This study was divided into three phases. Phase I: was qualitative and

aimed to get an overview of the M&A impact on employees by using in-depth interviews and content analysis. There were 19 respondents from the top management, middle management, and operational employee levels of three organisations. Phase II was quantitative and aimed to test the relationship model by using survey questionnaires and structural equation modeling (SEM). After the measurement scales were developed based on literature, reviewed by academics, and verified by practitioners through Q-sort approach, 303 questionnaires were distributed with a 37.88% response rate. This phase applied a two-step of SEM. First, confirmatory factor analysis (CFA) was used to verify the construct validity of the measurement model. Second, three hypotheses were tested without a moderator and one hypothesis was tested with willingness to change as a moderator in the structure model. Phase III: was qualitative and was aimed at understanding the reasons behind phase II results using in-depth interviews and content analysis.

The results indicated that M&A affected both the organisation and its employees. The employee's capability positively affected employee change and employee change also positively affected both passive and active employee outcomes. Moreover, willingness to change did not exhibit a moderating role in the relationship between employee capability to change and employee change. There were five main reasons of why employees did not use their capability to generate improved employee outcomes when they had high motivation. First, the external factors affected employees more than their internal factors. Second, most employees generally focused on work change, rotation, salary, and job security as their priorities. Third, they lacked a motivation system for both financial and non-financial motivation. Fourth, Employees did not recognise the different benefits between changing and not changing. Finally, organisations did not focus on employee outcomes because they had a system to monitor.

This research provides a contribution to the literature by filling the research gaps because it examines the employee performance perspective in a change situation, extends employee outcome measurements by using both passive and active employee outcomes, shows the opposing view point to motivation theory where an employee with higher motivation or willingness to change does not guarantee that they will use their capability to generate improved employee outcomes. For address the practical

implications of these revelations, organisations should consider the employee's perspective as one of the important indicators for succeeding in managing changes, effectively monitoring passive and active employee outcomes, and consider creating a system to monitor employee outcomes instead of motivating employees to change.

Keywords : Employee capability for change, Job performance, Mergers and Acquisition



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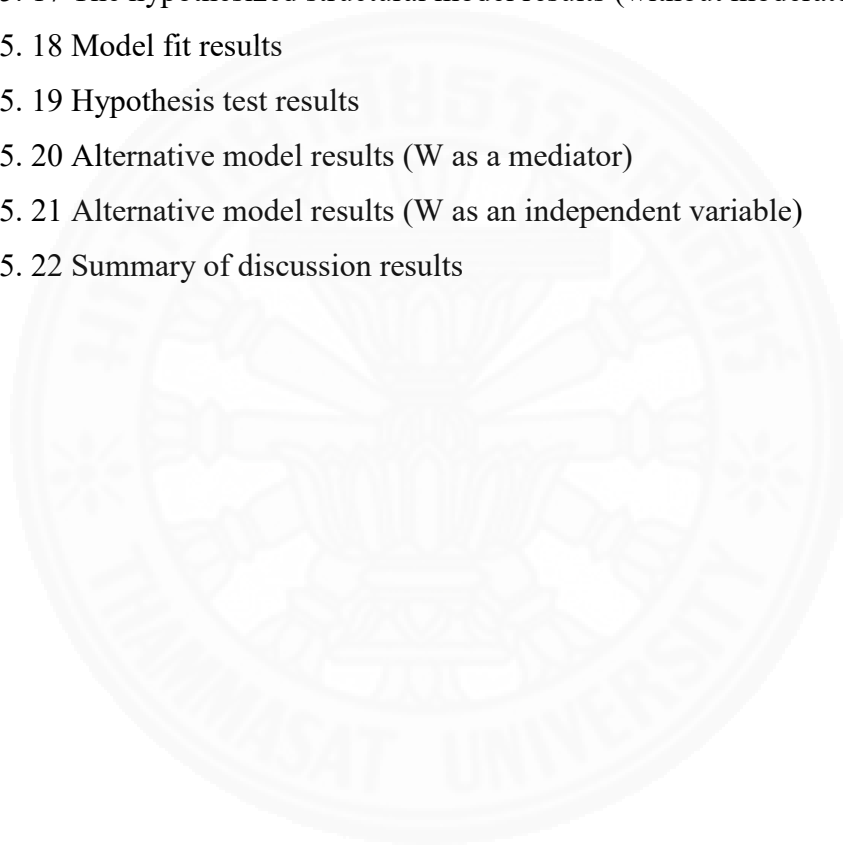
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CHAPTER 1

INTRODUCTION

1.1 Background of the study

Change management is an important issue for organisations across the globe today. It is a structural method to transition individuals, teams, and organisations from their present status to a desired future state (Sacheva, 2009). Due to the instability and uncertainty of current environmental factors, such as political, economic, and social changes; technological development; shorter product life cycles; and the globalised market environment, organisations are continuously dealing with rapid changes in the competitive environment and are under pressure to adapt to these changing issues (Josserand et al., 2006). The magnitude, speed, unstable, and impact of these changes are larger than ever before (Hodges & Gill, 2015). When looking at the nature of business, rapid changes bring both threats and opportunities. Change provides opportunities, and the quicker the pace of change, the greater the possible opportunities for the organisation (Hodges & Gill, 2015).

An organisation's inability to adapt to rapid changes can lead to outdated products and higher product costs, affecting their competitiveness (Probst & Raisch, 2005). The Centre for Creative Leadership in the USA (CCL, 2012) reports that change currently creates fewer sudden disruptive situations, and they predict a more stable process in the future. Change has caused the failure of many organisations. This has forced the ones who have survived to adapt their organisational strategies and change their scopes of activity (Gonzalo-Hevia, Ortiz-de-Urbina-Criado, & Sacristan-Navarro, 2013). Therefore, both the government and the private sectors are continually trying to align their operations with the changing environment (Al-Haddad & Kotnour, 2015; Rouse, 2011; Burnes, 2004; By, 2005; Kotter, 1996; Mintzberg, 1979). Howieson and Hodges (2014) studied how leaders have to identify the factors of change and enhance their capability to deal with them. Consequently, many organisations instituted change management projects to deal with this issue, as well as the most impactful issue for organisations: mergers and acquisitions (M&A) (Brakman et al., 2013). Some organisations have not been successful regarding improving their leadership and

managing change (Hodges & Gill, 2015). The recorded failure rates for change initiatives is as high as 70% (Beer & Nohria, 2000), which is the same as the rate for merger and acquisition deals that fail in the post-integration stage (Brakman et al., 2013; Divova et al., 2010; Muehlfeld et al., 2012). More studies are demonstrating the fact that this failure rate is not improving (Al-Haddad & Kotnour, 2015; Jacobs et al., 2013; Jansson, 2013; Michel et al., 2013). According to previous studies, failure is rarely attributed to technical factors and is seen as the result of personnel and human factors (Kotter & Cohen, 2012; Hiatt & Creasey, 2003). Change will not be successful if employees are not involved in the effort, and change is not possible without employees changing their behaviours and the way they work (Hodges & Gill, 2015).

Individual change is at core of everything that organisations achieve. Once employees are motivated to change, the whole organisation can begin to develop. Consequently, the key factor for successful change management lies with the employees (Cameron, 2012). During any changing situation, organisations hope to be successful because of their employees drive to achieve better levels of performance. Most of the research undertaken has represented the role of the employee as being the agents of change that affected organisational performance through their behaviour (Chen & Wang, 2014; Marks & Vansteenkiste, 2008; Nikandrou & Papalexandris, 2007; Antila, 2006), psychology and sociology (Khodaparasti et al., 2013; Straatmann et al., 2016), management, leadership, and the organisational culture perspectives (Fuchs & Prouska, 2014; Jun & Rowley, 2014) and were focussed only on organisational performance.

High organisational performance can generate positive outcomes from factors in the external environment, such as the marketing, competition, and governmental policy situations. However, there is no consistent evidence to conclude that the employees' capability to change stimulates the individual's performance, which is the root of all organisational performance enhancement. When every employee in an organisation performs better, the overall performance of the organisation will increase and be sustained in the long term. Nilakant and Ramnarayan (2006) studied how employees who have developed the capability to change are able to psychologically cope with change more effectively, are less resistant to it, are able to generate new ideas, and have the skills to execute change more effectively. Consequently, employees

who possess change capability may generate higher-level employee performance, which is then reflected in the organisation's performance in a change situation. Employee motivation is the key to aiding employees to use their capability to generate a higher level of performance. An employee's willingness to change is an important component of the employee's capacity to generate a better level of performance.

An organisation's performance issues during a change situation are the main reason this research was proposed to examine how the capability to change of an employee impacts outcomes, with their motivation, or willingness, to change viewed as a moderator. This research focused on large organisations in Thailand that had recently gone through the process of merger and acquisition (M&A).

1.2 Statement of the problem

Most organisations fail to deal with change. A number of scholars have tried to find a solution to help solve this phenomenon and increase the success rate, but the success rate regarding change management is still low (lower than 50%). However, change management scholars generally focus on how to drive organisational performance and their evaluations of the success of managerial changes were solely based on organisational performance. Previous research has stated that employees were the key to success in change management. Therefore, this research will present how to succeed in a changing environment by using the employees' performance as a key to drive the organisation's performance.

1.3 Research objectives and questions

The purpose of this research is to:

- 1) Measure the capability of employees to change and their individual performance.
- 2) Explore the relationship between the employees' capability to change and their individual performance.
- 3) Investigate the effect of willingness to change as a moderating variable between the employees' capability to change and their individual performance.

Therefore, the research questions (RQs) are as follows:

RQ1: How does the employees' capability to change affect their individual performance?

RQ2: How does the willingness of an employee to change affect the relationship between their capability to change and their individual performance?

1.4 Scope of the research and research plan

The research focused on a mergers and acquisitions case study of large organisations in Thailand because mergers and acquisitions are the most impactful issue in change management for organisations (Brakman et al., 2013). In the recent years, three large organisations in Thailand went through mergers and acquisitions; one being a state-owned enterprise (SOE) (this study will use SOEs represent them), and the other two were private sector organisations (one each in the transportation and food production sectors, respectively). To anonymize the organisational names, this study used "SOEs" to represent the SOEs and "Transportation" and "Food Production" to represent private organisations that were involved in this study. Because these three organisations have dealt with change management related to mergers and acquisitions, they were suitable for this research.

Human resource management (HRM) researchers have studied how HRM practices affect employee attitudes and behaviour (Macky & Boxall, 2007), as well as how these individual outcomes have an effect on organisational outcomes (Huselid, 1995). There are two types of individual outcomes, passive outcomes, such as job satisfaction, organisational commitment, and turnover, and active outcomes, such as proactivity and vitality (Tummers et al., 2015). The researchers have often focused on passive individual outcomes, but to be successful in a change situation, managing passive outcomes is not enough (Tummers et al., 2015). Therefore, active employee outcomes must also be considered if an organisation wants to change successfully (Frese et al., 1997; Herriot & Sonnentag, 2002). Consequently, individual outcomes in this study consist of both passive and active employee outcomes.

There are three components related to building the capability of an individual employee's capability to change. Self-efficacy refers to the confidence in the employees' ability to learn and the positive expectation that their efforts will lead to increased capability. Focus refers to employees that are able to set goals and enhance an action plan to expand their capabilities. The third factor, energy, refers to the utilisation of necessary effort and the energy to achieve their goals (Nilakant & Ramnarayan, 2006). Moreover, an employees' willingness to change is an important component, as the employee can use their ability to change to improve work performance. This study applied the theory of creating personal commitment to change by Melanie (2014) to determine the willingness to change of an employee.

After reviewing the strategic and change management stages, development of the conceptual framework of the capability of an employee to change and employee outcomes in the change situation was performed. The measurement of an employee's capability to change was based on the studies of Nikakant and Ramnarayan (2006). An individual's outcome in a change situation was based on both the passive and active individual outcomes and the willingness to change based on the methods in the study by Melanie (2014). Individual in-depth interviews with the employees were developed based on written reviews in the literature to explore and confirm the conceptual framework. Next, a large survey of employees who went through a change situation (M&A) was established and validated by pretesting and thorough expert review. Construct reliability and validity were also measured via Confirmatory Factor Analysis (CFA) and independently sampled t-test analysis. Finally, the relationships between the employees' capability to change, their willingness to change, and employee performance were studied using Structural Equation Modelling (SEM) to test the research hypotheses and evaluate the predictive validity of the individual performance model.

1.5 Contribution of the research

The perspective of this study differs from prior research, wherein this research aims to be one of the first studies to develop a framework for examining the effect of an employee's capability upon their individual performance by using the

willingness of employees to change as a moderator. Moreover, this study contributes both theoretical and practical ideas to aid in the areas of change management and human resource management, as noted below.

1.5.1 Theoretical contributions

The theoretical research contributions are presented in three parts. Firstly, how the expected results will fill the theoretical gap related to how to achieve success in a change situation by using the growth of the individual's performance. Prior change management studies usually looked at how to manage employees to generate organisational performance instead of the individual's performance. However, individual performance is the root of organisational performance, and it is what leads to the sustainable growth of an organisation.

Secondly, this research will shed new light on the individual's performance. Previous HRM research often focused on passive or active employee outcomes separately, but, to be successful in a change management, the organisation should consider both the active and passive outcomes (Tummers et al., 2015). Consequently, this research will expand the knowledge of individual performance measurement in a change situation.

Lastly, this research will expand the human capital theory, which states that employees will use their ability to generate a higher level of performance when they are motivated to change. Employees with different levels of willingness to change will perform differently, even if they have a similar ability to change. Moreover, the human capital theory is not adequate to understand and explain the change phenomena, because employees are unable to perform better if they are not motivated to change. To understand employee performance in a change situation with more clarity, the human capital theory and the motivation theory were used in tandem. This research analyzed the relationship between an employee's capability to change their individual performance by using their willingness to change as both a moderator and to provide a framework. Therefore, the framework will be an important foundation for future studies in individual performance based on the ability of employees to change.

Therefore, this research will fill the following theoretical gaps in previous studies:

Gap 1: Most change management research has been focused on organisational performance. It has lacked the consideration of individual, or employee, outcomes.

Gap 2: Some research that has considered individual outcomes only studied active outcomes or passive outcomes separately.

Gap 3: Few scholars have studied the relationship between how the capability to change affects individual outcomes by using willingness to change as a moderator.

1.5.2 Managerial contributions

The managerial contributions of this research have 3 parts. Firstly, this research signals to organisations they need to pay more attention to the individual performance of an employee, instead of solely focusing on organisational performance. Employees with a higher capability to change will change more and generate better employee outcomes. Therefore, an organisation, or their HR department, should provide training and development programs to support employees during a change period. Moreover, an organisational environment that supports the learning, improvement of capability, and organisational policies is also important.

Secondly, the instrument developed to measure individual performance in a change situation, which is based on assessing both passive and active outcomes, will provide benefits for organisations by enabling them to measure and evaluate their employees' performances more effectively. In complicated situations, such as a change period, an organisation should effectively monitor employee outcomes and utilize the results of employee outcomes to improve the organisational performance and successfully change.

Third, due to the employee's willingness to change not having an affect on their use of capability and generating employee outcomes, organisations should consider implementing a system to monitor employee outcomes instead of motivating employees to change, such as assigning positions, tasks, and locations that are a better fit for their employees. In addition, the equity of treatment for all employees, when comparing employees and the rewards that are aligned with each employee's input, is also important during change.

Finally, in the case of employees who are forced to change, it is essential to communicate with employees about the reasons, benefits, and objectives of the changes to avoid resistance to change.

1.6 Research structure

The research is organised across six chapters. Chapter two presents a literature review of change management, merger and acquisition (M&A), employees' capability to change, employees' willingness to change, employee change, individual performance/outcomes, and existing theoretical gaps. The theories and concepts on which this research was grounded are also reviewed. Chapter three presents the research hypotheses and measures developed by presenting a detailed presentation of the hypothesis development, conceptual framework, measurement development, operational definitions, item generation, and scale development in this research. Chapter four sets out the research methodology used to fill the gaps in the literature review. It then presents the three-phase research design. Chapter five presents the results and findings of the three-phase method approach used in this study, which includes the Phase I qualitative results based on the analysis of the interview data; the Phase II quantitative results and hypothesis testing using Structural Equation Modeling (SEM) approaches; and the Phase III qualitative results for further discussion and deeper understanding of the change phenomena. Finally, chapter six presents the conclusions, implications, and limitations of the study and suggestions for future research.

CHAPTER 2

REVIEW OF LITERATURE

To study the relationship of an employee's capability to change on their individual performance in the case of Mergers and Acquisitions (M&A), two theories have been reviewed, the human capital theory and the motivation theory. Change management literature is based as an overview explanation of the change phenomena. The human capability theory was used to illustrate the capability to change and employee outcomes, and the motivation theory was used to describe employees' willingness to change.

This chapter is divided into seven sections for literature review: 1) Change Management 2) Mergers and Acquisitions (M&A), 3) the employee's capability to change, 4) the employee's willingness to change, 5) employee change, 6) individual performance/outcomes, and 7) theoretical gaps.

2.1 Change management

The literature regarding change management and organisational change provided contributions from numerous academic areas, such as psychology, sociology, business, and management. It consists of knowledge from a variety of organisations and methodologies (Hodges & Gill, 2015).

The change management literature details are stated as following.

2.1.1 Definitions of change

Various definitions for change are presented in the literature, but the term change in academic research uses the three related words, change, transition, and transformation. Based on the individual concept, change involves a situation in a new place, with a new supervisor, new team responsibilities, and new policies. Transition involves the psychological steps that employees go through in relation to any new situation (Bridges, 1995), while transformation is defined as a marked change in nature, form, or appearance (Ackerman, 1986).

2.1.1.1 Change

Change has numerous terms, “Transformation, development metamorphosis, transmutation, evolution, regeneration, innovation, revolution and transition” to list but a few (Stickland, 1998). The several definitions of change are presented have the same general meaning, that change involves creating something different. For example, Hodge and Gill (2015) defined change as “the introduction or experience of something that is different” and any change within an organisation usually mentions changes of processes and systems, such as technology, performance management and improvements to operations. This definition is in line with Oreg, Michel and By (2013), who defined change as “any adjustment or alteration in an organisation that has the potential to influence the organisation’s stakeholders physical or psychological experience”. Moran and Brightman (2001) described change as “the process of continually renewing an organisation’s direction, structure, and capabilities to serve the ever-changing needs of external and internal stakeholders”. They also mentioned that organisational change can be planned or alterations to the organisation develop to improve their effectiveness and efficiency. Dawson (2003) described change as “the opportunity to make or become different through new ways of organising and working”. However, the change literature from the human resource perspective also gave the definition of change management as a structured approach to transitioning individuals, groups, and organisation from the present state to an expected future state (Sacheva, 2009). It is an organisational approach focused at empowering employees to accept and adopt changes in the present business environment (Hiatt & Creasey, 2003). In summary, a number of scholars have given definitions of change that related to three areas, change in the organisation, change in management, and individual change management, as detailed in table 2.1, which summarises the definitions.

Area of definition	Presented by	Definition
Organisational change	Bartol and Martin (1994)	Any alteration of the status quo.

Area of definition	Presented by	Definition
	Dawson (2003)	New ways of organising and working.
	Hiatt and Creasey (2003)	Perspective of business leadership from the top looking down into the organisation
	Watson (2002)	Work settings related to relationships, understanding and processes that employees are employed, or their services or engaged, to finish tasks handle in the organisation.
Change management	Hiatt and Creasey (2003)	Tools, processes and techniques to help employees through the transition to achieve the desired business results.
	Fincham and Rhodes (2005)	Organisational transition process by using the leadership and direction, especially with consider to human factors and dealing with resistance to change.
	Hughes (2006)	Focusing to organisational change transition processes at organisational, team and employee levels.
Individual Change management	Hiatt and Creasey (2003)	The management of change from the perspective of employees.

Table 2. 1 Change definitions

2.1.1.2 Transition

Transition is the process, or period, of adapting to change, and involves shifting from the current state to another (Hodge & Gill, 2015). Bridges (1995) presented the difference between change and transition as change being the actions that happen to an employee, even if they do not accept them, while transition is what occurs as employee goes through change. Change can occur very fast, while transition usually occurs more slowly and steadily.

2.1.1.3 Transformation

Ackerman (1986) defined transformation as “the marked change in nature, form, or appearance”. Transformation also includes enormous programs of change to reset, or renew, an organisation (Mintzberg et al., 1998), and change means activity that is different from the norm, a transformation involving a movement from one state to another”.

The change can be small or large, such as the large-scale change in organisations via mergers, acquisitions, restructuring, outsourcing, or the launch of a new product in the market (Hodges & Gill, 2015).

2.1.2 History of change literature

Organisational change has a long history. It is as old as organisations (Burke, 2002) and change has been with us forever, but the idea of change itself is changing (Abrahamson, 2000). Burnes (2004) argues that change management is based on three perspectives, open systems, group dynamics, and individual perspectives. Open systems emphasize whole organisation interventions. Group dynamics explains change through groups and teams and the individual perspectives describe change management as individual behaviours. The knowledge of the various perspective leads to different theories and definitions of change management (Hughes, 2006). In previous studies, researchers have argued from the perspectives of the different areas of change, such as management and leadership, sociology, psychology, engineering management (EM). and industrial engineering (IE) (Al-Haddad & Kotnour, 2015). Studies in the area of psychology and sociology began with questions pertaining to why, and how, people do, or do not, change, such as with the work of Lewin (1946), Schein (1988), and Cummings and Huse (1989). Management and leadership research was aimed at

answering two main questions: 1), how particular principles and practices assist in achieving change goals and 2), how planning, organising, and directing people and resources effect change. The primary researchers in this area were Fayol (1950), Kanter (1984), Kotter (1996), Beer and Nohria (2000), and Ford et al. (2008). EM and IE focused on all methods of change, steps, and the integrated systems by which change occurs, and the values and skills which are required for change. The pioneer researchers in this area were Taylor (1914), Shewhart (1945), Juran et al. (1962), Deming(1986), and Sink et al.(1995).

In conclusion, sociology and psychology describe why and how an employee responds to change. Management and leadership presents concepts and implementations that support the planning, organising, and directing of employees and resources for accomplishing a change. EM and IE provide all methods of change, steps, and integrated systems by which change occurs, and determine the values and skills that are necessary for change. The categories of change literature in previous studies are divided into four main areas: change type, change enablers, change methods, and change outcomes (Al-Haddad & Kotnour, 2015). Firstly, change type can be defined as the characteristics that describe the formula of change. Secondly, change enablers provide the factors that raise the probability of change success. Thirdly, change methods present the activities undertaken to cope with change, and, finally, change outcomes describes the results of, or reasons for, change in an organisation. The proposed categories of change literature are shown in Figure 2.1

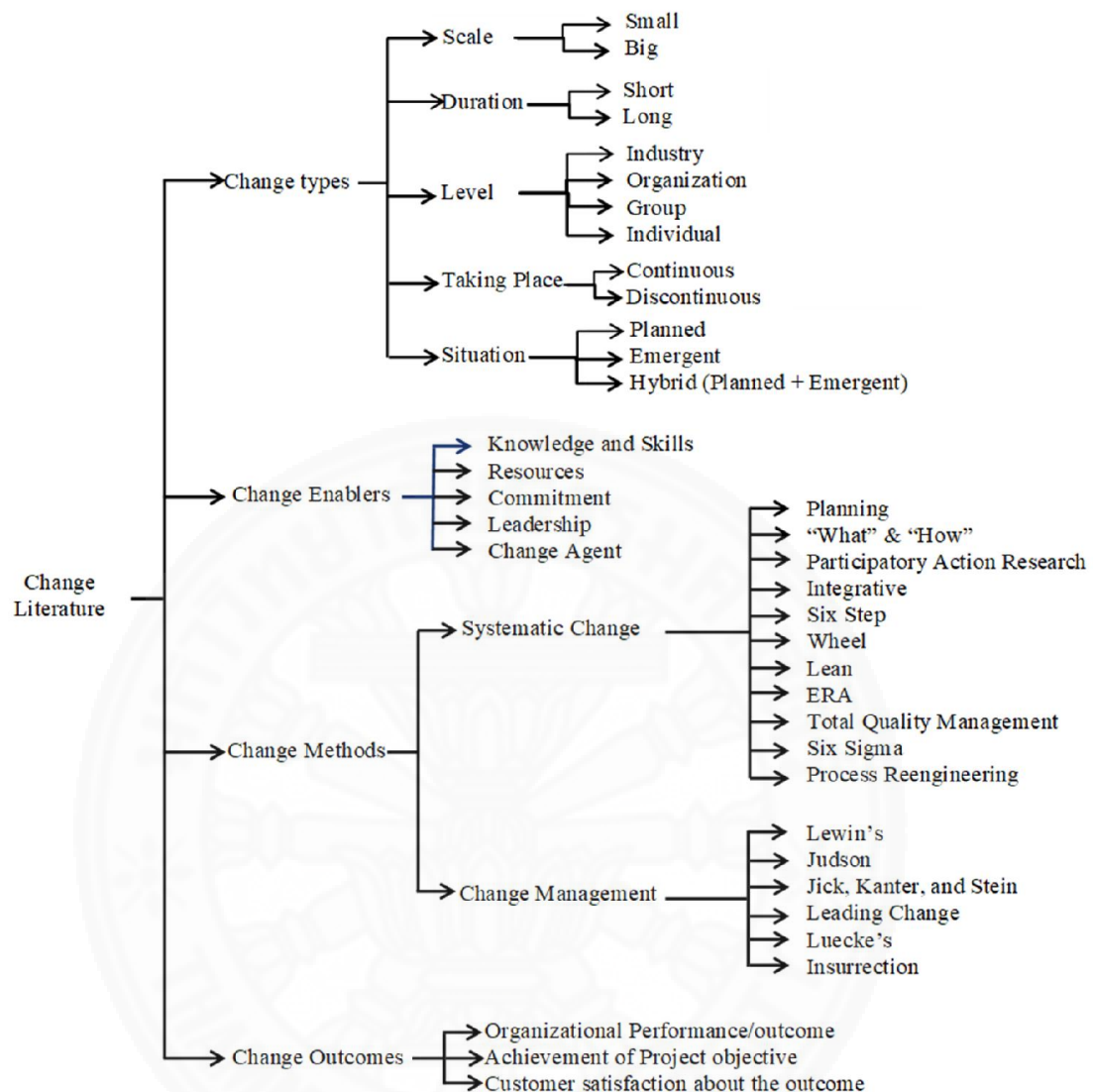


Figure 2. 1 Change literature category

Adapted from Al-Haddad and Kotnour (2015)

2.1.3 Change types

Change in organisations is classified by five criteria; scale, duration, level, taking place, and situation.

Change scale is presented as the degree of change needed to attain an expected result. Large scale change is identified as a “holistic alteration in processes and behaviours across a system that leads to a step change in the outputs from that system” (Oldham, 2009). Small scale change is classified as minor, resulting in lower magnitude of changes in an organisation. Boga and Ensari (2009) argued that small

scale change is easier to deal with and manage, requiring a lower level of leadership, than large scale change.

Change duration is described as the time period during the change. Long-term change is challenging to organisations and involves employees during the change process (Harrison, 2011; Rachele, 2012). Short-term changes take place continuously and have a greater probability of success than long-term changes (Shields, 1999).

Change level is defined as the level of the change process. There are three levels of change; organisational, group or team, and the individual levels. The focus of change level is related to skills, knowledge, attitudes and behaviours. These three levels of change are correlated, but each requires specific strategies and tactics. The effect of change will naturally flow down to the lower change levels. If the goal of change is at the organisational level, the change will normally pass down to the team and individual levels as well (Hodges & Gill, 2015).

Taking place is categorised as the rate of occurrence and is separated into two groupings. Firstly, continuous, which is defined as “the ability to change continuously in a fundamental manner to keep up with the fast-moving pace of change” (Burnes, 2004). Secondly, discontinuous, described as one time situations that happen through huge, largely separated initiatives, which are followed by long terms of consolidation and stillness (Luecke, 2003).

Situation is defined as how change happens. There are three perspectives; planned, emergent, and contingency (Hodges & Gill, 2015). Planned change is used to explain the process and understanding of the variety of states that an organisation will move through from an unexpected state to an expected state (By, 2005). Emergent change emphasises that change should not be noticed as a series of time points, but as an open-ended process of transformation to conform with changing situations and conditions (Burnes, 2004). Contingency is focused on the theory that organisational structure and performance are related to situational factors that the change handles. The complexity of a condition leads to the creation of unique change models for each organisation (Burnes, 2009).

The categories of change types by researchers are shown in table 2.2

Criteria	Change Type	Presented By
Scale	Small Large	Oldham (2009), Boyd (2009), Kotnour et al (1998), Bennett and Seegerberg (2012), Berwick (1998), Berwick and Nolan (1998)
Duration	Short Long	Harrison (2011), Rachele(2012), Schalk et al (2011), Shields (1999), Ulrich (1998)
Level	Organisation Group Individual	Meyer et al. (1990),Goes et al (2000)
Taking place	Continuous Discontinuous	Meyer et al (1990), Goes et al (2000)
Situation	Planned Emergent Contingency	Lippitt et al (1958), Tenkasi and Chesmore (2003)

Table 2. 2 The change types categoried by researcher

2.1.4 Change enablers

When organisations deal with a change situation, increasing the chances of success is the crucial consideration for the change management team. Organisations have to organise for change, preparing a clear time schedule, and determining the important factors that impact change success (Chrusciel & Field, 2006; Kenny, 2006). Previous literature shows a broad range of change definitions based on things such as the goals and visions for the change direction, the roles of employees participating in the change, leadership practices or commitment in participation, employee training, the change of agent roles, and having effective HRM to evaluate and measure performance (Ackerman et al.,2001; Griffin et al., 2007; Kenny, 2006).

Identifying the environmental conditions is required for the success of the change plan (Hotek & White, 1999). Previous studies have suggested that M&A performance was strongly affected by organisational factors such as leadership (Waldman & Javidan, 2009), human resource practices (Weber & Tarba, 2010; Correia et al., 2013), organisational culture (Lee et al., 2015), and acquisition speed (Meglio et al., 2017). Change success is also affected by the employee's perception of the organisational readiness for change (Weber & Weber, 2001). Organisational readiness for change refers to the "organisational members' change commitment and self-efficacy to implement organisational change" (Weiner, 2009). The more complex the firm change, the more essential it is for employees to adapt their own values and perspectives to align to the overall firm position (Moran & Brightman, 2001). Therefore, to succeed in change management, organisations have to focus on the employee (Sarala et al., 2019; Van et al., 2013). Smith (2002) studied the key factors that influence successful change and said that they are "visible and sustained sponsorship, addressing the needs of employees, and having strong, dedicated resources for change". Additionally, a number of researchers have noted the actions of a change agent, such as the management team, line manager, or human resource department, as a change leader in organisations affected the successfulness of a change in management. The factors regarding the ability to succeed in change have been grouped into five change enablers - knowledge and skills, resources, commitment, leadership and change agents, as shown in Figure 2.2.

According to the study of Gustafson et al. (2003), summarised the 18 factors of organisational change management that effected change outcome as: "1) mandate or project launch, 2) leader goals, involvement, and support, 3) supporters and opponents, 4) middle management goals, involvement, and support, 5) tension for change, 6) staff needs assessment, involvement, and support, 7) exploration of problems and understanding customer needs, 8) change agent prestige and commitment, 9) source of ideas, 10) funding, 11) relative advantages, 12) radicalness of design, 13) flexibility of design, 14) evidence of effectiveness, 15) complexity of implementation plan, 16) work environment, 17) staff changes required, and 18) monitoring and feedback".

Organisational capability to change (OCC) means a combination of managerial and organisational capabilities that make organisations faster and more effective at adapting than their competitors in a change situation (Judge & Douglas, 2009). According to Judge and Douglas (2009), OCC is related to three areas: human capabilities, the informal organisational culture, and the formal organisational system or process. They also summarised eight factors that affect OCC as: “being trustworthy, trusting followers, capable champions, an involved mid-management, innovation culture, accountable culture, effective communication, and systems thinking”.

2.1.5 Individual change level

As mentioned earlier, change types are classified by many criteria, such as change scale, change duration, and change level. This research focusses on individual, or employee level, change. The details of previous studies about change level are shown in table 2.3

Level	Authors	Area of study
Organisation	Carnall (2003)	Adoption of a strategic action to dealing organisational change
	Balogun and Hope Hailey (2004)	
Group	Thompson and McHugh (2002)	Teams are mentioned as the principle unit of operation in the organisation.
Individual	Duck (1993)	Each individual must be involved or do something different.
	Morrison (1994)	People must change, and leaders need to understand people.
	Quirke (1995)	Change occurs employee by employee, and you cannot change employee (employee change themselves).

Level	Authors	Area of study
	Harung (1997)	there is no organisational change if the employee do not change,
	Argyris (1999)	The primary criterion for effective change is change in behaviour.
	Paton and McCalaman (2000)	Change management is about people management.
	Cummings (2004)	Organisational change involves change in individual behaviour.
	Hughes (2006)	Employee change is essential in organisational change.

Table 2. 3 Change level literature

The organisation will not change without individual change, so we have to understand individual change to understand organisational change (Hughes, 2006).

Hiatt and Creasey (2003) defined organisational change management as a management perspective, and individual change management as the employees' perspective. Individual change management consists of the tools and processes that managers use with their employees to manage the individual transitions through change. Research that focusses on the individual or employee level consists of many areas, such as the psychology of organisational change, how the organisational change effects employees, the attitude toward change, perceptions of change, strategies for dealing with change, and how organisational change induces stress (Gabriele et al., 2013).

2.2 Mergers and Acquisitions (M&A)

One of the large scale changes for an organisation is mergers and acquisitions (Hodges & Gill, 2015). Holbeche (2006) argued that employee involved in an M&A will have a greater workload and planning will occur at a fast speed. Different organisations coming together with different work cultures, brand identities, and loyalties lead to challenges. M&A is an impactful change to the organisation. Moreover, the success rate of M&A remains moderately low (Chang-Howe, 2019). Gonzalo-Hevia et al (2013) stated that most academic literature on M&A is divided into two main groups: those related to the economic or financial implications of M&A, and those focused on the achievement factors of the M&A operations.

2.2.1 Definitions of Mergers and Acquisitions (M&A)

The definitions of M&A come from many viewpoints, such as the performance view that defines M&A into two approaches; the value decreasing agency approach and the value increasing efficient market approach (Arvanitis & Stucki, 2014). Additionally, M&A studies are classified to different areas, such as legal, finance and accounting, and management (Ortiz-de-Urbina-Criado et al., 2009).

In the management area, merger is an event where two companies agree to go ahead as one new organisation, rather than to remain independently owned and operated (Gomes et al., 2011; Gonzalo-Hevia et al., 2013), while an acquisition is the acquiring of a company's voting stock or assets by another company (Lajoux, 2006). In general, Merger and Acquisition have the following basic aspects:

1. Two or more firms are involved in the agreement.
2. All organisations leave their legal personality, or only retain one of them.
3. The organisation that retains the legal personality is kept, which receives and unites with the heritage of the merging organisation.

M&A describes all the linking that leads to the total integration of two companies. This integration represents the merging of two more-or-less equal firms, rather than with acquisitions, where one firm obtains main ownership over another (Hagedoorn & Duysters, 2002; Vanhaverbeke et al., 2002). Acquisitions

usually appear in the economic press as mergers with the intention of avoiding negative publicity, particularly in an international setting (Gonzalo-Hevia et al., 2013; Hagedoorn & Sadowski, 1999). The most important part of M&A is coordination among the units of the two organisations that feature a variety management styles and departmental approaches (Chang-Howe, 2019).

2.2.2 M&A types

Brueller et al., (2018) stated that it is difficult to separate M&A into distinct types due to the variations in M&A, which have different objectives, and, thus, normally call for context-specific considerations, capabilities and processes. Previous research identifies M&A based on appearance, objectives, and industry designations, such as vertical vs. horizontal, hostile vs. friendly, unrelated vs. related, global vs. domestic, and bolt-on vs. platform acquisitions (Chatterjee & Brueller, 2015). Moreover, Angwin and Meadows (2015) stated there are five distinct post-acquisition integration strategies by using several cluster techniques, specifically: intensive care, absorption, preservation, symbiosis, and re-orientation strategies.

