

**EMPLOYEE ENGAGEMENT AND SUSTAINABLE ORGANISATIONAL  
CHANGE: EVIDENCE FROM THE UK ENERGY SECTOR**

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## **Abstract**

Sustaining organisational change remains a persistent challenge, especially within complex and rapidly evolving industries such as the UK energy sector. As these organisations navigate digital transformation, decarbonisation, and shifting regulatory demands, the capacity to implement and maintain meaningful change becomes increasingly critical. While extensive research exists on organisational change (OC) and employee engagement (EE) independently, their intersection - specifically how EE influences the sustainability of change initiatives - remains underexplored. This study investigates how employee engagement (EE) influences sustainable organisational change (OC) within the UK energy sector, using E.ON UK - a leading energy provider as the case study. The research specifically examines the adoption of a novel change initiative: the Resource Management Tool (RMT).

Using a mixed-methods case study approach, the research integrates 104 quantitative survey responses and 14 qualitative interviews with employees across various teams. The study investigates three key areas: (1) the organisational and individual factors that influence EE; (2) the relationship between EE and employee change readiness (CR); and (3) how EE, CR, and individual characteristics shape sustained adoption of change. The findings reveal that while engaged employees tend to show higher change readiness, EE alone is not a consistent predictor of sustainable change adoption. Instead, perceived personal utility, leadership advocacy, and ease of use emerged as critical moderators. Differences in engagement and adoption were also observed across roles and demographic characteristics, such as age, gender, tenure, and team affiliation.

This research contributes theoretically by challenging the assumption that EE directly drives sustained OC, highlighting the importance of contextual and structural enablers. Methodologically, it extends existing EE research by incorporating employee narratives alongside quantitative data, offering a more nuanced view. Practically, the study provides actionable insights for managers and change agents on aligning engagement strategies with both individual and departmental factors to enhance long-term change success. These insights are particularly relevant for organisations operating in dynamic, transformation-intensive environments like the UK energy sector.

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## List of Abbreviations

<b>Abbreviation</b>	<b>Meaning</b>
CR	Change Readiness
DHS	District Heating System
EE	Employee Engagement
EES	Employee Engagement Scale
HIU	Heat Interface Unit
HE	Highly Engaged
IF	Individual Factors
NE	Not Engaged
OC	Organisational Change
OF	Organisational Factors
OTC	Open to Change
RMT	Resource Management Tool
SET	Social Exchange Theory
SPSS	Statistical Package for the Social Sciences
TE	Traditionally Engaged
UWES	Utrecht Work Engagement Survey
VUCA	Volatile, Uncertainty, Complex, and Ambiguous

## Chapter 1: Introduction

### 1.1 Research Background

*“Change has a considerable psychological impact on the human mind. To the fearful, it is threatening because it means that things may get worse. To the hopeful, it is encouraging because things may get better. To the confident, it is inspiring because the challenge exists to make things better”* (Ventris, 2004, p. 73).

The quotation by Ventris (2004) underscores the significant psychological impact of change on individuals. It suggests that individuals' reactions to change vary depending on their mindset: fear can lead to apprehension, hope can evoke optimism, and confidence can inspire action. This implies that organisations and change agents who understand and address these psychological nuances are more likely to facilitate successful adoption of organisational change. For instance, by providing appropriate levels of support tailored to an individual's psychological state, organisations can empathetically promote the likelihood of positive change outcomes. In the context of this study, organisational change refers to solving problems and challenges critical to an organisation's future development and survival (Mansaray, 2019). It involves changes in an organisation's structure, technology, and people (Ziozias et al., 2024), or a shift in ways of working and processes from a known state to an unknown state (Errida and Lotfi, 2021).

Enhancing the likelihood of sustained change in today's organisations remains a compelling challenge, given the constant nature of organisational transformation in the contemporary work landscape (Karasvirta and Teerikangas, 2022). While the volatile, unpredictable, complex, and ambiguous (VUCA) business environment (Bennett and Lemoine, 2014) necessitates frequent organisational change, research consistently shows that only 30%–40% of change efforts succeed in achieving their intended outcomes (Minciu et al., 2024; Baran and Woznyj, 2020; Balogun et al., 2015; Worley and Mohrman, 2014; Stanleigh, 2013; Vora, 2013; Todnem, 2005; Burnes, 2004; Higgs and Rowland, 2000). These persistent failure rates indicate an ongoing struggle in how organisations design and execute change initiatives, despite decades of organisational change research.

This view of unsustainable change, where intended aims are not fully achieved or fail to endure as planned, has seen little improvement over time, underscoring an unresolved gap in organisational change approaches (Puttaraju, 2025; Mosadeghrad and Ansarian, 2014). Scholars have identified multiple factors contributing to these high failure rates, highlighting flaws in planning and execution as a primary challenge. Poorly designed change processes, lack of strategic foresight, and ineffective implementation practices often lead to initiatives failing before they can be embedded into the organisation's operational fabric (Hoag et al., 2002; Huczynski and Buchanan, 2001; Dent and Goldberg, 1999). Similarly, a lack of leadership competence or commitment to change further exacerbates these challenges. When change leaders fail to secure employee buy-in, provide necessary resources, or demonstrate consistent support, organisational change efforts are likely to falter (Caldwell, 2006, 2003; Kirkman and Shapiro, 1997; Kotter, 1996; Boddy and Buchanan, 1992).

Another issue frequently cited in the literature is the improper selection or application of change models. Many organisations continue to rely on traditional, linear change management frameworks that do not account for the complexities of contemporary business environments (Kanter et al., 1992; Kotter, 1996). These rigid approaches often fail to address the dynamic and iterative nature of change, limiting their effectiveness in fast-evolving industries. Recent research suggests that organisational change initiatives misaligned with an organisation's core values or perceived as culturally inconsistent are more likely to encounter employee resistance or disengagement. When change efforts fail to reflect what employees understand as the organisation's fundamental principles, employees may reduce their commitment or actively oppose the change (van der Voet and Vermeeren, 2017; Stouten et al., 2018).

Employee resistance to change has traditionally been framed as a barrier to success, with much of the organisational change literature portraying employees as obstacles that must be managed or overcome (Bicer, 2022). However, emerging perspectives challenge this notion, suggesting that resistance should instead be viewed as valuable feedback. Rather than dismissing employee pushback as a hindrance, organisations can use it as an opportunity to refine their change strategies. Research suggests that resistance often stems from unclear communication, lack of trust in leadership, or a failure to align change efforts with employees' professional and personal goals (Mourra et al., 2023). Instead of treating resistance as an inherent

opposition to change, organisations should acknowledge it as a signal that more inclusive, transparent, and participatory approaches are needed (Busari et al., 2020).

Ensuring that organisational change efforts are not only implemented but also sustained requires a shift in approach. Traditional change management models that rely on rigid structures and top-down directives often struggle to deliver long-term results. Instead, organisations must adopt adaptive strategies that allow for flexibility and continuous improvement. Research highlights that companies incorporating ongoing stakeholder engagement, iterative planning, and feedback-driven decision-making experience higher rates of sustainable change (Colloff et al., 2021). The increasing recognition of VUCA environments further reinforces the importance of a dynamic, rather than static, approach to organisational transformation (Minciu et al., 2024). Moving away from rigid, one-size-fits-all models and instead embracing adaptive, context-sensitive change management approaches may enhance the likelihood of sustaining successful organisational change efforts.

At the same time as observing the prolonged stalling in improvements being made to the performance of organisational change, there is a burgeoning recognition of the organisational advantages which employee engagement and an organisations engaged employees deliver, including enhanced profitability and productivity (Kaur, 2017; Rayton et al., 2012; Macleod and Clarkes, 2009). Despite this, the current body of literature on employee engagement and organisational change has not extensively examined the full extent of employee engagement's influence on the success and sustainability of organisational change initiatives. While studies have explored related aspects, such as change readiness and employee commitment to change (e.g., Fugate et al., 2012; Oreg et al., 2011; Armenakis et al., 1999), there remains a gap in understanding how engagement directly impacts the long-term performance and embeddedness of organisational change efforts.

The potential benefits of understanding the relationship between employee engagement (EE) and organisational change (OC) could be significant for all organisations undergoing transformation. This is particularly relevant in industries that have faced unprecedented disruption over the last decade, requiring multiple change initiatives to adapt to evolving market conditions and maintain competitive advantage. One such sector is the UK energy industry, where the Big Four firms - including E.ON UK, the case study organisation in this research (discussed further in Section 1.1.1)

- have had to continuously adjust their strategies and operations in response to regulatory shifts, technological advancements, and the transition to sustainable energy sources.

Despite the well-documented organisational benefits of employee engagement, its role in shaping the sustainability of organisational change remains underexplored. This study seeks to bridge this gap by investigating the potential to leverage EE as a critical factor in fostering sustainable change. Both the EE and OC literature highlight organisational commitment as a key component of employee behaviour, whether in the form of change-ready employees (OC literature) or engaged employees (EE literature). Given this conceptual overlap, this study aims to examine the extent to which EE influences the sustainability of organisational change.

### **1.1.1 The Case Study**

This research centres on the employees from a leading organisation E.ON UK situated in the UK Energy sector. This sector has been selected given its significant upheaval due to various factors, including the emergence of agile newcomers, the imperative for established firms to address climate change, and the rise of disruptive energy technologies (Jianchao et al., 2021; Kattirtsi et al., 2021; Kungl et al., 2018). This shifting business environment has positioned the sector veterans to re-evaluate their traditional operational methods and recognise opportunities to change in order to maintain and improve their competitiveness. Under this altering operating landscape one of the UK Energy sector's Big – Four, E.ON UK, has moved from an asset-base which was predominantly with carbon reliant large heavy industrial assets (power stations) towards gearing their operations towards decentralised renewable energy solutions. With such strategic changes underway for E.ON UK, its operations and ways of working are enduring a raft of change events to support it achieve this new alignment. One of areas facing increasing scrutiny are departments which had traditionally been maintained and recognised by E.ON UK as cost centres (did not directly add value to the organisation) which existed to support other direct value-creating parts of the organisation.

Recognising the importance to ensure the value being delivered by such support departments is understood, one of E.ON UK's largest multi-skilled support

department's took the decision to initiate the implementation of a novel change initiative namely, the Resource Management Tool (RMT). The RMTs deployment aims to enable the support department to effectively convey the value they deliver to their beneficiary stakeholder groups. In doing so there is the expectation that the RMT will guard against an underappreciation and the potential for ill-informed downsizing or restructuring decisions from being made. The timeliness for the RMT has been heightened furthermore due to the lasting effects of the COVID-19 pandemic which resulted in an increase in home working by office-based employees and so reduced signage of employee effort afforded by a pre-COVID-19 office setup (no longer present within the office setup).

This pioneering change effort within E.ON UK offers a significant research opportunity to explore the influence of employee engagement on the sustained adoption of change. The implementation of the change initiative (RMT) reflects a decisive stance by the Head of the support department and its leadership team, who have weighed its necessity against potential resistance from long-tenured employees who have not experienced the requirement for such an initiative to-date and may respond to this monitoring-focused change initiative with either passive compliance or active resistance (Burke and Ghada 2014 and Ball 2010). This study will have the potential to explore both extremes of employee engagement presenting an opportunity to understand why employees settle at particular engagement levels (through the interviews), and to appreciate how their engagement assessments align to their actual adoption of the change.

## **1.2 The Research Problem**

Organisations continue to face significant and persistent challenges in effectively implementing and sustaining Organisational Change (OC), a concern that has been consistently highlighted across the organisational change literature in over the years (Minciu et al., 2024; Baran and Woznyj, 2020; Balogun et al., 2015; Worley and Mohrman, 2014; Stanleigh, 2013; Vora, 2013; Todnem, 2005; Burnes, 2004; Higgs and Rowland, 2000). In today's rapidly evolving business landscape, this becomes a matter of paramount importance, particularly in the context of mitigating the costs associated with ineffective change, including the expenditure of time and effort, the detrimental effects of employee cynicism stemming from change failures, and the

unrealised strategic advantages that can result from having the aims of OC initiatives sustained.

The prevailing literature on OC has predominantly portrayed employees as mere recipients of change, expecting them to embrace and uphold the intended objectives of the change once organisational decision-makers have initiated it. This role of 'change recipient' endures long after the initial excitement and resources allocated to OC have waned (Thakur et al., 2025). Consequently, employees have the potential to significantly contribute to the sustained success of OC efforts by providing a heightened level of discretionary effort, a concept well-aligned with the framework of engaged employees, as described by Kahn (1990). The development of engaged employees is thus a promising route to improve the prospects of the sustained adoption of OC initiatives.

Despite the extensive body of literature on Organisational Change (OC), the potential influence of Employee Engagement (EE) on OC performance remains underexplored. While numerous studies have examined employee resistance, leadership strategies, and change models, there is limited research explicitly investigating how engaged employees contribute to the success and sustainability of change initiatives (Ahmed et al., 2020; Jung et al., 2020). This gap is particularly relevant in industries undergoing rapid transformation, such as the UK energy sector, where firms must continuously adapt to regulatory shifts, decarbonisation efforts, and technological advancements to remain competitive. The UK energy sector has seen unprecedented change in recent years, with organisations navigating complex transitions driven by sustainability goals, policy changes, and digital innovation. Given the sector's evolving landscape, understanding how EE influences the sustainable adoption of organisational change is of growing importance. Engaged employees, characterised by their commitment, higher levels of discretionary effort, creativity, and positive contributions to organisational outcomes, (Deepalakshmi et al., 2024) could play a crucial role in facilitating long-term change adoption, yet this aspect remains largely unexamined within the OC literature. This lack of enquiry into the positive effects of change recipients is further exacerbated by the predominant focus of the OC literature on employees as potential resistors of change, with much of the discourse centred on devising strategies to manage what is positioned as impending resistance during OC. Numerous studies highlight that organisational change literature has traditionally framed employees as obstacles rather than active

facilitators of change (Rehman et al., 2021; Endrejat et al., 2021). Change management frameworks often depict employees as inherently resistant to change, leading to a greater emphasis on mitigating this resistance rather than leveraging their potential for proactive contributions (Khaw et al., 2023).

By exploring EE's role in sustainable OC, this study aims to shift the conversation from employee resistance towards employee contribution, examining how engagement can enhance change readiness and long-term adoption. This investigation is particularly relevant within the UK energy sector, where organisational change is not only frequent but also critical to business resilience and regulatory compliance. This study will delve into the influence of individual employee factors, such as gender, age, team affiliation, and tenure within the department, on EE. These individual factors have been discussed in the EE literature as influential yet often remain unaddressed in terms of their significance when interpreting the results of employee engagement surveys, a preferred method for assessing EE. Furthermore, this study will evaluate EE and, when identifying Highly Engaged (HE) and Traditionally Engaged (TE) employees, assess their performance in adopting a novel OC initiative at the case study organisation. The objective of this study is to determine whether the discretionary effort exhibited by engaged employees extends to their behaviour during organisational change (OC). This research aims to address the existing gap in the Employee Engagement (EE) and OC literature, which has yet to establish a clear connection between these two domains. Furthermore, this study contributes to the EE literature by exploring engagement within the UK energy sector- an industry undergoing significant transformation. By examining whether engaged employees positively influence the sustainability of OC efforts, this research enhances the understanding of their role in driving sustainable organisational change.

### **1.3 Research Aim**

This study's research aim is:

*To investigate the influence of employee engagement on sustainable organisational change in the UK energy sector.*

This is guided by the research objectives and associated research questions shown next.

## **1.4 Research Objectives**

Research Objective 1 (RO1): To understand the influence of organisational factors and an employee's individual factors on employee engagement (EE) within the UK energy sector.

Research Objective 2 (RO2): To explore the relationship between an employee's change readiness (CR) and their employee engagement (EE) in the context of the UK energy industry.

Research Objective 3 (RO3): To analyse employee engagement's (EE), influence on sustainable organisational change (OC) within an energy-sector organisation, and whether this influence was comparable with CR and the influence of an employee's individual factors.

## **1.5 Research Questions**

Research Question 1 (RQ1) What organisational and individual factors shape employee engagement levels among employees in the UK energy sector?

Research Question 2 (RQ2): What factors influence an employee's change readiness, including the impact of individual factors, and how comparable is an employee's change readiness with their employee engagement?

Research Question 3 (RQ3): How has organisational change (OC) been sustainably adopted by employees within an energy-sector organisation, and how does this adoption vary based on their employee engagement (EE) levels (as identified in RO1), change readiness (CR) (as explored in RO2), and individual factors.

## **1.6 Thesis Structure**

The remainder of this thesis is divided into four further chapters:

**Chapter 2: Literature Review** provides a thorough literature review on employee engagement and organisational change, addressing the study's core objectives. It starts by examining the complexities of employee engagement, analysing key works and challenges in assessment methods. The review compares various engagement

surveys and explores organisational factors influencing engagement. Additionally, it discusses the limited focus on individual factors like gender and age on employee engagement. Shifting focus, the chapter reviews organisational change, highlighting deficiencies in conventional approaches, and the potential role of employee engagement in facilitating organisational change, proposing a link between engagement and change readiness.

**Chapter 3: Research Methodology and Design** outlines the research design and methodology employed in this study. It establishes the study's philosophical underpinnings and methodological approach, detailing the data collection methods, analytical techniques, and overall approach used. The chapter concludes by introducing the Research Objectives and Questions that guide the study.

**Chapter 4: Data Analysis, Results and Discussion** unveils data collected from the case study organisation: E.ON UK's employees. It interprets the data against the study's three research objectives, examining the impact of employee engagement on sustainable organisational change. It begins by presenting engagement results and comparing them with organisational factors to identify influential elements. Subsequently, it explores the connection between employee change readiness and engagement levels, highlighting potential overlaps and suggesting a unified approach. Finally, it examines the influence of engagement on sustainable change adoption, linking engagement with measurable positive behaviours. These findings emphasise the practical significance of investing in engagement initiatives to enhance organisational performance.

**Chapter 5: Conclusion and Recommendations** will encapsulate the main findings related to each research objective and underscore significant points in the conclusion section. It will acknowledge limitations of the current study and propose recommendations for future research. The chapter will delve into practical implications for management, particularly change agents and sponsors, as well as theoretical implications. The researchers will provide concluding remarks based on the study's discussed results.

## **Chapter 2: Literature Review**

### **2.1 Introduction and Overview**

This chapter presents a comprehensive literature review to establish the significance and relevance of this study, focusing on two critical areas: employee engagement (EE) and organisational change (OC). The review critically evaluates the existing body of knowledge in both fields, identifying the current state of research, seminal works, and prevailing trends. This examination not only synthesises pivotal works but also scrutinises emerging gaps in the literature. In doing so, the chapter articulates the specific objectives of this study by addressing recognised deficiencies in existing EE and OC research. Additionally, potential intersections are uncovered between these two domains, exploring how employee engagement may influence the process of organisational change. The insights gained from this review underpin the justification for the research, highlighting its contribution to the broader academic discourse on employee engagement and organisational change.

The chapter's first section introduces the employee engagement construct (EE) examining its significance and development acknowledging influential works. The contention that Employee Engagement (EE) is often seen as a conflated and confused concept, (Byrne, 2016), is critically examined in this chapter. This review will explore the various methodologies available to measure and grade EE, including widely used instruments such as the Utrecht Work Engagement Survey (UWES), which is popular among academics, Gallup's Q12 (Gallup, 1998), frequently used by practitioners, and the more recent Employee Engagement Scale (EES) developed by Shuck et al. (2017). Although the EES was introduced seven years ago, it remains a widely referenced and applied instrument in contemporary employee engagement research due to its strong theoretical grounding in Kahn's (1990) framework and its ability to capture the multidimensional nature of engagement. Its practical relevance is further supported by its integration into broader engagement research aligning well with the focus of this study. By systematically evaluating these assessment tools, this chapter uncovers key themes and differences within the survey instruments, providing insights into their strengths and limitations. In doing so, the suitability of these tools for the present research is critically assessed.

This chapter explores Employee Engagement (EE) by examining both organisational interventions, commonly referred to as organisational factors, and the role of

individual factors such as employee gender, age, tenure within the team, and team affiliation. While much of the existing research has focused on organisational influences, this chapter also considers how individual characteristics contribute to shaping employee engagement. The discussion provides a foundation for understanding the various elements that influence EE and set the stage for further analysis in the study. The second part of this chapter will critically review the organisational change literature, providing an overview of key theoretical perspectives that have shaped change management frameworks. This section explores foundational approaches to organisational change, acknowledging both their contributions and the critiques surrounding their applicability in complex workplace environments. Building on this, the chapter will explore key determinants of employee change readiness and examine how individual and organisational factors may influence an employee's openness to change. Additionally, potential parallels between engaged employees and those demonstrating change readiness are considered.

The review will then turn to the limited focus in organisational change literature on the concept of sustainable organisational change. Sustainable change refers to the capacity of organisations to embed and maintain new working methods, performance goals, or improvement trajectories for extended periods, ensuring that they endure beyond the initial implementation phase and remain aligned with the goals of the change effort (Buchanan et al., 2005). This perspective continues to be supported in more recent research, with Klinga et al. (2018) reinforcing that sustainable change is achieved when new practices and processes are not only implemented but also maintained over time in alignment with an organisation's long-term strategic objectives. By integrating these perspectives, sustainable change can be understood as both an enduring transformation and a process that remains purposefully connected to organisational aims, preventing regression to previous practices. Finally, the investigation into sustainable organisational change explores the convergence between employee commitment and the core attributes of engaged employees. Through this review, the chapter lays the groundwork for the study's conceptual model, which develops throughout the chapter and aligns with the research objectives and questions. The conceptual model (see section 2.3) serves as the foundation for investigating the intersection of employee engagement and

organisational change, as well as their impact on achieving sustainable change outcomes in an organisation.

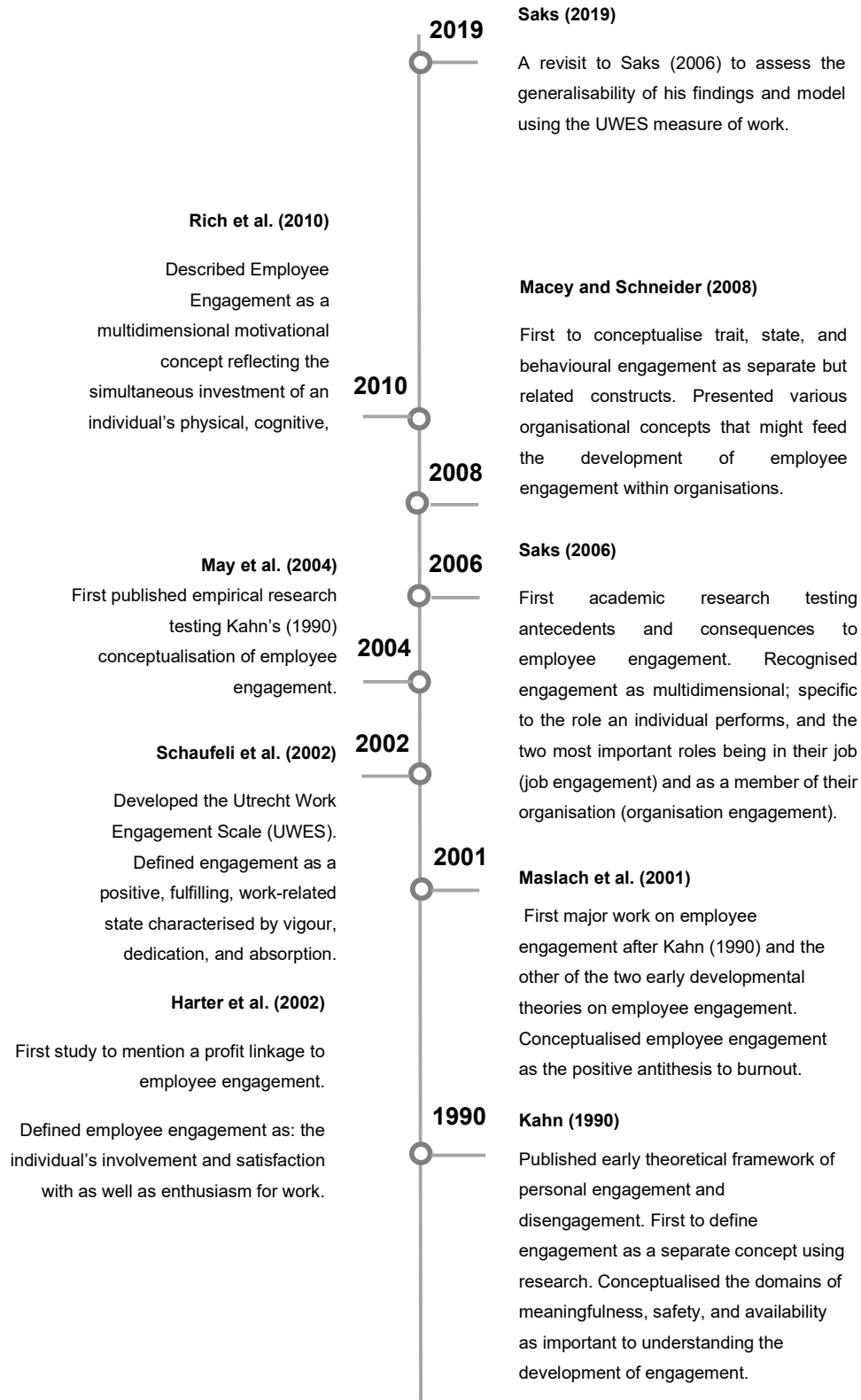
Throughout this chapter, there will be an acknowledgment of the scarcity of studies examining employee engagement (EE) and organisational change (OC) within UK organisations, and particularly in the energy sector. The limited academic focus on EE and OC within the energy sector creates a significant gap in the literature. The energy sector faces unique challenges, such as the global transition towards renewable energy, rapid technological advancements, and regulatory pressures, requiring incumbent organisations to move their employees through a multitude of change initiatives as they face growing scrutiny which challenges their traditional and familiar ways of working.

The limited academic focus on Employee Engagement (EE) and Organisational Change (OC) within the energy sector creates a significant gap in the literature. While EE has been widely explored across various industries, research specifically examining its role in OC within the energy sector remains underdeveloped. This gap is particularly concerning given that the energy sector faces unique challenges, such as the global transition towards renewable energy, rapid technological advancements (Kabeyi and Olanrewaju, 2022), and increasing regulatory pressures (Nouri et al., 2022). These factors compel incumbent organisations to move their employees through a multitude of change initiatives, as they face growing scrutiny that challenges their traditional and familiar ways of working (Malik and Garg, 2020). This makes it especially important to understand the potential of employee engagement to develop positive employee behaviour during and towards change supportive of robust employee engagement to ensure the change initiatives aims sustained success.

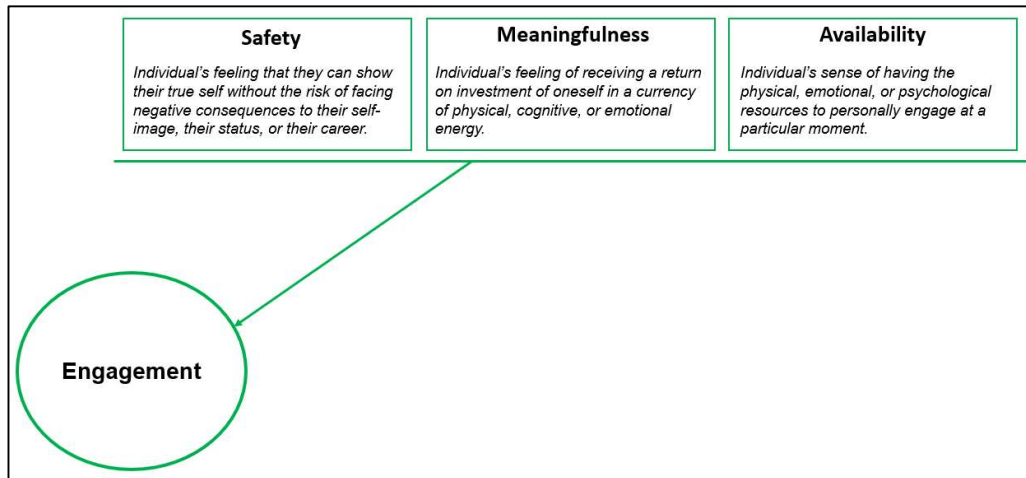
## 2.2 Employee Engagement (EE)

Employee engagement (EE) refers to the emotional and intellectual commitment of employees towards their work roles and organisational objectives. It encompasses factors such as job satisfaction, organisational commitment, and a sense of belongingness to the workplace. Engaged employees are more likely to demonstrate higher levels of discretionary effort, creativity, and innovation, thereby contributing positively to organisational outcomes such as productivity, profitability, and customer satisfaction (Deepalakshmi et al., 2024). Employee engagement (EE) has garnered increasing attention in recent years, with numerous studies highlighting the significant organisational benefits that engaged employees offer compared to their less engaged counterparts. Among these benefits are employees who are more absorbed in their job and work roles (Saks, 2022), improved productivity (Kwarteng, 2024) and employee well-being (Shantz et al., 2016), and enhanced organisational profitability (Kaur, 2017). These findings have encouraged thought leaders to establish a strong link between employee engagement and organisational outcomes.

The conceptual foundation of employee engagement is attributed to Kahn (1990), who is widely regarded as the pioneer of EE research (see Figure 2-1 for a timeline of seminal works on employee engagement). Kahn's early work conceptualised engagement as the harnessing of employees' selves to their work roles, focusing on how employees invest emotionally, cognitively, and physically in their roles. His qualitative research, which involved interviews with workers at a summer camp and an architectural firm, explored the psychological conditions that influence personal engagement and disengagement in the workplace. Kahn (1990) posited that employee engagement fluctuates over time and is shaped by an individual's psychological experience of work. He identifies three core conditions for employee engagement: meaningfulness, where employees perceive their efforts as valuable; safety, ensuring they can express themselves without fear of negative consequences; and availability, requiring sufficient emotional, physical, and psychological resources to engage fully. These conditions summarised in Figure 2-2, form the basis of the needs-satisfaction framework, in which the absence of these conditions leads employees to disengage or withdraw from their roles. Subsequent studies, such as May et al. (2004), have empirically supported Kahn's findings, demonstrating that these three conditions are indeed significantly related to employee engagement.



**Figure 2-1** – Timeline Summarising the Development of EE.



**Figure 2-2** – 3 Psychological Conditions Affecting EE (Kahn, 1990)

Building on Kahn's work, Saks (2006) introduced a perspective on engagement through the lens of Social Exchange Theory (SET), which complements Kahn's needs-satisfaction framework. Saks argued that employees engage with their roles based on the resources - both economic and socioemotional - provided by their organisation. These resources include acceptable compensation, recognition, and development opportunities. When these resources are not provided, employees are more likely to withdraw and disengage. Saks (2006) further aligned with Kahn by suggesting that engagement evolves over time into trust, loyalty, and mutual commitment, provided that both parties fulfil the rules of exchange (Cropanzano and Mitchell, 2005).

However, the debate over whether employee engagement is a momentary state or a stable personality trait continues in the literature. The most prevalent core assumptions in the engagement literature stem from a positivist/postpositivist epistemological orientation and consider engagement objective, stable and positive (Wittenberg et al., 2023). Macey and Schneider (2008) and Harter et al. (2002), for example, view engagement as a relatively stable trait reflecting an individual's predisposition to approach life and work with enthusiasm. Because most engagement research is undertaken within a positivist/postpositivist orientation, less attention is given to individuals' engagement experiences and subjective meanings (Shuck et al., 2021; Loon et al., 2019; Francis and Keegan, 2018). Conversely, a handful of empirical studies have used a variety of qualitative engagement from the viewpoint

of the actors who are performing the work (Lemon, 2019; Lemon and Palenchar, 2018; Banihani and Syed, 2017; Fletcher, 2017). Studies like those of Barros et al. (2015) align with this more nuanced understanding of engagement, presenting it as a dynamic and changeable state, which can be influenced by organisational interventions, as evidenced by employee responses to engagement-boosting efforts at leading technology firms.

Employee engagement research has historically prioritised organisational factors, such as leadership, workplace culture, and job design, as the primary drivers of engagement (Albrecht et al., 2015; Saks, 2006; Kahn, 1990). This emphasis is evident in studies that highlight the influence of perceived organisational support (Saks, 2006), transformational leadership (Shuck et al., 2017), and workplace climate (Bailey et al., 2017) in fostering engagement, often overlooking the role of individual-level factors. More recent research reinforces this trend, demonstrating that leadership behaviours, organisational structures, and job design elements continue to play a central role in shaping employee engagement outcomes (Han et al., 2021; Decuyper and Schaufeli 2020; Meng and Berger, 2019)

Despite the dominance of organisational factors in engagement research, scholars have increasingly advocated for a more comprehensive perspective that includes individual-level influences. Motyka (2018) highlights that factors such as employee age, gender, tenure, and team affiliation can significantly shape engagement levels by influencing employees' intrinsic motivation and perceptions of workplace support. However, compared to organisational determinants, these individual aspects remain relatively underexplored, leaving a gap in understanding how personal characteristics interact with workplace conditions to shape engagement levels. For instance, studies have highlighted the impact of gender (Khodakerami and Dirani, 2020; Garg, 2014; Pitt-Catsouphes and Matz-Costa, 2008; Mauno et al., 2007), age (Jaupi, 2015; Rigg, 2014; Simpson, 2009; Zeng et al., 2009; Schaufeli and Bakker, 2004), team dynamics (Blessing White, 2011; Rigg, 2014), and tenure (Cheche, 2019; Jaupi, 2015; Karatepe and Olugbade, 2019). Thus, while research overwhelmingly supports the role of organisational factors in fostering employee engagement, there is increasing recognition that engagement is not solely shaped by these interventions. Recognising the influence of individual characteristics is crucial for managers, as it enables them to tailor engagement strategies that resonate with diverse employee demographics. A more integrative approach, that is one that considers both organisational and individual influences may therefore provide a more holistic and effective understanding of engagement dynamics. Since Kahn's (1990) early conceptualisation

of engagement, many studies have employed the Utrecht Work Engagement Scale (UWES) (Schaufeli et al., 2002) to measure work engagement (Bailey et al., 2017; Byrne et al., 2016). Rooted in the Job Demand-Resources Model (Demerouti et al., 2001), UWES shifts the focus to work-related states of mind, such as vigour, dedication, and absorption, and how these are influenced by the availability of job-related resources, such as performance feedback and social support, as well as personal resources like optimism and emotional stability. While UWES focuses on job-related engagement, its underlying principles align with Kahn's work, emphasising that engagement is proportional to the resources employees perceive as available from their organisation.

A review of Employee Engagement (EE) literature suggests that research into the phenomenon has been concentrated within specific industry sectors, with a strong focus on education, healthcare, and financial services. An initial search using the Emerald database for journal articles with 'Employee Engagement' in the title (2019–2024) revealed that among the first twenty relevant studies (where sector affiliation was explicitly stated), the majority focused on education (30%), on healthcare (25%), and on finance (20%). This pattern highlights a well-established research presence in these industries, whereas fewer studies explicitly examine EE in the energy sector. A subsequent search on Google Scholar using the same year range and the keywords 'Employee Engagement Energy Sector' revealed that such studies do exist, with research addressing engagement in the electricity industry (e.g., Adeosun and Adegbite, 2022). However, such studies are less frequent in comparison to EE research in other sectors and often require additional searches across multiple databases to locate. The limited number of studies in the energy sector suggests that employee engagement has not received the same level of academic attention in this industry compared to more research-intensive fields such as education or healthcare. However, they do provide useful insights into the sector's engagement dynamics. For example, Adeosun and Adegbite (2022) explored EE in Nigeria's downstream electricity sub-sector and found that job security, leadership support, and career progression were key influences on engagement.

Given the ongoing transformation of the energy industry, driven by decarbonisation efforts, regulatory shifts, and digital innovation, the need for sector-specific engagement research is becoming increasingly pressing. The relative scarcity of EE studies in the energy sector, particularly in the UK, suggests an important research gap that warrants further exploration. This study seeks to address this gap by examining the unique engagement challenges and opportunities within the UK energy

sector, offering insights that may inform both academic understanding and industry practice.

Considering the geographical regions where the EE research has tended to focus, Table 2-1 reveals that none of the top 20 results (using the same search criteria and database as described previously) originated from Europe. Instead, the majority of the EE studies were set in with Asian context, accounting for 65% (13/20) of the results. This regional concentration raises similar concerns to those about sectoral bias, as the findings from non-European countries may not be directly transferable or equally applicable to European contexts for reasons such as cultural difference.

Country	No. of studies
India	5
Malaysia	4
Ghana	2
Pakistan	2
Bali	1
Bosnia and Herzegovina	1
South Africa	1
Taiwan	1
Not disclosed	3

**Table 2-1** – Countries Reporting Published Research on Employee Engagement (2019–2024).

### 2.2.1 Sectoral and Regional Gaps in Employee Engagement Studies

By investigating EE within the energy sector, this research aims to challenge or underline existing assumptions or conclusions about EE that may be overly context-specific i.e., findings that apply predominantly to sectors like education or healthcare. This study seeks to demonstrate whether EE dynamics observed in other sectors hold true in the energy industry or if there are unique factors influencing EE within this context. Such an exploration could provide a more nuanced understanding of EE and contribute to the broader discourse by incorporating findings from a traditionally under-researched sector. Given the risk of for-going the opportunity to develop a wider understanding of EE beyond a predominant non-European focus, this study will set its research to investigate EE within a UK-based organisation. By focusing on a European context, this research will contribute toward balancing the geographic representation in EE studies and provide insights that maybe more relevant to European organisations. In doing so, this study will enhance the broader body of knowledge by offering a perspective on EE that is tailored to the unique cultural, economic, and organisational factors within the UK.

### **2.2.2 Levels of Engagement**

Employee engagement (EE) is not a uniform construct but exists on a spectrum, with varying levels of commitment, motivation, and discretionary effort demonstrated by employees. The concept of engagement levels refers to the degree to which employees are emotionally and intellectually invested in their work and their organisation. Research into EE commonly classifies engagement into three broad categories: Engaged, Not Engaged, and Disengaged (Meere, 2005; Blessing White, 2011; Towers Watson, 2012; AON Hewitt, 2013). These categories distinguish employees based on their level of motivation, involvement, and the extent to which they contribute positively to organisational goals. Building on this classification, Towers Watson (2012) and AON Hewitt (2013) introduced a more refined engagement model, identifying a distinct subgroup within the Engaged category: Highly Engaged (HE) employees. This category represents employees who not only meet the criteria for engagement but exceed traditional engagement levels by demonstrating higher levels of enablement and energy in their roles. Unlike Traditionally Engaged (TE) employees, who remain committed and productive within the established work environment, Highly Engaged (HE) employees sustain a heightened discretionary effort, actively seek improvement opportunities, and often drive innovation within their organisations. Appendix 12 presents detailed descriptions of these engagement levels as articulated by various models, offering insights into how different frameworks conceptualise and measure engagement across organisational settings. Towers Watson's (2012) concept of Enablement refers to an absence of barriers that hinder success at work, providing access to necessary resources, and effectively managing work challenges. Energy reflects the enthusiasm and accomplishment felt by employees, fostering high performance and commitment. Towers Watson (2012) asserts that without Enablement and Energy, even Traditionally Engaged employees may lack the cognitive and emotional drivers required for sustained engagement and peak productivity. The integration of Towers Watson's (2012) concepts of Enablement and Energy with Kahn's (1990) model - emphasising cognitive, emotional, and behavioural expressions of engagement - demonstrates the lasting influence of Kahn's framework. This alignment highlights the importance of cognitive availability and emotional investment in fostering engagement, as evidenced in various contemporary studies (see Appendix 9).

Other literature, such as Blessing White (2011), expands on the Not Engaged category by introducing nuanced subgroups, including Almost-Engaged, Honeymooners, Hamsters, and Crash and Burners. These classifications are

differentiated based on employees' contributions to the organisation and their work satisfaction levels (Appendix 12 Part 1). For example, Honeymooners are newer employees with limited tenure who gradually align their values with organisational goals, while Hamsters face engagement challenges due to a lack of direction and structure. The Crash and Burners subgroup emerges from team management decisions that no longer align rewards with employees' cognitive, emotional, and physical contributions, indicating a tenure-based influence. The perception of team management decisions resulting in a failure of organisational resources meeting employees' expectations aligns with Kahn's (1990) view of engagement as a dynamic state shaped by organisational factors. This perspective contrasts with models like Macey and Schneider (2008), which portray engagement as influenced less by organisational factors and instead stable and pre-determined based on individual factors. Individual factors such as employee age, gender, team type, and tenure, were investigated in this study, contributing to the broader debate on how individual and organisational elements shape employee engagement.

The summary table (Table 2-4) encapsulates cognitive, emotional, and behavioural characteristics of the above works under the categories of Highly Engaged, Traditionally Engaged, Not Engaged, and Disengaged. The Highly Engaged and Traditionally Engaged employees can be seen to exhibit a profound connection to their organisation, aligning personal interests with organisational goals and demonstrating strong organisational commitment. This alignment is linked to the development of change-ready employees, characterised by their understanding, belief in, and commitment to organisational change (Rafferty et al., 2013; Madsen et al., 2005). The next section (2.3) will further explore this connection, highlighting the influence of EE on sustainable Organisational Commitment (OC).

Table 2-2 summarises EE level characteristics according to an employee's cognitive, emotional, and behavioural dimensions as proposed by works from AON Hewitt (2013), Towers Watson (2012), Blessing White (2011), Meere (2005). Information related to note references in the table are provided below.

Note 1	Enablement – freedom from obstacles to succeed at work, Availability of resources to perform well, Ability to meet work challenges effectively.
Note 2	Feeling Energised – Ability to maintain energy at work, supportive social environment, feelings of enthusiasm/accomplishment at work.
Note 3	Highly engaged and traditionally engaged employees are terms presented by works from Towers Watson (2012). Other works has referred to Towers Watson (2012) description of Traditionally engaged as engaged.

		1 Highly engaged (Note 3)	2 Traditionally engaged (Note 3)	3 Not engaged	4 Disengaged
Engagement Dimension	C. Cognitive	Meet expectations set at the Traditionally Engaged level and additionally feel Enabled.	Have a profound connection to their organisation. Have aligned their personal interests to the organisation's interests. Believe in company goals and objectives. May not think they are Enabled.	<b>Crash and Burners</b> Not achieving their personal definition of success, complaining about decisions made, and the performance of their colleagues.  <b>Detached:</b> Lack belief in company goals and objectives, but the work environment supports productivity (they are enabled, see Note 1).	Most disconnected from the organisation, not knowing what they need to give to the organisation and feel underutilised. <b>Disengaged:</b> Lack belief in company goals and objectives. May not think they are enabled (see Note 1).
	B. Behaviour	Meet expectations set at the Traditionally Engaged level and actively pursue opportunities to improve operations and the general work environment, are fully invested in terms of commitment and significant discretionary behaviour.	Willingness to give extra effort to support success. Drive innovation and the organisation forward. Deliver high contributions, exerting discretionary efforts for the success of the organisation. May engage in productive behaviours but are not fully invested in terms of commitment and significant discretionary behaviour.	<b>Almost engaged:</b> Make medium to high contributions to the organisation. <b>Honeymooners:</b> Make low contributions. <b>Crash and Burners:</b> Medium to high contribution. <b>Detached:</b> Lack of willingness to give extra effort to support success. Not as problematic as the actively disengaged, but do not create a positive environment for innovation and progress.	Unhappy at work and undermine the work of their engaged colleagues. Employees making medium to low contributions to the organisation. <b>Disengaged:</b> Lack of a willingness to give extra effort to support success. Come to work and go through the motions without any particular interest in work.
	E. Emotional	Meet expectations set at the Traditionally Engaged level and feel energised and strongly aligned with the organisation's mission, vision, and objectives.	Work with passion. Employees possess positive attitudes towards work. Have high satisfaction from their work. Emotional connection (pride, would recommend their employer).  May not feel energised.	No passion or energy in their work. Almost engaged: Reasonable satisfaction from their work. Honey Mooners: Medium to high satisfaction in their work. Crash and Burners: Exhausted, low satisfaction in their work. <b>Detached:</b> Lack the emotional connection (pride, would not recommend their employer). The work experience promotes well-being and feeling energised (see Note 2).	Have medium to low satisfaction. <b>Disengaged:</b> Lack the emotional connection (pride, would not recommend their employer). May not feel energised (see Note 2).

Table 2-2 – EE Level Characteristics According to an Employee's Cognitive, Emotional, and Behavioural Dimensions.

### **2.2.3 Organisational Factors Influencing EE**

Measuring employee engagement (EE) is essential for understanding its impact on organisational performance, employee well-being, and workforce sustainability. Over the years, numerous instruments have been developed to assess engagement levels, each offering a unique perspective on the construct. These tools vary in their theoretical foundations, focus areas, and application contexts, making it important to critically examine their strengths and limitations. Broadly, employee engagement measures can be classified into those that assess psychological states (e.g., emotional and cognitive investment in work), behavioural outcomes (e.g., discretionary effort and organisational citizenship behaviours), and perceived organisational support (e.g., leadership effectiveness, job resources, and workplace climate). Some instruments are widely adopted in academic research, while others are primarily used in corporate settings for employee surveys and organisational benchmarking.

This section critically reviews three widely referenced engagement instruments that have shaped both research and practice: The Utrecht Work Engagement Scale (UWES) (Schaufeli et al., 2002), Gallup's Q12 (Gallup, 1998) and The Employee Engagement Survey (EES) (Shuck et al., 2017). These tools have been selected due to their prevalence in both research and industry applications, as well as their contrasting approaches to conceptualising engagement. While UWES is grounded in positive psychology and the Job Demands-Resources (JD-R) Model, Gallup's Q12 is practitioner-focused, measuring engagement based on workplace conditions. The EES, developed more recently, integrates both academic and applied perspectives, aligning with foundational theories of engagement. By critically evaluating these instruments, this section will highlight their respective strengths and limitations, informing the study's approach to engagement measurement. Additionally, given the study's focus on the highly engaged employee and their role in sustaining organisational change, the review will consider how these instruments align with Kahn's (1990) psychological conditions for engagement and Towers Watson's (2012) conceptualisation of high engagement. The latter introduces important distinctions absent in earlier frameworks, particularly regarding sustained discretionary effort and organisational commitment factors critical for long-term change adoption in organisations.

Considering first Schaufeli et al.'s (2002) operationalised work engagement through the Utrecht Work Engagement Scale (UWES). This employs a seven-point Likert

scale to measure the intensity of employee responses to a series of statements (Appendix 10 Part 1). While the UWES is effective in assessing employees' self-perceptions of their engagement levels, its generalised nature does not allow for an in-depth exploration of the underlying reasons behind these self-assessed views. For example, a response to the statement D2, "My job inspires me," provides limited insight into why an employee feels inspired or lacks inspiration. This limitation hampers managers' ability to identify the specific organisational factors influencing engagement and determine which areas need improvement. This limitation is consistent across other statements in the UWES, such as V1 through to V6, D1 through to D5, and A1 through to A6 (see the full survey in Appendix 10, Part 1). These statements similarly offer limited insight into the specific organisational factors influencing employee engagement, as they focus on employees' general perceptions without exploring the underlying causes of those perceptions. Moreover, the UWES focuses primarily on the employee's work-related state of mind, using phrases such as "my job" or "my work." This narrow focus excludes the contextual factors that may affect broader engagement, such as employees' involvement in organisational initiatives beyond their immediate job roles, like efforts to sustain their adoption of an organisational change (OC) initiative aimed at delivering wider benefits to the organisation.

In contrast, the Employee Engagement Scale (EES), developed by Shuck et al. (2017), and grounded in Kahn's (1990) seminal work employs a five-point Likert scale to measure engagement (see Appendix 10 Part 2). The EES offers a wider view of employee engagement, focusing on cognitive, emotional, and behavioural aspects, thus extending beyond an employee's specific job to include their overall contribution to the organisation. This wider framing of engagement aligns with the objectives of this study which seeks to understand how EE influences the sustained adoption of OC initiatives. However, like the UWES, the EES measures employees' perceptions of their at work behaviour rather than directly investigating which specific organisational factors drive the behaviours employees self assess themselves as exhibiting. This means additional investigation would be required to uncover the root cause of the behaviours employees align to which when aggregated present the employees overall engagement or disengagement. For example, statement C1 from the EES, which is reflective of other statements in the instrument (see Appendix 10 Part 2), asks employees views on the statement: "I am really focused when I am working." If an employee responds indicating a lack of focus, the organisation's management seeking to address this issue through potential organisational factors

would need to conduct additional queries to identify the specific factors influencing this response. Consequently, this study posits that while the EES and UWES provide useful instruments to gauge employee sentiment regarding their engagement, they fall short in supporting practitioners and organisations in pinpointing the exact organisational factors that could enhance engagement levels. As such, further investigation would be required to develop actionable insights into improving employee engagement. Gallup's Q12 (1998), a practitioner-focused instrument, addresses some of these concerns by directly asking employees about the organisational factors that influence engagement, using a five-point Likert scale (see Appendix 10 Part 3). For example, the statement, "My supervisor, or someone at work, seems to care about me as a person," provides insights into how relationships with supervisors contribute to engagement. This type of query offers practitioners actionable insights into the specific context of employees' perceptions, allowing management to develop targeted interventions that address the factors most relevant to improving engagement.

Each of these instruments presents a different bias in its construction. As Motyka (2018) notes, this can result in varying emphases on engagement assessment, potentially leading to the selective use of engagement surveys based on the desired outcomes of end-users. In reviewing these tools, this study recognises the value of broadening the scope of engagement queries to include employee perceptions beyond their immediate work environment, as seen in the EES. This more expansive approach is particularly relevant for this study's objective of investigating the role of EE in supporting sustainable organisational change. At the same time this study recognises the importance of include survey statements which allow for organisational interventions to be directed in an effort to drive up engagement as seen in the Gallup (1998) survey. Through the use of employee engagement surveys, whether or not an employee is engaged can be determined. Towers Watson's (2012) describes this as traditional employee engagement (TE). Additionally, Towers Watson describes a further heightened state of engagement, termed highly engaged (HE). As with Kahn's (1990) work which presented the three psychological conditions of engagement: Meaningfulness, Safety, and Availability, Towers Watson (2012) underlines these for traditionally engaged employees (TE) describing them as having a belief in company goals, emotional connection, and willingness to put in extra effort.

This overlap between Kahn (1990) and Towers Watson (2012) is illustrated in Figure 2-3. Towers Watson's (2012) makes the distinction between HE and TE, using two supplementary assessment elements, namely employee Energy and Enablement

(represented by the dotted line in Figure 2-3). The significance of Towers Watson's (2012) work to this study is its recognition to the existence of HE level which with reference to Table 2-2 – EE Level Characteristics According to an Employee's Cognitive, Emotional, and Behavioural Dimensions. presents characteristics closely aligned with the concept of organisational commitment. This is an employee's emotional attachment to the organisation's goals, values, and the organisation itself (Colquitt et al., 2000) which is a key driver of employee change readiness (CR) - an employee's state of understanding, belief, and intention to support change due to a perceived need for it (Madsen et al., 2005). Recognising this linkage is of interest to this study as it identifies an alignment between the two subject matters EE and OC.

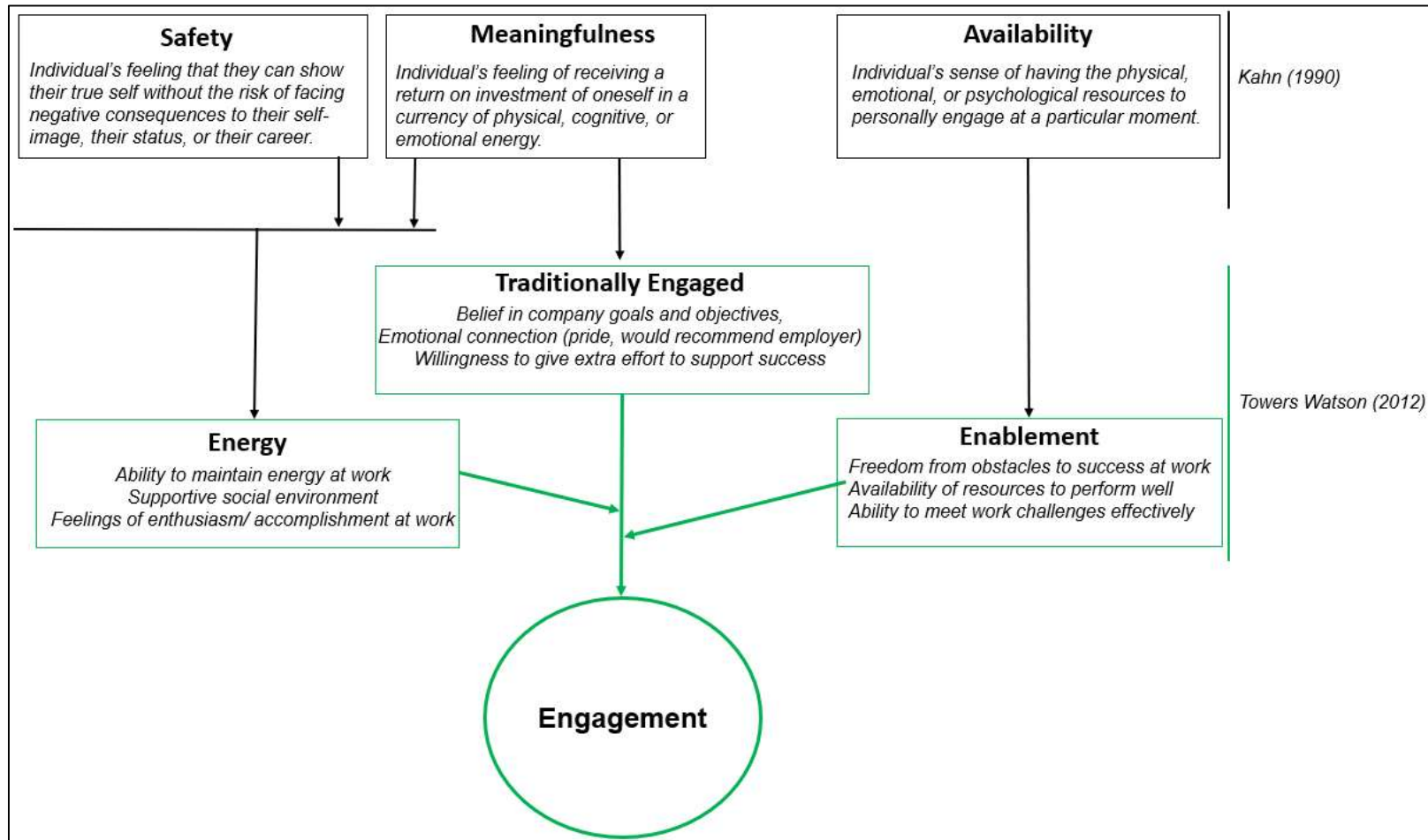


Figure 2-3 – Kahn (1990) and Towers Watson (2012) Overlap.

Each statement used in this study has been aligned to the EES to develop a broader understanding of engagement beyond an employee’s engagement to their immediate work or role, whilst providing the specificity as delivered through Gallup’s (1998) survey on an employee’s perceptions on the presence or absence of organisational factors (OF) recognised through the EE literature review as affecting an employee’s EE. Each of the selected survey statements have been categorised according to the Tower’s Watson (2012) conditions to which it aligns (see Table 2-4) confirming its alignment to the descriptors of expected engagement conditions. The psychological conditions proposed by Kahn (1990) are also presented in Table 2.3 to underscore the alignment between the works and appraisal of the survey statement.

	Engagement condition ID	Description	
Kahn (1990)	Safety	Feeling can show true self without the risk of facing negative consequences to their self-image, status, or career.	
	Meaningfulness	Feeling of receiving a return on investment of oneself in a currency of physical, cognitive, or emotional energy.	
	Availability	Sense of having the physical, emotional, or psychological resources to personally engage at a particular moment.	
Towers Watson (2012)	Traditionally Engaged (TE)	a)	Belief in company goals and objectives
		b)	Emotional connection (pride, would recommend employer)
		c)	Willingness to give extra effort to support success
	Energy	a)	Ability to maintain energy at work
		b)	Supportive social environment
		c)	Feelings of enthusiasm/ accomplishment at work
	Enablement	a)	Freedom from obstacles to success at work
		b)	Availability of resources to perform well
		c)	Ability to meet work challenges effectively

**Table 2-3** – Engagement Conditions and Definitions by Kahn (1990) and Towers Watson (2012): Supplement to Table 2-4.

Survey Statement	Engagement condition (see Table 2-3)	
	Kahn (1990)	Towers Watson (2012)
1a. I am proud to work and represent this department	Meaningfulness	TE (b)
1b. I think the normal working conditions at this organisation are good	Availability	Enablement (a)
1c. I rarely think about looking for a job in another department	Meaningfulness	TE (b)
1d. I see myself still working in the department in two Yrs.' time	Meaningfulness	TE (b)
1f. I am positive about my future at this organisation	Meaningfulness	TE (b)
1g. My work is valued	Meaningfulness	Energy (c)
1h. My professional development is well-supported	Availability	Enablement (b)
1i. My manager has shown a genuine interest in my career aspirations	Availability	Enablement (b)
1j. The organisation motivates me to exert more effort than I might in a similar role elsewhere	Meaningfulness	Energy (c)
1k. No one here really knows what I do	Meaningfulness	Energy (b)
1m. I believe in our department's objectives	Meaningfulness	TE (a)
1n. Every year I think the organisation is performing better	Meaningfulness	TE (a)
2a. My department keeps its people informed about what is happening	Availability	TE (a)
2b. I know what I need to do to be successful in my role	Availability	Enablement (a)
2c. I think my department could be better at keeping people informed about what is happening	Availability	TE (a)
2d. I don't need any more communication to help me be successful in my role	Availability	TE (a)
2f. I think that collaboration is actively encouraged in my department	Safety	Energy (b)
2g. I feel that my views are valued and appreciated at times of open discussion and collaboration	Safety	Energy (b)
2h. I have access to the things I need to do my job well	Availability	Enablement (b)
2i. Most of the systems and processes here support us getting our work done effectively	Availability	Enablement (c)
2j. I could do my job better if I had access to the things, I need to do my job	Availability	Enablement (a)
2l. I think we duplicate too much effort in this department	Availability	Enablement (c)
3a. I feel I receive the appropriate recognition when I do good work	Meaningfulness	Energy (b)
3c. I feel a sense of satisfaction with the work that I do	Meaningfulness	Energy (c)
3d. I think that our ways of working are simple and effective	Availability	Enablement (c)

Survey Statement	Engagement condition (See Table 2-3)	
	Kahn (1990)	Towers Watson (2012)
3g. I will often work extended hours when needed to make sure we get the work done on time	Meaningfulness	TE (c)
3h. I am often asked to work overtime to complete work	Meaningfulness	TE (c)
3i. I don't think we celebrate our successes as a department enough	Meaningfulness	Energy (b)
3j. My day-to-day efforts are important to the future success of this department	Meaningfulness	TE (b)
3k. My day-to-day efforts are critical to the future success of this department	Meaningfulness	TE (b)
3l. I feel connected to the organisation and willing to put in extra effort so that the organisation is successful.	Meaningfulness	TE (a, c)
3m. I feel energised when I'm at work.	Meaningfulness	Energy (a)

**Table 2-4** – Survey Statements Evaluating Employee Engagement Conditions and Organisational Factors

Having established the statements utilised in the study's survey to examine Organisational Factors (OF) that align with conditions fostering Employee Engagement (EE), the subsequent section will continue the comprehensive review of EE literature, focusing on identifying and analysing the criteria used to evaluate employee responses and assess their engagement levels.

