THE EVOLUTİON OF EMPLOYEE WİLLİNGNESS ON ORGANİZATİONAL AGİLİTY JOURNEY

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Abstract- This paper is a part of an investigation study at pros and cons of organizational agility. Most of the companies avoid from agile transformation in their organizational elements and also prefer gradual-small changes to radical changes. In the literature, there are many studies at the causes of the resistance to change. As a spesific type of organization development, organizational agility becomes more and more important for lots of international big companies. This paper is focused on the evolution of the employee willingness in the organizational agility process. The change of the employee willingness to work and also to organization was measured via the survey studies executed at 2 different times. Moreover, the interview technique was used to collect the expert opinions in the process of determination of the organizational agility actions. The case study was executed in an international technology company with 611 employees. The surveys were conducted on the same individuals before and after the implementation of the organizational agility actions. As a result of the analysis of the data, it was determined that the employees' willingness to organization increased by 14%, while their willingness to work increased by 3%.

Keywords- Organizational agility, employee willingness, agile transformation, agile management, resistance to change.

I. INTRODUCTİON

Within the scope of this study, the concept of employee willingness is considered in two dimensions: Willingness to organization and willingness to work. Firstly, willingness to organization means that the willingness to continue to work in the company, which is strictly related to employee loyalty and engagement. Secondly, willingness to work at the workplace have been discussed widely for a lengthy period not only in the field of organizational behavior but also in the fields of other social sciences such as behavioral economics, human resource management, social psychology, sociology, and other various disciplines. This term has two elements; continuity of work and completion of a task [1].

There are several ways of organization development: to advance the technology, to create new operational methodologies, organizational structure changing and etc. [3]. Organizational agility is also a special form of organization development. Since 2000, it has developed scalable agile techniques for organizational agility, which is one of the main strategic elements of many corporations, especially for software development companies. With the implementation of agile techniques both on the team level and at the corporate level, the companies aim to be able to respond more quickly to customer needs, to get faster adaptation to both internal and external changes and to have happier customers [7]. On organizational agility journey, each firm chooses its own agile techniques or agile frameworks to be adopted in line with its own agility strategies and the associated agility tactics. However, every change process brings with some disadvantages and difficulties. The most common of these is the resistance of employees. The studies show that the most common reaons (R) for employees' resistance are [9]-[10];

R1. Not having enough knowledge about change and fearing change depending on it
R2. Being concerned about post-change position and new job description
R3. Being afraid of increased workload after change
R4. Unwillingness to give up their habits
R5. Wishing to protect their own comfort zones
R6. Being afraid of not to be able to adapt to change

On the organizational agility journey, the employees also experience the same kind of stress and concerns so they show resistance to agility at certain times. In fact, these reasons provide information on what kind of agility actions to be taken. Describing agility actions is more productive for the health of the process by taking into account the causes of the employees' concerns.

Social cognitive theory suggests that when organizational readiness for change is high, organizational members are more likely to initiate change (e.g., institute new policies, procedures, or practices), exert greater effort in support of change, and exhibit greater persistence in the face of obstacles or setbacks during implementation [2]-[5]. Motivation theory not only supports these hypotheses, but suggests another [6]-[4]-[11]-[8]. When organizational readiness is high, organizational members will exhibit more pro-social, change-related behavior, that is, actions supporting the change effort that exceed job requirements or role expectations [12]. The aim of this study is to measure the relationship between organizational agility and willingness in parallel with these studies, but the relation direction is from agility to willingness. A case study has been conducted with the aim of investigating how the agility actions defined on the agility journey affect the willingness of the

employees. An international company in the 3rd year of the agility journey was chosen as a case company. The employees' willingness to organization and willingness to work before and after the agility actions were measured and the results were evaluated. The hypotheses to be tested in this study are:

H1. If the actions taken on the organizational agility journey are determined by considering the reasons for change resistance, the willingness of the employees to organization increases.

H2. If the actions taken on the organizational agility journey are determined by considering the reasons for change resistance, the willingness of the employees to work increases.