Nguyen (2013) reported that there are three types of M&A that can be classified as horizontal, vertical, or diversified integration. Whereas, Buono and Bowditch (1989) presented M&A types that were based on strategic purpose and divided them into five categories: horizontal mergers, vertical mergers, product extension, market extension, and unrelated acquisitions. The details of M&A types are shown in table 2.4.

M&A Types	Authors	
	Nguyen (2013)	Buono and Bowditch (1989)
Horizontal	A merging of two or more organisations that produces and sells an identical or similar product.	When two organisations have the same or closely related products in the same geographical market.
Vertical	A merger in which one organisation acquires either a customer or supplier. Merging with a customer is called forward integration and merging with supplier is called backward integration.	When the organisation involved had, or could have had, a buyer-seller relationship prior to the combination.
Diversification/ Unrelated acquisition	The merging of two industrial organisations that produce different products.	Where the firms involved are unconnected.
Product extension	-	Where the variety of products increases, but the products are not competing directly with another.
Market extension	-	Where the firm is producing the same products or services but in different market areas.

Table 2. 4 Types of M&A

2.2.3 M&A reasons

The key objective of M&A is to exploit synergies between the acquiring company and the target company to improve the merged organisation's performance (Hitt et al., 2001), maximise profit, increase market power, and cost saving (Oberhofer, 2013). M&A allows organisations rapid access to external resources with lower risks and costs compared to internal or natural growth (Ortiz-de-Urbina-Criado et al., 2009).

Gonzalo-Hevia et al. (2013) argued that there are four reasons for having selected a merger or an acquisition. Firstly, financial motives, such as synergy creation, shareholder value creation, to invest excess financial resources, to obtain resources that are not available, to redistribute owned resources, or to complement owned resources with those of the target company. Secondly, mixed product reconfiguration. Thirdly, through inappropriate decision making, and finally, entry in to new markets or products. The M&A processes itself consists of four stages. Firstly, the context defines the selection of an M&A as a strategic decision. Secondly, deal execution and the related analysis of the mechanics of making the deal happen. Thirdly, integration, which focuses on the process of integration, the organisational fit, cultural fit, and fitting the human resources. Finally, the results of the successful performance of the company after an agreement to undergo an M&A (Gonzalo-Hevia et al., 2013).

The reasons for an organisation to undergo an M&A depend on the type of organisation involved. Private organisations usually M&A because of growth strategy, but, with the public sector, it is generally for following government policy. Holbeche (2006) ranks the M&A motivations as “market share, economies of scale, government policy, deregulation, economies of scope, imitation, buying out competitors, potential business synergies, globalisation or market access, access to closed markets, access to distribution channels, having a succession pool, and acquiring specific competence and talent”.

2.2.4 The M&A effects on employees

Until now, most of studies on M&A have focused on employee-side factors such as, culture clash, leadership conflicts, employee communications, and lack

of skills (Chang-Howe, 2019; Tan & Qi, 2017; Friedman et al., 2016). According to Mirc (2013), the effects of M&A on employees has been reviewed using psychology by many researchers, such as Buono and Bowditch (1989), Marks and Marvis (1985), and Cartwright and Cooper (1996). They emphasised that M&A affects employees through the increased stress and anxiety within the merging organisations. The main reasons for this are the changes in managerial routines, work practices and tasks, the work environment, colleagues, and the organisational hierarchy. An uncertain climate among employees regarding job security and future career development occurs during the M&A process. The negative impacts of the psychological issues involved in M&A, as stated by employees, are the changes involved in the loss of the links between them and the company, which leads to decreased work commitment and increased employee turnover (Cartwright & Cooper, 1996). However, Wickramasinghe and Karunaratne (2009) suggested that the psychological effects are not the same for all employees, but are related to the employees' perceptions and interpretations of the M&A. They also stated that the individual characteristics of employees, such as age, gender, and marital status, affected their M&A perceptions. The effects of stress and uncertainty are due to change resistance, high employee turnover, absenteeism, lower work, and organisational commitment, and result in a negative impact on the M&A performance (Cartwright & Cooper, 1996; Gutknecht & Keys, 1993).

Mirc (2013) suggests that a number of scholars have studied the effect of employees on M&A outcomes, and that the strategic, economic, and financial factors are not enough to explain the phenomena. The causes of M&A failure are more related to the human, or employee, reactions, especially after taking into account various studies of organisational behaviour through sociological techniques, and the psychology related to M&A performance.

One of problems to consider in M&A are the differences between the two, or more, groups of employees that then have to work as a single company. In the case of M&A, one company is more powerful than the other as real M&A of equals are extremely scarce (Cartwright & Cooper, 1996). Smeets et al. (2006) found that employees in dominated companies are more disadvantaged and suffer a higher turnover rate. The employees in that dominated company will have to cope with higher stress levels during the M&A, and show lower post-merger identification, commitment,

and work satisfaction levels (Terry, 2001). The intergroup conflict during a M&A is prone to create post-M&A problems, such as an “us-versus-them” orientation (Gaertner et al., 2001). The level of the “us-versus-them” orientation depends on the perceived threats, which in turn affects identification, or commitment, and turnover intentions. Employees will not identify with organisations if they perceive that the organisation consists of various, conflicting groups (Drzensky & van Dick, 2013).

2.3 Employee Capability to change

Under the current dynamic and changing environment, organisations are being forced to enhance their organisational flexibility and adaptability. This fast pace of change leads to employees being pressured to increase skills, such as adaptability, flexibility, and their acceptability of unstable situations, in order to act effectively in the changing job environment (Pulakos et al., 2000). Previous studies of organisational change have focused on how organisations plan and implement changes to improve organisational effectiveness, but recently, some scholars have pointed out the important role that the reactions of employees play in the change situation (Vakola et. al, 2013). Organisational changes, such as M&A, can be stressful, because they are usually linked with job insecurity, overtime, and conflicts that increase the pressures on employees (Brueller et al., 2018; Sonnentag & Frese, 2003). An organisation’s ability to change is considered an important factor in order to survive a changing situation. Employees need to have an awareness of the necessity to change in these circumstances, and the capability, and capacity, to deal with change effectively (Hodges & Gill, 2015). Increasingly, numerous HRM research has focused on human capability, such as skills, personnel knowledge, ability, intelligence, creativity, wisdom, and judgment that create employee and organisational value (Brueller et al., 2018). Employees are expected to deal with extreme change without difficulty, which depends on the employees’ capability to adapt to the change itself (Holbeche, 2006). High ability employees are more likely to realise task and career opportunities, both within and between companies (Fugate et al., 2004).

Nilakant and Ramnarayan (2006) mentioned there are four components which create the capability to change. Firstly, organisational capability, which is built

by individuals, and group capability. Employees are the key to reflecting, acting, and working together in order to create the capability to change. Secondly, employees and groups of employees become capable when they successfully execute challenging projects. This capability is created by successfully completing the tasks and reflecting on their achievements. Thirdly, creating capability requires paying immediate attention to both action and reflection. And lastly, the organisation and its leaders can help employees and groups of employees create capability by providing an environment that promotes reflection and action.

Nilakant and Ramnarayan (2006) also reported that capability relates to “a talent or ability that has potential or capacity to be used, treated, or developed for a specific objective”. Employees have developed their abilities in specific areas when they can execute existing jobs more effectively. In the arena of change, employees who have enhanced their change capability are able to psychologically deal with change more effectively, are less resistant to change, have an ability to create new ideas, and an ability to execute changes more effectively. Consequently, developing the change capability of employees assists the ownership of change, leading to a highly proactive organisation.

A company's change capability is developed when employees in that company develop their own capabilities. There are three important parts of capability creating by employees, which are self-efficacy, focus, and energy.

2.3.1 Self-efficacy

Self-efficacy refers to the fact that the employee must have confidence in their abilities to learn and develop their own capabilities (Nilakant & Ramnarayan, 2006). Bandura (1994) mentioned self-efficacy as “the belief in one's capabilities to organise and execute courses of action required to manage prospective situations”. In a change management context, self-efficacy is focused on an individuals' opinion of their ability to manage situations during an organisational change (Vakola et.al, 2013). They must have the belief that their efforts will lead to improved capabilities. When initial efforts fail to achieve results, employees still have to deal with ambiguity and be optimistic and persistent. Employees who have higher self-efficacy levels are more probable to have greater change acceptance (Wanberg &

Banas, 2000). Higher self-efficacy is also related to decreased turnover intentions (Neves, 2009) and lower resistance to change (van Dam et.al, 2008). Judge et al. (1999) also mentioned that employees who were recognised as capable, successful, and worthy can deal with organisational change more successfully. Bandura (1995) studied the concept of the sense of self-efficacy, as presented in table 2.5.

Sense of self-efficacy	
Strong	Not strong
<ul style="list-style-type: none"> • Approached difficult task as challenges, not avoiding them. • Set challenging objectives and has a strong commitment to them. • Fast recover their sense of efficacy after failures or setbacks. • Assurance that they can control threatening situations. • Reduced stress and lower vulnerability to depression. 	<ul style="list-style-type: none"> • Shy away from difficult task. • Low aspiration and weak commitment to the goals. • Slacken their effort and give up quickly. • Slow to recover their sense of efficacy following failure or setbacks. • Lose faith in their capability. • Fall easy victim to stress and depression.

Table 2. 5 Sense of self-efficacy

Self-efficacy has four major effects on employees - thinking and analytical, or cognitive, ability, motivation, emotions, and activities and tasks. In change management, self-efficacy is a core component for success. Employees with greater levels of self-efficacy are able to overcome obstacles and challenges that are an inevitable part of any change effort. The factors that probably lower self-efficacy are organisational factors such as communication, the quality of their relationships with superiors, rewards that are not based on competence or performance, and job characteristics, such as a lack of role clarity, low discretion, and high rule structure.

2.3.2 Focus

Previous studies mentioned focus as a focus of attention at work (Gardner & Pierce, 2013). They argued that one aspect of individual responses to an organisational condition is that the individual can provide at least some of their attentional capacity to that condition. For example, communication styles have less effect on employees if those individuals do not think very often about their communication, compared to employees who do. When an employee deals with major organisational change, an employee who concentrates more on the change responds better to the change.

Focus refers to the fact that employee must be clear in their understanding of the direction in which they are able to improve their capabilities, must be able to set objectives, and create a plan to improve their capabilities. Employees and teams have to have a clear direction regarding the objectives to be achieved, the necessary capabilities to be obtained, and the particular process to be undertaken for this goal (Nilakant & Ramnarayan, 2006).

2.3.3 Energy

Energy refers to the fact that an employee must put forth effort and expend energy to accomplish the goals that are required to drive creating capability. This is what leads the employees to go further when dealing with heavy workloads and coping tight deadlines (Bruch & Ghoshal, 2004).

Bruch and Ghoshal (2004) identified two major components for successful change, focus, and energy. Not only focus, but also energy, are positive qualities that are needed to produce effective change in organisations. Bruch and Ghoshal introduced a matrix of four possible typologies by combining these two important components.

		Energy	
		Low	High
Focus	High	Disengagement	Purposefulness
	Low	Procrastination	Distraction

Table 2. 6 Focus-Energy matrix

(Nilakant & Ramnarayan, 2006)

The most desirable behaviour for effective change is purposefulness, but less than 10% of employees have this trait. Around 30% are procrastinators, 20% are disengaged and remaining 40% are distracted. Purposefulness is the one key distinguishing factor of an employee who has been very successful in initiating and managing change (Nilakant & Ramnarayan, 2006).

2.4 Employee willingness to change

The willingness to change of employees in this study is based on the motivation theory, as mentioned earlier. The motivation theory describes why some employees work and perform better than other employees. Therefore, under a change situation which deals with challenges, employees with higher motivation, or a willingness, to change are more likely to perform better (Lee & Raschke, 2016).

Furnham (2003) studied how employees tend to accept change when it is acknowledged, it does not impact their security, those impacted have assisted in creating it, it follows other successful changes, it usually decreases the work burden, the outcome is rationally stable, the implementation has been well planned, and the assistance of top management is strongly apparent. When employees are willing to change and have a positive view of the change in the early stages of the change process, they are more accepting of the discomfort and disturbances that come with change efforts as they can foresee the benefit of the change in the long term (Rafferty et al., 2013). To deal with resistance to change, the organisation should communicate the

essentials of the change in question, show the details of the steps of the change effort for the business and the employees, demonstrate what employees will receive and why it is a beneficial proposition, show the negative points, educate employees before the change initiative begins, explain the effects of not changing, and help employees to understand why and how the employee is important during the change (Holbeche, 2006).

Holbeche (2006) also stated that resistance to change is a normal reaction when change happens in an organisation. There are three types of change resistance, logical, non-logical, and group based. If employees are satisfied with the change, they are more likely to have enthusiasm for making the change. Motivation for the change for employees varies because different employees are motivated by different factors. To understand employee change, it is essential for the organisation to understand employee motivation. The key challenge to motivating employees to change is to maintain the motivation for new change activities, such as increased workloads. If change is continuous without an end in sight, employees will usually lose their energy and commitment for the new tasks. Employee motivation is affected by their willingness to be challenged by a task. Some employees will be enthused about a new task, but some employees will not. When employees are willing to participate in change, their motivation is higher.

Most change researchers currently believe that the main challenge in change is the employees' willingness to commit to the change (Holbeche, 2006). Franklin (2014) also mentioned that the way to develop the willingness to change involves identifying the benefits from both the individual and organisational perspectives. The organisation's needs and the employee's needs must be balanced. If the change will only benefit the organisation, while creating problems for its employees, the latter will not be willing to change. Organisations must organise the organisational benefits into statements of improvement that employees will assume responsibility for. Prior studies noted that the recognised benefits and results of change remarkably affected the employees' reactions to change (Fugate et al., 2008; Hornung & Rousseau, 2007). A willingness to change correlates with an involvement in the planning, designing and implementing the changes in organisations (Colletti & Chonko, 1997). According to the Iverson (1996) study, some demographic factors, such

as the employees' tenure, education level, and union membership, were related to their willingness for organisational change. Employees with shorter tenures, higher levels of education, and who were not union members showed a greater acceptance of change. However, a number of scholars found that this finding is inconsistent with later findings related to demographic factors (Vakola et.al, 2013) which have provided limited insight in understanding an employees' reaction to change. Psychological factors play a greater role in an employees' reaction to, and willingness to, change than demographic factors. According to Franklin's (2014) study, the factors that create an employees' willingness to change are organisational benefits, personal benefits, likely achievability, past change experiences, the attractiveness of the future, and the unattractiveness of the present.

2.4.1 Organisational benefits

Organisational benefits relate to the advantages that an organisation will receive after a change, such as more financial support and financial liquidity. Organisational benefit demonstrates why the change is needed and how it will provide improvements to market position and internal capability over what currently exists. Benefits are determined by understanding the current business capability which needs to be improved to meet future opportunities (Franklin, 2014). If employees receive enough information about the organisational benefits from the management team, it can decrease the amount of time that employees spend experiencing anxiety. Employees with better recognition of the organisational benefits will demonstrate a greater willingness to change.

2.4.2 Personal benefits

Personal benefits are described as the benefits that employees will gain from a change, such as challenging tasks and opportunities for promotion. It is important to define the benefits from the employee's perspective so they makes sense to them. Organisations have to supply information regarding the employees' benefits for both those who are changing how they work as a result of the changes and employees who will not be directly affected by the changes.

2.4.3 Achievability likelihood

Achievability likelihood means the probability that the changes will succeed as expected. When employees distrust whether the change will be successful and express blame for the discomfort and disturbances that they experience, they have lower performance regarding the changes. Likelihood of achievability is also involved with employee tasks. If employees feel confident that they are able to complete the task assigned to them, and are able to maintain their performance level after a change, they will see a better likelihood that the change will be successful.

2.4.4 Past experience with change

Past experience with change means the kinds of change that individuals have had before the current change, such as M&A experiences. Employees who have had good past change experiences may be influenced by their positive feelings about their success in dealing with change. Employees who have been involved in many successful change implementations, and have gained valuable experience regarding change, such as increased employee seniority, a raised level of responsibility, productive relationships, and more enjoyment in their job, will show more willingness to change. Employees who have had poor experiences with change are more likely to resist new changes (Fuchs & Prouska, 2014).

2.4.5 The attractiveness of the future

The attractiveness of the future refers to the improvement in the situation that employees will see after the change, such as devising a new way of working, creating more effective processes, decreasing the number of errors and reworking related to their work, improving the timely delivery of work, and creating easier ways to track their work progress. Employees who have a strong view that a change will be positive for them and the organisation will show more willingness to cope with change.

2.4.6 The unattractiveness of the present

The unattractiveness of the present is related to the current problems that employees and organisations have in their operations, such as ineffective current

workflow, a high rate of customer complaints, no chance to use all of the employees' skills, and organisational products or services that are not popular.

2.5 Employee change

When the change is happening in an organisation, employees' need to meaningfully engaged in the change by redesigning their role to better align with the changes (Engel, 2020). The best way to implement a change is for both employees and the organisation to review the job descriptions and redesign them to fit with change. Employees have to change their work behavior, work routines, and work practices. This study focused on the behavioral reactions of the employees toward change. Without employees changing, or generating change support for the change initiative, it is hard to reach the change goals (Men et al., 2020).

Employee's support behavior is an important factor for successful implementation of a change initiative (Shin et al., 2012). Change support behavior is categorized into three types (Herscovitch & Meyer, 2002). First is compliance, which represents reaching the minimum requirements of change, such as going along with change but being disconcerted. Second is cooperation, which refers to accepting the spirit of the change and making an average effort to push forward the changes. Third is championing, which is defined as the maximum level of employee effort and is higher than minimum requirements, where the employee sacrifices and enthusiastically promotes the changes in the organisation (Men et al., 2020). Therefore, in this study employee change refers to changes in the work process to perform tasks better and adapt themselves to change situation and organisational change practices.

2.6 Individual performance/outcomes

Holbeche, (2006) stated that a successful change is defined by a wide range of stakeholder needs. Previously, a successful change outcome was always measured by short-term financial goals, but some change successes focus on outcomes that can be defined as the following:

1. Improving business performance in the market

2. Creating positive and sustainable growth of financial performance
3. Customers noticing improvement in services or products
4. Customer delight leading to loyalty
5. Continuously innovating and increasing knowledge capital create benefits for the organisation
6. Creating a successful image in the market and a better market position.

More specific for M&A performance or outcomes, Chen et al. (2016) stated that previous researchers have extended the evaluation principle of M&A performance from pure financial measurements to the actual motivations for M&A deals.

However, for the employees, successful business outcomes are defined by:

1. Employees willingness to modify their skills, behaviours, and performance to the set requirements.
2. Employees enhancing their skills and experience to deal with the change.
3. Employees learning to become flexible and adaptable to change.
4. Employees remaining committed to the company.

The individual, or employee, is an important factor for success in change management. Employees have to change their daily routines and tasks, acquire new skills or knowledge, and deal with peaks in workload. As a result, these situations can initiate resistance to further changes, burnout, and staff turnover (Rush et al., 1995). Employees will perform better if they are highly motivated and will perform worse if they feel exploited, undervalued, or over-managed (Holbeche, 2006). In a change situation, employees need more support from the organisation, such as leadership from the management team like direction, coaching, encouraging, and feedback. The management team should support the employees and spot the talented people in their team by using an effective performance measurement system. To be a sustainably, high performing organisation, organisational performance is created from the sum of the individual performances (Holbeche, 2006). A common focus in studies of employee outcomes in change management, it is essential that employee retention and job satisfaction are included (Oreg et al., 2013).

There are two types of individual outcomes; active job outcomes, such as being proactive and showing vitality, and passive job outcomes, such as satisfaction, organisational commitment, and turn over (Bauer, 2004; Tummers et al., 2015). To deal

successfully with organisational change, positive psychology research has expressed that job proactivity and vitality are important factors (Ghitulescu, 2013; Shirom, 2011), and some psychologists argue that active employee outcomes should be included if an organisation wants to change successfully (Frese et al., 1997; Herriot & Sonnentag, 2002).

2.6.1 Active job outcomes

An active job outcome refers to a positive effect on an employees psychology, such as increasing proactivity and vitality. Increasing the active job outcomes should be considered if an organisation wants to change successfully (Sonnentag & Frese, 2003).

2.6.1.1 Proactive

Proactive refers to self-starting behaviours, such as supporting the change and idea creation (Griffin et al., 2007). Proactive employees will dedicate time, provide feedback, support colleagues in change implementation, and predict possible future events related to the organisation and take advantage of them (Grant & Ashford, 2008; Tummers et al., 2015). A high level of proactivity is an advantage when working in a new, unstable situation, such as when dealing with organisational change (Hornung & Rousseau, 2007). Proactivity has two different characteristics (Grant & Ashford, 2008). Firstly, an employee shows proactive behaviour when they plan and act in anticipation of future situations; and, secondly, a proactive employee is going to change themselves, colleagues, or the task context to adapt to the anticipated changing conditions. Thus, greater levels of proactivity increases workloads and creates organisational change (Tummers et al., 2015).

2.6.1.2 Vitality

Vitality is described as a person's conscious experience of possessing energy and liveliness. Vital people are more able to deal with change due to the fact that they have more energy (Carmeli & Spreitzer, 2009). They approach work with positive energy and excitement, and they believe that their behaviour impacts the progress towards a meaningful objective (Ryan & Bernstein, 2004). The level of vitality present impacts the time and effort that employees are willing to devote towards particular activities. According to Jansen (2004), employees require a high level of

vitality to cope with organisational change, particularly due to changes having to be implemented at the same time as their ordinary tasks.

2.6.2 Passive job outcomes

A passive job outcome refers to an outcome that affects employees and organisations, such as employee well-being, burnout risks, and staffing costs (Griffeth et al., 2000). Passive employee outcomes in the area of human resource management are job satisfaction, organisational commitment, and turnover (Tummers, 2015).

2.6.2.1 Job Satisfaction

Job satisfaction is reflected through the employees' positive feelings, or attitude, about their job. (Judge & Kammeyer-Mueller, 2012; Rezvani et al., 2016; Sony & Mekoth, 2016). Job satisfaction affects the levels of absenteeism, tardiness, grievance expression, high turnover, low morale, quality improvement, and participation in decision making (Robbins, 2005). It has two components; firstly are the affective components, which are their feeling towards their job, and secondly are the cognitive components, which are their cognitive evaluations of their job. Job satisfaction has been a priority focus in studies, not only for academic researchers, but also for organisational practitioners, because of its effects on organisational outcomes (Schleicher et al., 2011). Employee satisfaction has been divided into four components; job, co-workers, supervisor, and organisation. To measure employee satisfaction, a five-item scale by Homburg and Stock (2004) has been used as a standard research tool.

2.6.2.2 Commitment

Organisational commitment is defined as an employee's psychological bond that links an employee to their organisation. This is demonstrated by an affective attachment to the organisation, the internalisation of its values and goals, and a behavioural desire to put forward the effort to support it (Judge & Kammeyer-Mueller, 2012). There are three areas which define this commitment. Firstly is affective commitment, which is defined as an affective attachment to the organisation, or a willingness to remain in organisation. Secondly is continuance commitment, which is related to the perceived cost of discontinuing membership with the company. Thirdly is normative commitment, which is described as a sense of responsibility to stay (Meyer

& Allen, 1997). Organisational commitment can have a significant impact on employee performance (Becker et al., 1996; Meyer et al., 2004; Rubin & Brody, 2011). Bennis (2000) argued that successful change in both large and small organisations requires employee commitment during change implementation. Employees who have a high level of affective commitment to the organisation are also emotionally attached. They are involved in the organisation, and remain in the organisation because they want to stay (Allen & Meyer, 1996).

Previous research has stated there are two components of employee commitment; attitudinal commitment, which focuses on how employees think about their relationships with the organisation, and behavioural commitment, which focuses on how employees may become locked into a particular organisation (Sharma et al., 2016). When employees see that change is happening at the work unit level that has benefits for the unit, they are fully committed to the change and more willing to use discretionary effort in supporting the change (Oreg et.al, 2013). A strong affective commitment to the organisation is a basic need for affective commitment to the change. Armstrong-Stassen (2001), studied government employee reactions to change at the beginning of, and twenty months into, the change process, and found that the employees organisational commitment decreased along with their perceived threat of job loss and powerless about the future. Employee commitment was used by Sharma et al. (2016) as a tool for commitment measurement.

2.6.2.3 Turnover

It has been claimed that turnover intentions are a suitable proxy for turnover (Griffeth et al., 2000), but practical research investigation into the correlation between self-reported turnover intentions and actual turnover disagrees. Although turnover intention does not directly result in the employees actual turnover (Rainey & Jung, 2010), but it continues to be one of the strongest measurements of turnover (Cho & Lewis, 2012; Taylor et al., 1996). Consequently, the roots of both turnover intentions and actual turnover are investigated in this current research to create tools for the strategic development of the organisation (Corin et al., 2016). Previous research has argued that turnover is costly, and it reduces an organisation's performance and efficiency (Lee & Whitford, 2008; Moynihan & Landuyt, 2008). Turnover

intention was measured with a modified version of a tool created by Wayne et al. (1997) and Wang et al. (2018) to measure how often employees think about leaving their job.

2.7 Theoretical gaps

To study changes in tan M&A, and how they affect employee performance, there are two theories that are involved, the human capital theory and the motivation theory. The human capital theory is used to illustrate the capability to change and the employee outcomes, whereas, the motivation theory was constructed to describe the willingness to change of employees. The following section provides more details of these two theories related to this research.

2.7.1 Human capital theory

The human capital theory was developed by Schultz (1961) and Becker (1964), and is a theory that is not only used in economics, but also in many areas, such as education, sociology, and philosophy (Tan, 2014). This theory states that education enhances a person's skill level and their human capital, where human capital is described as the "productive wealth embodied in labor, skills, and knowledge". Any form of knowledge or acquired characteristics apply which contribute to economic productivity (Garibaldi, 2006; Tan, 2014). The higher the skill level of the employees, the higher the possible production capacity for the organisation (Hartog & Maassen van den Brink, 2007).

The human capital theory, in microeconomic terms, suggests that employees use their knowledge, skills, and abilities (KSAs) to contribute economic value to organisations. Moreover, some scholars studied how organisations convert human capital in to organisational outcomes (Brueller et al., 2018; Jackson et al., 2014). Therefore, there is a positive effect through employee capital towards job performance at the employee level (Chang & Chen, 2011).

According to Buta (2015), the human capital theory in organisations and human resource management states three main issues for scholars. Firstly, human capital issues are related to attracting, maintaining, developing, and rewarding employees in order to maintain and create a skilled, dedicated, and motivated

workforce. Secondly are the structural capital issues, which study the size and development of organisational structures, that aid the processes of creating, capturing and sizing of knowledge. Lastly are the organisational capital issues, which are related to knowledge management. Most previous research on the human capital theory is based on the following structure concepts (Buta, 2015):

1. Learning at the childcare and family stage
2. Education and professional training (Educational capital)
3. Workplace training through specific activities
4. Informal education at work (On the job training)
5. The state of the employees' health (Biological capital)
6. The volume and structure of household consumption
7. The migration and mobility of the population and labor force
8. The non –cognitive skills specific to a culture and environment

The human capital concept was defined by the state of knowledge and scholars in table 2.7.

Authors	Key contribution
Schultz (1961)	A form of capital, a means of production, and the product of investment in education
Becker (1964)	The economic value of education: product of investment in education
Nelson and Winter(1982)	Tacit knowledge of employees owned by organisation members
Coleman (1988)	Knowledge, abilities and skills acquired by individuals through education experience or training
Sveiby (1997)	The economic value of education: product of investment in education
Lynn(1998)	The stock of skills, knowledge and unique abilities provided by employees

Authors	Key contribution
Tomer (1999)	Particular soft characteristics, such as leadership style, spirit, vision, ethics and morals
Sandberg (2000)	Employee competence at work does not reflect to all knowledge and skills, but the ones that employee use when working
Armstrong (2001)	Knowledge, skills and abilities of employees in an organisation
Ireland et al (2002)	The pool of skills and knowledge with the value of an organisation
Leliaert et al (2003)	The competence, skills, potential, and reputation of an employee
Luthans et al (2004)	Education level, personal experience, knowledge, creative ideas, and professional skills

Table 2. 7 The key contributions of human capital theory

(Adapted from Han et al., 2008; Buta, 2015)

2.7.2 Motivation theory

Employees are assumed to work in ways to maximise the organisational benefit. To succeed, organisations have to manage employees to generate the highest performance through motivation, which is an area of study that helps optimise the employee performance level (Omer, 2015). Smither (1998, p. 204) described motivation from an industrial and organisational psychological perspective as “the force that moves people to perform their jobs”. Spector (2000, p. 176) defined motivation as “an internal state that induces a person to engage in particular behaviours”.

Traditional motivation theories have presented the factors that motivate employees to increase organisational performance, such as the motives and

needs theory by Maslow (1943), which mentioned five levels of needs (physiological, safety, social, ego, and self-actualizing), while equity and justice theory by Adams (1965) argued that employees compare the equity between themselves and other employees. On the other hand, current studies on employee motivation are more complex and cross-disciplinary, such as those of Lawrence and Nohria (2002). They used a cross-disciplinary perspective to describe how human nature is the basis of employee motivation by proposing four drives. The foundational drives for employee motivation are the drives to acquire, bond, comprehend, and defend. They also suggested the way to maximize organisational performance by fulfilling employee drives and providing motivations with “reward systems fulfill the drive to acquire, a culture that fulfills the drive to bond, a job design fulfills the drive to comprehend, and performance management and resource allocation process to fulfill the drive to defend” (Lee & Raschke, 2016).

Employees will decide to contribute effort to their job based on their assessment of the importance of the job, the value of the job, and the consequences of not doing it. To succeed in the implementation of change, organisations need to focus on employee motivation that may be a change which will benefit them in accomplishing their tasks. Employees decide to participate in the process of change because of its essential interest or attractiveness to them. The advantages of employee motivation in change situations are:

1. Many studies have suggested that employees are more likely to engage in a task willingly, show higher levels of creativity, and willingness to learn to develop their skills.
2. Employee motivation comes at no cost to the organisation and has a lower risk regarding the inadequate or unfair treatment of employees, compared to rewards, punishments, and compensation for extrinsic motivation.
3. Motivation supports the employees to take more responsibility for their job. Organisations move from the command and control structure model to flat hierarchies and matrix management, in which knowledge, skills, and ability illustrate the power structure more than job title and tenure.

There are three factors in the creation of motivation. Firstly, meaningfulness, which refers to the belief in the importance of the change for the organisation, leading to participation in the change and, therefore, making a valuable contribution to the organisation. Secondly, autonomy, which means the power of employees to make their own decisions and be able to control their work. Empowering employees to become involved in the changes will increase their desire to both participate and commit to the change. Thirdly, talents, which describe the opportunity for individuals to use their core strengths and abilities in their job. When an employee thinks that it is easy to perform, they are willing to both give a better performance and are happy to perform their tasks.

According to the key contributions of the human capital theory and motivation theory, employee capability is the most important factor for high performance for both the organisation and the individual themselves. Under this assumption, employees with a higher capability will produce a higher performance, but the employee will decide their contributive effort to their task, based on their evaluation of the importance of the task at hand. This implies that employees will assess the value of the job, as well as the consequences of not doing it. This research will challenge the assumption that it is only employee capability that affects individual performance, but that it also depends on employee motivation. Employees with high capability will not devote their energy to generate better performance without motivation, or the willingness, to use their knowledge and skills. In a change situation, employees have to deal with a variety of changes that impact them, such as a greater workload, a new working environment, stress, and anxiety. Therefore, generating high performance under any changing situation is not easy.

This research proposes the theoretical contribution, based on human capital theory and motivation theory, that employees will use their capability to generate higher performances depending on their motivation. This assumption posits that employees with a higher capability to change will generate higher individual outcomes when they have a higher willingness to change.

CHAPTER 3

RESEARCH HYPOTHESES AND MEASURE DEVELOPMENT

3.1 Hypothesis development

In developing the hypothesis for this research, two theories have been used. Firstly, the human capital theory was used for the first and second hypotheses, that the employee capability to change is positively related to both their passive and active individual performance through employee change as a mediator. Secondly, the motivation theory was used for the third hypothesis, that employees with a higher willingness to change will use their capability to change to generate higher passive and active individual outcomes, beyond that of an employee with a lower willingness to change. The details of each hypothesis are presented in the following section.

3.1.1 Capability to change and employee change

Most research on the area of change management has been from the organisational view that focuses on management factors, such as leadership, management style, communication, the role of change agents, change types and change methods, the organisational culture under any change situation, and how they affect organisational performance. Change management research based on individuals or employees is still limited, especially with regard to individual outcomes.

The current change management research usually studies how to manage employees to generate a good organisational performance, rather than individual performance, which is the root of organisational performance. Organisational performance is viewed as the aggregation of individual performance. (Paton et al., 2008). A company can enhance its capability to change under the condition of change types and change management processes, which will eventually affect the individual changes, employee outcomes, and organisational outcomes.

Therefore, the objective of this research is to analyse the influence of the capability to change that leads to employee changes and both passive and active

individual outcomes. Employees who have a capability will more confident to change and generate better outcomes for the organisation.

The human capital theory indicates that an employees' work-related skills and competence are the core factors regarding their productivity (Chang & Chen, 2011). When employees have the ability to change through job knowledge, and high ability employees tend to confident regarding change, they are better able to develop and utilise job-related knowledge (Van Iddekinge et al., 2018) in a change situation. Moos et al. (2003) stated that the characteristics of a person, such as self-efficacy and attitude, affect their appraisals and behaviour outcomes. The relationship between self-efficacy and commitment to change was strongest when employees were dealing with change (Oreg et al., 2013). Moreover, employees with higher self-efficacy are more likely to show more change behavior, such as not giving up on a change task (Neves, 2009). Stajkovic and Luthans (1998) also stated that self-efficacy is strongly related to work adaptation, and that it was a major factor for improving employee tasks.

Employees who have a higher capability should more demonstrate change behavior and change actions such as supporting a change, aligning with change practices, and being more cooperative with change in the organisation. Therefore, the first hypothesis that is based on human capital theory is

H₁: The capability to change is positively related to employee change.

3.1.2 Employee change and individual outcomes

According to previous research, change effects employee performance in cases such as job redesign which was significantly and negatively related to employee performance (Siengthai & Pila-Ngarm, 2016). Weber and Weber (2001) also mentioned that change success is based on the employees' perception of change and employees' changes. Moreover, the readiness to change of the organisation is measured by the organisational member's commitment to change (Weiner, 2009).

Based on human capital theory, when an employee is dealing with change in the organisation, they will use their capability for changing their work and behaviors and then generate their employee outcomes. In a change situation, employees are affected by psychological issues, such as the loss of the link between them and the

company, which lead to lower work commitment and higher employee turnover (Cartwright & Cooper, 1996). However, this effect depends on the employee's perception and interpretation of change (Wickramasinghe & Karunaratne, 2009). Employees who align with organisational change will be more likely to generate better outcomes, such as lower turnover, increased work, and organisational commitment, and have a positive impact on change performance (Cartwright & Cooper, 1996; Gutknecht & Keys, 1993). Moreover, employees with lower resistance to change are more likely to generate better outcomes. These assumptions lead to hypothesis 2a, that:

H_{2a}: Employee change is positively related to passive employee outcomes.

Previous human resource management research has usually focused on passive or active employee outcomes separately, but, to be successful in change management, an organisation should consider both active and passive outcomes (Tummers et al., 2015). For example, employees can be very commitment to an organisation, but always arrive late or are unwilling to help colleagues (Tummers et al., 2015). Active employee outcomes, such as proactiveness and vitality, are important when working in a new and uncertain environment (Hornung & Rousseau, 2007). Proactive employees will dedicate time, give feedback, support colleagues, and forecast future changes related to the tasks (Grant & Ashford, 2008; Tummers et al., 2015). Vital employees work with more positive energy, excitement, and believe in their value to accomplishing the goals (Ryan & Spreitzer, 2009). Employees need a high amount of vitality to cope with change because changes deal with irregular tasks (Jansen, 2004). Tummers (2015) mentioned that employees having a role in the decision-making process, or self-efficacy, stimulates more employee energy in the workplace. Therefore, employees with more change are more likely to generate the higher active outcomes. This rationale lead to hypothesis 2b, that:

H_{2b}: The capability to change is positively related to active employee outcome.