#### **2.2.4 Individual Employee Factors Affecting EE**

Building on the exploration of engagement levels and their alignment with cognitive, emotional, and behavioural dimensions, this section shifts focus to the role of individual employee factors - such as gender, age, tenure, and team membership - in shaping Employee Engagement (EE). While much of the EE literature emphasises broad organisational factors, the influence of personal and demographic characteristics has received comparatively limited attention. This study considers it critical to deepen the understanding of how these individual factors interact with engagement levels to better inform the ongoing debate between engagement as a stable trait versus a dynamic state.

The debate over whether engagement stems primarily from inherent traits or is a state influenced by organisational conditions highlights the need for more nuanced perspectives. Bakkar and Albrecht (2018) emphasise this point, urging the expansion of EE research to systematically address the specific impacts of demographic variables. This call to action is especially relevant in today's rapidly evolving

workplace, characterised by a broader age range of employees, an increase in older workers delaying retirement, and a higher proportion of women in the workforce than in previous decades (CIPD, 2023). As workforce demographics shift, organisations must adapt their engagement strategies to accommodate these changes. Research highlights that ageing populations present unique challenges for labour markets, including shifting retirement patterns and the need for inclusive workplace policies to support older employees (Rouzet et al., 2019). Similarly, Cristea et al. (2020) emphasise that population ageing and its impact on workforce participation necessitate proactive human resource strategies to maintain productivity and engagement across diverse employee groups.

Organisations that effectively acknowledge and respond to these variations in engagement are better positioned to tailor their engagement strategies, ensuring initiatives resonate with diverse employee groups (Bakker and Albrecht, 2018). Recognising these variations offers tangible benefits. By identifying which demographic groups are more likely to be engaged, organisations can prioritise these groups for initiatives requiring additional discretionary effort, such as Organisational Change (OC) events. Research suggests that highly engaged employees demonstrate greater adaptability and resilience to change, making them valuable drivers of sustainable transformation efforts (Macey and Schneider, 2008; Slack et al., 2015). Engaged employees are more likely to embrace and sustain such changes, thereby reducing the risk of failure and avoiding the costs associated with blanket approaches to engagement that overlook individual differences (Singh and Choudhary, 2018). The following sections will delve into how individual traits and characteristics influence engagement, contributing to a more comprehensive understanding of employee engagement dynamics within the EE literature.

#### **2.2.4.1 Effect of Gender on EE**

Having established the varying levels of engagement and the influence of both organisational and individual factors on Employee Engagement (EE), it is essential to explore how gender as a demographic variable impacts engagement levels within diverse workplace settings. The relationship between gender and EE remains complex and has elicited varied findings in existing research, reflecting both cultural and organisational nuances. Research by Khodakerami and Dirani (2020), Pitt-Catsouphes and Mats-Costa (2008), and Mauno et al. (2007) suggests that women exhibit higher levels of engagement at work compared to men. This trend may be

attributed to women's tendencies toward strong interpersonal connections, collaborative workstyles, and heightened empathy within professional environments. However, increased engagement does not shield women from its potential negative corollary - burnout. Sprang et al. (2007) found that female employees are more susceptible to burnout than their male counterparts. Burnout, as defined by Maslach (2001), represents the antithesis of engagement and is characterised by emotional exhaustion, depersonalisation, and diminished personal accomplishment. This finding underscores the dual-edged nature of engagement for women, suggesting that heightened engagement may simultaneously expose them to greater stress and emotional fatigue, particularly in high-demand roles.

Sprang et al.'s (2007) study further contextualises gender-based differences in engagement by examining burnout among behavioural health providers in a rural southern state, analysing variables such as age, education level, years of experience, and specialised trauma training. This multifactorial approach highlights the interaction between gender and other characteristics that shape employees' workplace experiences, suggesting that gender-based engagement cannot be fully understood in isolation. Conversely, Garg (2014) presents a different perspective in the Indian organisational context, indicating that women are less engaged than men due to structural barriers such as perceived glass ceilings, experiences of physical and mental harassment, and environments that fail to accommodate feminine needs. This insight illustrates how cultural and structural factors can suppress engagement, revealing the need for context-sensitive approaches to gender in engagement strategies. Adding further complexity, Yildirim (2008) asserts that gender differences in engagement may be insignificant, positing that male and female employees can exhibit similar levels of engagement under certain conditions. This finding points to the potential influence of organisational culture, role expectations, and other contextual factors that may moderate or negate gendered patterns of engagement. The divergence in findings between Yildirim (2008) and Garg (2014) can be attributed to differences in methodology, contextual focus, and the organisational settings studied. Garg (2014) employed a more quantitative approach, using large-scale surveys and statistical analysis to draw definitive conclusions about gender disparities in engagement. Yildirim (2008), in contrast, used a mixed methods approach that incorporated qualitative insights, which provided a more nuanced understanding of engagement. Garg (2014) examines engagement within a corporate, profit-driven sector, where hierarchical structures and performance-driven cultures may lead to more pronounced gender differences in engagement levels. Yildirim (2008) focused

on a broader range of industries, including public sector and service-oriented organisations, where workplace culture may be more inclusive and gender-neutral.

These diverse findings underscore the importance of examining gender within EE through a multifaceted and context-driven lens. While some studies highlight pronounced gender differences in engagement, others reveal a convergence in engagement levels across genders, suggesting that organisational structures, cultural norms, and individual experiences all play a crucial role. By exploring the impact of gender alongside other demographic factors, organisations can develop tailored engagement strategies that account for unique needs and experiences, fostering an inclusive and supportive work environment. The subsequent sections will delve deeper into how other demographic factors, including age, tenure, and team dynamics, interact with engagement, offering a more comprehensive understanding of how individual and organisational elements shape EE outcomes.

#### **2.2.4.2 Effect of Age on EE**

Continuing from the exploration of gender and its impact on Employee Engagement (EE), it is necessary to consider the role of age as another significant individual factor influencing engagement. The literature examining the effect of age on EE reveals a complex and multifaceted relationship that can be broadly grouped into three perspectives: studies that suggest EE increases with age, studies indicating a decline in EE with age, and studies that depict a fluctuating relationship, where engagement levels change with age in a non-linear manner. Research supporting the notion that older employees exhibit higher levels of engagement includes works by Marcus (2017), Dalal et al. (2012), Blessing White (2011), Seng et al. (2009), Pitt-Catsouphes and Mats-Costa (2008), and Schaufeli and Bakker (2004). These studies collectively suggest that older employees possess greater emotional and intellectual involvement with their organisations, which motivates them to perform at their best and contribute to organisational success. James et al. (2012) attribute this heightened engagement to the accumulation of workplace relationships, deep familiarity with organisational processes, and a sense of pride and loyalty developed over time. This perspective highlights the role of tenure and sustained experiences in fostering a strong connection with the organisation, thereby enhancing engagement.

In contrast, Rigg's (2014) study provides an opposing viewpoint, suggesting that younger employees, specifically those aged 18 to 25, exhibit higher engagement levels compared to their older counterparts. This increased engagement is linked to

their enthusiasm, optimism, and positive expectations regarding the rewards of their work, including opportunities for learning, development, and career advancement. However, Rigg (2014) observed a decline in engagement for employees aged 26 to 41, attributed to factors such as job monotony, unmet career aspirations, and limited relationship-building opportunities within the workplace. The engagement decline in this age group may also reflect career plateauing, as noted by Bown-Wilson and Parry (2009), where employees perceive stagnation in their career trajectory, leading to reduced motivation and engagement. The fluctuating relationship between age and engagement, as observed by Rigg (2014), aligns with a more nuanced understanding of engagement dynamics. Engagement levels for employees above 42 years showed an increase, suggesting that life and career stages play a critical role in influencing engagement. This perspective contrasts with Garg's (2014) findings in the Indian organisational context, where engagement remained steady for employees under 25 and those aged 26-35 but peaked for employees aged 36-45. According to Garg (2014), engagement declined for employees over 45 years, reflecting diminished motivation due to perceived limited career growth opportunities. Damman et al. (2011) further contextualises this trend by describing a "preretirement phase," during which employees begin to coast toward retirement, resulting in reduced work investment and gradual disengagement.

The contrasting findings across studies highlight the complexity of the relationship between age and EE. While some researchers emphasise the positive correlation between age and engagement due to accumulated experience and loyalty, others point to a decline due to career stagnation and shifting priorities. This dynamic underscores the importance of a context-sensitive approach to understanding how age shapes employee engagement. Organisations that recognise and adapt to these age-based engagement patterns can better tailor their engagement initiatives, leveraging the strengths and addressing the challenges associated with different age groups. The following sections will further explore other individual factors that interact with engagement, such as tenure and team dynamics, to offer a comprehensive understanding of the diverse elements shaping EE.

#### **2.2.4.3 Effect of Tenure on EE**

Extending the exploration of individual factors affecting Employee Engagement (EE), the role of tenure - the length of time an employee has spent with an organisation - offers another complex and multifaceted dimension. Much like age, the influence of

tenure on engagement has produced mixed findings within the EE literature. While some studies indicate that engagement increases with tenure, others present a contrasting view, suggesting a decline over time. Research by Jaupi (2015) and Blessing White (2011) supports the notion that employee engagement tends to rise as tenure increases. This relationship can be attributed to a range of factors, including employees' deeper assimilation into organisational culture and a stronger alignment with organisational values and norms. Cheche (2019) expands on this view, positing that long-serving employees develop a heightened sense of identity and acceptance of organisational expectations. Over time, these employees become more integrated into the organisational fabric, fostering greater loyalty, commitment, and engagement. Seng et al. (2009) offer a more nuanced perspective, identifying a trend where engagement initially rises with tenure but declines during the period between eleven to fifteen years, before increasing again. This cyclical pattern highlights the complexity of engagement as it relates to tenure, suggesting that various factors - such as changes in job roles, evolving organisational priorities, and individual career trajectories - can influence engagement at different stages of an employee's journey.

In contrast, Truss et al. (2006) present a different narrative, suggesting that longer tenure can lead to diminished engagement. This decline is attributed to factors such as complacency stemming from job security, habitual work routines, and a stabilised work-life balance often achieved after years of service. Employees who have spent considerable time with the same organisation may experience a waning sense of challenge and novelty, leading to reduced motivation and engagement. This pattern aligns with aspects of Maslow's (1943) Hierarchy of Needs, where employees with long tenure may have satisfied lower-order needs (such as physiological and safety needs) and, therefore, seek fulfilment through higher-order aspirations, which may not always be met by their current roles. The dichotomy in findings suggests that tenure's impact on engagement is context-dependent, influenced by both individual and organisational factors. While some long-serving employees may thrive through a sense of belonging and alignment, others may encounter stagnation or diminishing engagement over time. These findings emphasise the need for organisations to adopt a tailored approach to engagement strategies, recognising that tenure-based variations require nuanced interventions to sustain employee motivation and commitment.

#### **2.2.4.4 Effect of Team on EE**

The impact of an employee's team on their level of engagement represents another critical facet of the Employee Engagement (EE) discourse. Studies have demonstrated that team dynamics significantly influence engagement levels, with certain roles and team functions fostering higher engagement than others. Blessing White (2011) found that employees in teams closest to organisational strategy, decision-making, and customer interactions exhibited higher engagement levels compared to those in more isolated roles. Similarly, Rigg (2014) examined engagement across different team functions, finding notable discrepancies in engagement levels depending on job role and departmental focus. Employees working in human resources (HR), sales, and front-office roles reported higher engagement, which was attributed to their exposure to dynamic tasks, interpersonal interactions, and opportunities for innovation. In contrast, accounting teams demonstrated lower engagement levels, largely due to the repetitive nature of their tasks, limited variation in daily activities, and fewer opportunities for direct recognition and feedback.

Recent research reinforces the critical role of team dynamics in employee engagement. Mazzetti and Schaufeli (2022) highlight that leadership engagement and team cohesion significantly enhance engagement by fostering supportive work environments. Similarly, Bakker (2022) suggests that social interactions at work are a crucial component of engagement, as employees who feel integrated within their teams tend to exhibit higher levels of organisational commitment and job satisfaction. Further studies have explored the role of virtual teams and leadership in shaping engagement. Elyousfi et al. (2021) found that e-leadership and team dynamics directly impact virtual team performance, with strong team cohesion leading to improved engagement and productivity. Moore and Hanson (2022) reinforce this by demonstrating that effective leadership within teams plays a critical role in enhancing engagement and retention. Additionally, Canavesi and Minelli (2022) found that servant leadership, which prioritises team well-being and shared decision-making, significantly boosts employee engagement by creating a culture of trust and psychological safety. Collectively, these studies indicate that team structure, leadership quality, and the nature of an employee's role are pivotal factors influencing engagement. Employees in strategically aligned, collaborative, and feedback-rich environments exhibit higher engagement, while those in isolated or repetitive roles may struggle with lower motivation. These findings highlight the importance of

fostering positive team dynamics and strong leadership to optimise engagement levels across different organisational roles.

### **2.2.5 Section Summary: Employee Engagement**

Employee Engagement (EE) continues to attract scholarly and practitioner interest due to its links with productivity, profitability, and organisational success (Kaur, 2017; Rayton et al., 2012; Macleod and Clarke, 2009). Yet, EE remains a contested concept lacking universal definition or consistent measurement. This section clarified core conceptual foundations, particularly the seminal models of Kahn (1990), who defined engagement through cognitive, emotional, and behavioural dimensions, and Schaufeli et al. (2002), who conceptualised it as vigour, absorption, and dedication. Practitioner and academic tools, such as Gallup's Q12, the Utrecht Work Engagement Survey (UWES), and the Employee Engagement Scale (EES), offer different emphases. While UWES and EES help track engagement sentiment, they offer limited guidance for organisational interventions. Gallup's Q12, in contrast, connects engagement to workplace conditions that management can act upon. This research argues for tools that balance sentiment measurement with actionable insight - particularly in relation to broader organisational outcomes.

This review supports a broader understanding of EE, not just in terms of job absorption but also in relation to employees' discretionary efforts towards wider organisational goals. This view aligns with the study's interest in how EE supports sustained Organisational Change (OC). To reflect this, engagement will be measured in ways that capture key drivers: meaningfulness, safety, availability, enablement, and energy. The influence of individual-level factors on engagement, including gender, age, tenure, and team, has also been considered. While organisational drivers have traditionally received more focus in the engagement evaluation, these individual traits are presented as delivering variance in engagement, for example higher engagement among longer-tenured staff, or those in strategic or externally facing roles/teams, and potentially older employees. Gender-based results remain mixed across studies. Finally, this section highlights a lack of EE research in the energy sector, which this study addresses by focusing on employees at E.ON UK. Figure 2-4 summarises the study's current position, showing the influence of both organisational and individual factors on EE.

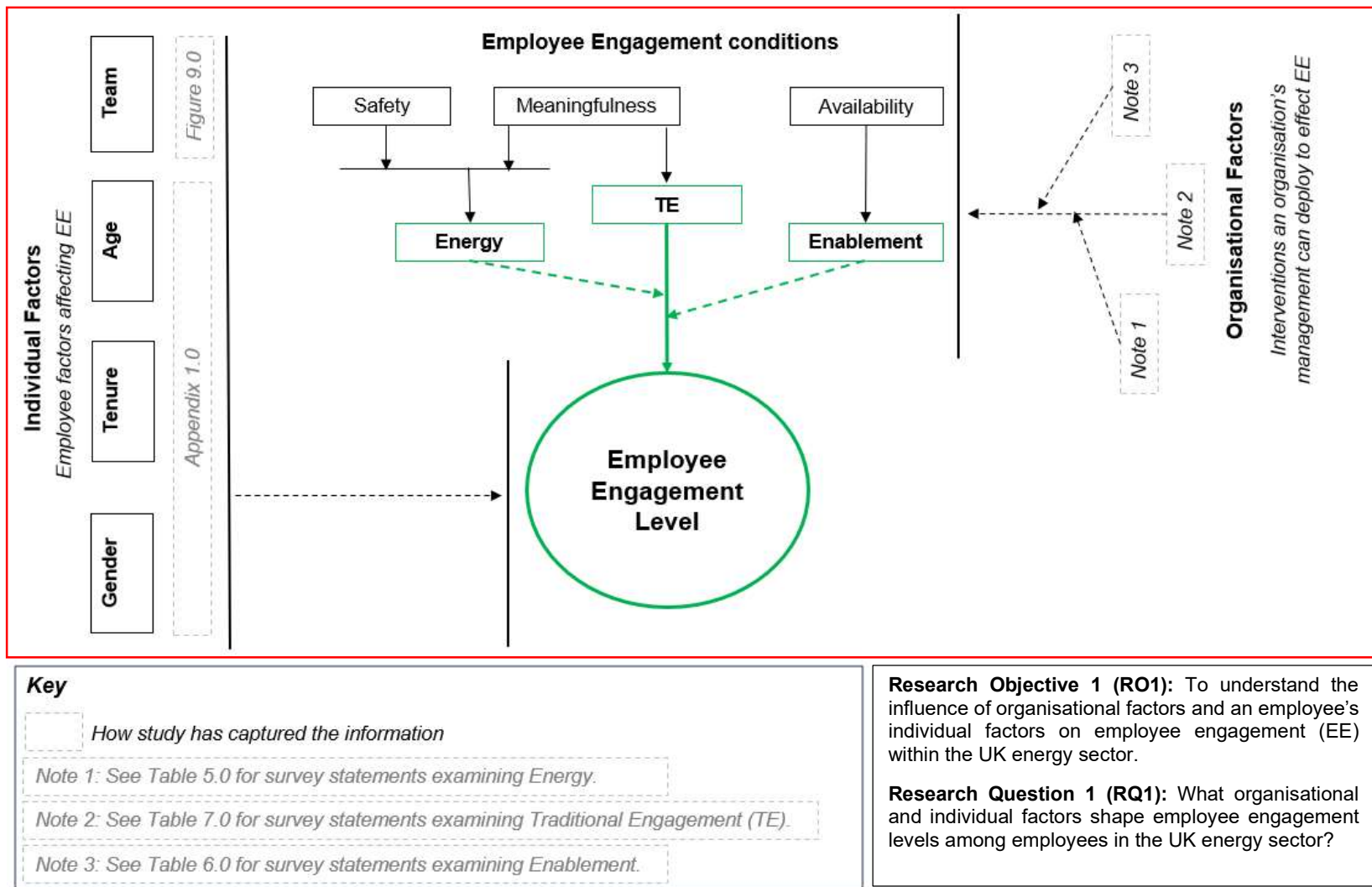
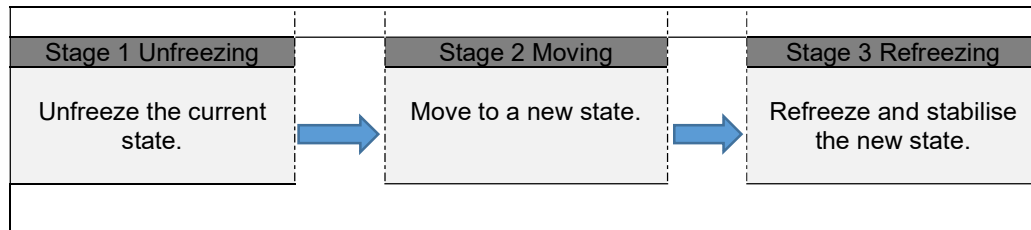


Figure 2-4 – RO1 Conceptually (Red Boxed Area Highlights the Scope of RO1)

### 2.3 Organisational Change (OC)

Organisational change is concerned with solving problems and challenges critical to an organisation's future development and survival (Mansaray, 2019). In an organisation, most problems and challenges arise due to internal pressures such as inefficient processes, leadership changes, or declining employee morale, as well as external pressures like market competition, regulatory shifts, or technological advancements. These factors can significantly impact product quality, employee efficiency, growth opportunities, and innovation. Organisational change is broadly defined as a transformation between two points in time, enabling a comparative analysis of the organisation before and after the transformation (Barnett and Carroll, 1995). It involves changes in an organisation's structure, technology, and people (Ziozias et al., 2024), or a shift in ways of working and processes from a known state to an unknown state (Errida and Lotfi, 2021). Organisational change is ubiquitous in modern market economies with its potential to deliver organisations to more effective and efficient versions compared to their current state (van Dijke et al., 2024, Montreuil, 2023). An organisation's leadership is primarily responsible for the formulation and implementation of the OC process, and for promoting the involvement of employees in the change process (Pearson et al., 2018). At times of OC employees can develop a variety of thoughts, feelings, and behaviours towards the unknown situation, which may subsequently give rise to either a positive or negative judgment on the change underway (Bernerth, 2004). At such times, it is imperative for firms to support employees in order that their attitudes and behaviours are receptive towards the change underway. Employees are more inclined to commit to a change if they perceive the change in alignment with their expectations (Helpap, 2016). Lewin's (1947) early and founding Three stages of change model (see Figure 2-5), has stood the test of time widely considered by academics and practitioners as the founding and most powerful tool to manage change in organisations (Bezjian 2023). For example, at the model's unfreezing stage (see Figure 2-5), the need to destabilise old employee behaviours is made clear before any new preferred behaviours can be successfully adopted. Lewin (1947) makes clear that employees would be motivated to learn new behaviours following the unfreezing stage, with attention to the supporting role of change agents (those responsible for leading and facilitating the change) in this movement of old to the new preferred behaviours (Anjum, 2024). The new behaviours would then be stabilised, ensuring they were congruent with the employee's personality and environment.



**Figure 2-5** – Lewin (1947) Three Stages of Change Model.

Lewin's (1947) work highlighted an early awareness into the significance of supporting and managing employee behaviours through OC; however, it falls short of presenting change practitioners with an awareness of what employee groups may have stronger or lower inclinations to support the OC, and how subsequently different groups could be encouraged to move through the model's stages. For example, what aversion or willingness do particular employee age groups, tenure groups, or genders have to adopt change, and what determinants could management adjust to improve the group's readiness for change (discussed further in Chapter 2.0 Section 2.3.3).

### **2.3.1 Introducing Change Readiness**

Since the seminal work of Lewin (1947), organisational change research has progressively evolved to identify key employee determinants that foster positive attitudes and behaviours toward change. This concept, often described in the OC literature as change readiness, encompasses an employee's state of understanding, belief, and intent to change in response to a perceived need for transformation. Early works by Cinite et al. (2009), Madsen et al. (2005), Armenakis and Harris (2002) and Eby et al. (2000), emphasised that individual attitudes and preferences are critical factors influencing change readiness. Subsequently, Gigliotti et al. (2019), Samal et al. (2021), and Vakola (2013) highlighted the significance of demographic factors, organisational culture, and support systems as primary drivers of readiness for change. More recent studies, such as those by Roemer et al. (2021) and Sharma and Singh (2021), have expanded the discussion to include the influence of employee mindfulness and mindset on change readiness. This evolving body of work underscores the multifaceted nature of change readiness, demonstrating its dependency on a complex interplay of individual and organisational factors.

Individual attitudes and preferences affecting change readiness, include an employee's perception of communications (related to the change), their job demands, job knowledge and skills, system support received, their organisational commitment,

organisational justice, participation, job satisfaction and their social relations at the workplace (Rafferty et al., 2013; Shah and Shah, 2010; Bernerth et al., 2007; Rafferty and Simons, 2006; Madsen et al., 2005; Eby et al., 2000; Hanpachern et al., 1998). From this variety of change readiness determinants, the organisational change literature has clustered around the significance of an employee's organisational commitment to change, describing this as an individual's attitudes and feelings (perceptions) towards his or her organisation, whereby committed employees have a strong belief in and acceptance of the organisation's goals and values, a willingness to exert considerable effort on behalf of the organisation and have a strong desire to maintain membership with the organisation (Mathews and Shepherd, 2002).

### **2.3.2 Change Readiness and Employee Engagement**

Alongside the organisational change literature's focus on understanding employee change readiness, there is growing interest in the role of employee engagement and its associated benefits. Specifically, engaged employees are recognised for their higher on-the-job performance and enhanced ability to drive improved business results (Albrecht et al., 2015; Swarnalatha and Prasanna, 2013; Dicke, 2007; Vance, 2006). Despite extensive research on organisational change, the potential influence of employee engagement on change performance remains underexplored. Existing studies such as Errida and Lotfi (2021) focus on leadership and structural determinants of change but do not establish a direct link between employee engagement and change management. While research acknowledges that engaged employees exhibit higher resilience and adaptability (Malik and Garg, 2020; Weideman and Hofmeyr, 2020), there is a gap in studies directly connecting employee engagement to organisational change performance suggesting a missed opportunity. This gap may further explain the persisting failure for organisations to engage employees effectively at times of change (Hoag et al., 2002), with the number of employees globally labelled as engaged remaining low and stagnant at only 13% (Mann and Harter, 2016).

Employee engagement has been recognised here given its overlap with the characteristics described for Highly Engaged (HE) and Traditionally Engaged (TE) employees in the earlier Employee Engagement section (see Cognitive dimension for HE and TE employees in Table 2-2) and the determinants for change readiness identified in the organisational change literature. For example, an employee's organisational commitment is described by the OC literature as an individual's

attitudes and feelings (perceptions) towards his or her organisation, whereby committed employees have a strong belief in and acceptance of the firm's goals and values, a willingness to exert considerable effort on its behalf and have a strong desire to maintain membership with it (Mathews and Shepherd, 2002). This draws parallels with the cognitive expressions of HE and TE employees summarised in Table 2-5 below.

<p>Employees...</p> <ul style="list-style-type: none"> <li>have a profound connection to their organisation.</li> <li>have aligned their personal interests to the organisation's interests.</li> <li>believe in company goals and objectives.</li> </ul>
---

**Table 2-5** – Cognitive Expressions of Engagement for Engaged and Highly Engaged Employees.

Organisational Change (OC) literature defines organisational justice as an individual's perception of fairness within an organisation (Foster, 2010). Research indicates that when fairness is perceived in the methods, mechanisms, procedures, and outcomes of change communication, employees are more inclined to accept change (Shah and Shah, 2010). This factor aligns with the EE concept of enablement, which characterises highly engaged employees as operating in environments devoid of obstacles to success, equipped with resources to perform effectively, and capable of overcoming work challenges (Towers Watson, 2012). This section acknowledges the convergence between the determinants of employee attitudes, beliefs, and behaviours towards change identified in the organisational change literature and the characteristics outlined in the employee engagement literature for highly engaged and traditionally engaged employees. This discovery offers organisations an opportunity to streamline their efforts by integrating initiatives aimed at enhancing both change readiness and employee engagement, rather than treating them as separate entities. By focusing on elevating employee engagement, which is acknowledged to yield comprehensive organisational benefits, including the potential development of change readiness among employees through the impact on common determinants such as organisational commitment.

In line with Section 2.2.4 which discussed how employee engagement has been found to be affected by an employee's individual factors, the following section will examine how the organisational change literature has presented the effect of individual employee factors, namely their gender, age, tenure, and team, on employee readiness for change. From this the comparability between an employee's CR and EE will be examined further.

### **2.3.3 Individual Employee Factors Influence on Change Readiness (CR)**

The differential responses of individuals to change have long been a focal point in organisational change literature, underscoring that no two employees perceive or react to the same change message in identical ways. Individual Difference Theory (Armenakis and Harris, 2002; Armenakis et al., 1993) posit that variations in cognitive structures and psychological predispositions play a critical role in shaping employee receptivity to change. Factors such as personality traits, past life and work experiences, organisational culture, personal habits, cognitive and mental processes, logical disposition, and immediate situational contexts collectively influence employee responses to change initiatives (Cummings and Worley, 2005). This multifaceted view of change readiness (CR) strengthens the argument for exploring how individual factors impact an employee's willingness and ability to embrace organisational transformations. Such exploration is especially pertinent given the demographic shifts underway in many industrialised nations, characterised by an aging and shrinking population. Low birth rates and increased longevity have resulted in an aging workforce, necessitating organisations to adapt and find ways to maintain productivity and engagement among older employees (Peeters and van Emmerik, 2009; Feyrer, 2007). Coupled with these demographic shifts is the growing emphasis on building gender-inclusive and diverse workplaces, reflecting broader social changes and organisational imperatives.

From both theoretical and practical perspectives, examining the influence of individual employee factors on CR holds significant value. For example, research often challenges stereotypes, such as the perception that older workers are inherently less open to change. By empirically investigating these claims, this study aims to contribute to a more nuanced understanding of how individual characteristics - such as age, gender, tenure, and team membership - interact with organisational change efforts. In doing so, it seeks to provide evidence-based insights that challenge reductive assumptions and offer more tailored strategies to foster change readiness across diverse employee demographics. The implications of understanding individual factors' influence on CR extend beyond theoretical contributions; they have practical relevance for organisations striving to implement successful change initiatives. By recognising and addressing the unique needs and predispositions of employees based on their individual characteristics, organisations can design more inclusive and

effective change strategies. Such an approach enhances employee buy-in, minimises resistance, and maximises the potential for sustained change adoption.

### **2.3.3.1 Gender Influence on CR**

Building on the exploration of individual factors in influencing Change Readiness (CR), gender has been identified as a determinant that can impact employees' openness to change. The literature suggests that women tend to demonstrate higher engagement in workplace social networks. This increased participation may facilitate their ability to navigate organisational transitions more effectively by providing greater access to support and information (Bridges et al., 2023; Tokbaeva and Achtenhagen, 2023). Workplace relationships could play a critical role in shaping attitudes toward change, as employees who have stronger professional connections would be more likely to feel supported during transitional periods (Jogulu and Franken, 2023). Additionally, research indicates that women often develop resilience in response to systemic barriers in male-dominated environments, which may contribute to greater adaptability during organisational shifts (Bridges et al., 2023). In contrast, male employees, particularly in industries with rigid hierarchical structures, may experience greater disruption to their established professional identities during change (Tokbaeva and Achtenhagen, 2023).

However, the relationship between gender and change readiness is not universally acknowledged. Studies by Shah (2011), Cunningham et al. (2002), and Aryee and Tan (1992) did not find significant associations between gender and CR, suggesting that gender's role in influencing change readiness may be more nuanced and context dependent. These conflicting findings point to the complexity of gender as a factor in CR, indicating that additional variables - such as organisational culture, industry, and role-specific expectations - may mediate the impact of gender on change readiness. This aligns with Hubbart (2023) who argues that while gender may be a factor in change readiness, organisational role clarity and leadership engagement often play more critical roles in shaping employees' openness to transformation.

Understanding the potential influence of gender on CR is vital for organisations aiming to implement inclusive change strategies. Recognising these dynamics allows organisations to tailor their communication and engagement efforts, potentially enhancing buy-in among demographic groups with varied levels of organisational commitment. The next section will examine age as another critical factor influencing

CR, furthering the discussion on how individual characteristics shape employee responses to change.

### **2.3.3.2 Age Influence on CR**

Continuing the exploration of individual factors shaping Change Readiness (CR), age emerges as a significant, though complex, determinant. The literature presents mixed findings on the influence of age on CR, often focusing on its interaction with organisational commitment - a recognised driver of readiness for change. Research by Kirchmeyer (1995) and Shah and Shah (2010) suggests that younger employees exhibit greater readiness for and openness to organisational change compared to their older counterparts. This heightened readiness is frequently attributed to the adaptability, enthusiasm, and developmental orientation, fewer established work routines, and a higher tolerance for uncertainty often associated with younger employees in the workforce (Neves and Van Dam, 2024). Conversely, older employees have been characterised as more resistant to change due to a range of cognitive and motivational factors. Pogson et al. (2003) argue that older workers may exhibit greater cognitive rigidity and a stronger focus on short-term outcomes, potentially making them more resistant to change initiatives. This assertion is supported by cognitive aging research, which demonstrates that fluid intelligence - linked to the ability to process novel information and adapt to new situations - peaks around early adulthood (approximately 25 years) and gradually declines thereafter (Salthouse, 1996). While crystallised intellectual ability, encompassing accumulated knowledge and experience, remains stable throughout the lifespan (Beier and Ackerman, 2005), older employees may prioritise stability and seek roles that allow them to leverage their expertise (Tang et al., 2021). This preference for stable work environments may lead to resistance when faced with change, particularly when it threatens their established knowledge base and perceived value within the organisation (Kanfer and Ackerman, 2004).

However, this relationship is not universally straightforward. Kunse (2013) challenges the stereotype of older employees as inherently resistant to change, noting that younger employees may also exhibit resistance, though to a relatively lesser extent. The study highlights the need to avoid broad generalisations and consider contextual factors such as organisational culture, role-specific demands, and individual experiences that may influence age-related change readiness. Further complicating the picture, studies by Weber and Weber (2001), Goulet and Singh (2002), and Yoon

and Thye (2002) found no significant relationship between age and CR, suggesting that the influence of age may be more context-dependent than initially assumed. These findings emphasise that age alone may not be a reliable predictor of change readiness; instead, it interacts with a range of other factors, including organisational culture, role expectations, and individual psychological characteristics. The nuanced nature of age's influence on CR underscores the importance of tailored approaches to change management. Organisations seeking to implement change should consider the diverse needs and preferences of employees across different age groups, designing interventions that leverage the strengths of both younger and older employees. By doing so, they can foster a more inclusive change environment that maximises engagement and minimises resistance, ultimately enhancing the effectiveness of change initiatives.

### **2.3.3.3 Tenure Influence on CR**

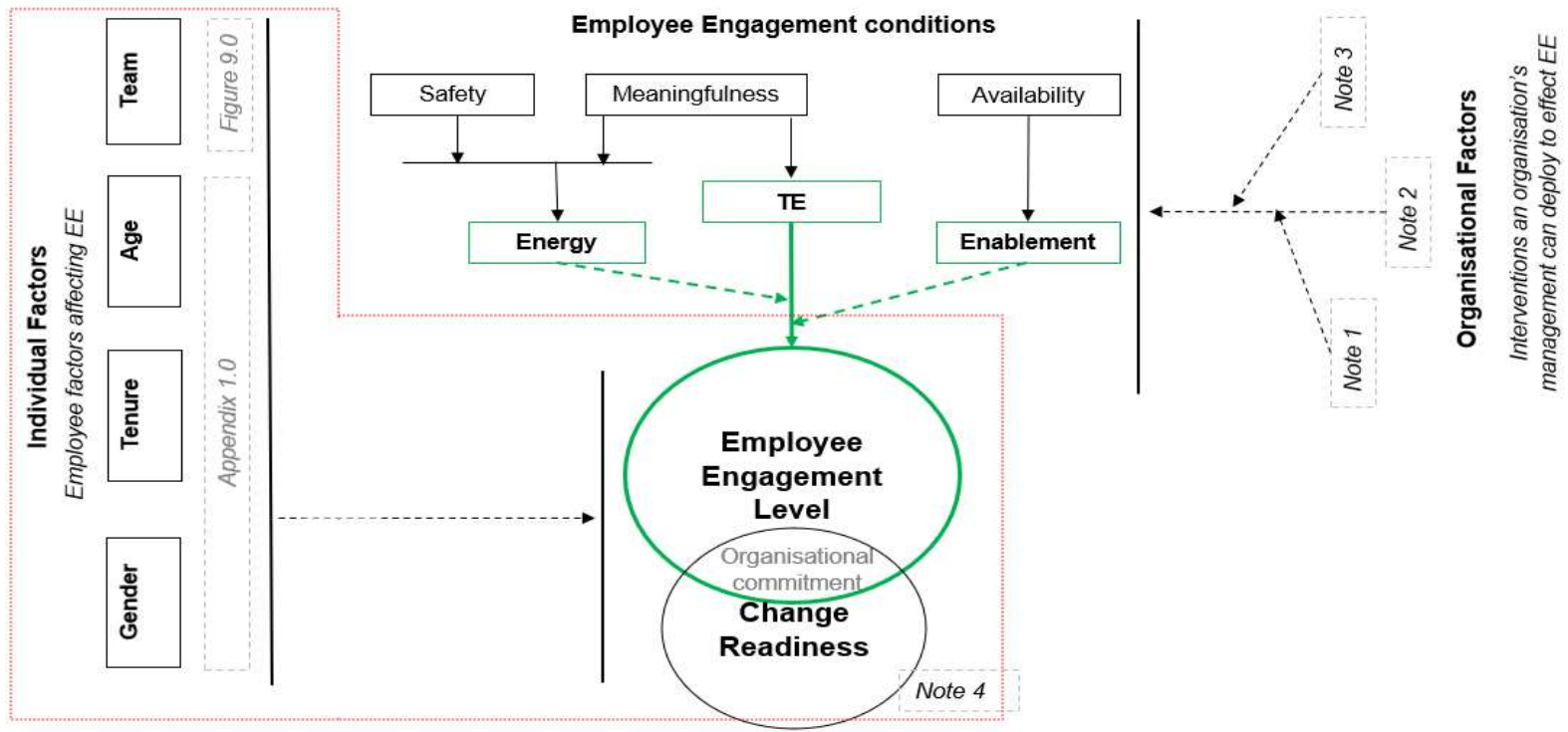
Research suggests that employees with shorter tenure may be more receptive to change due to their limited exposure to established routines and workplace norms (Neves and van Dam, 2024). Newer employees are often in the process of adapting to organisational expectations and may perceive change as an opportunity for professional growth and career development (Karatepe and Olugbade, 2017). Research suggests that mid-to-late career employees may be more strategic in their responses to change, particularly when they perceive alignment between organisational changes and their long-term career progression (Jiang et al., 2018). Findings by Lee et al. (2021), argue that mid-tenure employees may experience stagnation or disengagement if they feel their career progression has slowed or if they have developed rigid work habits. The potential for resistance among this group may stem from their greater investment in existing processes, making them more cautious about adopting new changes that could disrupt established work routines. Employees with mid-level tenure who experience career plateaus and may be less motivated to engage with new initiatives unless they see direct benefits (Jiang et al., 2018). Furthermore research has found that contextual factors, such as departmental leadership styles or previous exposure to successful change efforts, influence CR more than tenure alone (Lan and Chen, 2020).

#### **2.3.3.4 Team Influence on CR**

The organisational change literature underscores the critical role of social relations in determining change readiness (CR), particularly the interactions and relationships between employees and their managers or leaders. Positive relationships with supervisors have been shown to significantly influence employees' openness and receptiveness to change initiatives. Gigliotti et al. (2019), Kirrane et al. (2017) and Straatmann et al. (2016) highlight that employees who enjoy more frequent supportive relationships and engagement with their supervisors exhibit greater readiness for change, suggesting that effective leadership and managerial support are central to fostering a culture of change acceptance. Madsen et al. (2005) further emphasise that positive emotions, attitudes, and perceptions towards supervisors contribute to creating a work environment conducive to receptiveness and openness to change. This relational dynamic indicates that employees are more likely to engage with and support change efforts when they perceive their leaders as supportive, transparent, and inclusive. Conversely, perceived deficiencies in managerial support, communication, and participation can hinder change readiness. Schalk et al. (1998) attributed decreased change readiness to a lack of support and inadequate communication from employers, which can lead to disengagement and resistance. Kiefer (2005) expands on this by noting that employees who perceive such deficiencies often experience a breach of the psychological contract with their employer eroding trust and creating a sense of disconnection, significantly impeding an employee's willingness to embrace change.

Positive team environments that emphasise collaboration, mutual respect, and shared goals can strengthen employees' sense of belonging and commitment, ultimately enhancing their readiness for change. In contrast, teams characterised by strained relationships, unclear communication, or misaligned objectives may exacerbate resistance and reduce change readiness. This focus on social relationships in the context of CR contrasts with the Employee Engagement (EE) literature, which emphasises how the nature of an employee's work within a team influences engagement level. While employee engagement (EE) research often highlights the importance of aligning employees' work with organisational strategy, as well as opportunities for influence and interpersonal interactions, (see Chapter 2, section on Effect of Team on EE), change readiness (CR) studies place greater emphasis on the role of social and managerial support within teams.

Despite the importance of team dynamics and social relationships in influencing CR, there is a notable lack of studies examining these factors within the UK energy sector. This study aims to address this gap by exploring how team-based interactions and individual factors - such as gender, age, tenure, and team membership - influence change readiness at the case study organisation, E.ON UK. By bridging insights from both the CR and EE literature, this research will contribute to a more comprehensive understanding of how social relations and individual characteristics interact to shape employee engagement and readiness for change. Reflecting on the organisational change literature review, Figure 2-6 summarises the study's current position, highlighting the overlap between the organisational change and employee engagement literature. This study will examine organisational commitment as a key element, reflecting the reviewed literature's emphasis on its role in fostering engagement and readiness for change.



Key	
	How study has captured the information
	Note 1: See Table 5.0 for survey statements examining Energy.
	Note 2: See Table 7.0 for survey statements examining Traditional Engagement (TE).
	Note 3: See Table 6.0 for survey statements examining Enablement.
	Note 4: See Table 8.0 for survey statements examining Changer Readiness (CR).

**Research Objective 2 (RO2):** To explore the relationship between an employee's change readiness (CR) and their employee engagement (EE) in the context of the UK energy industry.

**Research Question 2 (RQ2):** What factors influence an employee's change readiness, including the impact of individual factors, and how comparable is an employee's change readiness with their employee engagement?

Figure 2-6 – RO2 Conceptually (Red Boxed Area Highlights the Scope of RO2)

### **2.3.4 Sustainable Organisational Change**

Building on the exploration of individual and team dynamics in shaping Change Readiness (CR), it is essential to turn to the concept of sustainable organisational change (OC). Sustainable OC refers to the process by which new working methods, performance goals, or improvement trajectories are delivered and maintained over a period aligned with the intended objectives and organisational context (Buchanan et al., 2005). The essence of sustainability in change initiatives goes beyond altering processes and outcomes; it entails a fundamental transformation of the thinking and attitudes of those involved in and impacted by the change (NHS Modernisation Agency, 2002). This transformation requires an employee dynamism and a normative-moral commitment to the organisation's mission and values, as described by Weick and Quinn (1999). Unlike mere compliance driven by financial incentives or career advancement, such a commitment fosters an intrinsic willingness to sustain the aims of change initiatives (Burgess and Turner, 2000). Despite Buchanan et al. (2005) and Teixeira et al. (2017) flagging concerns regarding the longevity of successful change management and its strategic importance, the literature on sustained OC remains an underexplored. This oversight is particularly concerning given the costs and risks associated with failed change initiatives, which can include wasted time, financial resources, and the erosion of competitive advantages. Failed change initiatives also have profound implications for employees, leading to diminished trust, heightened cynicism, and increased resistance to future change efforts (Stanleigh, 2013). The ability to achieve sustained change, therefore, holds significant implications for an organisation's long-term success and employee engagement.

Much of the OC literature continues to draw upon Lewin's (1947) Three Stages of Change model, which, while foundational, reflects an era when organisational changes were viewed as periodic and predictable, punctuated by phases of relative stability (Tushman and Romanelli, 1985). In this model, the expectation is for employees to move linearly through the unfreezing, changing, and refreezing stages, with the final stage representing a stable state until the next change cycle (see Figure 2-5). However, this linear and static perspective fails to account for the complexities and unpredictability of today's business environment, characterised by rapid change, volatility, and ambiguity - conditions that are particularly prevalent in sectors such as the UK energy industry. Modern organisational contexts demand a more dynamic and flexible approach, recognising that movement between change stages is often nonlinear and iterative. This reality places significant demands on employees, who

must navigate forward and backward transitions between change stages in response to evolving organisational needs. Achieving this level of adaptability requires a fundamental shift in employees' thinking, with sustained change necessitating deep-seated commitment rather than superficial compliance (Senge et al., 1999). However, this adaptability can be challenging to foster, as employees may revert to familiar work patterns when faced with fear, anxiety, or uncertainty triggered by shifts in the business environment (Senge and Kaeufer, 2000).

To mitigate against this tendency and promote the sustainability of change, Burgess and Turner (2000) emphasise the critical role of committed employees, who exhibit the motivation and energy to make significant sacrifices in pursuit of challenging goals, including the maintenance of change initiatives. Senge (1990) further elaborates that committed employees transcend established norms and adapt rules as needed to maintain alignment with the organisational vision. This adaptive behaviour is crucial for preserving the aims of change initiatives in the face of evolving challenges. The concept of employee commitment and the discretionary behaviours it engenders aligns closely with descriptions of highly engaged employees in the EE literature (refer to Table 2.3, row on behaviours). Unlike transactional controls and rewards, which offer limited and often short-lived engagement (Etzioni, 1961), a deeper, values-driven commitment can promote long-term organisational alignment and resilience.

This section on sustainable OC highlights the limited attention given to this topic within the existing OC literature. It also critiques the oversimplified expectations of earlier models, such as Lewin's (1947), which contemporary models have sought to refine. The discussion underscores the critical role of employee commitment in sustaining change, recognising that such commitment enables employees to self-regulate their behaviours, adapt to evolving business needs, and protect the intent and aims of change initiatives over time.

### **2.3.5 Section Summary: Organisational Change**

The organisational change (OC) literature has presented numerous models aimed at facilitating change within organisations, many of which build upon the foundational principles established by Lewin's (1947) Three Stages of Change model. The simplicity and clarity of such models - often distilled into a series of succinct, actionable steps have contributed to their popularity and wide adoption among change practitioners. However, this streamlined approach has also revealed a critical

gap within the literature: a lack of emphasis on understanding which employee groups may be more receptive to change and which may require additional support during periods of transition. In recent years, OC research has increasingly focused on identifying determinants of change readiness, such as organisational commitment, perceptions of organisational justice, and the quality of social relationships between employees and their managers or supervisors. These determinants bear striking similarities to the factors that characterise highly engaged and traditionally engaged employees within the employee engagement literature. This overlap raises an important question for this study: do employees who identify themselves as open to change also align with being highly engaged or traditionally engaged? Exploring this relationship will contribute to a more nuanced understanding of the interplay between engagement and change readiness.

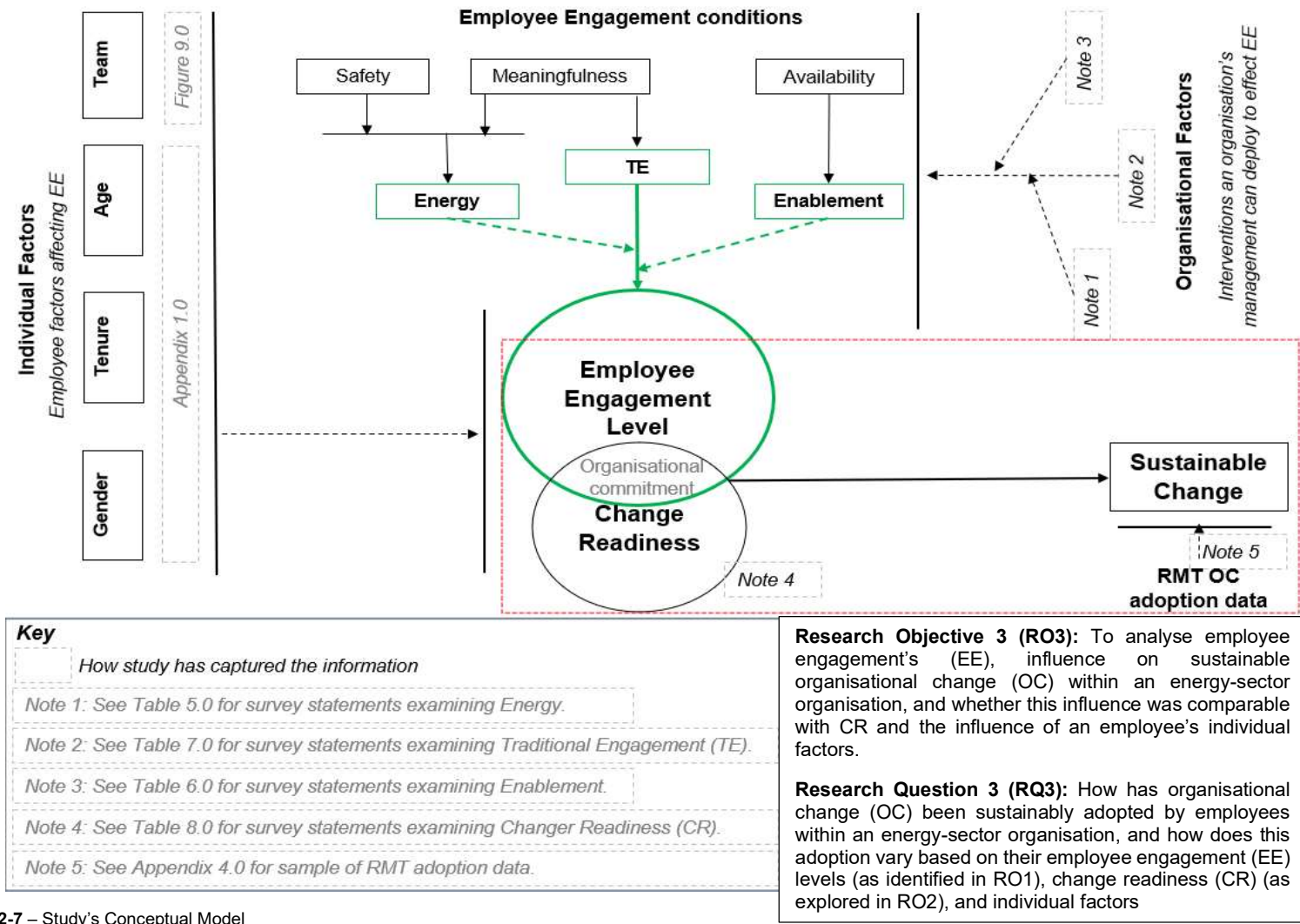
The influence of individual factors, such as age and gender, on change readiness has produced varied findings in the OC literature. Some studies suggest no significant relationship exists, while others present evidence of positive or negative associations, depending on the context. Similarly, research on the impact of tenure on change readiness has found employees' tenure influences their readiness for change in varied ways. Newer employees are often more receptive, while mid-tenure employees may resist change, with studies presenting that contextual factors like leadership and past change experiences can play a greater role in shaping change readiness than tenure alone. The OC literature's treatment of team dynamics and their impact on change readiness often diverges from the focus of employee engagement studies. While engagement literature emphasises factors such as the nature of the team's work, its connection to organisational strategy, decision-making processes, and customer interactions, OC studies tend to concentrate on the social relationships between employees and their supervisors. Supervisor support has been shown to positively influence an employee's change readiness, highlighting the importance of managerial relationships in fostering openness to change.

Notably, the reviewed OC studies reveal a lack of research specifically investigating change readiness and employee engagement. This study aims to address this gap by utilising survey-based inquiries at the case study organisation to gain insights into both employee engagement and their change readiness developing an understanding into the current gap between existing OC literature and employee engagement.

## 2.4 Conceptual Model

Drawing from the comprehensive literature review on Employee Engagement (EE) and Organisational Change (OC), this study presents its conceptual model in Figure 2-7. The model encapsulates the influence of organisational factors on employee engagement, particularly emphasising perceptions of safety, feeling energised, meaningfulness, and enablement (availability of resources to effectively deploy their effort) as provided by the organisation. These factors, rooted in the EE literature, highlight the critical role of organisational support structures in shaping engagement levels. The literature review also underscores the impact of individual employee traits - specifically, gender, age, tenure, and team association - on both EE and CR (Change Readiness). These traits reflect how demographic and situational factors can influence an employee's engagement with organisational objectives and their readiness to embrace change initiatives. This recognition of individual differences, as emphasised in both EE and OC literature, highlights the need for a tailored approach to fostering engagement and readiness among diverse employee groups.

A key finding from the literature is the overlap between EE and OC through determinants such as organisational commitment. This overlap demonstrates that engaged employees often exhibit a commitment that aligns with the characteristics of change-ready individuals, suggesting a critical link between engagement and sustained change adoption. Organisational commitment thus emerges as a pivotal construct, bridging the two domains and fostering both heightened engagement and readiness for change. In light of these findings, the study's conceptual model illustrates the relationships among organisational factors, individual traits, and their combined influence on EE and CR. This model serves as a framework for examining these relationships within the case study organisation. Data collection techniques have been structured to explore these interactions, as indicated by the dotted grey boxes in Figure 2-7. Through this integrated approach, the study seeks to provide insights into how organisational support, individual characteristics, and engagement determinants collectively shape employee engagement and readiness for change, ultimately driving more sustainable organisational outcomes.



**Figure 2-7 – Study's Conceptual Model**

Includes RO1: Figure 2-4, RO2: Figure 2-6, and RO3 red boxed area above: Figure 2-7

## 2.5 Summary: Chapter 2

This chapter reviewed the theoretical and practical foundations of Employee Engagement (EE) and Organisational Change (OC), highlighting how engagement is shaped by organisational support and expressed through cognitive, emotional, and behavioural responses. While practitioner tools like Gallup's Q12 identify engagement drivers, they often lack theoretical depth. Conversely, academic instruments such as UWES and EES offer conceptual clarity but less practical guidance. The chapter supports a broader understanding of EE that includes employees' contributions beyond their immediate roles - particularly relevant in the context of organisational change. The chapter examined how individual factors - such as gender, age, tenure, and team dynamics - affect both employee engagement (EE) and change readiness (CR). While findings on gender and age are mixed, longer tenure and strategic team alignment appear to boost engagement. These insights highlight the need for tailored strategies, yet such factors remain underexplored in sector-specific contexts like the UK energy industry. This study addresses this gap through a focused case study, contributing to the ongoing debate on trait versus state influences in engagement.

This chapter defines sustainable organisational change (OC) as change which extends beyond process alterations to encompass a fundamental shift in employee mindsets and organisational culture, ensuring long-term alignment with strategic objectives. While traditional models like Lewin's (1947) propose linear change, today's dynamic environments call for adaptive, ongoing strategies. The literature highlights that achieving sustained OC requires deep-seated employee commitment, rather than mere compliance. Although concerns about change longevity have been raised, the literature on sustaining change remains limited (Buchanan et al., 2005; Teixeira et al., 2017). Scholars like Senge (1990) and Burgess and Turner (2000) highlight that committed employees - those who show adaptability and align with organisational goals are essential for enduring change efforts.

This chapter has shown that highly engaged and change-ready employees often exhibit commitment that goes beyond transactional motivations, aligning with organisational values and demonstrating discretionary behaviours key to sustaining change. This convergence highlights the need for engagement strategies that cultivate deep, values-based commitment. The study's conceptual model (Figure 2-7) captures this relationship and how both organisational and individual factors influence Employee Engagement (EE) and Change Readiness (CR), providing a framework for examining these dynamics.

### **Chapter 3: Research Methodology and Design**

This Chapter discusses the research design and methodological choices involved in this study. It will set out the study's philosophical stance and its approach. This Chapter will detail how the data collection was completed and the methodologies and analytical techniques employed to analyse the data. This study will provide an understanding on the influence of Employee Engagement on sustainable organisational change (the successful implementation and sustained use of a change initiative at the case study organisation). Grounded in the Employee engagement literature, it will draw evidence from a mini-case study setting by examining a novel change initiative being deployed at an organisation in the UK's Energy Sector. The research will examine employee (change recipient) thoughts, expressed feelings using surveys and in-depth interviews, and their observed adoption behaviour towards the change. The Research Objectives and Questions guiding this study are introduced next.

#### **3.1 The Research Onion Framework**

Research has been described by Jankowicz (1995) as the systematic finding out of things to increase knowledge; based on logical relationships and not only beliefs. To support this endeavour, the adopted research methodology must explain why the chosen methods have been used to collect data, why the results obtained should be considered, and whether there are limitations in the research's findings (Saunders et al., 2015). The generation of new knowledge is underpinned by the research's adopted philosophical stances and inherent assumptions (Burrell and Morgan, 2016). The 'Research Onion' created by Saunders et al. (2015) (see Figure 3-1) provides a structured and layered approach to designing the research methodology and serves as a guiding framework for this study. Each layer of the onion from philosophical positioning (ontology and epistemology) through to methodological choices, research strategies, and data collection techniques has been systematically considered to ensure coherence and alignment with the research objectives and questions. This study applies the Research Onion to navigate from its philosophical stance (subjectivist, interpretivist) to a mixed-methods research strategy which combines qualitative interviews with quantitative survey data to enable a robust and context-sensitive examination of employee engagement and sustainable organisational change within the UK energy sector. The following sections clarify the study's ontological and epistemological positions, which form the outermost layer of the onion

and underpin the methodological decisions made throughout this research (the outermost philosophical part of the onion, see Figure 3-1).

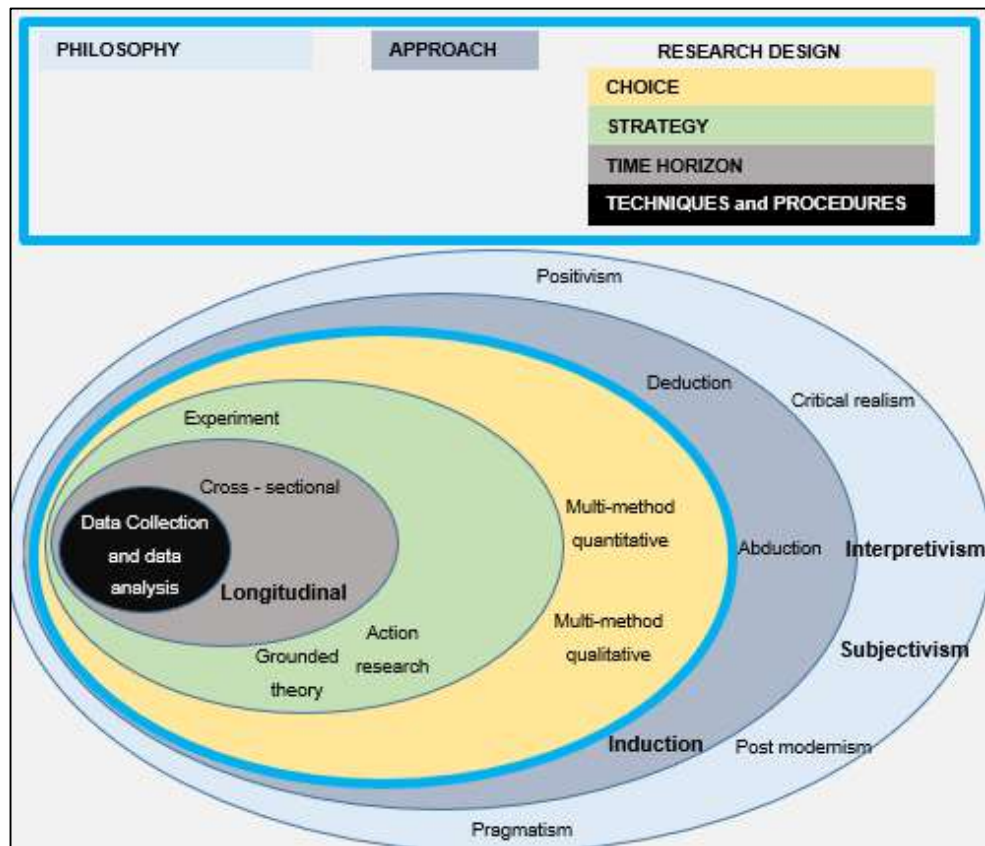


Figure 3-1 – The Research Onion (Saunders et al., 2015)

### 3.1.1 Ontology

This section will clarify the study's ontological philosophical position, which can be found in the outermost layer of the Research Onion (Saunders et al., 2015) shown earlier in Figure 3-1. The Ontological; the nature of reality, and Epistemological; the nature of truth philosophical choices made for this study will allow a subsequent shaping of the study's research, with each inward move into the research onions layers, through which more detailed research choices and decisions on how to interpret the research findings was made (Crotty 1998).