II. CASE STUDY

The case company is a corporation headquartered in the Middle East area and located in 8 different regions. It services all the software development projects of a bank company which was established in 1924, employs more than 25,000 engineers, experts, professions and executives and has 1373 branches worldwide. The company initiated a change program in 2015 and the goal is to readjust the company's methods and processes related to product/project management to be more agile. On the agility journey, the actions (A) taken by the company in 2017 are listed below.

A1. Organizational communication meetings organized by the general manager of the company every 3 months

A2. Business planning meetings organized with the name "Garden" for 1 day every month and attended by the top management of the company too

A3. Assigning the solution of the major problem records, which were distributed to all engineers before, to a specific team named Service management

A4. Increasing the number of Scrum teams 3 times

A5. Designing leaner company processes

A6. Unsubscribing of CMMI standards follow-up

A7. Establishment of voluntary work groups and selection of agility agents

A8. Automation in testing processes

A9. Establish crossfunctional teams instead of functional teams

In the process of defining each action, the specific reasons presented in the introduction part of this paper were considered. Action-reason matching is presented in Table 1.

Table 1. Matching the agile transformation actions and the reasons for resistance to change

Reason	Action(s)
R1. Not having enough knowledge about change and fearing change depending on it	A1, A2, A7
R2. Being concerned about post-change position and new job description	A1, A9
R3. Being afraid of increased workload after change	A3, A4, A5, A6, A7, A8
R4. Unwillingness to give up their habits	A7
R5. Wishing to protect their own comfort zones	A3, A7
R6. Being afraid of not to be able to adapt to change	A1, A2, A7

To test the hypotheses H1 and H2, the survey studies were conducted before and after the agility actions. 672 people participated in the first questionnaire survey and 642 participants in the second questionnaire survey. Hovewer, 611 respondents were the same as the previous questionnaire survey and thus only their responses were considered in the analysis. Willingness dependent variable in the questionnaire created by GFK has two components which are the willingness to organization and willingness to work. To measure the willingness to organization, the questionnaire consisting of 6 items was used and to measure the willingness to work, the questionnaire consisting of 5 items was used. The 5-likert scale was used in the evaluation of the questions. The results obtained at the beginning of 2017 (before the implementation of the agility actions listed above) and at the end of 2017 (after the implementation of the agility actions listed above) are presented in Figure 1.

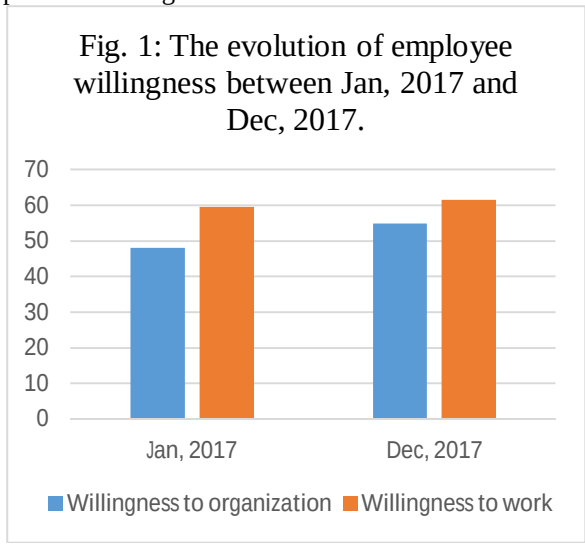


Figure 1. The avarage values of the employees' willingness between Jan, 2017 and Dec, 2017 for the case company.

Prior to the implementation of the agility actions, the employees' willingness to the organization was 48, afterwards is 54.9. The average value of the willingness to work was 59.5 before, afterward is 61.5. The general average value of the employees' willingness increased from 52.7 to 57.6.

RESULTS AND CONCLUSİON

According to the data analysis results, the employees' willingness to organization increased by 14%, while their willingness to work increased by 3%. The overall value of the employees' willingness is increased by 9%.

When agility actions are determined, of course, the main critera is not to reduce the resistance to change. The goal of agility is to increase the ability of the company to be more flexible so that it can produce quick answers, to provide faster and better response to customer requests, and to improve productivity and efficiency by getting rid of non-value-producing work. However, neglecting employees' perceptions and satisfaction while ensuring all these will lead to the failed management of the process. With this awareness, companies should try to take actions to ensure that the employees are supportive of change and has progressed by considering every reason.

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