3.1.3 The capability to change, employee change, employee outcomes, and willingness to change

In change situations, it is not only the capability to change, but also the willingness to change, that affects an employee's change. To understand the relationship between the three factors (the capability to change, the willingness to change, and the individual change behavior) two parts of the previous literature have been reviewed. The capability to change and employee change are intrinsically linked, while the willingness to change is viewed as a moderator for the relationship between the capability to change and employee change.

The motivation theory relates to change management in many areas, such as the resistance to change, the readiness to change, an employees' reaction to change, employee attitude, the employees' commitment and emotions, their openness to change, and their change motivation. Most of this research states that the most important aspects are employees' participation and their reactions to change. Willingness is the variable that represents their motivation in change, which is driven by the individual's motivation. According to Robbins (1993), motivation is defined as the "willingness to exert a high level of effort towards organisational goals, conditioned by the efforts ability to satisfy some individual need". Therefore, the willingness to change in employees was considered as the moderator for their capability to change and individual change.

Wanberg and Banas (2000) studied two factors underlying the openness to change, including the willingness to change and positive views of change. They also studied the relationships between these factors and job satisfaction, intention to quit, and turnover, fourteen months after a change effort. They found that employees with low levels of openness to change showed less change and had lower job satisfaction, and increased intentions to quit. Employee change and productivity depended on the willingness of employees to utilise their capabilities, which showed in the employees' motivation to improve their job performance (Alfes et al., 2013). Moreover, Kuvaas et al (2017) stated that intrinsic motivation had a positive effect on employee outcomes, while extrinsic motivation was negatively, or had no, effect on employee outcomes.

The AMO model, studied by Cummings and Schwab (1973), argued that employee performance was based on three main factors, the employee's abilities (A), motivation (M), and the opportunity to participate (O). The A represents the employees' ability to handle their tasks. The M refers to the level of the employee's attitudes and affects that reflect the employees' willingness to make an effort at work, and the O is the means through which the employees' abilities and efforts can be linked to actions and outcomes (Jiang, et al., 2013). AMO is also used as a model for HRM practices at the organisational level. Ability, or skill-enhancing, includes selection and hiring, training, staffing and recruiting, and development practices. Motivation-enhancing benefits personal retention and capability alignment through the compensation and benefit systems, career-enhancement, and performance and development programs. Opportunity-enhancing includes commitment, empowerment and cause-based programs (Brueller et al., 2018).

Locke et al. (1978), studied the relationship of ability and motivation in performance. They found that performance resulted from ability with motivation acting as a moderator. Ability predicted performance better in a homogenous group with regard to motivation.

All the studies that are based on the motivation theory lead to the third hypothesis:

H₃: Employees with a higher willingness to change will use their capability to change their work behavior better than employees with a low willingness to change.

According to previous literature reviews and hypotheses, the gaps in this research include:

- 1) Most change management research has been focused on organisational performance. It lacks the consideration of individual or employee outcomes.
- 2) Some research that considered individual outcomes only studied proactive outcomes or passive outcomes separately.

- 3) Few scholars have studied the relationship between how the capability to change affects the individual outcomes using willingness to change as a moderator.

Considering all of the above, this research aims to fill these gaps and generate knowledge and ideas to improve the success rate for change issues in an organisation.

For this research, the capability of employees to change is based on the studies of Nikakant and Ramnarayan (2006), an individual's outcomes in a change situation are based on the passive and active individual outcomes studied by Tummers et al. (2015), and the willingness to change is based on the studies of Melanie (2014). The conceptual framework was then developed based on the literature review in the following section.

3.2 Conceptual framework

After the literature review, theoretical gap evaluation, and hypothesis development in previous section, framework for the relationship between the employee's capability to change, employee change, individual outcomes, and the willingness to change of employees was developed. The relationships between the capability to change, employee change, and individual outcomes were based on the human capital theory, which states that employees will devote their ability to change their work and generate an improved performance. Employees with a higher level of capability are more likely to generate higher performances. Secondly, the effect of the employee's willingness to change on the relationship between the capability to change and the individual changes is based on the motivation theory. Employees who have a higher willingness to change will devote more of their capability to change to generate change than an employee with a lower willingness to change. The conceptual framework between the employee's capability to change, employee change, willingness to change, and the employee's outcomes in the change situation is presented in figure 3.1.

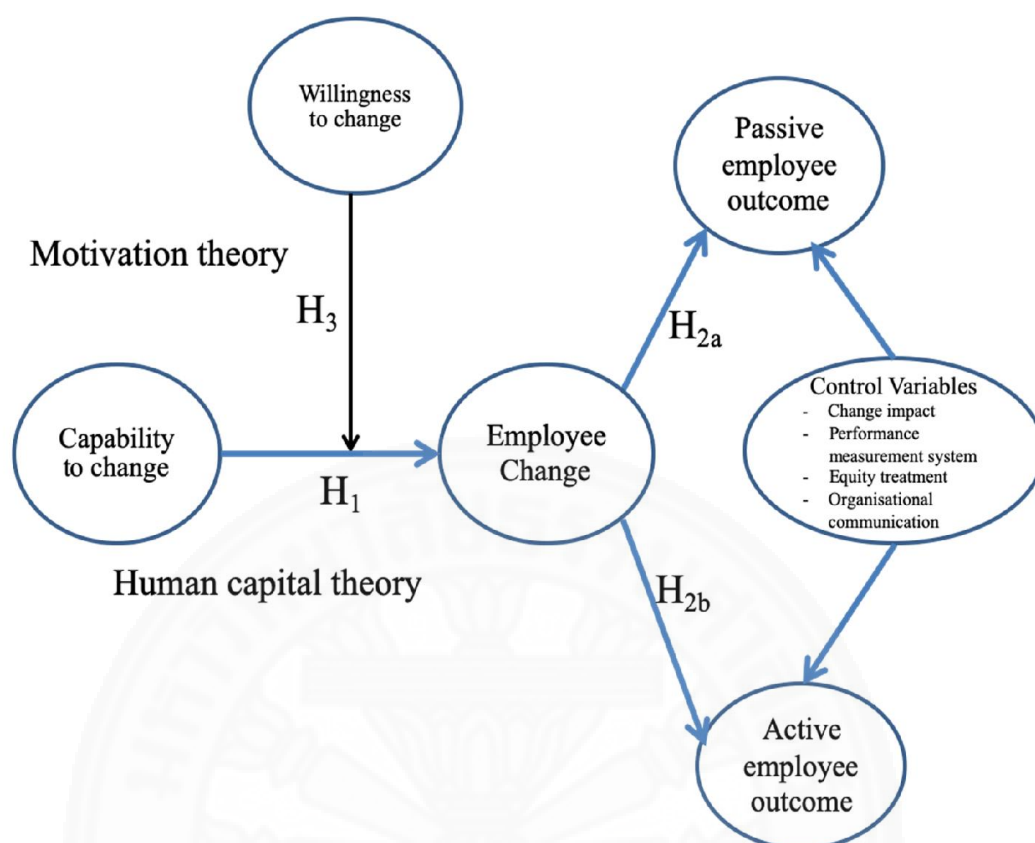


Figure 3. 1 The conceptual framework

3.3 Measurement Development

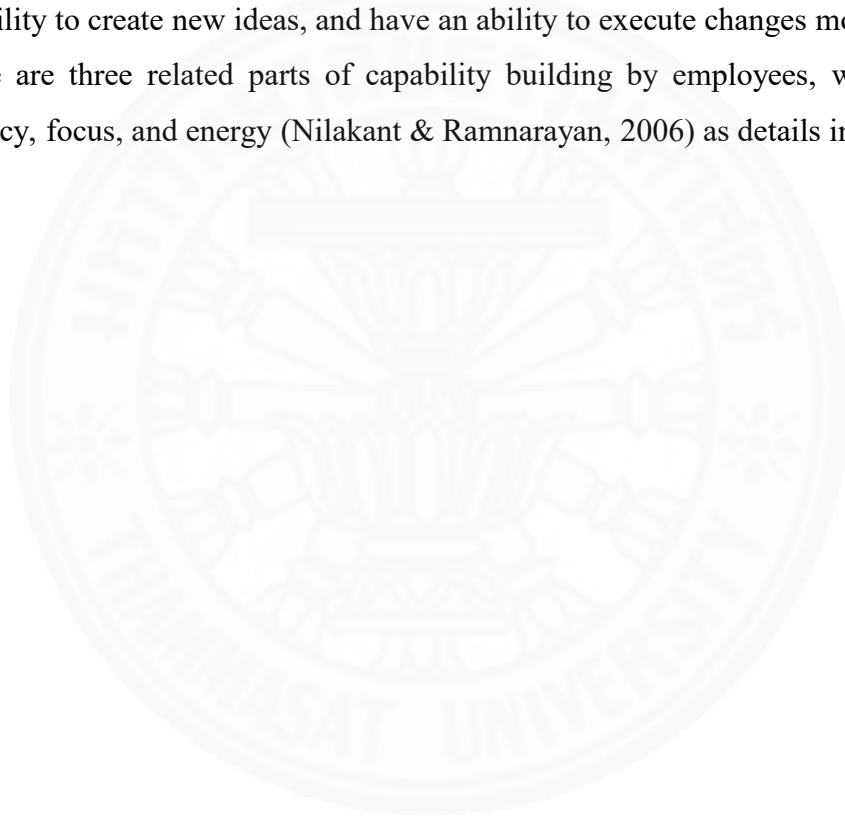
This section reviews how the measurements for this research were generated and tested before being used as a tool for collecting data. The items for the measurement were developed based on previous studies. The items were generated to measure four main latent variables, which are: 1) capability to change 2) employee change 3) employee outcomes, and 4) willingness to change.

3.4 Operational definitions

This section presents the definitions of the constructs that were based on the literature review. The main goal of this section is to develop a scale item, or multiple scale items, to measure the constructs.

3.4.1 Capability to change

The operational definitions of an employee's capability to change are based on the definition of capability under the change situation of the employee. Capability is mentioned as a talent, or ability, that has the potential, or capacity, to be used, treated, or developed for a specific objective. Employees have developed their abilities in specific areas when they can execute existing jobs more effectively. In the arena of change, employees who have an enhanced change capability are able to psychologically deal with change more effectively, are more accepting of change, have an ability to create new ideas, and have an ability to execute changes more effectively. There are three related parts of capability building by employees, which are self-efficacy, focus, and energy (Nilakant & Ramnarayan, 2006) as details in table 3.1



Conceptual definitions	Operational definitions	References
<p>Building Capability to change is related to three things, which are</p> <p>1. self-efficacy refers to the fact that the employee must have confidence in their abilities to learn and develop their own capabilities. In a change management context, self-efficacy is focused on an individuals' judgment of their ability to manage situations during organisational change</p>	<p>Employee self-efficacy is measured by:</p> <ol style="list-style-type: none"> 1. Employees will be able to achieve most of the goals that they have set for themselves. 2. When employees faced with difficult tasks, they are certain that they will accomplish them. 3. In general, employees think that they can obtain outcomes that are important to them 4. Employees believe they can succeed at most any endeavor to which they set their mind. 5. Employees will be able to successfully overcome many challenges. 6. Employees are confident that they can perform many different tasks effectively. 7. Compared to other people, employees can do most tasks very well. 	<p>Nilakant & Ramnarayan, 2006; Bandura ,1995; Vakola et.al, 2013; Chen et al.,2001</p>
<p>2. Focus refers to the fact that employee must be clear in their understanding of the goals to be attained, requisite capabilities to be acquired, and the specific steps to be taken for this purpose. Moreover, focus refers to</p>	<p>Employee focus is measured by:</p> <ol style="list-style-type: none"> 1. Employees have a clear understanding of the goals, requisite capabilities, and specific steps needed for this M&A 2. Employees are concentrating their attention on completing this M&A project 	<p>Nilakant & Ramnarayan, 2006; Gardner & Pierce, 2013</p>

Conceptual definitions	Operational definitions	References
concentrated attention, defined as zeroing in on goals and seeing them to completion, weighing options before acting, and concentrating on key projects	Employees are weighing up the options before concentrating and acting on key projects	
3. Energy refers to the vigour that is fueled by an intense personal commitment. It is what pushes the employees to go the extra mile when dealing with heavy workloads and meeting tight deadlines	Employee energy is measured by: <ol style="list-style-type: none"> 1. Employee's vigour is fuelled by an intense personal commitment to the change 2. Employees are good at generating energy and using it for change activities 3. Employees are able to push themselves to go the extra mile when dealing with heavy workloads and meeting tight deadlines. 	Nilakant & Ramnarayan, 2006; Bruch & Ghoshal, 2004

Table 3. 1 The operational definitions of an employee's capability to change

3.4.2 Employee change

The change that employees have to deal with refers to “the process of continually renewing an organisation’s direction, structure, and capabilities to serve the ever changing needs of external and internal stakeholders”. Based on the individual concept, change involves a situation in a new place, with a new supervisor, new team responsibilities, and new policy (Moran & Brightman , 2001). Employees have to align their behaviors, or their work practices, with the organisational change (Mirc, 2013) as presented bellow.

Conceptual definitions	Operational definitions	References
Employee change refers to employee change that improves their work, adapts themselves to align with M&A situation, and align with organisational change practices.	Employee change is measured by 1. I have changed myself to perform my tasks better after M&A 2. I have adapted myself to align with the M&A situation 3. I have aligned with organisational change practices	Engel, 2020; Men et al., 2020; Herscovitch & Meyer, 2002 Mirc 2013; Moran & Brightman 2001; and Expert definition

Table 3. 2 The operational definitions of employee change

3.4.3 Employee outcomes

Employee outcome refers to the output, or the result, from employee work activity that is related to the individual’s perception of their work. There are two types of individual outcomes. Firstly, there are active job outcomes, such as being proactive and showing vitality and secondly, there are passive job outcomes, such as satisfaction, organisational commitment, and turn over. To deal successfully with organisational change, positive psychology research has expressed that job proactivity and vitality are important factors. Moreover, some psychologists argue that active employee outcomes should be counted if an organisation wants to change successfully (Frese et al., 1997; Herriot & Sonnentag, 2002), as is detailed in table 3.3.

Conceptual definitions	Operational definitions	References
<p>Employee outcomes related to two main parts, which are</p> <p>1. Passive employee outcomes, which refers to the outcomes of employee work that are related to, or impacted by, the external environment, such as</p> <p>1.1 Satisfaction, which is the employee's positive feelings, or attitudes, about their job. There are four items for overall employee satisfaction: satisfied with their job, satisfied with their co-workers, satisfied with their supervisor and satisfied with the organisation</p>	<p>Employee satisfaction is measured by:</p> <ol style="list-style-type: none"> 1. That, overall, employees are satisfied with their job 2. That, overall, employees are satisfied with their co-workers 3. That, overall, employees are satisfied with their supervisor 4. That, overall, employees are satisfied with their work at the organisation 	<p>Homburg & Stock, 2004; Sharma et al., 2016; Judge & Kammeyer-Mueller, 2012; Rezvani et al., 2016; Sony & Mekoth, 2016; Robbins, 2005; Schleicher et al., 2011</p>
<p>1.2 Commitment is defined as an employee's psychological bond that links an employee to their organisation. This is demonstrated by an affective attachment to the organisation, the internalisation of its values and goals, and a behavioural desire to put forward effort to support it</p>	<p>Employee commitment is measured by:</p> <ol style="list-style-type: none"> 1. Employees have a strong sense of belonging to the organisation 2. Employees would be very happy to spend the rest of their career with the organisation 3. It would be very hard for employee to leave the organisation right now, even they wanted to 	<p>Sharma et al., 2016; Judge & Kammeyer-Mueller, 2012; Meyer & Allen,</p>

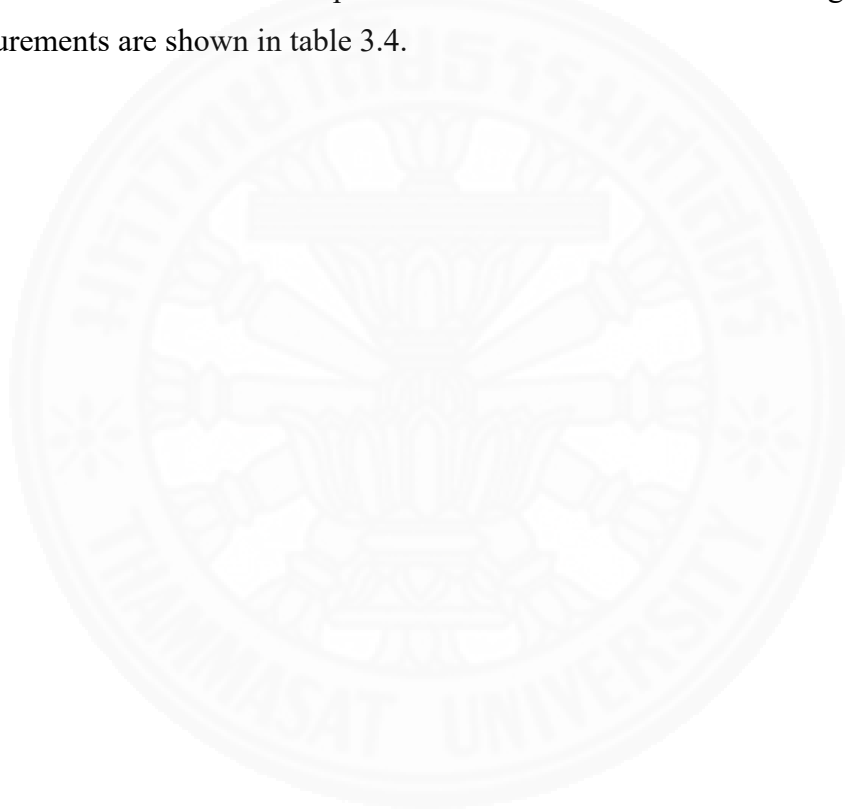
Conceptual definitions	Operational definitions	References
	<ol style="list-style-type: none"> 4. Too much in employees' life would be disrupted if they decided to leave the organisation now 5. Employees would feel guilty if they left the organisation now 6. Employees feel the organisation deserves the employees' loyalty 	1997; Oreg et.al, 2013
1.3 Turnover means employees thinking of leaving their job and is measure by turnover intensions. The measurement was created to measure how often employees think of leaving their job.	Employee turnover is measured by: <ol style="list-style-type: none"> 1. Employees are actively looking for a job outside the organisation 2. As soon as employees can find a better job, they will leave this organisation 3. Employees are seriously thinking about quitting their job 4. Employees often think about quitting their job at this organisation 5. Employees think they will not be working at this company 5 years from now 	Wayne et al.,1997; Wang et al., 2018; Corin et al., 2016; Cho & Lewis, 2012
2. Active employee outcomes means the outcomes of employee work that are related to internal factors, or the personality, of employees, such as	Employee proactive is measured by: <ol style="list-style-type: none"> 1. Employees are actively attracted to the problems 	Frese et al., 1997; Griffin et al., 2007; Grant &

Conceptual definitions	Operational definitions	References
<p>2.1 Proactiveness, which refers to self-starting behaviours, such as promoting change and idea generation. Proactive employees will dedicate time, provide feedback, support colleagues in change implementation, and predict possible future events related to the organisation and take advantage of them</p>	<ol style="list-style-type: none"> 2. Whenever something goes wrong, employee search for the solution immediately 3. Whenever there is a chance to get actively involved, employees take it 4. Employees take initiative immediately, even when others don't 5. Employees use opportunities quickly in order to attain their goals 6. Employees usually do more than they asked to do 7. Employees are particularly good at realising ideas 	<p>Ashford, 2008; Tummers et al., 2015</p>
<p>2.2 Vitality is described as a person's conscious experience of possessing energy and liveliness. Vital people are more able to deal with change due to the fact that they have more energy. They approach work with positive energy and excitement and they believe that their behaviour impacts towards a meaningful objective</p>	<p>Employee vitality is measured by:</p> <ol style="list-style-type: none"> 1. Employees are most vital when they are at work 2. Employees are full of positive energy when they are at work 3. The organisation makes the employee feel good 4. When they are at work, they feel a sense of physical strength 5. When they are at work, they feel mentally strong 	<p>Kark & Carmeli 2009; Carmeli & Spreitzer, 2009; Ryan & Bernstein, 2004</p>

Table 3. 3 The operational definitions of employee outcome

3.4.4 Willingness to change

Willingness to change means the employee's motivation to change their work align to their organisation's changes Willingness to change was based on personal motivation to change by Franklin (2014). There are six dimensions to evaluate the willingness to change of employees; employees recognise the personal benefits, employees recognise the organisational benefits, the likely achievability of the change, employees' past change experiences, the attractiveness of the future after the change, and the unattractiveness of the present situation. The details of willingness to change measurements are shown in table 3.4.



Conceptual definitions	Operational definitions	References
<p>Employee willingness to change is related to six main factors, which are</p> <p>1. Employees recognise the personal benefits, which refers to the advantages that employees will receive from the change, such as the opportunity for promotions, challenging tasks, and becoming more effective.</p>	<p>Employees recognise the personal benefits is measured by:</p> <ol style="list-style-type: none"> 1. These changes will give employees greater opportunities to use their core skills and talents 2. These changes give employees an opportunity to learn new skills 3. These changes will bring employees into contact with a wider network of experts 4. These changes will give employees a chance to reduce their working hours 5. Employees feel their work will be more closely aligned to what the organisation is trying to achieve 	<p>Franklin, 2014; Fuchs & Prouska, 2014; Lee & Raschke, 2016</p>
<p>2. Employees recognise the organisational benefits, which means employees recognise the advantages that an organisation will gain after a change. Organisational benefits will demonstrate why the change is needed and how it will provide improvements to market position and internal capability over what exists now. Benefits are determined by an understanding of the current</p>	<p>Employees recognise the organisational benefits is measured by:</p> <ol style="list-style-type: none"> 1. Employees believe that the changes are what their customers want them to be doing 2. Employees believe the changes will increase their competitiveness 3. Employees believe the changes will improve their reputation in the marketplace 4. Employees believe that these changes are the best practices in their industry 	<p>Franklin, 2014;</p>

Conceptual definitions	Operational definitions	References
business capability that needs to be improved to meet future opportunities		
3. Likely achievability is defined the probability that the changes will succeed as expected. Likely achievability is also involved with employee tasks if employees feel confident that they able to complete the tasks assigned to them and are able to maintain their performance level after a change.	Likely achievability is measured by: <ol style="list-style-type: none"> 1. Employees feel that the tasks involved in making the change happen are achievable 2. Employees feel confident that they can complete the tasks that have been assigned to them 3. Employees feel the time allocated for the change is reasonable 	Franklin (2014); Fuchs & Prouska, (2014)
4. Employee change experience refers to the opinions about changes that employees have experienced before the current one. Employees who have had excellent past change experiences may be influenced by their positive feelings about their success in dealing with change. These are employees who have been involved in many successful change implementations and gained valuable experience regarding change.	Employee change experience is measured by: <ol style="list-style-type: none"> 1. Employees have been involved in a number of successful change initiatives 2. Employees have learned new skills from any previous involvement in change 3. Employees' enjoyment of their job increased as a result of the changes they have previously been involved in 	Franklin (2014); Fuchs & Prouska, (2014)
5. Future attractiveness refers to the better situation that employees will experience after change, such as	Future attractiveness measured by: <ol style="list-style-type: none"> 1. These changes create a more intuitive process 	Franklin (2014); Fuchs

Conceptual definitions	Operational definitions	References
devising a new way of working, creating more effective processes, reducing the amount of errors and rework associated with their work, improving the timely delivery of work, and providing easier ways to track their work progress.	<ol style="list-style-type: none"> 2. These changes will reduce the amount of errors and reworking associated with an employee's workload 3. These changes will improve the timely delivery of employee work 4. These changes will make it easier to track the progress of an employee's work 	& Prouska, (2014)
6. Unattractiveness of the present involves the current problems that employees and organisations have to manage, such as ineffective current workflow, a high rate of customer complaints, no chance to use all the employees' skills, and organisational products/services that are not popular.	<p>Unattractiveness of the present is measured by:</p> <ol style="list-style-type: none"> 1. Current workflow is badly organised with lots of delays 2. There are currently a high number of customer complaints about the area that the employees work in 3. Employees do not have the opportunity to use all of their skills in the current environment 4. Employees do not feel that they are applying best practices or industry standards to how they currently work 5. Employee products and services are not as popular as they once were 	Franklin (2014); Fuchs & Prouska, (2014)

Table 3. 4 The operational definitions of willingness to change of employee

3.4.5 Control variables

3.4.5.1 Change impact

The change that has the most impact on organisations and employees is M&A. The effect of M&A on employees are related to the raised stress and anxiety that M&A creates for the employee of the merging organisation because of changes in managerial routines, the hierarchy, work practices and tasks, colleagues, and environment (Cartwright & Cooper, 1993). Change impacts have been found to have effects on employee outcomes (Mirc, 2013). Change impacts were measured by the overall effect of the M&A on employee conditions, such as management routines, work practices and tasks, colleagues, environment, and hierarchy.

3.4.5.2 Performance measurement system

PMS means a tool to provide a holistic view of the management and control of an organisation's performance. Strategic planning, management control, operational control, implementation of strategies, and providing information are the roles of PMS (Ferreira & Otley, 2009). The perception of employees that a performance measurement system assists them to improve their performance, is a valid measurement, and has fairness and transparency of measurement process is essential.

3.4.5.3 Equity treatment

Equal treatment refers to the employee's comparison of the ratio of the outputs they receive from their organisation to the inputs they contribute to the organisation with the same ratio for others, within and outside of the organisation (Adams, 1963).

The perception of recognition equity, perception of advancement equity, and perception of growth equity are mentioned as the measurements of equity of treatment. In addition, the perceptions of Herzberg's Hygiene Factors of equity are also considered. It's measured by the perception of the work conditions equity, the perception of salary equity, the perception of status equity, and the perception of security equity.

3.4.5.4 Organisational communication

Communication means an "exchange of information and opinions between the components of the organisation (internal environment) and the external environment of the organisation for implementing organisational goals and for

carrying out daily activities within the organisation” (Tınaztepe, 2012). Organisational communication normally has two purposes. The first purpose of organisational communication should be to inform the employees about their work and about the policies and important issues of the company. The second purpose is communication the way to build a community within the organisation’s objectives (De Ridder, 2003).

Organisational communication is measured by the communication from the organisation that provides sufficient information about the reasons for the M&A, the M&A policies, and the identity of organisation after the M&A.

3.5 Item generation

The measurement items for this study were developed based on a literature review to avoid validity and content validity issues. Moreover, to assure the measurement items for each construct were aligned with the theoretical constructs, academic experts in the area were invited to review whether each construct was sufficiently captured and show the robustness of the content validity (Boon-itt & Pual, 2006).

There were seven academic experts which reviewed the operational definitions and measurement items for this study. After getting their comments, redundant or ambiguous items were modified or removed. Based on the Item-Objective Congruence (IOC) approach used by academic experts the total, number of items for the four constructs was 63 items, which are presented in table 3.5.

Constructs	Numbers of items
1. Capability to change	
1.1 Self-efficacy (SE)	4
1.2 Focus (FO)	3
1.3 Energy (EN)	3
2. Employee change	3
3. Employee outcome	

Constructs	Numbers of items
3.1 Passive Employee outcome	
3.1.1 Employee satisfaction	4
3.1.2 Employee commitment	6
3.1.3 Employee turnover	5
3.2 Active Employee outcome	
3.2.1 Employee proactive	7
3.2.2 Employee vitality	4
4. Willingness to change of employee	
4.1 Employee benefit	5
4.2 Organisational benefit	4
4.3 Likely to achievability	3
4.4 Past change experience	3
4.5 Future attractiveness	4
4.6 Unattractiveness of present	5
Total	63
Control variable	
1. Change impact	5
2. Performance measurement system	4
3. Equity treatment	7
4. Organisational Communication	3

Table 3. 5 Constructs and measurement items

All of these construct and measurement items were used for the next step of performing a pilot-study with a Q-sort method.

3.6 Scale development: Q-sort method

Using Q-sort method as a pilot study is an approach to evaluate the reliability and validity of the constructs in the questionnaire items (Nahm et al., 2002). The Q-sort method is the process of sorting and ranking different statements into groups

with matching perspectives on a topic (Moore & Benbasat, 1991). This approach has two steps; first, pairs experts, or judges, sort and rank the questionnaire items to group based on topics. Second, the items from first stage that are consider not clear or ambiguous are deleted, or reworded, to increase agreement between judges. This process is continually repeated with another pair of judges, until the inter-judge agreement is satisfied (Nahm et al., 2002). There are two evaluation indicators to measure the inter-judge agreement levels.

First there is Cohen's kappa (Cohen, 1960), which is a measure of agreement as the "proportion of joint judgement in which there is an agreement after change agreement is excluded". Several studies suggested the kappa score should be over than 0.65 to be acceptable (Jarvenpaa, 1989; Li et al., 2005).

Second, Moore and Benbasat's hit ratio, or the item-placement ratio (Moore and Benbasat, 1991), shows how many items are placed within the theoretical construct or target by the pair of judges for each round. The closeness of agreement is measured by what percentage of items are placed in the target category. Item replacement ratios are calculated by the number of all topics correctly sorted into the target constructs by the judges dividing by two times the total number of items.

3.6.1 Sorting procedures

The Q-sort procedures for this study started with a brief explanation of the Q-sort process and descriptions of the definitions for all constructs and sub-constructs to the judges. Individual index cards were printed i to show each of the measurement items. To randomise their order, the cards were shuffled. To ensure that the judges did not force items into categories, the category of "non-applicable" was added to the process. After sorting the cards, the Cohen's kappa and item-placement ratios were recorded.

3.6.2 Q-sort results

The results of four round Q-sort is shown in table 3.6. The experts were academics and practitioners from both the government sector and private organisations (The details of expert profiles were showed in appendix 5). In the first round, the raw agreement of the inter-judge score was 80.5% and the average placement

ratio of all items for all constructs was 79%. Even the indicator showed a moderately high but some constructs showed a very low indicator, such as Future attractiveness (0%), likely achievability (50%) and employee change vitality (60%). To improve the agreement indicators, the items were reworded and a second round of Q-sort was performed. In the second round, the raw agreement of inter-judge score and Cohen's kappa decreased. Therefore, the items were again reworded and a third round of Q-sort was used to improve all indicators. Overall, after the third round of Q-Sort, the inter-judge raw agreement score increased to 93.8%, while the average placement ratio improved to 97%, and all constructs showed a placement ratio higher than 75%. Moreover, the Cohen's kappa score averaged 0.934. Therefore, all of indicators indicated an acceptable level for further processing.

Agreement ratio	Round1	Round2	Round3	Round4
Raw agreement (%)	80.5	70.1	93.8	75.9
Cohen's kappa	0.793	0.682	0.934	0.743
Placement ratio summary (%)				
Self-efficacy (SE)	64%	43%	75%	71%
Focus (FO)	67%	33%	100%	67%
Energy (EN)	100%	100%	100%	100%
Employee change (EC)	100%	100%	100%	100%
Employee's satisfaction (SA)	100%	100%	100%	100%
Employee's commitment (CM)	67%	100%	92%	100%
Employee's turnover intention (TI)	80%	80%	100%	80%
Employee's proactive (EP)	81%	88%	100%	88%
Employee's change vitality (CV)	60%	30%	100%	80%
Employee's benefits (EB)	80%	70%	100%	70%
Organisational benefits (OB)	75%	100%	100%	100%
Likely achievability (LA)	50%	83%	100%	83%
Employee's positive change experience (PC)	83%	83%	83%	83%

Agreement ratio	Round1	Round2	Round3	Round4
Future attractiveness (FA)	0%	50%	88%	75%
Unattractiveness of the present (UA)	90%	90%	100%	90%
<u>Control Variables</u>				
Change Impact (CI)	100%	90%	100%	90%
Performance measurement system (PM)	100%	88%	100%	88%
Equity treatment (ET)	100%	100%	100%	100%
Organisational communication (OC)	100%	100%	100%	100%
Average	79%	80%	97%	87%

Table 3. 6 A summary of agreement ratios

The third round of all indicator calculations are demonstrated in figure 3.2 for inter-judge raw agreement score and figure 3.3 for the item-placement ratio. The Cohen's kappa (k) was calculated using the formula:

$$k = \frac{NX_{ii} - \sum (X_{i+}X_{+i})}{N^2 - \sum (X_{i+}X_{+i})}$$

N = Number of total items

X_{ii} = The total number of items agreed on by two judges

X_{i+} = The total number of items on the i^{th} row of the table

X_{+i} = The total number of items on the i^{th} column of the table

Judge 1

Construct	CI	PM	ET	OC	SE	FO	EN	EC	SA	CM	TO	PA	VT	EB	OB	LA	PC	FA	UA	N/A	Total
CI (5)	5																				5
PM (4)		4																			4
ET (7)			7																		7
OC (3)				3																	3
SE (4)					2		2														4
FO (2)						2															2
EN (3)							3														3
EC (3)								3													3
SA (4)									4												4
CM (6)										5											5
TO (5)											5										5
PA (7)										1		7									8
VT (4)													4								4
EB (5)														5							5
OB (4)															4						4
LA (3)																3					3
PC (3)																1	2				3
FA (4)														1				3			4
UA (5)																			5		5
N/A																					0
total	5	4	7	3	2	2	5	3	4	6	5	7	4	6	4	4	2	3	5	0	

Total items placement = 81, Number of agreement = 76, Ratio = 93.8%

Figure 3. 2 Inter-judge raw agreement scores (Third round)

Actual

Theory	CI	PM	ET	OC	SE	FO	EN	EC	SA	CM	TO	PA	VT	EB	OB	LA	PC	FA	UA	N/A	Total	Hit (%)
CI (5)	10																				10	100%
PM (4)		8																			8	100%
ET (7)			14																		14	100%
OC (3)				6																	6	100%
SE (4)					6		2														8	75%
FO (2)						4															4	100%
EN (3)							6														6	100%
EC (3)								6													6	100%
SA (4)									8												8	100%
CM (6)										11		1									12	92%
TO (5)											10										10	100%
PA (7)												14									14	100%
VT (4)													8								8	100%
EB (5)														10							10	100%
OB (4)															8						8	100%
LA (3)																6					6	100%
PC (3)																1	5				6	83%
FA (4)														1				7			8	88%
UA (5)																			10		10	100%

Total items placement = 162, Hits = 157, Overall hit ratio = 97%

Figure 3. 3 Item-placement ratio (Third round)

3.7 Summary

This chapter of the research presented the research hypothesis and instrument development based on the operational definitions for the literature review. The IOC test and Q-Sort method were used to verify the measurement items. All measurement items are represented in table 3.7 and were used in the questionnaire and tested again in a pilot study, before being distributed in the large-scale survey.