Ontology is concerned with the reality which the study is investigating. The two ontological extremes are Objectivism and Subjectivism. Objectivism holds that social phenomena are independent of social actors, whilst a Subjectivist stance asserts that the realities being studied result from social actors' perceptions and consequent actions (Saunders et al., 2015). An objectivist believes that any topic has one true and correct reality, which becomes known by following objective scientific methods. This view is contended by authors such as Hammersley et al. (1997), who describe objectivity as impossible, given the inevitable drawing from their social, cultural, and historical backgrounds by researchers at all stages of the research process. Hammersley et al. (1997) views align with the ontological stance of subjectivism, which embraces nominalism, where multiple truths and realities are considered to exist, and that it makes more sense to view and expect multiple realities rather than a single reality that is the same for everyone (Burrell and Morgan, 2016). Social Constructionism is a less extreme version of Subjectivism and expresses that reality is constructed through social interaction in which social actors create partially shared meanings and realities (Saunders et al., 2015).

This study aims to develop an understanding of Employee Engagement's influence on Organisational Change (the sustained adoption of a change initiative at the case study organisation). It understands the reliance on developing this meaning through an interpretive process on the study's participants – employees experiencing change, to gain an understanding and appreciation of the shared meanings employees construct. This will be based on employee thoughts, their described feelings, and their behaviours associated with the change initiative (the adoption and sustained use). As such, this study will adopt a Subjective Ontological stance, aligned with the Social Constructionism view, to develop meaning and a reality of the world; for the employees being examined at the case study organisation. This choice is expected to support the development of a richer understanding of how different social actors at

the case study organisation experience and view the same change initiative, allowing for the different employee perceptions and interpretations whilst adopting the change to be explored. This has the potential to expose further contextual factors which are significant to employee behaviour at times of change. Shaw (2005) supports the significance of exploring different perceptions and interpretations, citing that factors that raise employee engagement in one individual or group can be very different from another, for example, individual factors such as the employee's age, their tenure at the organisation or department, team and the social relationships that exist (that is, between managers and their employees), and employee gender. An openness to consider such contextual factors along with others as and should they become apparent shall be maintained throughout this study.

### **3.1.2 Epistemology**

Epistemology is concerned with what constitutes acceptable knowledge to a study and whether knowledge can be acquired, Positivism or whether it must be personally experienced, Interpretivism (Burrell and Morgan, 2016). Positivism seeks to explain and predict events in the social world through regularities and causal relationships in its constituent elements (Saunders et al., 2015). Such positivist accounts assume that science can produce objective knowledge, so the researcher's goal is to accurately capture an objective reality (Hammersley, 2000). Whilst positivists view validity as dependent on the researcher's objectivity, neo-positivism, a less extreme version, views complete objectivity as an impossibility (Guba et al., 2000). This difference between neo and positivism reflects epistemological views' non-static and developing nature. Furthermore, it implies that the strong positivist declarations are amenable to modified versions over time, which would support a growing recognition of the significance of alternative modes of developing knowledge, less reliant on a researcher accepting and aligning to the idea of objective reality.

Such a consideration is made here as it introduces the notions of Interpretivism, which at the complete extreme of Positivism, rejects assumptions of the natural scientist. Instead, it emphasises the difference between humans and physical phenomena, with humans being recognised as creating meanings which interpretivists research. Interpretivism encourages researchers to take account of this complexity and collect meaningful information from their research participants, and not be constrained by proving a particular hypothesis set out from the onset (Crotty, 1998).

In scrutinising the Organisational Change literature, a recurring tendency emerges: a neglect of contextual nuances and the subjective interpretations of employees undergoing change (referred to as change recipients). Instead, there's a prevalent colloquial focus on the concept of Employee Resistance during organisational change episodes, as highlighted by various studies (Bicer, 2022; Brisson-Banks, 2010; Gilley and Gilley, 2009a; Gilley and Gilley, 2009b; LaClair and Rao, 2002). Such assertions often overlook the contextual intricacies and employee perspectives, which could offer a more comprehensive understanding of the phenomenon under observation. For instance, Thomas et al. (2011) documented a study where employees undergoing change were portrayed as engaging in dysfunctional, pathological, and unnecessary behaviours, without considering the situational context or demonstrating empathy towards the employees enduring the change. It was later revealed that the change recipients were predominantly young women from rural backgrounds subjected to stringent supervision by male supervisors, alongside piecework factory practices, time and motion studies, and demanding production quotas.

By adopting an interpretivist approach instead of merely labelling employee actions as dysfunctional or unnecessary, a deeper understanding into the context in which these actions occurred and the underlying reasons behind them would be sought. This approach would involve conducting in-depth interviews or qualitative analysis to uncover the thoughts, emotions, and perspectives of the employees, allowing researchers to gain insight into how they interpreted the change and why they reacted the way they did. By acknowledging the social and cultural context in which the change occurred, an interpretivist approach would enable the research to appreciate the nuanced complexities of the situation, including power dynamics, gender roles, and socioeconomic factors, which may have influenced the employees' responses. Ultimately, this approach promotes a more holistic understanding of organisational change processes and highlights the need for empathy and sensitivity towards the experiences of those affected by change. Moreover, in similar studies that overlook such intricacies, the potential benefits to organisations, such as the factory in this instance, appear diminished. This is because the underlying causes of perceived employee behaviour remain unexplored, thereby missing the opportunity to effectively address and realign employee behaviours towards facilitating the successful adoption of change initiatives. In line with the overarching objective of this research to investigate the influence of Employee Engagement on the Sustainability of Organisational Change, this study aims to avoid oversimplification of perceived employee behaviour during periods of change. To achieve this, the research will

adopt an Interpretivist Epistemological perspective, allowing for the exploration of subjective meanings attributed by the participants (that is, the employees undergoing the change) within their natural case study environment.

### **3.2 Research Approach**

This section examines the second layer in the Research Onion (Figure 3-1), namely the study's Research Approach. Research approaches can be categorised as either deductive or inductive at both extremes depending on how the relationship between theory and data is conceptualised (Saunders et al., 2015). A deductive approach moves from theory to data, it begins with existing theories or frameworks, formulates hypotheses or research propositions, and then uses data to test or explore those assumptions (Bryman and Bell, 2015). This approach is common in management studies and aligns closely with a positivist epistemology, favouring measurable constructs and structured methodologies (Johnson, 2015; Locke, 2007). In this study, the deductive approach was operationalised through the use of structured employee engagement surveys, which used survey statements aligned to the Employee Engagement Survey (Shuck et al., 2017) to develop a broader understanding of engagement beyond an employee's engagement to their immediate work or role, whilst providing the specificity as delivered through Gallup's (1998) survey on an employee's perceptions on the presence or absence of organisational factors (OF). Each survey statement was categorised according to the Tower's Watson (2012) and the psychological conditions proposed by Kahn (1990) in Table 2.3 to underscore the alignment between the survey statement and theoretical model. The survey used in this study was not designed to develop theory, but to assess the presence of key variables and relationships already identified in the literature - namely, the influence of organisational and individual factors on employee engagement. In this way, existing theory was used to shape the survey design, operationalise constructs, and guide the initial data collection - a classic example of deductive reasoning (de Vaus, 2001).

However, the study did not rely solely on deduction. While the survey data helped confirm or challenge known relationships in the literature, it was followed by a more inductive phase involving semi-structured interviews. An Inductive approach seeks to advance knowledge through empirical observations about some phenomenon and then develop concepts and new or existing theories (Locke, 2007). The Inductive approach of the research used in-depth interviews and was essential for exploring

employee experiences, uncovering novel insights, and understanding how employees interpret and respond to organisational change and engagement initiatives in their own words (Gioia et al., 2013). The qualitative data collection was guided but not constrained by the survey findings, enabling the study to explore deeper themes and contextual influences. Therefore, this study adopts a mixed-methods strategy (Creswell and Plano Clark, 2018), combining deductive and inductive approaches in sequence. This choice was informed by the research's interpretivist philosophical stance and the desire to not only validate theoretical assumptions but also to explore lived experiences. By integrating theory-driven and data-driven inquiry, this approach provides both rigour and depth in addressing the research objectives.

### **3.3 Research Design**

This section presents and justifies the study's Research Design, namely the sources from which data was collected, how it was analysed, and the ethical issues and mitigation efforts that were employed to avoid potential constraints and issues that may be encountered.

#### **3.3.1 Research Methodological Choice**

A study's Methodological Choice: outlines the type(s) of data collected and analysed which would best deliver against the study's research questions whilst maintaining alignment with the study's philosophical stance and adopted approach.

A study's Methodological Choice can be either Quantitative or Qualitative at the two extremes. Quantitative research is usually associated with an Objective ontology, Positivist epistemology and a Deductive approach, whereby data is used to test a theory (Saunders et al., 2015). The benefits of quantitative research are that it provides a highly generalised approach (using assumptions) and expediency in data analysis.

Considering the growing array of survey options (instruments) available to assess employee engagement and the unimproved state of organisational change performance, this study aims to iteratively build on what is known about employee engagement and how this could influence organisational change. Therefore, reliance on a quantitative methodological choice alone is not considered an effective choice

given its alignment with expectations that all that needs to be known has been established with subsequent research endeavours proving or disproving such assertions. Furthermore, solely using a quantitative methodological choice would conflict with the study's adopted philosophical stance and research approach established thus far.

In contrast, a Qualitative Methodological choice is associated with a Subjectivism ontology, Interpretivist epistemology and an Inductive approach, in which the study aims to generate theory (Bryman and Bell, 2015). From this study's ontological, epistemological and research approach selections made thus far, including a qualitative methodological choice would have a more plausible alignment.

Qualitative data collection will afford this study greater flexibility than the more structured quantitative survey-based approach. Quantitative methods typically assume that all critical aspects of the phenomenon under investigation are captured within the survey instrument, thereby presenting a relatively constrained perspective. This constrained perspective can lead to an incomplete understanding of the phenomenon, potentially overlooking significant insights and nuances. In contrast, qualitative approaches, such as in-depth interviews, would enable a deeper exploration by allowing employees in this research's case study setting to articulate their views on their engagement and the changes underway, thereby providing a more comprehensive understanding and mitigating the limitations of a constrained perspective. By incorporating qualitative methods, this study can uncover nuances that might be omitted in a purely quantitative approach when investigating the influence of employee engagement on sustained organisational change. These nuances include the emotional and psychological experiences of employees, their personal and professional motivations, the impact of organisational culture and leadership styles, and the social dynamics within teams. Understanding these subtle factors would be important, as they can significantly affect how employees perceive and respond to change initiatives, ultimately influencing the success and sustainability of such changes. This deeper insight will provide a richer contextualised understanding of employee experience at times of change within the case study setting (Polit and Beck, 2010) and more holistic view of the interplay between employee engagement and organisational change, leading to more effective and empathetic management strategies.

However, this deeper understanding of the phenomenon under investigation often comes at the expense of breadth, as qualitative studies typically focus on specific

cases or contexts. Consequently, while qualitative research would offer valuable insights to this research into the intricacies and nuances of employee engagement and organisational change, its findings may not always be readily transferable to other organisational settings, populations, or types of change. Therefore, a purely qualitative study may limit the generalisability of its findings compared to research that incorporates quantitative methods, which can provide broader insights applicable across diverse organisational contexts. To enhance the generalisability of the study's findings, surveys (refer to Appendix 1) will be distributed to employees across seven distinct case study teams, encompassing both those scheduled to receive the change initiative and those that will not. This approach enables a broader understanding of employee perspectives, facilitating the identification of similarities and informed considerations regarding transferability from the mini-case study findings that is, the specific employee teams which will receive the change initiative, (highlighted later in Figure 3-7, as examined under Research Objective 2).

The statements in the survey/questionnaires will reflect the themes identified from the reviewed Employee Engagement literature. The completed surveys will deliver a baselined expectation of employee views on change and their expected employee engagement at the organisation, which will inform the development of in-depth interviews and the qualitative part of the data collection.

This Mixed-Methods approach is expected to use the available time effectively, facilitate informed iterative research, and develop rigour in the findings resulting from quantitative and qualitative data triangulation. By arranging the quantitative data collection and analysis (questionnaires) ahead of the qualitative phase (in-depth interviews), concerns associated with the assumed significance of selected questionnaire questions was mitigated. The qualitative in-depth interviews will identify any oversimplification in the study's data collection through questionnaires. It is the fixed questionnaire format in which the questions are assumed to capture and reflect all that there is to be known and understood about the phenomenon (under study), which may leave unexplored other factors which have a greater influence but have not been allowed to surface as a result of the approach used to examine the phenomenon. The in-depth interviews will allow the researcher to draw out expressed feelings and thoughts from employees, not conveyed through the questionnaire's statements (informed by the current literature) and to explain and elaborate on their responses to the structured survey questions.

### **3.3.2 Research Strategy**

This section provides the strategy to link the research's adopted philosophies and methodological choices for collecting and analysing data.

A Case Study strategy can generate insights from in-depth research into the study of a phenomenon in its real-life context, leading to rich, empirical descriptions (Ridder et al., 2014; Yin, 2014; Eisenhardt and Graebner, 2007; Dubois and Gadde, 2002; Eisenhardt, 1989). Dubois and Gadde (2002: 554) point out that 'the interaction between a phenomenon and its context is best understood through in-depth case studies' to identify what is happening and why. This study will undertake an in-depth inquiry in a real-life organisational setting to understand the influence of Employee Engagement on Sustainable organisational change.

#### **3.3.2.1 Case study**

##### **The Organisation**

E.ON UK, is one of the UK's Big-Four leading electricity providers which since establishing in the UK energy sector in 2003, (Ofgem, 2003) has been at the forefront of significant change endeavours. Driving E.ON UKs more recent change efforts is the emergence of agile newcomers, the imperative to address climate change, and the rise of disruptive energy technologies (Jianchao et al., 2021; Kattirtsi et al., 2021; Kungl et al., 2018). This shifting environment has positioned E.ON UK as an intriguing case study for examination as it re-evaluates its traditional operational methods in order to maintain and improve its competitiveness. E.ON UK's shift from providing centralised energy solutions to now supporting decentralised energy solutions, and its shift from being reliant on a carbon dependent power generation fleet to renewables has led to a change from its familiar modus operandi characterised by a predictable, unchanging pace and nature of work. As a result, E.ON UKs large, time served workforce has inevitably developed tacit, crystalised knowledge aligned to its value delivering efforts of yesteryear. This presents E.ON UKs employees with the potential to hold a heightened tendency to struggle in letting go and changing behaviours and efforts to realign delivering a revised suite of expectations (differing from those which they were originally recruited for and which are now familiar to them).

Amid shifts in E.ON UK's broader operating environment, a series of organisational changes are being introduced to assist departments, teams, and employees realign

with the company's evolving strategic vision. One area under increased scrutiny is the group of so-called 'support functions' - departments traditionally classified as cost centres that do not directly generate revenue but provide central services to value-creating parts of the organisation. In recognition of the growing interest in demonstrating the contribution of these departments, E.ON UK's support functions (depicted in green in Figure 3-2) initiated the implementation of a novel organisational change: the Resource Management Tool (RMT). By adopting the RMT, these departments aimed to evidence their operational value, mitigate the risk of being undervalued, and reduce the likelihood of ill-informed decisions related to downsizing or restructuring.

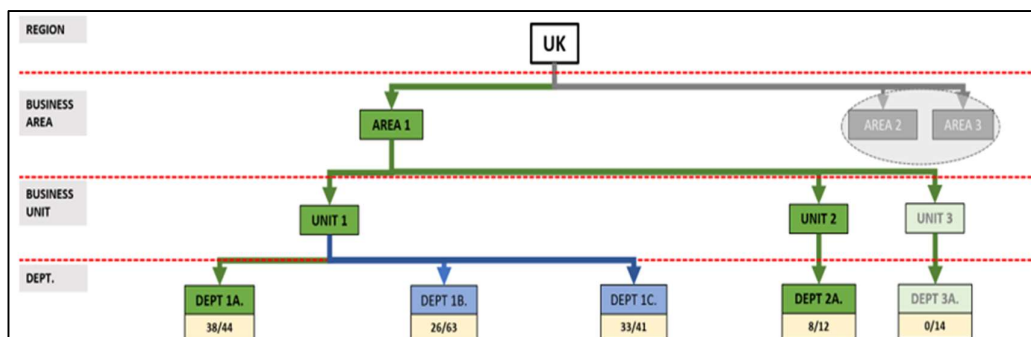


Figure 3-2 – Departments Included in this Study.

Whilst undertaking the research, Departments 1A, 2A merged and Department 3A was removed as a result of restructuring (see Figure 3-2). This left Department 1A as the single department from which employees would be assessed on their adoption of the change initiative (the mini-case study). To complement the mini-case study, teams from outside the mini case-study and who would not receive the change initiative were also included in the survey part of the research's data collection. These departments can be seen in Figure 3-2 as Department 1B and 1C. The characteristics of each of these department samples – those who would receive the change and those who would not is discussed next.

### Mini-Case Study – Support Department (SD)

The purpose Department 1A is to ensure that other direct value-add business units operations are supported. This is delivered through Department 1As original seven distinct teams (and their five sub-teams) and the two teams that joined to Department

1A during the study (originally under Department 2A at the start of the study). Department 1A's Team and sub-team structure is shown in Figure 3-3.

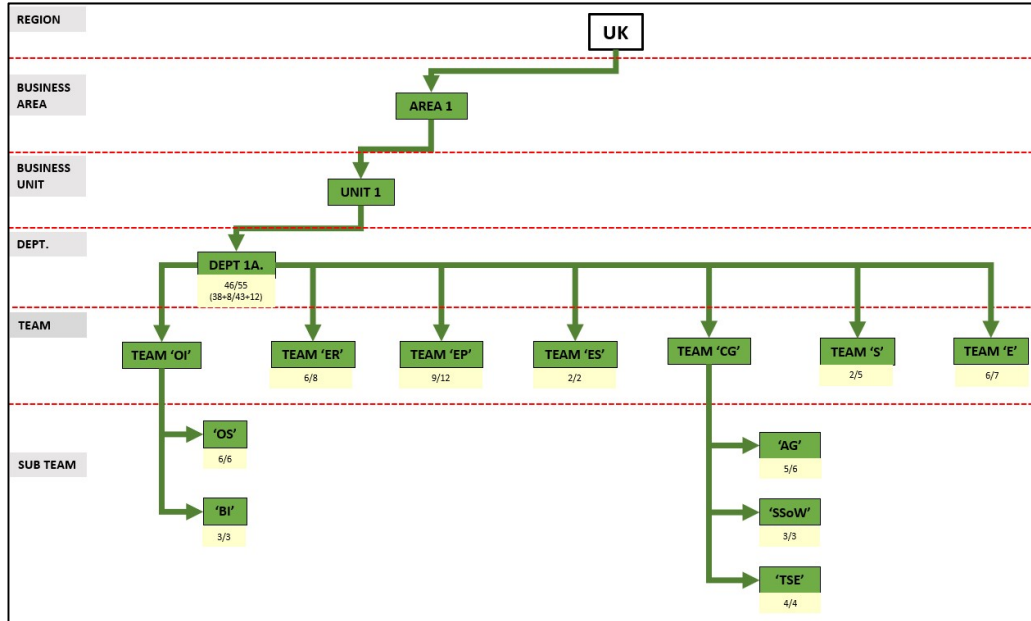


Figure 3-3 – Department 1As Team and Sub-Team Structure.

The characteristics of the mini-case study employees is summarised in Table 3-1.

Characteristic type	Mini-Case Study
<b>Gender</b>	67% male 33% female
<b>Ages (years)</b>	>=55: 22% 55>46: 28% 45>36: 22% 35>26: 24% 25>x: 4%
<b>Tenure with the department (years)</b>	>= 14 15% 14 > 9 11% 9 > 5 11% 5 > 1 54% 1 > x 9%
<b>Department, Team, Sub-Team</b>	1A, CG, SSoW: 7% (3/46) 1A, CG, TSE: 9% (4/46) 1A, CG, AG: 11% (5/46) 1A, EP: 20% (9/46) 1A, ER: 13% (6/46) 1A, ES: 4% (2/46) 1A, OI, BI: 7% (3/46) 1A, OI, OS: 13% (6/46) 2A, S: 4% (2/46) 2A, E: 13% (6/46)

Table 3-1 – Characteristics of the Mini-Case Study's Participants.

As a result of E.ON UKs altering business environment, the traditional beneficiaries of support Department 1As service(s) were increasingly scrutinising what and whether the value provided by the department was still required. The majority of the teams in Department 1A had no sub-teams, although two of the teams, OI and CG had two and three sub-teams respectively. Sub-teams shared a broad alignment to their parent team's overall aims and objectives, but had distinct specialist and technical expertise compared to other sub-teams in the same team. The characteristics of support Department 1A's teams/sub-teams is provided next.

With reference to Figure 3-3 ,and moving from left to right, under the OI team, sub-team BI delivered operational excellence tools and techniques to optimise existing operation processes within E.ON UK. The other OI sub team: OS delivers specialist training to E.ON UK employees to ensure apprentice programs for field workers runs effectively. The ER team supports E.ON UK business units with tools and techniques to identify quantify and assess risk. This maybe on the basis of an E.ON UK asset, or process. The EP team delivers performance improvements to existing engineering assets and manages routine complex engineering projects on behalf. The ES team delivers technical support to E.ON UK's business units on developing future decarbonised, decentralised energy solutions, ensuring that the required technical diligence is apportioned. Examples of projects undertaken by Team ES include designing products such as heat pumps. Team CG comprises three sub-teams delivering governance and assurance activities to ensure agreed procedures and working methods are followed. Their team-specific activities include assuring that work is being completed safely on site (Team SSoW), ensuring that operational teams align to E.ON UK technical standards (Team TSE) and that internal audit compliance activities are undertaken (Team AG). Teams E and S are collectively responsible for providing specialist support on health and safety (team S) and environment and sustainability (team E). More specifically, Team S deploys occupational health surveillance activities and the management of E.ON UK safety-related incidents. Team E delivers sustainability-related activities, including carbon reporting, waste management and sustainability reporting. From Summary Table 3-2Departments 1As teams can be summarised as being predominantly comprised with office-based employees, with engineering specialisms and with a moderate amount of project-based working.

Department	Team/ Sub-Team	Team delivers...	Nature of work		
			Project based	Engineering/ non-engineering	Mostly work from...
1A	OI-BI	Improvement change initiatives, project management	Moderate amount	Both	Office
	OI-OS	Training to ensure skills and competency maintained	None	Both	Office
	ER	Operational risks identification and management	Moderate	Engineering	Office
	EP	Management of engineering projects activities and specialist engineering advice	Lots	Engineering	Office
	ES	Technical specialist knowledge on decarbonising technologies	Lots	Engineering	Office
	CG/SSoW	Audits and procedure development to ensure safe systems of work are followed	Moderate	Engineering	Office
	CG/TSE	Assurance that operations are following agreed technical standards	Moderate	Engineering	Office
	CG/AG	Assurance that assets are being operated and maintained in line with agreed standards and procedures	Moderate	Engineering	Office
1A (previously 2A)	S	Incident management	Moderate	Non-Engineering	Office
	E	Environment and sustainability reporting	Moderate	Non-Engineering	Office

**Table 3-2** – Mini-Case Study Team and Sub-Team Characteristics.

### **Departments Outside the Mini-Case Study**

Using Figure 3-7, the blue shaded boxes identify Departments 1B and 1C which presented teams outside the mini case-study. These departments teams were defined as outside of the study's mini case study as a result of their employees not receiving the RMT change initiative, and so would not be able to participate in the latter part of the data collection (the sustained adoption of the RMT). The employees from these teams were however included in the survey part of this study's data collection. In doing so this research benefited from a larger pool of employees from which to enquire how E.ON UK's employees perceive change (views sought through the survey) and the influence on an employee's characteristics affects this. The characteristics of the employees outside the mini case study are shown in are presented in Table 3-3.

From Table 3-3 Departments 1B and 1C's teams were predominantly comprised with field-based employees whose activities were predominantly working on-site or at customer premises undertaking activities such as site maintenance and performance improvements (at the organisation's heating networks or at residential dwellings on customers heating units). By undertaking activities with more obvious signage to the end users of the organisations products and services it was relatively easier to acknowledge through existing traditional financial metrics or customer satisfaction reporting the value which such departments employees delivered. As a result, there was not the same requirement for the RMT change initiative for Departments 1B and 1C.

Department	Team/ Sub-Team	Team delivers	Nature of work		
			Project based	Engineering/ non-engineering	Mostly work from...
1B	H	Servicing and maintenance to Heat interface units (HIUs)customers	Small amount	Engineering	Customers home/site
	CC	Day-to-day monitoring and management of heat network control room	None	Non-engineering	Site
	P	Day-to-day monitoring and management of district heating system (DHS) performance	Small	Non-engineering	Office
	C	Servicing and maintenance to Combined Heat and Power units (CHPs)	Small	Engineering	Site
	OM	Maintenance of DHS Energy Centres	Small	Engineering	Site
1C	P1	Management and delivery of construction projects	Lots	A mix of both	Site
	P2	Management and delivery of construction projects	Lots	A mix of both	Site
	P3	Management and delivery of construction projects	Lots	A mix of both	Site
	D	Design support to new build projects	Lots	Engineering	Office

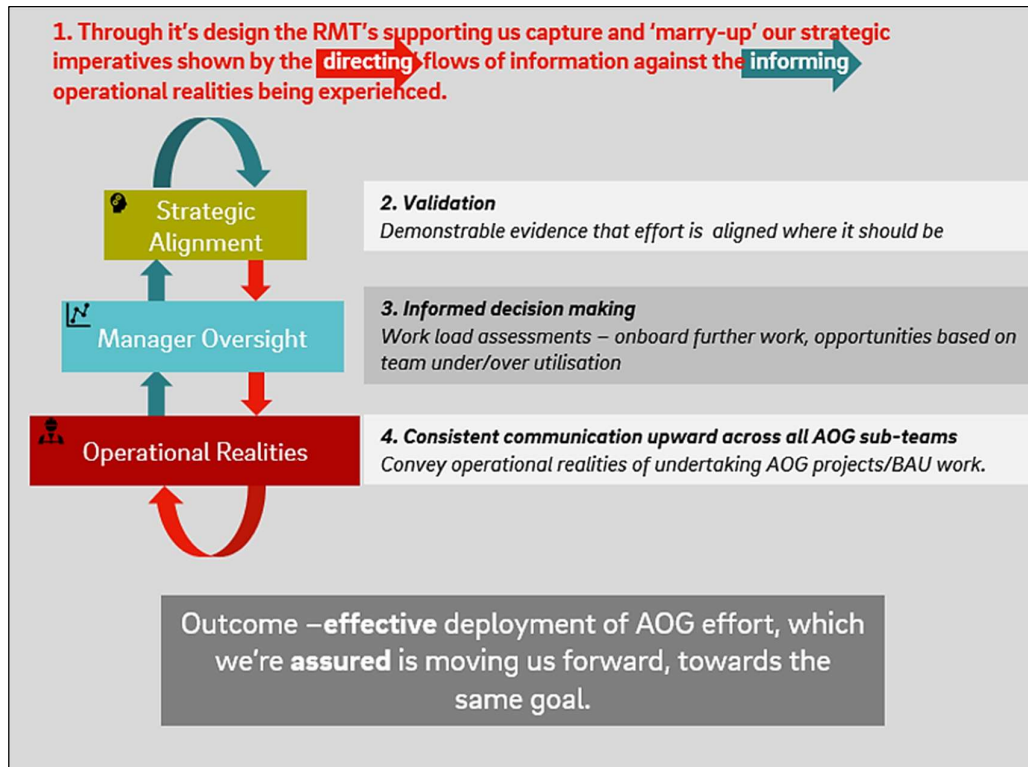
**Table 3-3** – Characteristics of the Teams and Sub-Teams Outside the Mini-Case Study

### **The Resource Management Tool (RMT) change initiative**

The Resource Management Tool (RMT) was a pioneering change effort within E.ON UK and offered a significant research opportunity to explore the influence of employee engagement on the sustained adoption of change. The implementation of the change initiative (RMT) reflected a decisive stance by the Head of the support department and its leadership team, who weighed its necessity against potential resistance from long-tenured employees who had not experienced the requirement for such an initiative previously and which could be met with either passive compliance or active resistance (Burke and Ghada 2014 and Ball 2010).

The Resource Management Tool (RMT) change initiative is a novel, in-house developed solution to enable Department 1A to consistently measure, assess and present its employees effort. The RMT change initiative's roll-out to each mini-case study employee through one-to-one sessions between the researcher (the change agent) and each of the potential seventy participants (change recipients) in the study's mini-case study population. The expected benefit resulting from the RMT's sustained adoption by the department's employees would be to protect the department against an underappreciation of its value delivery and subsequently the potential for ill-informed downsizing or restructuring decisions.

Figure 3-4 summarises the RMT aims to ensure ongoing alignment between the department's leadership (through strategy) and the operational day-to-day realities experienced by the employees (and conveyed through the RMT data). Through this feature, the RMT offers Department 1As leadership the opportunity to intervene should employees be undertaking tasks that are no longer aligned to the changed business landscape and so surplus to requirement. The potential for this exists in an organisation such as E.ON UK, which is changing, although the staff with behaviours from operations of yesteryear continue to make up a large proportion of the ranks. As a result, there is an expectant and understandable familiarity and preference for them to continue to deploy effort as they have previously, but which may no longer be aligned and so contribute positively to the department's changed strategic landscape. Through the RMT, the leadership team would be empowered with a means (to check) and accountability should such unneeded activities continue to be deployed.



**Figure 3-4** – Aims of the RMT Change Initiative

In order to collate these operational realities and experience these benefits, each Department 1A employee must update their RMT with a record of the projects worked every month (as a minimum). The RMT update would be completed by employees using a Microsoft Excel front-end interface, which would gather employee time entry data (see Figure 3-5).

**Section 1: General details.**

1.0. Entry Type *Personal Lookahead*

1.3. Project Name *\*Select from drop-down*

1.5. Priority/Impact

2.1. Specialist Area

2.2. Month

**Section 2: How, When, How long**

2.1. Specialist Area

2.2. Month

Task Sub-task Duration (Days) Comments

LCP Compliance Support

Permit application, variation, transfer or surrender (LCP)

Permit notification (LCP)

Permit regulatory returns (LCP)

Permit compliance checklist (LCP)

Permit procedures and documentation (LCP)

Permit training (LCP)

Permit audit/inspection support (LCP)

General permit support, problem solving and Horizon scanning (LCP)

Project is... P1-Must be... P2-Should be... P3-May be... ..done in the specified month

SUSTAINABILITY

24

1. ENTRY FORM 5. TMP Projects 6. Personal Lookaheads

Step 1 –Select the project (which would be pulled from another database) that the user would like to book time to.

Step 2 –Present user sentiment on the priority of their effort on the project as either a P1 must be, P2 should be, or P3 maybe done in the month the booking is being made in.

Step 3 –Identify the specialist area and associated specialist tasks and sub-tasks and tribute how much time was spent using these to deliver the project.

Step 4 –Clicking the green button would make the entry available in the reporting for leadership team review.

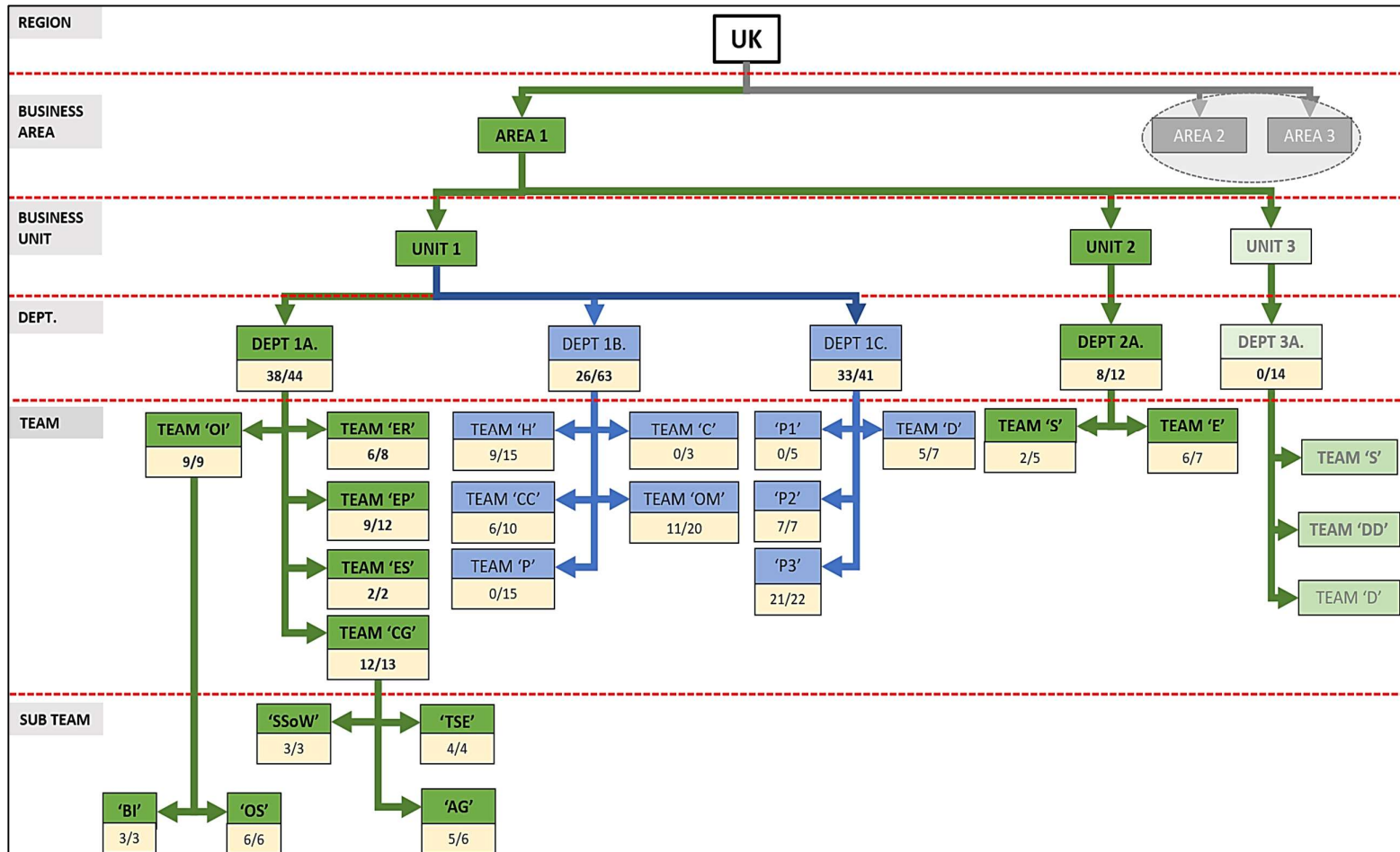
Figure 3-5 – RMT Front-End User Experience.

The RMT report routinely produced at the end of each month is shown in Figure 3-6. This was used to consistently present Department 1As activity and promoted the ability for the departments leadership to make informed decisions).



Figure 3-6 – An RMT Monthly Report.

The above describes both the user experience of Department 1A's employees with the RMT and the reporting available to its leadership team. In line with the aim of this study to understand the influence of employee engagement on the sustainability of organisational change, details on how the RMTs adoption performance was evaluated will be provided later in the RQ3 Data Collection Section 3.3.6.1.



**Figure 3-7 – The Case Study Organisation Structure.**

Note: Dark green shading: mini-case study teams, blue shading employees outside the mini-case study who would not receive the change initiative, pale green shading teams planned to be included but unavailable when the data collection began. Yellow boxes indicate the number of surveys administered (denominator) out of the number of surveys returned (numerator).

### 3.3.2.2 Researcher Access

This study's researcher is employed at the host organisation and was responsible for implementing the Performance Measurement Tool change initiative, namely the RMT within each team (teams identifiable by the teams/sub-teams in the green boxes in Figure 3-7). Given this, there will not be any access limitations to performing this case study research strategy. This arrangement will benefit the study as the researcher will already have and maintain an in-depth understanding of the organisation's structure, culture, and processes. Such awareness will support tailoring data collection methods such as survey statements using a vernacular in keeping with the organisation's usual communications, which will support research participants' engagement and ease in interpreting the lines of query, reducing the potential for misinterpretation and, subsequently, the accuracy of employee feedback provided.

An added advantage of the researcher's presence within the organisation is the ability to stay attuned to ongoing organisational developments throughout the research period. These developments may impose additional pressures on specific teams and participating employees. Maintaining this perspective would enable the researcher to empathise with participants' needs, such as requests for deadline extensions for survey submissions or rescheduling of in-depth interviews. Moreover, being situated within the case study organisation would provide the researcher with visibility into any interventions (not accounted for by the structured surveys) that may have an influence on employees' sustained adoption of the change initiative or their level of engagement. This includes announcements from leadership (change sponsors) and adjustments in the availability of resources that influence engagement within the organisation.

On a personal level, by undertaking this study at the organisation where the researcher works, and given the organisation's committed interest in how to sustain such novel change in employee populations with existing behaviours and ways of working (reflective of the changed environment which the organisation once operated under), the researcher has elevated his profile across the UK organisations business entities and has developed new and strengthened existing professional networks. Being both a researcher and an employee at the case study organisation presents a potential challenge regarding the risk of bias and compromised researcher objectivity. To address this concern, the study's researcher maintained an awareness of how their background, experiences, and organisational position might shape their perspective. To mitigate potential bias, a mixed methods approach was adopted,

allowing for triangulation of survey data with subsequent interview data to enhance the research's overall validity. Furthermore, specific measures to mitigate bias in the collection and analysis of in-depth interview data are elaborated upon in the following section: Research Tactics, (under Interview Bias), with clarification provided on ethical procedures adopted to safeguard employees' rights to withdraw and their anonymity and confidentiality (see Section: Ethics).

### **3.3.3 Research Tactics**

Saunders et al. (2015) distinguish between a study's Research Design, which was discussed earlier, and its tactics. This section discusses the study's tactics, describing how the data was collected and analysed, and presents the concerns with researcher bias in the collection and analysis of the data, recognising the steps taken to mitigate against these whilst addressing the study's Research Objectives 1, 2, and 3.

Starting with discussing the tactics used to deliver Research Objective 1, this Chapter will successively do the same for Research Objectives 2 and 3, highlighting each research objective's dependency on the output from its predecessor's findings and incrementally developing what is known on the subject and maintaining the study's adopted philosophical alignment as stated earlier in Chapter 2.0.

### **3.3.4 Research Objective 1 – RO1**

Research Objective 1 (RO1) was understand the influence of organisational factors and an employee's individual factors on employee engagement (EE) within the UK energy sector, with its delivery structured using Research Question 1, which used surveys to understand what organisational and individual factors shape employee engagement levels among employees in the UK energy sector.

This section will present and explain the design of the surveys used in this study, including a justification for the statements used in the enquiry, the administration process for the surveys (which is transferrable to RO2), and the processing of the survey results to identify EE levels in the surveyed participants.

### 3.3.4.1 RQ1 Data Collection - Questionnaires/surveys

The surveys used to collect data to deliver against Research Question 1 were administered to employees from each team/sub-team as depicted by the boxes shaded in dark green (inside the mini-case study) and blue (teams outside of the mini-case study), as shown in Figure 3-7. The first part of the survey's design established the employee's individual factors through variables: age, gender, and tenure at the department (reviewed earlier in Chapter 2.0 Section 2.2.4). This data was used in conjunction with the EE survey data collected during RO1's data analysis. Additionally, it was used in the RO2 data analysis when reviewing the influence on an employee's change readiness (openness to change) against individual employee factors.

The survey statements used to assess Employee Engagement (EE), as detailed in Table 2-4, were answered by employees using a five-point Likert scale, outlined in Box 3-1. The Likert scale offered a spectrum of response options, ranging from strongly disagree to strongly agree, enabling a nuanced evaluation of the strength of employees' responses to the survey statements. The utilisation of such a scale was to mitigate the risk of research participants answering untruthfully or hastily, without genuine consideration for the content of the statements. By providing a broader range of response choices, the Likert scale would compel participants to engage more thoughtfully with each statement, as opposed to the offerings of a binary scale that would present only two options (agree/disagree). This increased granularity in response options was intended to encourage respondents to reflect on the subtleties of their opinions or experiences, thereby promoting greater accuracy and honesty in their responses.

Moreover, the Likert scale was intended to introduce a level of complexity that would make it more challenging for participants to respond dishonestly or inattentively. The scale required individuals to consider multiple degrees of agreement or disagreement, discouraging simplistic or insincere responses. Consequently, the reliability and validity of the study's findings would be enhanced with the risk of bias or distortion in the data collection process minimised as a result of a more authentic and reflective response process fostered among participants.

(1)	(2)	(3)	(4)	(5)
Strongly Agree	Agree	Neither disagree/agree	Disagree	Strongly Disagree

Box 3-1 – Likert Scale Survey Choices.

The surveys were delivered to each of the employee's company email addresses. In doing so, the study avoided incurring costs associated with procuring online survey

tools, any delays with the researcher's familiarisation with these, or needing to guide employees regarding a less familiar mode of participation or awaiting participant contact details being provided as these were accurately maintained and readily available through the company's email address book. On their completion, the employees emailed the surveys directly back to the researcher, and in doing so, the study limited the undetected potential for another participant to respond on behalf of the intended survey recipient. The surveys were administered in phases starting in March 2022 to the mini-case study employees. In April 2022, the survey administration was extended to the wider employees (outside the mini case study). The survey data collection phase ended in May 2022 with a 60 – 66% employee participation (60% against the original 174 intended participants, 66% with the removal of the employees (14) who were no longer available to participate in the research as a result of organisational restructure).

The survey statements used to assess EE are captured Table 3-4, Table 3-5 and Table 3-6. Employee responses to statements in Table 3-4 and Table 3-5 were used to understand an employee's Energy and Enablement which were influencers presented as giving rise to HE employees at the organisation (Tower's Watson, 2012). Query to understand employee views on the availability of other organisational factors (not Energy or Enablement related) but recognised as influencing an employee's engagement are shown in Table 3-6. The analysis of these surveyed responses on EE were analysed as described in Chapter 3.0 Section 3.3.6.1.

Statement Description	Employee Response	
	Strongly Agree or Agree	Strongly Disagree or Disagree
1g. I feel as though my work is valued.	Energised	Not energised
1j. This organisation motivates me to go beyond what I would in a similar role elsewhere.	Energised	Not energised
1k. No one here really knows what I do.	Not energised	Energised
2f. I feel that collaboration is actively encouraged in my department.	Energised	Not energised
2g. I feel that my views are valued and appreciated at times of open discussion and collaboration.	Energised	Not energised
3a. I feel I receive the appropriate recognition when I do good work.	Energised	Not energised
3c. I feel a sense of satisfaction with the work that I do.	Energised	Not energised
3i. I don't think we celebrate our successes as a department enough.	Not energised	Energised
3m. I feel energised when I'm at work.	Energised	Not energised

**Table 3-4** – Survey Statements Used to Assess Employee Energy and How These Were Interpreted.

Statement Description	Employee Response	
	Strongly Agree or Agree	Strongly Disagree or Disagree
1b. I think the normal working conditions at this organisation are good.	Enabled	Not Enabled
1h. My professional development is well supported.	Enabled	Not Enabled
1i. My manager has shown a genuine interest in my career aspirations.	Enabled	Not Enabled
2b. I know what I need to do to be successful in my role.	Enabled	Not Enabled
2h. I have access to the things I need to do my job well.	Enabled	Not Enabled
2i. Most of the systems and processes here support us getting our work done effectively.	Enabled	Not Enabled
2j. I could do my job better if I had access to the things I need.	Not Enabled	Enabled
2l. I think we duplicate too much effort in this department.	Not Enabled	Enabled
3b. This is a great department for me to contribute to my development.	Enabled	Not Enabled
3d. I think that our ways of working are simple and effective.	Enabled	Not Enabled

**Table 3-5** — Survey statements used to assess Employee Enablement and How These Were Interpreted

Statement Description	Energy / Enablement	Employee Response			
		Strongly Agree	Agree	Disagree	Strongly Disagree
1a. I am proud to work and represent this department.	Energised	HE	TE	NE	NE
	Not Energised	TE	TE	NE	NE
1c. I rarely think about looking for a job at another department.	Energised	HE	TE	NE	NE
	Not Energised	TE	TE	NE	NE
1d. I see myself still working in the department in two years' time.	Energised	HE	TE	NE	NE
	Not Energised	TE	TE	NE	NE
1f. I feel positive about my future at this organisation.	Energised	HE	TE	NE	NE
	Not Energised	TE	TE	NE	NE
1m. I believe in our department's objectives.	Enabled	HE	TE	NE	NE
	Not Enabled	TE	TE	NE	NE
1n. Every year I think we're performing better.	Enabled	HE	TE	NE	NE
	Not Enabled	TE	TE	NE	NE
2a. My department keeps its people informed about what is happening.	Enabled	HE	TE	NE	NE
	Not Enabled	TE	TE	NE	NE
2c. I feel my department could be better at keeping people informed about what is happening.	Enabled	NE	NE	TE	HE
	Not Enabled	NE	NE	TE	TE
2d. I don't need any more communication to help me be successful in my role.	Enabled	HE	TE	NE	NE
	Not Enabled	TE	TE	NE	NE
3g. I will often work extended hours when needed to make sure we get the work done on time.	n/a	HE	TE	NE	NE
3h. I am often asked to work overtime to complete work.	n/a	NE	NE	TE	HE
3j. My day-to-day efforts are important to the future success of this department.	Enabled	HE	TE	NE	NE
	Not Enabled	TE	TE	NE	NE
3k. My day-to-day efforts are critical to the future success of this department.	Enabled	HE	TE	NE	NE
	Not Enabled	TE	TE	NE	NE
3l. I feel connected to the organisation and willing to put in extra effort so that the organisation is successful.	n/a	HE	TE	NE	NE

**Table 3-6** – Survey Statements Used to Assess EE.

Uses Energy and Enablement assessments from Table 3-4 and Table 3-5 respectfully.

### **RQ1 Questionnaire survey bias**

The decision to utilise self-completed surveys (the template can be found in Appendix 1) instead of having the researcher present was aimed at mitigating potential participant bias. This concern arose due to the familiarity of some participants with the researcher, who held a position within the case study organisation. By maintaining separation between the participants and the researcher during the survey completion process, the study aimed to ensure an unbiased focus on the survey questions and minimise the influence of participant social desirability, which refers to participants' inclination to tailor their responses based on how they believe the researcher perceives them.

These occurrences may have occurred as a result of surveyed employees interpreting any changes in the researcher's voice tone or facial expressions during their response to the query, leading them to modify their original answers. To foster honest survey responses from employees, additional assurance was provided by emphasising that participant survey data would be anonymised and treated with confidentiality. This served to alleviate any concerns employees may have had regarding potential fear of reprisals for their honest feedback.

#### **3.3.4.2 RQ1 Data Analysis: Questionnaires/surveys**

Table 3-4, Table 3-5 and Table 3-6 provide insights into the interpretation of employee survey responses concerning Energy levels, feelings of Enablement, and overall Employee Engagement (EE). These findings were assessed using the EE scale introduced in Chapter 2.0, Table 2-2, to recognise the level of employee engagement for employees at the organisation. It's important to clarify that this study did not aim to scientifically validate the EE scale. Instead, the scale was derived from a comprehensive review of the employee engagement literature, as outlined in the Literature Review Chapter 2.0, Section 2.2.2, with (RQ1) using the results from the applied scale (a sample of which is available in Appendix 3) to identify the influence of organisational and individual factors (introduced earlier in Chapter 2: Section 2.2.2 and 2.2.4) on the varying levels of employee engagement.

IBM SPSS Statistical software was utilised to analyse the survey data collected during the study, enabling an examination of the relationships between employee engagement levels and individual attributes. Specifically, cross-tabulation analysis was employed as the statistical technique to compare categorical data across multiple

variables. This facilitated the comparison of employees' engagement levels with their individual demographic and organisational attributes, such as gender, age, team or sub-team affiliation, and tenure within their department. Cross-tabulation provided insights into the distribution and association patterns within the dataset, allowing for a clearer understanding of how specific traits correlated with variations in engagement. For instance, the analysis enabled the identification of trends, such as whether certain age groups were more likely to report higher engagement levels or whether employees with longer tenure displayed distinct engagement patterns compared to newer colleagues.

### **3.3.5 Research Objective 2 – RO2**

This section presents the data collection and analysis tactics used to address the aims of RO2: to explore the relationship between an employee's change readiness (CR) and their employee engagement (EE) in the context of the UK energy industry. Research Question 2 structures the delivery of RO2, by asking what factors influence an employee's change readiness, including the impact of individual factors, and how comparable is an employee's change readiness with their employee engagement?

#### **3.3.5.1 RQ2 Data Collection: Questionnaires/surveys**

To address the first part of Research Question 2 (RQ2), surveys were administered to gather employee responses regarding their views on change readiness (CR) using the statements presented in Table 3-7. The survey statements were intentionally phrased in simple language to minimise potential distortion in the findings due to inconsistent interpretation by employees (Robson, 2011). For instance, the four survey statements in Table 3-7 specifically incorporated the term "change" to ensure that employee responses were directly aligned with the topic of interest.

To mitigate the effects of any potential misinterpretations or untruthful responses from participants, the survey included variations of similar queries to identify consistent patterns in employee responses. Where expected similarities were not observed, this would prompt the researcher to explore these discrepancies further through follow-up interviews, thereby enriching the survey findings. Survey statements 1l and 2k in Table 3-7 illustrate this approach, as they both broadly addressed the same employee perspective on change, differing only in their level of specificity. The remaining information required to deliver RO2 was an employee's individual characteristics

(factors) and an employee's engagement (EE) which had both already been collected during the RO1 data collection stage (see Sections 3.3.4, 3.3.4.1).

### **3.3.5.2 RQ2 Data Collection: Interviews**

The rationale for interview candidate selection, the interview data collection, and the data collection process itself will be discussed in this section. The outlined process unless specified otherwise also applies to how the interviews were conducted to deliver against RO3.

Lee and Lings (2008) describe in-depth interviews as where a few interviewer notes can be used, and the interviewee freely answers. In-depth employee interviews were employed to deepen and expand on the employee's surveyed findings against RQ2's aim to understand an employee's change readiness. Through this mode of enquiry, the employees voice on the subject was encouraged whereby their views could be presented with a lower degree of prescription offered through the design of surveys. In doing so, the study reinforced its philosophical commitment and recognition of the importance of constructing meaning and a reality of the world from the perspective of the employees being examined. Furthermore, through this approach the study benefitted from triangulating and making sense of employee responses to the earlier surveys and mitigating any potential misinterpretations that can arise from purely quantitative research.

To ensure ample opportunity was given to understand employee attitudes and their opinions on change readiness (RQ2) (or the adoption of the RMT organisational change, RQ3), the interview guide to query change recipients was pre-populated with broad lines of enquiry, developed from themes identified from the Organisational Change (OC) literature and where warranted employee's survey responses (that is survey answers did not overlap as would be expected). The interview guide is shown in Appendix 2, with query on CR in Section 1.0 used to investigate RQ2 (RQ3 used the in-depth interview questions outlined in Sections 2, 3, 4 and 5 in Appendix 2). The questions presented in the in-depth interview guide were used at the researcher's discretion and depending on the interviewee's responses and choice to elaborate on particular questions asked, given their considered significance (by the researcher) to the aims of this study.

As a result of this research being conducted during COVID-19 restrictions, the researcher led the interviews via Microsoft Teams, using video and audio call

functionality. The researcher appreciated that although the interviews would be undertaken during work hours, the participants were at home and may be more prone to distractions through an out-of-office, at-home working arrangement, for example, child schooling, answering home telephone calls or visits to the premises.

The interviews were conducted as comfortably, privately, and quietly as possible. The participant's comfort was assured with the researcher confirming at the start of the interview that they were willing and ok to proceed. At the start of the interview, whilst confirming that the participant was comfortable and ok to proceed, the researcher confirmed that there were no Wi-Fi network issues, and that the participant could clearly hear and see the researcher. In this way, the researcher recognised whether the environment was acceptable to proceed. On occasions when the participant was not able to be interviewed as planned, they were offered the opportunity to reschedule on the premise minimal inconvenience would arise to the rest of the researchers data collection plan. The privacy of the interview was assured to the participant by ensuring that the researchers web camera was turned on and no background filters offered by Microsoft Teams were used. This offered interviewees further confidence that the interviewer was alone and that their confidentiality was maintained (they could see that no one was sitting in the vicinity of the researcher).

The interviews were audio-recorded for the entire duration of between 30-40 minutes and subsequently transcribed verbatim. Transcripts from each interview were saved separately, with filenames to ensure anonymity and confidentiality for the participants, but so that the researcher could identify them through unique participant identification numbers. The choice over which employees would be included in the interview sample followed a non-random sampling design, namely Convenience sampling. Through this, fourteen employees participated in the research based on their accessibility, and willingness to be available during the study's planned data collection phase. To overcome concerns over convenience sampling being biased or non-representative of the population being studied (Etikan et al., 2016), the study made efforts to ensure that representation from each level in the organisational structure (e.g., operational staff, manager of a team or sub-team, leadership team member or the Head of the Department) gender, age group, and team or sub-team employees (this is confirmed in Table 4-2). The number of employees selected against each team/sub-team reflected their availability and the study's recognition of a saturation of the findings, whereby the interviewees presented the same or similar content with minimal new content being delivered against the research objectives.

## **Interview Bias**

This section provides the reader with an understanding on how the interview process was undertaken to mitigate interview bias for the study's RO2 and RO3. Interview bias is a distortion of interviewee response in which the interviewer's (researcher's) expectations or opinions may interfere with their objectivity. One measure used by this study to reduce the potential for interview bias was for the researcher to repeat their understanding of interviewee responses to questions asked. In doing so, the interviewee would be able to correct any researcher misunderstandings which may have resulted through their preconceived notions and expectations. A further measure employed by this study to alleviate bias due to cognitive carryover effect and skewed discourse was to restrict participants from knowing in advance which themes would be explored during the interviews. In doing so, the potential for employees to predetermine and practise any inauthentic responses ahead of the interview would be reduced. This would allow this study to improve the prospect of authentic participation and the subsequent uncovering of underlying employee motivations, beliefs, attitudes, and feelings in response to the line of query.

In addition to the above, this study's in-depth interviews used a standardised interview guide to maintain neutrality and objectivity and avoid using leading questions or statements that may otherwise influence participants' responses or develop inconsistency and subsequent non-comparability of data across participants. To mitigate the researcher's confirmation bias, interviews were conducted with employees across various teams, allowing for a broader range of experiences, opinions, and insights to be captured. This diversity in perspectives would force a critical examination of the researcher's own preconceived notions and assumptions. Table 4-2 exhibits the variety of the fourteen interviewee participants used in this study. When analysing the interview data and to avoid the pitfalls associated with researcher's bias (expanded on in the RQ2 Data analysis Section: 3.3.5.4) a interviewee views were recognised as significant on occasions where there was a clustering of multiple participants aligning on the same topic (guarding against the tendency for a single interviewee's thoughts aligning with the researchers and so being assigned significance). Through the above measures to combat interview bias, the credibility and validity of the study's findings would be enhanced as would the richness of the existing literature on employee engagement and organisational change given the added depth and complexity being examined by participants with different characteristics, allowing for a more nuanced understanding.

### 3.3.5.3 RQ2 Data Analysis: Questionnaires/Surveys

The survey statements querying the employee’s change readiness (openness to change) at the organisation are summarised in Table 3-7 below, along with how the study interpreted the employee responses.

Statement No.	Survey Statement	Employee Response	
		Strongly Agree or Agree	Strongly Disagree or Disagree
1e.	I think we could change things to make the organisation a better place to work.	Open to change	Not open to change
1l.	I’m happy with the way things are and wouldn’t want them to change	Not open to change	Open to change
2e.	I think we could change things to make communication better to help me be successful in my role.	Open to change	Not open to change
2k.	I think we could change systems and processes here to support us getting our work done effectively	Open to change	Not open to change
3e.	I think that our ways of working need a change	Open to change	Not open to change

**Table 3-7** – Surveying Employee Change Readiness and How Responses Were Interpreted

The overall status of each employee regarding change was categorised as either change-ready (open to change), indifferent, or not open to change, based on the assessment of their survey responses in line with Table 3-7. If an equal number of responses fell into the open-to-change and not-open-to-change categories, the employee was classified as indifferent to change within the organisation. To ensure that the analysis of results would not be skewed and instead is independent of the differing sample sizes across an employee’s Individual Factors (IF) such as: team, age, gender, tenure, the proportions were adjusted and standardised. This resulted in delivering the propensity of the variable categories in line with the Data Integration and Analysis process described next. For each IF subgroup (gender, tenure bands, and age ranges), the proportion of employees open to change was calculated as presented in Box 3-2.

$\% \text{ OTC Propensity} = \frac{\text{OTC Employees in IF variable category}}{\text{Total Employees in IF variable category}}$
---

**Box 3-2** – Showing How % OTC Propensity was Calculated

The results of this can be found in Appendix 8. Where no participants were present in a IF variable category (e.g., no females in a specific team), the proportion was labelled as "N/A" to avoid misrepresentation.

#### **3.3.5.4 RQ2 Data Analysis: Interviews**

This study's interview transcripts were organised using NVivo 12.0 software, and coding was used to preserve the reliability of the interview data. An interview question was initially used to organise the interview transcript; then, as themes emerged whilst analysing the interviews in NiVivo 12.0, a thematic strategy was adopted. Sections of text in NVivo 12.0 were highlighted and assigned a code (node) to support organise and to categorise interview views against the Research Questions (2 and 3). The interview data was examined with attention to the themes resulting from the clustered views expressed by employees on change for RQ2, (and the RMT OC for RQ3). By coding (creating nodes in NVivo) and categorising the text according to its alignment with the aims of RQ2 and RQ3, it was possible to connect employee views with other employees' discourse with relative ease. Using codes (nodes), and their subsequent cataloguing in the NVivo 12.0 software enabled a systematic recall of evidence of themes (nodes) recognised by the interview participants, allowing for more efficient data analysis than relying on the researcher's memory.

The interviewee responses transcribed by the researcher (examples shown in Appendix 6) were imported into NVivo 12.0, with secondary nodes (themes) created to cluster employee views, which for RQ2 was on change from which the primary node: employee change readiness was created. Under the secondary themes (nodes) developed from the interviewees, an employee's CR against the themes (secondary nodes) was plotted using the NVivo 12.0 Crosstab query function, and to recognise the predominant themes and so significance to influencing an employee's CR.