Constructs	Latent variables	Items	Items description	References
Capability to change	Self-efficacy	SE1	Employee will be able to achieve most of the goals that they have set for themselves	Nilakant & Ramnarayan, 2006; Bandura ,1995; Vakola et.al, 2013; Chen et al.,2001
		SE2	When facing difficult tasks, employees are certain that they will accomplish them	
		SE3	Employees will be able to successfully overcome many challenges and changes	
		SE4	Employees are confident that they can perform many different tasks. Effectively.	
	Focus	FO1	Employees have a clear understanding of the goals and necessary process for the success of the M&A	Nilakant & Ramnarayan, 2006; Gardner & Pierce, 2013
		FO2	Employees concentrate their attention on completing this M&A success	
		FO3	Employees weigh up the options before concentrating and acting on key projects	
	Energy	EN1	Employees' vigour is fulfilled by an intense personal commitment to change	Nilakant & Ramnarayan, 2006; Bruch & Ghoshal, 2004
		EN2	Employees are good at generating energy and using it to see through change activities	
		EN3	Employees have energy to work even if they have overload work or short time work due	

Constructs	Latent variables	Items	Items description	References
Employee change		EC1	Employees change themselves to improve their performance after the M&A	Engel, 2020; Men et al., 2020; Herscovitch & Meyer, 2002 Mirc 2013; Moran & Brightman 2001; and Expert definition
		EC2	Employees adapt themselves to align with the M&A situation	
		EC3	Employees cooperate with the organisational change policy	
Employee outcome-passive	Employee's satisfaction	SA1	Employees are satisfied with their job	Homburg & Stock ,2004; Sharma et al., 2016; Judge & Kammeyer-Mueller, 2012; Rezvani et al., 2016; Sony & Mekoth, 2016;
		SA2	Employees are satisfied with co-workers	
		SA3	Employees are satisfied with their supervisor	
		SA4	Employees are satisfied with working at this company	

Constructs	Latent variables	Items	Items description	References
				Robbins, 2005; Schleicher et al., 2011
	Employee's commitment	CM1	Employees have a strong sense of belonging to the organisation	Sharma et al.,2016; Judge & Kammeyer- Mueller, 2012; Meyer & Allen, 1997; Oreg et.al, 2013
		CM2	Employees would be very happy to spend the rest of career with this organisation	
		CM3	Employees are willing to support organisation	
		CM4	Employees feel proud to work in the organisation	
		CM5	Employees show good behaviour to support the organisation	
		CM6	Employees feel this organisation deserves the employees' loyalty	
	Employee's Turnover	TO1	Employees are actively looking for a job outside this company.	Wayne et al.,1997; Wang et al., 2018; Corin et al., 2016; Cho & Lewis, 2012
		TO2	As soon as employees can find a better job, they will leave this company	
		TO3	Employees are seriously thinking about quitting their job	
		TO4	Employees often think about quitting their job at this company	
		TO5	Employees think they will be not working at this company 5 years from now	
		PA1	Employees are actively attracted to problems	

Constructs	Latent variables	Items	Items description	References
Employee outcome-active	Employee's proactive	PA2	Whenever something goes wrong, employees search for the solution immediately	Frese et al., 1997; Griffin et al., 2007; Grant & Ashford, 2008; Tummers et al., 2015
		PA3	Employees usually start a new change before colleagues	
		PA4	Employees use opportunities quickly in order to attain their goals	
		PA5	Employees usually do more than they are asked to do	
		PA6	Employees are particularly good at realising ideas	
		PA7	Employees usually give suggestions and support colleague	
	Employee's vitality	VT1	Employees are most vital when they are at work	Kark & Carmeli 2009; Carmeli & Spreitzer, 2009; Ryan & Bernstein, 2004
		VT2	Employees are full of positive energy when they are at work	
		VT3	When employees are at work, they feel a sense of physical strength	
		VT4	When employees are at work, they feel mentally strong	
Willingness to change	Employee's benefits	EB1	These changes will provide greater opportunities to use employee's core skills and talents	Franklin, 2014; Fuchs & Prouska, 2014; Lee & Raschke, 2016
		EB2	These changes will provide the employee an opportunity to learn new skills	
		EB3	These changes will bring employees into contact with a wider network of experts	

Constructs	Latent variables	Items	Items description	References
		EB4	These changes will give employees a chance to reduce their working hours	
		EB5	Employees feel their work will be more closely aligned to what the organisation is trying to achieve	
	Organisational's benefits	OB1	Employees believe that the changes are what their customers want them to be doing	
		OB2	Employees believe the changes will increase their competitiveness	
		OB3	Employees believe the changes will improve their reputation in the marketplace.	
		OB4	Employees believe that these changes are the best practices in their industry	
	Likely to achievability	LA1	Employees feel that the tasks involved in making the change happen are achievable	
		LA2	Employees feel confident that employees in organisation can complete the tasks involved with the M&A	
		LA3	Employees feel the time allocated for the change is reasonable	
	Past change experience	PC1	Employees have been involved in a number of successful change initiatives	

Constructs	Latent variables	Items	Items description	References
		PC2	Employees have learned new skills from their previous involvement in change	
		PC3	Employees enjoyment of their job increased as a result of the changes they have previously been involved in	
	Future attractiveness	FA1	The M&A will create a more intuitive process	
		FA2	The M&A will reduce the amount of errors and reworking associated with workload	
		FA3	The M&A will improve the timely delivery of work	
		FA4	The M&A will make it easier to track the progress of work	
	Unattractiveness of present	UA1	Current workflow is badly organised with lots of delays	
		UA2	There are currently a high number of customer complaints about the area that employee works in	
		UA3	Employees do not have the opportunity to use all of their skills in the current environment	
		UA4	Employees do not feel that they are applying best practices or industry standards to their current work	
		UA5	Their products and services are not responsive to customer needs	
Control Variables	Change Impact	CI1	This M&A impacts the employee's work practices and tasks	
		CI2	This M&A impacts the employee's managerial routines	

Constructs	Latent variables	Items	Items description	References
		CI3	This M&A impacts the employee's colleagues	Cartwright & Cooper,1993; Mirc, 2013
		CI4	This M&A impacts the employee's physical environment	
		CI5	This M&A impacts the employee's hierarchy	
	Performance measurement system	PM1	The performance measurement system helps employees to improve performance	Ferreira & Otley, 2009
		PM2	The performance measurement system is valid and reflects real performance	
		PM3	The performance measurement system is fair	
		PM4	The performance measurement system has a clear procedure	
	Equity treatment	ET1	Compared to other people, the employee's working conditions at the organisation are fair	Adams, 1963
		ET2	Compared to other people, the salary the employee gets from the organisation is fair	
		ET3	Compared to other people, the employee's status in the organisation is fair	
		ET4	Compared to other people, the employee's security at the organisation is fair	
		ET5	Compared to other people, the advancement opportunities the employee gets from the organisation are fair	

Constructs	Latent variables	Items	Items description	References
		ET6	Compared to other people, the recognition the employee gets from the organisation is fair	
		ET7	Compared to other people, the growth opportunities employee gets from the organisation are fair	
	Organisational communications	CO1	the employee received all the necessary information about reasons for the M&A	Tınaztepe, 2012; De Ridder, 2003;
		CO2	The employee received all the necessary information about the M&A policies	
		CO3	The employee received all the necessary information about the identity of the organisation after the M&A	

Table 3. 7 Measurement items

CHAPTER 4

RESEARCH METHODOLOGY

4.1 Introduction

The aim of this chapter is to report and discuss the research methodology used to test the model of the relationship between the capability to change, employee change and individual outcomes by using willingness to change as a moderating factor. This study is focused on the M&A situation in large organisations, as it is the most impactful issue in change management, and large organisations are more complicated than small organisations, providing both valuable and variable contributions to this research.

The first phase of the research was qualitative, using semi-structured interviews to collect data for analysis in order to gain an initial understanding of the effects on employees in a change situation in an organisation and then tested in the second phase. The second phase was quantitative research using questionnaires to confirm the model. Finally, the last phase returned to qualitative research to provide a deeper explanation of the quantitative results.

4.2 Research phases

This research has used a sequence design, using qualitative research through in-depth interviews as a tool to collect an overview of the impact of M&A on employees and the factors that affected employee outcomes, and then followed-up with a quantitative method study by using survey questionnaires to confirm the proposed model. The research was then finalised by returning to qualitative research using in-depth interviews to form more accurate and in-depth descriptions of the reasons behind the quantitative results. This research gave equal priority to both the qualitative and quantitative methods, and the details of the methods and activities are presented in table 4.1.

Phase	Steps	Methods
1. Qualitative Research	1. Designing the semi-structure interview questions	- Literature review of theoretical and empirical research
	2. Reliability and Validity testing	- Two experts in management area confirmed reliability and validity
	3. Selecting the M&A companies	- Used suitable criteria for selection (Large companies with M&A within five years)
	4. Participant interviews	- Recorded interview data
	5. Analysis of the interview data	- Content Analysis - creating a transcript - Coding interview data - Theme and Category generation
2. Quantitative Research	1. Questionnaire design	- Literature review - Initial data from qualitative phase
	2. Validity and Reliability testing	- Review by academics and practitioners - IOC test - Q-sort technique
	3. Pilot test	- Pilot test and revision of the questionnaire
	4. Sampling and Collecting data	- Quota random sampling method
	5. Analyse data	- SEM to confirm model
3. Qualitative Research	1. Interpreting the result	- In-depth interviews - Content analysis
	2. Conclusion	- Summarizing both qualitative and quantitative analysis

Table 4. 1 Methodology phases

4.3 Phase I: Qualitative research

The first phase for this research was qualitative and was aimed at exploring the initial data concerning the change situation, the employee reactions to change, their individual performance, and the factors that affect to their outcomes. The Phase I study started with a literature review, which was followed by a qualitative study (Glaser & Strauss, 2012). The literature review was presented previously in Chapter 2.

4.3.1 Qualitative design

Based on a qualitative study, Glaser and Strauss (2012) suggested that theoretical sampling should be used to collect qualitative data. Theoretical sampling is defined as a process of sampling data in order to refine, generate, and further the theory. This sampling method is not essentially based on statistical sampling, however the researcher has to make sure that all samples provide information regarding the relationships in the research questions. Theoretical sampling also is called purposive, or purposeful, sampling (Patton, 2015), and its main objective is to successfully add a theoretical contribution that no another information could alter, or modify, the theory development (Charmaz, 2014; Glaser & Strauss, 2012).

According to Brakman et al. (2013), M&A is one of the largest changes for organisations and employees. Therefore, this research focused on the M&A situation in large organisations, which are very complex, require extra resources, and have less flexibility than small organisations (Jaskyte, 2013), as shown in table 4.2

Topics	Organisational size	
	Large	Small
Complex	More	Less
Resources	More	Less
Bureaucratic	More	Less

Topics	Organisational size	
	Large	Small
Flexibility	Less	More
Level of inertia	High	Low
Ability to change	Less	More (Accept change and implement change easier)
Problem with control and coordination	More	Less

Table 4. 2 Organisational size and change

The criteria to classify organisational size in any change situation in this research was based on the number of employees, as mentioned in previous research and shown in table 4.3.

Authors	Number of employees				
	Micro	Small	Medium	Large	Giant
Caplow (1957)		2-100	100-1,000	1,000-10,000	>10,000
Wolff and Pett (2006)		1-500		>500	
Dooley et al (2016)		10-49	50-249	>250	
Eva Petiz and Duarte Gomes (2017)	1-9	10-49	50-249	>250	

Table 4. 3 Number of employee for size criteria

Using the number of employees as a criteria for organisational size, this study classified a large organisation as having more than 250 employees.

Previous studies suggested that research in change management should consider the duration of the change in question, as it will affect the efficiency of the data, as in table 4.4. This research studied organisations that went through M&A that lasted between three and five years. This duration is short enough for employees to remember the impacts of the changes, and long enough to understand the process.

Authors	Area of study	Period of study
Beamish (1985)	Joint ventures in DCs and LDCs	At least 3 years
Carlos and Sergio (2015)	M&A	Previous 3 years
Sun and Alas (2007)	Implementation of change in Chinese companies	1 month to 4 years

Table 4. 4 Period of study for change

In particular, this study focused on Thai organisations that had dealt with M&A for between three and five years. The SET (Stock Exchange of Thailand) information revealed that there were two suitable large private organisations that fit the criteria, a Transportation and a Food production company. In the government sector, there was one state-owned enterprise that fit with the criteria. The number of samples for qualitative phase was divided between the three organisations and covered all employee levels in the original organisations before M&A.

4.3.2 Interview process

The interview guide and interview questions are attached in the Appendix. All of the organisations used the same interview guide. There were thirteen questions asked in each interview that were based on the literature review. The participants were selected from all employee levels at the original organisations before M&A. Semi-structured interviews were done and each interview took approximately 45 minutes. The interviews were conducted by the interviewers, who asked questions and observed the interviewees' responses, with a research assistant taking notes. Before

the interviews started, participants were informed about the overview of the research objectives, key word definitions, and their rights to privacy. All interviews were recorded with the participants' permission.

The questions for both the SOE and private organisations were related to the three dimensions affecting change: the capability to change was based on the work of Nelakant and Ramnarayan (2006), individual outcome was based on the passive and active outcomes studied by Tummers et al. (2015) and Herriot & Sonnentag (2002), and the willingness to change was based on Franklin (2014). The capability to change consisted of three components; self-efficacy, focus, and energy. Individual outcomes were divided into two main types, the passive job outcomes that involve satisfaction, commitment, and turnover, and the active job outcomes, which consisted of proactivity and vitality. There were six dimensions involved in the willingness to change; the organisational benefits, the personal benefits, the likelihood of success, past change experiences, the future's attractiveness, and the present's unattractiveness. Questions used in the interviews were created based on the literature reviews and their content validity was confirmed by two experts. All audio recordings from the interviewees were transcribed, and the transcriptions were carefully checked by the interviewer.

4.3.3 Qualitative data analysis

The qualitative data analysis approach of Strauss and Corbin (1998) was adopted for this study, and content analysis was performed to answer the research questions.

The analysis process of this research followed the content analysis procedure. Qualitative content analysis is a process of interpreting qualitative, textual, or visual data using a coding framework based on the meaning of the data (Schreier, 2012). Qualitative content analysis does not depend on the number of specific phases in the data, but instead analyses the repetitions and variations in different explanations of the same data, such as interviews on the same topic (Schreier, 2012). Content analysis was used to assess and compare the data from the management interviews and identify key trends and responses to specific questions.

The process of analysing the interview transcripts begin with an analysis of all the raw data into codes, followed by categorising them into themes, and ending with verifying the central themes which were divided into categories and sub-categories. The data collected in this research was discussed and validated to ensure inter-coder reliability (Kurasaki, 2000). In addition, all experts reviewed and discussed all steps before reporting the final results.

4.4 Phase II: Quantitative research

This phase of the study used the initial results generated in Phase I as the input, and followed the process of instrument development in Hinkin's research (1998). This process is used to confirm the models for the different constructs, including the capability to change, employee change, individual outcomes, and the willingness of employees to change.

4.4.1 Item generation

4.4.1.1 Capability to change

Based on Nelakant & Ramnarayan (2006) and Bandura (1995), capability to change was measured by self-efficacy, focus, and energy.

(1) Self-efficacy

SE1) Employees will be able to achieve most of the goals that they have set for themselves.

SE2) When facing difficult tasks, employees are certain that they will accomplish them.

SE3) Employees will be able to successfully overcome many challenges and changes.

SE4) Employee are confident that they can perform many different tasks effectively.

(2) Focus

FO1) Employees have a clear understanding of the goals and necessary process for the success of the M&A.

FO2) Employees concentrate their attention on completing this M&A successfully.

FO3) Employees weigh up the options before concentrating and acting on key projects

(3) Energy

EN1) Employees' vigour is fueled by an intense personal commitment to the change.

EN2) Employees are good at generating energy and using it to see through change activities.

EN3) Employees have energy to work, even if they have overload work or short time work due.

4.4.1.2 Employee change

In accord with Moran & Brightman (2001), expert interviews, and validation, employee change is measured by

EC1) Employees change themselves to improve performance after the M&A

EC2) Employees adapt themselves to align with the M&A situation.

EC3) Employees cooperate with the organisational change policy.

4.4.1.3 Individual outcomes

Individual performance, or individual outcomes, was based on Tummers et al.(2015), Herriot and Sonnentag(2002), and Frese et al. (1997), and was measured by evaluating passive and active outcomes. Passive outcomes were evaluated based on satisfaction, commitment, and turnover, whereas active outcomes were assessed by proactivity and vitality.

(1) Satisfaction

There were four items adapted from the overall employee satisfaction scale of Homburg and Stock (2004) and Sharma et al (2016).

JS1) Employees are satisfied with their job.

JS2) Employees are satisfied with their co-workers.

JS3) Employees are satisfied with their supervisor.

JS4) Employees are satisfied with the organisation.

(2) Commitment

Based on Meyer et al. (1993) and Sharma et al. (2016), organisational commitment was measured using three components.

CM1) Employees have a strong sense of belonging to the organisation.

CM2) Employees would be very happy to spend the rest of career with this organisation.

CM3) Employees are willing to support the organisation.

CM4) Employees feel proud to work for the organisation.

CM5) Employees exhibit good behaviours which support the organisation.

CM6) Employees believe the organisation deserves the employees' loyalty.

(3) Turnover

Turnover intention was measured with a modified version of Wayne et al. (1997) and Wang et al. (2018) approaches. A tool was created to measure how often employees think of leaving their job.

TO1) Employees are actively looking for a job outside this company.

TO2) As soon as an employee can find a better job, they will leave this company.

TO3) Employees are seriously thinking about quitting their job.

TO4) Employees often think about quitting their job at this company.

TO5) Employees think they will not be working at this company 5 years from now.

(4) Proactiveness

The proactive behaviour of employees was measured by the seven-item, self-initiative scale developed by Frese et al. (1997)

PA1) Employees are actively attracted to the problems.

PA2) Whenever something goes wrong, employees search for the solution immediately.

PA3) An employee usually start a new change before colleague.

PA4) Employees use opportunities quickly in order to attain their goals.

PA5) Employees usually do more than they asked to do to meet goals.

PA6) Employees are particularly good at realising ideas.

PA7) Employees usually give suggestion sand support to colleagues.

(5) Vitality

The vitality of employees was measured using the five-item scale developed by Kark and Carmeli (2009)

VT1) Employees are most vital when they are at work.

VT2) Employees are full of positive energy when they are at work.

VT3) When employees are at work, they feel a sense of physical strength.

VT4) When employees are at work, they feel mentally strong.

4.4.1.4 Willingness to change

Willingness to change was based on the personal commitment to change espoused by Franklin (2014). There were six dimensions used to evaluate the willingness to change of employees.

WC1) Employees recognised the organisational benefits.

WC2) Employees recognised the personal benefits.

WC3) The employees' opinion of the likely achievability of the change.

WC4) Employees' past change experiences.

WC5) The attractiveness of the future after the change.

WC6) The unattractiveness of the present situation.

4.4.2 Scale development

4.4.2.1 Index of Item-Objective Congruence (IOC)

Berk (1984) mentioned that the assessment of the congruence between items and objectives is important for the content validation of an instrument. The main measurement to test content validity is the index of item-objective congruence (Turnner & Carson, 2003). The experts were used for the evaluation in this process by having them rate the match between the items and the specific objectives that were presented by the researcher. The rating is +1 for perfect item objective congruence, -1 for poor item objective congruence, and 0 for having unclear content which measures the objective (Rovinelli & Hambleton, 1977). After the experts rated the items, all ratings were calculated as the indicator of item-objective congruence. The cut-off value should be 0.5, as items that have in indicator value less than 0.5 are not valid for measuring the objectives (Brown, 1996).

4.4.2.2 The Q-Sort

The Q-sort method is a process to measure the reliability and validity of a questionnaire before it is applied in survey research (Nahm et al., 2002). In this method, the experts rank and sort the different statements into groups, with each group representing the different aspects of an issue (Moore and Benbasat, 1991). There were two processes in this method. Firstly, two experts (participants or judges) ranked and sorted the questionnaire items in line with various stands on the issue, and secondly, those questionnaire items from the first process with poor ratings were revised or removed to gain a better agreement among the experts. Cohen's kappa (Cohen, 1960) and Moore and Benbasat's hit ratio were used to evaluate the inter-judge agreement level for the Q-sort method. Cohen's kappa is an evaluation of the agreement, or a ratio of joint judgment, in which there is an agreement after revised agreement is excluded. The score required has to be greater than 0.65 to be acceptable (Li et al., 2005). Moore and Benbasat's (1991) approach measured the number of items put in a category within the projected theoretical construct by the experts in each round. If the percentage of items placed in the target is higher, then the agreement is closer. The replacement ratios can be measured by counting all the issues correctly placed into the target construct by the experts, and then dividing them by twice the total number of items.

4.4.3 Population, research sample and unit of analysis

The population for this research consisted of employees who have experience with change in an organisation, especially M&A, in large organisation in Thailand. According to the phase I qualitative research, there were three organisations that were suitable for this study. To protect the privacy of the organisations that were selected, The name of organisations were anosmised by using representative names, such as Transportation company, Food production company, and SOE. The total number of employees in the companies participating in this research is shown in table 4.5.

Organisation	Original organisations	Number of employees	Total number of employees
1. Transportation	EW	775	2,500
	SW	1,725	
2. Food production	ST	700	1,400
	FP	700	
3. SOEs	PP	312	2,370
	FO	1,983	
	RE	66	
Grand total			6,270

Table 4. 5 Total number of employees

There are many criteria to determine the sample size for a structural equation modeling study. Hair et al (2006) suggested the basis of the ratio of observation per variable should be at least 5 to 1. Moreover, Anderson and Gerbing (1998) mentioned that the sample size should be higher than 150 for adequacy of

parameter estimators. Weston and Gore Jr. (2006) also argued that the sample should size be larger than 200. Whereas, Bentler and Chou (1987) recommended that the appropriate ratio for a study should be 10:1. Therefore, as this study consisted of 63 variables, it was determined that the sample size should be 630 employees. Due to the average response rate of a survey study being 15-38% (Churchill, 1995), 800 questionnaires were distributed to the sample group to account for the average nonresponse rate.

Quota sampling technique was used for collecting data to guarantee that each organisation would be included proportionately in this study. To increase the bias in classification of employees, the number of employees from all organisations were used as a population. The unit of analysis of this research was the employee or individual level. Therefore, the questionnaires were distributed to each organisation by employee proportion and then directed to the employee level.

4.4.4 Research instruments

The instrument for the quantitative survey was a questionnaire which evaluated the employees who have experience with change in large organisations in Thailand. The questionnaire was divided into six parts, Part 1 – employee capability to change, Part 2 – the employee outcomes, Part 3 - the employee's willingness to change, Part 4 - the employee change, Part 5 – control variables, and Part 6 the respondents demographic information. According to the questionnaire development process, the English questionnaire was translated into Thai to aid data collection. English language editors were used to translate the Thai version to English to avoid any translation errors.

4.4.5 Data collection procedure

This research collected data through a mailed survey. The major advantage of this method is that it able to reach a larger sample with lower costs when compared to other methods. To increase the response rate, three processes were used. First, a cover letter was be used to inform the participants of the research's objectives and to ask for cooperation from the participants. Second, a summarised research result was be offered to each participant, and thirdly, a postage-paid reply envelope was enclosed with the questionnaire.

4.4.6 Pre-test

A pre-test should be conducted to refine the scale measure and for confirmatory testing (Hair et al, 2006). The samples for the pre-test were a convenient sample of employees who had been involved in an M&A. a total of 100 respondents included in the pre-test to measure the internal consistency of the multiple items which was evaluated with Cronbach's coefficient alpha (Churchill, 1979). Peter (1979) suggested an alpha coefficient should be higher than 0.7 for good reliability. The score of the corrected item-to-total correlations (CITC) was considered to eliminate items, and any item with a CITC lower than 0.5 was eliminated (Hair et al., 2006). The P-value and factor loadings were calculated using Confirmatory Factor Analysis (CFA) to evaluate the preliminary validity. The loading estimates should be 0.5 or higher to accept the items (Hair et al., 2006).

4.4.7 Data analysis

This part presents the data analysis procedure to answer the research questions and test the research hypothesis.

4.4.7.1 Descriptive statistics

Descriptive statistics were applied to present the characteristics of the sample and the measurement of the variables (Babbie, 2010). Descriptive statistics provide information about central tendencies, variability, and the shape of different variables in the research (Malholtra, 2004). The main descriptive statistics in this research were mean, frequency, and standard deviation.

4.4.7.2 Reliability testing

Reliability testing is normally achieved using Cronbach's alpha and item-to-total correlations as measurements. It is used to estimate the reliability of multiple item scales based on their internal consistency. The scale's reliability should be between 0.8 and 0.95 to be considered as reliable (Zikmund et al., 2010). However, the normally acceptable minimum for Cronbach's alpha is 0.7 (Hair et al., 2010).

To refine the measurement items, the corrected item-total correlation (CITC) was used as a measurement to evaluate items' reliability (Shah & Ward, 2007). The items with a CITC lower than 0.5 were eliminated from the construct.

The SEM model usually considers the Composite Reliability (CR) to evaluate the construct reliability. The CR score for a construct should be higher than 0.7 to be reliable (Hair et al., 2010).

4.4.7.3 Validity testing

According to Zikmund et al. (2010, p. 307), validity means “the accuracy of a measurement or the extent to which a score truthfully represents a concept”. It consists of numerous aspects, including content validity, convergent validity, and discriminant validity.

(1) Content validity

According to Hair et al. (2010), content validity means “the assessment of the correspondence of the variables to be included in a summated scale and its conceptual definition” (Hair et al., 2010, p. 125). Three processes of content validity have been used in this research; the evaluation of the construct by reviewing the literature, the evaluation of the items by six academic experts, and verifying the content validity of the measurement items using a Q-sort method.

(2) Convergent validity

According to Hair et al. (2010), convergent validity refers to the measurement of constructs that are expected to correlate, or happen when a huge quantity of the variances are shared. The basic method used to evaluate convergent validity is Confirmatory factor analysis (CFA). This method aims to test whether the data fits a hypothesised measurement model and confirms the unidimensionality of observed variables. To evaluate the constructs’ convergent validity, standardised loading factors and the average variance explained (AVE) were used. Additionally, absolute fit indices and incremental fit indices were used to evaluate the model-data fit.

Absolute fit indices are measured employing a chi-square, goodness of fit index (GFI) and the root mean square error of approximation (RMSEA). Where the chi-square is biased to sample size; the Chi Square/Degree of Freedom is more suitable (Shah and Goldstein, 2006). An acceptable for GFI is higher than 0.9 (Chau, 1997), although a value between 0.8-0.9 is acceptable (Joreskog and Sorbom, 1989). An acceptable value for RMSEA as a reasonable error of approximation in the population is up to 0.08. (Moore, 2005). A RMSEA value of between 0.08-0.1 indicates a mediocre fit, but one higher than 0.1 indicates a poor fit (MacCallum et al., 1996).

Incremental fit indices consist of two indexes, the comparative fit index (CFI) and the Tucker-Lewis Index (TLI). For the complex model, researchers should consider using the TLI index with CFI. According to Hair et al. (2010), TLI compares the normed chi-square values for the null and specified model to aid the consideration of model complexity. The CFI is normed and the values range from 0 to 1, although TLI is not normed and the value can be lower than 0 or higher than 1. The acceptable values of CFI and TLI are greater than 0.9 when they represent a good fit (Hair et al., 2010).

(3) Discriminant validity

Hair et al. (2010) suggested that discriminant validity, which is referred to as “the extent to which a construct is truly distinct from other constructs” is important. This value can be evaluated by comparing the intercorrelations of each pair of items with their respective square root of AVEs (Hair et al., 2010).

4.4.7.4 Hypotheses testing

Structural equation modelling (SEM) is used as a tool to test hypotheses. SEM is a multivariate statistical method that is more advanced than the regression method. It is suitable for complicated models, and allows scholars to include latent variables in the analysis, whereas multiple regression only allows for manifest variables (Ar & Baki, 2011). SEM should be used with strong theoretical support for specified measurement and structural models (Hair et al., 2010). This research follows the two-step method for SEM suggested by Anderson and Gerbing (1988), which consists of an assessment of the confirmatory measurement model and an estimation of the measurement and structural models.

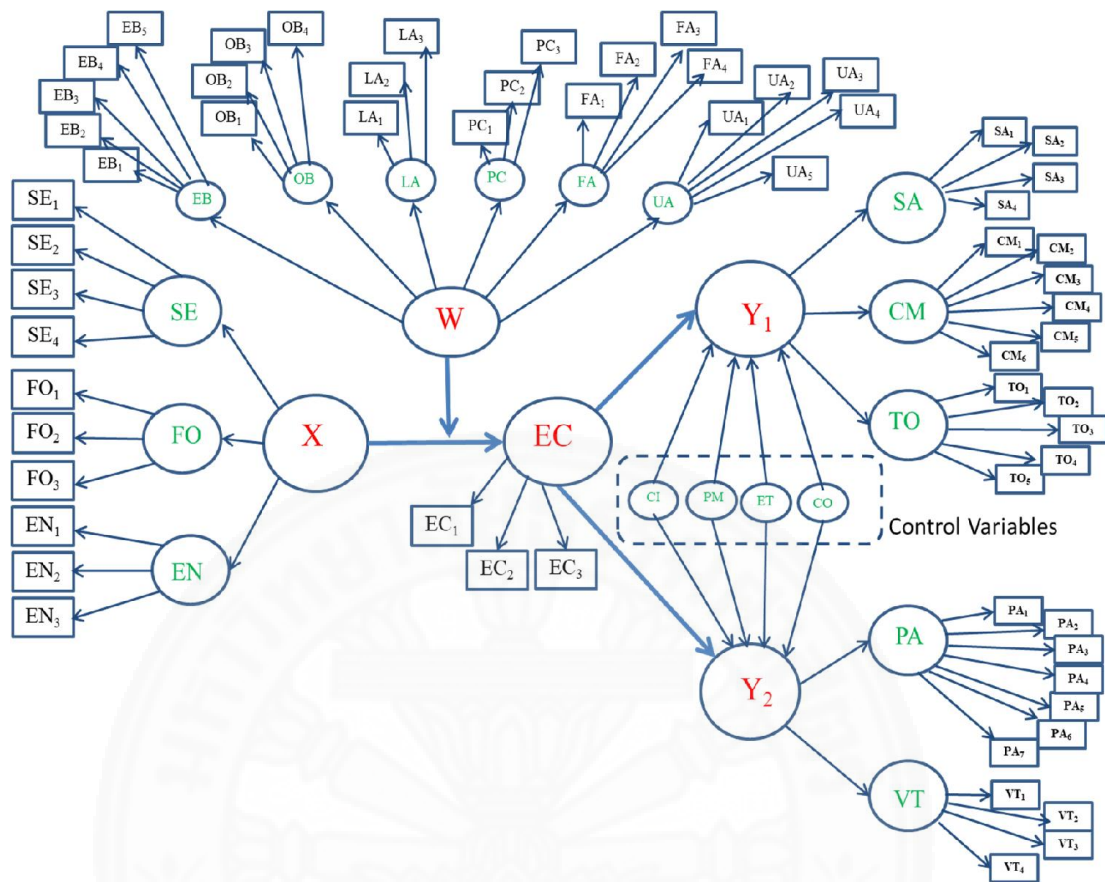


Figure 4. 1 The relationship model

4.5 Phase III: Qualitative Research for model confirmation

The final phase of this research was a qualitative approach study to confirm and describe the results from the quantitative phase in more detail. The quantitative results were used as a resource for participants to clearly describe the phenomenon. This phase helps researchers to understand the reasons behind the quantitative results, and then clearly report the results. The management level employees who participated were interviewed by using semi-structured interviews to describe and summarize the results of this study.

4.6 Summary

To study the relationships between the capability to change of the employee, employee change and employee outcomes using willingness to change as a moderator, a three phase research approach was used to answer the research questions about whether employees with a higher capability would perform better depending on their willingness to change. This study focused on large organisations in Thailand that had just went through a M&A. The research methodology started with a literature review and in-depth semi-structured interviews from all employee levels (top managers, middle manager and operational employees). A questionnaire survey was prepared using the results from the literature review and the interviews in order to generate the relationship model. The measurements were refined to guarantee they were representative and clear. The survey was conducted using the initiative measure to enable further refinement and development. SEM was used to validate the scale, assess the internal consistency and reliability, the convergent and discriminant validity, and to test the hypotheses. Finally, qualitative research using semi-structure interviews was conducted, both to confirm, and give a deeper understanding of, the results from previous stages.

CHAPTER 5

RESULTS AND FINDINGS

5.1 Phase I: Qualitative results

With regard to the Phase I qualitative results, the main objectives were to explore the change situations that affect employees, the employees' reactions to change, and the employees' performance in an M&A situation. The evaluations of the overall organisational performance and the success of M&A were based the financial statements of the selected organisations; SOEs, Transportation, and Food production.

The overall performance of SOE, based on their 2018 annual reports, showed a profit of 689 million baht. Despite being lower than expectations, this figure was a substantial improvement on the 19 million baht loss experienced in 2017.

Although the revenue from existing property was above target, the revenue from new business reached less than 24% of the target. Moreover, the planned increase in productive operations achieved only around 51% of the target.

Overall performance of Transportation was also better in 2018 than 2017. Both assets and income increased by 5% and 70%, respectively. In addition, both ROA and ROE increased by 38% and 55%, respectively.

The overall performance of Food production in 2018 was slightly lower than 2017. Although the revenue increased by 13%, income decreased by 60%. Moreover, both ROA and ROE decreased by around 60%. The details of the organisational performances are presented in table 5.1.

	SOEs		Transportation		Food Production	
	2018	2017	2018	2017	2018	2017
Assets	34,318	33,214	103,830	98,919	7,072	7,116
Liabilities	2,019	1,678	68,218	67,740	1,206	1,210
Shareholders' Equity	32,226	31,536	35,612	31,179	5,866	5,906
Revenues	12,094	10,168	19,087	15,393	7,328	6,471

	SOEs		Transportation		Food Production	
	2018	2017	2018	2017	2018	2017
Expenses	11,405	10,188	11,137	10,350	7,047	5,819
Net Income	689	(19)	5,335	3,142	214	541
Cash Flow Activities						
(4) Operating	1,005	60	8,067	7,149	205	654
(5) Investing	(160)	7	(7,352)	(2,798)	(56)	84
(6) Financing	-	(6,000)	(2,815)	(2,501)	(271)	(185)
Total	22,822	21,977	526	2,627	678	827

Unit: Million Baht

Table 5. 1 Organisational performance

To understand the change situation, in-depth interviews were used to collect information from the employee perspective. According to the in-depth interviews, the participants were employees in top management, middle management, and operational employee levels of these three organisations. The details of the participants are shown in table 5.2.

Organisations	Top Management	Middle Management	Operational Employees	Total
SOEs	3	3	3	9
Transportation	2	2	2	6
Food production	1	2	1	4
Total	6	7	6	19

Table 5. 2 In-depth interview participant details

The results of this phase are based on data collected by in-depth interviews of those organisations' employees and are presented in table 5.3. The participants in

this phase included both line and support function personnel from the top management, middle management, and operational employee levels. The average work experience of the participants was less than 30 years for SOEs employees and less than 10 years for the transportation and food production employees. The main reason for M&A in the SOE sector was in response to government policy, while with transportation and food production sectors it was to improve organisational effectiveness.

The M&A affected both the organisations in question and their employees. The M&As were affected through changes in the organisations' organisational restructure policies, regulations, and cultural changes. The employees' tasks, positions, work processes, work environments, coordination, and salary changed. These changes led to anxiety and lower employee morale. The employees reacted in one of two ways, accepting, or becoming resistant to, the changes. Most employees believed in their change capability, but needed more time to adapt to the changes.

After M&A, organisations have to change their performance measurement systems to unified system for all parts of the organisation. Some employees saw the changes as an opportunity and a challenge to develop their potential. The effects on employee performance included financial and non-financial motivations, the employees' attitudes toward change, goals and job outcomes, communication, and an effective performance measurement system. The key success factors for M&A were equity, communication, employee attitude and involvement, job security, and the organisational visions and goals. The details of the qualitative results are shown in Table 5.3.