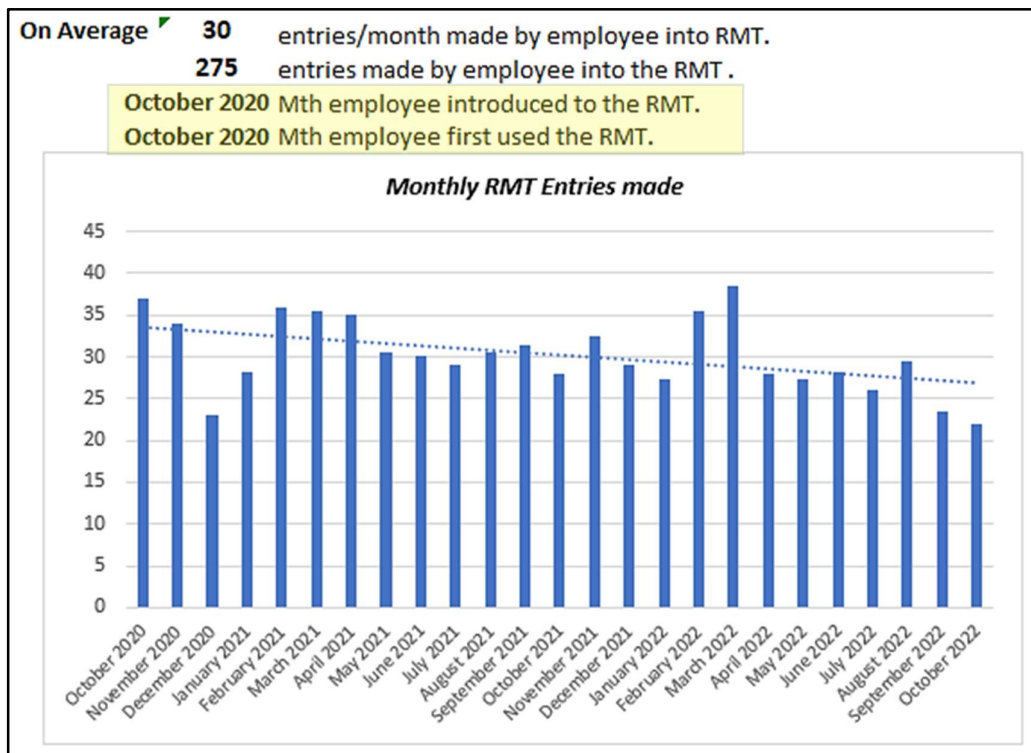
#### **3.3.6 Research Objective 3 – RO3**

Research Objective 3 was to analyse employee engagement's (EE), influence on sustainable organisational change (OC) within an energy-sector organisation, and whether this influence was comparable with CR and the influence of an employee's individual factors. Research Question 3 structured this query by asking has organisational change (OC) been sustainably adopted by employees within an

energy-sector organisation, and how does this adoption vary based on their employee engagement (EE) levels (as identified in RO1), change readiness (CR) (as explored in RO2), and individual factors. This section will present and explain the data collection and analysis process used to analyse an employee adoption of the RMT organisational change (OC), how this was assessed against an Employee's Engagement (EE) , their Change Readiness (CR), and individual factors such as employee gender, age, tenure, team association.

### 3.3.6.1 RQ3 Data Collection: RMT OC Usage data

To collect data against the first part of RQ3: how the RMT OC had been sustainably adopted (by the mini-case study employees) the researcher, acting as the change agent, harvested the RMT usage logs to understand: the frequency of RMT entries made per month by employees, (see Figure 3-8), the thoroughness of their RMT entries, (an employee's accounted for at work time, versus their available working time, see Figure 3-9) and the time elapsed between an employee being introduced to their RMT and their first use (see the yellow highlight in Figure 3-8)



**Figure 3-8** – RMT Report Extract Used to Determine Employee Usage Frequency.

A sample of the data collected for each research participant is shown in Appendix 3.

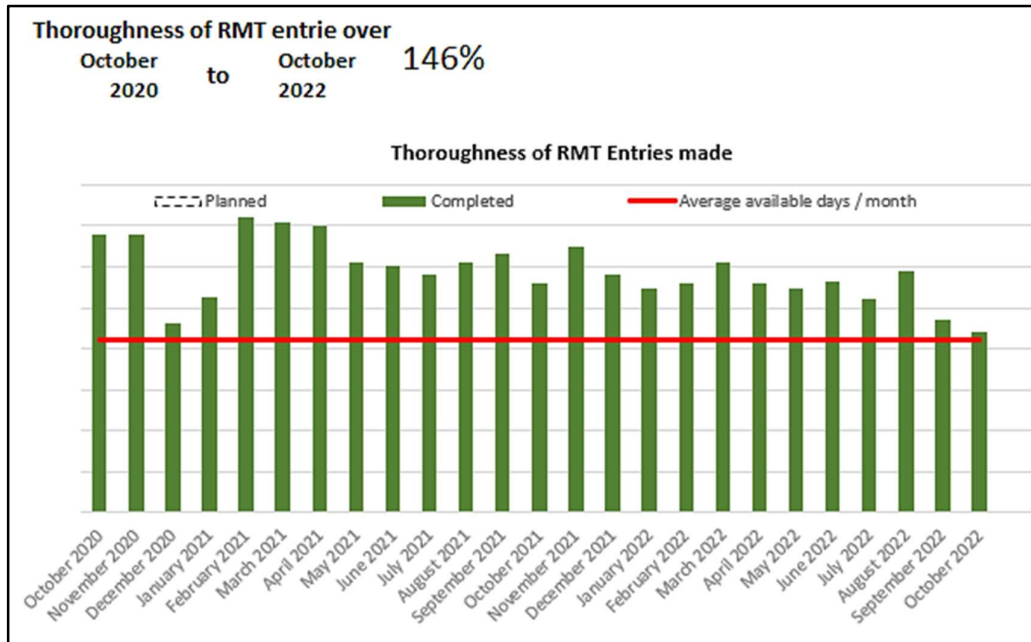


Figure 3-9 – RMT Report Extract Used to Determine Employee Thoroughness.

A sample of the data collected for each research participant is shown in Appendix 3.

The RMT change initiative was introduced to all employees in Department 1A over the first two weeks of October 2020 and employees in Department 2A in April 2021. The employee’s adoption of the change initiative was assessed until October 2022, (or when they left the department, whichever came earlier) allowing sufficient time to assess an endured adoption by employees.

### 3.3.6.2 RQ3 Data Collection: EE, CR and Individual factor data

Data was collected to address RQ3: 'how does the sustainable adoption of the RMT OC vary according to an employee’s engagement compared to their CR and individual factors.' The data on Employee Engagement (EE) and Change Readiness (CR) was gathered from the preceding RO1 and RO2, respectively. The analysis aimed to establish any relationships between EE, CR, individual factors, and an employee’s sustained adoption of the RMT OC. This analysis is discussed later in accordance with the process outlined in Section: 3.3.6.5.

### 3.3.6.3 RQ3 Data Collection: Interviews

To address RQ3's query on why an employee's adoption of the RMT OC varied, in-depth interviews were conducted following the data collection process outlined earlier in Sections 3.3.5.2. The in-depth interview questions used are detailed in Sections 2, 3, 4, and 5 of Appendix 2.

### 3.3.6.4 RQ3 Data Analysis: RMT OC Usage data

Table 3-8 captures the measures used by this study to assess how well an employee had adopted the RMT change initiative.

Level	Adoption description	RMT OC Measures for Adoption		
		First entry	Thoroughness	Frequency
1	Early, thorough, frequent RMT use	Quicker than team average	Above team average	Above team average
2	Late, thorough, frequent RMT use	Slower than team average	Above team average	Above team average
3i	Early, thorough, light RMT use	Quicker than team average	Above team average	Below team average
3ii	Late, thorough, light RMT use	Slower than team average	Above team average	Below team average
4i	Early incomplete, frequent RMT use	Quicker than team average	Below team average	Above team average
4ii	Late, incomplete, frequent RMT use	Slower than team average	Below team average	Above team average
4iii	Early, incomplete, light RMT use	Quicker than team average	Below team average	Below team average
5	Late, incomplete, light RMT use	Slower than team average	Below team average	Below team average

**Table 3-8** – Assessment Criteria to Determine Employee Adoption to the Change Initiative.

Note to Table 3-8. Assessments used employee RMT OC data from their 1st entry through to October '22, (or in cases when they left the team, the month that they left, whichever was earlier).

The measures shown in Table 3-8 were selected given the researcher's ease to access the associated data, and their meaningfulness to the study in recognising an employee's sustained adoption of the RMT change initiative. The measures used to establish how well an employee had sustained their adoption of the change initiative was a combination of three measures, namely: the frequency of RMT entries made by an employee, the thoroughness of entries made, and the time taken before the employee made their first entry. The frequency of RMT entries made (per month) was automatically recorded in the RMT and available for extraction by the researcher and presented this study with an understanding of the discretionary effort (an expectant engaged employee behaviour see Chapter 2) which an employee had committed to

the change. For example, RMT users who had made more discrete entries, compared with other employees in their team would be recognised as being more committed to the change initiative and they were graded as with Level 1 or 2 RMT adoption performance (see Table 3-8). RMT users frequency of RMT entries made per month were compared to team's averages for the same measure to avoid potential inaccuracies resulting from comparisons with employees from other teams which may have lacked work the same variety in work, and so presented employees with less opportunity to make as many discrete RMT entries, (irrespective of their commitment and willingness to make time and exert effort to sustain the aims of the change initiative).

The second metric used was the thoroughness of entries made, which compared the employee's accounted-for time (through the RMT) against their potentially available time which was then compared to the team average. This measure was most obviously aligned to the change initiative's aims, as outlined by its sponsors, that is the head of and the departments leadership team of providing an accurate account of employee at work effort. Considering the alignment of this metric to the aims of the change initiative, above the red dotted line shown

Table 3-8 highlights that RMT adoption levels 1-3ii depict an employee who has sustainably adopted the RMT OC. The third metric used to assess an employee's adoption of the change was the time elapsed between their introduction to the RMT and their first entry, this again was compared against their team's average. This "time to first use" measure was given secondary significance in evaluating an employee's discretionary effort towards the change, in comparison to an employee's frequency of entries made. The frequency of entries, as well as the thoroughness of entries made was assessed monthly until October 2022, provided a more extended observation period, offering greater opportunities to gain a comprehensive understanding of the employees' sustained discretionary efforts towards the RMT OC.

#### **3.3.6.5 RQ3 Data Analysis: RMT OC usage data and EE, CR and Individual factors**

In order to understand the relationship between EE, CR and how individual factors affected an employee's actual RMT OC adoption, the results from RO1 (EE), RO2 (CR) and individual factor data (collected during RO1) were entered into SPSS with the analysis completed using the Crosstab functionality from which it was possible to

plot employees with particular levels of RMT OC adoption against selected EE levels or CR or individual factors.

#### **3.3.6.6 RQ3 Data Analysis: Interview**

RQ3 Interviews were analysed in line with the description provided earlier in Section 3.3.5.4.

### **3.4 Ethics**

Academic research is guided by the researcher's University's code of ethics which should be followed. For this study, ethical approval was sought from Nottingham Trent University and complies with the University's Research Ethics Policy. To safeguard participant autonomy and ensure voluntary participation, consent was sought in advance from all research participants to make recordings of the interviews and to collect survey data. All proposed participants were given a consent form which ensured that all participants fully understood the purpose of the research, their role in it, and the voluntary nature of their participation before the data collection. The participants were informed of their right to withdraw at any stage from the study without any negative consequences. After completing the research, research participants had a stipulated time frame to exercise their right to withdraw before the submission of the final document (thesis). Confidentiality to protect participants from potential repercussions related to sharing sensitive information was achieved through data protection measures, such as anonymising participant names and securely storing collected research data.

The researchers dual role (as also being the change agent for the RMT) resulted in ethical considerations regarding the inherent conflict of interest arising through undertaking the two roles simultaneously. To ensure researcher impartiality and objectivity to foster an environment of trust (with participants) and accountability (of the researcher) all stakeholders were made aware of the research: its aims, and the researchers dual role. This transparency helped demonstrate the study's commitment to openness and reminded the research participants of the researcher accountability to them. This accountability helped to ensure that the researcher remained unbiased and adhered to ethical standards, as his actions would be under welcomed scrutiny by the participants. Steps taken to mitigate interview bias were described earlier in

Section 3.3.5.2 and steps to mitigate participant bias through questionnaire surveys were discussed in Section 3.3.4.1.

### **3.5 Summary**

This Chapter discussed the research design and methodological choices for this study. It set out the study's philosophical stance and approach, detailing how the data was collected and the methodologies and analytical techniques employed to examine it. The study focused on employees from seven teams/sub-teams within one of E.ON UK's largest support functions. These employees would receive the unprecedented Organisational Change (OC) initiative, namely the Resource Management Tool (RMT), which forms the basis of this research. The RMT is a novel, in-house developed solution to enable a consistent mode to measure, assess and present the value delivered by the support function's employees. The aim of the RMT change initiative is to provide the Support function's senior leadership and the head of the department with a consistent view of what, to whom, and with what frequency the departments employee efforts are being delivered. The study's choice of adopting a subjective ontological stance aligns to its intent to understand the world's meaning and reality contextualised through the case study organisation's employees showcasing the different social realities (perceptions and interpretations) from a variety of social actors with varied individual factors experiencing the same change initiative at the same organisation.

This research's interpretive epistemological perspective was justified by the literature review presented in Chapter 2.0, which highlighted the ongoing debates and yet-to-be-fully-defined constructs of employee engagement and change readiness. The study acknowledges the pitfalls of oversimplifying and generalising employee engagement and behaviour during times of change. It recognises the opportunity to present insights from employees at a leading organisation in the UK's energy sector, an area underrepresented in both the EE and OC literature. By aligning with an interpretivist perspective, this study aims to uncover new subjective meanings developed by employees experiencing change, thereby contributing to and advancing the existing literature. An inductive research approach aligns more closely with this study's aims compared to an exclusive reliance on deductive research. Deductive research alone often fails to capture how employees perceive change and tends to assume significance based on existing literature, which lacks studies focused on employees in the UK energy sector.

It is important to acknowledge the limitations of a purely inductive approach such as the potential vastness and unstructured nature it can present. As a result, this study employs a mixed-methods strategy. Initially, a deductive approach will be used to gather a broad spectrum of employee views on employee engagement (EE) and change readiness (CR) through surveys informed by the existing literature. This will ensure a comprehensive collection of data within the research timeframe. Subsequently, an inductive phase will commence using in-depth interviews to delve into themes emerging from the survey responses. This mixed-methods approach combines the strengths of both quantitative and qualitative research. The quantitative phase provides a robust framework for gathering data, while the qualitative phase offers the opportunity for employees to elaborate and clarify their views. This methodology ensures rigorous triangulation of findings, enhancing the validity of the research and allowing for the identification of factors significant to employees within the case study setting. This dual approach not only supports the development of a nuanced understanding of EE and CR but also facilitates the transferability of findings from existing engagement studies to the specific context of the UK energy sector.

## **Chapter 4: Data Analysis, Results and Discussion**

This chapter presents the data collected from surveys, interviews, and usage metrics relating to the implementation of a change initiative at E.ON UK, a major organisation in the UK energy sector. The analysis is structured around the study's three research objectives and offers insights into how employee engagement (EE) influences sustainable organisational change (OC). The chapter begins by examining employee engagement levels across the case study population. These levels were assessed through structured surveys a method widely recognised in the EE literature as a primary means of capturing engagement.

To address Research Objective 1, which aims to understand the influence of organisational factors and an employee's individual factors on employee engagement (EE) within the UK energy sector, survey responses were used to determine engagement levels through employee perceptions of organisational factors such as safety and enablement - known from the EE literature to influence engagement. These results would be used against individual employee traits such as gender, age, tenure, and team to understand any correlation with different engagement levels. This dual effort provides both theoretical and practical insights. On one hand, it extends ongoing academic debates about whether individual or organisational factors more strongly shape engagement. On the other, it helps managers tailor their strategies by identifying which organisational factors or demographic traits most affect employee engagement.

Next, the chapter addresses Research Objective 2, which investigates the relationship between an employee's change readiness (CR) and their engagement. To deliver on this objective, Research Question 2 is used to structure the analysis. This includes exploring what factors influence an employee's change readiness, including the impact of individual factors, and how comparable is an employee's change readiness with their employee engagement. Since both CR and EE are linked to the concept of organisational commitment, the study explores whether employees who are highly engaged also demonstrate high change readiness. The practical implication is that if a strong correlation exists, organisations may be able to streamline investment by focusing on engagement as a driver of readiness for change.

The final section presents findings in line with Research Objective 3, which was to analyse employee engagement's (EE), influence on sustainable organisational change (OC) within an energy-sector organisation, and whether this influence was

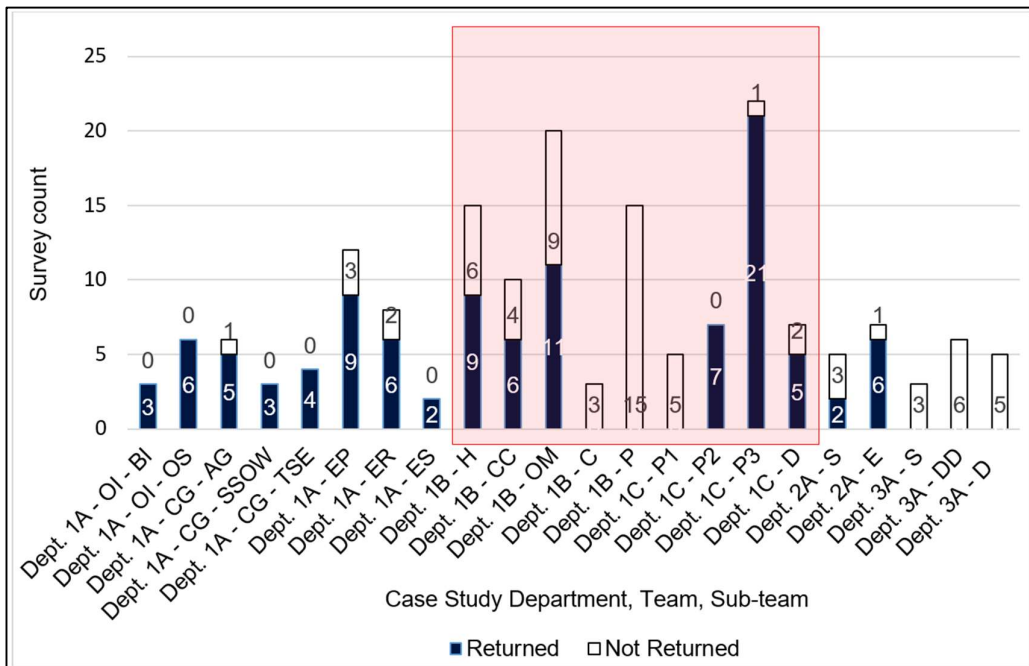
comparable with CR and the influence of an employee's individual factors. The structure for this part follows Research Question 3: how has organisational change (OC) been sustainably adopted by employees within an energy-sector organisation, and how does this adoption vary based on their employee engagement (EE) levels (as identified in RO1), change readiness (CR) (as explored in RO2), and individual factors. This section examines whether the discretionary effort commonly associated with engaged employees manifests in long-term adoption of change - in this case, the Resource Management Tool (RMT). This moves beyond simply identifying levels of engagement and instead links engagement to measurable behavioural outcomes. The practical contribution of these findings lies in their ability to support a stronger business case for engagement investments. If engagement can be shown to directly influence the sustainability of change initiatives, then management may be better positioned to prioritise EE strategies as part of long-term transformation planning.

#### **4.1 Research Participants**

Before proceeding further, the involvement of the study's two sample populations will be discussed. These two employee groups were either from inside the mini-case study, defined as employees scheduled to receive the RMT change initiative (RMT introduced earlier in Section 3.3.2.1), or those employees whose participation would widen the understanding into employee engagement (EE) and an employee change readiness (openness to change) at the case study organisation, but would not receive the change initiative. Developing this understanding was intended to allow RMT adoption behaviours (gathered through the mini-case study sample) to be extended to employees outside the mini-case study sample based on their EE and CR assessments (which could be correlated to the mini-case study's EE and CR findings and connected to their sustained adoption of the RMT change initiative). The practical significance of this insight for the case study organisation's management was that the novel RMT change initiative was intended for future roll-out beyond departments 1A, 2A, and 3A (the mini case study sample). Understanding engagement levels could help inform adoption strategies to optimise these efforts. For example, the roll-out could be structured to include highly engaged employees in a pilot phase, allowing them to serve as advocates for the change while also assisting in identifying and addressing any system bugs. Their demonstrated ability to adopt the change sustainably and in alignment with the initiative's objectives would support a smoother and more effective implementation across the wider organisation.

#### 4.1.1 Survey Participants

Figure 4.1 shows employee participation in this study by department and team/sub-teams, highlighting that 104 out of the 174 administered surveys were returned, giving an overall 60% participation from the organisation's employees in this research, with 46 of these 105 employees forming the mini-case study who would receive the change initiative. The 40% non-participation included employees who were both in and out of the mini-case study, with the majority (65% of the sixty-nine non-participants) being employees outside the mini-case study sample (from Departments 1B and 1C; see Figure 3-7 for the organisational structure). This lower participation may have reflected Department 1B and 1C employees feeling less connected to the study given that they were not currently part of the RMT change initiative roll-out, considering that the same degree of non-participation was not observed from mini-case study employees (from Departments 1A and 2A who would receive the RMT change initiative).



**Figure 4-1** – Survey Participation by Department, Team, and Sub-Teams.

**Note:** Responses from participants in teams outside the mini-case are boxed in red; those from the mini-case study are without red shading.

Furthermore, and based on the characteristics introduced earlier in Section 3.3.2.1 the reduced participation of employees outside the mini-case study (from Departments 1B and 1C) could be explained by their less office-based and more field-based roles compared to those employees in the mini-case study sample in

Departments 1A and 2A. These employees with more field-based, customer-facing roles were predominantly engineers working on-site or at customer premises, undertaking heating network performance assessments or, carrying out maintenance activities or upgrade work on customer heating units or commercial, design, construction activities on new developments. As a result of Departments 1B and 1Cs field-based employees having their work activities scheduled for them, they would be presented with fewer gaps through unaccounted-for time compared to office-based employees who would subsequently have greater opportunity to dedicate time to towards the completion of this study's survey. Furthermore, employees from departments 1B and 2C would have reduced access to office amenities (compared to office workers from Department 1A and 2A) during their daily routines further limiting the ease to access and complete surveys. Additionally, employees from Departments 1B and 1C would have on-call responsibilities (unlike office-based employees from the mini-case study sample) which would leave them susceptible to responding to unplanned, unscheduled emergency work situations further reducing their spare time available to complete surveys in support of this study. Where employees in teams from Department 1B and 1C had returned surveys, these were recognised as including employees with more desk-based day-to-day duties, for example, managers and coordinators of engineering activities, which underlined the expectation that field-based, out-of-office workers participated less for the reasons provided.

The most significant non-participation from the mini-case study's office-based employees was from Department 3A's employees, as a result of their removal from the research due to an organisational restructure prior to the study's data-gathering phase, accounting for 20% of the sixty-nine non-participants. The remaining 15% of the sixty-nine non-participants were from mini-case study team employees split across Department 2A's team S (accounting for 6%) and from Department 1A sub-team AG, team EP and team ER (accounting for 9%). To drive up initial awareness and reminder interest to participate in the research, the researcher presented at two department (1A and 2A) town hall meetings, which occurred monthly. The non-participation resulting following such efforts may have reflected employees who had missed such townhall events due to holidays or prior work commitments, or those who were present and who felt uncomfortable with disclosing their views with survey questions seeking employee views on their manager's performance and concerns over manager reprisal. Although the researcher had clarified measures which would be taken to maintain their anonymity and the confidentiality of the data (as described

in Chapter 3.0), those non-participants may have remained sufficiently concerned over the potential reprisals as a result of their disclosures, and subsequently preferred to opt out of voluntary research. A small proportion of non-participating employees described a keenness to participate in the research but relayed to the researcher that they struggled to submit their surveys before the deadline due to their existing work commitments taking priority.

#### 4.1.1.1 Employee Characteristics

Table 4-1 next summarises the characteristics of the employees who completed the administered surveys in both the mini-case study and those outside. These characteristics are recognised as they were found by EE studies as effecting employee engagement but with mixed results (see Literature Review Chapter 2.0).

Characteristic type	Outside Mini-case Study	Mini-Case Study
<b>Gender</b>	<b>82% male</b> 18% female	<b>67% male</b> 33% female
<b>Ages (years)</b>	>=55: 12% 55>46: 29% <b>45&gt;36: 39%</b> 35>26: 19% 25>x: 2%	>=55: 22% <b>55&gt;46: 28%</b> 45>36: 22% 35>26: 24% 25>x: 4%
<b>Tenure with the department (years)</b>	>= 14 7% 14 > 9 9% <b>9 &gt; 5 39%</b> <b>5 &gt; 1 37%</b> 1 > x 8%	>= 14 15% 14 > 9 11% 9 > 5 11% <b>5 &gt; 1 54%</b> 1 > x 9%
<b>Department, Team, Sub-Team</b>	1B, H: 15% (9/15) 1B, CC: 10% (6/10) 1B, P: 0% (0/15) 1B, C: 0% (0/3) 1B, OM: 19% (11/20)  1C, P1: 0% (0/5) 1C, P2: 12% (7/7) <b>1C, P3: 36% (21/22)</b> 1C, D: 8%(5/7)	1A, CG, SSOW:7% (3/46) 1A, CG, TSE: 9% (4/46) 1A, CG, AG: 11% (5/46) <b>1A, EP: 20% (9/46)</b> 1A, ER: 13% (6/46) 1A, ES: 4% (2/46) 1A, OI, BI: 7% (3/46) 1A, OI, OS:13% (6/46)  2A, S: 4% (2/46) 2A, E: 13% (6/46)

**Table 4-1** – Characteristics of the Study’s Participants (Survey Data).

Using Table 4-1 the employees in both samples (outside the mini-case study and inside the mini-case study) can be seen as predominantly male, with greater variance in the overriding ages and tenure with the department in the two samples identifiable by the emboldened text (the complete employee characteristics are available in Appendix 4 and Appendix 5).

#### **4.1.2 Interview Participants**

Interviewees were invited to participate in the study in line with the process described earlier in the Interview section in Chapter 3.0. Aligned to the non-random convenience sampling design, fourteen were included in the interview sample. Table 4-2 confirms that the study achieved representation of each gender, age group, team/sub-team in the mini-case study and tenure group (with the department) with the exception of attracting participation of employees with less than one year at the department tenure group. Although efforts had been made to include employees with this tenure status, the study's timeline to complete interviews and the prospective participants availability did not coincide sufficiently to allow this to happen.

By achieving the spread of demographics shown in Table 4-2, this study was able to investigate the influence of employee individual factors (traits) described by the EE and with some overlap in the OC literature as affecting both employee engagement and employee change readiness respectively. The views of both change recipients (14) and sponsors (x2) were captured through the study, with change recipients including operational staff or managers who would be expected to align to then sustain their adoption of the change initiatives aims, but who would not have taken the decision to implement the change. Change sponsors included the head of the department, and its leadership (senior management) who would have taken the decision to initiate the change, and also be expected to align to and sustain their adoption of the change.

By including both change sponsors and recipients, this study allowed for a more nuanced examination of how change sponsors, alongside those of change recipients perceived and responded to the same change initiative. This inclusive methodology sought to address a limitation often observed in existing EE literature, which tended to predominantly highlight the view of change advocates (sponsors and agents) while overlooking the experiences and perspectives of change recipients. By exploring the views from both groups, the research would contribute to a more balanced and comprehensive understanding of employee engagement dynamics during organisational change. Furthermore, by considering the viewpoints of both change sponsors and recipients, the study aimed to identify potential areas of alignment or divergence in their perceptions of change initiatives. This comparative analysis would support uncover valuable insights into the factors that influenced employee engagement and receptivity to change, thereby informing more effective change management strategies.

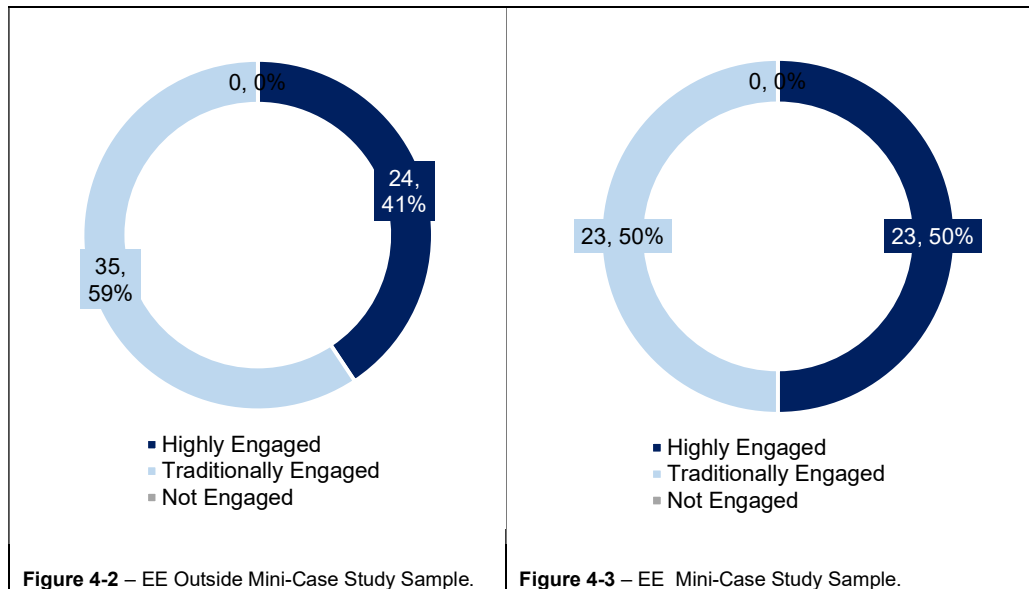
Dept.	Team	Sub-team	Employee ID	Gender	Department Tenure / Yrs.	Age / Yrs.	Role (See note 1)
1A	CG	AG	12402	Male	x >= 14	46 to 55	R
1A	CG	TSE	31012	Male	5 >x>= 1	55+	R
1A	CG	SSoW	151123	Male	x >= 14	46 to 55	R
			82803	Female	5 >x>= 1	26 to 35	R
1A	EP	-	121003	Male	5 >x>= 1	26 to 35	R
1A	ER	-	182202	Male	5 >x>= 1	55+	R
1A	ES	-	31002	Male	5 >x>= 1	46 to 55	S, R
1A	OI	BI	61403	Male	5 >x>= 1	26 to 35	R
			21402	Male	5 >x>= 1	36 to 45	R
			121001	Male	9 >x>= 5	36 to 45	S, R
1A	OI	OS	72003	Male	5 >x>= 1	46 to 55	R
			12412	Female	5 >x>= 1	55+	R
2A	E	-	211003	Female	5 >x>= 1	26 to 35	R
2A	S	-	222123	Female	14 >x>= 9	36 to 45	R

**Table 4-2** – Employees Included in the Interview Sample (Mini-Case Study).

Note 1: R – Change Recipient, S – Change Sponsor.

## 4.2 RO1: Influence of Organisational Factors and Individual Factors on EE

This section provides an in-depth analysis of the survey results employed to fulfil Research Objective 1, which aimed to understand the influence of organisational factors and an employee's individual factors on employee engagement (EE) within the UK energy sector. The analysis of employee survey data was undertaken as detailed in Chapter 3, Section 3.3.4.2. The employee engagement levels of the 105 participants determined through survey analysis are shown in Figure 4-2 for employees outside the mini-case study, while Figure 4-3 depicts the engagement levels of those within the mini-case study.



From Figure 4-2 and Figure 4-3, the employees at the case study organisation were found to be either highly engaged or traditionally engaged. With this finding, the case study organisation E.ON UK was portrayed as deploying organisational factors effectively whereby none of the employees fell in the lower engagement category of not being engaged. The implication of this to the case study organisation is that there would be an expectation for employees in the mini-case study sample to provide additional discretionary effort towards organisational activities.

#### 4.2.1 Organisational Factors Affecting Employee Engagement

Aligned with the first part of Research Question 1, which aimed to understand what organisational factors (OFs) shaped employee engagement levels among employees in the UK energy sector, this section presents an in-depth analysis of OFs deemed significant for Highly Engaged (HE) and Traditionally Engaged (TE) employees. The findings are derived from the survey data collected during the study. The survey was designed to capture employee perspectives on organisational factors (OF) that contribute to engagement conditions, guided by the foundational work of Kahn (1990) and the contemporary framework developed by Towers Watson (2012). These frameworks informed the study's classification of engagement levels, distinguishing between HE, TE, and Not Engaged (NE) employees. HE employees were differentiated from TE employees based on their perceived enablement and energy within the organisation. Towers Watson (2012) emphasised that these attributes not only distinguish HE employees but also underpin their ability to sustain heightened

engagement over time, unlike TE employees, whose engagement levels may be less resilient.

#### 4.2.1.1 Energy

From the literature review in Chapter 2, energy emerged as one of the two critical engagement elements required to elevate a "Traditionally Engaged" (TE) employee to a "Highly Engaged" (HE) employee. Tower Watson (2012) defined energy as an employee's ability to sustain their effort at work, maintain enthusiasm, experience accomplishment, and thrive in a supportive social environment. This definition aligns with Kahn's (1990) psychological conditions for engagement, particularly the concept of Safety, which involves a collaborative, accepting environment where employees feel valued. The survey statements shown in Table 4-3 show the proportion of HE and TE employees who responded to the survey statements to indicate themselves as Energised at the case study organisation, assessed in line with the process described in the Research Methodology and Design Chapter 3.0, Section 3.3.4.1, Table 3-4. From this, key organisational factors differentiating energy levels between HE and TE employees was identified and will be discussed next.

Survey statement	Proportion of Energised employees based on responses to the shown survey statement		
	HE	TE	Difference
1g My work is valued	97% (56/58)	94% (44/47)	3%
1j I exert more effort than I might in a similar role elsewhere	67% (39/58)	38% (18/47)	29%
1k No one here really knows what I do	83% (48/58)	83% (39/47)	0%
2f Collaboration is actively encouraged in my Dept	93% (54/58)	74% (35/47)	19%
2g My views are valued and appreciated	98% (57/58)	79% (37/47)	19%
3a I receive the appropriate recognition when I do good work	95% (55/58)	79% (37/47)	16%
3c I feel a sense of satisfaction with the work that I do	79% (46/58)	49% (23/47)	30%
3i I do not think we celebrate our successes as a dept enough	12% (7/58)	9% (4/47)	4%
3m I feel energised when I'm at work	78% (45/58)	77% (36/47)	1%

**Table 4-3** – EE Survey Statements to Assess Energy and How HE and TE Employees Responded.

Using Figure 4-3 the greatest difference between HE and TE employees was observed in their responses to statement 3c, "I feel a sense of satisfaction with the work that I do," where a 30% difference was noted. This underscores the critical importance of job satisfaction in differentiating HE employees from their TE counterparts. Significant differences were also observed for statements 2f ("Collaboration is actively encouraged in my department") and 2g ("My views are valued and appreciated"), both with a 19% gap between HE and TE groups. These findings suggest that a collaborative environment where employees feel valued plays a substantial role in fostering energy. The results validate and expand on the conceptual framework introduced in Chapter 2 (Figure 2-4), particularly in highlighting the overlap between Safety (Kahn, 1990) and Energy (Towers Watson, 2012). Employees who perceive their work as collaborative (statement 2f) and feel that their views are valued (statement 2g) are more likely to experience psychological safety, which directly contributes to elevated energy levels. The significant difference observed in statement 3c ("I feel a sense of satisfaction with the work that I do") reinforces the importance of job satisfaction in driving energy. These insights suggest that organisations aiming to enhance employee engagement should prioritise initiatives that foster collaboration, recognise employee contributions, and cultivate a sense of accomplishment.

#### **4.2.1.2 Enablement**

Enablement is a critical component of employee engagement, encompassing the resources, tools, and support employees need to perform their roles effectively. Towers Watson (2012) emphasised that employees who are traditionally engaged, enabled and with energy elevate to being HE whereby they can sustain their heightened discretionary effort offered to the organisation. The survey statements shown in Table 4-4, show the proportion of HE and TE employees at the case study organisation who responded to the survey statements to indicate themselves as enabled, (assessed in line with the process described in the Research Methodology and Design Chapter 3.0, Section 3.3.4.1, Table 3-5).

Survey statement	Proportion of employees Enabled based on responses to the shown survey statement		
	HE	TE	Difference
1b I think normal working conditions at this org are good	81% (47/58)	81% (38/47)	0%
1h My professional development is well supported	74% (43/58)	60% (28/47)	15%
1i My manager shows a genuine interest in my career aspirations	60% (35/58)	43% (20/47)	18%
2b I know what I need to do to be successful in my role	95% (55/58)	100% (47/47)	-5%
2h I have access to the things needed to do my job well	90% (52/58)	77% (36/47)	13%
2i Most systems and processes support us effectively work	79% (46/58)	68% (32/47)	11%
2j I do not have access to all I need to do my job effectively	50% (29/58)	23% (11/47)	27%
2l I think we duplicate too much effort in this Dept	28% (16/58)	21% (10/47)	6%
3b This is a great dept for me to contribute to my development	88% (51/58)	72% (34/47)	16%
3d I think that our ways of working are simple and effective	48% (28/58)	55% (26/47)	-7%

**Table 4-4** – EE Survey Statements to Assess Enablement and How HE and TE Employees Responded.

Highly Engaged (HE) employees reported significantly higher enablement through access to necessary resources and effective systems compared to Traditionally Engaged (TE) employees. For example, 90% of HE employees agreed with statement 2h ("I have access to the things needed to do my job well"), compared to 77% of TE employees, indicating a 13% difference. Similarly, 79% of HE employees agreed that "Most systems and processes support us effectively work" (statement 2i), compared to 68% of TE employees. This highlights a clear distinction in perceived enablement between these groups. However, a notable divergence was observed in responses to statement 2j ("I do not have access to all I need to do my job effectively"), where 50% of HE respondents indicated limitations. This paradox may reflect the adaptive behaviours of HE employees, who appear to acknowledge resource limitations, but compensate for such resource gaps through their higher energy levels and job significantly greater support for their professional development and managerial support compared to TE employees. Seventy-four percent of HE employees agreed with statement 1h ("My professional development is well supported"), in contrast to 60% of TE employees. Additionally, managerial support showed a notable difference, with 60% of HE employees agreeing with statement 1i ("My manager shows a genuine interest in my career aspirations") compared to 43% of TE employees, reflecting an 18% disparity. Departmental enablement further distinguished HE employees from TE employees. For statement 3b ("This is a great department for me

to contribute to my development"), 88% of HE employees expressed agreement, compared to 72% of TE employees - a difference of 16%. This indicates that HE employees perceive their departmental environment as more conducive to personal and professional growth.

The findings suggest that access to resources and professional development opportunities are key differentiators of enablement between HE and TE employees. The greater enablement reported by HE employees may be attributed to their higher levels of energy and satisfaction (as discussed in Section 4.2.1.1), which enable them to mitigate the impact of organisational shortcomings, such as resource constraints or ineffective processes (where effort is duplicated for a similar outcome, survey statement 2l). In contrast, TE employees appear less equipped to overcome similar challenges, potentially due to their lower levels of energy and satisfaction. For instance, while TE employees acknowledged their understanding of role success criteria (statement 2b), they rated other elements of enablement, such as system effectiveness (statement 2i) and managerial support (statement 1i), less favourably.

The findings reinforce the conceptual framework presented in Chapter 2 (Figure 2-4), where enablement is a fundamental pillar of engagement. The overlap between enablement and Kahn's (1990) psychological conditions of Availability - having the physical, emotional, and psychological resources to perform effectively - is evident in the differences between HE and TE employees. The data also suggest that managerial support (statements 1h and 1i) plays a pivotal role in fostering enablement, aligning with Towers Watson's (2012) emphasis on leadership and resource provision as enablers of sustainable engagement.

#### **4.2.1.3 Highly and Traditionally Engaged Employees**

Employee engagement, as explored in this study, is differentiated by the Highly Engaged (HE) employees, who demonstrate sustained levels engagement, and the Traditionally Engaged (TE) employees, whose engagement is more susceptible to lapse over time. Using the survey results presented in Table 4-5, this section examines the differences between these two groups, focusing on their levels of organisational commitment, discretionary effort, and perceived importance of their contributions.

Analysing Organisational Commitment, Survey statements 1c, 1d, and 1f in Table 4-5 reveal key differences between HE and TE employees in terms of their commitment

to the organisation and department. Statement 1c ("I rarely think about looking for a job at another department") highlights a 26% difference between HE (88%) and TE (62%) employees. This indicates that HE employees are significantly less likely to consider leaving their current department. Statement 1d ("I see myself still working in the department in two years' time") shows an even larger gap of 40%, with HE employees (72%) expressing far greater long-term alignment compared to TE employees (32%). Statement 1f ("I feel positive about my future at this organisation") underscores the optimistic outlook of HE employees (84%) compared to TE employees (60%), a 25% difference. These findings support Cheche's (2019) assertion that sustained engagement is driven by an employee's internalisation of departmental culture and values. HE employees' higher levels of commitment reflect their alignment with organisational objectives and a belief in the department's ability to support their professional aspirations.

Analysing discretionary effort and workload perceptions an unexpected result emerged from Statement 3g ("I will often work extended hours when needed to make sure we get the work done on time"), where TE employees (96%) were 30% more likely than HE employees (66%) to agree. Similarly, Statement 3h ("I am often asked to work overtime to complete work") shows a 13% gap in agreement between TE (79%) and HE (66%) employees. While HE employees are typically associated with offering higher levels of their discretionary effort, these findings suggest that TE employees also do, potentially overextending themselves due to a stronger perception of the importance of their contributions. This is reflected in their higher agreement with: Statement 3j ("My day-to-day efforts are important to the future success of this department"), where TE employees (98%) reported higher agreement than HE employees (83%) and Statement 3k ("My day-to-day efforts are critical to the future success of this department"), with 89% of TE employees agreeing compared to 78% of HE employees. This overextension among TE employees could explain why their engagement overtime becomes less sustainable as suggested by Towers Watson (2012). Additionally, these survey findings present TEs with a higher risk of burnout or developing a lack of alignment with organisational support structures compared to HE employees.

Analysing survey statement linked to employee alignment with organisational communication and values, (Statements 1m, 2a, and 3l) revealed nuanced differences. Statement 1m ("I believe in our department's objectives") showed a slightly higher agreement among TE employees (83%) compared to HE employees (72%), a difference of -11%. Similarly, Statement 3l ("I feel connected to the

organisation and willing to put in extra effort so that the organisation is successful") showed 74% agreement among TE employees versus 50% among HE employees, a -24% gap. These results suggest that while HE employees demonstrate stronger organisational commitment overall, TE employees may perceive themselves as more connected to immediate departmental goals. This could indicate that TE employees are more transactional in their engagement, prioritising short-term outcomes over sustained alignment.

Survey statement	Proportion of employees Enabled based on responses to the shown survey statement		
	HE	TE	Difference
1a. I am proud to work and represent this department.	81% (47/58)	74% (35/47)	7%
1c. I rarely think about looking for a job at another department.	88% (51/58)	62% (29/47)	26%
1d. I see myself still working in the department in two years' time.	72% (42/58)	32% (15/47)	40%
1f. I feel positive about my future at this organisation.	84% (49/58)	60% (28/47)	25%
1m. I believe in our department's objectives.	72% (42/58)	83% (39/47)	-11%
1n. Every year I think we're performing better.	53% (31/58)	53% (25/47)	0%
2a. My department keeps its people informed about what is happening.	81% (47/58)	85% (40/47)	-4%
2c. I feel my department could be better at keeping people informed about what is happening.	34% (20/58)	30% (14/47)	5%
2d. I don't need any more communication to help me be successful in my role.	22% (13/58)	30% (14/47)	-7%
3g. I will often work extended hours when needed to make sure we get the work done on time.	66% (38/58)	96% (45/47)	-30%
3h. I am often asked to work overtime to complete work.	66% (38/58)	79% (37/47)	-13%
3j. My day-to-day efforts are important to the future success of this department.	83% (48/58)	98% (46/47)	-15%
3k. My day-to-day efforts are critical to the future success of this department.	78% (45/58)	89% (42/47)	-12%
3l. I feel connected to the organisation and willing to put in extra effort so that the organisation is successful.	50% (29/58)	74% (35/47)	-24%

**Table 4-5** – EE Survey Statements to Assess an Employee's Base-Level Employee Engagement.

## **4.2.2 Individual Factors affecting EE**

This section presents the findings addressing the second part of Research Objective 1: To understand the influence of organisational factors and an employee's individual factors on employee engagement (EE) within the UK energy sector. An analysis of the survey data from employees within and outside the mini-case study is provided, with an exploration into how individual factors such as department, team, sub-team, gender, tenure, and age influence employee engagement (EE), with a particular focus on Highly Engaged (HE) employees Table 4-6 and Table 4-7 respectfully). These insights provide a nuanced understanding of how specific characteristics affect engagement levels, contributing to the broader debate on EE determinants. This section will build on prior EE works which have examined the impact of individual discussed earlier in Section 2.2.4. Notably this study will contribute with an in-depth analysis within a case study in the UK energy EE sector an organisational context which remains underexplored in the reviewed literature (see Chapter 2).

### **4.2.2.1 Team Influence on EE**

Using Table 4-6 and Table 4-7, the departmental and team characteristics significantly influenced the proportion of Highly Engaged (HE) employees, aligning with the literature emphasising the impact of job roles and team environments on EE (Rigg, 2014; Blessing White, 2011). Within the mini-case study sample, certain teams demonstrated exceptional engagement levels, such as OI-BI, which achieved a 100% of its team members being HE. This aligns with findings by Blessing White (2011) that roles directly tied to operational improvement and strategic contributions tend to foster higher engagement. Teams OI-OS and CG-SSOW also exhibited high HE employee proportions (67%), reflecting the engagement-enhancing potential of roles centred on professional development and safety compliance respectfully. These roles provide opportunities for meaningful contributions and recognition, as highlighted by Schaufeli and Bakker (2004) and Kahn (1990). Conversely, teams like EP, which involve repetitive engineering tasks, reported a much lower HE employee proportion (11%). This supports Rigg's (2014) observation that routine or isolated roles are less engaging due to limited opportunities for dynamic contributions or direct recognition.

Outside the mini-case study (Table 4-7) departments 1B and 1C demonstrated varied HE proportions. For instance, 1B-CC reported an 83% HE employee proportion, closely followed by 1B-H at 78%. These teams' dynamic environments, such as monitoring heat networks and managing energy systems, created tangible value and

immediate feedback mechanisms, reinforcing the findings of Blessing White (2011). In contrast, lower HE proportions in teams like 1C-P3 (52%) and 1C-P2 (43%) highlighted challenges in sustaining engagement within less interactive or more isolated work settings.

#### **4.2.2.2 Gender Influence on EE**

The gendered dynamics of engagement were evident in both the mini-case study and broader sample Table 4-6 and Table 4-7 respectively). Within the mini-case study, male employees represented 68% (15/22) of HE employees, while females constituted 32% (7/22). This trend was even more pronounced outside the mini-case study, with males comprising 89% (32/36) of HE employees and females only 11% (4/36). These findings align with the literature's mixed perspectives on gender and EE. While Khodakerami and Dirani (2020) and Mauno et al. (2007) suggest that women may exhibit higher engagement due to interpersonal and empathetic workstyles, the current results reflect the contextual and role-specific nature of engagement. Male employees in engineering or technical roles more prevalent in the current study likely experienced higher alignment with organisational objectives, fostering greater engagement (Blessing White, 2011). In contrast, female employees demonstrated high engagement in collaborative or developmental roles, echoing findings by Pitt-Catsouphes and Mats-Costa (2008). These variations underscore Yildirim's (2008) argument that gender differences in engagement often depend on organisational setting and role expectations.

#### **4.2.2.3 Tenure Influence on EE**

Tenure emerged as a critical factor influencing EE. In the mini-case study, 50% of HE employees had tenure between 1 to 5 years, while 27% had tenure between 5 to 9 years (Table 4-6). Notably, no HE employees reported tenure below 1 year or exceeding 14 years. Outside the mini-case study, similar trends were observed, with 56% of HE employees having tenure between 5 to 9 years and only 8% reporting tenure below 1 year (Table 4-7). These findings align with research suggesting that moderate tenure enhances engagement due to acclimatisation and alignment with organisational values (Jaupi, 2015; Cheche, 2019). However, the absence of HE employees with tenure exceeding 14 years reflects concerns raised by Truss et al. (2006) regarding potential disengagement among long-tenured employees, attributed

to career plateauing or reduced novelty in their roles. This cyclical engagement pattern, identified by Seng et al. (2009), highlights the importance of tailored strategies to maintain engagement across different tenure stages.

#### **4.2.2.4 Age Influence on EE**

Age also played a significant role in shaping engagement levels. Within the mini-case study, the largest proportion of HE employees were aged 36 to 45 years (32%), followed by those aged 46 to 55 years (27%) (Table 4-6). This trend was consistent outside the mini-case study, with 55% of HE employees aged 36 to 45 years and 20% aged 46 to 55 years (Table 4-7). Mid-career employees' higher engagement aligns with findings by Pitt-Catsouphes and Mats-Costa (2008) and James et al. (2012), who attribute this to accumulated professional experience, emotional investment, and alignment with organisational goals. Younger employees (<35 years) demonstrated moderate engagement, likely reflecting enthusiasm and career aspirations (Rigg, 2014). However, older employees (55+ years) were underrepresented among HE employees, highlighting potential disengagement as they approach retirement. This aligns with Damman et al.'s (2011) findings on preretirement disengagement and the need for organisations to address age-related engagement challenges.

Department; Team; Sub- team	Returned surveys	Proportion of team's HE employees												
		HE	Gender		Tenure/ years					Age/ years				
			Male	Female	x<1	5>x>=1	9>x>=5	14>x>=9	14>x	<25	26-35	36-45	46-55	55+
<b>1A; OI; BI</b>	3/3	100% (3/3)	100% (3/3)	0% (0/3)	0% (0/3)	67% (2/3)	33% (1/3)	0% (0/3)	0% (0/3)	0% (0/3)	33% (1/3)	67% (2/3)	0% (0/3)	0% (0/3)
<b>1A; OI; OS</b>	6/6	67% (4/6)	75% (3/4)	25% (1/4)	0% (0/4)	100% (4/4)	0% (0/4)	0% (0/4)	0% (0/4)	0% (0/4)	0% (0/4)	0% (0/4)	25% (1/4)	75% (3/4)
<b>1A; CG; AG</b>	5/6	60% (3/5)	67% (2/3)	33% (1/3)	0% (0/3)	33% (1/3)	33% (1/3)	0% (0/3)	33% (1/3)	0% (0/3)	0% (0/3)	33% (1/3)	33% (1/3)	33% (1/3)
<b>1A; CG; SSOW</b>	3/3	67% (2/3)	100% (2/2)	0% (0/2)	0% (0/2)	0% (0/2)	0% (0/2)	0% (0/2)	100% (2/2)	0% (0/2)	0% (0/2)	0% (0/2)	100% (2/2)	0% (0/2)
<b>1A; CG; TSE</b>	4/4	25% (1/4)	100% (1/1)	0% (0/1)	0% (0/1)	0% (0/1)	0% (0/1)	0% (0/1)	100% (1/1)	0% (0/1)	0% (0/1)	0% (0/1)	0% (0/1)	100% (1/1)
<b>1A; EP</b>	9/12	11% (1/9)	100% (1/1)	0% (0/1)	0% (0/1)	0% (0/1)	100% (1/1)	0% (0/1)	0% (0/1)	0% (0/1)	0% (0/1)	0% (0/1)	100% (1/1)	0% (0/1)
<b>1A; ER</b>	6/8	33% (2/6)	50% (1/2)	50% (1/2)	50% (1/2)	50% (1/2)	0% (0/2)	0% (0/2)	0% (0/2)	50% (1/2)	50% (1/2)	0% (0/2)	0% (0/2)	0% (0/2)
<b>1A; ES</b>	2/2	50% (1/2)	100% (1/1)	0% (0/1)	100% (1/1)	0% (0/1)	0% (0/1)	0% (0/1)	0% (0/1)	0% (0/1)	100% (1/1)	0% (0/1)	0% (0/1)	0% (0/1)
<b>2A; E</b>	6/7	83% (5/6)	20% (1/5)	80% (4/5)	20% (1/5)	60% (3/5)	20% (1/5)	0% (0/5)	0% (0/5)	0% (0/5)	80% (4/5)	0% (0/5)	20% (1/5)	0% (0/5)
<b>2A; S</b>	2/5	0% (0/2)	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*
<b>3A; S</b>	0/3	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*
<b>3A; DD</b>	0/6	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*
<b>3A; DD</b>	0/5	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*
<b>TOTAL</b>	<b>46/70</b>	<b>22/46</b>	<b>15/22</b>	<b>7/22</b>	<b>3/22</b>	<b>11/22</b>	<b>4/22</b>	<b>0/22</b>	<b>4/22</b>	<b>1/22</b>	<b>7/22</b>	<b>3/22</b>	<b>6/22</b>	<b>5/22</b>

Table 4-6 – Individual Factors of HE Employees from the Mini-Case Study Sample (Employees who would Receive the RMT Change Initiative).

n/a\* - The returned surveys presented no employees as HE or no surveys were returned the employee.  
See Appendix 14 Part 1 for additional details such as employee IDs and specific individual factors.

Department; Team; Sub-team	Returned surveys	Proportion of team's HE employees												
		HE	Gender		Tenure / years					Age / years				
			Male	Female	x<1	5>x>=1	9>x>=5	14>x>=9	14>x	<25	26-35	36-45	46-55	55+
<b>1B-CC</b>	6/10	83% (5/6)	60% (3/5)	40% (2/5)	40% (2/5)	20% (1/5)	40% (2/5)	0% (0/5)	0% (0/5)	0% (0/5)	0% (0/5)	40% (2/5)	40% (2/5)	20% (1/5)
<b>1B-H</b>	9/15	78% (7/9)	100% (7/7)	0% (0/7)	0% (0/7)	72% (5/7)	28% (2/7)	0% (0/7)	0% (0/7)	0% (0/7)	57% (4/7)	43% (3/7)	0% (0/7)	0% (0/7)
<b>1B-OM</b>	11/20	55% (6/11)	100% (6/6)	0% (0/6)	0% (0/6)	17% (1/6)	50% (3/6)	33% (2/6)	0% (0/6)	0% (0/6)	17% (1/6)	50% (3/6)	33% (2/6)	0% (0/6)
<b>1B-C</b>	0/3	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*
<b>1B-P</b>	0/15	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*
<b>1C-D</b>	5/7	80% (4/5)	100% (4/4)	0% (0/4)	0% (0/4)	0% (0/4)	100% (4/4)	0% (0/4)	0% (0/4)	0% (0/4)	0% (0/4)	100% (4/4)	0% (0/4)	0% (0/4)
<b>1C-P1</b>	0/5	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*
<b>1C-P2</b>	7/7	43% (3/7)	100% (3/3)	0% (0/3)	0% (0/3)	0% (0/3)	67% (2/3)	33% (1/3)	0% (0/3)	0% (0/3)	0% (0/3)	67% (2/3)	33% (1/3)	0% (0/3)
<b>1C-P3</b>	21/22	52% (11/21)	91% (9/11)	9% (2/11)	9% (1/11)	27% (3/11)	64% (7/11)	0% (0/11)	0% (0/11)	0% (0/11)	27% (3/11)	55% (6/11)	18% (2/11)	0% (0/11)
<b>TOTAL</b>	<b>59/104</b>	<b>36/59</b>	<b>32/36</b>	<b>4/36</b>	<b>3/36</b>	<b>10/36</b>	<b>20/36</b>	<b>3/36</b>	<b>0/36</b>	<b>0/36</b>	<b>8/36</b>	<b>20/36</b>	<b>7/36</b>	<b>1/36</b>

**Table 4-7** – Individual Factors of HE Employees Outside the Mini-Case Study Sample.

n/a\* - The returned surveys presented no employees as HE or no surveys were returned the employee.  
See Appendix 14 part 2 for additional details such as employee IDs and specific individual factors.

### **4.2.3 Summary of Key Findings RO1 Employee Engagement**

Using this section's findings, employees in the case study organisation are identifiable as being no less than traditionally engaged through the survey assessment used by this study. Highly engaged employees in the case study are distinguishable from engaged employees primarily based on a sense of being energised when at work (Energy statement 3m) when the organisation motivates them to go beyond what a similar role elsewhere may do (Energy statement 1j) when their professional development's supported (Enablement statement 1h) when their manager shows genuine interest in their career aspirations (Enablement statement 1i) when the department is great for them to develop (statement 3b), when they feel that every year performance is better at the organisation (statement 1n) and when collaboration is actively encouraged in their department (statement 2f).

The findings underscore the substantial influence of individual factors - department, team, gender, tenure, and age on EE, consistent with the EE literature's focus on demographic and contextual influences (Bakkar and Albrecht, 2018). Dynamic teams with clear value propositions fostered higher engagement, while repetitive roles faced engagement challenges. Gendered engagement patterns reflected role-specific dynamics, with males in technical roles reporting higher engagement. Moderate-tenure employees and mid-career age groups were more engaged, emphasising the importance of addressing disengagement risks at the extremes of tenure and age. These insights reinforce the need for organisations to adopt tailored engagement strategies, leveraging the interplay of organisational and individual factors to optimise EE. By aligning initiatives with employee attributes and organisational goals, organisations can foster sustainable engagement, contributing to improved performance and readiness for organisational change.

### 4.3 RO2: CR and EE Connection and Individual Factor Influence on CR

This section addresses Research Question 2 (RQ2): to identify factors that influence an employee's change readiness (CR), including the impact of individual factors, and understand how comparable an employee's CR with their employee engagement. In this section, the study's findings: survey responses and interview insights will be reviewed and integrated with key themes that emerged from the data collection highlighted.

#### 4.3.1 Influence of OF on CR - Survey Results

Figure 4-4 below provides a summary of the case study's survey results, which included employees from inside and outside the mini-case study. The results reveal that the majority of employees were change ready (78% open to change). Appendix 15 provides further information, and how the survey responses were evaluated.

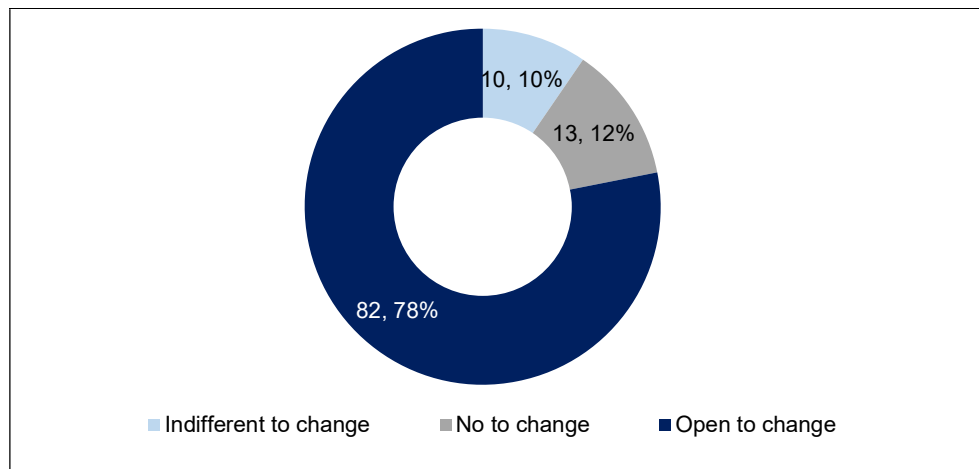
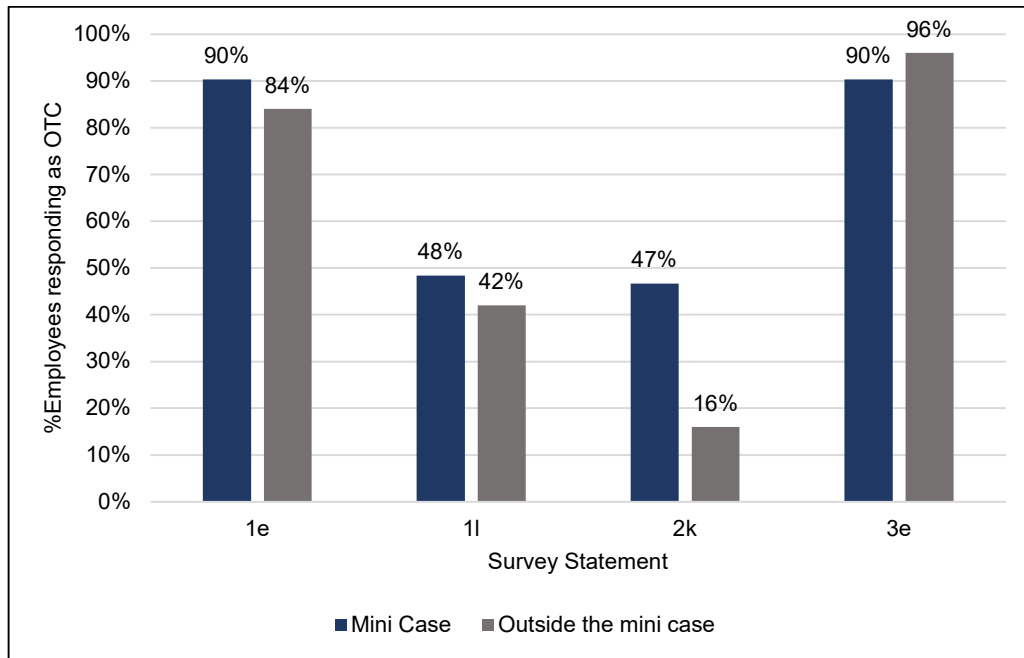


Figure 4-4 – Employee Change Readiness - Case Study.

Figure 4-5 next summarises employee responses from the mini-case study and outside the mini case study sample. Note: as well as expressing their openness to change (OTC), employees also had the option to select "neither agree nor disagree" or to refrain from providing a response when completing the surveys (complete survey results are available in Appendix 15).



1e: I think we could change things to make the organisation a better place to work.

1l: I'm happy with the way things are and wouldn't want them to change.

2k: I think we could change systems and processes here to support us in getting our work done effectively.

3e: I think that our ways of working need a change.

**Figure 4-5** – Change Readiness (OTC) by Statement: Mini-Case vs Outside-Mini-Case

The following sections will critically examine the survey responses provided by both participants directly involved in the mini-case study and those external to it, in order to identify points of alignment as well as divergence. This comparative analysis aims to surface nuanced variations thereby deepening our understanding of how change is interpreted and enacted across different organisational strata.

**4.3.1.1 Statement 1e (positive change for the organisation)**

Using Figure 4-5, most mini-case study employees (90%) agreed or strongly agreed when asked whether we could change things to make the organisation a better place to work. Nine out of the thirty-one change ready employees (29% OTC) responded with “strongly agree”, demonstrating an intense agreement and high levels of change readiness when linked to organisational improvement. 84% of the employees outside the mini-case study similarly agreed that change should be undertaken to make the organisation a better place to work, although this was with

lower conviction; with only 12% of the sample (6/50 employees) presenting strong agreement with the survey statement (full results available in Appendix 15 part 1). Possible reasons for the slightly lower levels of employee change readiness in the sample outside the mini-case study may be attributable to an employee's role and so their exposure to change initiatives. For example, employees in the mini-case study would be involved in the RMT change initiative roll-out (as introduced earlier in Section 3.3.2.1). This involvement may have heightened their awareness of organisational issues and the potential benefits of change (as explained through communications linked to the RMT change), contributing to higher agreement with Statement 1e (positive change for the organisation). In contrast, employees outside the mini-case study, while still supportive of change, may have perceived fewer direct benefits or experienced less impact from change initiatives, resulting in slightly lower levels of strong agreement.

The disparity in strong agreement between mini-case study employees (29%) and employees outside the study (12%) reflects Rafferty et al. (2013) and Vakola (2014), who found that involvement in and perceived benefits of change initiatives are critical to fostering strong readiness to change. The higher levels of change readiness within the mini-case study group aligns with Bouckenooghe (2012), who highlights the role of proximity to change processes in shaping positive attitudes. Employees outside the mini-case study may lack the same exposure, diminishing their conviction. The broader agreement among both groups (90% in the mini-case study and 84% outside) supports Oreg and Berson (2011), indicating a general recognition of the organisational need for improvement, despite varying levels of direct change readiness.

#### **4.3.1.2 Statement 1f (contentment with status quo)**

Using Figure 4-5, only 48% of the mini-case study employees when asked whether they were happy with the way things are (and would not want them to change) disagreed. Although only 48% OTC, this response made the majority of the sample population identifiable as change ready. Employees outside the mini-case study similarly presented themselves as mostly change ready, with the majority: 42% OTC by also disagreeing with the statement. On review, for both samples the proportion of change ready employees was notably lower compared to their responses to Statement 1e. A comparative analysis of the findings for both samples in relation to Statements 1e ("We could change things to make this organisation a better place to

work") and 1l ("I'm happy with the way things are and would not want them to change") offers potential explanations for this disparity. Statement 1e presents change in a positive, outcome-focused context, encouraging employees to envision its potential benefits. In contrast, Statement 1l emphasises individual satisfaction with the current state of affairs (Talwar et al., 2023; Oreg et al., 2011). The differing responses to these statements do not necessarily suggest that employees presented as change ready from Statement 1e contradicted themselves in Statement 1l. Instead, the responses to Statement 1l might reflect an appreciation for the existing work environment, which may provide a sense of comfort and security, even for those not wholly opposed to change (Talwar et al., 2023).

For both groups - those in the mini-case study and those outside it - the current environment may be perceived as stable and manageable. Employees may feel that any changes could entail additional effort, disruption, or uncertainty. For those who have become familiar with existing processes and routines, the predictability and comfort of the status quo might outweigh the potential benefits of change. While they may agree in Statement 1e that changes could improve the organisation, they may simultaneously favour the stability of established practices, aiming to avoid the short-term disruptions and learning demands associated with transitions (Khaw et al., 2023; Oreg et al., 2011). This tendency to prefer the status quo is further supported by research on passive resistance, which suggests that individuals are more likely to resist change when they perceive their current environment as comfortable, even if change offers potential benefits (Adriaenssen and Johannessen, 2016). This nuanced perspective is further supported by the 29% of employees in the mini-case study and 52% outside the mini-case study who neither agreed nor disagreed with the statement (or chose not to respond). These mixed responses highlight the complexity of employee attitudes toward organisational change, influenced by the interplay of positive perceptions of potential benefits and a preference for the predictability and stability of the current work environment (Talwar et al., 2023; Oreg et al., 2011).

#### **4.3.1.3 Statement 2k (systems/process improvement)**

Using Figure 4-5, 47% of the mini-case study employees agreed or strongly agreed that changes to systems and processes could support their ability to work more effectively, positioning themselves as change ready. In contrast, only 16% of employees outside the mini-case study expressed the same sentiment, highlighting

a significant divergence in perceptions between the two sample groups when change was framed in the context of process improvements. This discrepancy suggests that employees' attitudes towards process changes are influenced by both their role and the specific organisational context in which they operate (Stouten et al., 2018; Armenakis and Harris, 2009). One potential explanation for this difference lies in the nature of the employees' roles and their associated team structures. Within the mini-case study, employees were predominantly office-based, involved in technical or project-oriented tasks (refer to Table 3-2). This organisational context likely contributed to their higher level of agreement with Statement 2k. These employees are more likely to view process improvements as directly beneficial to their day-to-day workflows, particularly when those processes are central to their professional priorities. Research has shown that employees in knowledge-intensive roles often perceive process optimisation as essential to increasing efficiency and effectiveness in their tasks (Koch and Fortkord, 2024). Process improvements that promise to streamline systems or eliminate inefficiencies are seen as opportunities for professional growth and operational success, fostering stronger support for change initiatives (Harrison et al., 2021).

Conversely, employees outside the mini-case study - largely site-based or involved in operational roles - may perceive process improvements as less relevant or impactful. This group's systems and workflows would typically be more directly connected to end-users or customers and so subject to more continuous, rigorous scrutiny and subsequently incremental, gradual optimisation. This heightened performance pressure could result in fewer perceived inefficiencies, as their work processes would be already tightly aligned with external demands and standards (Harrison et al., 2021). Consequently, the urgency or appetite for change may be reduced, as employees may feel that any adjustments are either unnecessary or could disrupt an already functioning system. Neutral responses from this group may reflect an assessment that their systems are already performing adequately, thus diminishing the perceived need for improvement. This view aligns with the findings of Armenakis and Harris (2009), who argue that employees' perceptions of change are shaped by their daily experiences, particularly when these are tied to external expectations.

The effects of institutional inertia and employee tenure may explain the finding that no more than 47% of mini-case study employees expressed a desire for changes to existing process or systems. Employees who are accustomed to longstanding, sub-optimal processes often develop a preference for the familiarity of existing systems.

This is consistent with contemporary studies on status quo bias, which suggest that individuals tend to favour existing conditions over potential changes, even when these changes might bring about improvement (Li et al., 2016; Polites and Karahanna, 2012). The resistance to change among employees with longer tenure can be understood as a rational decision-making process, where the perceived short-term burden of learning new processes is weighed against the anticipated long-term benefits of improvement (Georgalis et al., 2015). Recent research highlights that organisational inertia is frequently reinforced by employees' attachment to established practices, which can impede the adoption of change (Stouten et al., 2018).

#### **4.3.1.4 Statement 3e (ways of working)**

Using Figure 4-5, a large majority of employees in both groups (in and outside the mini-case study) expressed dissatisfaction with their current ways of working, with 90% of mini-case study employees and 96% of employees outside the mini-case study agreeing that their practices required change. Responses to Statement 3e show a strong alignment with those of Statement 1e, as both reflect an overarching desire for improvement within the organisation. However, the results of Statement 3e diverge from those of Statement 1i, where a significant proportion of employees indicated contentment with the current state of affairs. This disparity underscores the nuanced attitudes of employees who may simultaneously desire process improvements while valuing the predictability and comfort of existing systems. This finding is consistent with studies on status quo bias, which suggest that employees often balance the potential benefits of change with concerns about short-term disruption and the uncertainty associated with adopting new processes (Li et al., 2016; Polites and Karahanna, 2012).

Recent research by Samtlebe et al. (2024) which focussed on organisational inefficiencies and the need for change within complex systems provides further insights into how employees' dissatisfaction with day-to-day practices drives their readiness for change. This study found that employees who encounter structural inefficiencies in their work environments are more likely to advocate for systemic changes, as such inefficiencies directly impact their performance and satisfaction. Similarly, Georgalis et al. (2015) highlight that employees' perceptions of inefficiencies often fuel a stronger demand for change, particularly when organisational processes fail to meet performance expectations.

#### **4.3.1.5 Summary of Key Findings on OF influence on CR - Survey results**

This sections analysis on organisational factors which affects an employee's change readiness highlights three key themes. First, role and exposure to change emerged as significant factors, with employees in the mini-case study due to their involvement with the RMT change initiative exhibiting higher levels of change readiness and conviction, particularly in Statements 1e and 2k. Second, status quo bias was evident in responses to Statements 1l and 3e, reflecting the complexity of employee attitudes as they balance a desire for improvement with a preference for the stability and predictability of existing systems (Li et al., 2016; Polites and Karahanna, 2012). Finally, differences between operational and project roles underscored how organisational contexts influence perceptions of change, with operational employees demonstrating greater sensitivity to inefficiencies in day-to-day workflows. These findings provide a nuanced understanding of the interplay between roles, perceptions, and organisational contexts, setting the stage for the next section, which analyses how individual (employee) factors influence an employee's change readiness.

#### **4.3.2 Influence of IF on Change Readiness - Survey Results**

The second part of Research Question 2 enquires about the impact that individual employee factors (IF) may have on an employee's change readiness (CR). To understand this and why individuals may react differently to the same change message (Hoegl et al., 2024; Armenakis and Harris, 2002; Armenakis et al., 1993), this section will present the study's findings on employee's change readiness against IFs: Age, Gender, Tenure, Team. To mitigate the risk of analytical bias arising from unequal sample sizes across the independent factor (IF) variable groups, namely team, age, gender, and tenure, proportional adjustments for standardisation were applied. This approach ensured that the comparative analysis of results remained statistically valid, allowing for meaningful interpretation of trends and patterns independent of group size discrepancies. This resulted in delivering the propensity of the variable categories which was calculated in line with the process presented in Chapter 3.0, Section 3.3.5.3. Table 4-8 and Table 4-9 show the OTC propensity of both the employees surveyed in the mini case study and outside the mini case study samples according to team, gender, tenure and age band. Both tables have been calculated using data presented in Appendix 8 Part 1 and 2 respectively.

IF Variable	Category	Open To Change (OTC) Propensity
Team	1A; CG; AG	40% (2/5)
	1A; CG; SSOW	n/a*
	1A; CG; TSE	100% (4/4)
	1A; EP	67% (6/9)
	1A; ER	83% (5/6)
	1A; ES	100% (2/2)
	1A; OI; BI	100% (3/3)
	1A; OI; OS	33% (2/6)
	2A; E	83% (5/6)
	2A; S	100% (2/2)
	3A; S	n/a*
	3A; DD	n/a*
	3A; DD	n/a*
Gender	Male	68% (21/31)
	Female	67% (10/15)
Tenure / years	x<1	75% (3/4)
	5>x>=1	68% (17/25)
	9>x>=5	80% (4/5)
	14>x>=9	60% (3/5)
	14>=x	57% (4/7)
Age / years	<25	100% (2/2)
	26-35	91% (10/11)
	36-45	80% (8/10)
	46-55	46% (6/13)
	55+	50% (5/10)

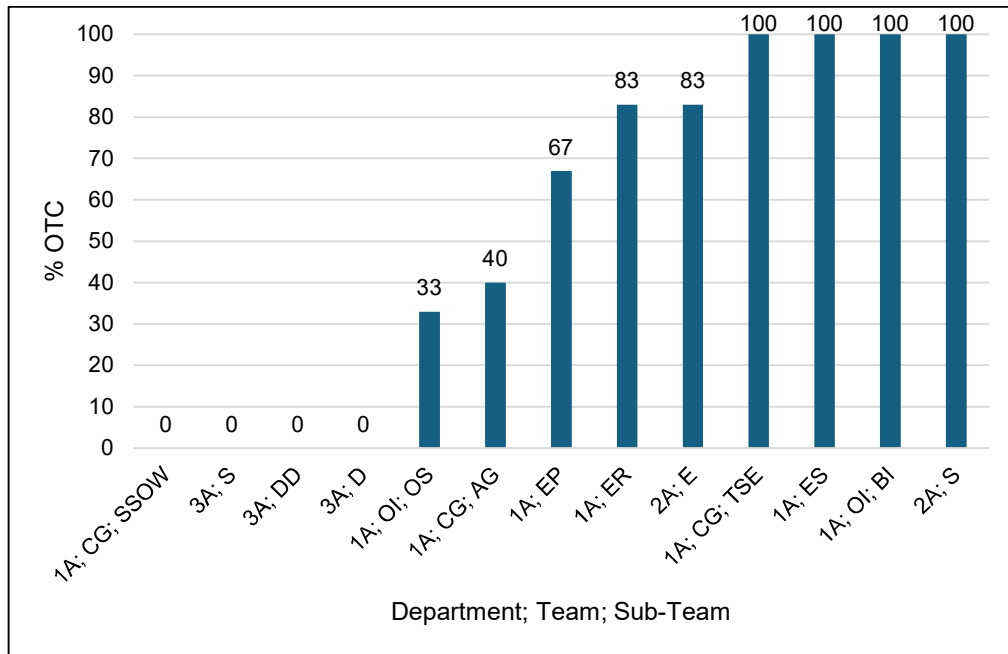
Table 4-8 – Employee OTC Propensity According to Individual Factor (IF) – Mini-Case Study.

IF Variable	Category	Open To Change (OTC) Propensity
Team	1B-CC	100% (6/6)
	1B-H	44% (4/9)
	1B-OM	100% (11/11)
	1B-C	0% (0/0)
	1B-P	0% (0/0)
	1C-D	100% (5/5)
	1C-P1	0% (0/0)
	1C-P2	100% (7/7)
Gender	1C-P3	86% (18/21)
	Male	85% (47/55)
Tenure / years	Female	100% (4/4)
	x<1	100% (4/4)
	5>x>=1	71% (10/14)
	9>x>=5	89%(32/36)
	14>x>=9	100% (5/5)
Age / years	14>=x	0%(0/0)
	<25	0% (0/0)
	26-35	67% (6/9)
	36-45	94% (30/32)
	46-55	81% (13/16)
	55+	100% (2/2)

Table 4-9 – Employee OTC Propensity According to Individual Factor (IF) – Outside Mini-Case Study.

#### 4.3.2.1 Team Influence on Change Readiness

This section explores the results enquiring how an employee's team may have influenced change readiness levels. The analysis of Figure 4-6 reveals notable variations across teams within the mini-case study sample. Some teams, such as 1A-CG-TSE, 1A-ES, 1A-OI-BI, and 2A-S, exhibited higher levels of OTC, while others, such as 1A-OI-OS and 1A-CG-AG, displayed lower OTC levels. Additionally, team 1A-CG-SSoW displayed no employees classified as OTC. It is important to note that teams 3A-S, 3A-D, and 3A-DD did not participate in the study, meaning no data was available to assess their change readiness. Consequently, their absence from the analysis does not indicate a lack of change readiness, but rather a lack of recorded responses from these teams.

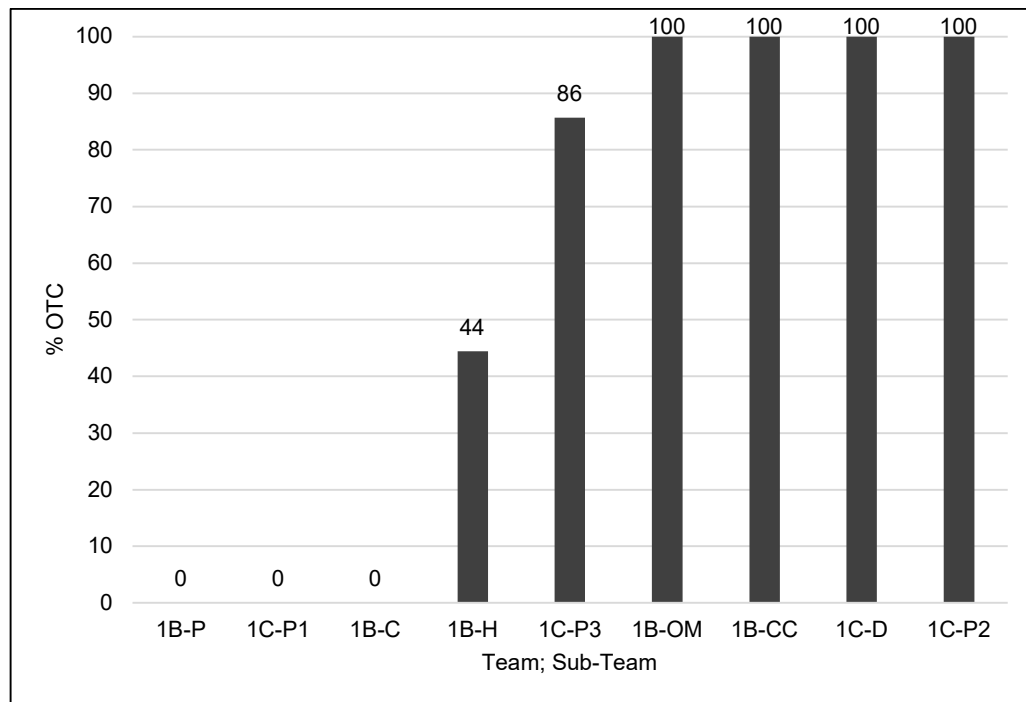


**Figure 4-6** – Employee OTC Propensity by Dept., Team, Sub-team - Mini Case Study.

A key pattern observed from Figure 4-6 is that teams with a smaller number of employees per manager tended to exhibit higher change readiness. For example: team: 1A-CG-TSE with 4 employees per manager, reported 100% OTC, as did team: 1A-ES which had 2 employees per manager and team: 1A-OI-BI with 3 employees per manager. This suggests that reduced managerial spans of control may be associated with higher change readiness, possibly due to more direct interaction between managers and employees. More frequent engagement with leadership may have facilitated clearer communication, which has been linked to greater employee confidence and willingness to engage in organisational change efforts (Gigliotti et al., 2019).

By contrast, teams with larger spans of control tended to report lower CR scores: 1A-EP (12 employees per manager) 67% OTC, 1A-ER (8 employees per manager) 83% OTC. These teams were directly managed by senior leadership without an intermediary management layer. Research suggests that larger spans of control can reduce managerial accessibility, potentially limiting leadership interaction and opportunities for employee engagement in change initiatives (Gigliotti et al., 2019). This study's findings indicate a general trend suggesting that teams with a lower employee-to-manager ratio tend to exhibit higher change readiness. However, certain teams deviated from this pattern. For instance, team 1A-OI-OS, with a ratio of six employees per manager, reported an OTC of 33%, whereas team 1A-CG-AG,

also with six employees per manager, demonstrated a higher OTC of 40%. Conversely, Team 1A-CG-SSoW, which had a significantly lower ratio of three employees per manager, recorded an OTC of 0%. These variations highlight potential contextual or further organisational factors that may influence OTC beyond managerial span of control. One possible explanation is that additional leadership interaction may not necessarily result in higher OTC beyond a certain threshold. For instance, teams 1A-OI-OS and 1A-CG-AG had a managerial span of six employees yet recorded low OTC. This may be indicative that a span of five employees per manager may be an upper limit for optimal employee change readiness. The notably low OTC score (0%) for team 1A-CG-SSoW, despite its smaller managerial span of control (3 employees per manager), may reflect the mediating role of factors such as team-specific dynamics, perceptions of change initiatives, or historical resistance to change on employee change readiness (Korac et al., 2024).



**Figure 4-7** – Employee OTC Propensity by Dept., Team, Sub-team - Outside Mini-Case Study.

The analysis of Figure 4-7 reveals similar variations in CR among employees outside the mini-case study sample. Teams, such as: 1B-OM (20 employees per manager) reported 73% OTC, 1B-CC (10 employees per manager) 80% OTC, 1C-D (7 employees per manager) 80% OTC, 1C-P2 (7 employees per manager) 86% OTC exhibited higher OTC levels, 1C-P3 (22 employees per manager) 86% OTC while others such as 1B-H (15 employees per manager) 44% OTC showed moderate CR

levels. Unlike the mini-case study sample, all teams outside the mini-case study were managed directly without an intermediary managerial level. Other factors which may explain the varied OTC results in these teams include historically experience of unsuccessful, or disruptive change initiatives which have led to employees being more sceptical and less receptive to new changes, even with smaller spans of control (Rafferty and Simons, 2006), organisational changes being viewed by employees particularly in roles where the nature of work is highly specialised or rigid as a threat to their long-term job security or career progression (making them less OTC), (Bagrationi and Thurner, 2020). Furthermore, even within teams with smaller managerial spans, the quality of leadership engagement may differ. If leaders do not actively encourage change adoption, provide sufficient clarity, or involve employees in decision-making, lower OTC levels may persist (Gigliotti et al., 2019).

#### 4.3.2.2 Gender Influence on Change Readiness

This section examines the influence of gender on change readiness, with results presented in Figure 4-8 and Figure 4-9. The analysis of Figure 4-8 indicates that in the mini-case study sample, 67% of female employees were change ready, compared to 68% of male employees. The small 1% difference suggests that gender alone may not significantly shape CR within this specific organisational context.

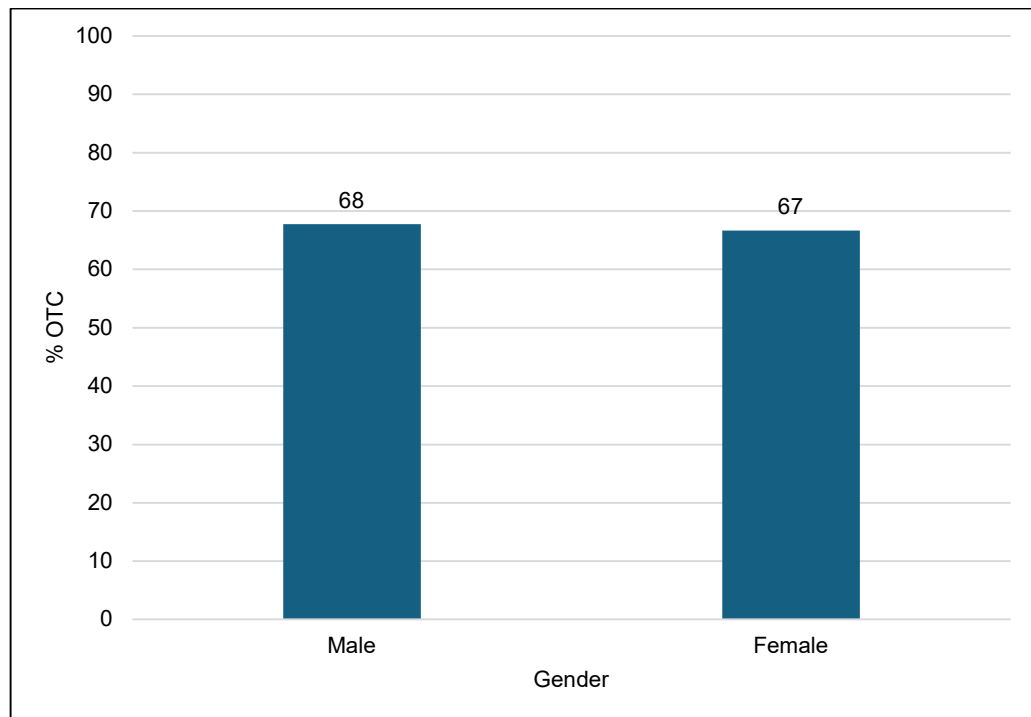
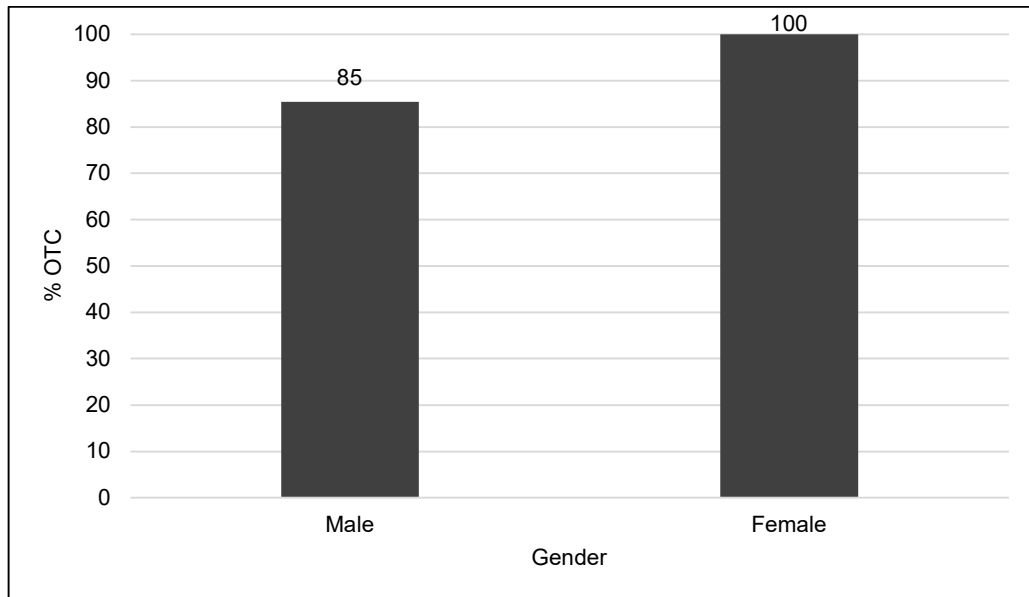


Figure 4-8 – Employee OTC Propensity by Gender – Mini-Case Study.

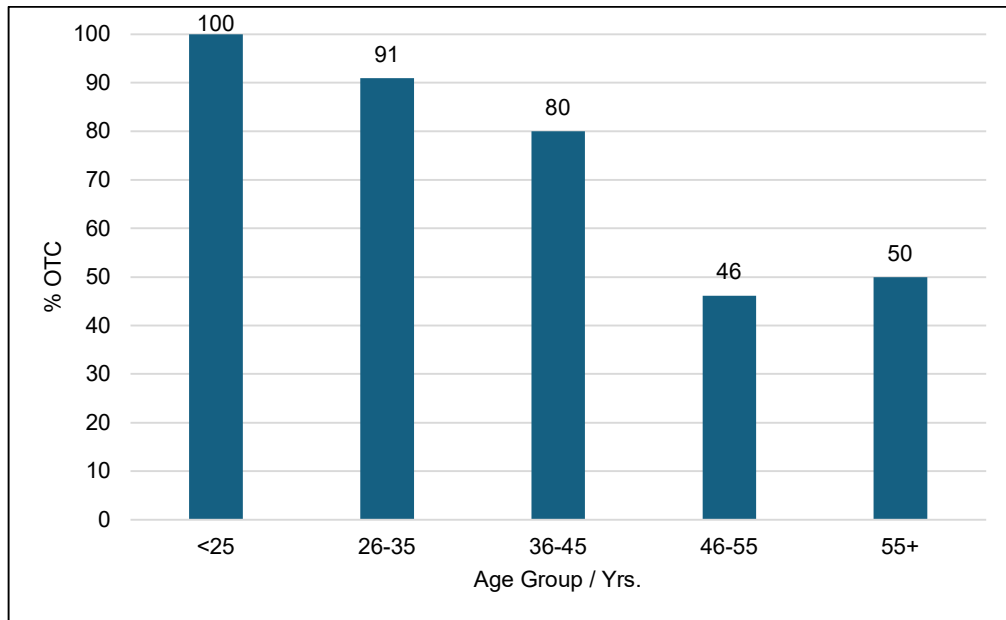


**Figure 4-9** – Employee OTC Propensity by Gender – Outside Mini-Case Study.

Figure 4-9 shows that among employees outside the mini-case study, 100% of female employees were change ready, compared to 85% of male employees. This 15% gap may reflect female tendency to develop greater social networks in the workplace, which may assist in accessing support and information more readily during periods of organisational change (Bridges et al., 2023; Tokbaeva and Achtenhagen, 2023). These stronger professional connections and subsequent sense of support, increases employees' capacity to manage and adapt to change (Jogulu and Franken, 2023). Furthermore, research suggests that women tend to develop resilience through navigating systemic challenges in male-dominated environments (Bridges et al., 2023). Conversely, male employees, particularly in highly technical sectors with more rigid hierarchical norms, may experience greater difficulty adjusting, as change can disrupt their established professional roles and identities (Tokbaeva and Achtenhagen, 2023).

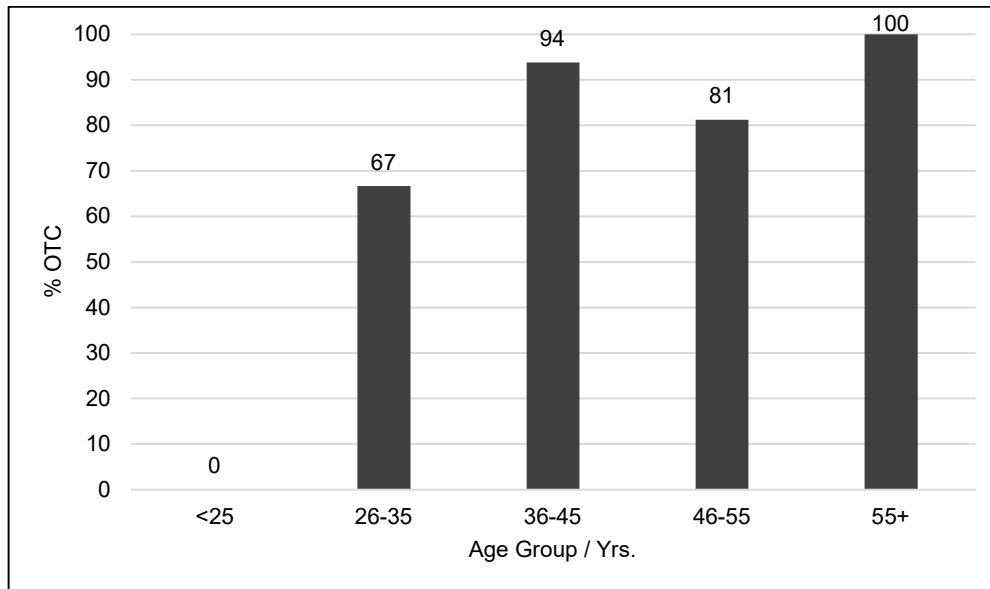
#### **4.3.2.3 Age Influence on Change Readiness**

This section examines the relationship between employee age and change readiness within both the mini-case study and external sample. The analysis of Figure 4-10 and Figure 4-11 highlights notable differences in OTC across age groups.



**Figure 4-10** – Employee OTC Propensity by Age - Mini-Case study.

Figure 4-10 illustrates that in the mini-case study sample, younger employees (<25 years) exhibited the highest change readiness (100%), followed by those aged 26-35 (91% OTC) and 36-45 (80% OTC). Employees in the 46-55 age group displayed a notable decline (46% OTC), while those 55+ reported an OTC of 50%. This pattern is consistent with studies suggesting that younger employees typically demonstrate higher adaptability to change, possibly due to their greater exposure to learning environments, fewer established work routines, and a higher tolerance for uncertainty (Neves and Van Dam, 2024). Fluid intelligence, which tends to decline with age, has been linked to an individual's ability to process new information and adapt to novel circumstances (Salthouse, 1996). The higher OTC levels among younger employees in this study may reflect their greater reliance on problem-solving and flexibility in adapting to organisational shifts. Conversely, employees aged 46-55 and 55+ may exhibit greater reluctance toward change due to established routines, a preference for stability, and prior experiences with unsuccessful change initiatives, as suggested by workplace transition studies (Tang et al., 2021).



**Figure 4-11** – Employee OTC Propensity by Age - Outside Mini-Case Study.

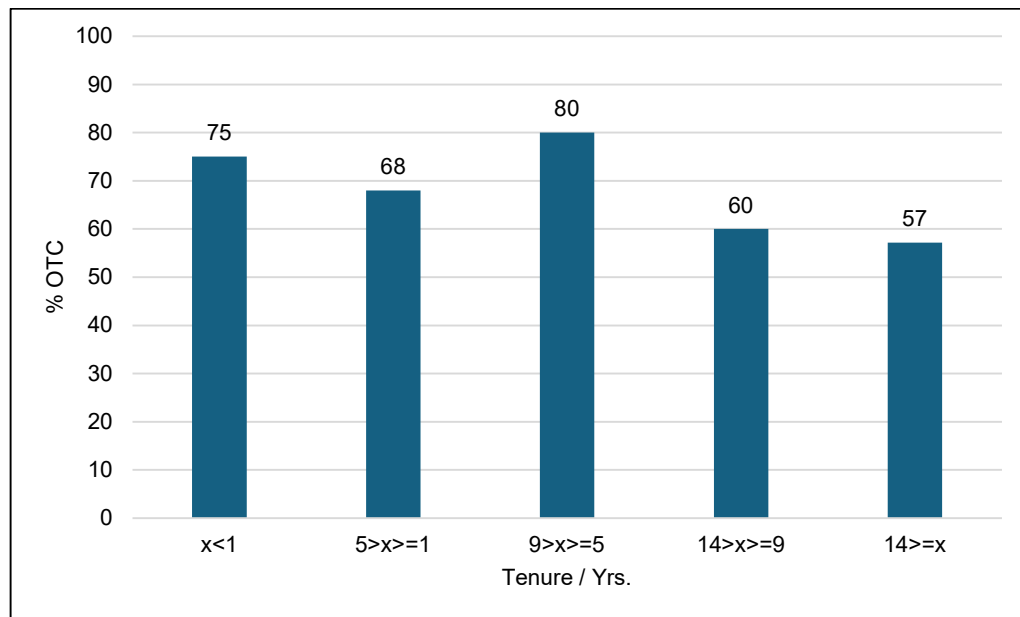
In contrast to the mini-case study, employees aged 55+ in the external sample reported the highest change readiness (100% OTC), surpassing younger groups. Employees aged 36-45 (94% OTC) and 46-55 (81% OTC) also exhibited relatively high change readiness, while those aged 26-35 (67% OTC) showed lower change readiness than their mini-case study counterparts. No employees under 25 participated in the external sample, preventing comparative analysis for this age group. This discrepancy in change readiness between older employees in the two samples suggests that factors beyond age alone influence change readiness. Neves and Van Dam (2024) argue that an individual's perception of workplace stability, leadership engagement, and previous exposure to organisational transformation can significantly affect change readiness levels. For example, older employees outside the mini-case study may have had greater exposure to restructuring efforts in their teams, leading to an increased awareness of the need for change. Similarly, job function and team structure may moderate the relationship between age and OTC (Stouten et al., 2018).

The observed variations suggest that age interacts with other organisational and contextual factors, such as: learning orientation and perceived career stage by which younger employees often have higher learning orientation and career mobility, making them more willing to embrace new organisational approaches (Neves and Van Dam, 2024). Older employees may exhibit higher openness when change aligns with their career stability or long-term job security (Tang et al., 2021).

Employees with longer tenure in an organisation may develop resistance to repeated change efforts if past initiatives were perceived as disruptive or ineffective (Stouten et al., 2018). Conversely, those in more adaptive environments may embrace change due to familiarity with transformation cycles. Older employees in the outside the mini-case study sample may have received clearer communication or leadership engagement, fostering a more positive response to change (Neves and Van Dam, 2024). Mini-case study employees aged 46+ may have encountered greater ambiguity about the change process, contributing to their reduced OTC.

#### 4.3.2.4 Tenure Influence on Change Readiness

This section explores how an employee’s tenure with the organisation may have influenced their change readiness. The data presented in Figure 4-12 and Figure 4-13 illustrate how change readiness varied across different tenure groups in both the mini-case study and the external sample.

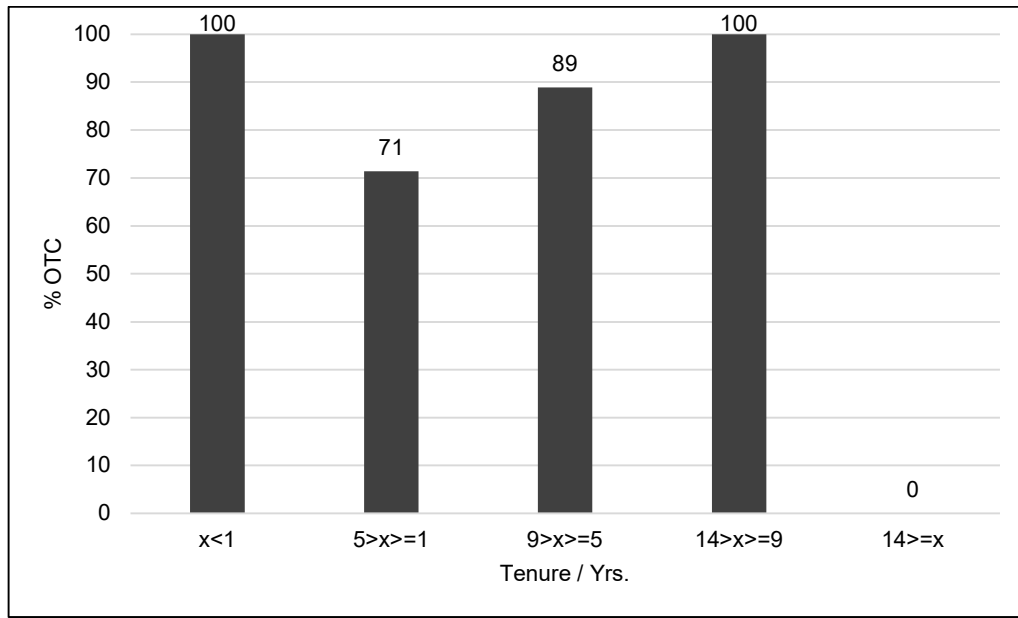


**Figure 4-12** – %OTC Propensity and Count by Employee Tenure – Mini-Case Study.

The analysis of Figure 4-12 highlights considerable variation in change readiness across tenure groups in the mini-case study. Employees with less than one year of tenure exhibited the highest openness to change (100%). This finding aligns with research suggesting that employees with shorter tenure may be more receptive to change due to their limited exposure to established routines and workplace norms

(Neves and van Dam, 2024). Newer employees are often in the process of adapting to organisational expectations and may perceive change as an opportunity for professional growth and career development (Karatepe and Olugbade, 2017). Employees with 9-14 years of tenure also demonstrated high change readiness (100% OTC), which may be attributed to their accumulated experience and confidence in navigating organisational transformations. Research suggests that mid-to-late career employees may be more strategic in their responses to change, particularly when they perceive alignment between organisational changes and their long-term career progression (Jiang et al., 2018). However, employees with 5-9 years of tenure exhibited comparatively lower change readiness (67% OTC), indicating a potential plateau in change receptivity. This trend is consistent with findings by Lee et al. (2021), who argue that mid-tenure employees may experience stagnation or disengagement if they feel their career progression has slowed or if they have developed rigid work habits. The potential for resistance among this group may stem from their greater investment in existing processes, making them more cautious about adopting new changes that could disrupt established work routines.

A similar pattern emerged in the external sample (Figure 4-13). Employees with less than one year of tenure exhibited 100% change readiness, reinforcing the notion that newer employees may perceive change as part of their integration into the organisation. However, employees with 5-9 years of tenure demonstrated lower change readiness (65% OTC), which may reflect a growing scepticism or reluctance to deviate from familiar work practices. This aligns with research indicating that employees with mid-level tenure often experience career plateaus and may be less motivated to engage with new initiatives unless they see direct benefits (Jiang et al., 2018). Notably, employees with 9-14 years of tenure in the external sample showed a more moderate change readiness level (78% OTC), differing from their counterparts in the mini-case study (100% OTC). This divergence may indicate that contextual factors, such as departmental leadership styles or previous exposure to successful change efforts, influence CR more than tenure alone (Lan and Chen, 2020).



**Figure 4-13** – %OTC Propensity and Count by Employee Tenure – Outside Mini-Case Study.

The findings suggest that newer employees are consistently more change ready, yet variations in OTC among mid-tenure and long-tenure employees highlight the complexity of tenure’s influence on change readiness. One possible explanation for these differences is the impact of work socialisation and change experience. Employees with longer tenure have been exposed to multiple change initiatives throughout their careers, and their receptiveness to new organisational transformations may be shaped by their past experiences. When previous changes have been implemented effectively, these employees may develop a positive outlook toward future initiatives, increasing their likelihood of embracing new changes. However, if past experiences with change were negative - perhaps due to poor communication, lack of support, or failed implementation - employees may become sceptical and resistant to further transformation (Li et al., 2021). Another key factor influencing an employee’s change readiness would be career adaptability and motivation. Employees who see opportunities for career progression, skill development, and role expansion within change initiatives would be more likely to engage positively with organisational transformations. Research suggests that adaptability and leadership support play a critical role in mitigating resistance, among employees with moderate tenure and potentially plateauing in their career progression (Neves and van Dam, 2024). If mid-tenure employees do not perceive clear benefits in adapting to change, they may be less willing to actively participate

in new initiatives. Conversely, when change is framed as an opportunity for growth and learning, these employees may exhibit greater readiness to transformation.

A further factor shaping tenure-related variations in change readiness would be an employee's role embeddedness. Employees with longer tenure would have well-established roles and routines, which could make them more cautious about changes that might disrupt their job security or day-to-day work patterns. The more embedded an employee is within an organisation's existing processes, the greater the potential risk they may associate with change. However, research indicates that when leadership provides strong communication and support structures, long-tenure employees are more likely to perceive change as beneficial rather than as a threat (Karatepe and Olugbade, 2017). If these employees feel included in decision-making processes and understand the rationale behind organisational changes, they are more likely to engage positively with transformation efforts.

Overall, this study's results show that the relationship between tenure and change readiness is multifaceted, shaped by a combination of past experiences, career adaptability, and embeddedness within existing organisational structures. While newer employees may be more open to change due to their limited exposure to legacy practices, longer-tenured employees can still exhibit strong change readiness when leadership actively addresses their concerns and provides clear pathways for engagement. Recognising these dynamics is crucial for designing targeted change management strategies that address the specific needs and concerns of employees at different stages of their tenure.

#### **4.3.2.5 Summary of Key Findings on IF influence on CR – Survey results**

The survey results suggest that individual factors (IF) such as team affiliation, gender, age, and tenure exert varying degrees of influence on employee change readiness (CR). Among these, team membership emerged as particularly salient, with employees situated in teams characterised by narrower managerial spans of control generally reporting higher levels of CR. Notably, however, this pattern was not uniform across all teams indicating that additional variables such as team culture, leadership communication practices, and prior change exposure also mediate readiness levels. Gender-related trends were nuanced. Within the mini-case study sample, male and female employees demonstrated comparable levels of CR. However, in the broader external sample, female employees reported higher change readiness than their male counterparts. This divergence suggests that

gender may interact with contextual factors - such as departmental function (e.g. support versus non-support) to shape change readiness.

The influence of age revealed that: younger employees (under 35) were generally more change ready, likely reflecting higher adaptability and lower levels of organisational embeddedness. CR declined most notably among employees aged 46–55, a cohort potentially impacted by change fatigue or a preference for role stability. In contrast, the oldest employee group (>55) in the external sample exhibited comparatively higher change readiness, implying that past experience with change and quality of leadership communication may moderate the impact of age on CR. Tenure was similarly complex in its influence. Employees with less than one year of tenure displayed the highest levels of change readiness - likely due to limited exposure to failed initiatives and greater receptivity to organisational norms. Those with mid-range tenure (5–9 years) reported lower CR, which may reflect disenchantment or scepticism developed through repeated exposure to change efforts perceived as unsuccessful. Among long-tenured employees (>9 years), responses were mixed.

Taken together, these findings reinforce the assertion that change readiness is not solely an individual disposition but is deeply context-dependent. Demographic characteristics such as age and tenure intersect with organisational variables such as team dynamics and communication quality to shape how change is interpreted, accepted, or resisted. These insights suggest that targeted interventions addressing specific IF groupings may be necessary to cultivate meaningful change readiness across diverse employee segments.

### **4.3.3 Factors Influencing Employee CR - Interview Insights**

The preceding sections have established how organisational factors (OF) and individual factors (IF) shape employee readiness for change (CR). Through survey data, Section 4.3.1 highlighted that employees' roles and exposure to change initiatives may influence their level of CR. Building on this, Section 4.3.2 explored how individual demographic and team-based factors may contribute to CR. While these quantitative findings provide broad patterns and statistical insights, they also raise critical questions about the underlying motivations, perceptions, and contextual nuances that drive these trends. To gain a deeper, more contextualised understanding of how employees interpret, and experience change within their work environments, the following section presents qualitative insights from this study's

interviews, which serve to complement and enrich the survey findings. The interview analysis further explores the underlying factors influencing employee perspectives on change.

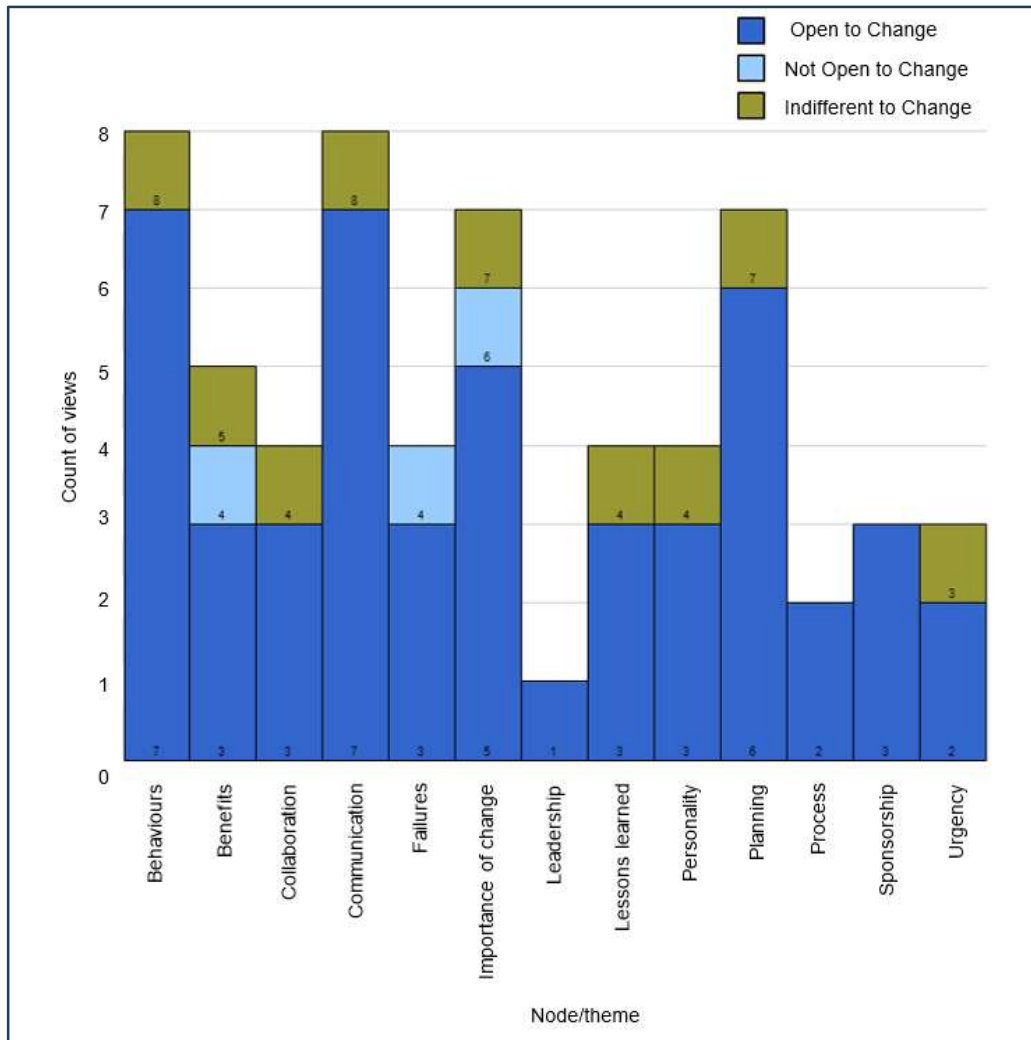


Figure 4-14 – RQ2 Interviewee CR Themes.

The data from mini-case study employees was analysed using a Crosstab Query in NVivo 12.0, revealing four key themes that shape employee attitudes toward change: communication, behaviours, planning, and the perceived importance of change (see Figure 4-14). This study acknowledges that while the relatively small interview sample size limits broad generalisations, the findings offer valuable qualitative insights into the differences in openness to change (OTC) across various employee groups. The structure of the forthcoming sections will present an overview of each of the four main themes, beginning with an examination of how each theme

is distributed across the individual factor (IF) groups. This will be followed by a more detailed analysis of the sub-themes that emerge within each main theme, supported by illustrative employee quotes.

#### **4.3.3.1 CR Theme 1: Communication**

Using Figure 4-14, Communication is a key theme affecting employee change readiness. Through this study's interview findings communication-related challenges were revealed across different teams, tenure levels, and change readiness categories. Though notable patterns emerged in how these issues were experienced, specifically, employees with longer tenure expressed greater frustration regarding communication gaps, employees who were change ready still sought clearer communication, and certain teams, such as CG-SSoW and ER, reported both early communication failures and unclear expectations. These observations align with Montreuil (2023), who emphasises the need for structured and systematic communication as a key enabler of change readiness, and that change communication must extend beyond top-down messaging to address functional implications for employees (Armenakis and Harris, 2009). This next sections explores these findings in detail, supported by direct employee quotes and theoretical perspectives.

#### **Communication Sub-Theme 1: Long-Tenured Employees: Scepticism and Frustration**

Employees with significant tenure (14 years or more) demonstrated heightened frustration regarding change communication. This frustration was not merely about the change itself but stemmed from a perceived lack of clarity, insufficient planning, and ineffective involvement in decision-making processes. Employee 222123 (S, Female, 14 >x>= 9 years tenure, 36 to 45 age band), for instance, expressed dissatisfaction with how change decisions were made without early consultation, stating:

*"We don't plan these things through with all the right people around that will be affected right at the start of the project."*

**Box 4-1** – Long Tenured Employees: Lack of Early Stakeholder Involvement.

Similarly, Employee 12402 (Team CG-AG, Male,  $x \geq 14$  years tenure, 46 to 55 years) reported a lack of responsiveness to employee input, stating,

*“I voiced my opinions, but I was told that this is done and there's no changing it.”*

**Box 4-2** – Limited Employee Influence in Change Decisions.

These perspectives suggest that experienced employees, who have likely witnessed multiple change initiatives throughout their careers, may develop scepticism towards new changes, particularly when past experiences indicate that communication has been ineffective. The sensemaking perspective (Weick, 1995) provides a useful framework for understanding these reactions. Long-tenured employees possess deep institutional knowledge and established work routines, which can make them resistant to disruptions caused by poorly communicated change initiatives. Their frustration is often rooted in past experiences of failed change efforts, leading to communication fatigue and reduced trust in leadership messaging. Furthermore, Lewin's (1951) Change Model highlights that change resistance often arises when employees feel disempowered or excluded from decision-making, reinforcing the need for engagement-driven communication.

### **Communication Sub-Theme 2: Early Communication Failures and Unclear Expectations**

A further notable finding is that teams such as CG-SSoW and ER reported significant challenges related to early communication failures and unclear expectations. These teams expressed concerns about not being adequately informed of change processes early enough to adjust effectively. Employee 82803 (CG-SSoW, Female,  $5 \leq x < 10$  years tenure, 26 to 35 years) voiced this concern explicitly, stating,

*“There are no clear expectations on what they should do.”*

**Box 4-3** – Impact of Unclear Expectations on Employee Change involvement.

Employee 151123 (CG-SSoW, Male,  $x \geq 14$  years tenure, 46 to 55 years) highlighted inefficiencies in communication structures, explaining,

*“It's the system's design - there are multiple fields which seem to ask the same questions.”*

**Box 4-4** – Frustration with Inefficient System Design Undermining Change Adoption.

Meanwhile, Employee 182202 (ER, Male, 5 >x>= 1 years tenure, 55+ years) described a sense of powerlessness in change implementation, stating,

*“I’ve seen it, and you feel you have no control on it, and the change is being done to you whether you like it or not.”*

**Box 4-5** – Perceived Lack of Control in Change.

These patterns suggest that certain teams or departments may be disproportionately affected by inconsistent communication practices, possibly due to a combination of complex team structures, frequent process changes, and a lack of department-specific communication strategies. The Communication Richness Theory (Daft and Lengel, 1986) provides insight into this issue, suggesting that miscommunication is more likely in complex environments where messages must pass through multiple layers of decision-making. In such cases, generic organisation-wide messaging may be insufficient to address team-specific concerns. The findings also align with Armenakis and Harris’ (2009) argument that change communication must be bidirectional. Employees must not only receive information but also be given opportunities to engage, ask questions, and clarify uncertainties related to how change affects their specific roles.

#### **4.3.3.2 CR Theme 2: Employee Behaviours**

This section explores the sub-themes that underpin this Employee Behavioural dimension aligned with change readiness. Rather than viewing employee behaviour as a binary response, that is, of resistance or acceptance to change, this section examines the spectrum of behavioural responses to change through the analysis of interview responses. By exploring these sub-themes, this section aims to uncover what employees do in response to change and why they behave in these ways.

##### **Employee Behaviour Sub-Theme 1: Resistance to Change**

In traditional models of organisational change, resistance is often framed as active opposition refusals, complaints, or overt conflict (Ford et al., 2008). However, this study reveals a more subtle, passive, and compliant form of resistance that rather than confront or openly oppose, permeates employees to reluctantly adhere, driven by an absence of choice rather than genuine readiness or conviction. This insight

aligns with the theory of passive resistance posited by Piderit (2000), where employees' outward compliance masks internal disengagement. Employee ID 82803 (CG-SSoW, Female, 26–35 years, 5 >x≥ 1 years tenure), for example, when asked whether she would resist using a new system, noted:

*"I wouldn't resist using it, no I would use it in the same way as I am when there is no choice."*

**Box 4-6** – Passive Compliance Driven by Lack of Choice.

This reveals a dynamic of resignation: compliance without connection reflecting not active engagement with change but rather a subdued acceptance borne from structural inevitability. The framing of "no choice" is critical here. It recurs across the interview data as a narrative of disempowerment, echoed by 12402's (CG-AG, Male, 46 to 55 years, x>= 14 years tenure):

*"We just got no choice. That's one of the roles of being a line manager... sometimes redundancies happen and you have to do the best for the people."*

**Box 4-7** – Burden of Agency Without Empowerment.

In these accounts, employees express the burden of agency without empowerment - expected to operationalise change but without inclusion in its design or discretion in its execution. This behaviour suggests not only compliance fatigue but an institutional culture that discourages upward challenge, reinforcing hierarchical change delivery. Others, such as 151123 (CG-SSOW, Male, 46 to 55 years, x >= 14 years tenure), expressed frustration at the lack of forethought and recurring oversight, despite being historically vocal:

*"Many times [I've raised concerns] but nothing really improves on this... I wouldn't be surprised if we get another request again [to redo the work]."*

**Box 4-8** – Repetition of Oversight Leading to Resignation.

The cyclical nature of such overlooked feedback points to a systemic problem: resistance is not formed in the moment but accumulates over repeated, unaddressed disappointments. This long-term erosion of trust in the change process is underscored by 12402's (CG-AG, Male, 46 to 55 years, x>= 14 years tenure) comment:

*"We've been here before, so we should know better. But no lessons are learned, and we just repeat the same mistakes."*

**Box 4-9** – Erosion of Trust Through Unlearned Lessons.

Importantly, these findings challenge the binary of change adoption vs resistance. In many cases, employees exhibit performative engagement - they meet objective markers (e.g., participating in the change such as filling in tools like the RMT) but remain unconvinced of the change's utility. Employee ID 182202 (ER, Male, 55+ years, 5 >x>= 1 years tenure) put it succinctly:

*"I'm engaged in the change even if I don't agree with it... it's easier to get behind something if you know how it will be done, but these are the things I hardly see."*

**Box 4-10** – Performative Engagement Without Belief.

Participation in change is often anchored in external accountability rather than internalised value. Employee ID 211003 (E, Female, 26 to 35 years, 5 >x>= 1 years tenure) and 121001 (OI-BI, Male, 36 to 45 years, 9 >x>= 5 years tenure) both confirmed that RMT change completion was tied to performance objectives, while 12402 (CG-AG, Male, 46 to 55 years, x>= 14 years tenure) admitted:

*"It fills them [the team] with dread unfortunately. But it's in our objectives, so we have no choice."*

**Box 4-11** – Coercive Alignment Through Objectives.

This reflects coercive alignment - adoption through embedded performance metrics rather than belief in the change. So, resistance manifests not in overt rebellion but in quiet compliance devoid of advocacy or ownership. These findings echo the arguments made by Chrusciak et al. (2025) and Harrison et al. (2021), who highlight that detached implementation undermines the very goals of change. Change is actioned procedurally, but it lacks the emotional and cognitive investment that drives a deeper form of change readiness.