Topic	Results		
	SOEs	Transportation	Food production
1. M&A reasons	<ul style="list-style-type: none"> • Response to government policy • To unify management 	To become a single company that is more effective	
2. M&A situations	<ul style="list-style-type: none"> • Structural re-organisation • Employees were unhappy (inequity and salary) • Policy and regulation changes • Part of the process of unification 	<ul style="list-style-type: none"> • Conflict • Structural changes • HR policy changes • Creating better company conditions • Supporting functional changes more than line functions 	<ul style="list-style-type: none"> • Combining process to become one company • Big issues were employees and communication
3. M&A affects on organisation	<ul style="list-style-type: none"> • Changes in organisational structure, policies, goals, regulations and work environment • Differences in culture • Unification 	<ul style="list-style-type: none"> • Effects on support functions, middle and upper management functions • Organisational structural changes • Better benefits • Better company conditions • Different culture 	<ul style="list-style-type: none"> • Changes to become a better company
4. M&A affects on employees	<ul style="list-style-type: none"> • Task changes (job analysis and workload) • Fewer specialist employees • Some employees resigned 	<ul style="list-style-type: none"> • Task, position, and process changes • Work environment changes • Job expectations and salary changes 	<ul style="list-style-type: none"> • Challenge to develop employee skills • Teamwork and coordination • Anxiety and morale effects
5. Employee feedback to M&A	<ul style="list-style-type: none"> • Both happy and unhappy • Need more time to unify • Try to perform better 	<ul style="list-style-type: none"> • Employees adapt to change but some employees are unhappy about the changes 	<ul style="list-style-type: none"> • Positive attitudes toward change • Need more time to adapt
6. Employee's capability to change	<ul style="list-style-type: none"> • Have the ability or able to develop the ability to change • Positive attitude toward change 	<ul style="list-style-type: none"> • Confident and able to handle change 	<ul style="list-style-type: none"> • Have the ability to change

Topic	Results		
	SOEs	Transportation	Food production
7. Employee's response to change	<ul style="list-style-type: none"> • More learning and coordination • Positive attitudes toward change • Focus on the tasks • Family and financial planning 	<ul style="list-style-type: none"> • Learning and adaptation • Positive attitude toward change • Focus on tasks and more collaboration 	<ul style="list-style-type: none"> • Working as a team to support the changes • Learning and adapting
8. Employee's performance	<ul style="list-style-type: none"> • Satisfied 	<ul style="list-style-type: none"> • Indifferent • Satisfied • Development of a central performance system 	<ul style="list-style-type: none"> • Setting up of central performance directions
9. Key factors that drive employee performance under M&A conditions	<ul style="list-style-type: none"> • Focus on the task • More learning and adaptation to improve potential • Motivational factors (both financial and nonfinancial) • Positive attitude toward change • Clear organisational goals • Technological support • Work environment(people) 	<ul style="list-style-type: none"> • Work environment with opportunity to learn • Increase in manpower • Rewards and benefits • Goal and job outcomes • Unity and communication 	<ul style="list-style-type: none"> • IT • Effective performance measurement system that is linked to rewards
10. Key factors for M&A success	<ul style="list-style-type: none"> • Equity • Performance measurement system • Organisational structure • Strategies and policies • Employee attitude and involvement • Communication and unity activities • Job security 	<ul style="list-style-type: none"> • Employee involvement • Equity • Job security • Organisational support • Communication 	<ul style="list-style-type: none"> • Policies, visions, and organisation strategies from the management team • Employee involvement • Budget support

Table 5. 3 The summary of qualitative results

5.2 Phase II: Quantitative results and hypothesis testing

Within the three phase research approach, the Phase II: Quantitative research was performed in conjunction with the qualitative results. The qualitative results stated that employee factors such as motivation, involvement, attitude, and goals were key factors that drove the employee's performance in an M&A situation. Therefore, this study used motivation theory to describe the factors that drive the employees' capability to change and generated employee outcomes as willingness to change. Based on the study of Franklin (2014), willingness to change consists of six dimensions which are the most suitable in light of, and align with, the qualitative results in this study. These dimensions are: the employee's recognition of the organisational benefits, the employee's recognition of the personal benefits, the employee's opinion on the likely achievability of the changes, the employee's past change experiences, the attractiveness of the future after changes, and the unattractiveness of the present situation. This chapter presents the qualitative results and tests the hypothesis that employees with higher levels of willingness to change will use their capability to change and generate better employee outcomes than employees with less willingness to change.

This chapter also includes an analysis of the quantitative results, which consists of a two-step Structural Equation Modeling (SEM) approach: Step 1 - measurement of the model by conducting confirmatory factor analysis (CFA) and measuring reliability and validity, and Step 2 – creating a structural model by measuring the nomological validity of the research hypotheses. Additionally, the descriptive statistics of the respondents, measurement model results, hypothesis testing, and moderator analysis are also described.

5.2.1 Data analysis approach

5.2.1.1 Acceptable standard for measurement

The criteria for the assessment of the measurement model is stated in table 5.4.

Measurement analysis	Measures	Acceptable value	References
Model fit indices			
Absolute Fit Indices	Cri-Square statistics (χ^2)	Insignificant p-value (Acceptable for significant p-value if sample size > 250, observed variable ≥ 30) is expected	Hair et al. (2010); Bagozzi and Yi, (2012)
	Cri-Square/ degree of freedom (χ^2 / df)	≤ 3	Chau (1997); Chin & Todd (1995); Shah & Goldstein (2006)
	Goodness of Fit Index (GFI)	>0.90	Hair et al. (2006); Chau (1997)
	Root Mean Square Error of Approximation (RMSEA)	<0.05	Joreskog & Sorbom (1989); Moore (2005)
		<0.08	Browne & Cudeck (1992, 1993); Little, (2013)
Incremental Fit Indices	Comparative Fit Index (CFI)	>0.9	Chau (1997); Hair et al. (2010); Bagozzi & Yi (2012)
	Tucker-Lewis Index (TLI)	>0.9	Chau (1997); Hair et al.

Measurement analysis	Measures	Acceptable value	References
			(2010); Bagozzi & Yi (2012)
Construct reliability			
Internal consistency	Cronbach's alpha	>0.7	Bagozzi & Yi (2012); Peter (1979)
	Corrected item-to-total correlations	>0.5	Hair et al. (2006)
Reliability of indicator	Squared multiple correlation	>0.5	Bagozzi & Yi (2012)
Construct reliability	Composite reliability (CR)	>0.7	Bagozzi & Yi (2012); Hair et al. (2006)

Table 5. 4 The criteria for assessment of the measurement model

5.2.1.2 Missing data

After the questionnaires were returned, they were screened for any missing values. Missing data means that the valid values for one or more variables are not suitable for analysis (Hair et al., 2010). Therefore, the sample size used in the analysis was increased. Hair et al (2010) also suggested that appropriate remedies should be applied for missing values to avoid sample size effects on multivariate analyses.

Questionnaires with some missing values in this study were used and the EM technique in the SPSS software package was used to impute the missing data. The EM technique is an iterative two-step approach: the E step forecasts the best possible estimates for missing data and the M step calculates the estimates of parameters, such as means and standard deviation, to predict the missing values.

5.2.2 Descriptive statistics results

Descriptive statistics include the characteristics of the respondents and the measurement of all variables in the sample (Babbie, 2010) and also summarize the data which was collected from a survey (Zikmund et al., 2010). The main descriptive statistics used in this study included mean, frequency, and standard deviation. There were 303 respondents in this study and there was a 37.88% response rate. According to Weston and Gore Jr. (2006), it was suggested that an appropriate sample size for SEM should be larger than 200. Therefore, this study's number of respondents was statistically significant for further study.

5.2.2.1 Profiles of sample respondents

Variables	Categories	Percentage of respondents
Gender	Male	39.5
	Female	60.5
Age	Below 30	14.9
	30-40	52.2
	41-50	16.6
	Above 51	16.3
Education level	PhD	3.7
	Master	22.8
	Bachelor	67.8
	Below undergraduate	5.7
Position	Top management	6.9
	Middle level manager	19
	Operational employee	74.1
Turner	1-5	44.7
	6-10	26.9
	11-15	7.8
	16-20	5
	21-25	3.5
	Above 26	12.1

Variables	Categories	Percentage of respondents
Organisation	SOEs	79.5
	Transportation	4.3
	Food production	16.2
Change experience	Yes	76.4
	Never	23.6

Table 5. 5 Profiles of sample respondents

1) Gender

The most of respondents were female (60.5%) and the rest were male, per Figure 5.1.

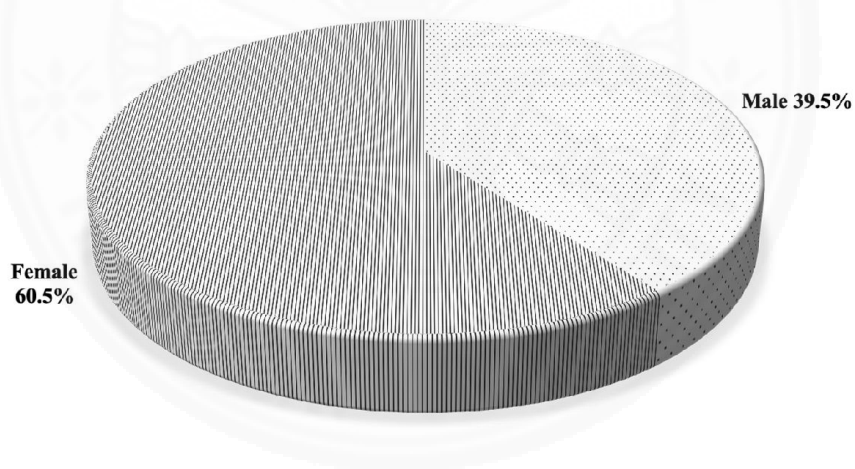


Figure 5. 1 Respondents' gender

2) Age

Based on Figure 5.2, most respondents were between 30-40 (52.2%). The remaining respondents who were between 41-50 years, above 51 years, or less than 30 years were, 16.6%, 16.3% and 14.9%, respectively.

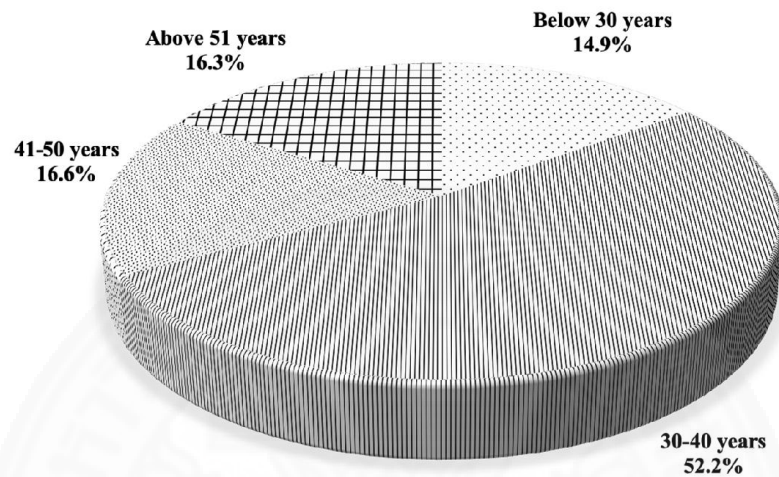


Figure 5. 2 Respondents' age

3) Education level

According to Figure 5.3, most of respondents held a bachelor's degree (67.8%), with the remaining respondents holding a master's degree (22.8%), lower than a bachelor's degree (5.7%), or a PhD degree (3.7%).

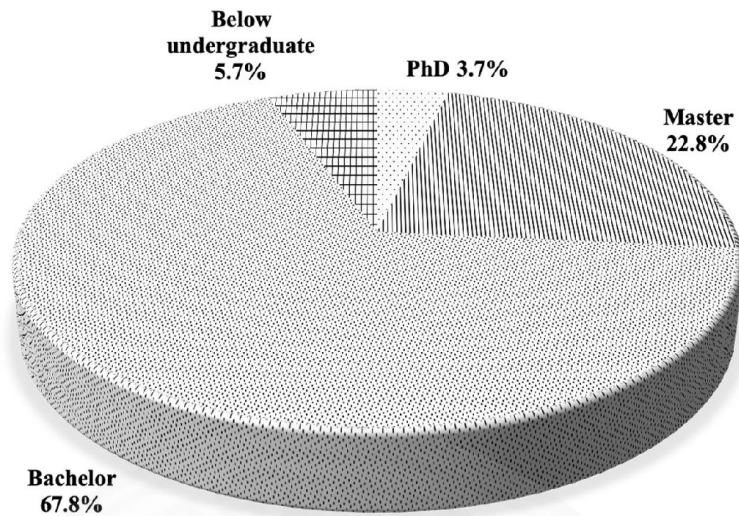


Figure 5. 3 Respondents' educational level

4) Position

Based on Figure 5.4, the majority of respondents (74.1%) were operational employees. Middle level managers and top management made up 19% and 6.9% of the sample respectively.

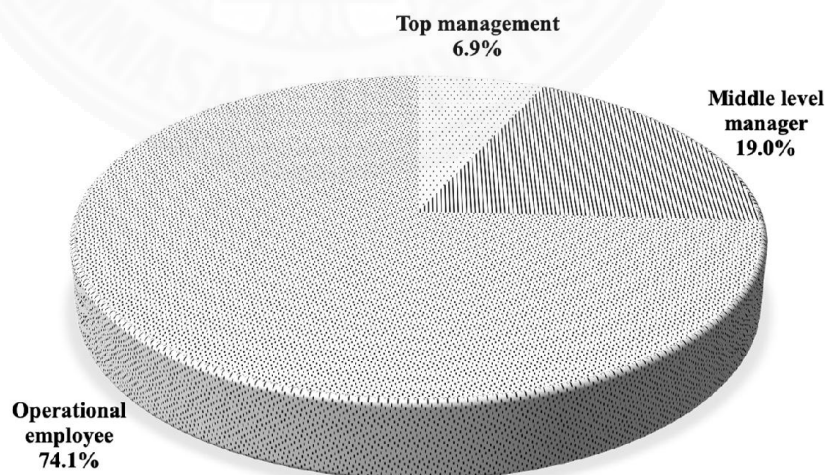


Figure 5. 4 Respondents' position

5) Tenure

Based on Figure 5.5, most of respondents' tenures were between 1-5 years (44.7%), while tenures of the remaining participants were between 6-10 years (26.9%) or above 26 years (12.1%).

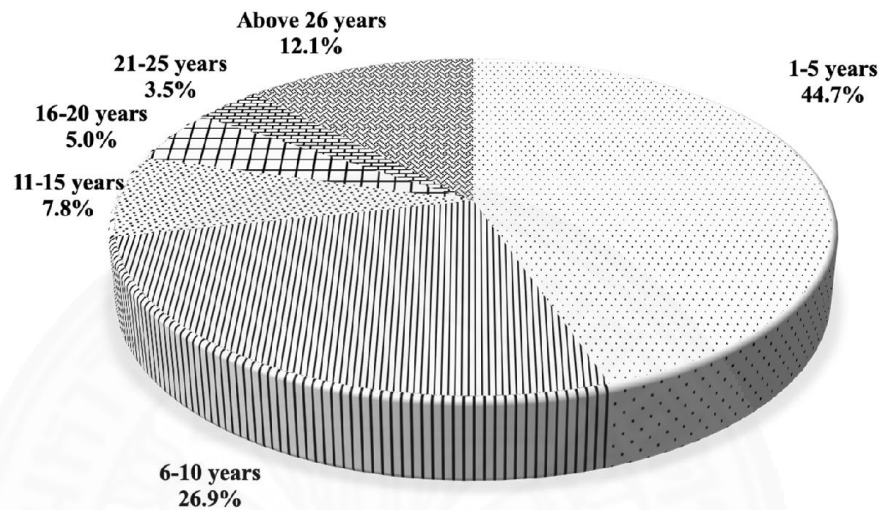


Figure 5. 5 Respondents' tenure

6) Organisation

According to Figure 5.6, most of the respondents worked for SOEs (79.5%) with those working in food production and transportation organisations accounting for 16.2% and 4.3%, respectively.

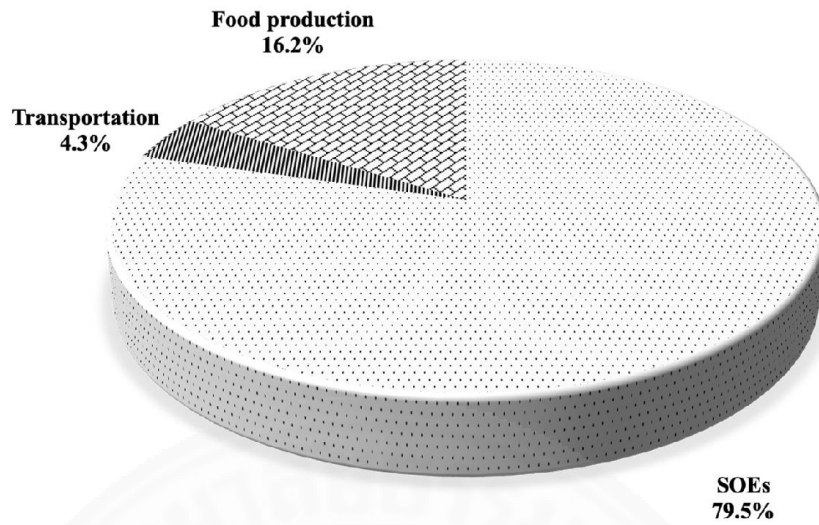


Figure 5. 6 Respondents' organisation

7) Respondents' organisational change experiences

Most of the respondents (76.4%) had experience with changes such as M&A, organisational downsizing, takeovers, organisational culture changes, and organisational restructuring, but the rest had never dealt with a change experience before this change situation, as shown in Figure 5.7.

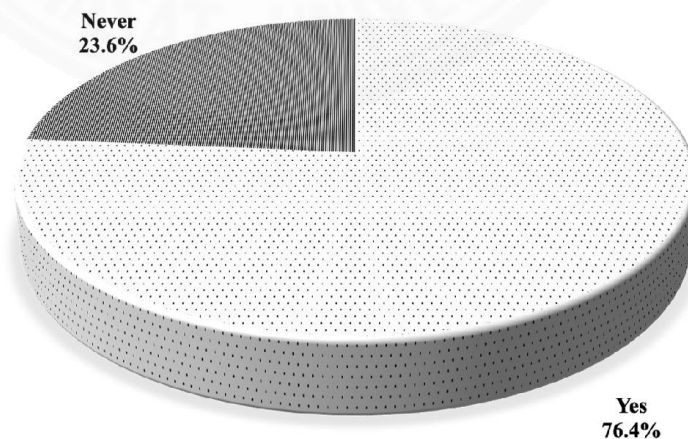


Figure 5. 7 Respondents' change experience

5.2.2.2 Means and standard deviations

Based on Figure 5.6, the means and standard deviations of the observed variables of the first-order constructs of capability to change, which are self-efficacy, focus, and energy, had means higher than 3.621, representing a high average score. Measurement items for employee change had means ranking between 3.640 and 3.738. Employee outcome measurement items in this study were calculated based on employee outcomes after M&A minus employee outcomes before M&A. The mean results showed that employees' satisfaction, employees' commitment, employees' proactive actions, and employee vitality after M&A were lower than before M&A. Moreover, the employees' turnover intention after M&A was higher than before M&A. Therefore, all of the employee outcomes stated that employees had lower employee outcomes after M&A.

With regard to the employee's willingness to change construct, employees' benefits, organisational benefits, likelihood of achievability, past change experience, attractiveness of the future, and unattractiveness of the present situation yielded means ranging from 3.432 to 3.570, 3.312 to 3.507, 3.288 to 3.519, 3.182 to 3.295, 3.266 to 3.393, and 2.651 to 3.555, respectively, representing moderate to high average scores.

All of the control variables also exhibited moderate to high average scores with ranges between 2.901 to 3.700.

Variables	Mean	Standard deviation
1. Capability to change		
1.1 Self-efficacy		
SE1: Able to achieve most of the goals	4.083	0.406
SE2: Able to accomplish difficult tasks	3.977	0.399
SE3: Able to overcome challenges and changes	3.932	0.360
SE4: Confident to perform different tasks	3.716	0.527
1.2 Focus		
FO1: Clear understanding of goals	3.621	0.551

Variables	Mean	Standard deviation
FO2: Concentrating their attention	3.756	0.551
FO3 Weighing up the options	4.006	0.450
1.3 Energy		
EN1: Employee's vigour is full	3.818	0.631
EN2: Good generation of energy	4.000	0.475
EN3: Energy to work on overload or short time work due	3.703	0.585
2. Employee change		
EC1: Changes to improve performance	3.640	0.514
EC2: Aligns with M&A	3.683	0.474
EC3: Cooperation with M&A policy	3.738	0.523
3. Employee outcome: The increasing of employee outcomes after M&A (Measured by employee after M&A outcome – before M&A outcome)		
3.1 Passive outcomes		
3.1.1 Employee's satisfaction		
SA1: Satisfied with job	-0.337	0.985
SA2: Satisfied with co-workers	-0.263	0.616
SA3: Satisfied with supervisor	-0.304	0.686
SA4: Satisfied with working at this company	-0.539	0.992
3.1.2 Employee's commitment		
CM1: Strong sense of belonging to the organisation	-0.399	0.977
CM2: Very happy to spend the rest of career with this organisation	-0.478	0.954
CM3: Supports the organisation	-0.219	0.592
CM4: Feels proud to work in the organisation	-0.429	0.786
CM5: Shows behaviour to support organisation	-0.211	0.507
CM6: Feel the organisation deserves the employees' loyalty	-0.307	0.639

Variables	Mean	Standard deviation
3.1.3 Employee's turnover intention		
TO1: Actively looking for a job outside this company.	0.311	1.400
TO2: If they can find a better job, they will leave this company	0.404	1.391
TO3: Thinking about quitting their job	0.348	1.252
TO4: Thinking about quitting their job at this company	0.381	1.311
TO5: They believe they will be not working at this company 5 years from now	0.406	1.332
3.2 Active outcomes		
3.2.1 Employee's proactive behaviours		
PA1: Actively attracted to problems	-0.081	0.482
PA2: Searches for a solution immediately	-0.113	0.424
PA3: Starts a new change before colleagues	-0.082	0.488
PA4: Uses opportunities quickly to attain their goals	-0.141	0.423
PA5: Does more than they asked to do	-0.128	0.393
PA6: Particularly good at generating ideas	-0.128	0.446
PA7: Gives suggestions and support to colleagues	-0.124	0.453
3.2.2 Employee's vitality		
VT1: Vital when they are at work	-0.178	0.537
VT2: Full of positive energy when they are at work	-0.239	0.721
VT3: Feels a sense of physical strength at work	-0.259	0.631
VT4: Feels mentally strong at work	-0.209	0.734

4. Willingness to change

4.1 Employee's benefits

Variables	Mean	Standard deviation
EB1: Opportunities to use employee's core skills and talents	3.432	0.681
EB2: Opportunity to learn new skills	3.534	0.664
EB3: Contact with a wider network of experts	3.570	0.931
EB4: Reduces their working hours	3.518	0.692
EB5: Aligned with what the organisation is trying to achieve	3.469	0.750
4.2 Organisation's benefits		
OB1: Customers want them to make the change	3.405	0.725
OB2: Increases their competitiveness	3.495	0.815
OB3: Improves their reputation in the marketplace.	3.507	0.882
OB4: Uses best practices in their industry	3.312	1.001
4.3 Likelihood for achievability		
LA1: Task changes happening are achievable	3.424	0.777
LA2: Confident that employees in the organisation can complete the tasks	3.519	0.706
LA3: Time allocated is reasonable	3.288	0.949
4.4 Past change experience		
PC1: Involved in a number of successful change initiatives	3.182	0.882
PC2: Learned new skills from their previous changes	3.295	0.945
PC3: Enjoyment of the job increased as a result of previous changes	3.196	0.894
4.5 Future attractiveness		
FA1: Creates a more intuitive process	3.393	0.812
FA2: Reduces the amount of errors and reworking associated with workload	3.266	0.833

Variables	Mean	Standard deviation
FA3: Improves the timely delivery of work	3.297	0.775
FA4: Easier to track the progress of work	3.285	0.868
4.6 Unattractiveness of the present situation		
UA1: Current workflow is badly organised	3.555	0.996
UA2: High number of customer complaints	2.651	1.401
UA3: No opportunity to use their skills	2.908	1.174
UA4: Not applying best practices or industry standards to current work	3.211	0.968
UA5: Not responsive to customer needs	3.159	0.946
5. Control		
5.1 Change impacts		
CI1: Employee's work practices and tasks	3.512	0.718
CI2: Employee's managerial routines	3.700	0.730
CI3: Employee's colleagues	3.079	1.225
CI4: Employee's physical environment	3.178	0.975
CI5: Employee's hierarchy	3.076	1.093
5.2 Performance measurement system		
PM1: Helps employees to improve performance	3.216	0.855
PM2: Is valid and reflects real performance	2.981	0.976
PM3: Fair	2.901	0.935
PM4: Clear procedure	2.933	0.945
5.3 Equity treatment		
ET1: Working conditions are fair	3.083	0.753
ET2: Salary is fair	3.053	0.946
ET3: Status is fair	3.215	0.817
ET4: Security is fair	3.365	0.828
ET5: Advancement is fair	3.296	0.627
ET6: Recognition is fair	3.289	0.708
ET7: Growth opportunities are fair	3.107	0.880

Variables	Mean	Standard deviation
5.4 Organisational communications		
CO1: Received information about reasons for M&A	3.203	0.906
CO2: Received information about M&A policies	3.174	0.750
CO3: Received information about identities of organisation	3.066	0.917

Note: There are insignificant different of all willingness to change items between age ranks of respondents (p-value =0.940 at 0.05 significance level). The ANOVA was used to test the mean difference of all willingness to change items between age rank groups.

Table 5. 6 Means and standard deviation of variables

5.2.3 Test of non-response bias

The collected data were tested for non-response bias to measure the statistical differences between early respondents and late respondents by separating the first 25% and the last 25% of the sample for testing (Hammedi et al, 2013). The results are shown in table 5.7. There were no significant differences between the first quartile and fourth quartile of data in gender, age, education level, and tenure.

Variables	Categories	1 st Quartile Frequency	4 th Quartile expected Frequency	4 th Quartile Observed Frequency	Chi-square test significance (P-value)
Gender	Male	23	26.0	29	0.303
	Female	52	49.0	46	
Age	Below 30 years	10	8.7	7	0.563
	30-40 years	42	42.7	41	
	41-50 years	7	8.7	10	

Variables	Categories	1 st Quartile Frequency	4 th Quartile expected Frequency	4 th Quartile Observed Frequency	Chi-square test significance (P-value)
	Above 51 years	9	11.8	14	
Education level	PhD	0	0.5	1	0.732
	Master	17	16.7	16	
	Bachelor	53	55.2	56	
	Below bachelor	3	2.5	2	
Tenure	1-5 years	39	31	24	0.128
	6-10 years	14	19.7	26	
	11-15 years	7	5.9	5	
	16-20 years	1	2.0	3	
	21-25 years	1	1.0	1	
	Above 26 years	6	6.4	7	

Table 5. 7 Non-response bias results

Moreover, the t-test was used to test the mean difference of the observed variables between the first and fourth quartile of all 63 variables. The results are shown in table 5.8. Most of the variables did not have a significant difference in their means (46 variables) at 0.05 significance level. However, there were 17 variables that had statistically significant differences between the means of the first quartile and fourth quartile. Therefore, for 46/63, or around 73%, of the items there were no significant differences. Based on previous studies, the results are acceptable if there is no significant difference between around 70% early and late responders (Lie et al., 2019). Consequently, it can be assumed that non-response bias did not impact this study.

Variables	Mean difference	t	Sig. (2-tailed)
Employee capability			
SE1: Able to achieve most of the goals	0.119	1.061	0.289
SE2: Able to accomplish difficult tasks	0.117	1.167	0.245
SE3: Able to overcome challenges and changes	0.055	0.603	0.547
SE4: Confident to perform different tasks	-0.147	-1.358	0.176
FO1: Clearly understands goals	-0.025	-0.204	0.838
FO2: Focuses their attention	-.0284	-2.323	0.022
FO3: Weighs up the options	0.043	0.412	0.681
EN1: Employee's vigour is full	-0.231	-1.837	0.068
EN2: Generates positive energy	0.067	0.644	0.520
EN3: Energy to work on overload or with short time constraints	-0.160	-1.337	0.183
Employee change			
EC1: Changes to improve performance	-0.035	-0.301	0.764
EC2: Aligns with M&A	0.022	0.210	0.834
EC3: Cooperation with M&A policy	0.102	0.864	0.389
Employee outcome: Passive			
SA1: Satisfied with job	-0.143	-0.876	0.383
SA2: Satisfied with co-workers	-0.093	-0.715	0.476
SA3: Satisfied with supervisor	-0.017	-0.135	0.893
SA4: Satisfied with working at this company	-0.410	-2.640	0.009
CM1: Strong sense of belonging to the organisation	-0.191	-1.260	0.210
CM2: Very happy to spend the rest of career with this organisation	-0.272	-1.897	0.060
CM3: Supports the organisation	-0.051	-0.400	0.069
CM4: Feels proud to work in the organisation	-0.193	-1.529	0.128

Variables	Mean difference	t	Sig. (2-tailed)
CM5: Exhibits good behavior that supports the organisation	-0.031	-0.273	0.785
CM6: Feels the organisation deserves the employees' loyalty	-0.101	-0.877	0.382
TO1: Looking for a job outside the company.	0.392	2.054	0.042
TO2: If they can find a better job, they will leave this company	0.251	1.318	0.189
TO3: Thinking about quitting their job	0.378	1.925	0.056
TO4: Thinking about quitting their job at this company	0.298	1.543	0.125
TO5: Thinks they will be not working at this company 5 years from now	0.260	1.366	0.174
Employee outcomes: Active			
PA1: Actively attracted to problems	-0.111	-0.978	0.330
PA2: Searches for a solution immediately	0.013	0.119	0.905
PA3: Starts a new change before colleagues	0.010	0.094	0.925
PA4: Uses opportunities quickly to attain their goals	-0.048	-0.454	0.651
PA5: Does more than they are asked to do	-0.056	-0.554	0.581
PA6: Particularly good at generating ideas	-0.033	-0.285	0.776
PA7: Gives suggestions and support colleagues	0.037	0.322	0.748
VT1: Feels vital when they are at work	-0.007	-0.054	0.957
VT2: Full of positive energy when they are at work	-0.116	-0.815	0.416
VT3: Feels a sense of physical strength at work	-0.035	-0.258	0.797
VT4: Feels mentally strong at work	0.005	0.035	0.972
Employee's willingness to change			
EB1: Opportunities to use employee's core skills and talents	-0.190	-1.496	0.137

Variables	Mean difference	t	Sig. (2-tailed)
EB2: Opportunities to learn new skills	-0.266	-2.166	0.032
EB3: Contacts with a wider network of experts	-0.226	-1.686	0.094
EB4: Reduces their working hours	-0.123	-0.933	0.352
EB5: Aligned with what the organisation is trying to achieve	-0.128	-0.951	0.343
OB1: Customers want them to make the change	-0.318	-2.610	0.010
OB2: Increases their competitiveness	-0.360	-2.708	0.008
OB3: Improves their reputation in the marketplace.	-0.366	-2.897	0.004
OB4: Best practices in their industry	-0.386	-2.758	0.007
LA1: Task change happening are achievable	-0.307	-2.383	0.018
LA2: Confident that employees in the organisation can complete the tasks	-0.276	-2.186	0.030
LA3: Time allocated is reasonable	-0.302	-2.146	0.033
PC1: Involved in a number of successful change initiatives	-0.359	-2.588	0.011
PC2: Learned new skills from their previous change	-0.258	-1.835	0.069
PC3: Enjoyment of the job increased as a result of previously changes	-0.165	-1.076	0.284
FA1: Creates a more intuitive process	-0.078	-0.591	0.555
FA2: Reduces the amount of errors and reworking associated with workload	-0.105	-0.712	0.477
FA3: Improves the timely delivery of work	-0.297	-2.263	0.025
FA4: Easier to track the progress of work	-.0274	-1.890	0.061
UA1: Current workflow is badly organised	0.709	4.747	0.000
UA2: High number of customer complaints	0.432	2.446	0.016
UA3: No opportunity to use their skills	0.249	1.520	0.131

Variables	Mean difference	t	Sig. (2-tailed)
UA4: Not applying best practices or industry standards to current work	0.347	2.298	0.023
UA5: Not responsive to customer needs	0.684	4.667	0.000

Table 5. 8 Non-response bias test results

5.2.4 Common method bias test

Because the information on the variables was collected from the same respondents using self-reporting questionnaires, common method bias should be considered. This study used Harman's one factor test to evaluate for common method bias (Podsakoff & Organ, 1986). One factor analysis was used to group all variables in to a single factor. The result indicated that the single composite explained only 29.306% (less than 50%) of the total variance. this means that there was no single dominant factor which was included and that the level of common method bias is acceptable in this study.

5.2.5 Large scale measurement model analysis and results

The definition of a measurement model is the "specification of the measurement theory that shows how constructs are operationalized by sets of measured variables" (Hair et al, 2006, p. 772). In this study, the measurement model of all observed variables and the second-order latent variables were assessed by Confirmatory Factor Analysis (CFA) technique via M-Plus. CFA is used as a multivariate tool to measure how well the measured variables represent a construct. When the number of factors and the item loading of each construct are theoretically specified, CFA is acceptable (Hair et al., 2006). This study used SEM and Maximum Likelihood Estimation (MLE) as tools to identify the parameter estimates. SEM approach is mentioned as a technique that is more efficient and produces more reliable results for many conditions, such as violations of the normality condition, compared to others techniques.

The CFA test for this study started with test all items as a first order variables to show the results of all ungrouped items along with second order variable sand the model fits indices, which are presented in table 5.9.

Measurement model analysis	Measures	Acceptant criteria	Model fit results (Mplus-based)	
			First order	Second order
Absolute Fit Indices	Cri-Square statistic (χ^2)	Insignificant p-value (Acceptable for significant p-value if sample size > 250, observed variable ≥ 30)	6683.186 (p-value =0.000)	3843.26 (p-value =0.000)
	Cri-Square per degree of freedom(χ^2/df)	<3	3.555	2.067
	Standardized Root Mean Square Residual (SRMR)	<0.05	0.089	0.075
	Root Mean Square Error of Approximation (RMSEA)	<0.08	0.092	0.059
	Comparative Fit Index (CFI)	>0.90	0.660	0.860
Incremental Fit Indices	Tucke-Lewis Index (TLI)	>0.90	0.647	0.852

Table 5. 9 The results of measurement model fit for first order and second order factor

According to the results in table 5.9, the CFA model fit indices for the first order factors did not show a good fit with the observed data set compared to second order factors. Therefore, CFA with second the order factors was used for this study.

5.2.5.1 Employees' capability to change

The results of factor loading based on the CFA of the employees' capability to change for all dimensions and items are presented in table 5.10. The results show that the factor loading of all variables was higher than 0.5 and had a p-values less than 0.00, demonstrating significance at a 95% confidence level.

Dimensions	Items	Factor loading
Self-efficacy (SE)		0.765*
	SE1: Able to achieve most of the goals	0.644*
	SE2: Able to accomplish difficult tasks	0.794*
	SE3: Able to overcome challenges and changes	0.821*
	SE4: Confident to perform different tasks	0.708*
Focus		0.895*
	FO1: Clear understanding of goals	0.754*
	FO2: Focuses their attention	0.793*
	FO3: Weighs up the options	0.611*
Energy		0.786*
	EN1: Employee's vigour is fulfilled	0.591*
	EN2: Generates positive energy	0.728*
	EN3: Has energy to work on overload or with short time constraints	0.794*

Note: *p<0.001

Table 5. 10 CFA results for employee capability to change

5.2.5.2 Employee change

According to table 5.11, the CFA of the employee change of employee constructs shows high factor loading (higher than 0.7) and p-values less than 0.001 for all items at a 95% confidence level. Therefore, all items were effective measurements of employee change.

Dimensions	Items	Factor loading
Employee change		
	EC1: Changes to improve performance	0.789*
	EC2: Aligns with M&A	0.936*
	EC3: Cooperation with M&A policy	0.798*

Note: *p<0.001

Table 5. 11 CFA results for employee change

5.2.5.3 Employee outcomes

There are two types of employee outcomes in this study: passive employee outcomes and active employee outcomes. The CFA results for each are stated separately as follows.

1) Passive employee outcomes

Regarding table 5.12, all passive employee outcomes have a factor loading greater than 0.5 and a p-value of less than 0.001 at a 95% confidence level.

Dimensions	Items	Factor loading
Employee satisfaction (SA)		0.939*
	SA1: Satisfied with job	0.669*
	SA2: Satisfied with co-workers	0.727*
	SA3: Satisfied with supervisor	0.672*
	SA4: Satisfied with working at this company	0.751*
Employee commitment (CM)		0.942*

Dimensions	Items	Factor loading
	CM1: Strong sense of belonging to the organisation	0.801*
	CM2: Very happy to spend the rest of career with this organisation	0.856*
	CM3: Supports organisation	0.798*
	CM4: Feels proud to work in the organisation	0.828*
	CM5: Exhibits good behaviours that support the organisation	0.799*
	CM6: Organisation deserves the employees' loyalty	0.841*
Employee's turnover intention		-0.576*
	TO1: Looking for a job outside this company.	0.801*
	TO2: If they can find a better job, they will leave this company	0.853*
	TO3: Thinking about quitting their job	0.892*
	TO4: Thinking about quitting their job at this company	0.887*
	TO5: Thinks they will be not working at this company 5 years from now	0.760*

Note: *p<0.001

Table 5. 12 CFA results for passive employee outcomes

2) Active Employee outcomes

All active employee outcome items have factor loadings higher than 0.6 and p-values less than 0.001 at a 95% confidence level. These results indicate that all items were highly effective for measuring the active employee outcomes, as shown in table 5.13.