### **Employee Behaviour Sub-Theme 2: Frustration with Implementation**

Across the employee interviews in this study, frustration emerges as a consistently reported emotional response—not to the concept of change itself, but to the execution and implementation of organisational change initiatives. Employees

expressed disappointment, disillusionment, and disengagement when change efforts were seen as poorly designed, uncoordinated, or disconnected from existing work behaviours. This frustration was especially prominent when participants felt that change initiatives ignored their expertise, bypassed opportunities for improvement, or failed to provide clear alignment with day-to-day processes. For instance, Employee ID 82803 (CG-SSoW, Female, 26–35 years, 5 >x≥ 1 years tenure) highlights this emotional response:

*“Frustrated - I feel we had a chance to improve with (system name), building on existing reporting behaviours which we’ve missed.”*

**Box 4-12** – Missed Opportunities Leading to Frustration.

This expression of frustration did not stem from an inherent resistance to the change itself but rather a missed opportunity to enact meaningful improvement. This finding is supported by several others in the study, including 151123 (CG-SSoW, Male, 46 to 55, x >= 14 years tenure), who highlighted how last-minute, uncoordinated overlaps between projects created unnecessary work:

*“Something like this happens, then it’s all hands to the pump to sort out a problem that really shouldn’t even be a problem.”*

**Box 4-13** – Frustration: Uncoordinated Change.

In these cases, the emotional tone of frustration was linked to organisational blind spots - such as limited planning (explored further in Section 4.3.3.4), lack of end-user consultation (explored further in Section 4.3.3.4), and poor communication (explored further in Section 4.3.3.1) which led employees to feel that changes were being done to them, rather than with them. This observation closely aligns with Armenakis and Harris (2009), who argued that employees do not inherently resist change but resist poorly executed change, particularly when it lacks clarity, involvement, and relevance. The frustration was also frequently rooted in an absence of visible outcomes or feedback. Employee ID 12402 (CG-AG , Male, 46 to 55 years, x>= 14 years tenure) described this clearly in relation to the RMT change:

*“It fills them with dread unfortunately... we’ve asked about its benefits, but we don’t get anything back.”*

**Box 4-14** – Frustration: Absence of Feedback.

Employee ID 182202's (ER, Male, 55+ years, 5 >x>= 1 years tenure) frustration presented in Box 4-15 is closely tied to a perceived lack of reciprocity: employees invest time and effort into change initiatives that appear to deliver no clear return, leading to a sense of futility.

*"They don't mind making time for it, but it would be nice to see some benefit from it."*

**Box 4-15** – Frustration: Change Outcome Disconnect.

Notably, this frustration was sometimes compounded by a lack of agency. Employees described scenarios where they voiced concerns but were told the decisions were final, as reflected by 12402 (CG-AG , Male, 46 to 55 years, x>= 14 years tenure) in reference to a redundancy process:

*"I voiced my opinions but I was told that this is done and there's no change in it."*

**Box 4-16** – Frustration: Employee Disempowerment.

The evidence from this study's employee interviews demonstrates that frustration is a deeply felt emotional response to change implementation failure, not to change itself. Participants consistently displayed willingness to engage in transformation when change was well-managed, well-communicated, and embedded in existing behavioural norms. However, when execution lacked clarity, consultation, or meaningful follow-up, frustration took hold - not as resistance, but as resignation.

### **Employee Behaviour Sub-Theme 3: Commitment Driven by Leadership**

The third sub-theme which appeared under the employee behaviour theme (during change) theme was the role of leadership in driving employee change readiness. Using interview data employees frequently attributed their continued change participation, to the visible, consistent, and supportive behaviours of leadership. Rather than perceiving leadership as passive or merely administrative, employees described it as an active and motivating force that created psychological safety and reinforced the legitimacy of the change. For instance, Employee ID 121001, (OI-BI, Male, 36-45 years, 5-9 years tenure) remarked how leadership support helped the Resource Management Tool (RMT) change initiative overcome challenges that had hindered similar efforts in the past:

*“The RMT seems to have overcome the initial obstacles other similar initiatives have had around initial uptake, which then falls away, which I think on reflection has been supported by my leadership team.”*

**Box 4-17** – Leadership Support as a Driver of Change Participation.

This sentiment was echoed by other employees who framed leader behaviours as instrumental in embedding change into everyday practice. Employee ID 12412, (OI-OS, Female, 55+ years, 5 >x>= 1years tenure) noted the consistent referencing of change (the RMT) outputs by their direct manager as a cue for employee participation, stating:

*“I know that my manager likes it and refers to its reports so we know it needs to be done”.*

**Box 4-18** – Managerial Reference to Reporting as a Participation Cue.

Other employees pointed to more formal mechanisms of change reinforcement through performance objectives. For example, Employee ID 21402 (OI-BI, Male, 36 to 45 years, 5 > x ≥ 1 years tenure) described how the requirement to adopt change (the RMT) was explicitly built into team targets:

*“It’s been made a formal requirement for teams to use as part of their objectives”.  
Another participant”*

*“I think the other reason why the RMT has had more success is because it’s been made a formal requirement for teams to use as part of their objectives.”*

**Box 4-19** – Reinforcing Change Participation Through Performance Objectives.

Even in less direct forms, such as reporting and departmental discussions, leadership was seen as guiding and validating the change. As Employee ID 72003, (OI-OS, Male, 46–55 years, 5 >x>= 1 years tenure) succinctly put it:

*“I don’t [see personal benefit] but we discuss it at our departmental meetings, the reports... so I get that we have to do it”.*

**Box 4-20** – Indirect Leadership Signals for Change Participation.

Taken together, these perspectives suggest that leadership behaviours which range from direct reinforcement to subtle cues served as key drivers for employee behaviour towards the change. Leadership was not merely symbolic but acted as a legitimising force that encouraged employees to adopt and persist with the change

even in the absence of immediate individual benefit. These findings align with transformational leadership theory (Bass, 1990), which stresses the importance of modelling change, inspiring trust, and fostering intrinsic motivation during transitions. More recently, Harrison et al. (2021) argue that visible leadership engagement, particularly through feedback loops and continuous involvement enhances employee commitment and change resilience. What emerges from this study, however, is a more nuanced insight: the influential role of direct line managers in driving change readiness appears particularly salient within this UK energy sector context.

#### **Employee Behaviour Sub-Theme 4: Perceived Value of Change**

The fourth sub-theme which appeared under the employee behaviour theme (during change) theme was the perceived value of change in influencing employee change readiness. Across the interview data a consistent pattern was the way in which employees evaluated their participation with change initiatives through the lens of personal relevance and perceived value. Rather than simply complying with new processes out of obligation, participants described a more selective engagement, shaped by whether the change offered emotional, functional, or strategic benefits. This was particularly evident in responses to the implementation of the Resource Management Tool (RMT) change, where participants weighed the tool's usefulness against the time and effort it required. Employee ID 222123, (S, Female, 36–45 years, 14 >x>= 9 years tenure) described how the RMT had become a moment of personal validation, offering an opportunity to reflect on their contributions at work:

*“At the end of each month it gets me feeling as though the work I do here is valuable, and also it gives me a feeling of reflection on the amount of work that we do, which is satisfying.”*

**Box 4-21** – Personal Reflection as a Motivator for Change Adoption.

This sense of emotional reward - of having one's efforts acknowledged through structured reflection suggests that perceived value is not limited to tangible outcomes and instead can extend into deeper cognitive or affective domains, reinforcing personal purpose within the organisational setting. Others framed the RMT change's value in terms of practical efficiency. Employee ID 21402 (OI-BI, Male, 36 to 45years, 5 > x ≥ 1 years tenure) expressed appreciation for how the tool enabled better visibility of team activity:

*“It lets me have a real-time view of what each team member has been doing ahead of our catch-ups.”*

**Box 4-22** – Value of Change as a Motivator for Adoption.

This visibility (a benefit of the RMT change) offered a means of more informed oversight, supporting performance discussions and guiding team priorities. Employee ID 31012, (CG-TSE, Male, 55+ years, 5 >x>= 1 years tenure) described how, in the wake of departmental restructures, adopting the RMT change had become a way to safeguard the visibility of contributions at a time of uncertainty:

*“We’ve had a number of restructures with redundancies of late and this is a way that we can clearly highlight what we do with our time it’s nicer to know people are aware of what they’re losing if we go away.”*

**Box 4-23** – Strategic Change Adoption to Protect Role Visibility.

In the RMT change context, employee participation in the change became more than a compliance exercise; and instead a strategic move to ensure the continuity and recognition of the team’s value within an unpredictable organisational environment. Employees cited the act of documenting work as both a protective and empowering gesture (Box 4-23). Efficiency also surfaced as a key motivator in other accounts. For example, Employee ID 61403, (OI-BI, Male, 26–35 years, 5 >x>= 1 years tenure) noted that using the RMT actually helped streamline preparatory tasks:

*“It now takes away time prepping for meetings... So for me it’s just replaced time I would spend anyway... it’s probably reduced my time.”*

**Box 4-24** – Efficiency Gains as Justification for Maintaining Change Participation.

From Box 4-24, Employee ID 61403 presented change adoption as driven by the change’s practical utility, which is where time invested in using the RMT was offset by time saved elsewhere. This reinforces the idea that change readiness is often contingent upon a favourable cost-benefit balance, as assessed by individual employees.

What these accounts collectively illustrate is that an employee’s readiness for change is rarely automatic. Rather, it is a deliberative process, shaped by how well the change aligns with personal priorities, emotional needs, or the practical realities of their role. Participation with the change emerges not solely from instruction, but

from a perceived return - whether in the form of saved time, improved oversight, personal affirmation, or protection amid structural uncertainty. This aligns with the broader literature on perceived value in change management. Armenakis and Bedeian (1999) argue that “perceived personal relevance” is a fundamental antecedent to employee commitment during change. More recently, Chrusciak et al. (2025) have expanded on this, suggesting that employees are more likely to adopt and align with change when they can clearly link the outcomes to their own job experiences or role security. These research perspectives are affirmed in this study’s findings.

### **Employee Behaviour Sub-Theme 5: Mandatory Compliance vs. Voluntary Participation**

The fifth sub-theme which appeared under the employee behaviour theme (during change) and influencing employee change readiness was an employee’s feeling of compliance versus voluntary participation to the change. Emerging from the employee interview data was that rather than a binary outcome of change ready or not, employee accounts highlighted a dynamic and evolving continuum change readiness, which was shaped by perceptions of leadership support, clarity of change purpose, perceived benefits, and prior change experiences. The employee accounts reveal that employee participation in the change can be fluid, often beginning from a place of obligation and gradually evolving into a more constructive, voluntary alignment with the change initiative. Several employees described initial reactions to change (the RMT) that reflected passive or reluctant compliance. For example, Employee ID 31012, (CG-TSE, Male, 55+ years, 5 >x>= 1 years tenure) stated:

*“The decisions was made and we cannot go back to how we were doing it before which is a shame but it is what it is.”*

**Box 4-25** – Passive Compliance and Resigned Change Adoption.

Employee ID 31012’s response conveys a sentiment of resignation - an implicit understanding that the change is inevitable, regardless of whether it is viewed as valuable or not. Their participation in the change, in this case, is presented as driven by procedural obligation. Similarly, another employee, ID 211003, (E, Female, 26–35 years, 5 >x>= 1years tenure) offered a dismissive characterisation of the change (the RMT):

*“Nobody likes to do the RMT... it is viewed as a timesheet”.*

**Box 4-26** – Dismissive Attitude Towards Change.

Remarks presented in Box 4-25 and Box 4-26 suggest that for some employees, change can be experienced primarily as an administrative burden and detached from personal value or strategic contribution. In contrast, other change participants described a gradual acceptance of change once its utility is clearer or once support structures introduced. For instance, Employee ID 12412 reflected on early difficulties with using the RMT change, but noted that it eventually became manageable through peer and managerial support:

*“With team calls... now it’s an easy chore.”*

**Box 4-27** – Normalising Change Through Peer Support and Routine.

Here, routine adoption emerged as a by-product of familiarity and informal guidance, illustrating how users may shift their perspective over time. Similarly, Employee ID 72003, (OI-OS, Male, 46–55 years, 5 >x>= 1 years tenure) expressed moderate appreciation:

*“It’s not something I look forward to... but it’s nice to see a record [of what I’ve done]”*

**Box 4-28** – Mild Acceptance of Change Based on Partial Employee Utility.

Although still marked by ambivalence, this response acknowledges employee utility in the change, hinting at a movement toward a more constructive relationship with the change. Other participants reported more functional and strategic forms of participation with change. Employee ID 21402, (OI-BI, Male, 36 to 45years, 5 > x ≥ 1 years tenure) described how the RMT change improved team oversight:

*“I can see what each team member has been doing”.*

**Box 4-29** – Functional Benefit of Change - Team Oversight.

Similarly Employee ID 61403, (OI-BI, Male, 26–35 years, 5 >x>= 1years tenure) in Box 4-30 identified productivity gains, suggesting that the RMT change replaced prior manual work. This evolution from change burden to the change delivering employee benefit marks a key turning point towards voluntary employee participation

*“It now takes away time prepping for meetings”*

**Box 4-30** – Functional Benefit of Change - Time-Saving.

From these narratives a strong pattern of conditional change readiness emerged. Most participants were willing to align with the change when they could perceive individual or team-level benefit - particularly when the tool simplified reporting, enabled oversight, or improved discussions with leadership. Conversely, where change (the RMT) was viewed by employees as disconnected from daily reality or lacking strategic context, their participation remained superficial and compliance-driven. These insights align with Harrison et al. (2021), who warn that mandated participation without accompanying emotional buy-in risks hollow adherence, where employees comply in form but not in spirit. The findings from this study offer a more granular, process-oriented view: a readiness for change is not static but instead evolves based on perceived relevance, usability, and reinforcement. As noted by Chrusciak et al. (2025), it is not solely the presence of mandates that determines success, but the degree to which tools align with employee workflows and visibly improve outcomes. In this sense, mandatory compliance and voluntary engagement are not mutually exclusive, instead they exist on a continuum shaped by contextual and interpersonal variables

### **Employee Behaviour Sub-Theme 6: Change Fatigue**

The sixth sub-theme which appeared under the employee behaviour theme (during change) and influencing employee change readiness was change fatigue. Across multiple interviews, employees voiced sentiments of weariness and frustration resulting from a cycle of continuous organisational change, particularly when employees perceived those change initiatives as repetitive or poorly executed. This emotional state was often marked by diminishing employee optimism, lowered motivation, and a sense of inevitability rather than enthusiasm when change was introduced.

As Employee ID 222123 (S, Female, 36–45 years, 14 >x≥ 9 years tenure, Open to Change) reflected:

*“I wouldn’t be impressed... I don’t think we learn from these failures, and we repeat the same thing over and over.”*

**Box 4-31** – Frustration with Repetitive Change Failures.

This observation was not isolated. Others echoed a sliding scale of disillusionment, with repeated restructures and change rollouts failing to address core issues or follow through on early promises. Employee ID 31002 (ES, Male, 46 to 55 years, y5 >x>= 1 years tenure), captured this growing scepticism:

*“So often in large companies... change is done to people, and their engagement or their ownership of the change is minimal... and then by definition it isn’t [successful].”*

**Box 4-32** – Disempowerment from Top-Down Change Delivery.

Similarly, Employee ID 72003 (OI-OS, Male, 46 to 55, 5 >x>= 1 years tenure), expressed resignation rather than resistance:

*“Here we go again.”  
“The work has to go somewhere, it’s not going to disappear. Someone will have to pick it up.”*

**Box 4-33** – Employee Resignation to Change Cycles.

These participants did not necessarily reject change in principle; instead, they responded to what they perceived as a lack of organisational learning, where new initiatives repeated past errors without sufficient reflection or adjustment. As Employee ID 31012 noted:

*“We just have to plod along and do the best we can.”*

**Box 4-34** – Employee Resignation to Repeated Change.

This study’s interview data suggests that change fatigue arises not from the existence of change itself, but from how change is experienced and communicated. Employees expressed tolerance, even support for change that was well-structured and transparently managed. However, when change is frequent, top-down, and perceived as cyclical failure, it leads to emotional exhaustion and passive disengagement. These findings reflect and expand on the work of Chrusciak et al. (2025), who identify poorly managed change efforts as the primary driver of organisational fatigue. Similarly, Daniel et al. (2025) suggest that the failure to demonstrate learning from prior initiatives erodes employee morale and trust. The current data corroborates this, while adding specificity: employees do not resist change itself, but the redundancy and lack of clarity surrounding many

organisational initiatives. What emerges is a need for organisations to establish learning feedback loops, communicate transparently, and demonstrate visible improvements with each cycle. As Employee ID 222123 noted in Box 4-31, “We repeat the same thing over and over.” if those lessons are not made clear: This pattern, when unaddressed stands to lower employee readiness to change.

### **Employee Behaviour Sub-Theme 7: Resistance to Unnecessary Change**

The final sub-theme which appeared under the employee behaviour theme (during change) and influencing employee change readiness was employee resistance to unnecessary change. Across multiple interviews while change was broadly accepted as essential to organisational longevity, the interview data revealed that employees did not perceive all change equally. A recurring concern among change participants was the perception of change as unnecessary or ill-considered, triggered not by strategic need, but by internal decisions that seem disconnected from day-to-day realities. These sentiments are subtly different from change fatigue. Rather than responding to the volume of change, participants in this category questioned the rationale or relevance of certain changes, especially when those changes disrupted stable workflows or lacked clear benefit. Employee ID 151123 (CG-SSoW, Male, 46 to 55, x >= 14 years tenure) captured this view succinctly:

*“So I think we have to change but sometimes I think we can change things when we don’t really have to if you know what I mean.”*

**Box 4-35** – Scepticism Towards Unjustified Change Initiatives.

Employee ID 151123’s quote in Box 4-35 reflects a measured scepticism. It is not resistance to change per se, but a cautious approach that evaluates whether change is strategically justified or merely a procedural shake-up. The employee is not resisting participation in the change, but instead calling for a stronger rationale and clearer communication before committing emotional or cognitive effort. Similarly, Employee ID 31002 (ES, Male, 46 to 55 years, y5 >x>= 1 years tenure) shared a more critical perspective based on past organisational experience:

*“I think we skipped that step very often... people doing the change and the people impacted by the change are equal actors in the play... So often in large companies... change is done to people.”*

**Box 4-36** – Lack of Inclusion Undermining Change Legitimacy.

Employee ID 31002's critique in Box 4-36, is directed less at the volume of change and more at the imbalance of participation, that is when employees are not consulted or included, even changes that may be necessary feel misaligned and imposed. This lack of collaboration increases the likelihood of the change being perceived as unnecessary, or worse, as damaging. Others, like Employee ID 31012 (CG-TSE, Male, 55+ years, 5 >x>= 1 years tenure), noted that some initiatives seem to arise without sufficient problem diagnosis:

*"You almost go in expecting that it won't be getting any worse, but in this case so far... that's happened."*

**Box 4-37** – Diminished Trust Following Ineffective Past Change.

This subtle but powerful observation points to a deteriorating trust in change. When previous changes fail to demonstrate improvement, or worse, diminish operational effectiveness, employees grow wary. This creates a psychological backdrop where even future, well-justified changes are met with caution or passive compliance.

Taken together, these accounts suggest that perceived necessity is a critical filter through which change is judged. When that necessity is unclear or not effectively communicated, employees appear less likely to be change ready. The implication for practice is clear: change must be framed as a response to a clearly understood problem, with a transparent articulation of its anticipated value. Without this, even beneficial change may be resisted, not out of obstinacy, but because of a pattern of organisational behaviour that has undermined trust (Stensaker and Meyer, 2012).

#### **4.3.3.3 CR Theme 3: Importance of Change**

This section explores the third major theme identified in the employee interviews, namely Perceived Importance of Change. Change is often framed as a necessity within organisations, but this study's interview data reveals that employees' perceptions of its importance vary significantly. This theme encapsulates a range of perspectives, from viewing change as a competitive requirement to concerns over unnecessary or repetitive change. The sub-themes that emerged from the interviews include competitive Necessity, Avoiding Redundancy, Leadership Influence on Change Importance, Alignment with Organisational Strategy, and Perceived Inevitability of Change.

## Importance of Change Sub-Theme 1: Competitive Necessity

The first sub-theme which appeared under the importance of change theme and influencing employee change readiness was competitive necessity. Across multiple employees, there was a distinct group that framed their change readiness not solely in personal or operational terms, but in relation to broader strategic survival. These individuals viewed change as a necessity for organisational competitiveness, and this belief shaped a more pragmatic and future-oriented engagement with transformation initiatives. Employee ID 82803 (CG-SSoW, Female, 26 to 35 years, 5 >x>= 1 years tenure) clearly articulated this outlook:

*"I think that change is important, I think without change the organisation won't be competitive and so it's important and needs to be done."*

**Box 4-38** – Recognising Change as a Competitive Necessity.

This quote reflects a strong awareness of the external imperatives for change. Rather than viewing change purely through the lens of internal improvement or compliance, this participant evaluates it as a response to a dynamic market environment. The readiness for change here is not reactive, but strategically aligned, that is grounded in a belief that change is essential for ensuring long-term and relevance. These employees were more likely to participate in change even in its early or imperfect stages, seeing it as part of a broader organisational shift that aligns with competitive goals. However, employees who recognised change as necessary for competitiveness also expected it to be communicated effectively and implemented with strategic coherence. When this was absent, even those supportive of change expressed reservations. For example, a sentiment shared by Employee ID 31002 (ES, Male, 46 to 55 years, y5 >x>= 1 years tenure) suggested that while he supported strategic evolution, his trust in the process depends on evidence that lessons are being learned and that change is more than superficial:

*"Are we doing it differently or are we just repeating the same old process?"*

**Box 4-39** – Conditional Trust in Change.

This question underlines that strategic necessity, while a motivator, is insufficient on its own. Believability and execution are equally critical. Employees appear to engage more fully when they see that change is not only needed, but is also deliberately planned and authentically actioned.

These findings correspond with the literature asserting that competitive responsiveness is a driver of employee readiness for change (Wenzel et al., 2020; Druhova et al., 2024), but they also extend it by revealing how this macro-level concept is interpreted and internalised by individuals. In practice, employees act as micro-strategists, filtering their readiness to change initiatives through both external logic (competitiveness) and internal experience (execution quality and clarity).

### **Importance of Change Sub-Theme 2: Avoiding Redundancy**

The second sub-theme which appeared under the Importance of Change theme and influencing employee change readiness was to Avoid Redundancy. Across multiple employees the desire to remain relevant and avoid job displacement was recognised. Rather than being perceived as an empowering opportunity for growth or universally welcomed, change was consistently accepted and often internalised as a necessary compromise to protect continued employment and operational continuity. This sentiment was echoed across interviews. For instance, Employee ID 222123 (S, Female, 36–45 years, 14 >x>= 9 years tenure), and Employee ID 82803 (CG-SSoW, Female, 26 to 35 years, 5 >x>= 1 years tenure) offered telling views presented in Box 4-40 respectively:

*"Definitely important, I think without change you'll get left behind."*  
*"I think without change the organisation won't be competitive and so it's important and needs to be done"*

**Box 4-40** – Importance of Change to Avoid Organisational Stagnation.

Here, change readiness is not celebratory or aspirational, but rather defensive. The language signals a sense of urgency and underlying concern, that is, a belief that resisting change may result in being overlooked, underutilised, or ultimately rendered redundant. Similarly, Employee ID 31012 (CG-TSE, Male, 55+ years, 5 >x>= 1 years tenure), described how changes to team structure had increased his workload without meaningful support. Although he acknowledged a reluctant compliance:

*"There's no choice to be honest... the decision was made and we cannot go back to how we were doing it before."*

**Box 4-41** – Change Compliance – No Influence to Change the Decision.

In another case, Employee ID 61403 (OI-BI, Male, 26–35 years, 5 >x>= 1 years tenure), reflected on how sudden restructures created ambiguity and prompted cautious behaviour:

*“I wasn’t too confused but hesitant to be involved... I’ve got an increased workload and I’m unclear on the benefit that delivers to the business.”*

**Box 4-42** – Increased Workload and Ambiguity Following Change.

This pattern of reluctant change participation suggests that employees engage not because they believe in the initiative’s transformational potential, but because disengagement may be professionally costly. References to “being left behind,” “having no choice,” and “just following the process” speak less to committed change buy-in and more to survival logic, that is, a mode of adaptation governed by a desire to remain visible and indispensable in an unstable organisational context. The participation in change such as the RMT, which was originally positioned as a performance enabler was frequently reframed by participants as a symbolic artefact: a mechanism to demonstrate value and deflect scrutiny. Employee ID 31012 articulated this utility with clarity:

*“Normally we’re asked to pull together this type of information during [redundancy] events. Whereas what the RMT gives us lets someone else do this. All we have to do is keep it up to date.”*

**Box 4-43** – Functional Benefit of Change - Demonstrate Ongoing Value.

This instrumental perspective was further reinforced by Employee ID 12412 (OI-OS, 12412, Female, 55+, 5 >x>= 1 years tenure), who noted:

*“Personally I don’t benefit too much but I know that my manager likes it and refers to its reports so we know it needs to be done.”*

**Box 4-44** – Change Participation Motivated by Managerial Expectations.

These comments align with the analysis of Vakola (2014), who suggests that job insecurity operates as a subtle but pervasive motivator of change engagement. In this light, participation may not signal alignment, but rather avoidance of marginalisation. Kieliszek (2021) similarly observes that in structurally turbulent environments, employees often adopt a posture of pragmatic compliance - appearing supportive while harbouring private scepticism.

### Importance of Change Sub-Theme 3: Leadership Influence

The third sub-theme that appeared under the Importance of Change theme and influenced employee change readiness was Leadership Influence (on change). Across the interviews, employees described that where leaders were visible in their support of change, that is, through sustained advocacy, ongoing clarification of rationale, and consistent reinforcement, employees were more inclined to adopt new practices and incorporate them into their routine. Employee ID 121001 (OI-BI, Male, 36 to 45 years, 9 >x>= 5 years tenure) articulated this clearly when reflecting on change success (the RMT):

*"The RMT (the change initiative) seems to have overcome the initial obstacles other similar initiatives have had around initial uptake which then falls away which I think on reflection has been supported by my leadership team."*

**Box 4-45** – Leadership Support as a Driver for Sustained Change Adoption.

This sentiment was echoed by Employee ID 21402 (OI-BI, Male, 36 to 45 years, 5 >x ≥ 1 years tenure), who drew a contrast between successful and failed initiatives:

*"We've tried similar types of things in the past but they've fallen away... I think the other reason why the RMT has had more success is because it's been made a formal requirement for teams to use as part of their objectives."*

**Box 4-46** – Embedding Change into Objectives Through Leadership Action.

Here, leadership advocacy is not limited to rhetorical support but is institutionalised through integration with performance objectives. The implication is that leaders have moved from passive encouragement to structural embedding, signalling the seriousness and strategic intent behind the change. Where such alignment is missing, however, the data suggests that change initiatives quickly lose traction. This provides compelling support to existing research by Islam et al. (2022) who argued that leadership significantly influences employees' willingness to proactively participate in new initiatives and Hassan et al. (2013) who emphasise that empowering leadership behaviours foster trust and emotional attachment, both of which are crucial for maintaining employee commitment during periods of uncertainty. Employee ID 31002 (ES, Male, 46 to 55 years, y5 >x>= 1 years tenure) offered a more critical reflection:

*"The only reason for that reporting was that I was expected to put it on the slide. Does that reporting give me anything I didn't have before in terms of my utility: no, it just enables me to fill a corner on a slide."*

**Box 4-47** –Erosion of Change Credibility - Performative Reporting.

This articulation illustrates a breakdown in leadership communication, which Albrecht and Roughsedge (2023) describe as “performative sponsorship”, where leaders mandate action but fail to meaningfully connect with the employee experience or clarify purpose. In such cases, employees may follow the letter of the initiative, but disengage from its spirit.

#### **Importance of Change Sub-Theme 4: Alignment with Organisational Strategy**

The fourth sub-theme which appeared under the Importance of Change theme was Alignment (of the change) with Organisational Strategy. Interview data strongly indicated that employees’ change readiness was shaped not merely by the nature of the initiative itself, but by whether they perceived it as aligned with broader organisational strategy. When participants sensed a disconnection between the stated goals of change and the operational realities they experienced, motivation to engage often declined. For example, Employee ID 211003 (E, Female, 26–35 years, 5 > x ≥ 1 years tenure) described a perceived lack of coherence and ownership in the rollout of change initiatives:

*"I guess there's a breakdown there between us saying the expectations and people just not really taking that on board... there's not much of a project management approach to a lot of these things, so they just drop away."*

**Box 4-48** – Lack of Project Management Undermining Change Implementation.

This perspective reflects more than dissatisfaction with project execution; it signals a misalignment between strategic intent and practical application. Without clear processes, ownership structures, or mechanisms to embed change into routine workflows, participants viewed change as transient rather than transformative. This aligns with Fernandez and Rainey’s (2006) assertion that strategic coherence is foundational to successful change. When initiatives appear abstract or disconnected from daily operations, they often fail to secure meaningful engagement and instead provoke passive resistance. Similarly, Sonenshein and Dholakia (2012) argue that employee buy-in increases when individuals understand how the change supports

organisational goals and personal roles. Further reinforcing this theme, Employee ID 31002 (ES, Male, 46–55 years, 5 >x>= 1years tenure) described how the RMT initiative felt more symbolic than strategic: “just filling a corner on a slide”. Here, change is experienced not as meaningful progress but as an administrative obligation - lacking the credibility and relevance required to foster authentic engagement. This observation echoes concerns raised by Albrecht and Roughsedge (2023), who describe such scenarios as “performative sponsorship,” wherein leaders promote change without providing the structures or narratives that link it to strategic purpose.

What emerges from these findings is a nuanced understanding of change readiness: employees are not necessarily resistant to change in principle. Rather, their participation is challenged when change lacks clarity, continuity, or contextual relevance. The data suggests that employees seek more than direction; they seek coherence. When change is visibly and meaningfully aligned with organisational strategy, and when this alignment is communicated through structured planning and consistent leadership behaviours, engagement deepens. Conversely, when the link between vision and execution is absent, change initiatives are prone to falter - perceived as temporary rather than transformational.

#### **Importance of Change Sub-Theme 5: Perceived Inevitability of Change**

The fifth sub-theme which appeared under the Importance of Change theme was Perceived Inevitability of Change. Interview data revealed that employees experienced change not as a participative or empowering process, but as a pre-determined obligation. Rather than being invited to shape transformation efforts, these employees positioned themselves as implementers of decisions made by others, often higher in the hierarchy. The perception of inevitability, rather than strategic necessity or collective alignment, was a theme that shaped how employees perceived change. For example, Employee ID 12402 (CG-AG , Male, 46 to 55 years, x>= 14 years tenure), expressed this dynamic with notable clarity:

*"... no choice - that's one of the roles of being a line manager."*

**Box 4-49** – Role Obligation: Navigating Change Without Autonomy.

This response illustrates the relationship with change as one defined by duty, rather than belief or motivation. It suggests that change is carried out because it must be, not because it is viewed as meaningful or strategically enriching. This execution-focused mindset, rooted in a sense of limited autonomy, closely reflects what Harrison et al. (2021) term detached implementation - a condition where change is delivered out of obligation but fails to inspire deeper participation. In such scenarios, line managers operate as compliance agents, ensuring continuity but not necessarily transformation. These patterns also support the argument made by Stouten et al. (2018), who note that managerial compliance with change is often a structural requirement rather than a voluntary contribution.

#### **4.3.3.4 CR Theme 4: Planning**

Planning is a foundational component of successful change initiatives, yet it remains one of the most commonly cited challenges in organisational transformation. The findings from employee interviews highlight critical weaknesses in planning, including the lack of early stakeholder involvement, failure to incorporate lessons learned, an absence of structured project management, unclear leadership roles in planning, inadequate risk assessment, and ambiguity in execution plans. This section explores these sub-themes, linking them to contemporary literature on change management and organisational planning.

##### **Planning Sub-theme 1: Lack of Early Stakeholder Involvement**

A consistent thread running through employee reflections in this study was a shared frustration with how change initiatives are planned, specifically, the absence of early engagement with those directly affected. Participants repeatedly drew attention to the exclusion of key stakeholders in the initial phases of the changes design, describing how decisions were often finalised before operational realities had been considered. This created a perception of superficial consultation, where their roles were reduced to implementation rather than co-creation. As Employee ID 222123 (S, Female, 36–45 years, 14 >x>= 9 years tenure) articulated:

*"We don't plan these things through with all the right people around that will be affected right at the start of the project."*

**Box 4-50** – Planning Gaps: Excluding Key Stakeholders from Early Change Stages.

This sentiment was not isolated. Other participants such as Employee ID 72003, (OI-OS, Male, 46 to 55, 5 > x >= 1 years tenure) and Employee ID 21402 (OI-BI, Male, 36 to 45 years, 5 > x >= 1 years tenure) echoed similar concerns shown in Box 4-51, highlighting the operational consequences of planning decisions made in silo respectively:

*"It didn't see the business-facing side of it, so decisions are made without knowing the impact of the guys picking up extra work."*

*"I felt we were doing something that had to be done, but I didn't think we were doing it the best way we could."*

**Box 4-51** – Incomplete Planning - Failure to Consider Operational Impact of Change.

Together, these accounts reflect a shared frustration not with change itself, but with the way change is initiated. Participants framed resistance not as ideological opposition but as a rational response to flawed processes. The language employed: “no choice,” “not the best way,” “impact of the guys” underscores the emotional and logistical consequences of exclusion. These empirical insights align with broader research. Oreg et al. (2018) argue that when employees are brought into the planning phase of change initiatives, they are more likely to engage meaningfully, that is, not only because they feel heard but because their involvement helps shape feasible, context-aware solutions. De Jong et al. (2025) reinforce this point, asserting that participatory planning enables stronger alignment with both strategic intent and operational viability.

Crucially, this study's interview data and the existing literature converge on the importance of timing. Inclusion that comes after decisions are made is frequently perceived as tokenistic. In contrast, involvement at the outset of the change fosters a dual investment: cognitively in the idea and emotionally in the process. The findings also suggest that perceived resistance is often misdiagnosed. Participants pointed not to reluctance but to practical misalignment: timelines that ignore workloads, change launched without enough training, or projects introduced without clarity. These aren't signs of unwillingness, they are flags raised by those closest to implementation. For example Employee ID 72003 summarised this sentiment as: “Here we go again.” Such expressions are not merely complaints; they are indicators of systemic blind spots - moments where design logic overlooks operational truth. This disconnect not only increases friction at roll-out but threatens long-term adoption. When participants are expected to implement changes they did not shape, motivation shifts from ownership to obligation. Ultimately, this study reinforces a

critical point: inclusive planning is not just good practice it is structural necessity. When frontline employees help shape the change, they do not merely comply with it; they deliver it. Where they are absent from planning, change becomes something to be endured, rather than something to be owned.

### **Planning Sub-Theme 2: Failure to Incorporate Lessons Learned**

Frustrations expressed by employees from interviews in this study was the perceived tendency of the organisation to repeat previous mistakes in change implementation. Rather than evolving from one initiative to the next, employees described an experience of circularity where feedback loops were absent, and errors were not only unacknowledged but seemingly normalised. As Employee ID 222123 (S, Female, 36–45 years, 14 >x>= 9 years tenure) put it:

*"I don't think we learn from these failures, and we repeat the same thing over and over."*

**Box 4-52** – Repeating Mistakes: The Impact of Failing to Learn from Past Change Initiatives.

Others such as: Employee ID 21402 (OI-BI, Male, 36 to 45years, 5 > x ≥ 1 years tenure) echoed this sentiment, identifying a consistent lack of closure and reflection following change efforts:

*"It took a bit of convincing to have employees take on more work when everyone was already busy."*

**Box 4-53** – Repeating Mistakes: Limited Change Buy-In.

Together, these voices point toward an erosion of trust which is not necessarily in the principle of change, but in its execution. Participants did not reject change outright; rather, they questioned whether the organisation had learned enough from previous failures to do it differently this time. In many cases, there was a strong sense that knowledge gained from past initiatives was not being institutionalised. This empirical pattern aligns with findings from Ivancic et al. (2019), who argue that organisations without structured mechanisms for post-change reflection are prone to recurring inefficiency traps. These traps contribute to change fatigue (see Section 4.3.3.2), as employees begin to see each new initiative less as a chance to improve and more as a repetition of unresolved issues. The result is a slow but damaging decline in engagement over time. Further strengthening this perspective, Gharib et

al. (2024) highlight the importance of post-implementation reviews (PIRs) and formalised knowledge management processes. Without these, lessons remain isolated and held by individuals but not transferred institutionally. Consequently, planning deficiencies resurface, even when intentions are good and strategic alignment appears sound. The lack of formal learning loops also carries a psychological weight. Participants in this study spoke of scepticism, frustration, and in some cases resignation - emotional markers of what Stouten et al. (2018) describe as detached compliance, where individuals do what is asked but without the affective commitment necessary for transformational outcomes.

### **Planning Sub-Theme 3: Lack of Clear Project Management Structure**

Employees in this study frequently described organisational change initiatives as lacking a clear, consistent project management structure. Rather than following a recognised and repeatable methodology, changes were perceived as ad hoc, fragmented, or reliant on informal coordination. This absence of formalised governance was associated with confusion over responsibilities, inconsistent follow-through, and initiatives that either stalled or failed to reach completion. Employee ID 211003 (E, Female, 26–35 years, 5 >x>= 1years tenure) participant reflected:

*"There's not much of a project management approach to a lot of these things, so they just drop away."*

**Box 4-54** – Lack of Project Management: Weak Structures Lead to Abandoned Initiatives.

The implications of these observations extend beyond execution. A lack of project management rigor was seen to undermine accountability, clouding lines of ownership and diminishing perceived legitimacy of the change itself. Employees noted that without clearly assigned responsibilities or transparent reporting mechanisms, it became difficult to know whether a change had succeeded, or who was responsible when it failed. These qualitative findings align with Hornstein et al. (2015), who argue that absent structured methodologies such as Agile, PRINCE2, or Lean Change Management - organisational change is at risk of losing coherence across its planning, delivery, and evaluation phases. They suggest that without a unified framework, change initiatives become vulnerable to drift and misalignment, often defaulting to informal routines rather than systematic execution.

Additionally, the study supports that effective project governance is critical not only for delivering tasks but for reinforcing employee confidence in the change effort itself. When employees perceive change as structured, coordinated, and professionally managed, they are more likely to engage meaningfully with the process. Conversely, when structures are absent or poorly communicated, scepticism increases, and engagement becomes symbolic rather than substantive. In the present study, this lack of visible project governance was frequently interpreted as a sign that change was being improvised rather than strategically led.

#### **Planning Sub-Theme 4: Risk Assessment in Planning**

A consistent theme emerging from the interviews was the perceived absence of structured risk assessment during the planning stages of organisational change. Employees indicated that change initiatives were frequently launched without transparent evaluations of potential impacts, especially regarding what might be lost in the process. Employee 12402 (CG-AG , Male, 46 to 55 years,  $x \geq 14$  years tenure) reflected this concern directly:

*"A measure of risk was absent as far as I am aware there wasn't any association of risk with what we were losing."*

**Box 4-55** – Absence of Risk Assessment in Change Planning.

This perceived omission of risk analysis contributed to a broader sense of organisational unpreparedness. Rather than fostering a sense of confidence or predictability, the change efforts were seen as reactive, exposing employees to uncertainty and increasing the likelihood of resistance. In several cases, this lack of foresight eroded trust in the process itself, as participants believed that risks; both strategic and operational had not been adequately considered or communicated. Some participants highlighted how this absence of structured risk modelling led to overlooked downstream consequences. For instance, Employee 21402 (OI-BI, Male, 36 to 45years,  $5 < x \leq 1$  years tenure) noted the failure to anticipate workload redistribution following a re-structuring initiative:

*"The work that was being left behind by the leavers would still need picking up, but that wasn't clearly discussed or agreed at the time."*

**Box 4-56** – Lack of Impact Planning: Unanticipated Change Consequences.

Such reflections underscore the organisational blind spots that can emerge when potential losses - particularly in capacity or operational continuity which are not sufficiently assessed during planning. This sentiment was echoed by Employee ID 31002 (ES, Male, 46 to 55 years, 5 >x>= 1 years tenure), who described how prior restructures were executed without clear methodologies to forecast or mitigate their wider impacts:

*“Restructuring teams, cutting resource, removing functions has had consequences that could well have been anticipated with a proper process of impact assessment... and I think a lot of that was skipped in the name of efficiency.”*

**Box 4-57** – Lack of Impact Planning: Prioritising Efficiency Over Organisational Impact.

Moreover, the emotional repercussions of this absence of foresight were pronounced. Several participants described the anxiety associated with unexpected change, particularly when personal roles or team structures were affected. As Employee ID 61403 (OI-BI, Male, 26–35 years, 5 >x>= 1 years tenure) put it:

*“There’s no real up-front communication... so you don’t really know when that change is going to come about, whether you’re going to be affected... or why the change is undergoing.”*

**Box 4-58** – Lack of Advance Communication: Anxiety and Uncertainty.

This uncertainty translated into a form of passive compliance, where employees followed through with change requirements not out of engagement or belief in the initiative, but because of resignation to inevitability. These findings reinforce Errida and Lotff’s (2021) assertion that the integration of formal risk analysis into the planning phase is essential. Without such foresight, organisations may find themselves in cycles of reactive crisis management, where issues are addressed only after they have materialised, often at the cost of morale and engagement.

The interviews in this study support these theoretical perspectives. Employees frequently described how risks, particularly those tied to workload strain, role ambiguity, and team restructuring were only acknowledged after they had become evident. As a result, change recipients felt less like contributors to a considered strategy and more like reactive absorbers of overlooked burdens. This contributed to an atmosphere of frustration and futility, reinforcing the belief that change was driven by expedience rather than thoughtful design. Taken together, these insights emphasise the need to reframe risk assessment as a visible and inclusive part of early-stage planning. When change is introduced without this foundation, it not only

increases exposure to operational hazards but also weakens employees' belief in the organisation's competency and intent. Conversely, when risks are openly assessed, communicated, and integrated into planning from the outset, change efforts are more likely to foster structural stability and emotional alignment - cornerstones of sustainable transformation.

### **Planning Sub-Theme 5: Ambiguity in Change Execution Plans**

A lack of clarity in execution planning emerged as a critical theme affecting employee engagement during organisational change. As Ford and Ford (2009) argue, resistance to change is frequently rooted in poor communication and ambiguous implementation strategies. When employees are left uncertain about their roles, responsibilities, and the broader direction of a change initiative, they are less inclined to engage meaningfully. Instead, they may perceive the change as reactive, disorganised, or even unnecessary. Transparent and well-structured execution plans, that is those that clearly articulate objectives, timelines, ownership, and scope are therefore essential to foster commitment and reduce resistance. This perspective was repeatedly echoed by employees who had experienced initiatives where execution plans were either vague or inadequately communicated. Employee 182202 (ER, Male, 55+ years, 5 >x>= 1 years tenure) articulated this view directly:

*"Planning tends to get overlooked which makes everything else after not go so well because people don't know what's going on and how they will be affected."*

**Box 4-59** – Consequences of Overlooked Planning on Change Outcomes.

The result of this ambiguity was not only confusion but a noticeable decline in morale and alignment. Employees expressed frustration when execution details were either assumed or altered without inclusive discussion. Employee 31002 (ES, Male, 46 to 55 years, y5 >x>= 1 years tenure), who had extensive experience across multiple organisations, lamented the absence of structured methodologies:

*"In my experience, our organisation isn't particularly good at managing change. I've not seen a process like that applied... and that is one of the causes why I'm struggling to think of good examples of successful organisational change."*

**Box 4-60** – Absence of Structured Change Methodology.

Uncertainty stemming from ambiguous change plans was frequently associated with emotional strain particularly when expectations were not clearly defined or when workloads shifted without corresponding dialogue. Employee 61403 (OI-BI, Male, 26–35 years, 5 >x>= 1 years tenure) reflected this sentiment when describing unstructured restructures:

*“You don’t really know when that change is going to come about, you don’t know whether you’re going to be affected, and sometimes you don’t know why the change is undergoing.”*

**Box 4-61** – Unclear Change Planning: Uncertainty and Emotional Strain.

Others noted the lack of clarity in communications around change, such as the RMT (Resource Management Tool). While the tool was designed to enhance transparency, its early rollout was at times hampered by uneven guidance. Employee 12412 (OI-OS, Female, 55+, 5 >x>= 1 years tenure) acknowledged initial confusion:

*“Early on I struggled to remember to fill it in... if it was simpler it might be better.”*

**Box 4-62** – Complexity in Change.

This comment underscores how the absence of a clear and user-oriented introduction to change such as new systems can reduce early-stage engagement, even when the tool itself may be valuable in the long run. The challenges posed by ambiguous execution were not limited to end-users. Change agents also reflected on how the lack of structured frameworks inhibited their ability to manage resistance or promote buy-in. Employee 31002 (ES, Male, 46 to 55 years, y5 >x>= 1 years tenure) further described the importance of defined processes:

*“You need to engage with people early enough in a way that gets them to buy in... we skip that step very often.”*

**Box 4-63** – Planning Skipped Steps: Undermining Change Buy-In.

Together, these experiences support the view that ambiguity in execution planning undermines both the functional and psychological dimensions of change. Functionally, it leads to inefficiencies, duplicated efforts, or work being abandoned. Psychologically, it cultivates uncertainty, reduces trust, and heightens scepticism - conditions that are counterproductive to employee change readiness. As such,

ambiguity must be seen not merely as a planning oversight but as a critical risk factor in change execution.

#### 4.3.4 Exploring the Relationship Between EE and CR

The interplay between Employee Engagement (EE) and Change Readiness (CR) was a central focus of this study, particularly in examining whether Highly Engaged (HE) employees demonstrate greater Openness to Change (OTC). The existing literature suggests that highly engaged employees through their heightened organisational commitment would be more likely to align to the characteristics of change ready employees (see Chapter 2: Section 2.3.4). This section will review the results to understand the extent to which HE employees OTC and so expectant commitment extends beyond compliance-driven participation and aligns with discretionary behaviours that sustain organisational transformation. Figure 4-15 shows that 70% of employees in the mini case study sample were both engaged and open to change (see Appendix 11 Parts 1, 2 and 3 for further details), promoting the view that engaged employees are more likely than not to exhibit an OTC.

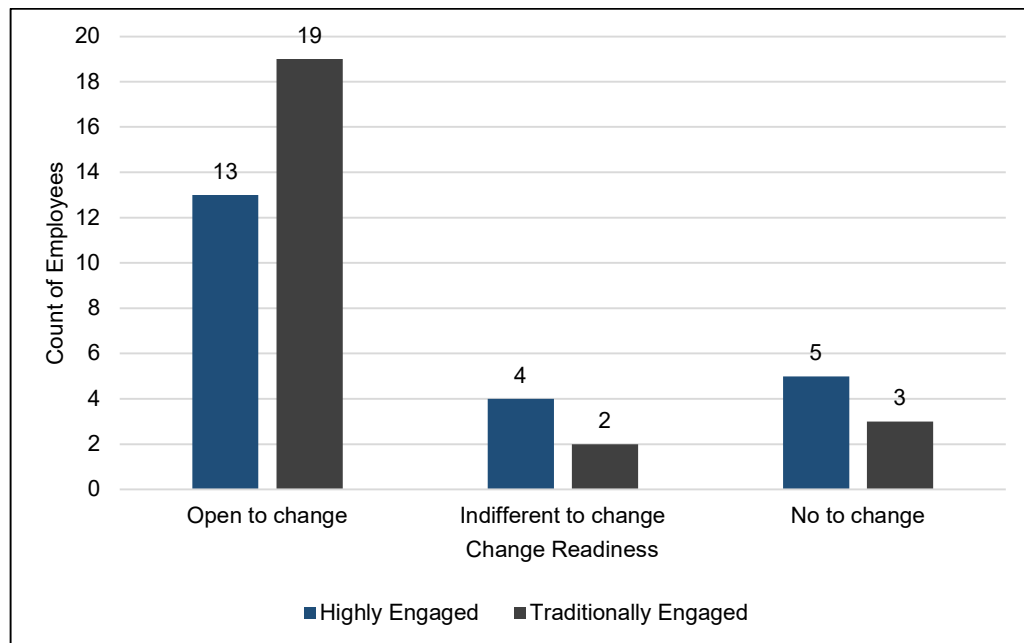


Figure 4-15 – Employee OTC by EE – Mini-Case Study.

From Figure 4-15 Traditionally Engaged (TE) employees were also found to exhibit a higher likelihood of being open to change (OTC) compared to Highly Engaged (HE) employees. HE employees were also recognised as being slightly

overrepresented in both the "No to Change" and "Indifferent to Change" categories, suggesting that while they may demonstrate stronger sustained discretionary effort, their change readiness is not automatic and maybe contingent on mediating factors.

#### **4.3.4.1 EE: OC Mediation by Leadership Communication**

Employees who exhibit engagement, whether classified as Highly Engaged (HE) or Traditionally Engaged (TE), were found to be more receptive to organisational change, though this was not uniform across engagement levels. This aligns with Muktarom and Tricahyadinata (2024), who highlight that transformational leadership mediate change readiness. Survey results indicate that TE employees exhibited a higher likelihood of being open to change (OTC) compared to HE employees (Figure 4-15). However, HE employees were slightly overrepresented in both the "No to Change" and "Indifferent to Change" categories, suggesting that while they may demonstrate stronger sustained discretionary effort, their change readiness is not automatic and is more contingent on mediating factors such as leadership communication, access to enabling resources, and the perceived credibility of change efforts. These findings reinforce the conceptual overlap between EE and OTC but suggest that additional organisational factors shape how employees respond to change - with TE employees displaying higher immediate receptivity to change, while HE employees may adopt a more critical stance, requiring stronger leadership alignment to drive initial discretionary commitment (Rang et al., 2025). This aligns with research by Jiang and Luo (2018) who argue that structured, transparent communication fosters trust and commitment to change initiatives. Similarly, Schnackenberg et al. (2021) found that internal communication clarity significantly enhances employee confidence in leadership decisions, particularly during transformational periods.

Qualitative insights from interviews in this study further substantiate these findings. Engaged employees described instances where well-structured leadership communication facilitated their openness to change, particularly when messages were timely, relevant, and framed within a broader strategic context (Men et al., 2020). This supports the assertion that an employee's engagement alone does not guarantee change readiness - effective leadership communication acts as a crucial enabler. Employee ID 21402 (Team OI-BI, Male, >1 to <5 years tenure, 36–45 years of age, Change recipient, HE, OTC) articulated this dynamic, stating:

*" I think these types of changes where you can structure it, give a few presentations and raise awareness on why, when, and what people need to do to prepare and what they need to do, are good examples. I think we fall over when we don't let the people know what's coming, why, and what they need to do sometimes this puts people off from the start. "*

**Box 4-64** – Impact of Leadership Communication Clarity on Change Readiness.

This quote highlights how clarity and structure in leadership messaging influence employee attitudes toward change, reinforcing findings from Vakola (2014) that engagement alone does not drive commitment to change unless communication effectively aligns employees with the change rationale.

#### **4.3.4.2 Change Commitment – Impact of Leadership Communication Gaps**

Despite the overall positive association between an employee's engagement and change readiness, this study found that engaged employees do not uniformly exhibit proactive change behaviours. For example, some employees reported feeling compelled to participate in change initiatives not due to personal conviction but rather as an obligation tied to their roles. Employee ID: 12402 (Team CG-AG, Male,  $x \geq 14$  years tenure, 46 to 55 years of age, Change Recipient, TE, OTC), reflecting on their experience with redundancies and structural changes, stated:

*"I suppose it would just be the same... We just got no choice. That's one of the roles of being a line manager. You have to do the good and the bad."*

**Box 4-65** – Change as an Obligation: Navigating Redundancies and Role Expectations.

Similarly, Employee ID: 151123 (Team CG-SSOW, Male,  $x \geq 14$  years tenure, 46 to 55 years of age, Change Recipient, HE, Indifferent to change) described their engagement with the RMT tool (a change initiative) as something they participated in because it was linked to performance objectives, not because they saw personal value in it:

*(I don't feel the change brings me any benefit but...) "since the start of this year, it's linked to my objectives, so I have to complete it."*

**Box 4-66** – Compliance Over Conviction: Mandated Engagement with the RMT Tool.

These findings indicate that while many employees remain committed to delivering strong performance, gaps in communication, perceived value of employee input, and

the nature of enforced participation in change initiatives may limit engagement sustainability. This aligns with Vakola (2014), who argues that engagement does not always translate into discretionary commitment to change but may instead foster compliance driven by organisational expectations. Survey data supports this observation. Engaged employees frequently reported exerting additional effort (statement 1j: "I exert more effort than I might in a similar role elsewhere") - with 67% of HE employees and 38% of TE employees agreeing - demonstrating a willingness to contribute beyond baseline expectations. However, this discretionary effort does not always correspond with employees feeling heard or meaningfully engaged in decision-making. For instance, statement 2d ("I don't need any more communication to help me be successful in my role") had low agreement rates among both HE (22%) and TE (30%) employees (see Table 4-5). This suggests that a majority of employees believe they do require more communication to succeed, potentially contributing to the perception that their input is not fully considered. This phenomenon was reflected in interview findings, where engaged employees articulated frustrations with top-down decision-making that left mid-level managers compensating for strategic missteps. These employees did not resist change outright but approached it with scepticism, suggesting that leadership communication gaps can undermine the discretionary commitment needed for effective transformation. For example, Employee ID: 12402, (Team CG-AG, Male, x>= 14years tenure, 46 to 55 years of age, Change Recipient, TE, OTC), described their experience with redundancies, expressing frustration over a lack of proper planning and risk assessment from leadership, which resulted in mid-level managers having to manage the consequences without adequate support:

*"Anger and disappointment because this is off the back of three redundancies in or all three cuts in the last three to four years and so these are all problems that happened before and we honestly didn't learn our lessons."*

*"There was no mapping off of those responsibilities to other people. I mean, there was an attempt to, but it missed so many important areas which we're still struggling with now over a year later."*

**Box 4-67** – Lack of Strategic Planning in Workforce Reductions: Perceived Leadership Shortcomings.

The employee did not actively resist the change but was sceptical of leadership's ability to manage it effectively, irrespective of their engagement level or OTC. This aligns with the idea that leadership communication gaps and a failure to engage with operational realities can erode trust and discretionary effort in transformation efforts. This finding is supported by Men et al. (2020), who found that change initiatives

internal communication can undermine employee trust in leadership and reduce their willingness to engage meaningfully with change initiatives.

#### **4.3.4.3 Engaged Employees: Scepticism and Passive Compliance to Change**

While the majority (70%) of engaged employees were found to be OTC, (see Figure 4-15) their responses varied depending on factors such as leadership communication, perceived effectiveness of the change, and resource availability. This aligns with De Clercq and Pereira (2023), who found that even engaged employees may exhibit situational disinterest (in change) if they perceive leadership decision-making as unfair or unclear. Their study highlights how a lack of transparent communication and unclear expectations can undermine proactive employee behaviours, particularly during periods of change. Survey results underscore the importance of resource access in fostering change readiness. For example, 50% of highly engaged employees agreed with the statement "I do not have access to all I need to do my job effectively" (statement 2j, see Table 4-4), indicating that even committed employees may feel hindered by inadequate tools or infrastructure. Furthermore, only 50% of highly engaged employees reported feeling a strong connection to the organisation and a willingness to put in extra effort (statement 3l see Table 4-5). This suggests that engagement does not necessarily translate into unlimited discretionary effort - employees still require structural support to maintain high motivation and commitment to change initiatives. Interviews provided further insights, revealing that engaged employees sometimes exhibited passive compliance rather than active commitment to change. This often stemmed from unclear leadership communication and a perceived lack of follow-through on change initiatives. For instance, Employee 211003 (Team E, Female, >1 to <5 years tenure, 26 to 35 years of age, Change Recipient, HE, OTC), described how a strategic shift was announced, but when the time came for its implementation, many of the preparatory steps had not been taken:

*"We supported a part of the business to prepare for some changes which were announced, but when the time came for the preparations to be tested, we found that a lot of what had been discussed and agreed wasn't done."*

**Box 4-68** – Breakdown in Execution: Discrepancies Between Change Planning and Implementation.

The absence of clear accountability left employees uncertain about how seriously leadership was taking the initiative, reinforcing a sense of disengagement with its execution. Similarly, Employee 222123 (Team S, Female, >9 to <14 years tenure, 36 to 45 years of age, Change Recipient, TE, OTC) described a situation in which a new system was implemented, but without ensuring employee buy-in or clear expectations:

*“Initially, I was OK with it. I can understand that changing something so old and big is challenging, so you expect some unknowns. But some of these gaps were obvious pieces of the puzzle, and it was surprising how little they were thought about.”*

**Box 4-69** – Overlooked Gaps in Change Planning: Employee Reflections on Unanticipated Issues.

The lack of thorough planning resulted in employees feeling that they were forced to adapt to changes rather than being engaged in shaping them, leading to a dynamic where change was followed but not necessarily embraced. This supports Zhu et al. (2023), who argue that employees, even when engaged, may disengage from specific initiatives when they lack trust in leadership messaging or see no evidence of sustained organisational commitment to change.

#### 4.3.4.4 Comparative Analysis of EE and CR Across Employee Groups

A comparative analysis of engaged employees provides a clearer understanding of the factors that influence change readiness.

Employee Group	Change Readiness (CR) Response	Supporting Evidence
Engaged (HE and TE)	More likely to embrace change, but effectiveness depends on leadership communication and enablement. Some employees exhibit passive compliance rather than active commitment when communication is unclear.	Higher agreement with structured leadership communication, professional development, and resource access (survey statements 1h, 1i, 2h, 3a). However, some engaged employees expressed scepticism toward leadership decision-making and a perceived lack of follow-through on change initiatives.
Engaged – but reduced trust in leadership	Engagement in change initiatives is driven by obligation rather than conviction. Employees adhere to change requirements but question leadership’s ability to execute effectively.	Some engaged employees expressed frustration over top-down decision-making and a failure to integrate their operational insights into change planning (Interview examples. Survey statement 2c shows that 34% of HE and 30% of TE employees believe departmental communication could be improved, reinforcing concerns about insufficient transparency in change initiatives.

**Table 4-10** – Comparative Summary of Change Readiness Among Engaged Employee Groups.

These findings reinforce the view that EE alone is insufficient in driving change readiness. While both TE and HE engaged employees are more likely to demonstrate openness to change, their participation is contingent on organisational factors such as leadership communication and the availability of enabling resources. Some engaged employees demonstrate passive compliance rather than full commitment, driven by structural obligations rather than belief in the initiative.

#### **4.3.4.5 Summary of Key Findings: The Role of Employee Engagement in Change Readiness**

This study demonstrates that while employee engagement (EE) plays a significant role in shaping change readiness (CR), the relationship is not straightforward. Engaged employees are generally more likely to embrace change, but their level of commitment depends on several organisational factors, particularly leadership communication, strategic planning, and access to enabling resources. The assumption that engagement alone guarantees proactive participation in change initiatives is overly simplistic. Instead, this research suggests that even highly engaged employees can exhibit passive compliance rather than active commitment when they perceive leadership decision-making as ineffective or communication as unclear.

A key finding of this study is that engaged employees do not necessarily resist change, but their willingness to support it is not unconditional. Survey results indicate that while employees broadly recognise the value of their work and are committed to their roles, a significant proportion express concerns about leadership's ability to communicate effectively and follow through on change initiatives. For instance, 34% of HE and 30% of TE employees believe their department could improve communication about ongoing changes (survey statement 2c see Table 4-10). This reflects a potential barrier to engagement with change efforts. Without a clear understanding of why a change is occurring, how it will be implemented, and what it means for their day-to-day work, even engaged employees may hesitate to fully commit. Interview data further supports this observation. Employees articulated frustration with top-down decision-making that failed to integrate operational realities, leaving mid-level managers and teams struggling to compensate for strategic missteps. Rather than resisting outright, these employees continued to engage in change initiatives out of obligation rather than conviction, reflecting an

underlying scepticism towards leadership's ability to execute change effectively. While these employees remained compliant, their discretionary effort typically a hallmark of high engagement was constrained by a lack of trust in leadership's follow-through. A crucial factor influencing CR was resource access and enablement. Employees who lacked access to the necessary tools or felt that internal processes were ineffective were significantly less likely to embrace change. Survey results indicate that employees who struggled with system inefficiencies (survey statement 2j) were also those who felt least confident in their department's ability to manage change successfully. Interviews confirmed this finding, with participants describing how change initiatives were often launched without fully considering the operational realities of those expected to implement them. This led to inefficiencies, frustration, and a perception that leadership was disconnected from the practical challenges of transformation.

The findings of this study align with contemporary research on EE and CR. Muktarom and Tricahyadinata (2024) highlight the importance of transformational leadership in fostering an environment where engaged employees feel empowered to embrace change. Similarly, Awany et al. (2024) emphasise that clear, transparent communication enhances employee trust in change initiatives - an argument reinforced by this study's evidence that employees who felt well-informed about change were more likely to engage meaningfully. Furthermore, Holt et al. (2007) found that perceived resource availability plays a crucial role in shaping employee openness to change, with resource gaps disproportionately affecting engagement with change initiatives. Taken together, these findings suggest that EE alone is insufficient to guarantee successful change adoption. Even highly engaged employees require strategic clarity, transparent communication, and access to necessary resources to maintain their commitment to change efforts. Without these factors, the very engagement that might otherwise drive CR may instead manifest as scepticism, frustration, or passive compliance. To truly leverage EE as a driver of organisational transformation, leadership must address these structural and communicative barriers, ensuring that engaged employees are not just willing to contribute to change but are also empowered to do so effectively. By focusing on these enablers, organisations can transform EE from a passive state of compliance into an active force for sustained change readiness.

#### **4.3.5 Section Summary: RO2 Change Readiness**

This section sought to address Research Question 2 (RQ2) by examining the organisational (OF) and individual (IF) factors that shape Change Readiness (CR). Through an integrated analysis of survey responses and interview insights, several key themes emerged, offering a deeper understanding of how employees perceive and engage with organisational change. The findings suggest that CR is not solely determined by an individual's willingness to embrace change but is heavily influenced by role-based exposure, leadership communication, and structural support mechanisms within the organisation. Additionally, this section explored the relationship between Employee Engagement (EE) and CR, highlighting that engagement alone does not necessarily translate to change readiness. Instead, engaged employees' willingness to embrace change is contingent on effective leadership communication, resource enablement, and a sense of alignment between organisational strategy and individual contributions.

Survey findings identified role exposure as a key determinant of CR. Employees directly involved in change initiatives, such as those in the RMT case study, demonstrated higher levels of readiness and conviction toward change (statements 1e and 2k). However, status quo bias was evident in responses to statements 1l and 3e, where employees acknowledged the need for improvements but were reluctant to abandon familiar systems. Furthermore, the data highlighted contrasts between operational and project-based roles, with operational employees displaying heightened sensitivity to inefficiencies, whereas project-based employees demonstrated greater adaptability to change. At an individual level, team structure played a key role in shaping CR. Employees in structured, process-driven teams exhibited greater openness to change, whereas those in engineering and risk-focused teams tended to question the rationale behind change initiatives. Gender differences were minimal within the case study sample but more pronounced in external survey results, where female employees showed greater openness to change than males - possibly reflecting differences in social networks, leadership engagement, and role clarity. Age and tenure further shaped CR, with younger and newer employees demonstrating higher adaptability, while mid-tenure employees (5–9 years) exhibited greater scepticism, potentially due to change fatigue or previous experiences with unsuccessful change efforts.

A key finding in this section is that Employee Engagement (EE) does not automatically equate to Change Readiness (CR). Although engaged employees

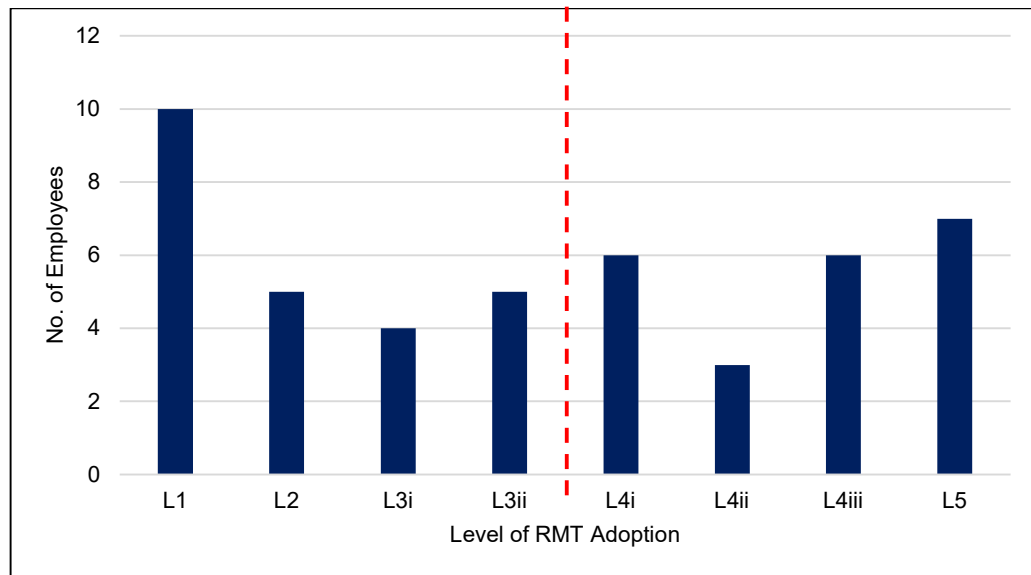
exhibited higher discretionary effort (statements 1j, 3g), their actual readiness for change appeared to be mediated by organisational factors such as leadership communication, transparency, and resource availability. Some engaged employees demonstrated passive compliance rather than active commitment, particularly in instances where they felt disconnected from decision-making processes or lacked visibility into how their contributions influenced change outcomes. Additionally, some engaged employees participated in change initiatives out of obligation rather than conviction, revealing a misalignment between engagement and trust in leadership. Survey results reinforced this, with 34% of HE and 30% of TE employees believing their department could improve communication (statement 2c, Table 4-10), indicating that perceived gaps in transparency and inclusion can limit how fully engaged employees support change efforts. These findings challenge the assumption that high EE inherently drives CR. Instead, engagement must be supported by clear leadership messaging, strategic alignment, and access to enabling resources to translate into meaningful participation in change initiatives.

#### **4.4 RO3: EE, CR, and IF influence on Sustainable OC**

This section critically examines the study's findings in relation to Research Objective 3 (RO3), which was to analyse employee engagement's (EE), influence on sustainable organisational change (OC) within an energy-sector organisation and whether this influence was comparable with CR and the influence of an employee's individual factors. The concept of sustainable organisational change, previously outlined in Chapter 2 (Section: Sustainable Organisational Change), is framed as the implementation of new working practices - such as the RMT OC initiative examined in this study (introduced in Section 3.3.2.1) - that result in enhanced performance or process improvements sustained over a contextually appropriate period (Buchanan et al., 2005).

This section presents an in-depth analysis of the findings associated with RO3, structured around Research Question 3 (RQ3), which investigates how has organisational change (OC) been sustainably adopted by employees within an energy-sector organisation, and how does this adoption vary based on their employee engagement (EE) levels (as identified in RO1), change readiness (CR) (as explored in RO2), and individual factors. Through this analysis, the section will uncover whether EE serves as a stronger predictor of sustainable change adoption than CR or individual factors, thereby offering nuanced insights into the dynamics of

employee behaviour in organisational change events. The RMT change initiatives adoption data was collected and analysed in line with the details provided earlier in Chapter 3.0, Sections 3.3.6.1 and 3.3.6.4, respectively. An employee’s level of RMT adoption was determined based on an their Frequency of RMT entries, the Thoroughness of their entries, and the Time taken for them to make their first entry (details available in Table 3-8). All employee ID adoption performance data has been provided in Appendix 7, which has been summarised in Figure 4-16.



**Figure 4-16** – RMT OC Adoption by Mini-Case Study Employees.

From Figure 4-16 the RMT adoption performance can be summarised as being varied, with employees found at each of the RMT OC adoption levels: Level 1 (best) through to Level 5 (worst). Just over half (52% - 24/46) of the employees had sustainably adopted the RMT change initiative. In total ten achieved Level 1 RMT adoption: five Level 2, four Level 3i, and five Level 3ii. The remaining 48% (22/46) of the employees did not sustainably adopt the RMT. Six of these employees adopted the RMT with Level 4i performance; three at Level 4ii; six at Level 4iii; and seven employees at Level 5. Employees categorised as sustainably adopting the RMT change initiative had the common theme of having used the RMT in line with the change sponsors want over the intended duration. The change sponsors had wanted the change recipients to make a thorough account of their at work effort using the RMT change. For details on how Level 1, 2, 3i, and 3ii differed please see Table 3-8 and for RMT adoption details please see Appendix 7.

Employees categorised as not adopting the RMT change initiative sustainably were recognised as having Level 4i, Level 4ii, Level 4iii or Level 5 change adoption performance. Each of these levels had the common theme that the employees had not used the RMT change initiative in the way that the change sponsors had wanted over the intended duration. For details on how Level 4i, 4ii, 4iii and Level 5 differed please see Table 3-8. The next sections use the data from Appendix 7 to deliver against RO3 by examining how the sustainable adoption of the change initiative (the RMT) varied amongst employees according to their EE (identified from RO1), Section 4.4.1, compared to their CR RO2, Section 4.4.2 and their individual factors Section 4.4.3.

#### **4.4.1 EE Influence on Sustainable OC**

Figure 4-17 presents the adoption levels of the RMT organisational change (OC) initiative by employees, according to their Employee Engagement (EE) status, as determined under Research Objective 1 (refer to Appendix 8). The analysis reveals that slightly more than half of the engaged employees (52%, or 24 out of 46) encompassing both Highly Engaged (HE) and Traditionally Engaged (TE) employees demonstrated sustainable adoption of the RMT OC. This sustained adoption was identified through these employees consistently exceeding their team's average performance in the Thoroughness of RMT entries over the study's duration. This alignment with the key adoption metric established by the change sponsors reflects that these employees not only met but also maintained the fundamental expectations and strategic intentions of the initiative throughout the observation period.

While this data indicates a positive relationship between employee engagement and sustainable OC adoption, it is important to note that 48% of engaged employees did not fully meet the criteria for sustainable adoption, as defined by the change sponsors. This finding underscores a critical nuance: while engaged employees irrespective of being HE or TE, exhibit a higher propensity to adopt organisational change initiatives sustainably, engagement alone is not a definitive predictor of adoption success. This observation aligns with existing Employee Engagement literature, which posits that engaged employees are more inclined to offer discretionary effort - voluntary effort beyond contractual obligations - in support of organisational objectives (AON Hewitt, 2013; Blessing White, 2011; Macey et al., 2008; Konrad, 2006; Kahn, 1990). However, the findings of this study extend this

discourse by contrasting the theoretical expectation of discretionary effort with actual observed adoption behaviours. This divergence suggests that, while engagement enhances the likelihood of sustainable adoption, it does not guarantee it - highlighting the role of additional moderating factors such as perceived personal benefits, leadership influence, and the structural design of the change initiative.

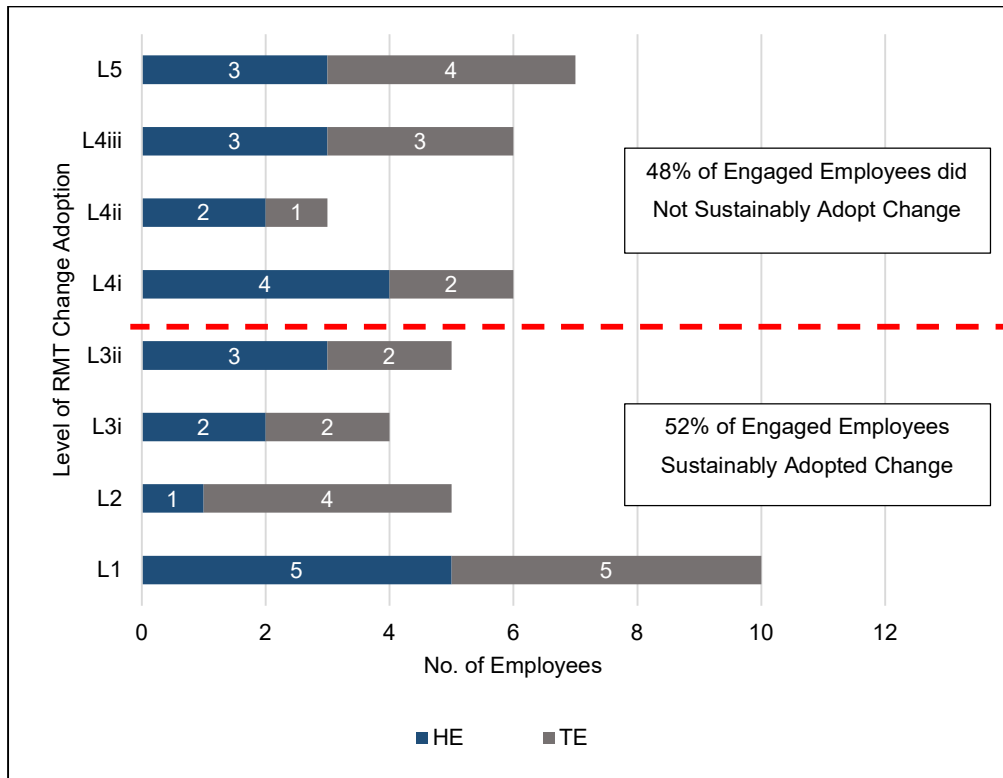


Figure 4-17 – Adoption of RMT OC by EE Level.

This nuanced understanding contributes to the broader academic discourse on organisational change by emphasising that employee engagement, while a valuable predictor, should not be viewed in isolation. Instead, a multifaceted approach, incorporating individual motivations, organisational dynamics, and contextual factors, is necessary to fully comprehend the complexities surrounding sustainable organisational change adoption. In order to develop the understanding based on their observed usage of the RMT this study used in-depth interviews following the interview data collection and analysis process outlined earlier in Chapter 3.0, to deepen the understanding on an engaged employees an employee’s sustainable change adoption, (Sections 3.3.5.2 and 3.3.5.4 respectively). The interviewees were asked for their views regarding the RMT OC initiative (questions from Appendix 2 Section 2 and 3 for change recipients, and Sections 4 and 5 for change sponsors), with responses transcribed by the researcher (examples of transcripts provided in

Appendix 6) and imported into NVivo 12.0. Under the primary node, Adoption of the RMT OC, secondary nodes were developed to understand employee themes on the RMT change initiative. These themes were analysed using NVivo 12.0's Crosstab query function, enabling an employee's RMT OC adoption to be plotted against the identified interview themes (secondary nodes/themes) which are shown in Figure 4-18.

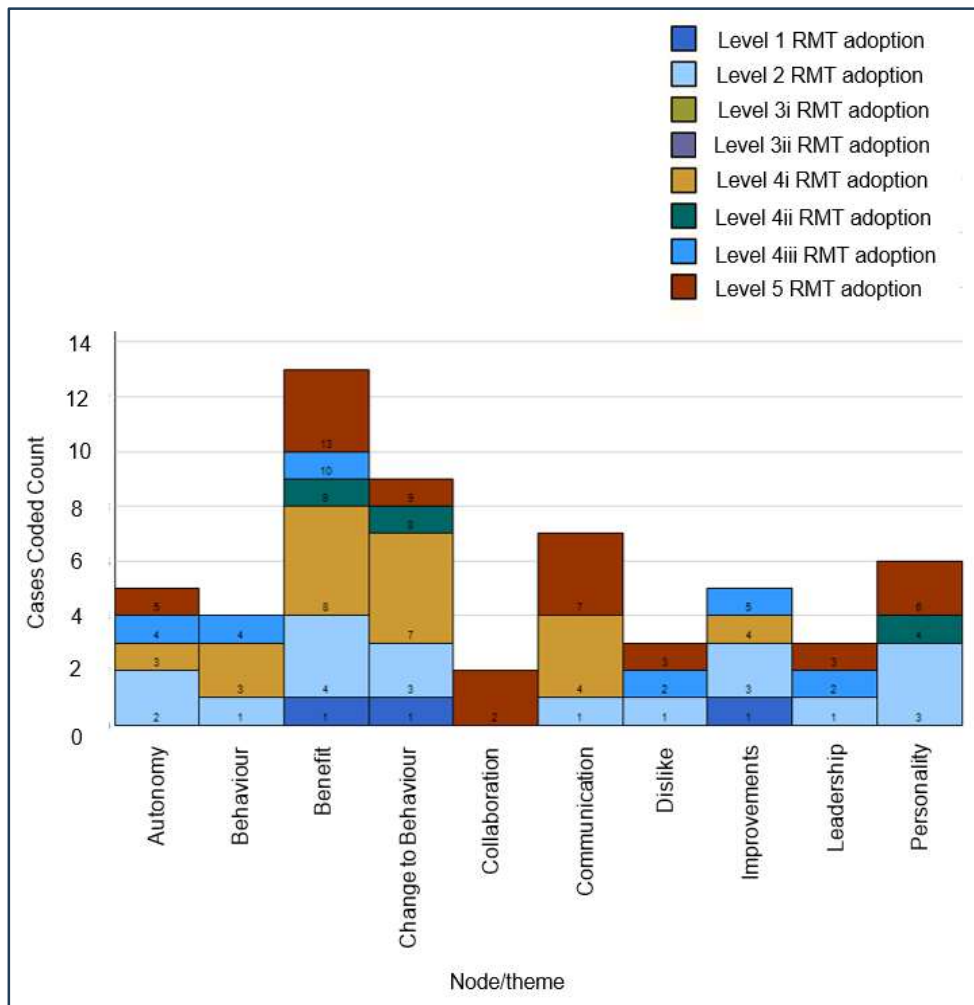
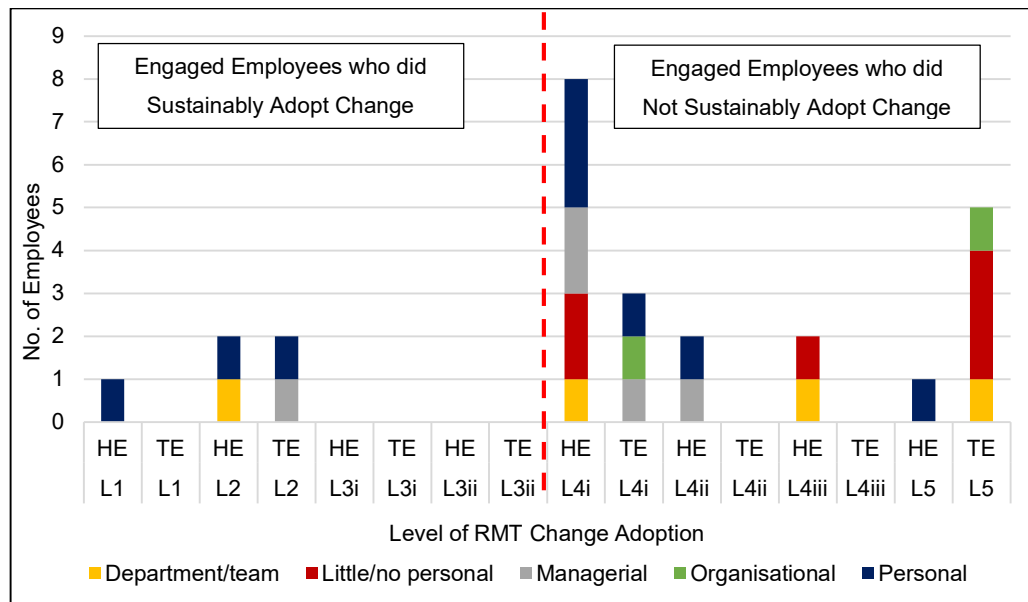


Figure 4-18 – RMT OC Interview Themes Presented by HE and TE Employees.

Analysis of Figure 4-18 reveals that the most prominent clustering of responses from interviewees, when discussing the adoption of the RMT Organisational Change (OC), centered around the Benefit theme. This indicates that employees frequently framed their experiences and perceptions of the RMT OC in terms of the value it provided, either to themselves, their teams, or the wider organisation. To gain deeper insights into how perceived benefits influenced the observed adoption

behaviours of engaged employees (as outlined in Figure 4-18), the following section will explore the sub-themes identified under the Benefit category. This exploration will provide a more granular understanding of the motivational drivers behind sustained adoption and the nuanced factors that shaped employee engagement with the RMT OC.

Figure 4-19 summarises the perspectives of engaged employees on the RMT Organisational Change (OC) initiative, specifically focusing on the sub-themes under the Benefit category (drawing on data from Appendix 13) and the role that benefits play in driving the sustained adoption of change initiatives. This section will continue to examine how employees across different adoption levels interpreted the value of the RMT and how these perceptions shaped their sustainable adoption or not to the change initiative.



**Figure 4-19** – Distribution of Engaged Employee Perspectives on RMT OC Across Adoption Levels Under the Benefit Theme.

#### 4.4.1.1 The Role of Perceived Personal Benefits in Sustaining OC Adoption

Initial findings reveal that while Employee Engagement (EE) positively influences sustainable OC adoption, the relationship is complex. Among employees with Level 1 and Level 2 adoption, that is those who most thoroughly and frequently used the RMT - there was a pattern of engaged employees citing personal benefits as a key motivator for their sustained use (3 out of 5 instances – the other two sub-themes were departmental and managerial benefits). For example, Employee ID 72003

(Sustainable Level 1 RMT adoption, HE) indicated an intrinsic motivation linked to self-reflection and task tracking, sharing,

*"it's nice to see a record of what I've done at the end of every month",*

**Box 4-70** – Personal Benefit of RMT supporting Value of Activity Tracking.

Employee 21402 (Sustainable Level 2 RMT adoption, HE) highlighted the RMT's utility in team management, stating,

*"it lets me have a real-time view of what each team member has been doing ahead of our catchups."*

**Box 4-71** – Personal Benefit of RMT Enhancing Team Oversight Through Real-Time Activity Tracking.

These insights support the premise that engaged employees are more likely to offer discretionary effort - a foundational concept in EE literature (Kahn, 1990; Macey and Schneider, 2008) - and that this effort translates into sustained adoption when employees perceive direct, personal value from the change initiative. However, it is important to note that 48% of engaged employees did not sustain the RMT adoption in full alignment with change sponsor expectations, suggesting that EE alone does not guarantee sustained OC. This discrepancy highlights the significance of perceived benefit in shaping sustained adoption behaviours.

From Figure 4-19 the complete absence of engaged employees in the Level 3i (Early, thorough, light use) and Level 3ii (Late, thorough, light use) categories is observable - both of which would indicate partial but still sustainable adoption. This gap suggests a polarised adoption pattern among engaged employees, who, when perceiving benefits from the organisational change, tend to either fully adopt the change (Levels 1 and 2) or disengage more substantially (falling into Levels 4 and 5). It is critical to emphasise that this absence is specific to the analysis of engaged employees who, through their interview transcripts, cited themes under the Benefit category. It does not imply that no employees occupied Levels 3i and 3ii, but rather that no engaged employees who identified benefits with the change fell within these moderate adoption levels. This phenomenon can be better understood through the framework presented by Druhova et al. (2024), which expands upon the Technology Acceptance Model (TAM) by emphasising the dynamic interplay between perceived ease of use, perceived usefulness, and the broader organisational context in shaping user acceptance and sustained engagement. In this context, employees who recognised clear, practical benefits from using the RMT were more likely to fully

commit to the initiative. Conversely, employees who acknowledged the theoretical value of the change but failed to identify meaningful, day-to-day advantages tended to disengage, often bypassing partial adoption stages. For example, Employee ID 12402 (Level 5 adoption, Traditionally Engaged) expressed clear frustration with the RMT, stating:

*"There's a lot of clicking to fill the RMT, and I can't see how we use the information. It doesn't really have to benefit myself as long as it benefits the organisation."*

**Box 4-72** – Absence of Personal Benefit Undermining Sustained Adoption.

Although this employee acknowledged a broader organisational rationale for the tool, the absence of a direct, personal benefit, combined with perceived complexity in its use, led to disengagement and minimal compliance with the change initiative. This aligns with TAM's assertion that user adoption hinges on both ease of use and perceived individual value. Without these, even engaged employees may exhibit low levels adoption.

The strongest predictor of lower adoption levels was the perception of "Little/No Personal Benefit", frequently cited by employees in Levels 4 and 5, but notably absent among those who achieved sustainable adoption (Levels 1 and 2). Employee 151123 (Level 4i, HE) questioned the RMT's necessity stating bluntly,

*"My manager knows what I'm doing anyway."*

**Box 4-73** – Perceived Redundancy of Change Due to Existing Managerial Oversight.

Employee 12402 (Level 5, TE) added,

*"it's more of a hindrance, and the priority is the day job, so the RMT gets missed."*

**Box 4-74** – Operational Priorities Undermining RMT Change Adoption.

These support the argument that personal relevance is critical for sustained change adoption, even among engaged employees. Where employees felt the RMT merely served managerial oversight or ticked compliance boxes, sustained use diminished.

#### 4.4.1.2 Managerial and Organisational Benefits

For employees who did not sustainably adopt the change there was a greater tendency to recognising managerial or organisational advantages from the change. Employee 31012 (Level 4i, TE) acknowledged the tool's utility in supporting team management balanced against user experience challenges stating,

*"it has supported manage the team"... " it just balances the pain of filling it in as a user pain of filling it in"*

**Box 4-75** – Managerial Benefit of RMT Supporting Team Oversight Despite Usability Challenges.

Employee 12402 (Level 5, TE), while critical of the tool's usability, conceded,

*"it doesn't really have to benefit myself, as long as it benefits the organisation."*

**Box 4-76** – Organisational Benefit Prioritised Over Personal Utility in Sustained Adoption.

This aligns with the concept of “aligned but passive engagement” (Piderit, 2000), where employees comply with organisational demands without full personal investment. While such employees contribute to OC sustainability at a surface level, their commitment remains vulnerable, particularly under increased workloads or competing priorities. So, employees who identified managerial or organisational benefits without experiencing personal utility were less consistent in their RMT use, often falling into lower adoption levels (4i, 4ii, and 5). This reflects findings from the Job Demands-Resources (JD-R) Model (Bakker and Demerouti, 2007), which posits that employees are more likely to sustain engagement when they perceive that job demands are balanced by meaningful resources. When personal utility was lacking, even engaged employees showed reduced discretionary effort and sustainable adoption.

#### 4.4.1.3 Summary of Key Findings: EE Catalyst, Not Guarantee for Sustainable OC

This section has demonstrated that while Employee Engagement (EE) positively influences the sustainability of Organisational Change (OC), its impact is moderated by employees' perceptions of personal, managerial, departmental, and organisational benefits. Engaged employees are more likely to sustain adoption when they perceive direct utility, but even high employee engagement cannot

overcome change that's perceived as overly complex or misaligned with employees' day-to-day roles. The absence of mid-level adopters (L3i and L3ii) indicates that partial engagement is unlikely among engaged employees - they either fully adopt or disengage based on perceived benefit. This has significant implications for change management strategies, suggesting that fostering personal utility, simplifying processes, and maintaining visible feedback loops are crucial to sustaining organisational change, even among an engaged workforce.

#### 4.4.2 CR Influence on Sustainable OC

This section explores the relationship between Change Readiness (CR) and the sustainable adoption of the Resource Management Tool (RMT) Organisational Change (OC), addressing Research Question 3, to understand how has organisational change (OC) been sustainably adopted by employees within an energy-sector organisation, and how does this adoption vary based on their employee engagement (EE) levels (as identified in RO1), change readiness (CR) (as explored in RO2), and individual factors. This analysis focuses on understanding whether employees classified as Open to Change (OTC) - indicating their CR were more likely to adopt the RMT in a manner consistent with the expectations of the change sponsors.

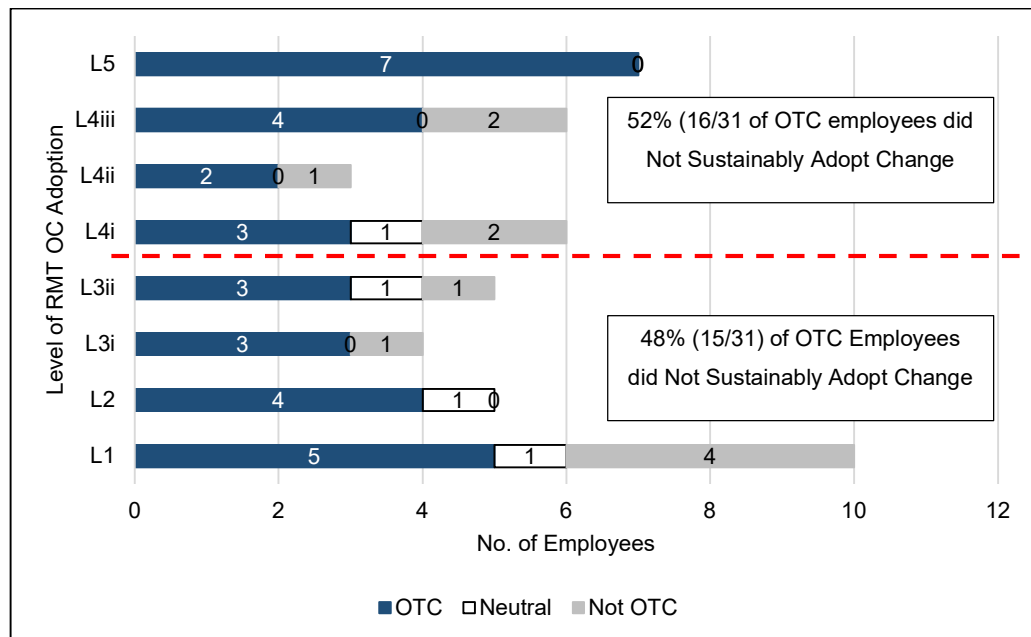


Figure 4-20 – Employees Adopting RMT OC According to Change Readiness (OTC, Neutral, Not OTC).

The results summarised in Figure 4-20 highlight a complex and, at times, contradictory relationship between CR and sustained OC adoption. Using Figure 4-20, the data shows that out of 46 employees, 31 were identified as Change Ready (OTC), representing 67% of the sample (dark blue bars). Among these, 48% (15 out of 31) successfully adopted the RMT at Levels 1 to 3ii - the levels aligned with sustainable use as per change sponsor expectations. However, the remaining 52% (16 out of 31) adopted the RMT at Levels 4i to 5, signifying non-sustainable adoption and contrary to the outcomes projected in change management literature (Armenakis et al., 1993; Holt et al., 2007). This unexpected divergence between CR and change adoption sustainability raises critical questions about the organisational context and its potential role in either enabling or impeding change-ready employees. The findings indicate that CR alone is not a definitive predictor of sustained adoption. Using Section 4.3.3 which enquired employees views on OC, organisational dynamics, such as communication gaps, and planning deficits may influence change adoption outcomes.

#### **4.4.2.1 Organisational Dynamics Behind the CR and Sustainable Change Adoption Paradox**

Analysis of employee interviews in Section 4.3.3 provides a nuanced understanding of the CR and sustainable change adoption paradox. Four primary themes emerged as influential in shaping employee behaviours towards RMT adoption: Communication, Employee Behaviours, Perceived Importance of Change, and Planning. Ineffective communication emerged as a recurrent theme among employees who were OTC but failed to sustain RMT adoption. For example, Employee 82803 (L4ii Adoption, OTC) identified a lack of clarity in change expectations:

*“There are no clear expectations on what they should do.”*

**Box 4-77** – Lack of Clarity in Change Expectations.

Significantly and despite Employee 82803 recounting the necessity of change thereby setting their expectant sustainable adoption of the RMT change initiative:

*“I think that change is important, I think without change the organisation won’t be competitive and so it’s important and needs to be done.”*

**Box 4-78** – Necessity of Change.

Through effect of poor communication (Box 4-36) and their perceptions of no clear expectations connected to the change, this expectant sustainable adoption was diluted to compliance. The distinction between compliance and commitment to change was highlighted by Employee 211003 (L4iii Adoption, OTC):

*“Yeah, I have to admit that nobody likes to do the RMT, in the same way that in any organisation people do not enjoy doing time sheets, it is viewed as a timesheet.”*

**Box 4-79** – Compliance to Change.

This reflects a broader behavioural pattern where OTC employees appear to adopt the change minimally to meet requirements, rather than fully integrating it into their workflows. These responses point to a dissonance between CR and sustainable adoption behaviour, where employees may understand the need for change but lack the intrinsic motivation to actively engage with the RMT. While many employees acknowledged the strategic importance of change, their individual motivations often diverged from organisational goals. Employee 12402 (L5 Adoption, OTC) highlighted the inevitability of change but expressed scepticism about its value:

*“We just got no choice that’s one of the roles of being a line manager.”*

**Box 4-80** – Managerial Compliance to Change.

In contrast, Employee 82803 (L4ii Adoption, OTC) recognised the competitive necessity of change but was disillusioned by the poor implementation:

*“Frustrated - I feel we had a chance to improve with [system name], building on existing reporting behaviours which we’ve missed.”*

**Box 4-81** – Effects of Poorly Implemented Change.

These insights suggest that perceived organisational benefits alone are insufficient drivers of sustainable adoption if employees question the execution and relevance of the change.

Poor planning processes were also a critical factor hindering sustained adoption. Employee 211003 (L4iii Adoption, OTC) criticised the absence of structured project management:

*“There’s not much of a project management approach to a lot of these things, so they just drop away.”*

**Box 4-82** – Perceptions of Poorly Implemented Change.

This aligns with existing literature, which highlights that effective change management requires inclusive planning and risk assessment (Errida and Lotfi, 2021).

#### **4.4.2.2 Summary of Key Findings CR and Sustainable OC**

The findings suggest that the paradox of employee CR and not achieving sustainable change adoption is not simply a contradiction but a reflection of deeper systemic issues within the organisational change process. Employees may be individually change-ready but are hindered by organisational barriers such as poor communication, disengaged leadership, and flawed planning structures. This reinforces the idea that CR must be supported by enabling organisational conditions to translate into sustainable adoption.

In this context, the role of leadership emerges as a pivotal factor. Employees like 121001 (L5 Adoption, OTC) demonstrated the role leadership has to support maintain change adoption:

*“The RMT seems to have overcome the initial obstacles other similar initiatives have had around initial uptake, which then falls away, which I think on reflection has been supported by my leadership team.”*

**Box 4-83** – The Role of Leadership Support in RMT Adoption.

These sections findings challenge the assumption that CR alone guarantees successful adoption and highlights the critical role of organisational context in shaping employee behaviours. The findings indicate that without supportive structures - such as clear communication, effective planning, and continuous leadership engagement even change-ready employees may fail to sustain change adoption.

#### **4.4.3 Employee Individual Factors Influence on Sustainable OC**

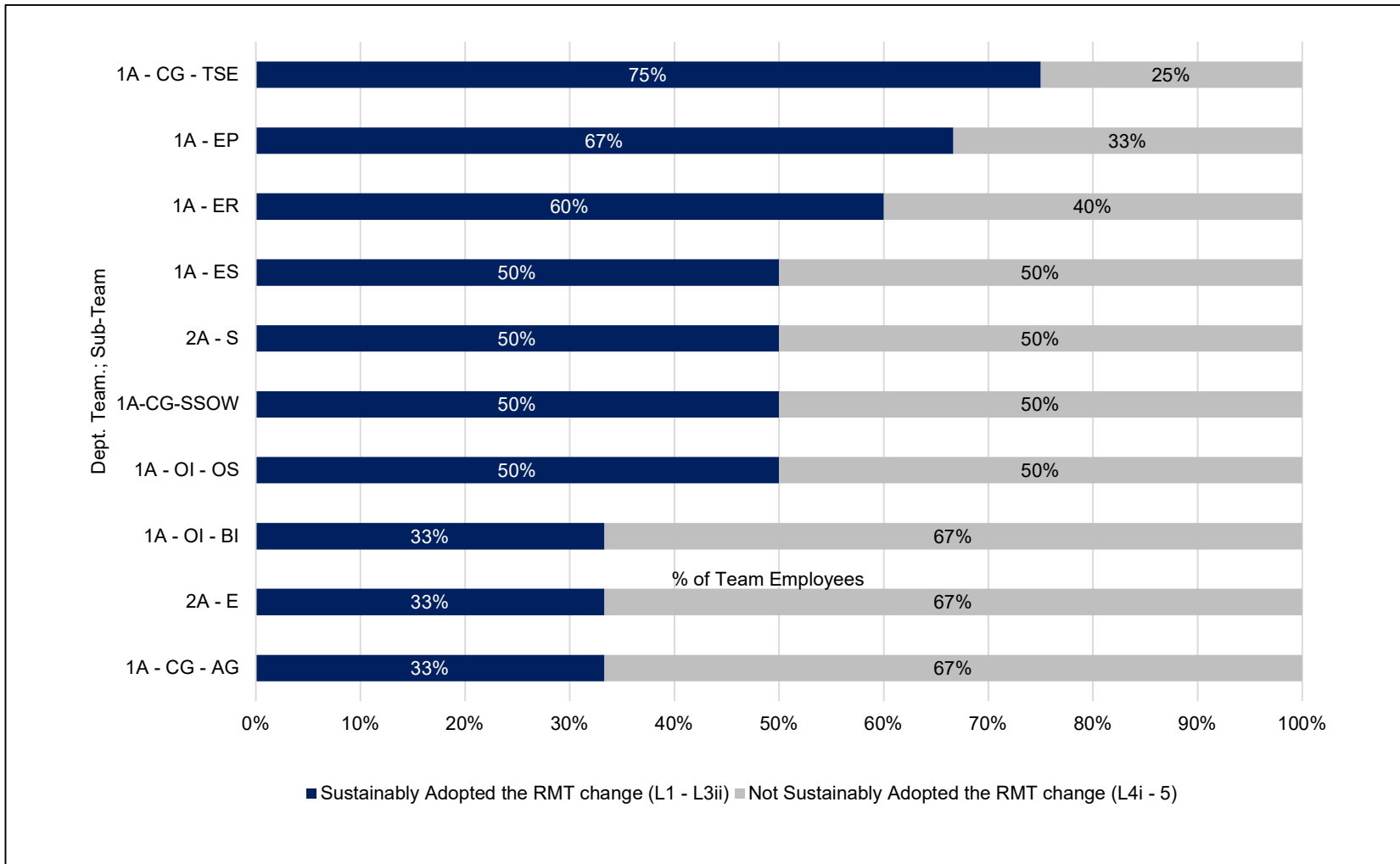
This section presents findings addressing latter part of Research Question 3 (RQ3), which explores how the sustainable adoption of the Resource Management Tool (RMT) organisational change (OC) initiative varied according to individual employee factors, namely department, team, sub-team, age, gender, and tenure. By analysing these dimensions, this section aims to provide a nuanced understanding of how

individual traits influenced the degree of sustainable adoption across different employee groups.

#### **4.4.3.1 RMT Adoption by Department, Team, sub-team**

Analysis of RMT adoption across the various teams and sub-teams within Department 1A revealed significant variability in sustainable adoption rates. Sustainable adoption was defined as Levels 1 through 3ii, representing consistent and thorough engagement with the RMT over time, while Levels 4i to 5 reflected non-sustainable adoption. The data demonstrated that Team 1A-CG-TSE exhibited the highest sustainable adoption rate, with 75% of employees adopting the RMT at sustainable levels. This strong performance aligns with the team's governance-focused responsibilities, where compliance and data accuracy are critical, thereby naturally aligning with the RMT's objectives. Similarly, Team 1A-EP reported a high sustainable adoption rate of 67%, reflecting the team's project-based engineering focus, where resource tracking is inherently valuable for project management and reporting.

Conversely, teams such as 1A-CG-AG, 2A-E, and 1A-OI-BI recorded the lowest sustainable adoption rates, each at 33%, indicating substantial challenges in embedding the RMT into daily operations. Mid-tier sustainable adoption rates were observed in teams such as 1A-OI-OS, 1A-CG-SSOW, 2A-S, and 1A-ES, each achieving a 50% sustainable adoption rate. Notably, these teams often balanced operational responsibilities with governance tasks, suggesting that hybrid roles may influence varying degrees of alignment with the RMT's core objectives. The data indicates a clear trend: teams whose core functions directly aligned with the RMT's value proposition (such as governance and project management) exhibited higher sustainable adoption, whereas teams with more specialised or less process-driven roles demonstrated lower engagement. This reinforces the importance of contextual alignment between change initiatives and team-specific workflows to ensure higher adoption rates.

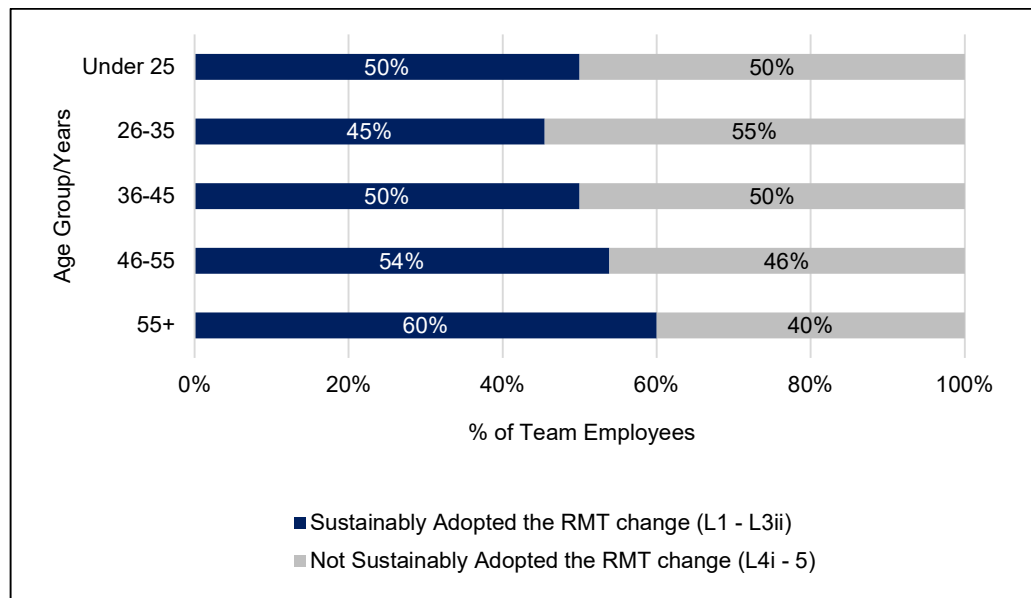


**Figure 4-21** – RMT OC Adoption Between Levels 1 to 5 by Team/Sub-Team.

Note: This figure uses data from Appendix 7

#### 4.4.3.2 RMT Adoption by Age

Age emerged as a significant factor influencing RMT adoption. The data revealed that older employees were generally more likely to sustain RMT adoption compared to their younger counterparts. Employees aged 55 and above demonstrated the highest rate of sustainable adoption at 60%, followed by those aged 46-55 at 54%. These findings suggest that older employees, potentially motivated by a strong sense of duty or a deeper alignment with organisational goals, were more willing to integrate the RMT into their routine work. Conversely, employees aged 26-35 years showed the lowest sustainable adoption rate at 45%, with 55% failing to adopt the RMT sustainably. Younger employees may have perceived the RMT as misaligned with their preferred working styles, or they may have exhibited lower adoption with procedural tools perceived as bureaucratic. Employees under 25 and those aged 36-45 each reported a 50% sustainable adoption rate, indicating a more balanced distribution within these age groups. This data challenges common assumptions that younger employees, often viewed as more adaptable to technological change, would naturally exhibit higher sustainable adoption rates. Instead, it highlights the importance of aligning change initiatives with employee values and perceived utility, which may vary across age demographics.

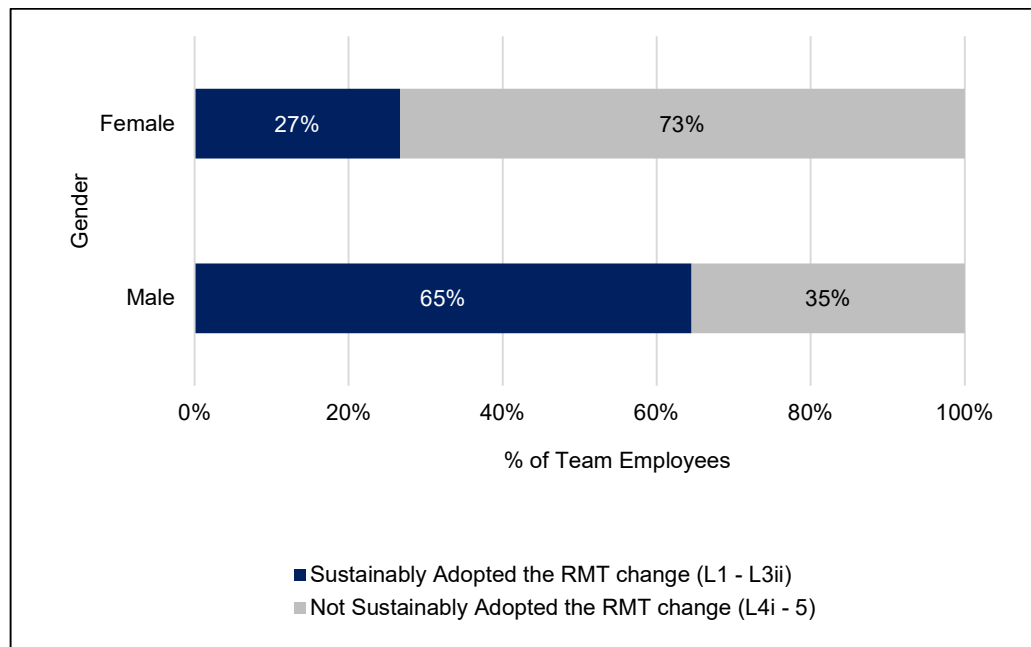


**Figure 4-22** – RMT OC Adoption Between Levels 1 to 5 by Age Group.

Note: This figure uses data from Appendix 7

### 4.4.3.3 RMT Adoption by Gender

Gender-based analysis revealed a notable disparity in sustainable adoption rates. Male employees exhibited a significantly higher sustainable adoption rate of 65% compared to only 27% among female employees. This discrepancy suggests underlying structural or cultural factors that may have influenced adoption behaviours. One possible explanation is the gendered distribution of roles within the mini-case study. Male employees were more frequently positioned in technical or project-based roles, where RMT usage directly aligned with daily responsibilities, thereby facilitating higher engagement. Conversely, female employees may have been concentrated in roles where the RMT's value proposition was less apparent, leading to lower sustained adoption. The data also reflects broader industry dynamics, particularly in the UK energy sector, where male-dominated technical roles may naturally align more closely with structured tools like the RMT. However, the disparity underscores the importance of designing change initiatives that accommodate diverse working styles and role-specific needs to ensure equitable adoption across all employee demographics.

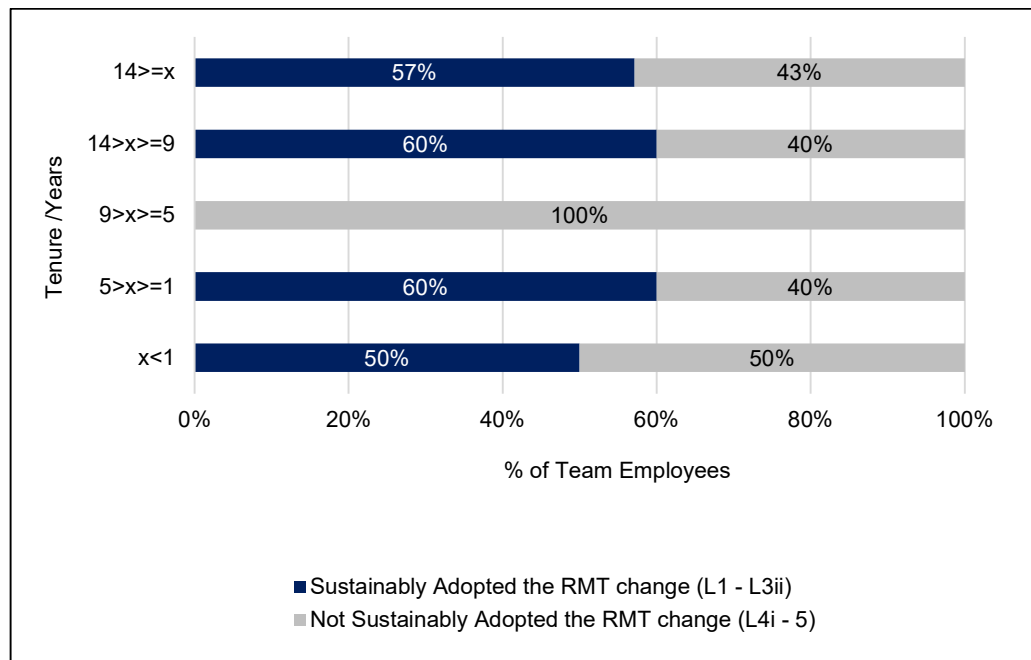


**Figure 4-23** – RMT OC Adoption Between Levels 1 to 5 by Gender.

Note: This figure uses data from Appendix 7

#### 4.4.3.4 RMT Adoption by Tenure

Tenure proved to be another critical factor influencing sustainable RMT adoption. Employees with 9 to <5 years of tenure exhibited a 100% sustainable adoption rate, marking them as the most engaged cohort. This suggests that employees in mid-career stages, who have had sufficient time to acclimatise to organisational culture but remain motivated by career progression, are particularly receptive to structured change initiatives. Employees with 5 to <1 year and 14 to <9 years of tenure each demonstrated 60% sustainable adoption rates, indicating strong but slightly reduced engagement compared to the 9 to <5 years cohort. Interestingly, employees with less than 1 year of tenure exhibited a 50% sustainable adoption rate, suggesting that while new employees were open to change, they may have faced onboarding challenges or lacked sufficient exposure to the RMT's long-term value. Employees with 14 or more years of tenure also recorded a 57% sustainable adoption rate, defying expectations that long-tenured employees might resist new initiatives. This finding indicates that, when effectively engaged, even employees deeply embedded in legacy practices can adapt to change.



**Figure 4-24** – RMT OC Adoption Between Levels 1 to 3ii by Tenure (Department).

Note: This figure uses data from Appendix 7

#### **4.4.3.5 Summary of Key Findings: Influence of IF on Sustainable OC**

The analysis highlights several key insights into how individual employee factors influenced sustainable RMT adoption. Teams whose core functions aligned with the RMT's aims, particularly governance and project management, demonstrated the highest sustainable adoption rates. This underscores the importance of ensuring that change initiatives are contextually relevant to team workflows. Contrary to common assumptions, older employees exhibited higher sustainable adoption rates than younger cohorts, suggesting that change strategies should not overlook the adaptability of experienced employees. Gender Disparities: The significant gap in adoption between male and female employees points to the need for more inclusive change management practices that account for diverse role distributions and working styles. Tenure as a Double-Edged Sword: While mid-tenure employees were the most receptive to change, both new and long-tenured employees showed moderate to high sustainable adoption, indicating that tenure alone does not dictate change readiness.

#### **4.4.4 Section Summary: RO3 Sustained Adoption of Change**

Research Objective 3 (RO3) analysed the influence of employee engagement (EE) on sustainable organisational change (OC), and delivered an evaluation on whether this influence was comparable with CR and the influence of an employee's individual factors in the context of an energy-sector organisation. The findings reveal a complex and multifaceted relationship where EE acts as a catalyst for sustainable OC but is not a standalone guarantee of its sustainable change adoption within the context of a within an energy-sector organisation. Engaged employees demonstrate a higher likelihood of sustaining change when they perceive tangible benefits that align with their personal, managerial, departmental, and organisational interests. However, this positive influence is contingent upon the perceived utility and relevance of the change initiative. If employees perceive the change as overly complex or misaligned with their daily responsibilities, even high levels of engagement cannot overcome these barriers.

An intriguing insight from the findings is the absence of mid-level change adopters, indicating a binary response among engaged employees. They either fully embrace the change or disengage entirely, largely based on their assessment of its value. This phenomenon underscores the importance of fostering a sense of personal utility in change initiatives, simplifying processes, and establishing visible feedback loops that reinforce the benefits of sustained adoption. It suggests that partial engagement is

unlikely to result in long-term success, highlighting the need for strategic approaches that resonate deeply with employees' professional realities. The research further challenges the assumption that Change Readiness (CR) alone is sufficient to ensure sustainable organisational change. While individual employees may exhibit a high degree of readiness, systemic organisational barriers often impede the translation of this readiness into aligned to sponsor expectations and lasting change. Poor communication, disengaged leadership, and flawed planning structures emerged as significant obstacles that can undermine even the most change-ready employees. This indicates that CR must be complemented by enabling organisational conditions that support and sustain change efforts over time. Leadership, in particular, plays a pivotal role in this dynamic. The case of employee 121001 (L5 Adoption, OTC) highlights how strong leadership can overcome initial adoption hurdles and maintain momentum, thereby preventing the common pitfall of early enthusiasm fading into disengagement. This example reinforces the idea that leadership is not merely an initiator of change but a continuous enabler, ensuring that strategic objectives translate into everyday practices.

The influence of individual employee factors (IF) adds another layer of complexity to sustainable OC. The analysis reveals that factors such as team dynamics, age, gender, and tenure significantly shape how employees engage with and sustain organisational change. Teams whose functions closely aligned with the objectives of the change initiative, particularly in governance and project management, exhibited the highest rates of sustainable adoption. This finding underscores the critical importance of aligning change strategies with the operational realities of different teams to ensure contextual relevance. Contrary to conventional assumptions, older employees demonstrated higher rates of sustainable adoption compared to their younger counterparts. This challenges the stereotype of older employees being less adaptable and suggests that experience can be a valuable asset in navigating organisational change. Additionally, the research identified significant gender disparities in adoption rates, pointing to the need for more inclusive change management practices that consider diverse role distributions and working styles. Tenure also emerged as a nuanced factor. While mid-tenure employees were generally the most receptive to change, both new and long-tenured employees showed moderate to high levels of sustainable adoption. This indicates that tenure alone is not a definitive predictor of change readiness, and that strategies must be flexible enough to engage employees across varying stages of their careers.

These findings collectively highlight that sustainable organisational change is not driven by any single factor but rather by the interplay of EE, CR, and IF. Employee engagement is a powerful enabler, but its potential is mediated by organisational context and individual differences. Change readiness provides the necessary foundation for adoption but requires the reinforcement of supportive leadership and systemic structures to translate into long-term success. Individual factors further complicate this landscape, necessitating tailored approaches that address the unique needs, motivations, and predispositions of diverse employee groups.

## **Chapter 5: Conclusion and Recommendations**

Chapter 5.0 will summarise the key findings associated with each of the research objectives and highlight key aspects in the conclusion section. Limitations to the current study will be recognised and presented with recommendations emerging from the study for future research. The practical applications to a firm's management, specifically change agents and change sponsors and theoretical implications will be discussed with the researchers concluding remarks based on the study's discussed results.

### **5.1 RO1: Influence by Organisational Factors and Individual Factors on EE**

Research Objective 1: To understand the influence of organisational factors and an employee's individual factors on employee engagement (EE) within the UK energy sector.

Research Question 1 asked what organisational and individual factors shape employee engagement levels among employees in the UK energy sector?

#### **5.1.1 Organisational Factors on EE**

Through this study only engaged employees were found at the case study organisation - highly engaged (HE) and traditionally engaged (TE). Unlike TE employees an organisation's HE employees are expected to be able to sustain their higher discretionary effort (Towers Watson 2012).

Key RO1 findings are that compared to their TE counterparts HE employees place a significantly higher importance on having:

- Job satisfaction.
- A collaborative work environment
- Access to resources and effective systems
- Professional development (includes departmental enablement)
- Managerial support

This study found that HE employees demonstrated stronger organisational alignment overall, TE employees appeared more connected to immediate departmental goals, being more transactional in their engagement, and prioritising short-term outcomes.

While the EE literature presented that HE employees have a keenness to sustain their offerings of higher discretionary effort, this study found that TE employees were more prone to present this offering. This potential for TE employees to initially overextend themselves (due to a stronger perception of the importance of their contributions) could explain why their engagement overtime becomes less sustainable as suggested by Towers Watson (2012).

### **5.1.2 Employee Individual Factors on EE**

Departmental and team characteristics were found to significantly influence the proportion of Highly Engaged (HE) employees.

Roles that tended to foster higher engagement were directly:

- Tied to operational improvement and strategic contributions.
- Centred on professional development or safety compliance.

Conversely, roles found to foster lower engagement were teams with relatively more repetitive, routine tasks, and isolated roles with limited opportunities for dynamic contributions or direct recognition. Male employees were found to be significantly more likely to be Highly Engaged (HE) compared to female employees. This disparity may be attributed to the case study's organisational structure, where male employees were more commonly represented in engineering and technical roles, which often align closely with the organisation's core objectives, thereby fostering higher engagement levels (Blessing White, 2011). In contrast, female employees, as highlighted in the employee engagement literature, often exhibit higher engagement in collaborative or developmental roles that emphasise interpersonal connection and team dynamics (Pitt-Catsouphe and Mats-Costa, 2008). However, in the context of this study, these roles may not have aligned as directly with the organisation's strategic goals, potentially leading to lower overall engagement levels among female employees. These findings reinforce Yildirim's (2008) argument that gender differences in employee engagement are highly influenced by organisational context and role expectations and that gender disparities in engagement may reflect deeper structural dynamics within the organisation rather than inherent differences in employee motivation. Short to Moderate tenure (1-5 years, 5-9 years) was found to enhance EE potentially due to employee acclimatisation and alignment with organisational values (Jaupi, 2015; Cheche, 2019). Beyond 14 years no HE employees were found by the study, reflecting concerns raised by Truss et al. (2006)

regarding potential disengagement among long-tenured employees, attributed to career plateauing or reduced novelty in their roles. Age was found to play a significant role in shaping engagement levels. The largest proportion of HE employees were aged 36 to 45 years, followed by 46 to 55 years. HE mid-career employees' aligns with findings by Pitt-Catsouphes and Mats-Costa (2008) and James et al. (2012), who attribute this to accumulated professional experience, emotional investment, and alignment with organisational goals. Overall, these findings suggest that fostering employee engagement requires a nuanced approach that considers the effect on organisational interventions (organisational factors) on the specific needs of different employee groups (influenced by their IFs).

## **5.2 RO2: CR and EE Connection and Individual Factor Influence on CR**

Research Objective 2 (RO2): To explore the relationship between an employee's change readiness (CR) and their employee engagement (EE) in the context of the UK energy industry.

Research Question 2: What factors influence an employee's change readiness, including the impact of individual factors, and how comparable is an employee's change readiness with their employee engagement?