Dimensions	Items	Factor loading
Employee Proactive (PA)		0.861*
	PA1: Actively attracted to problems	0.678*
	PA2: Searches for a solution immediately	0.772*
	PA3: Starts a new change before colleagues	0.771*
	PA4: Uses opportunities quickly to attain their goals	0.776*
	PA5: Does more than they asked to do	0.717*
	PA6: Particularly good at generation of ideas	0.763*
	PA7: Gives suggestions and support to colleagues	0.780*
Employee's vitality (VT)		0.873*
	VT1: Feels vital when they are at work	0.776*
	VT2: Full of positive energy when they are at work	0.838*
	VT3: Feels a sense of physical strength at work	0.828*
	VT4: Feels mentally strong at work	0.798*

Note: *p<0.001

Table 5. 13 CFA results for active employee outcomes

5.2.5.4 Employee's willingness to change

Based on table 5.14, the loading factors of all employee willingness to change items were higher than 0.5 and the p-values were less than 0.001 for all items except unattractiveness of present situation, which had a factor loading of -0.231. Although unattractiveness of present situation had a low factor loading, the p-value was less than 0.001 at a 95% confidence level. Therefore, all items were accepted to measure employee willingness to change variable.

Dimensions	Items	Factor loading
Employee's benefits (EB)		0.808*
	EB1: Opportunities to use employee's core skills and talents	0.824*
	EB2: Opportunity to learn new skills	0.856*
	EB3: Contacts with a wider network of experts	0.795*
	EB4: Reduces their working hours	0.842*
	EB5: Aligned with what the organisation is trying to achieve	0.791*
Organisational benefits (OB)		0.863*
	OB1: Customers want them to make the change	0.816*
	OB2: Increases their competitiveness	0.876*
	OB3: Improves their reputation in the marketplace.	0.878*
	OB4: Uses best practices in their industry	0.853*
Likely to achievability (LA)		0.884*
	LA1: Task changes happening are achievable	0.878*
	LA2: Confidence that employees in the organisation can complete the tasks	0.842*
	LA3: Time allocated is reasonable	0.770*
Past change experience (PC)		0.792*
	PC1: Involved in a number of successful change initiatives	0.797*
	PC2: Learned new skills from their previous changes	0.816*

Dimensions	Items	Factor loading
	PC3: Enjoyment of the job increased as a result of previously changes	0.904*
Future attractiveness (FA)		0.819*
	FA1: Creates a more intuitive process	0.822*
	FA2: Reduces the amount of errors and reworking associated with workload	0.881*
	FA3: Improves the timely delivery of work	0.882*
	FA4: Easier to track the progress of work	0.874*
Unattractiveness of present (UA)		-0.231*
	UA1: Current workflow is badly organised	0.623*
	UA2: High number of customer complaints	0.541*
	UA3: No opportunity to use their skills	0.512*
	UA4: Not applying best practices or industry standards to current work	0.781*
	UA5: Not responsive to customer needs	0.842*

Note: *p<0.001

Table 5. 14 CFA results for employee willingness to change

5.2.6 The results of measurement model fit

According table 5.15, the results of measurement model are a fit for all variables in CFA process as presented. The model χ^2 was 3843.26 with 1,859 degrees of freedom and the p-value was 0.000 using a 95% confidence level. The χ^2 indicator stated that the observed covariance matrix did not align with the estimated covariance matrix within sampling variance. Thus, the χ^2 indicator is affected by sample size and model complexity. A significant p-value is found when sample size is larger than 250 and there are more than 30 observed variables (Hair et al, 2006). Therefore, other indicators should be considered based on the χ^2 results.

Additional indicators such as χ^2/df indicated an excellent fit. Moreover, SRMR, RMSEA, CFI, and TLI show a good fit being close to the cut-off criterion. Niemand and Mai (2018) mentioned that each of the fit indices for SEM has

a unique distribution and flexible cutoffs for evaluation of the model fits. It is dependent on the model size, reliability of the measurement model, sample size, and the normality of distribution. They suggested that the acceptable index for CFI should be 0.75-1.00 and for SRMR it should be 0-0.1. Therefore, the CFA results support the model.

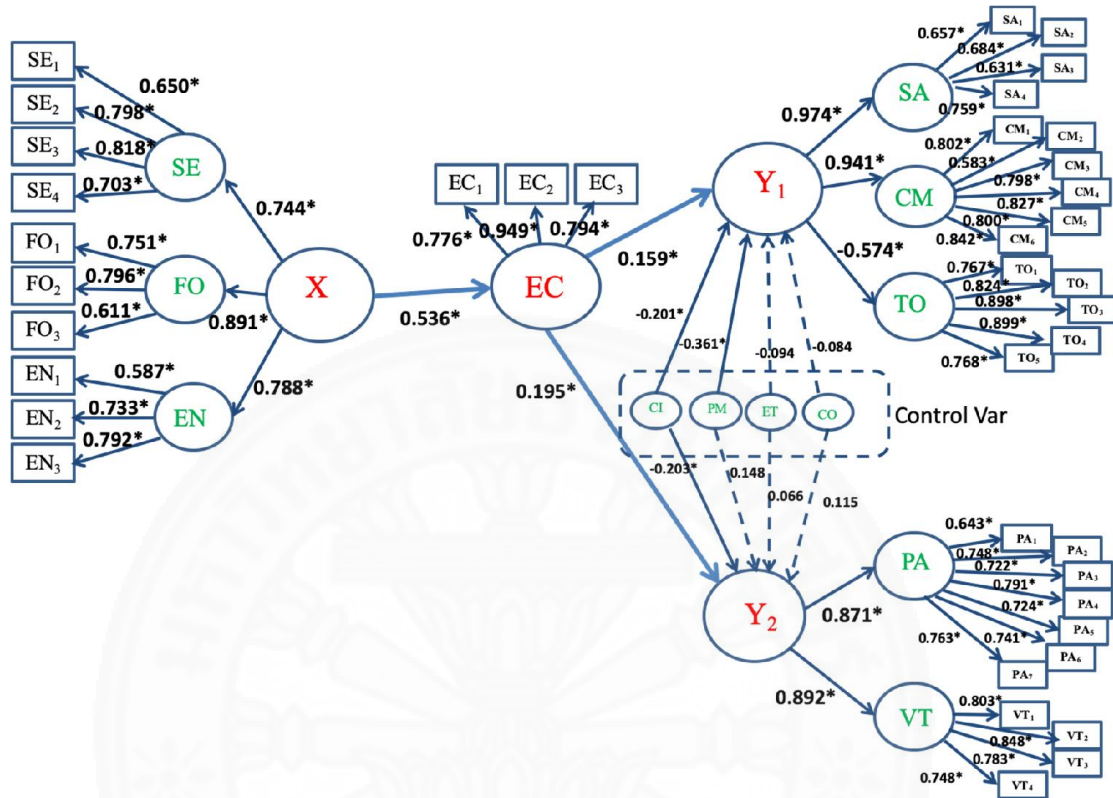
Measurement model analysis	Measures	Acceptant criteria	Model fit results (Mplus-based)
Absolute Fit Indices	Cri-Square statistic (χ^2)	Insignificant p-value (Acceptable for significant p-value if sample size > 250, observed variable ≥ 30)	3843.26 (p-value =0.000)
	Cri-Square per degree of freedom(χ^2/df)	<3	2.067
	Standardized Root Mean Square Residual (SRMR)	<0.05	0.075
	Root Mean Square Error of Approximation (RMSEA)	<0.08	0.059
Incremental Fit Indices	Comparative Fit Index (CFI)	>0.90	0.860
	Tucke-Lewis Index (TLI)	>0.90	0.852

Table 5. 15 The results of measurement model fit

5.2.7 Hypothesis testing results

The structural equation modeling of this study is shown in table 5.8. The Mplus program version 8.4 was used to test the research framework in chapter 3 and utilised a maximum likelihood (ML) estimation method for the structural model test. The aim of this research was to study the relationship between employees' capability to change and its affect on employee change and then examine its affect on both passive and active employee outcomes by using willingness to change as a moderator. The ML method is most commonly used to estimate parameter values because it is statistically efficient and specification-error sensitive since it requires only complete data to be used (Skerlavaj et al., 2010). The measurement index for the hypothesis testing was based on the absolute fit index and incremental fit index using the same criteria as the measurement model assessment, which included χ^2/df , SRMR, RMSEA, CFI and TLI. Critical value or T-value was used to measure the significance of all path coefficients and standardized regression weights. The decision criteria was a t-value ≥ 1.96 ($p < 0.05$) to support the hypothesis. The hypothesis was rejected if the t-value was less than 1.96 ($p > 0.05$). The hypothesis testing results are presented in table 5.16 and 5.17.

5.2.7.1 Without moderator



Notes: (1) * = $p < 0.05$,

(2) Dash line = insignificant relationship

Figure 5. 8 The structural model without moderator

Measurement model analysis	Measures	Acceptant criteria	Model fit results (Mplus-based)
Absolute Fit Indices	Cri-Square statistic (χ^2)	Insigificant p-value (Acceptable for significant p-value if sample size > 250,	3036.212 (p-value = 0.000)

Measurement model analysis	Measures	Acceptant criteria	Model fit results (Mplus-based)
		observed variable ≥ 30) is expected	
	Cri-Square per degree of freedom(χ^2/df)	<3	3036.212/1558 = 1.9488
	Standardized Root Mean Square Residual (SRMR)	<0.05	0.077
	Root Mean Square Error of Approximation (RMSEA)	<0.08	0.056
Incremental Fit Indices	Comparative Fit Index (CFI)	>0.90	0.876
	Tucke-Lewis Index (TLI)	>0.90	0.869

Table 5. 16 The results of the overall model fit testing without moderator

Hypothesis	Relationship	Path coefficient	t-value	P-value	Hypothesis supported
1	X → EC	0.536	10.107	0.000	H ₁
2a	X → EC;	0.536	10.107	0.000	H _{2a}
	EC → Y1	0.159	2.424	0.015	
2b	X → EC;	0.536	10.107	0.000	H _{2b}
	EC → Y2	0.195	2.822	0.005	
Control variables:					
CI	CI → Y1	-0.201	-3.156	0.002	N/A
	CI → Y2	-0.203	-3.045	0.002	
PM	PM → Y1	0.361	3.709	0.000	N/A

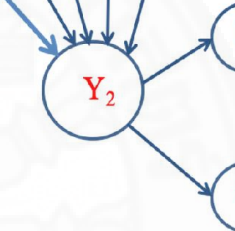
Hypothesis	Relationship	Path coefficient	t-value	P-value	Hypothesis supported
	PM → Y2	0.148	1.431	0.152	
ET	ET → Y1	-0.094	-0.844	0.399	N/A
	ET → Y2	0.066	0.562	0.574	
CO	CO → Y1	0.084	1.007	0.314	N/A
	CO → Y2	0.115	1.300	0.194	

Table 5. 17 The hypothesized structural model results (without moderator)

5.2.7.2 With moderator (willingness to change)

This section presents the model results with the moderator variable, which is willingness to change (W), added into the previous model to test hypothesis 3, as shown in Figure 5.26. This hypothesis assumed that employees with higher willingness to change will use their capability to change to change their work and will generate higher employee outcomes (both passive and active outcomes) than employees with lower levels of willingness to change.

A latent moderated structural equations (LMS) assessment was performed using Mplus software (Muthen & Muthen, 2012). Therefore, this study tested the moderator variable in the structural equation model by using Mplus software version 8.4. However, this method is limited in that the models do not provide traditional model fit indices, standardized coefficients, or effect sizes for the latent interactions such as CFI, TLI, RMSEA and χ^2 (Maslowsky et al, 2015). Thus, to assess the the fit indices of the model fit, AIC, BIC, and ABIC were employed using the XWITH command in the Mplus software (Muthen & Muthen, 2012). The logic of the moderator testing in the SEM model is shown in Figures 5.9, 5.10 and 5.11, respectively.



The diagram shows a circular node labeled Y_2 in red. It has five incoming blue arrows from the top left and two outgoing blue arrows pointing towards the right. The background features a large, faint watermark of the Universitas Padjadjaran seal.

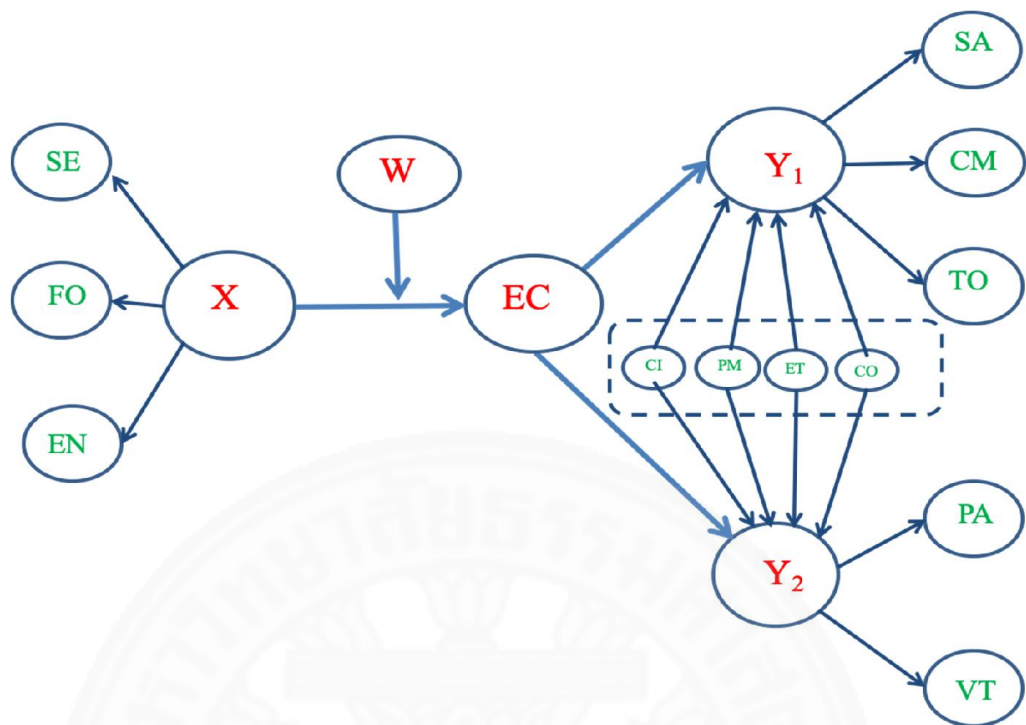


Figure 5.10 The structural model with moderator (simple model)

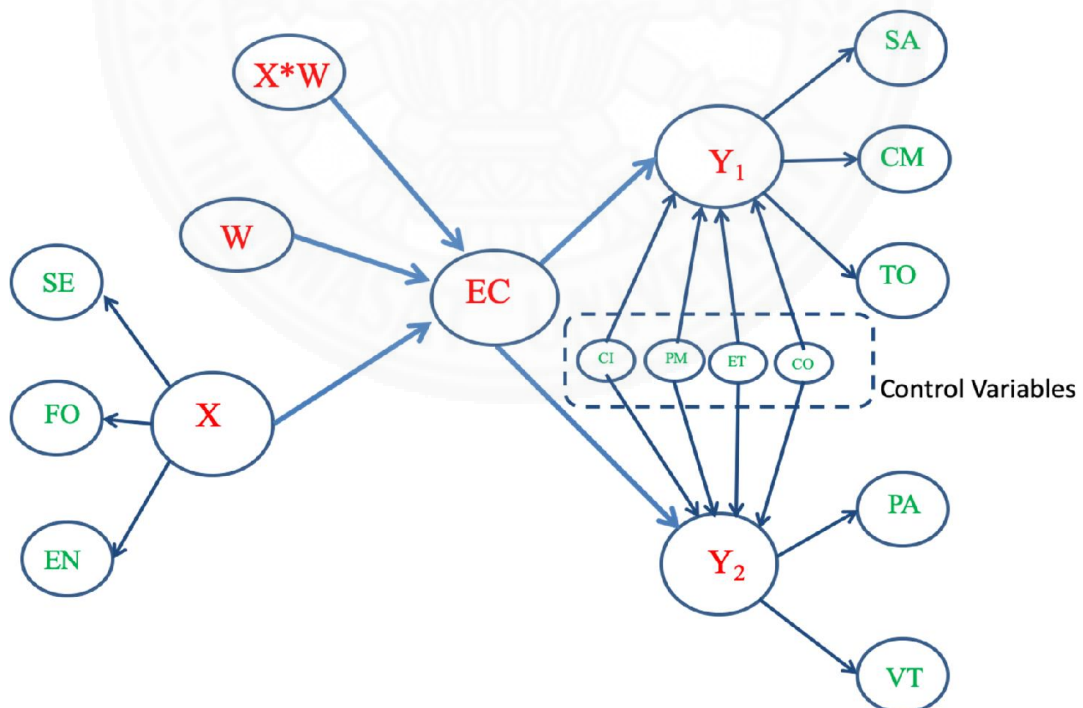


Figure 5.11 The structural model with moderator (for Mplus software)

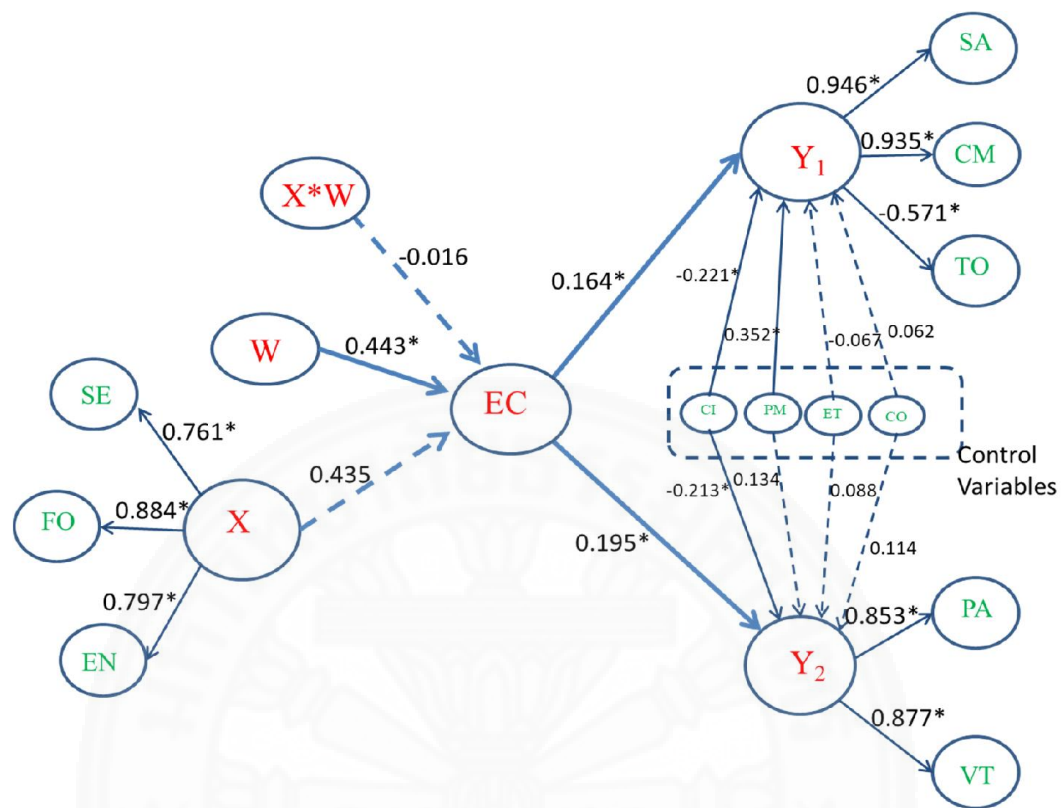
This model testing adopted a total aggregation parceling approach by combining all indicators of employees' willingness to change (W) into a single indicator (Skerlavaj et al., 2010). According to Huang et al. (2008, p. 722), a parcel mean is "an observed variable that is a simple mean of several items assumed to be conceptually similar to a theoretical construct". Therefore, the employees' willingness to change construct is second-order construct consisting of the average of the six first-order constructs (employee benefits, organisational benefits, likely achievability, past change experience, attractiveness of the future, and unattractiveness of the present). The results of the model testing are shown in figure 5.12 and the hypothesis testing results are summarized in table 5.18.

Measurement indices	Decision criteria	Model fit results
AIC	Lower is better	33566.101
BIC		34331.130
ABIC		33677.806

Table 5. 18 Model fit results

According to table 5.19, hypothesis H3 was not significantly supported. This hypothesis has a t-value greater than 1.96 for the relationship between X to EC and X*W to EC, showing that the relationships were not significant at the 0.05 level. However, the relationship between W to EC was significantly supported. Therefore, the hypothesized structural model is not supported.

The model fit measurements were AIC = 33566.101, BIC= 34331.130 and ABIC = 33677.806. Theses measurement indices showed it to be a slightly better model compared to the model without the moderator, but the interaction relationship between capability to change and the willingness to change of the employees was not significant. Thus, H₃ is not supported. The willingness to change of an employee does not affect the relationship between the employee's capability to change and employee change that leads to employee outcomes.



Notes: (1) * = $p < 0.05$,
 (2) Dash line = insignificant relationship

Figure 5. 12 Path coefficient results

Hypothesis	Relationship	Path coefficient	t-value	P-value	Hypothesis supported
3	X → EC	0.435	1.301	0.193	H ₃ was not supported
	X*W → EC;	-0.016	-0.298	0.766	
	W → EC	0.443	7.745	0.000	
Control variables:					
CI	CI → Y1	-0.221	-3.439	0.001	Not test
	CI → Y2	-0.213	-3.145	0.002	
PM	PM → Y1	0.352	3.767	0.000	Not test

Hypothesis	Relationship	Path coefficient	t-value	P-value	Hypothesis supported
	PM → Y2	0.134	1.341	0.180	
ET	ET → Y1	-0.067	-0.631	0.528	Not test
	ET → Y2	0.088	0.780	0.435	
CO	CO → Y1	0.062	0.732	0.464	Not test
	CO → Y2	0.114	1.274	0.203	

Table 5. 19 Hypothesis test results

For the alternative model, this study tested the willingness to change as a mediator and independent variable.

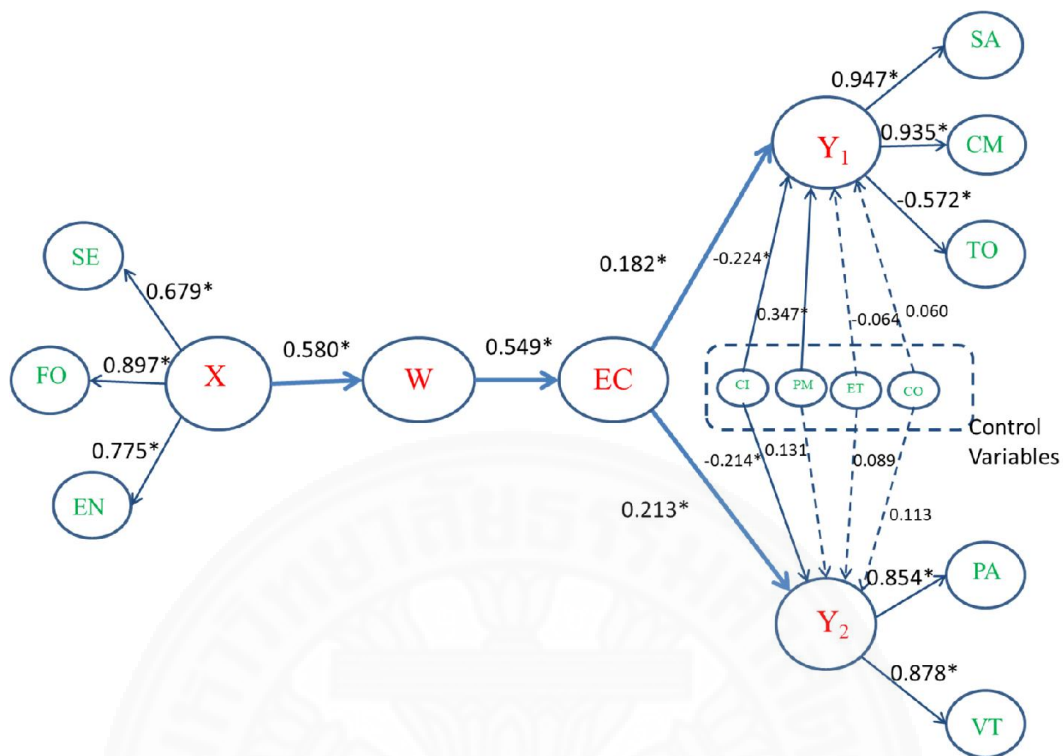
1) Willingness to change as a mediator

The model fit results of willingness to change as a mediator was showed in table 5.20.

Measurement indices	Decision criteria	Model fit result W as a mediator
AIC	Lower is better	33995.718
BIC		34764.461
ABIC		34107.966

Table 5. 20 Alternative model results (W as a mediator)

The results found that willingness to change show a role as a mediator variable because the path coefficient of willingness to change as a mediator was significant as presented in figure 5.13.



Notes: (1) * = $p < 0.05$,

(2) Dash line = insignificant relationship

Figure 5. 13 Path coefficient results (W as a mediator)

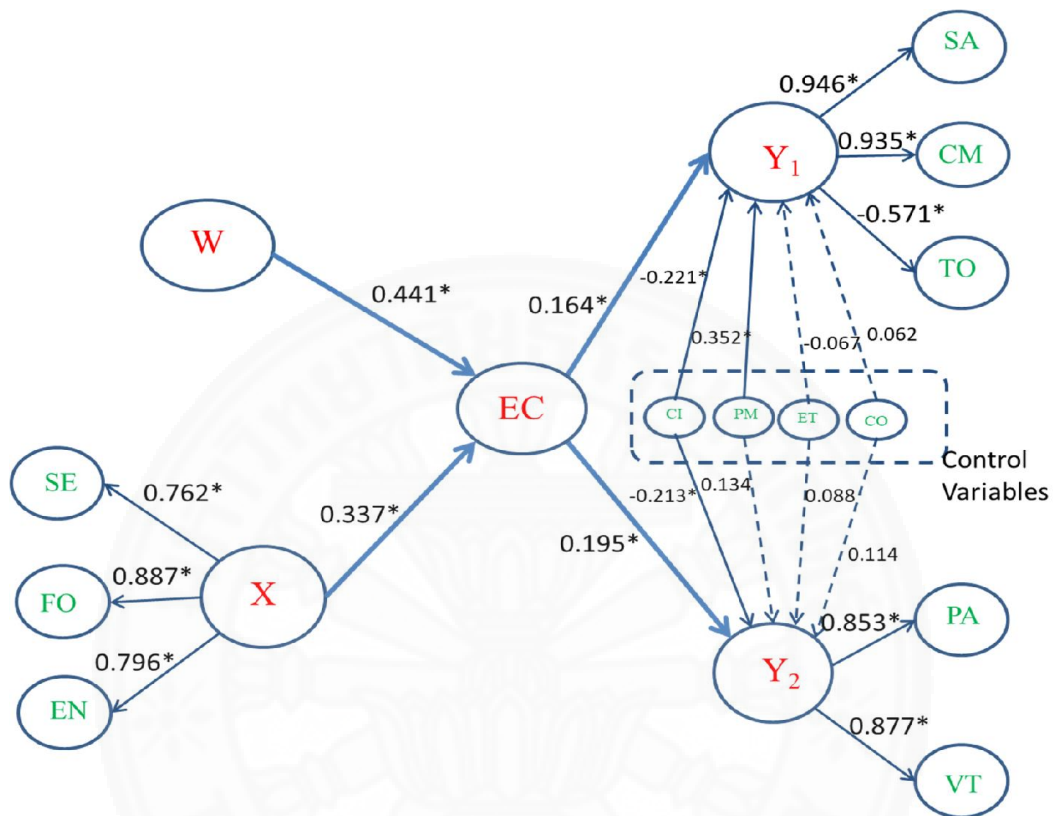
2) Willingness to change as an independent variable

The model fit results of willingness to change as a mediator was showed in table 5.21.

Measurement indices	Decision criteria	Model fit result W as_a independent
AIC	Lower is better	33564.182
BIC		34325.497
ABIC		33675.345

Table 5. 21 Alternative model results (W as an independent variable)

The path coefficient results in figure 5.14 found that willingness to change show a role as independent variable to the relationship model.



Notes: (1) * = $p < 0.05$,

(2) Dash line = insignificant relationship

Figure 5. 14 Path coefficient results (W as an independent variable)

According to alternative model test results, willingness to change can also be both mediating variable and independent variable of the model.

5.2.8 Discussions of the hypotheses testing results

Hypotheses testing results in this study are divided into 2 parts. Hypotheses 1 and Hypotheses 2 showed the relationships without a moderator. On the other hand, hypothesis 3 only presented the relationships with employee willingness to change as a moderator. The summary of the hypotheses testing results of the hypotheses indicate the following.

5.2.8.1 Without moderator

Hypothesis 1: Employee's capability to change (X) is positively associated with employee change (EC)

According to the structural equation model, this hypothesis is supported. The path coefficient between employee capability to change and employee change is 0.536 ($p < 0.001$), demonstrating that employee capability to change has a strong and positive effect on employee change. Employees with a high capability to change tend to be confident in their abilities and skills to handle the changes and then change their work practices to align with the organisational policy changes.

Hypothesis 2a: Employee change (EC) is positively associated with passive employee outcomes (Y1)

As predicted, the results from the structural model statistically supports this hypothesis. The path coefficient between employee change and passive employee outcomes is 0.159 with $p < 0.05$. The findings show that employee change statistically significantly affects passive employee outcomes. Employees who are more adapt at changing tend to generate better employee outcomes, such as having more job satisfaction, having more organisational commitment, and having lower turnover intention.

Hypothesis 2b: Employee change (EC) is positively associated with active employee outcomes (Y2)

This hypothesis was found to be significantly supported. The structural equation model showed that the level of employee change was associated with employee active outcomes. The path coefficient is 0.195 with $p < 0.05$. There are some explanations asserting that employees who are more adapt at changing will produce better active outcomes, such as being proactive and having vitality in their work. They are happy to look for the next step, taking the advantage presented by the change, and are full of energy to deal with changes.

5.2.8.2 With moderator

Hypothesis 3: Employee willingness to change (W) is positively associated with the relationship between the employee's capability to change(X) and employee change (EC)

However, unexpectedly, this hypothesis was not statistically supported. The path coefficient for the interaction between the employee's capability to change and the employee's willingness to change and employee change is -0.016 and the p-value is 0.766. The level of interaction of the employee's capability to change and willingness to change has a negative, but non-significant, effect on employee change. There were some possible reasons why an employee's capability to change and their willingness to change did not statistically affect employee change. In a change situation, most employees are forced to adapt to change by the organisation. Therefore, employees have to change and align with the company's changes even when they do not want to, or resist the changes, especially in SOEs or in the government sector, where the changes in policy come from the government.

5.3 Phase III: Qualitative results for discussion

The primary objective of the Phase III: Qualitative results for discussion was to understand the reasons behind the Phase II: Quantitative results. After the results of Phase II were evaluated, in-depth interviews were arranged to explore the reasons behind the observed phenomena. The participants were management level employees from both SOEs and private organisation. HR managers and functional managers were interviewed to understand the relationship of capability to change, employee change, employee outcomes, and willingness to change. The main question was why was there no affect of the employee's willingness to change on the relationship between capability to change, employee change, and employee outcomes, as shown in quantitative results for hypothesis 3. The results are shown in table 5.22.

Topic	Results	
	SOEs	Private organisations
1. Why willingness to change does not affect the relationship between capability to change and employee change.	<ul style="list-style-type: none"> • Employees focused on work changes, rotations, salary and benefit of changes and job security as a priority. • There is lack of both financial and non-financial motivation systems. • Employees can not recognise the difference in benefits between doing difficult tasks (change) and doing the same tasks (no change) in comparison with other employees. • Employee is concerned about equity (comparison between input and output of employees) that leads to commitment and satisfaction • Environmental effects on employee change, such as being forced to change, generation gap with supervisor, and working location • Employee with potential to change is affected by work environment more than the internal willingness to change • After M&A and restructure, the position is not a fit for the 	<ul style="list-style-type: none"> • Employees willing to change based on external motivations. • In the change situation, the organisation is not focused on how to generate the outcomes, but is focused on convincing employees to accept change by informing them about the changes' impacts and benefits. • Organisation has a system to manage the employees' outcomes.

Topic	Results	
	SOEs	Private organisations
	employee, they have to work in some position just to stay close to their family	
2. The current change situation	<ul style="list-style-type: none"> • Employees are waiting for benefit standards for the whole organisation. • Organisation is continually restructuring. • Employee benefits are still unequal for all employees. • Employee satisfaction is increased due to employee recognising the organisational future more clearly 	<ul style="list-style-type: none"> • Changes provide more stability and unity. • Changes will create more work load for employees after re-organisation. • Having a close relationship between the companies before M&A. • Re-organisation increases the number of functions and departments.
3) In long term, will willingness to change affect the relationship between capability to change and employee change?	<ul style="list-style-type: none"> • Changes improve the benefit system to have better equity and security in the system. • There are clear organisational directions and policies. 	<ul style="list-style-type: none"> • Employee performance is based on another motivation, such as their next position and benefits. • There is a sufficient system to help the organisation to generate employee outcomes in addition to merely the employee's willingness to change.

Table 5. 22 Summary of discussion results

Based on interview results, the willingness to change does not affect an employee's use of their capability to change to align with changes and generate employee outcomes because of five main factors. First are the external factors that affect an employee more than their internal factors. This includes things such as employees who are forced to change, whose work location is a long distance from their family, or have to work in a position they are not fit for just to stay close to their family. Therefore, the potential of employees to change is affected by their work environment more than internal factors, such as willingness to change. Secondly, most employees normally focus on work changes, rotations, salary, and job security as their priorities. Third, organisations lack a motivational system to create both financial and non-financial motivation to support the changes. Fourth, employees do not recognise the difference between the benefits offered by the change when they have to perform a difficult task and in comparison to doing the same, unchanged, tasks when compared with another employees. Employee equity is also a consideration based on a comparison of employee input and employee output. Fifth, during the change situation, the organisation did not focus on employee outcomes because they had a system in place to monitor and control them. Instead, the organisation focused on the employee's change acceptance by informing them about the changes impacts and benefits.

These results align with the Maslow's theory of motivation (1943), which holds that the basic needs of employee are physical and security needs. Organisations should consider and fulfill their employees' basic needs before motivating the employees for any change. Equity theory (Adams, 1963) stated that employee will compare the input and output they have received from the organisation. Therefore, the organisation should monitor their performance measurement systems and reward systems to guarantee equity within the organisation.

5.4 Summary

The results of the SEM hypotheses testing were presented in this chapter. Overall, analysis proved that the three hypothesized structural models had a good fit and supported two out of the three hypotheses. The results showed that an employee having a higher level of capability to change will lead to a higher level of employee

change. Employee change has a significantly positive affect on both passive and active outcomes. However, the results indicated that the level of willingness to change did not affect the use of an employee's capability to change to make a change and generate employee outcomes due to employees being forced to change and focusing on their basic needs and being treated equitably.



CHAPTER 6

CONCLUSIONS, IMPLICATIONS AND LIMITATIONS OF THE STUDY

6.1 Conclusions of the study

While change management researchers have mainly focused on how to drive organisational performance and measure the success of change management by looking only at organisational performance, this study proposed that employee outcomes, which are the root of organisational performance, must be considered. Moreover, previous studies have shown that employees are the key to succeeding in a change situation. Employee outcomes, such as employee satisfaction, employee commitment, and employee turnover intention, are considered passive employee outcomes, while employee proactiveness and employee vitality are seen as active employee outcomes. Therefore, it is not only organisational performance, but also the employee outcomes, that should be considered when measuring the success of change management.

To study the employee outcomes, this study used two theories to describe the phenomena. First, human capital theory was used to study the capability to change of employees that allows employees to change and to adapt to a new situation and then generate the employee outcomes. Second, motivation theory was applied to describe the interaction between an employee's capability to change and the employee's willingness to change that affected employee change and then generated the outcomes. Based on the literature and qualitative method data from the semi-structure interviews, the measurements for the employee's capability to change, employee change, employee outcomes, and an employee's willingness to change were developed. There were five main measurement variable groups for this study. First, capability to change was measured using self-efficacy, focus, and energy. Second, employee change was measured using three variables that were based on the interview results and expert validation. Third, passive employee outcomes were measured based on satisfaction, commitment, and turnover. Fourth, active employee outcomes were measured using

proactive and vitality. Fifth, the willingness to change of an employee was measured in relation to employee benefits, organisational benefits, likely achievability change, past change experiences, attractiveness of the future, and unattractiveness of present. The three-phase research approach was operationalized to obtain both a deep and wide information base for this complex phenomenon. Structural equation modeling was selected to test the relationships between all of the variables.

A quantitative survey with 303 respondents from organisations that just went through change within the past 5 years was conducted. Confirmatory Factor Analysis (CFA) by using Mplus was conducted to determine the model fit indices for all of the variables, and all of the variables showed a reasonably good fit based on their absolute fit indices ($\chi^2/df=2.067$, SRMR=0.075, RMSEA=0.059) and incremental fit indices (CFI=0.86 and TLI=0.852). All of the measures met the acceptable criteria and indicated that all of the measures were reliable and valid for hypothesis testing.

There were two main hypothesis tests for this study. First, employees with a higher capability to change would change more and generate better e passive and active employee outcomes. Second, willingness to change effects the relationships related to capability to change, employee change, and employee outcome as a moderator.

The results for this study show that the first hypothesis was supported while the second hypothesis was not supported. The first hypothesis found that employees with a higher capability to change were more able to change and generated better employee outcomes due to being more confident, more focused, and having more energy for coping with change. Employees with a higher capability will be more aligned with the change and generate better e passive (employee satisfaction, employee commitment, and employee turnover) and active (proactive and vitality) employee outcomes. These findings are consistent with previous research based on human capital theory (Chang & Chen, 2011; Van Iddekinge et al., 2018; Moos et al. ,2003; Oreg et al., 2013), which found that employees will utilize their capability to produce both passive and active employee outcomes in a change situation.

The second hypothesis indicated that willingness to change does not moderate the relationship between capability to change and employee change. Therefore, the level of willingness to change of employees does not affect the

relationship between capability to change and employee change with regard to generating employee outcomes. This finding was not in line with the motivation theory that employee performance depends on employee motivation (Cummings and Schwab, 1973) and previous research (Wanberg and Banas, 2000; Alfes et al., 2013; Jiang, et al., 2013). Therefore, employee willingness to change did not affect the relationship between the employee's capability to change, employee change, and employee outcomes.

The final part of this research used in-depth interviews of management level participants to describe the reasons for these phenomena. The results indicated that willingness to change did not affect the relationship of capability to change and employee change to generate employee outcome because of three main reasons. First, there are many external factors that effected the employee outcomes more than employee willingness to change, such as job security, salary and benefits, work location, rotations, and organisational re-structuring. Second, employees did not recognise the difference in benefits between changing and not changing in comparison with other employees. Third, employees are forced to change to a new task or position based on changes in organisational policies or government policies. Therefore, all these reasons leads to willingness to change not having an effect on the motivation of an employee to use their capability to change for change alignment and to generate employee outcomes. Employees will use their capability to change and generate employee outcome even when they not willing to change.

6.2 Contributions of the study

Different from other research contributions, this study claims to be one of the first studies to investigate individual, or employee, outcomes in change situations. This study attempts to investigate a different perspective of change management performance rather than focusing solely on organisational performance. Both passive and active outcomes were studied in this research to better cover the employee outcome perspective. Moreover, whether willingness to change is a moderator of the relationships between capability to change, employee change, and employee outcome was investigated based on both human capital theory and motivation theory. In

particular, this research contributes both theoretically and practically to the areas of change management and human resource management as follows.

6.2.1 Theoretical contributions

Previous research in change management attempted to investigate the change phenomena and suggest how to succeed in change situations. The theoretical contributions of this research attempt to shed new light on change management by exploring the employee's, or individual performance, perspective. Based on the review of related literature, the theoretical contributions of this research are presented below.

Gap 1: Most change management research has focuses on organisational performance. It lacks a consideration of individual, or employee, outcomes.

This research highlighted employee outcomes as the root of organisational outcomes, or performance. Employee outcomes should be considered as one of the success indicators in change management. The results filled a gap in change management literature regarding the crucialness of understanding and increasing employee outcomes during change situations. Therefore, this research urges scholars to more closely consider employee performance perspectives.

Gap 2: Some research that have looked at individual outcomes studied only active outcomes or passive outcomes separately.

Past research normally focused on either passive or active employee outcomes, separately. To extend the body of knowledge of employee outcomes, this research considered both passive and active employee outcomes in concert. Organisations should pay attention to active employee outcomes during change situations (Hornung & Rousseau, 2007). Proactive employees will dedicate time, give feedback, support colleagues, and forecast future issues related to their tasks (Grant & Ashford, 2008; Tummers et al., 2015). Vital employees work with more positive energy and excitement and believe in their value with regard to accomplishing goals (Ryan & Spreitzer, 2009). Therefore, active employee outcomes (proactiveness and vitality) were included in this research to describe the employee outcome more accuracy.

Gap 3: Few scholars have studied the relationship between how the capability to change affects the individual outcomes by using willingness to change as a moderator.

Based on motivation theory, the AMO model studied by Cummings and Schwab (1973) argued that employee performance depends on an employee's abilities (A), motivation (M), and the opportunity to participate (O). Moreover, Locke et al. (1978), studied the interaction of ability and motivation in performance and found that performance was predicted from ability by using motivation as a moderator. However, the results of this research showed the opposite view point from motivation theory. Employee willingness to change did not affect the relationship of capability to change and employee outcomes. Employees having a higher motivation, or willingness, to change did not guarantee that they would use their capability to change to generate better employee outcomes. Therefore, the motivation theory is limited when describing the use of capability to change to generate employee outcomes in a change situation.

6.2.2 Managerial contributions

The managerial contributions of this research have three aspects. First, organisations should consider the employee perspective as one of the important indicators of succeeding in change management. Employees with a higher capability to change will change more and generate better employee outcomes. Therefore, organisations, or HR departments, should provide training and development programs to support employees during a change period. Moreover, the environment of an organisation that supports learning and improvement of capability by doing things such as providing learning tools, infrastructure, and organisational policies, is also important.

Second, employee outcomes should include not only passive employee outcomes (satisfaction, commitment and turnover), but also active employee outcomes (proactive and vitality). In a complicated situations, such as a change period, an organisation should effectively monitor employee outcomes that will affect organisational performance in the long term. Surveys, interviews, and observations should be used to monitor the employee's passive and active outcomes throughout the

change period. Utilizing the results of employee outcome monitoring,, management could improve the organisational performance and achieve the goals of the change.

Third, due to the employee's willingness to change not having an effect on their use of capability and generating employee outcomes, organisations should consider implementing a system to monitor employee outcomes instead of trying to motivate employees to change. To increase the employee outcomes, management should assign them to positions, tasks, and locations that are a good overall fit for their employees. Moreover, the equity of treatment for all employees, when comparing employees and the rewards that are aligned with each employees' input, is also important during change.

Finally, some organisations have to force employees to change because of a response to government policies especially SOEs. In this case, communicating with employees about the reasons, benefits, and change objectives is an important issue to avoid resistance to the changes.

6.3 Limitations and future research

6.3.1 Limitations

This research has some limitations which provide an opportunity for future research. First, the research is focused on M&A organisations, thus other types of change could also need to be considered. Second, the capability to change measurement could include more than just self-efficacy, focus, and energy that so that it would cover more employee factors, such as absence intention, work-family conflicts, and burnout. Third, most of the respondents were SOEs employees, so more private organisation employees should be included to more equally represent the variety of respondents. Fourth, sample size should include participants from other organisations for a large enough sample to produce more precise results. Finally, the research does not involve employees from organisations of all sizes. Organisational size is also a challenging issue in change management from the employee perspective. Therefore, because of these limitations, this research provides an alternative basis for future research on change management.

6.3.2 Future research

In particular, regarding employee perspective and performance measurement, this research suggests four avenues for useful future research as follow.

6.3.2.1 Alternative methodology using Multi-level Structural Equation Models

In addition to employee capability and employee outcomes, future research should study the links between employee outcomes and organisational performance in multi-level relationships. As employee capability and employee outcomes represent the individual level, the correlates for the departmental or organisational levels should be investigated.

6.3.2.2 Other variables may moderate the relationship between employee capability to change and outcomes

As the results of this research indicated that willingness to change did not affect the relationship between employee capability to change and outcomes, other variable might act as a moderator, such as equity of treatment, organisational communication, or the performance management system, which were mentioned in conclusion interviews with the experts.

6.3.2.3 Other employee outcome perspectives

The further empirical research should also include other employee outcome perspectives, such as outcomes that are measured by an employee's supervisor or colleagues or employee performance based on the performance measurement system to avoid self-reporting error. Moreover, other employee outcomes might be included in the the employee outcomes to be measured, such as employee engagement, loyalty, burnout, absence intention, and work-family conflict.

6.3.2.4 Change management in other contexts

Change management related to the employee's capability to change and employee outcomes might vary among different organisational types. Future research could take organisational types into account when managing change. Small organisations, which have fewer employees and closer relationships between the management level and employees might have a different point of view regarding change management. Moreover, other types of organisations, such as government

organisations and social responsibility organisations should be included. In addition, employee capability and employee outcome might vary among different regions. Future research should consider the cross-cultural context in change management situations, as well.

6.4 Summary

This chapter discussed the research finding produced by the three phase research approach employed to answer the research questions. Based on both the interview results and the Structural Equation Modelling results, the relationship between an employee's capability to change, employee change, employee outcomes, and an employee's willingness to change were described. Accordingly, three theoretical contributions to which filled previous study gaps were indicated. Moreover, four managerial contributions were also presented. Finally, the limitations of the research were presented along with recommendations for future studies.

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The seal of Thammasat University is a circular emblem. It features a central five-tiered umbrella (parasol) above a lotus flower. The lotus is flanked by two stylized figures holding hands. The entire design is enclosed within a circular border containing the university's name in Thai script at the top and "THAMMASAT UNIVERSITY" in English at the bottom.

APPENDICES

APPENDIX A

INTERVIEW QUESTIONS

Interview Form

Name.....Position.....

Department.....Company.....

Questions	Answer	Note
<u>1. General Information</u>		
1.1 What are your job responsibilities? Please explain.		
1.2 How long have you worked in this organisation?		
<u>2. Knowledge and understanding about change</u>		
2.1 What is your understanding of M&A in your organisation?		
2.2 Please describe the M&A situation in your organisation?		
2.3 What is the effect of M&A on the organisation and employees?		
<u>3. Change Management Process</u>		
3.1 What is the role of your management team for the M&A?		
3.2 What is the motivation for the employees to be involved in the M&A?		
3.3 What is the overall of employee opinion about this M&A?		
<u>4. Employee capability to change</u>		
4.1 What are your opinions about this M&A?		
4.2 How was the way the organisation handled this M&A?		
4.3 What are the effects to your position from the M&A?		

Questions	Answer	Note
4.4 How is your capability to handle this position after the M&A?		
4.5 What is your plan to develop your skills for this M&A?		
<u>5. Employee's Performance</u>		
5.1 How is your performance both before and after the M&A?		
5.2 How do you feel about your position after the M&A?		
5.3 What are the factors that affect your performance after the M&A?		
5.4. What are the differences in the performance measurement systems before and after M&A?		
<u>6. Willingness to change of employees</u>		
6.1 What are your benefits from the M&A?		
6.2 What are the organisational benefits from this M&A?		
6.3 How is the opportunity to succeed with the M&A goals?		
6.4 Do you have any organisational change experience before this M&A?		
6.5 What are the advantages for the organisation after this change?		
6.6 What are the disadvantages if the organisation denies the M&A?		
<u>7. Relationship</u>		
7.1 Will your capability affect your individual performance or not? How?		
7.2 Under this changing situation, will the employee use their capabilities to generate a higher performance? And does that depend on their willingness to change?		
<u>8. What are the key success factors for this M&A?</u>		

APPENDIX B

INTERVIEW PARTICIPANTS' INFORMATION

SOEs

Name	Gender	Position	Level	Before M&A Organisation	Date of Interview
A	Male	Product development director	Top Management	FO	6/1/2017
B	Male	HR director	Top Management	FO	6/1/2017
C	Female	Asset management director	Top Management	PP	6/1/2017
D	Male	Acting for Laws director	Middle-manager	FO	6/1/2017
E	Female	Marketing manager	Middle-manager	RE	9/1/2017
F	Female	Economist	Middle-manager	RE	9/1/2017
G	Male	Lawyer	Operational	FO	9/1/2017
H	Female	Administration staff	Operational	RE	9/1/2017
I	Male	Lawyer	Operational	PP	6/1/2017

Food production

Name	Gender	Position	Level	Before M&A Organisation	Date of Interview
I	Female	Financial director (ST)	Top Management	ST	4/4/2018
J	Female	HR manager	Middle-manager	ST	4/4/2018
K	Male	Internal Audit	Middle-manager	FP	4/4/2018
L	Female	Financial director (FP)	Top Management	FP	4/4/2018

Transportation

Name	Gender	Position	Level	Before M&A Organisation	Date of Interview
M	Male	Asst. MD (EW)	Top Management	SW	25/1/2017
N	Male	Asst. MD (SW)	Middle-manager	EW	9/2/2017
O	Female	Business development manager	Middle-manager	EW	9/2/2017
P	Female	Purchasing manager	Middle-manager	SW	9/2/2017
Q	Female	Project analyst	Operational	EW	9/2/2017
R	Female	Purchasing officer	Operational	SW	9/2/2017

APPENDIX C

CONTENT ANALYSIS FOR INTERVIEWS

Coding Example

Questions	Answers	Coding
1. ข้อมูลทั่วไป		
1.1 ตำแหน่งงานที่ปฏิบัติงานอยู่ในขณะนี้ มีหน้าที่ความรับผิดชอบอะไรบ้าง	<p>B: จริง ๆ ที่นี้เค้าแบ่งเป็น 2 ธุรกิจเค้าเรียกว่า Stard BU กับ Food BU Stard BU ก็คือธุรกิจเกี่ยวกับแป้งส่งออกส่วน Food BU ก็เป็นธุรกิจที่ผลิตพวกเส้น เส้นเล็ก เส้นใหญ่ อะไรประมาณนี้อะคะซึ่งในส่วนของ.....เอง.....ก็แยกกันคือ.....ก็ดูเฉพาะในส่วนของ Stard BU คือใน function ของบัญชี</p> <p>B: มีการเกี่ยวหาเรื่องการเงินนิดหน่อยบัญชีก็จะเหมือนบัญชีทั่วไปเรื่องงบเรื่องการ report ให้ตลาดหลักทรัพย์อะไรพวกนั้นส่วนเรื่องการเงินก็จะมีส่วนของคืออย่างเวลาที่เค้าจะไป invest project ใหม่ ๆ เราต้องเข้าไปช่วยเค้าทำการศึกษาว่ามั้นน่าลงทุนมั้ยคิดข้อจำกัดอะไรไร่เปล่า</p> <p>A: งบกระแสเงินอะไรอย่างนี้ใช่มั้ยคะ</p> <p>B: ใช่ สามารถทำ cash flow</p>	Accounting Function Financial for investment projects
1.2 คุณมีประสบการณ์การทำงานในตำแหน่งนี้เป็นระยะเวลาเท่าใด	<p>B: ถ้าตำแหน่งจริง ๆ นี้เลยคือแต่ก่อนก็อย่างที่บอกว่าอยู่ที่บริษัทนี้มาก็จะ 8-9 แล้ว</p> <p>B: ก็ได้มาเรื่อย ๆ แต่ถ้ามาอยู่ตำแหน่งนี้เลยประมาณ 2-3 ปี ปี 15 16 17 ค่ะ 3 ปีคะ</p>	<p>This company 8-9 yrs</p> <p>This position 3 yrs</p>
2. ความรู้และประสบการณ์เกี่ยวกับการบริหารการเปลี่ยนแปลง		
2.1 การควบรวมกิจการที่เกิดขึ้นภายในองค์กร ตามความเข้าใจของคุณคืออะไร	<p>B: ถ้าความเข้าใจของเราก็คือเหมือนเป็นการ ฟอร์มตัวของ บริษัทในอีกรูปแบบหนึ่ง เนาะ ซึ่งที่นี้เค้าใช้วิธีการเหมือนยก 2 บริษัทกลายเป็นบริษัทใหม่อีกบริษัทหนึ่ง</p> <p>A: A+B เป็น C ใช่มั้ยคะ</p> <p>B: ถูกต้อง ถามว่าได้อะไรตอนทำเค้าก็ขึ้นประโยชน์มากมายเลยนะ</p>	<p>One of organizational forming to be one company A+B=C</p>
2.2 สถานการณ์การควบรวมกิจการในองค์กรของคุณเป็นอย่างไร	<p>B: ก็เห็นนะว่าได้จริง ๆ เพียงแต่ว่ามันก็อาจจะยังไม่ได้ ไม่ได้ไม่ชัดเจน เพราะว่ามันจริง ๆ ต้องบอกว่าบริษัทมัน มันเพิ่งความมา 2 หรือ 3 ปี ถามว่า ปัญหามันมีมัยมันก็มี</p> <p>A: เช่นเรื่องอะไรคะ</p>	Benefit of M&A unclear and still have a problems

Questions	Answers	Coding
	<p>B: เรื่องคน คนอย่างเนี่ยเป็นปัญหาใหญ่</p> <p>A: ทุกที่ค่ะ</p> <p>B: ต้องบอกว่า 2 บริษัทที่มี character ต่างกัน โดยสิ้นเชิงเรามา รวมกันแล้วจะใช้ทรัพยากรร่วมกันดูมันมีปัญหาเรื่องสื่อสารถ้าถามเรามันเห็นว่าประโยชน์มันเกิดจริง ๆ ในลักษณะที่บริษัทคาดหวังตอนทำควรวมอะเห็นลักษณะนั้นเลยว่าเราได้ใช้ทรัพยากร cross กันแต่มันยังไม่เห็นแบบตัวที่มันวัดได้</p> <p>B: deal ยังไงหออคะ ก็จริง ๆ เราวัตถุประสงค์นี้ก็คือบริษัทเค้าก็อยากให้มันเป็นเนื้อเดียวกันเราคิดว่าต้องใช้เวลาลำดับแรกก็พยายามให้คนที่ทำงานกับทำงานคุยกันก่อน function เดียวกันเวลาเค้ามีปัญหาควรจะคุยกันก่อนแต่ถ้าคุยกัน ไม่ได้จริง ๆ มันก็ต้องเถิบขึ้นมาเป็นระดับหัวหน้าคุยกันว่าเรื่องนี้ไม่จบนะ มาคุยกันหน่อยชีวะจะเอาอย่างไรแล้วก็ส่งลงไปมันจะเป็นลักษณะเนี่ยอะ</p> <p>B: จริง ๆ ถ้าเรื่องคนเนี่ย part management เค้าก็พยายามทำให้อยู่ให้มันเป็นเนื้อเดียวกันแล้วก็มี activity อะไรหลากหลายเยอะแยะเลยในการที่ไม่มีคำว่า food ไม่มีคำว่า stard เค้าพยายามให้มี activity ที่ทำให้รู้ว่าเป็นบริษัทเดียวกันอะไรประมาณเนี่ย</p> <p>A: แต่ว่าคนก็ยังรู้อยู่มัยค่ะ</p> <p>B: อันนี้ความรู้สึกเรานะ เรายังคิดว่ามันยังมีเหมือนกำแพงนิดนึงมันไม่ได้ถึงกับหลอมรวม</p>	<p>Big issue is employees</p> <p>Character of employees are different</p> <p>Communication problems</p> <p>Try to be unity</p> <p>Unity activities</p>
2.3 การรวบรวมกิจกรรมครั้งนี้ส่งผลกระทบ/การเปลี่ยนแปลงต่อองค์กรและพนักงานอย่างไร	<p>B: ความที่เราเห็นคนที่ character ต่างกันเราก็ได้เรียนรู้วิธีการการทำงานของคนซึ่งเป็นข้อดีนะ อ้อเดี๋ยวมุมนี้ด้วยหรือ เอ๊ะคิดแบบนี้ก็ได้เนอะ อะไรประมาณเนี่ยนะเราก็จะเห็นอะไรที่เหมือนต่างจากเราอะเพราะเราเคยอยู่ตรงนี้เราก็จะเจอคนที่คิดแบบเรา คิดเหมือนเราอะแต่พอเราไปเจอคนอีกกลุ่มหนึ่ง เออ มันเหมือนมี idea ใหม่ ๆ เข้ามาเยอะอันนี้คือข้อดีเนาะ</p> <p>B: ทีนี้พอควรวมใช้ปะเค้าก็เห็นแหละอันนี้คือปัญหาหนึ่งเค้าก็ใส่ระบบเข้ามาดูม</p> <p>A: ละนั่นฝั่งที่เป็น stard จะต้องกระทบเยอะในการรับมือ</p>	<p>Knowledge sharing</p> <p>New ideas</p> <p>IT and System</p> <p>Adaptation</p>

Questions	Answers	Coding
	<p>B: มี panic นิดหน่อยเนาะจากคนที่ไม่เคยใช้เทคโนโลยีเลย แล้วคุณก็ใส่เทคโนโลยีให้เค้ามีความกดดันสูงมากจะบอกว่าอันไหนที่เค้าชอบเปรียบเทียบกับเหมือนซื้อรถโตโยต้ากับรถเบนซ์เราขับอึดแน่นอยู่นะแล้วรถก็ซื้อรถเบนซ์มาขับอะไรยังเงี้ยมันก็เลยมีความยากของคนนะ คนใน stard เรื่องการปรับตัวในการใช้ระบบเหมือนกันแต่อีกฝั่งนึงดูเค้าไม่ค่อยมีปัญหาเท่าไร</p> <p>A: เหมือน stard เองต้องใช้ทุกคนเลยมัยค์ต้องใช้ระบบนี้</p> <p>B: ฉะนั้นตั้งแต่โรงงานเลย</p> <p>A: อันนี้น่าจะกระทบ</p>	
Organization	<p>B: เรื่องการเหมือนไขว้ทรัพยากรกัน อย่างที่บอกว่าเราเป็น B to C เห็นเราเป็น B to B เค้าเป็น B to C อะไรยังเงี้ยแล้วของเรา เราขายต่างประเทศเยอะเค้าขาย local เยอะเนี่ยบางเรื่องมันก็ช่วยกันหมายถึงว่าถ้าเค้าจะไปขายตลาดต่างประเทศเค้าก็ใช้ทรัพยากรของฝั่งนี้ในขณะที่เราอยากจะมาขายตลาดในประเทศเราก็ใช้ทรัพยากรของเค้าได้ อันนี้คือตัวอย่างแท้จริง ๆ มันก็มีหลายเรื่องนะจะมีเรื่องของเทคโนโลยีเรื่องการผลิตอะไรยังเงี้ยด้วยเพราะจะบอกว่าค่อนข้างใกล้เคียงกันไม่ถึงกับแบบว่าต่างกันโดยสิ้นเชิงในลักษณะของกระบวนการผลิตคือหมายถึงว่าเทคโนโลยีในการใช้ใช้ผลิตอะไม่ได้ ไม่ได้ต่างกันเยอะ</p> <p>B: ระบบเนี่ยต้องบอกว่าหลังก่อนควรวมอะมันมีความต่างเยอะเลยระหว่าง 2 BU นี่อะอย่างของ food เขาใช้ระบบที่ค่อนข้างดีระดับหนึ่งแต่ของ stard อะโคตร low เลยเป็นระบบ manual สุด ๆ</p> <p>B: สวัสดิการนี่เอ่อ ก่อนควรมีความต่างนิดหน่อยแต่พอมารวมแล้วเค้าก็พยายามปรับให้มันเหมือนกัน</p>	<p>Share resources</p> <p>More market capability</p> <p>IT</p> <p>Working system changed</p> <p>One benefit policy</p>

Content analysis summary

Questions	Categories		
	SOEs	Transportation	Food Production
1. ข้อมูลทั่วไป			
2. ความรู้และประสบการณ์เกี่ยวกับการบริหารการเปลี่ยนแปลง			
2.1 การรวบรวมกิจการที่เกิดขึ้นภายในองค์กรตามความเข้าใจของคุณคืออะไร	Response to the government policy to be unity to management	To be one company that more effective	Forming to 1 company for more effective
2.2 สถานการณ์การรวบรวมกิจการในองค์กรของคุณเป็นอย่างไร	Restrutural Organization Some employee unhappy (Equity, salary and conservative) Policies and regurations change On the process of unity	Have some conflict Structural change HR policy change Bettere company conditions Support function change more than line functions	Mixing Process to be one company Big issue is employees and communication
2.3 การรวบรวมกิจการครั้งนี้ส่งผลกระทบ/การเปลี่ยนแปลงต่อองค์กรและพนักงานอย่างไร	Task changed(JA and workload) Less specialist employee Some employee resigned	Task, position and process changed Working environment change JE and salary change	Challenge to develop employee skills Team and cordiantion Anxiety and Morale effect
Organization	Changing on organization struture, policy, goals, regulations and working environment Different culture and on unity process	Effect to support function, middle and management function Organizational structural change Better benefit Better company conditions Culture different	Change to be a better company

Questions	Categories		
	SOEs	Transportation	Food Production
3.1 ผู้บริหารมีบทบาทต่อการบริหารการควบคุมกิจกรรมนี้อย่างไร	Restructural organization Communication and align policies to all employee Unity strategy	Communicate to all employee via HR Management is changed but still have 2 MD Management ignore employee and lack of direction	Change leadership
3.2 องค์กรมีการจูงใจพนักงานให้มีส่วนร่วมในการเปลี่ยนแปลงครั้งนี้หรือไม่อย่างไร	Assign the policies Communication and Unity activities Reward	Communication via HR Lack of motivation activities	Employee benefit both finance and non finance Communication to all employees
3.3 คุณคิดว่าพนักงานส่วนใหญ่มีความรู้สึกอย่างไรต่อการควบคุมกิจกรรมครั้งนี้	Both happy and unhappy Need more time to unity Do the best task	It's a better/positive change Employee adapt to change but some employees unhappy to change	Both accept and unaccept change Need communication to all employee
4. ความสามารถของพนักงานต่อการรับมือการเปลี่ยนแปลง			
4.1 คุณรู้สึกอย่างไรต่อการควบคุมกิจกรรมครั้งนี้	Forced to change with unequity and more workload Agree to change Different culture More collaboration	Positive to change and task focus Confident in management Unhappy to change	Positive to change Need more time to adapt
4.2 คุณเองมีวิธีการรับมือกับการควบคุมกิจกรรมครั้งนี้หรือไม่อย่างไร	More learning and coordination Positive attitude to change Focus to the task Family and financial plan	Learning and adaptation Positive to change Focus to task and more collaboration	Work as a team to support change Learning and adapting

Questions	Categories		
	SOEs	Transportation	Food Production
4.3 การรวบรวมกิจการ ครั้งนี้ส่งผลกระทบต่อ ตำแหน่งงานที่ ปฏิบัติงานอยู่ในขณะนี้ อย่างไรบ้าง	Both small and big change New position, task and working environment More work load and lack of employees Need more time to adapt change	Task change Working environment Collaboration and social relationship Inequity	Adapt to be one company Develop knowledge and quick response
4.4 คุณมีความสามารถ มากน้อยเพียงใดในการ ปฏิบัติงานในตำแหน่ง ปัจจุบันภายหลังการ รวบรวมกิจการ	Have ability and develop to change Positive to change	Confident and able to handle change	Have ability to change

APPENDIX D

SURVEY QUESTIONNAIRE

Survey Questionnaire

Description: This questionnaire is part of PhD research for Thammasat Business School. The purpose of this study is to examine capability to change, willingness to change and employee outcome in M&A situation. This questionnaire asks about your **PERSONAL** opinion on M&A situation based on your organization. Your responses will be anonymous and will never be linked to your personally. Your participation is entirely voluntary. Thank you for your cooperation.

Please fill in the blanks or space an X or check mark next to the word or phrase that best matches your response.

Part I: Respondent's experience and perception in M&A

1. Have you ever had experience with organisational change?

☐ Yes, specify what _____

☐ No

2. Form overall, the effect of the M&A on your position about these items is

1= no effect

5= strongly effect

Items	1	2	3	4	5	Can't be evaluated
1. Work practices and tasks						
2. Managerial routines						
3. Colleagues						
4. Environment						
5. Hierarchy						

3. What is your opinion or perception about these items?

1= strongly disagree

5 = strongly agree



Items	1	2	3	4	5	Can't be evaluated
1. I am satisfied with the present performance measurement system in my organisation.						
2. Compared to coworkers and outside employees who are similar to me regarding qualifications, these items I get from my organization is fair - the work condition						

Items	1	2	3	4	5	Can't be evaluated
- the salary						
- the status						
- the security						
- the recognition						
- the growth opportunity						
3. I received all necessary information about M&A from my organisation.						

Part II: Employee change capabilities

1= strongly disagree

5 = strongly agree



Dimension	Items	Before M&A (2 years before M&A)					Can't be evaluated
		1	2	3	4	5	
Self-efficacy	1. I will be able to achieve most of the goals that I have set for myself.						
	2. When facing difficult tasks, I am certain that I will accomplish them.						
	3. In general, I think that I can obtain outcomes that are important to me.						
	4. I believe I can succeed at most any endeavor to which I set my mind.						
	5. I will be able to successfully overcome many challenges.						
	6. I am confident that I can perform effectively on many different tasks.						
	7. Compared to other people, I can do most tasks very well.						
Focus	6. I have a clear understanding of the goals to be attained, requisite capabilities to be acquired and the specific steps to be taken for this M&A						

Dimension	Items	Before M&A (2 years before M&A)					Can't be evaluated
		1	2	3	4	5	
Energy	7. I have a concentrated attention to complete this M&A project.						
	8. I am weighing options before acting, and concentrating on key projects						
	9. My <u>vigour</u> is fuelled by an intense personal commitment to change						
	10. I am good at generating energy and using it through change activities						

Part III: Employee outcome

Before means the period of 3 years before M&A

After means the period of 3 years after M&A

Dimension	Items	Before M&A (3 years before M&A)					After M&A (3 years after M&A)					Can't be evaluated
		1	2	3	4	5	1	2	3	4	5	
Satisfaction	1. All in all, I am satisfied with my job											
	2. All in all, I am satisfied with my co-workers											
	3. All in all, I am satisfied with my supervisor											
	4. All in all, I am satisfied with my working at this company											
Commitment	5. I have a strong sense of belonging to my organisation											
	6. I would be very happy to spend the rest of my career with this organisation											

Dimension	Items	Before M&A (3 years before M&A)					After M&A (3 years after M&A)					Can't be evaluated
		1	2	3	4	5	1	2	3	4	5	
	7. I would be very hard for me to leave my organisation right now, even if I want to											
	8. Too much in my life would be disrupted if I decided to leave the organisation now											
	9. I would feel guilty if I left the organisation now											
	10. This organisation deserves my loyalty											
Turnover	11. I am actively looking for a job outside this company.											
	12. As soon as I can find a better job, I will leave this company											
	13. I am seriously thinking about quitting my job											
	14. I often think about quitting my job at this company											
	15. I think I will be working at this company 5 years from now											
Proactive	16. I am usually actively attracted to solving problems											
	17. I will search for the solution immediately when dealing with a problem											
	18. Whenever there is a chance to get actively involved, I will take it											
	19. I take initiative immediately, even when others don't											
	20. I use opportunities quickly in order to attain the goals											

Dimension	Items	Before M&A (3 years before M&A)					After M&A (3 years after M&A)					Can't be evaluated
		1	2	3	4	5	1	2	3	4	5	
Vitality	21. I usually do more than asked to do.											
	22. I am particularly good at <u>realising</u> ideas											
	23. I have High energy to complete the task											
	24. During the work day I feel full of energy											
	25. The organisation gives me positive energy											
	26. I feels a lot of excitement when doing my task											
	27. I feel vital and alive while working.											

Part IV: Willingness to change of employees

Dimension	Items	1	2	3	4	5	Can't be evaluated
Employee benefits	1. These changes will give me greater opportunities to use my core skills and talents						
	2. These changes give me an opportunity to learn new skills						
	3. These changes will bring me into contact with a wider network of experts						
	4. These changes will give me a chance to reduce my working hours						
	5. I feel my work will be more closely aligned to what the organisation is trying to achieve						

Dimension	Items	1	2	3	4	5	Can't be evaluated
Personal Benefit	6. I believe that the changes are what our customers want us to be doing						
	7. I believe the changes will increase our competitiveness						
	8. I believe the changes will improve our reputation in the marketplace.						
	9. I believe that these changes are the best practiced in our industry						
Likely achievability	10. I feel that the tasks involved in making the change happen are achievable						
	11. I feel confident that I can complete the tasks that have been assigned to me						
	12. I feel the time allocated for the change is reasonable						
Change experience	13. I have been involved in a number of successful change initiatives						
	14. I have learned new skills from my previous involvement in change						
	15. My enjoyment of my job increased as a result of the changes I have previously been involved in						
Future attractiveness	16. These changes create a more intuitive process						
	17. These changes will reduce the amount of errors and reworking associated with my workload						
	18. These changes will improve the timely delivery of my work						
	19. These changes will make it easier to track the progress of my work						

Dimension	Items	1	2	3	4	5	Can't be evaluated
Unattractiveness of future	20. Current workflow is badly organized with lots of delays						
	21. There are currently a high number of customer complaints about the area that I work in						
	22. I do not have the opportunity to use all of my skills in the current environment						
	23. I do not feel that we are applying best practice or industry standards to how we currently work						
	24. Our products and services are not as popular as they once were						

Part V: Respondent's Profiles

1. Gender ☐ Male ☐ Female
2. Age _____ Years
3. Highest education ☐ PhD. ☐ Master degree
☐ Bachelor degree ☐ Lower than bachelor degree
4. Position in the company _____
5. Service year this company _____ Years

แบบสอบถาม

คำชี้แจง: กรุณาตอบคำถามในช่องว่างที่กำหนดให้ หรือ ใส่เครื่องหมาย X หรือ ✓ ที่ตรงกับความคิดเห็นของท่านมากที่สุดในแต่ละข้อคำถามที่กำหนด

ส่วนที่ 1: ความสามารถในการเปลี่ยนแปลงของพนักงาน (Employee capability for change) ก่อนการควบรวมกิจการ (2 ปีก่อนการควบรวม)

ประเด็น	ข้อคำถาม	ระดับความเห็นด้วย					ไม่สามารถประเมินได้
		1 น้อยที่สุด	2 น้อย	3 ปานกลาง	4 มาก	5 มากที่สุด	
Self-efficacy	1. ฉันเชื่อว่าฉันมีความสามารถที่จะปฏิบัติงานให้บรรลุเป้าหมายตามที่ฉันกำหนดไว้ได้						
	2. ฉันเชื่อว่าฉันมีความสามารถที่จะทำงานได้สำเร็จแม้เจองานที่ยาก						
	3. ฉันเชื่อว่าฉันมีความสามารถที่จะปฏิบัติงานได้สำเร็จแม้จะต้องเจอกับความท้าทายและการเปลี่ยนแปลงต่างๆ						
	4. ฉันเชื่อว่าฉันมีความสามารถที่จะปฏิบัติงานได้อย่างมีประสิทธิภาพแม้ว่าจะต้องทำงานที่หลากหลายในช่วงเวลาเดียวกัน						
Focus	5. ฉันมีเป้าหมาย วิธีการและกระบวนการที่จำเป็นสำหรับการทำให้ควมรวมกิจการครั้งนี้สำเร็จ						
	6. ฉันมีความมุ่งมั่นและทุ่มเทเพื่อให้การควมรวมกิจการครั้งนี้สำเร็จ						
	7. ฉันให้น้ำหนักความสำคัญของแต่ละงานก่อนตัดสินใจเลือกโดยเลือกงานที่มีความสำคัญก่อนภายใต้สถานการณ์การควมรวม						
Energy	8. ฉันรู้สึกมีพลังในการปฏิบัติงานเพราะผูกพันกับองค์กรนี้						
	9. ฉันใช้พลังในการปฏิบัติงานของฉันอย่างเต็มที่เพื่อให้การปฏิบัติงานของฉันมีประสิทธิภาพ						

ประเด็น	ข้อความ	ระดับความเห็นด้วย					ไม่สามารถ ประเมิน ได้
		1 น้อย ที่สุด	2 น้อย	3 ปาน กลาง	4 มาก	5 มาก ที่สุด	
	10. ฉันรู้สึกมีพลังในการปฏิบัติงานแม้ต้องเจอกับภาระงานล้นมือ หรือกำหนดส่งงานกระชั้นชิด						

ส่วนที่ 2 ผลการปฏิบัติงานของพนักงาน (Job Performance)

1 = เห็นด้วยน้อยที่สุด

2 = เห็นด้วยน้อย

3 = เห็นด้วยปานกลาง

4 = เห็นด้วยมาก

5 = เห็นด้วยมากที่สุด

ประเด็น	ข้อความ	ก่อนการรวบรวม (2 ปีก่อนการรวบรวม)					หลังการรวบรวม (2 ปีหลังการรวบรวม)					ไม่สามารถ ประเมินได้
		1	2	3	4	5	1	2	3	4	5	
satisfaction	1. ในภาพรวมฉันมีความพึงพอใจในงานที่รับผิดชอบ											
	2. ในภาพรวมฉันมีความพึงพอใจในเพื่อนร่วมงาน											
	3. ในภาพรวมฉันมีความพึงพอใจในผู้บังคับบัญชา											
	4. ในภาพรวมฉันมีความพึงพอใจต่อตัวองค์กรนี้											
Commitment	5. ฉันมีความรู้สึกอย่างแรงกล้าว่าฉันเป็นส่วนหนึ่งขององค์กรนี้											
	6. ฉันจะมีความสุขอย่างมากหากได้ใช้ระยะเวลาในการทำงานที่เหลือกับองค์กรนี้											
	7. ฉันมีความรู้สึกอย่างแรงกล้าว่าอยากสนับสนุนให้องค์กรนี้เจริญก้าวหน้าต่อไป											
	8. ฉันจะรู้สึกภูมิใจในองค์กรและอยากอยู่ในองค์กรนี้ต่อไป											
	9. ฉันมักแสดงพฤติกรรมที่เหมาะสมเพื่อสนับสนุนองค์กรให้เจริญก้าวหน้า											

ประเด็น	ข้อคำถาม	ก่อนการรวบรวม (2 ปีก่อนการรวบรวม)					หลังการรวบรวม (2 ปีหลังการรวบรวม)					ไม่สามารถ ประเมินได้
		1	2	3	4	5	1	2	3	4	5	
	10. องค์กรนี้คู่ควรต่อความ จงรักภักดีของฉัน											
Turnover	11. ฉันกำลังจริงจังกับการมองหา งานใหม่ภายนอกองค์กรนี้											
	12. หากฉันสามารถหางานใหม่ที่ ดีกว่างานนี้ได้ฉันจะลาออกจาก องค์กรนี้ทันที											
	13. ฉันกำลังตัดสินใจเกี่ยวกับการ ลาออกจากงาน											
	14. ฉันมักจะคิดเรื่องการลาออกจาก องค์กรนี้อยู่บ่อยๆ											
	15. ฉันคิดว่าอีก 5 ปีข้างหน้าฉันคง ไม่ได้ทำงานอยู่ที่องค์กรนี้											
Proactive	16. ฉันมักเป็นคนที่คาดการณ์และ เตรียมความพร้อมในการ เผชิญหน้ากับปัญหาในอนาคต											
	17. เมื่อไหร่ก็ตามที่มีสิ่งผิดปกติ เกิดขึ้นฉันจะหาทางแก้ไขทันที											
	18. ฉันมักจะลงมือทำสิ่งใหม่ๆก่อน เพื่อนร่วมงานเสมอ											
	19. ฉันมักจะใช้ทุกโอกาสที่เข้ามา เพื่อให้เป้าหมายประสบ ความสำเร็จ											
	20. ฉันมักจะทำมากกว่าที่ได้รับการ ร้องขอให้ทำ											
	21. ฉันมักจะนำเสนอความคิดใน เรื่องต่างๆ เป็นประจำ											
	22. ฉันมักจะให้ข้อเสนอแนะ และ สนับสนุนเพื่อนร่วมงานเสมอ											
Vitality	23. ในขณะที่ทำงานฉันรู้สึกมีพลังต่อ การเปลี่ยนแปลง											
	24. ในขณะที่ทำงานฉันรู้สึกเต็มไปด้วย พลังงานเชิงบวกในการ เปลี่ยนแปลง											

ประเด็น	ข้อคำถาม	ก่อนการรวบรวม (2 ปีก่อนการรวบรวม)					หลังการรวบรวม (2 ปีหลังการรวบรวม)					ไม่สามารถ ประเมินได้
		1	2	3	4	5	1	2	3	4	5	
	25. ฉันรู้สึกร่างกายแข็งแรงในขณะที่ทำงานภายใต้การเปลี่ยนแปลง											
	26. ฉันรู้สึกจิตใจเข้มแข็งในขณะที่ทำงานภายใต้การเปลี่ยนแปลง											

ส่วนที่ 3 : ความเต็มใจในการเปลี่ยนแปลง (Willingness to change)

ประเด็น	ข้อคำถาม	ระดับความคิดเห็นด้วย					ไม่สามารถ ประเมินได้
		1 น้อย ที่สุด	2 น้อย	3 ปาน กลาง	4 มาก	5 มาก ที่สุด	
Employee benefit	1. การรวบรวมกิจการนี้จะมอบโอกาสในการแสดงความรู้ ทักษะ และความสามารถหลักของฉัน						
	2. การรวบรวมกิจการนี้จะมอบโอกาสในการเรียนรู้ความรู้และทักษะใหม่ๆ แก่ฉัน						
	3. การรวบรวมกิจการนี้จะทำให้ฉันได้ติดต่อกับคนที่มีความรู้ความสามารถในวงกว้างมากขึ้น						
	4. การรวบรวมกิจการนี้จะช่วยเพิ่มประสิทธิภาพในการทำงานของฉัน						
	5. ฉันรู้สึกว่าการดำเนินงานของฉันสอดคล้องกับเป้าหมายขององค์กรมากขึ้น						
Organisational benefit	6. ฉันเชื่อว่าการรวบรวมกิจการครั้งนี้ช่วยให้ตอบสนองความต้องการของลูกค้าได้ดีขึ้น						
	7. ฉันเชื่อว่าการรวบรวมกิจการนี้จะช่วยเพิ่มความสามารถในการแข่งขันให้แก่องค์กร						
	8. ฉันเชื่อว่าการรวบรวมกิจการนี้จะช่วยทำให้ชื่อเสียงขององค์กรในตลาดดีขึ้น						
	9. ฉันเชื่อว่าการรวบรวมกิจการนี้เป็นตัวอย่างที่ดีให้แก่องค์กรอื่นๆ ในอุตสาหกรรมได้						
Likely to achieve	10. ฉันรู้สึกว่าการดำเนินงานที่เกี่ยวข้องกับการรวบรวมกิจการในองค์กรจะต้องประสบความสำเร็จ						
	11. ฉันมีความมั่นใจว่าพนักงานในองค์กรสามารถทำงานที่เกี่ยวข้องกับการรวบรวมกิจการขององค์กรให้สำเร็จได้						

ประเด็น	ข้อความคำถาม	ระดับความคิดเห็นด้วย					ไม่สามารถ ประเมินได้
		1 น้อย ที่สุด	2 น้อย	3 ปาน กลาง	4 มาก	5 มาก ที่สุด	
Positive change	12. ฉันรู้สึกว่าการเวลาที่กำหนดสำหรับการ รวบรวมกิจการในองค์กรมีความเหมาะสม ที่จะทำให้การรวบรวมสำเร็จ						
	13. ฉันเคยมีส่วนร่วมในการเปลี่ยนแปลงที่ ประสบความสำเร็จมาแล้วหลายครั้ง						
	14. ฉันเคยได้รับความรู้ใหม่ๆจากการมีส่วน ร่วมในการเปลี่ยนแปลงครั้งก่อน						
Future attractiveness	15. การมีส่วนร่วมในการเปลี่ยนแปลงครั้งก่อน ทำให้ฉันมีความสุขในการทำงานมากขึ้น						
	16. ภายหลังจากการรวบรวมกิจการฉันเชื่อว่า กระบวนการทำงานของฉันจะดีขึ้น						
	17. ภายหลังจากการรวบรวมกิจการฉันเชื่อว่าความ ผิดพลาดและงานที่ซ้ำซ้อนของฉันจะ น้อยลง						
	18. ภายหลังจากการรวบรวมกิจการฉันเชื่อว่าฉัน สามารถทำงานเสร็จได้เร็วขึ้น						
Unattractiveness of present	19. ภายหลังจากการรวบรวมกิจการฉันสามารถ ติดตามความก้าวหน้าของงานที่ได้รับ มอบหมายได้ง่ายขึ้น						
	20. ระบบการทำงานในปัจจุบันขาดการจัดการ ที่ดีและประสบปัญหาล่าช้าอย่างมาก						
	21. ปัจจุบันฉันได้รับข้อร้องเรียนจากผู้มีส่วน ได้ส่วนเสีย (stakeholder) อย่างมากเกี่ยวกับ งานที่ฉันเกี่ยวข้อง						
	22. ฉันไม่ได้รับโอกาสในการใช้ความรู้ ความสามารถทั้งหมดของฉันภายใต้ สถานการณ์การทำงานในปัจจุบัน						
	23. ฉันไม่ได้รู้สึกว่าองค์กรใช้วิธีการทำงานที่ดี ที่สุดที่จะเป็นตัวอย่างให้แก่องค์กรอื่นๆใน อุตสาหกรรมได้						
	24. องค์กรไม่สามารถตอบสนองความต้องการ ของลูกค้าได้ดีขึ้น						

ส่วนที่ 4 การเปลี่ยนแปลงของพนักงาน (Employee change)

ข้อคำถาม	ระดับความเห็นด้วย					ไม่สามารถ ประเมินได้
	1 น้อย ที่สุด	2 น้อย	3 ปาน กลาง	4 มาก	5 มาก ที่สุด	
1. ฉันมีการเปลี่ยนแปลงตัวเองเพื่อให้สามารถปฏิบัติงานได้ดีขึ้นหลังการควบรวมกิจการ						
2. ฉันปรับตัวให้สอดคล้องกับสถานการณ์การควบรวมกิจการ						
3. ฉันปฏิบัติตามการเปลี่ยนแปลงที่องค์กรต้องการให้เปลี่ยนแปลง						

ส่วนที่ 5 : ประสิทธิภาพและการรับรู้ของพนักงานต่อการควบรวมกิจการ ระบบประเมินผลการปฏิบัติงาน การปฏิบัติอย่างเท่าเทียมกัน และการสื่อสารภายในองค์กร

ประเด็น	ข้อคำถาม	ระดับความเห็นด้วย					ไม่สามารถ ประเมินได้
		1 น้อย ที่สุด	2 น้อย	3 ปาน กลาง	4 มาก	5 มาก ที่สุด	
Change Impact	1. การควบรวมกิจการทำให้งานและวิธีการปฏิบัติงานของฉันเปลี่ยนไป						
	2. การควบรวมกิจการทำให้รูปแบบการบริหารงานภายในองค์กรเปลี่ยนแปลงไป						
	3. การควบรวมกิจการทำให้ฉันมีการเปลี่ยนแปลงเพื่อนร่วมงาน						
	4. การควบรวมกิจการทำให้สภาพแวดล้อมทางกายภาพในการปฏิบัติงานของฉันเปลี่ยนแปลงไป						
	5. การควบรวมกิจการทำให้สายการบังคับบัญชาของฉันเปลี่ยนแปลงไป						
PMS	6. ระบบการประเมินผลการปฏิบัติงานขององค์กรช่วยให้ฉันพัฒนาผลการปฏิบัติงานให้ดีขึ้น						
	7. ระบบการประเมินผลการปฏิบัติงานขององค์กรมีความเที่ยงตรงสะท้อนถึงผลการปฏิบัติงานที่แท้จริงของฉัน						
	8. ระบบการประเมินผลการปฏิบัติงานขององค์กรมีความยุติธรรม						

ประเด็น	ข้อความ	ระดับความเห็นด้วย					ไม่สามารถ ประเมินได้
		1 น้อย ที่สุด	2 น้อย	3 ปาน กลาง	4 มาก	5 มาก ที่สุด	
	9. ระบบการประเมินผลการปฏิบัติงานขององค์กรมีความชัดเจนในกระบวนการประเมินผลงาน						
Equity Treatment	10. เมื่อเปรียบเทียบกับเพื่อนร่วมงานและบุคคลภายนอกที่มีคุณสมบัติใกล้เคียงกับฉัน เงื่อนไขในการปฏิบัติงานที่ฉันได้รับจากองค์กรมีความยุติธรรม						
	11. เมื่อเปรียบเทียบกับเพื่อนร่วมงานและบุคคลภายนอกที่มีคุณสมบัติใกล้เคียงกับฉัน เงินเดือนที่ฉันได้รับจากองค์กรมีความยุติธรรม						
	12. เมื่อเปรียบเทียบกับเพื่อนร่วมงานและบุคคลภายนอกที่มีคุณสมบัติใกล้เคียงกับฉัน ตำแหน่งที่ฉันได้รับจากองค์กรมีความยุติธรรม						
	13. เมื่อเปรียบเทียบกับเพื่อนร่วมงานและบุคคลภายนอกที่มีคุณสมบัติใกล้เคียงกับฉัน ความมั่นคงที่ฉันได้รับจากองค์กรมีความยุติธรรม						
	14. เมื่อเปรียบเทียบกับเพื่อนร่วมงานและบุคคลภายนอกที่มีคุณสมบัติใกล้เคียงกับฉัน การได้รับการยอมรับที่ฉันได้รับจากองค์กรมีความยุติธรรม						
	15. เมื่อเปรียบเทียบกับเพื่อนร่วมงานและบุคคลภายนอกที่มีคุณสมบัติใกล้เคียงกับฉัน โอกาสในการทำงานที่ท้าทายที่ฉันได้รับจากองค์กรมีความยุติธรรม						
Organisa	16. เมื่อเปรียบเทียบกับเพื่อนร่วมงานและบุคคลภายนอกที่มีคุณสมบัติใกล้เคียงกับฉัน โอกาสในการเติบโตในสายงานที่ฉันได้รับจากองค์กรมีความยุติธรรม						
	17. มีการสื่อสารภายในองค์กรที่ทำให้ฉันได้รับข้อมูลที่เป็นเกี่ยวกับสาเหตุการควมรวมกิจการขององค์กร						

ประเด็น	ข้อความ	ระดับความเห็นด้วย					ไม่สามารถ ประเมินได้
		1 น้อย ที่สุด	2 น้อย	3 ปาน กลาง	4 มาก	5 มาก ที่สุด	
	18. มีการสื่อสารภายในองค์กรที่ทำให้ฉันได้รับข้อมูลที่จำเป็นเกี่ยวกับ <u>นโยบายการ</u> <u>รวบรวมกิจการขององค์กร</u>						
	19. มีการสื่อสารภายในองค์กรที่ทำให้ฉันได้รับข้อมูลที่จำเป็นเกี่ยวกับ <u>อัตลักษณ์ของ</u> <u>องค์กร</u> ที่ทำให้ทุกคนหลอมรวมไปในทิศทางเดียวกันหลังการรวบรวมกิจการ						

ส่วนที่ 6 : ข้อมูลส่วนบุคคลของพนักงาน

- เพศ ☐ ชาย ☐ หญิง
- อายุ _____ ปี
- ระดับการศึกษาสูงสุด ☐ ปริญญาเอก ☐ ปริญญาโท
☐ ปริญญาตรี ☐ ต่ำกว่าปริญญาตรี
- ตำแหน่งงานในองค์กร _____
- อายุงานในองค์กรนี้ _____ ปี
- คุณเคยมีประสบการณ์การเปลี่ยนแปลงภายในองค์กรหรือไม่
☐ ไม่เคย ☐ เคย (กรุณาตอบคำถามข้อ 7)
- ประสบการณ์การเปลี่ยนแปลงภายในองค์กรที่คุณเคยมี คือ
☐ การรวบรวมกิจการ ☐ การลดขนาดองค์กร
☐ การขายกิจการ ☐ การปรับโครงสร้างองค์กร
☐ การเปลี่ยนแปลงวัฒนธรรมองค์กร ☐ อื่นๆ _____

APPENDIX E

Q-SORT EXPERT DETAILS

Q-sort expert details

Round	Expert 1	Expert 2
1	University lecturer in management area	University lecturer in management area
2	HR manager in large private organisation	HR manager in government sector
3	University lecturer in commerce and accountancy	University lecturer in management area
4	Government officer	Government officer



APPENDIX F

SEM INPUTS AND OUTPUTS

SEM input and output based on Mplus

1) Without moderator

Mplus VERSION 8.4 (Mac)
MUTHEN & MUTHEN
02/24/2020 1:01 PM

INPUT INSTRUCTIONS

Title: SEMMODEL_no moderator_control var;

DATA: FILE = '/Users/suthiporn/Documents/RUN SEM/
Data for Analysis/Raw data modified 7_missing_control var.dat';

Variable: names =

SE1-SE4 FO1-FO3 EN1-EN3

EB1-EB5 OB1-OB4 LA1-LA3

PC1-PC3 FA1-FA4 UA1-UA5

EC1-EC3

SA1-SA4 CM1-CM6 TO1-TO5

PA1-PA7 VT1-VT4

EB OB LA PC FA UA

W

CI1-CI5

PM1-PM4

ET1-ET7

CO1-CO3;

Usevariables =

SE1-SE4 FO1-FO3 EN1-EN3

EC1-EC3

SA1-SA4 CM1-CM6 TO1-TO5
PA1-PA7 VT1-VT4

CI1-CI5
PM1-PM4
ET1-ET7
CO1-CO3;

ANALYSIS:

TYPE = GENERAL;
ESTIMATOR = ML;

MODEL:

SE by SE1-SE4;
FO by FO1-FO3;
EN by EN1-EN3;

EC by EC1-EC3;

SA by SA1-SA4;
CM by CM1-CM6;
TO by TO1-TO5;
PA by PA1-PA7;
VT by VT1-VT4;

CI by CI1-CI5;
PM by PM1-PM4;
ET by ET1-ET7;
CO by CO1-CO3;

X by SE FO EN;

Y1 by SA CM TO;
Y2 by PA VT;

Y1 ON EC CI PM ET CO;
Y2 ON EC CI PM ET CO;
EC ON X;

CI2 WITH CI1;
PA2 WITH PA1;
TO2 WITH TO1;
VT4 WITH VT3;

ET6 WITH ET5;
SA3 WITH SA2;
PA7 WITH PA6;

OUTPUT: STANDARDIZED;
SAMPSTAT;
MODINDICES;

ODEL FIT INFORMATION

Number of Free Parameters 211

Loglikelihood

H0 Value	-16482.642
H1 Value	-14964.536

Information Criteria

Akaike (AIC)	33387.285
Bayesian (BIC)	34170.882
Sample-Size Adjusted BIC	33501.701
(n* = (n + 2) / 24)	

Chi-Square Test of Model Fit

Value	3036.212
Degrees of Freedom	1558
P-Value	0.0000

RMSEA (Root Mean Square Error Of Approximation)

Estimate	0.056
90 Percent C.I.	0.053 0.059
Probability RMSEA <= .05	0.001

CFI/TLI

CFI	0.876
TLI	0.869

Chi-Square Test of Model Fit for the Baseline Model

Value	13604.093
Degrees of Freedom	1653

P-Value 0.0000

SRMR (Standardized Root Mean Square Residual)

Value 0.077

STANDARDIZED MODEL RESULTS

STDYX Standardization

		Two-Tailed			
		Estimate	S.E.	Est./S.E.	P-Value
SE	BY				
	SE1	0.650	0.039	16.769	0.000
	SE2	0.798	0.028	28.130	0.000
	SE3	0.818	0.027	30.556	0.000
	SE4	0.703	0.035	20.052	0.000
FO	BY				
	FO1	0.751	0.034	22.011	0.000
	FO2	0.796	0.033	24.251	0.000
	FO3	0.611	0.044	13.995	0.000
EN	BY				
	EN1	0.587	0.046	12.873	0.000
	EN2	0.733	0.037	19.769	0.000
	EN3	0.792	0.035	22.894	0.000
EC	BY				
	EC1	0.776	0.027	28.817	0.000
	EC2	0.949	0.018	52.937	0.000
	EC3	0.794	0.026	31.004	0.000
SA	BY				
	SA1	0.657	0.038	17.447	0.000
	SA2	0.684	0.036	18.987	0.000
	SA3	0.631	0.039	15.981	0.000
	SA4	0.759	0.029	25.841	0.000
CM	BY				
	CM1	0.802	0.023	34.939	0.000
	CM2	0.853	0.018	47.111	0.000
	CM3	0.798	0.023	34.445	0.000
	CM4	0.827	0.020	40.355	0.000

CM5		0.800	0.023	34.668	0.000
CM6		0.842	0.019	44.087	0.000
TO	BY				
TO1		0.767	0.027	28.813	0.000
TO2		0.824	0.022	38.124	0.000
TO3		0.898	0.015	59.431	0.000
TO4		0.899	0.015	59.493	0.000
TO5		0.768	0.026	29.234	0.000
PA	BY				
PA1		0.643	0.037	17.253	0.000
PA2		0.748	0.029	25.639	0.000
PA3		0.772	0.027	28.509	0.000
PA4		0.791	0.026	30.964	0.000
PA5		0.724	0.031	23.392	0.000
PA6		0.741	0.030	24.718	0.000
PA7		0.763	0.028	27.039	0.000
VT	BY				
VT1		0.803	0.026	31.226	0.000
VT2		0.848	0.022	38.376	0.000
VT3		0.783	0.027	28.558	0.000
VT4		0.748	0.030	24.656	0.000
CI	BY				
CI1		0.573	0.044	13.085	0.000
CI2		0.448	0.051	8.788	0.000
CI3		0.804	0.029	28.017	0.000
CI4		0.868	0.026	33.617	0.000
CI5		0.678	0.037	18.323	0.000
PM	BY				
PM1		0.540	0.043	12.547	0.000
PM2		0.823	0.021	38.948	0.000
PM3		0.927	0.012	75.271	0.000
PM4		0.907	0.014	66.210	0.000
ET	BY				
ET1		0.692	0.033	20.650	0.000
ET2		0.691	0.033	20.718	0.000
ET3		0.807	0.024	33.347	0.000
ET4		0.708	0.032	22.119	0.000
ET5		0.805	0.025	32.520	0.000
ET6		0.793	0.026	30.873	0.000
ET7		0.771	0.027	28.545	0.000

CO	BY				
CO1		0.860	0.019	45.155	0.000
CO2		0.941	0.015	64.246	0.000
CO3		0.770	0.027	28.980	0.000

X	BY				
SE		0.744	0.043	17.291	0.000
FO		0.891	0.042	21.271	0.000
EN		0.788	0.045	17.633	0.000

Y1	BY				
SA		0.974	0.024	40.428	0.000
CM		0.941	0.020	48.194	0.000
TO		-0.574	0.044	-12.896	0.000

Y2	BY				
PA		0.871	0.029	30.471	0.000
VT		0.892	0.028	31.286	0.000

Y1	ON				
EC		0.159	0.065	2.424	0.015
CI		-0.201	0.064	-3.156	0.002
PM		0.361	0.097	3.709	0.000
ET		-0.094	0.111	-0.844	0.399
CO		0.084	0.083	1.007	0.314

Y2	ON				
EC		0.195	0.069	2.822	0.005
CI		-0.203	0.067	-3.045	0.002
PM		0.148	0.104	1.431	0.152
ET		0.066	0.117	0.562	0.574
CO		0.115	0.088	1.300	0.194

EC	ON				
X		0.536	0.053	10.107	0.000

PM	WITH				
CI		0.228	0.062	3.702	0.000

ET	WITH				
CI		0.220	0.063	3.489	0.000
PM		0.735	0.033	22.407	0.000

CO	WITH				
CI		0.191	0.063	3.038	0.002
PM		0.571	0.044	12.977	0.000
ET		0.637	0.041	15.662	0.000

X	WITH				
CI		0.108	0.070	1.547	0.122
PM		0.269	0.064	4.217	0.000
ET		0.404	0.060	6.715	0.000
CO		0.337	0.062	5.464	0.000
Y2	WITH				
Y1		0.865	0.032	27.127	0.000
CI2	WITH				
CI1		0.448	0.048	9.307	0.000
PA2	WITH				
PA1		0.414	0.052	7.918	0.000
TO2	WITH				
TO1		0.361	0.057	6.319	0.000
VT4	WITH				
VT3		0.355	0.060	5.874	0.000
ET6	WITH				
ET5		0.354	0.061	5.783	0.000
SA3	WITH				
SA2		0.306	0.058	5.234	0.000
PA7	WITH				
PA6		0.300	0.060	4.969	0.000

2) With moderator

Mplus VERSION 8.4 (Mac)
MUTHEN & MUTHEN
04/10/2020 2:09 PM

INPUT INSTRUCTIONS

Title: SEMMODEL first order willingness by average 5 missing_control_w ;

DATA: FILE = 'Users/suthiporn/Documents/RUN SEM/
Data for Analysis/Raw data modified 7_missing_control var.dat';

Variable: names =

SE1-SE4 FO1-FO3 EN1-EN3

EB1-EB5 OB1-OB4 LA1-LA3

PC1-PC3 FA1-FA4 UA1-UA5

EC1-EC3

SA1-SA4 CM1-CM6 TO1-TO5

PA1-PA7 VT1-VT4

EB OB LA PC FA UA

W

CI1-CI5

PM1-PM4

ET1-ET7

CO1-CO3;

Usevariables =

SE1-SE4 FO1-FO3 EN1-EN3

EC1-EC3

SA1-SA4 CM1-CM6 TO1-TO5

PA1-PA7 VT1-VT4

W

CI1-CI5

PM1-PM4

ET1-ET7

CO1-CO3;

ANALYSIS:

TYPE = RANDOM;

ALGORITHM = INTEGRATION;

ESTIMATOR = ML;

MODEL:

SE by SE1-SE4;

FO by FO1-FO3;

EN by EN1-EN3;

EC by EC1-EC3;

SA by SA1-SA4;
CM by CM1-CM6;
TO by TO1-TO5;
PA by PA1-PA7;
VT by VT1-VT4;

CI by CI1-CI5;
PM by PM1-PM4;
ET by ET1-ET7;
CO by CO1-CO3;

X by SE FO EN;

Y1 by SA CM TO;
Y2 by PA VT;

Y1 ON EC CI PM ET CO;
Y2 ON EC CI PM ET CO;

XxW | X XWITH W;

EC ON X;
EC ON W;
EC ON XxW;

OUTPUT: STANDARDIZED;
SAMPSTAT;
MODINDICES;
TECH1;

MODEL FIT INFORMATION

Number of Free Parameters 206

Loglikelihood

H0 Value -16577.050

Information Criteria

Akaike (AIC) 33566.101
 Bayesian (BIC) 34331.130
 Sample-Size Adjusted BIC 33677.806
 ($n^* = (n + 2) / 24$)

STANDARDIZED MODEL RESULTS

STDYX Standardization

		Estimate	Two-Tailed		
			S.E.	Est./S.E.	P-Value
SE	BY				
	SE1	0.651	0.039	16.818	0.000
	SE2	0.798	0.028	28.198	0.000
	SE3	0.815	0.027	30.267	0.000
	SE4	0.704	0.035	20.106	0.000
FO	BY				
	FO1	0.749	0.035	21.600	0.000
	FO2	0.794	0.033	23.808	0.000
	FO3	0.616	0.044	14.085	0.000
EN	BY				
	EN1	0.584	0.046	12.744	0.000
	EN2	0.735	0.037	19.855	0.000
	EN3	0.792	0.035	22.870	0.000
EC	BY				
	EC1	0.771	0.027	28.907	0.000
	EC2	0.928	0.019	48.791	0.000
	EC3	0.781	0.025	30.783	0.000
SA	BY				
	SA1	0.666	0.036	18.247	0.000
	SA2	0.726	0.033	21.741	0.000
	SA3	0.676	0.037	18.462	0.000
	SA4	0.748	0.030	24.577	0.000
CM	BY				
	CM1	0.800	0.023	34.529	0.000
	CM2	0.853	0.018	47.214	0.000
	CM3	0.797	0.023	34.396	0.000

CM4	0.826	0.021	40.100	0.000
CM5	0.799	0.023	34.638	0.000
CM6	0.841	0.019	43.683	0.000

TO BY

TO1	0.800	0.023	34.107	0.000
TO2	0.853	0.019	45.135	0.000
TO3	0.892	0.015	59.435	0.000
TO4	0.886	0.016	56.438	0.000
TO5	0.760	0.027	28.440	0.000

PA BY

PA1	0.676	0.034	19.685	0.000
PA2	0.770	0.027	28.673	0.000
PA3	0.769	0.027	28.927	0.000
PA4	0.773	0.026	29.454	0.000
PA5	0.714	0.031	22.991	0.000
PA6	0.761	0.027	27.797	0.000
PA7	0.777	0.026	29.738	0.000

VT BY

VT1	0.773	0.028	28.059	0.000
VT2	0.835	0.022	38.050	0.000
VT3	0.827	0.023	36.042	0.000
VT4	0.797	0.025	31.453	0.000

CI BY

CI1	0.614	0.042	14.688	0.000
CI2	0.504	0.049	10.341	0.000
CI3	0.788	0.029	27.562	0.000
CI4	0.861	0.025	35.047	0.000
CI5	0.672	0.037	18.155	0.000

PM BY

PM1	0.541	0.043	12.569	0.000
PM2	0.823	0.021	38.804	0.000
PM3	0.926	0.012	74.638	0.000
PM4	0.908	0.014	66.446	0.000

ET BY

ET1	0.677	0.034	19.884	0.000
ET2	0.672	0.034	19.514	0.000
ET3	0.779	0.026	30.025	0.000
ET4	0.711	0.031	22.851	0.000
ET5	0.845	0.020	41.936	0.000
ET6	0.834	0.021	39.683	0.000
ET7	0.777	0.026	30.294	0.000

CO	BY				
CO1		0.860	0.019	45.345	0.000
CO2		0.940	0.015	64.140	0.000
CO3		0.771	0.027	29.081	0.000

X	BY				
SE		0.761	0.044	17.487	0.000
FO		0.884	0.045	19.641	0.000
EN		0.797	0.046	17.474	0.000

Y1	BY				
SA		0.946	0.024	39.646	0.000
CM		0.935	0.020	46.969	0.000
TO		-0.571	0.044	-12.857	0.000

Y2	BY				
PA		0.853	0.029	29.804	0.000
VT		0.877	0.028	31.010	0.000

Y1	ON				
EC		0.164	0.064	2.577	0.010
CI		-0.221	0.064	-3.439	0.001
PM		0.352	0.093	3.767	0.000
ET		-0.067	0.106	-0.631	0.528
CO		0.062	0.084	0.732	0.464

Y2	ON				
EC		0.195	0.067	2.898	0.004
CI		-0.213	0.068	-3.145	0.002
PM		0.134	0.100	1.341	0.180
ET		0.088	0.112	0.780	0.435
CO		0.114	0.089	1.274	0.203

EC	ON				
X		0.435	0.334	1.301	0.193
XXW		-0.016	0.054	-0.298	0.766

EC	ON				
W		0.443	0.057	7.745	0.000

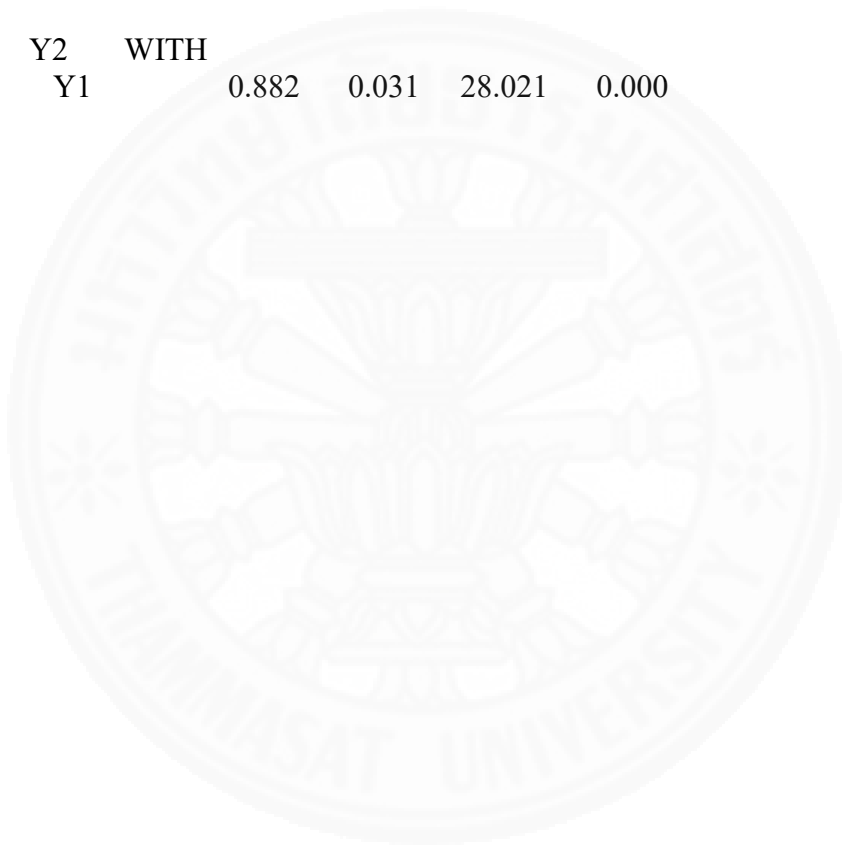
PM	WITH				
CI		0.230	0.062	3.736	0.000

ET	WITH				
CI		0.220	0.062	3.533	0.000
PM		0.715	0.034	21.212	0.000

CO	WITH				
CI		0.194	0.063	3.095	0.002
PM		0.572	0.044	12.997	0.000
ET		0.638	0.040	15.955	0.000

X	WITH				
CI		0.109	0.071	1.546	0.122
PM		0.236	0.065	3.606	0.000
ET		0.364	0.061	5.928	0.000
CO		0.306	0.063	4.853	0.000

Y2	WITH				
Y1		0.882	0.031	28.021	0.000



BIOGRAPHY

Name	Ms. Suthiporn Truktrong
Date of Birth	May 1, 1980
Educational Attainment	2003 :Bachelor's degree of Statistics, Chulalongkorn University 2007: Master of Business Administration (HRM), Thammasat University
Work Position	Lecturer
Scholarship	2018 :The Royal Golden Jubilee Ph.D. Program, National Research Council of Thailand (NRCT)

Publications

Truktrong, S. (2017). Employee's capability to change regarding SOEs operations. *Thammasat Business Journal*, 155(July-September), 73-85.

Truktrong, S. and Rompho, N. (2018). Willingness to Change in State-owned Enterprises and Private Organizations. *Change Management: An International Journal*, 18(2018), 23-36.

Conference Papers

Truktrong, S. and Rompho, N. (2017). Employee's Willingness to Change Regarding Operations in State-Owned Enterprises. Paper presented at the 24th International Annual EurOMA Conference, Edinburgh, Scotland, 1-6 July 2017.

Truktrong, S. and Rompho, N. (2018). Employee's Willingness to Change Regarding Operations in Private Organisation. Paper Presented at the 23rd Asia-Pacific Decision Science Institute International Conference, Bangkok, Thailand, 16-20 July 2018.

Truktrong, S. and Rompho, N. (2019). Comparing the key success factors affecting change operations between state-owned enterprises and private

organisations. Paper presented at the 26th International Annual EurOMA Conference, Helsinki, Finland, 15-19 June 2019.

Work Experiences

Lecturer 2008 - Present

Prince of Songkla University (Trang Campus)