### **5.2.1 OF Influence on Employee Change Readiness**

This study finds a complex interplay between structural, psychological, and experiential factors which influence an employee's CR. While some employees actively engage with change initiatives, others comply passively, or resist subtly. This study found that for employee CR employees need to perceive direct value in the change - both organisationally and personally. Change fatigue undermines long-term confidence in change initiatives. This study found that CR is influenced by employee perceptions of change importance which are nuanced and influenced by multiple factors, including competitiveness, job security, leadership advocacy, strategic alignment, and the frequency of change efforts. While some employees embrace change as a necessity for survival, others express frustration over misalignment and excessive, unproductive transformation cycles. For organisations to foster genuine engagement with change, they must clearly articulate the purpose of change and its alignment with business goals, ensure leadership consistently reinforces the importance of change to drive sustained engagement, minimise unnecessary or

repetitive change to prevent fatigue and resistance, incorporate lessons learned mechanisms to enhance future initiatives. The study found CR in employees was influenced by employee perceptions on systemic weaknesses in change planning. The lack of early stakeholder involvement, failure to integrate lessons learned, absence of structured project management, limited leadership foresight, weak risk assessment, and ambiguous execution plans collectively hinder an employee's CR.

### **5.2.2 Employee Individual Factors Influence on Change Readiness**

This study found that employee CR was influenced by an employee's Team. Findings suggest that a team's manager's span of control plays an important role in shaping CR levels, with teams having fewer employees per manager generally exhibiting higher openness to change (OTC). However, this pattern was recognised as not being absolute, as some teams with smaller spans of control still reported low change readiness, suggesting the influence of additional factors, including an employee's role perception, past change experiences, and leadership communication quality (on the change). This study found that although gender-related differences in CR were observed that gender alone is unlikely to be a primary determinant of change readiness. Instead, other organisational factors such as team structure, role clarity, leadership interaction, and historical exposure to change initiatives may have had a more significant impact on employees' receptiveness to change. Ultimately, while gender plays a role in CR, its impact is likely to be context-dependent, shaped by industry norms, leadership structures, and team-level dynamics.

This study found that while younger employees generally exhibit higher CR, that workplace experiences, leadership communication, and team culture also play critical roles in shaping change receptivity across age groups. These insights support previous research indicating that adaptability is not solely an age-related factor but is influenced by social and organisational dynamics (Neves and Van Dam, 2024; Stouten et al., 2018). This study found that Tenure was also a significant factor in influencing CR. Newer employees (<1 year) demonstrated the highest CR, likely due to their lack of ingrained routines and openness to workplace norms. Employees with mid-level tenure (5–9 years) exhibited lower CR, potentially due to career stagnation or a sense of frustration with previous change initiatives. Long-tenured employees (>9 years) displayed mixed results, with some showing higher engagement when leadership effectively communicated change goals, while others expressed scepticism due to repeated exposure to failed change efforts. These findings suggest

that organisations should take a targeted, nuanced approach to change management, addressing specific needs based on team structure, tenure, leadership engagement, and past change experiences.

### **5.2.3 Relationship Between Employee CR and EE**

A key finding is that Employee Engagement (EE) does not automatically equate to Change Readiness (CR). Although engaged employees exhibited higher discretionary effort their actual readiness for change appeared to be mediated by organisational factors such as leadership communication, transparency, and resource availability. Some engaged employees demonstrated passive compliance rather than active commitment, particularly in instances where they felt disconnected from decision-making processes or lacked visibility into how their contributions influenced change outcomes. Additionally, some engaged employees participated in change initiatives out of obligation rather than conviction, revealing a misalignment between engagement and trust in leadership. These findings challenge the assumption that high EE inherently drives CR. Instead, engagement must be supported by clear leadership messaging, strategic alignment, and access to enabling resources to translate into meaningful participation in change initiatives.

## **5.3 RO3: EE Influence on the Sustained Adoption of Change**

Research Objective 3: To analyse employee engagement's (EE), influence on sustainable organisational change (OC) within an energy-sector organisation, and whether this influence was comparable with CR and the influence of an employee's individual factors.

Research Question 3: How has organisational change (OC) been sustainably adopted by employees within an energy-sector organisation, and how does this adoption vary based on their employee engagement (EE) levels (as identified in RO1), change readiness (CR) (as explored in RO2), and individual factors

### **5.3.1 EE influence on Sustainable OC**

This study identified a disconnect between the theoretical expectation that engaged employees would consistently demonstrate heightened discretionary effort which

translate unequivocally into their actual observed behaviours in sustaining organisational change initiatives. The findings suggest that while engagement is a contributing factor, it does not directly or uniformly translate into sustained change adoption on a one-to-one basis, indicating that additional variables influence long-term adoption outcomes - moderating factors such as perceived personal benefits, leadership influence, and the structural design of the change initiative. This study found that both ease of use and perceived individual value (resulting from the change) were found as critical without which even engaged employees may exhibit low levels adoption. This supports the argument that personal relevance is critical for sustained change adoption, even among engaged employees. This study finds that employees who identified managerial or organisational benefits resulting from the change without experiencing personal utility were less consistent in their RMT use.

### **5.3.2 CR influence on Sustainable OC**

The study findings indicate that CR alone is not a definitive predictor of sustained adoption. Using Section 4.4.2 which enquired employees views on OC, organisational dynamics, such as communication gaps, and planning deficits regarding the change may influence change adoption outcomes.

### **5.3.3 Employee Individual Factors Influence on Sustainable OC**

This study's findings reveal that the sustainable adoption of organisational change is shaped by a complex interplay of individual factors, including an employee's team dynamics, age, gender, and tenure highlighting the importance of demographic and contextual considerations in fostering sustainable adoption. Teams whose core functions align with the change's aims demonstrate higher sustainable adoption rates, underlining the importance of ensuring that change initiatives are contextually relevant to team workflows. Older employees exhibit higher sustainable change adoption rates than younger cohorts. Male employees, predominantly in technical and project-based roles, demonstrated higher engagement with the change deployed in this study. This maybe as it directly aligned with their daily responsibilities more so compared to roles female employees, often were in where the RMT's value may have been less immediately apparent, resulting in lower adoption rates. This disparity may not therefore reflect a gender-based disposition toward change but rather the structural reality of role distribution. If more female employees occupied roles that

were closely aligned with the change initiative, their adoption rates might have been similarly high. This finding underscores the importance of ensuring that change initiatives are designed to be relevant across all roles, rather than inadvertently favouring certain job functions, to drive more equitable and sustainable adoption. While mid-tenure employees were the most receptive to change, both new and long-tenured employees showed moderate to high sustainable adoption, indicating that tenure alone does not dictate change readiness.

#### **5.4 Significance of the Study**

This study examined the influence of employee engagement (EE) on the sustainable adoption of a novel organisational change (OC) initiative, specifically the Resource Management Tool (RMT), within a leading UK-based energy organisation, E.ON UK. While employee engagement has been widely researched across various sectors, there remains a significant gap in EE studies within the UK energy sector. This research addresses this omission by providing empirical insights into how engagement influences change adoption within a complex and evolving industry.

Existing EE research has yet to adequately explore how engagement translates into tangible, observable performance outcomes, particularly in the context of sustainable adoption of organisational change initiatives. While engagement surveys (such as the Utrecht Work Engagement Survey (UWES); Schaufeli et al., 2002) frequently assert the discretionary behavioural benefits of engaged employees, the extent to which these self-reported engagement levels correspond to actual workplace behaviours remains underexplored. This study provides a direct empirical test of this relationship, offering a nuanced understanding of how surveyed engagement levels correlate with employees' sustained adoption of an OC initiative. By doing so, it refines the existing EE discourse by moving beyond theoretical assertions of engagement benefits to demonstrating their manifestation in real-world organisational settings.

The research also makes a notable contribution to the organisational change (OC) literature by addressing a prevailing bias towards change agent perspectives (Oreg et al., 2018; Brown and Cregan, 2008; Ford et al., 2008). Many prior studies have framed employees as resistant to change, often relying on the viewpoints of change leaders, managers, or sponsors to interpret employee reactions. This study shifts the focus to change recipients, ensuring that their perspectives are prioritised in understanding engagement and sustainable change adoption. By conducting in-depth interviews with change recipients alongside change sponsors, this research

broadens the traditional OC narrative, incorporating employee perceptions, motivations, and lived experiences. This approach challenges the conventional one-sidedness in OC studies and presents a more holistic understanding of how engagement influences change processes.

At a practical level, the findings of this study hold direct implications for workforce engagement and change management strategies, particularly in the UK energy sector. With an increasingly diverse workforce, including a growing proportion of women and older employees, organisations must strategically tailor engagement initiatives to align with the needs and characteristics of different employee groups. The study identifies key organisational and individual factors that shape engagement, highlighting how firms can better leverage their workforce to drive sustainable change adoption. One significant application of these findings is in the targeted deployment of engaged employees during OC initiatives. Rather than adopting broad, unfocused change rollouts, organisations can strategically select employees with higher engagement levels to participate in pilot programs, ensuring that their higher discretionary effort supports the success of change initiatives. This contrasts with traditional, one-size-fits-all approaches, which may overlook engagement disparities across employee demographics and functional teams.

In terms of methodological significance, this study diverges from the dominant quantitative tradition in EE research. The EE literature has developed an affinity for survey-based, quantitative approaches such as the widely used UWES; Schaufeli et al. (2002), often overlooking the depth of employee perspectives. By employing a mixed-methods approach, incorporating both surveys and in-depth employee interviews, this research ensures a richer, context-sensitive exploration of engagement. The qualitative data captures the voice of employees in their organisational context, bridging a critical gap between theoretical constructs of engagement and the lived experiences of employees during change.

Additionally, this study goes beyond mere perceptions and self-reported engagement assessments by analysing actual behavioural outcomes specifically, employees' sustained adoption of the RMT. By comparing surveyed engagement levels with measurable change adoption performance, this research directly bridges the gap between employee engagement and its practical influence on sustainable OC.

Finally, this study provides a much-needed contextual exploration of employee engagement within the UK energy sector. The literature review revealed a notable absence of EE studies focusing on this industry, despite its unique challenges

regulatory pressures, technological transformations, and the transition towards renewable energy. By examining how organisational factors shape engagement in this underrepresented sector, this study not only contributes to academic knowledge but also provides actionable insights for firms seeking to strengthen employee engagement and drive successful change initiatives.

This study makes a significant theoretical, methodological, and practical contribution by refining our understanding of the relationship between engagement and sustainable change adoption. It provides empirical evidence that challenges conventional assumptions, expands existing frameworks, and enhances engagement and change management practices within E.ON UK and the broader energy sector. By integrating employee perspectives, behavioural outcomes, and organisational strategy, this research offers a more comprehensive understanding of engagement's role in driving sustainable organisational change adoption.

### **5.5 Limitations of the Study**

A limitation to this study was the absence of prior research connecting employee engagement to sustainable organisational change, particularly within the context of the UK energy sector. This lack of existing literature meant that the study did not have a well-established starting point. Consequently, both areas were explored independently to identify any potential overlap and to understand the capacity to bridge the otherwise considered distinct domains. This research recognises that it would have benefitted from including the employee views from other E.ON UK departments and teams adopting the same RMT change initiative, particularly those from departments which were not support functions and were direct contributors to E.ON UK's bottom line. Doing so would have supported further developing an understanding of the mediating effects of an employee team and the nature of their work, specifically the immediacy of their efforts on the organisation's bottom line to their employee engagement, change readiness and behaviours towards sustaining their adoption of a change initiative. This would have allowed the findings to be contrasted against those of the employees from the mini case study, who were comprised of office-based workers from support department 1A and 2A (see Figure 3-7).

The specific nature of the change initiative under study, a computer-based timesheet system, may introduce limitations to the research. Employee behaviour's related to the sustained adoption of this change could be influenced, to varying extents, by their

pre-existing preferences or aversions to computer-based applications or timesheet systems. Thus, their response may not solely reflect their change readiness or level of employee engagement. It would have been beneficial to include the sustained adoption of a non-computer-based application by the same employees in this study. This would have allowed for an examination of whether and to what extent an employee's engagement level influences the sustained adoption of a change, depending on the type of change initiative. Such inclusion could have provided insights into the boundaries within which employee engagement can be used to gauge an employee's sustained adoption of change.

Constrained by the timing of the research data collection phase, which was aligned with the planned study duration and employee availability for the initial survey, this research could have gained deeper insights into the influence of organisational factors on employee engagement through a longitudinal approach. Implementing a second round of surveys with the same set of employees and enquiry after a one to two-year interval would have allowed for the comparison of their overall engagement assessments. This would have facilitated an analysis of the factors driving their engagement over time, accounting for potential changes within their teams and the influence of tenure. Such a longitudinal design could have revealed engagement as a dynamic state, capturing evolving perceptions and experiences over time. This study's lead researcher is employed as a Business Improvement Specialist at the case study organisation, E.ON UK, and so has the potential to undertake post-doctoral research to examine the above-cited limitations further.

## **5.6 Practical Application of Findings and Recommendations**

The findings of this study provide actionable insights for organisations seeking to enhance employee engagement (EE), change readiness (CR), and the sustainable adoption of organisational change (OC) initiatives. These insights highlight the need for targeted interventions that address both organisational and individual factors to drive more effective change management and long-term employee engagement. Organisations can improve EE by prioritising job satisfaction, collaboration, access to resources, professional development, and managerial support, which were key drivers of higher engagement. To avoid potential burnout amongst TE employees who displayed strong short-term engagement organisations should ensure workload balance and long-term career alignment is fostered in these employees.

From an individual perspective, engagement was stronger in strategic, operational improvement, and compliance roles, while employees in repetitive or isolated roles exhibited lower engagement. Organisations should redesign or enrich roles where possible, introduce cross-functional exposure, and implement recognition strategies to enhance engagement. The gender disparity in EE suggests that engagement is influenced by role alignment with organisational objectives rather than gender itself. Organisations should ensure equal access to high-engagement roles, particularly for female employees, by supporting career pathways into technical and strategic functions. Similarly, engagement declined significantly after 14 years of tenure, pointing to the need for career progression opportunities, lateral mobility, and meaningful long-term incentives to sustain engagement among long-serving employees.

To enhance Change Readiness (CR) within an organisation, interventions must be tailored to account for individual employee characteristics, particularly team structure, leadership quality, tenure, and past change experiences. A one-size-fits-all approach to change management is ineffective, as different employee groups experience and respond to change in varying ways. By recognising these nuances, organisations can design more targeted strategies that increase receptivity and long-term commitment to transformation initiatives. The study highlights the influence of team structures on CR. Organisations should ensure that managers are actively engaged in change communication, providing employees with a clear understanding of how transformations will affect their roles and responsibilities. Managers must not only serve as communicators but also as facilitators of change, creating an environment where employees feel heard and supported throughout the transition process. Strengthening leadership engagement through proactive communication, feedback loops, and role clarity can help address resistance and increase CR across teams. Demographic factors such as age and tenure also play a crucial role in shaping an employee's willingness to embrace change. While younger employees are generally more adaptable, this adaptability is not solely due to age but is significantly influenced by leadership communication, workplace culture, and past experiences. Younger employees often act as change champions, driving enthusiasm and supporting digital or process-oriented transformation efforts. To leverage this, organisations should integrate younger employees into pilot programs or innovation teams where their adaptability can help set the tone for broader adoption. However, mid-career and senior employees also bring valuable experience that should not be overlooked. Organisations must engage older employees early in change discussions,

demonstrating how the transformation aligns with their expertise and contributions to the organisation.

Tenure emerged as another key determinant of CR, revealing different attitudes towards change depending on how long an employee has been with the organisation. New employees, typically within their first year, displayed the highest levels of change readiness. To capitalise on this, organisations should integrate change expectations into onboarding programs, reinforcing a culture of adaptability from the start. In contrast, mid-tenure employees (5–9 years) exhibited lower CR, often due to frustration with previous change efforts or career stagnation. Addressing this requires greater involvement in decision-making, ensuring that these employees feel a sense of ownership in shaping transformation efforts rather than perceiving change as something imposed upon them. Long-tenured employees (>9 years) displayed mixed responses, with some showing higher engagement when leadership effectively communicated change goals, while others expressed scepticism due to repeated exposure to failed initiatives. For this group, organisations should emphasise the value of institutional knowledge, positioning these employees as change mentors or subject-matter experts who can support others during transitions.

Ultimately, fostering stronger CR across all employee groups requires an approach that acknowledges the impact of team structures, leadership engagement, tenure-based challenges, and demographic influences. Organisations that align their change management strategies with these factors can increase receptivity, reduce resistance, and drive sustainable adoption of change initiatives, ensuring that transformations are both effective and enduring.

The assumption that high EE directly translates into sustained change adoption was challenged by the study. An employee's actual adoption of change depended on perceived personal utility, leadership influence, and structural design. Organisations must ensure that change initiatives are not only strategically relevant but also perceived as beneficial at the individual level. Without a clear "what's in it for me?", employees regardless of their engagement level may not sustain adoption. The study also found that CR alone is not a reliable predictor of sustained change adoption. Organisational weaknesses, including communication gaps and poor planning, significantly impacted whether employees sustainably adopted change. This reinforces the need for systematic, well-structured change implementation processes that engage employees early and address potential resistance proactively.

From an individual perspective, sustainable change adoption was strongest among employees whose roles directly aligned with the change initiative. This reinforces the need to design change initiatives that are contextually relevant to team workflows. Male employees higher sustainable change adoption rates were linked to role alignment than inherent gender differences. If female employees had been in roles more closely aligned with the change initiative, they might have exhibited similar adoption rates. This highlights the need for equitable role distribution in strategic change projects to ensure balanced and sustainable adoption across employee demographics. By integrating these findings into employee engagement, change readiness, and OC strategies, organisations can drive more effective, sustainable change while ensuring an engaged and resilient workforce. This requires a shift from generic change strategies to more personalised, role-based interventions that consider organisational structures, leadership dynamics, individual motivations, and past change experiences.

## **5.7 Theoretical Implications of Research Findings**

This study contributes to the academic discourse by bridging two key domains Employee Engagement (EE) and Organisational Change (OC) through an examination of their intersections, particularly in the context of Change Readiness (CR) and Sustainable Organisational Change. The findings challenge prevailing theoretical assumptions within both fields and extend existing frameworks by offering new perspectives on the role of individual and organisational factors in shaping engagement, change receptivity, and sustained adoption of organisational change initiatives. A fundamental contribution of this research is its critical re-examination of the assumption that engaged employees are inherently more change-ready and more likely to sustain change adoption. While previous literature, particularly that of Kahn (1990) and Saks (2006), has underscored the benefits of employee engagement in fostering discretionary effort, this study reveals that engagement does not automatically translate into sustained change adoption. Expectations of engagement as a universal driver of change readiness and sustained change may be overly simplistic, failing to account for the moderating influence of contextual and structural factors. Instead, this study demonstrates that personal utility, role relevance, and perceived leadership support play pivotal roles in determining whether engaged employees actively sustain organisational change.

Moreover, the research challenges the prevailing view that Change Readiness (CR) is primarily an attitudinal disposition. The literature on change readiness, such as Rafferty et al. (2013) and Madsen et al. (2005), has framed CR as a psychological state influenced by organisational commitment, leadership support, and an employee's perception of fairness in the change process. However, this study finds that CR is highly contingent on an employee's past experiences with change, role alignment, and exposure to effective or ineffective change management practices. Employees exhibiting high engagement may still be passively compliant rather than actively committed to change if leadership fails to provide transparency, strategic alignment, and necessary resources. This refinement of the CR construct offers a more nuanced theoretical lens through which organisations can assess employee responses to change.

Additionally, the study extends the discourse on individual factors in both EE and OC literature. Traditionally, organisational factors such as leadership quality, communication, and resource availability have been prioritised as primary determinants of engagement and change readiness. However, this research highlights the critical influence of individual characteristics, including age, gender, tenure, and team structure, on both EE and CR outcomes. While past research has presented mixed findings on the relationship between engagement and demographic traits (e.g., Khodakerami and Dirani, 2020; Pitt-Catsoupes and Matz-Costa, 2008), this study clarifies that role alignment, career stage, and prior exposure to change initiatives significantly shape engagement levels and receptivity to organisational transformation. The study's findings suggest that individual factors should not be viewed in isolation but rather as interacting with organisational structures to create highly context-dependent engagement and change adoption patterns.

One of the most significant theoretical advancements is the study's contribution to the emerging discourse on Sustainable Organisational Change. The sustainability of change has traditionally been discussed through the lens of organisational commitment and reinforcement mechanisms (Buchanan et al., 2005), with a focus on how change can be embedded into organisational culture. This study finds that sustained adoption is not merely an outcome of engagement or readiness but is contingent on personal value recognition. The research indicates that even highly engaged employees may not sustain change adoption if the initiative lacks clear personal utility, is overly complex, or does not align with their daily work. This challenges models of change sustainability that assume structural reinforcement alone (such as Lewin's 1947 refreezing stage) is sufficient to secure long-term change

adoption. Instead, a more dynamic and individual-centric approach to sustainable organisational change is needed, that is one that considers how employees actively assess the relevance of change to their roles.

Furthermore, this study provides a novel perspective on gender dynamics in engagement and change adoption. While previous research has often suggested that women exhibit higher engagement levels due to stronger interpersonal and relational work orientations (Pitt-Catsouphes and Matz-Costa, 2008), this study finds that gender disparities in sustainable adoption rates are more reflective of role distribution than of inherent gendered dispositions toward change. The significantly higher adoption rates among male employees may be attributed to their greater representation in technical and project-based roles where change initiatives directly align with their responsibilities. This insight challenges reductionist interpretations of gender-based engagement and calls for a reassessment of how organisations design change initiatives to ensure they are relevant across all job functions, rather than inadvertently favouring certain roles.

By synthesising these findings, this study advances theoretical discussions in both employee engagement and organisational change by integrating individual and organisational factors into a more holistic conceptualisation of engagement-driven change adoption. It underscores the need to reconsider engagement as a stable predictor of change readiness and sustained change, advocating instead for a contingent model that acknowledges the interplay of organisational context, leadership messaging, structural support, and individual experiences. In conclusion, the theoretical contributions of this study challenge linear assumptions in both EE and OC literature, reinforcing the complexity of employee behaviour in change contexts. Future research should build on these insights by developing integrated models that account for the interaction between engagement, change readiness, and sustainable adoption, while also exploring sector-specific applications in industries facing rapid transformation, such as the UK energy sector.

## **5.8 Future Research Direction**

Future research could build on this study by expanding its scope both within E.ON UK and across industry contexts to enhance generalisability and practical relevance. Internally, a valuable next step would be to explore employee engagement and change readiness across multiple departments, including revenue-generating teams whose roles are directly tied to organisational performance. While this study focused

on support functions, a comparative analysis with revenue-generating teams could offer insight into how proximity to financial outcomes shapes an employees engagement and their sustained adoption of organisational change. Beyond internal exploration, a broader research agenda should include cross-sector comparative studies. For example, conducting a case-comparison between E.ON UK and an organisation in a different sector such as healthcare, education, or financial services could test whether the relationships observed between engagement, change readiness, and the sustained adoption of change are consistent or context-specific. Such comparisons would offer valuable perspectives on how variables such as regulatory environments or organisational culture influence employee engagement and the sustainability of organisational change. This approach would also allow future research to uncover sectoral best practices that are transferable or contrastive.

Another avenue involves comparing digital and non-digital change initiatives, both within the energy sector and beyond. The current focus on a technology-driven change tool (RMT) introduces unique employee biases and adoption dynamics. Examining employee responses to more behavioural or cultural changes such as leadership style, team collaboration models, or flexible working policies would help isolate the impact of engagement and readiness on adoption, independent of technological affinity. Conducting such research in industries where digital adoption varies widely (e.g., public sector versus fintech) could deepen understanding of the interplay between employee mindset and change medium.

A longitudinal study design remains crucial to advance theoretical understanding of engagement as a dynamic vs. static construct. Repeating engagement and readiness assessments over extended timeframes both within and outside E.ON UK could help capture how individuals' experiences and attitudes evolve in response to changing organisational climates, leadership styles, or structural shifts.

Finally, leadership advocacy emerged as a significant factor in this study. Future research could further explore leadership behaviours, communication patterns, and trust-building mechanisms that shape engagement and readiness. This can be extended to different organisational archetypes (e.g., flat vs. hierarchical, public versus private) to explore how leadership influence operates in varied contexts. Comparative case studies with organisations undergoing similar digital transformations would illuminate whether leadership's role in sustaining change is universal or mediated by sector-specific norms.

By adopting a broader lens that includes comparative, cross-sector, and longitudinal perspectives, future research can contribute to a more robust theory of employee engagement and sustainable change. These insights will not only benefit E.ON UK, but also organisations navigating complex transformations in today's volatile economic and social landscape.

## **5.9 Conclusion**

This research set out to explore the relationship between employee engagement (EE) and sustainable organisational change (OC), investigating how organisational and individual factors influence engagement, how engagement correlates with change readiness (CR), and whether engagement plays a significant role in sustainable change adoption. By conducting an empirical study within E.ON UK, a leading organisation in the UK energy sector, this research contributes new insights into the dynamics of engagement and change within a complex, evolving industry context. The findings of this study challenge simplistic assumptions that high employee engagement automatically translates into change readiness and sustainable change adoption. While engaged employees were found to demonstrate discretionary effort, their readiness for change was contingent on factors such as leadership communication, transparency, and resource availability. Similarly, sustainable change adoption was not solely a function of engagement but was also influenced by perceived personal utility, leadership support, and the structural design of the change. This highlights the importance of a holistic approach to organisational change, wherein engagement serves as a necessary but insufficient condition for long-term change adoption.

From an organisational perspective, this study reinforces the importance of aligning engagement strategies with both individual and departmental characteristics. Employees in roles tied to operational improvement, strategic contributions, or professional development exhibited higher engagement, while those in repetitive or isolated roles showed lower engagement. Moreover, gender disparities in engagement and change adoption were observed, though these were linked to role distribution rather than inherent gender-based differences. Similarly, tenure and age played a role in shaping engagement levels, with mid-career employees demonstrating the highest engagement, while newer and longer-tenured employees exhibited more varied responses. The study also underscores the importance of leadership advocacy and organisational structures in fostering change readiness and

ensuring sustainable change adoption. Employees who perceived strong leadership support and well-structured change initiatives were more likely to embrace and maintain new working practices. Conversely, where systemic weaknesses such as poor communication, disengaged leadership, and ineffective planning structures were present, even engaged employees struggled to sustain their adoption of change.

### **5.10 Personal Reflection and Impact of DBA on Development**

This DBA has been a transformative journey, both academically and personally. From the outset of the programme through to the completion of this thesis, I have undergone considerable development in how I think, approach challenges, and conduct research. The process of engaging with a real-world organisational problem - exploring the intersection between employee engagement and sustainable organisational change within the context of E.ON UK provided a unique opportunity to apply academic theories to practical challenges that were both current and strategically important. One of the most significant aspects of my growth has been the development of rigorous research capabilities. I began this journey with limited experience in designing and executing a major academic research project. Through guidance, critical reflection, and iterative learning, I have gained proficiency in research design, literature analysis, data collection, and methodological justification. This was not only an academic achievement but also one that has translated meaningfully into my professional practice.

Along the way, I encountered methodological uncertainty, competing conceptual frameworks, and the practical challenges working with real organisational data and participants. Each of these challenges prompted a need to adapt, reassess, and refine my approach - building my resilience and critical thinking. Through this process, I recognised the critical role of reflexivity in qualitative research - a skill that I have found transferable to my leadership role within business improvement. Furthermore, conducting research within my own organisation has brought a deeper awareness of ethical considerations, and the importance of transparency. It has also led to valuable internal recognition, as the relevance of my work became increasingly visible across E.ON UK. As a result, my professional profile has grown, and I now contribute to broader conversations on organisational change strategy. Beyond technical skills, this journey has shaped me personally. I have discovered greater patience, persistence, and a deeper appreciation for reflective learning. I have developed a more inquisitive and critical mindset - one that questions assumptions, values

evidence, and embraces continuous improvement. In conclusion, this DBA has not only broadened my academic and professional skillset but has also reshaped my personal orientation toward learning, leadership, and the role of research in solving complex business challenges. It has reinforced my commitment to practitioner-led inquiry and lifelong learning, and I now feel better equipped to contribute meaningfully to both my organisation and the wider field of business administration.

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## Appendix 1 - Employee Engagement Survey

This data will be treated confidentially and anonymised when referred to in the study.  
 The completed survey should be returned to the researcher at: (researcher at work email)

Section 0 About the participant		55+ years	46 years to 55 yrs.	36 years to 45 yrs.	26 years to 35 yrs.	<25 yrs.
0a.	Please select your age bracket					
		Male	Female			
0b.	Please select your gender					
		> 14 years	> 9yrs, less than 14 yrs.	>5yr, less than 9 yrs.	>1yr, less than 5 yrs.	Less than 1 yr.
0c.	How long have you worked at the organisation?					
		> 14 years	> 9yrs, less than 14 yrs.	>5yr, less than 9 yrs.	> 1yr, less than 5 yrs.	Less than 1 yrs.
0d.	How long have you worked in this department?					
		Strongly Agree	Agree	Neither disagree nor agree	Disagree	Strongly Disagree
0e.	In your time at the organisation, do you (in general) things get better every year					

**Appendix 1 - Employee Engagement Survey continued**

Section 1		Strongly Agree	Agree	Neither disagree or agree	Disagree	Strongly Disagree
1a.	I am proud to work and represent this department					
1b.	I feel good about the normal working conditions we have					
1c.	I rarely think about looking for a job at another department					
1d.	I see myself still working in the department in two years' time					
1e.	I think we could change things to make the organisation an even better place to work					
1f.	I feel positive about my future at the organisation					
1g.	I feel as though my work valued					
1h.	I feel as though my development at the organisation is well supported					
1i.	My manager has shown a genuine interest in my career aspirations					
1j.	This organisation motivates me to go beyond what I would in a similar role elsewhere					
1k.	No one here really knows what I do					
1l.	I'm happy with the way things are and wouldn't want them to change					
1m.	I believe in our department's objectives					
1n.	Every year I think the organisation is performing better					

Section 2		Strongly Agree	Agree	Neither disagree or agree	Disagree	Strongly Disagree
2a.	My department keeps its people informed about what is happening					
2b.	I know what I need to do to be successful in my role					
2c.	I feel my department could be better at keeping people informed about what is happening					
2d.	I don't need any more communication to help me be successful in my role					
2e.	I think we could change things to make communication better to help me be successful in my role					

**Appendix 1 - Employee Engagement Survey continued**

Section 2		Strongly Agree	Agree	Neither disagree or agree	Disagree	Strongly Disagree
2f.	I feel that collaboration is actively encouraged in my department					
2g.	I feel that my views are valued and appreciated at times of open discussion and collaboration					
2h.	I have access to the things I need to do my job well					
2i.	Most of the systems and processes here support us getting our work done effectively					
2j.	I could do my job better if I had access to the things, I need to do my job					
2k.	I think we could change systems and processes here to support us getting our work done effectively					
2l.	I think we duplicate too much effort in this department					

Section 3		Strongly Agree	Agree	Neither disagree or agree	Disagree	Strongly Disagree
3a.	I feel I receive the appropriate recognition when I do good work					
3b.	This is a great department for me to contribute to my development					
3c.	I feel a sense of satisfaction with the work that I do					
3d.	I feel that our ways of working are simple and effective					
3e.	I feel that our ways of working need a change					
3g.	I will often work extended hours when needed to make sure we get the work done on time					
3h.	I am often asked to work overtime to complete work					
3i.	I don't think we celebrate our successes as a department enough					
3j.	My day-to-day efforts are important to the future success of this department					
3k.	My day-to-day efforts are critical to the future success of this department					
3l.	I feel emotionally connected to the organisation and willing to put in extra effort to achieve success.					
3m.	I feel energised when I'm at work					

## Appendix 2 - Interview schedule

<b>INTERVIEW SCHEDULE:</b>
<p>Thank you for agreeing to participate in this research and for returning your consent form.</p> <p>In line with that consent, if you wish to withdraw from this interview at any point, you are welcome to do so.</p> <p>Can you confirm that you are happy for this interview to be recorded (audio only)? I'd like to remind you that the audio recording of this interview will be transcribed and anonymised so that you will not be identifiable from the resulting data.</p> <p>The interview will take up to 30-40 minutes.</p> <p>Do you have any other questions before we go ahead?</p>
<p><b>Section 0.0: Warm-up questions – if needed.</b></p> <p>0a. What parts of your work do you enjoy the most? e.g., Repeatability, Familiarity (little change), Frequency of change (low/high), Scope to learn new processes, skills, Other.</p> <p>0b. How exposed are you to change? e.g., too exposed OR B) Too little; we could change more to make things better. Why do you think A) or B)?</p>
<p><b>Section 1.0: Employee's Views on Change at Work</b></p> <p>1a. How important do you think it is for organisations to change? <i>1ai. In general, what are your feelings towards change at work?</i></p> <p>1b. How well do you think we undertake change here? 1bi. Why do you think this?</p> <p><i>Supplementary question(s) to prompt dialogue with the study's participants as required:</i></p> <p><i>1bii. When was the last significant change initiative you experienced at work i.e., a restructure / significant change to your day-to-day role?</i></p> <p><i>1biii. How were you affected by the change?</i></p> <p><i>1biv. How would you feel if a similar change was planned?</i></p>
<p><b>Section 2.0: Employee's views around the RMT change initiative.</b></p> <p>2a What do you think about the current change initiative (RMT) underway?</p> <p>2ai. Why do you think it's being rolled out?</p> <p>2aii. How do you think it affected you in your day-to-day role?</p> <p>2aiii. Can you see it as still being in use after one year, two years or for the foreseeable?</p> <p>2aiv. Why?</p> <p>2av. What is the most significant role/influence you could play to ensure it remains a sustainable change initiative?</p> <p>2avi. How have you personally been affected by the change? (Additional activity/burden)</p> <p>2avii. How well do you think the change has gone?</p> <p>2aviii. In general, have your feelings towards the change altered? Why?</p>
<p><b>Section 3.0: Employees described motivations and discretionary effort towards the RMT.</b></p> <p>3a. How much impact is the current change initiative RMT having on you? 3ai. How are you coping with accommodating this extra activity? e.g., I haven't, not well, ok</p>
<p>Closing the interview (for change sponsors, move to Section 4.0)</p>
<p>Thank you for responding to all my questions. Is there anything else you feel you would like to add? Thanks again for your time.</p>

**Appendix 2 - Interview Schedule continued:**

Extra interview questions at researcher discretion to change sponsors.

**Section 4.0: Interest and awareness of employee enablement**

- 4a. How do you think the team feel about using the RMT?
  - 4ai. Why do you think that is?
  - 4aii. Do they believe the training they got in the new methods was enough to support its uptake?
  - 4aiii. How satisfied are your team with the communications they received

**Section 5.0: Perception of RMT (change initiative) performance**

- 5a. Do you expect that the RMT will still be in use in 1, 2 years' time?
  - 5ai. How well compared to other teams has your team performed in terms of adopting the change initiative? Why?
  - 5aii. How much of your team is using the RMT?
  - 5aiii. Why do you think that is?
  - 5aiv. Do you expect current RMT uptake and use to increase or decrease over time?
  - 5av. How might you consider the RMT a successful implementation?
  - 5avi. What would make the RMT a sustainable change initiative.

**Closing the interview**

Thank you for responding to all my questions. Is there anything else you feel you would like to add? Thanks again for your time.

### Appendix 3 - Exemplars of Collected Survey Data and RMT OC Usage Data

#### Example 1 Part 1

Participant ID: 18603

<b>Result Section 1.0: Energy.</b> Ability to maintain energy at work, Supportive social environment, Feelings of enthusiasm/ accomplishment at work (Towers Watson, 2012).	Strongly Agree	Agree	Neither disagree or agree	Disagree	Strongly Disagree
1g. I feel as though my work is valued.	X				
1j. This organisation motivates me to go beyond what I would in a similar role elsewhere.		X			
1k. No one here really knows what I do.			X		
2f. I feel that collaboration is actively encouraged in my department.		X			
2g. I feel that my views are valued and appreciated at times of open discussion and collaboration.	X				
3a. I feel I receive the appropriate recognition when I do good work.	X				
3c. I feel a sense of satisfaction with the work that I do.	X				
3i. I don't think we celebrate our successes as a department enough.			X		
3m. I feel energised when I'm at work.	X				
	Energised		Neutral		Not Energised
<i>Responses above depict individual as...</i>	X				
<b>Result Section 2.0: Enablement.</b> Employee feelings of freedom from obstacles to succeed at work, Availability of resources to perform well, Ability to meet work challenges effectively (Towers Watson, 2012).	Strongly Agree	Agree	Neither disagree or agree	Disagree	Strongly Disagree
1b. I think the normal working conditions at this organisation are good.					
1h. My professional development is well supported.	X				
1i. My manager has shown a genuine interest in my career aspirations.		X			
2b. I know what I need to do to be successful in my role.	X				
2h. I have access to the things I need to do my job well.	X				
2i. Most of the systems and processes here support us getting our work done effectively.		X			
2j. I could do my job better if I had access to the things I need.			X		
2l. I think we duplicate too much effort in this department.	X				
3b. This is a great department for me to contribute to my development.		X			
3d. I think that our ways of working are simple and effective.		X			
	Enabled		Neutral		Not Enabled
<i>Responses above depict individual as...</i>	X				
<i>Employee Energy, Enablement results (Sections 1.0 and 2.0), are used with responses to the survey statements below, to position employees on the engagement scale (Table 2.0 study's main body).</i>					

**Appendix 3 - Exemplars of Collected Survey Data and RMT OC Usage Data - Example 1 Part 1 continued.**

Result Section 3.0: Employee Engagement.						
	Strongly Agree	Agree	Neither disagree or agree	Disagree	Strongly Disagree	Position in Table 2.0
1a. I am proud to work and represent this department.						
1c. I rarely think about looking for a job at another department.			x			
1d. I see myself still working in the department in two years' time.	x					1e
1f. I feel positive about my future at this organisation.	x					1e
1m. I believe in our department's objectives.		x				2c
1n. Every year I think we're performing better.		x				2c
2a. My department keeps its people informed about what is happening.	x					1c
2c. I feel my department could be better at keeping people informed about what is happening.		x				2c
2d. I don't need anymore communication to help me be successful in my role.		x				2c
3g. I will often work extended hours when needed to make sure we get the work done on time.		x				2b
3h. I am often asked to work overtime to complete work.					x	3b
3j. My day-to-day efforts are important to the future success of this department.	x					1c
3k. My day-to-day efforts are critical to the future success of this department.	x					1c
3l. I feel connected to the organisation and willing to put in extra effort so that the organisation is successful.	x					1b

Result Section 3.0.1: Employee Engagement.			
	Highly Engaged	Traditionally Engaged	Not Engaged
Cognitive	3	4	
Behaviour	1	1	1
Emotion	2		
	50%	42%	8%

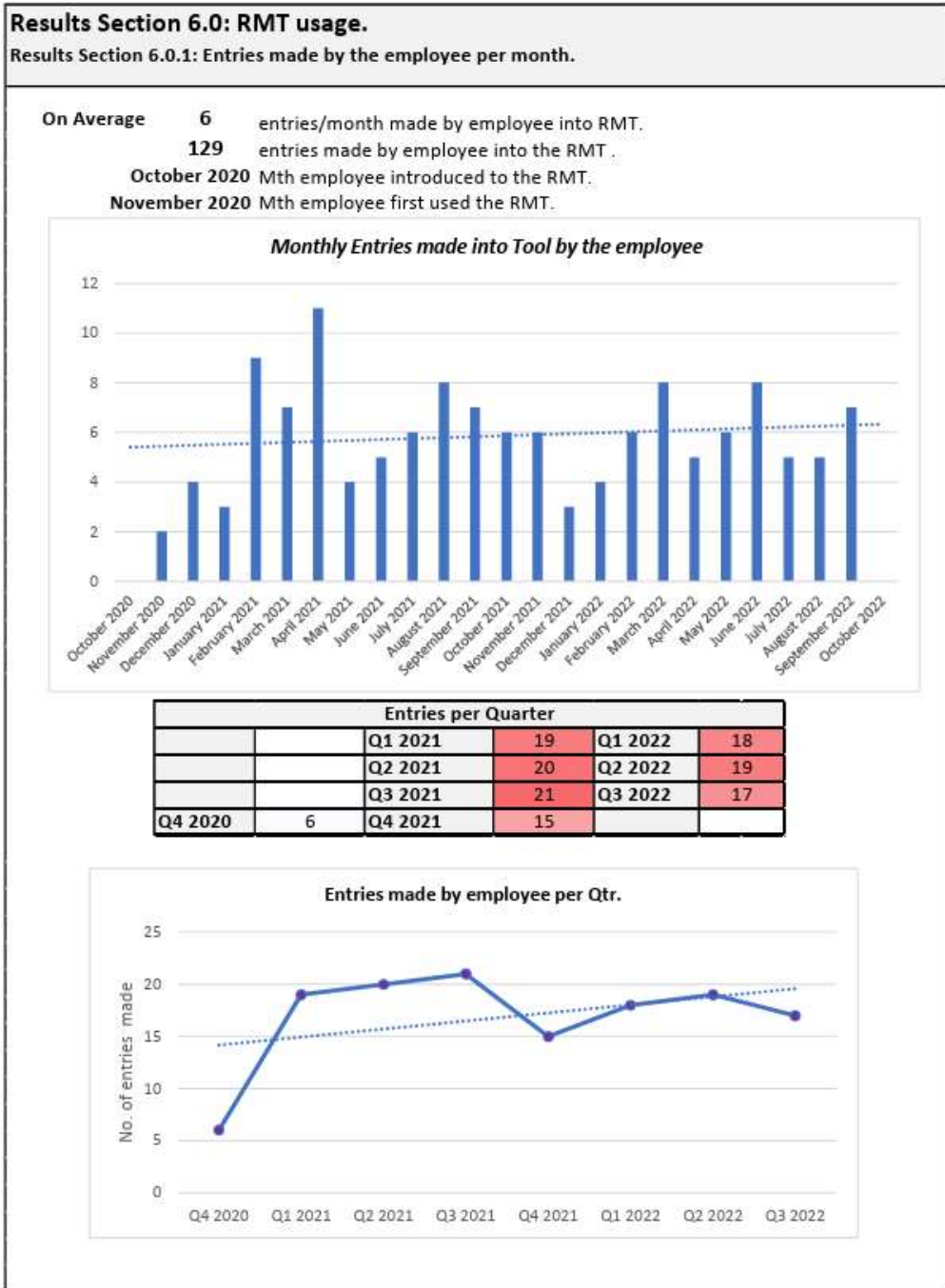
The numbers in the boxes above are the count of the survey statements answered by the employee which align to the engagement descriptors shown in Table 2.0 (in the study's main body).

**Appendix 3 - Exemplars of Collected Survey Data and RMT OC Usage Data - Example 1 Part 1 continued.**

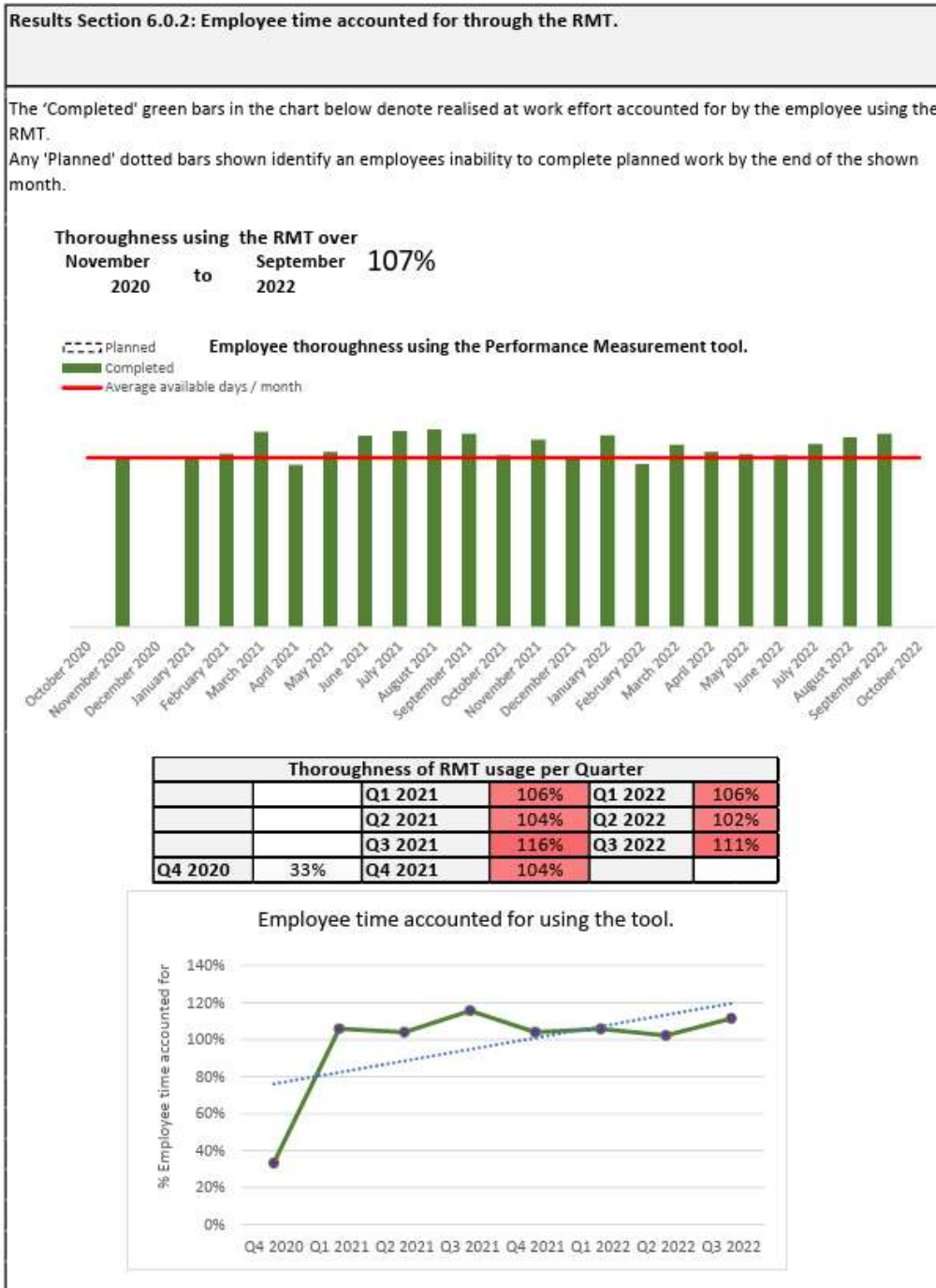
Result Section 4.0: Employee Change Readiness.		Strongly Agree	Agree	Neither disagree or agree	Disagree	Strongly Disagree
1e.	I think we could <b>change</b> things to make this organisation an even better place to work.		x			
1i.	I'm happy with the way things are, wouldn't want them to <b>change</b> .		x			
2e.	I think we could <b>change</b> things to make communication better to help me be successful in my role.		x			
2k.	I think we could <b>change</b> systems and processes here to support us getting our work done effectively.	x				
3e.	I think that our ways of working need a <b>change</b> .					
Result Section 4.0.1: Summary of Employee Change Readiness.		Open to change	Indifferent to Change	No to change		
<i>Responses above depict individual as...</i>		x				

Result Section 5.0: Participant Summary.	
Age bracket.	55+ Yrs.
Gender.	Male
Duration worked at the organisation.	> 14 Yrs.
Duration worked in this department.	> 14 Yrs.
In general things get better every year?	Agree
Survey responses depict individual as:	<b>Energised</b> (See Results Section 1.0).
and:	<b>Enabled</b> (See Results Section 2.0).
	<b>Highly Engaged</b>
With	<b>an openness</b> towards change at the organisation.

**Appendix 3 - Exemplars of Collected Survey Data and RMT OC Usage Data - Example 1 Part 2 - RMT Data**



**Appendix 3 - Exemplars of Collected Survey Data and RMT OC Usage Data - Example 1 Part 2 - RMT Data continued.**



### Appendix 3 - Exemplars of Collected Survey Data and RMT OC Usage Data

#### Example 2 Part 1

Participant ID: 121003

<b>Result Section 1.0: Energy.</b> Ability to maintain energy at work, Supportive social environment, Feelings of enthusiasm/ accomplishment at work (Towers Watson, 2012).	Strongly Agree	Agree	Neither disagree or agree	Disagree	Strongly Disagree
1g. I feel as though my work is valued.			x		
1j. This organisation motivates me to go beyond what I would in a similar role elsewhere.				x	
1k. No one here really knows what I do.	x				
2f. I feel that collaboration is actively encouraged in my department.			x		
2g. I feel that my views are valued and appreciated at times of open discussion and collaboration.	x				
3a. I feel I receive the appropriate recognition when I do good work.			x		
3c. I feel a sense of satisfaction with the work that I do.			x		
3i. I don't think we celebrate our successes as a department enough.		x			
3m. I feel energised when I'm at work.			x		
	Energised		Neutral		Not Energised
<i>Responses above depict individual as...</i>					
					x
<b>Result Section 2.0: Enablement.</b> Employee feelings of freedom from obstacles to succeed at work, Availability of resources to perform well, Ability to meet work challenges effectively (Towers Watson, 2012).	Strongly Agree	Agree	Neither disagree or agree	Disagree	Strongly Disagree
1b. I think the normal working conditions at this organisation are good.	x				
1h. My professional development is well supported.				x	
1i. My manager has shown a genuine interest in my career aspirations.				x	
2b. I know what I need to do to be successful in my role.		x			
2h. I have access to the things I need to do my job well.		x			
2i. Most of the systems and processes here support us getting our work done effectively.			x		
2j. I could do my job better if I had access to the things I need.			x		
2l. I think we duplicate too much effort in this department.			x		
3b. This is a great department for me to contribute to my development.				x	
3d. I think that our ways of working are simple and effective.		x			
	Enabled		Neutral		Not Enabled
<i>Responses above depict individual as...</i>					
	x				
<i>Employee Energy, Enablement results (Sections 1.0 and 2.0), are used with responses to the survey statements below, to position employees on the engagement scale (Table 2.0 study's main body).</i>					

**Appendix 3 - Exemplars of Collected Survey Data and RMT OC Usage Data -**  
**Example 2 Part 1 continued.**

Result Section 3.0: Employee Engagement.						Position in Table 2.0
	Strongly Agree	Agree	Neither disagree or agree	Disagree	Strongly Disagree	
1a. I am proud to work and represent this department.			x			
1c. I rarely think about looking for a job at another department.			x			
1d. I see myself still working in the department in two years' time.			x			
1f. I feel positive about my future at this organisation.		x				2e
1m. I believe in our department's objectives.		x				2c
1n. Every year I think we're performing better.			x			
2a. My department keeps its people informed about what is happening.			x			
2c. I feel my department could be better at keeping people informed about what is happening.		x				2c
2d. I don't need anymore communication to help me be successful in my role.			x			
3g. I will often work extended hours when needed to make sure we get the work done on time.	x					1b
3h. I am often asked to work overtime to complete work.			x			
3j. My day-to-day efforts are important to the future success of this department.		x				2c
3k. My day-to-day efforts are critical to the future success of this department.		x				2c
3l. I feel connected to the organisation and willing to put in extra effort so that the organisation is successful.			x			

Result Section 3.0.1: Employee Engagement.			
	Highly Engaged	Traditionally Engaged	Not Engaged
Cognitive		4	
Behaviour	1		
Emotion		1	
	17%	83%	0%

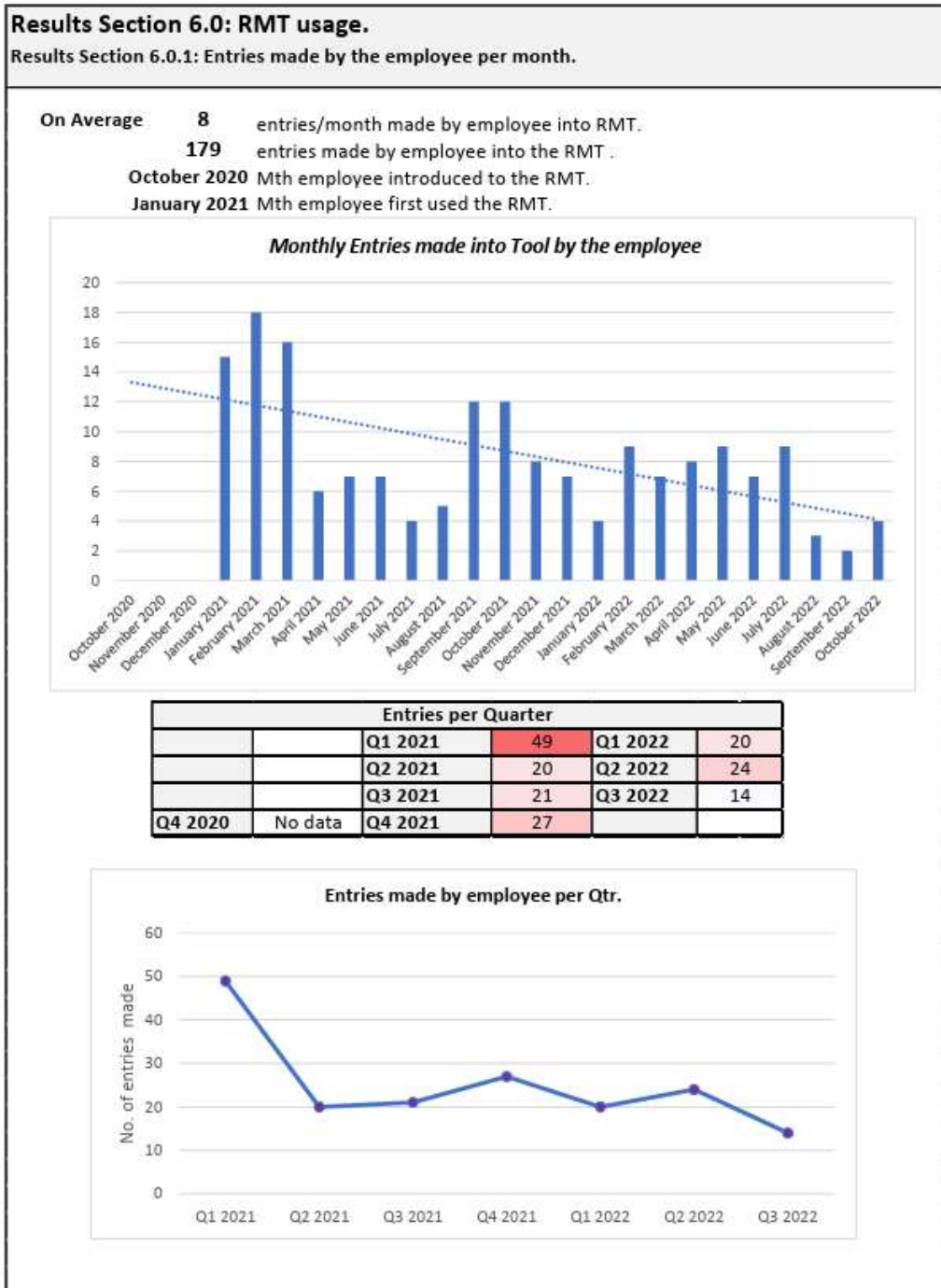
The numbers in the boxes above are the count of the survey statements answered by the employee which align to the engagement descriptors shown in Table 2.0 (in the study's main body).

**Appendix 3 - Exemplars of Collected Survey Data and RMT OC Usage Data - Example 2 Part 1 continued.**

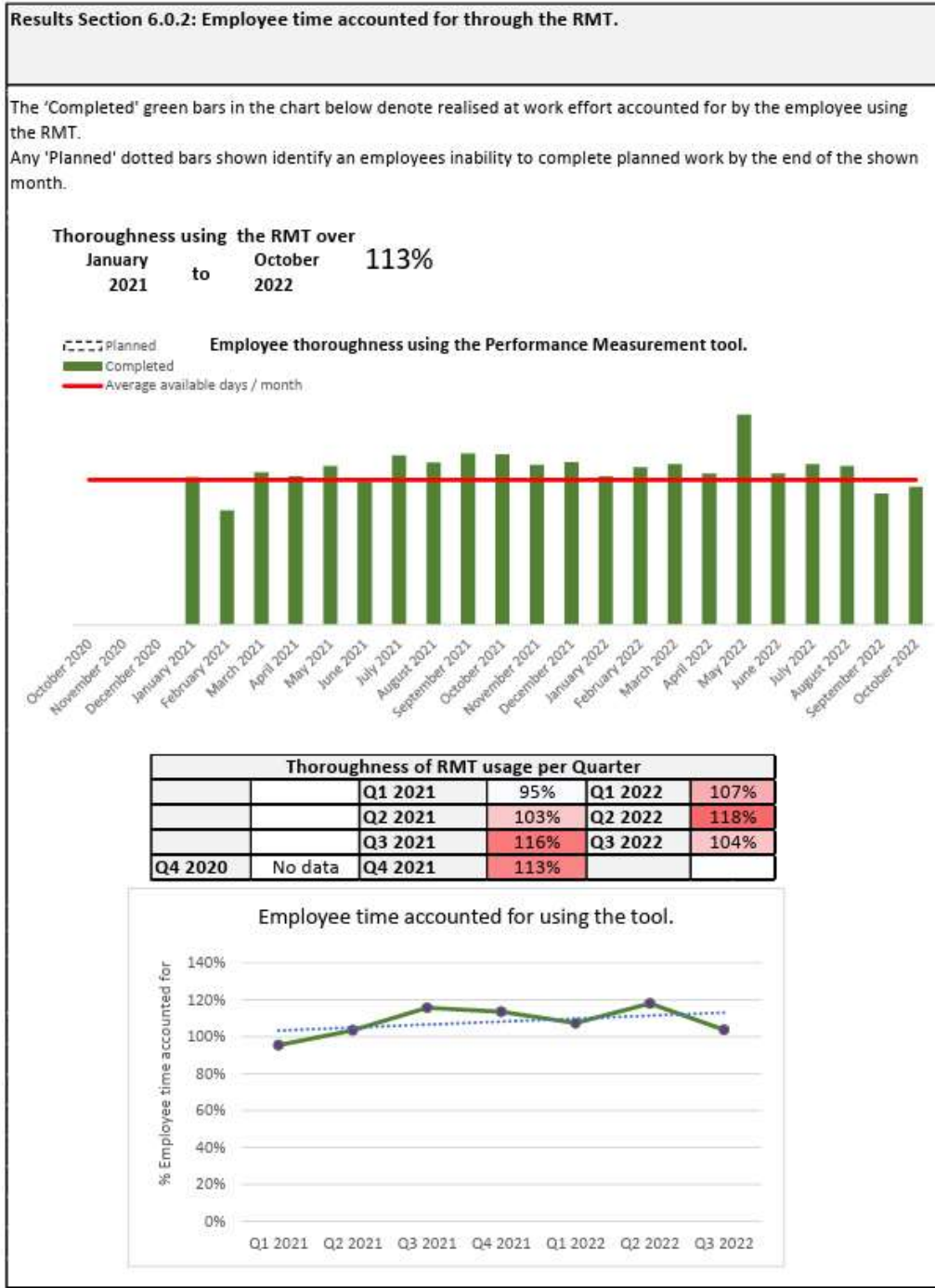
<b>Result Section 4.0: Employee Change Readiness.</b>		Strongly Agree	Agree	Neither disagree or agree	Disagree	Strongly Disagree
1e.	I think we could <b>change</b> things to make this organisation an even better place to work.		x			
1f.	I'm happy with the way things are, wouldn't want them to <b>change</b> .		x			
2e.	I think we could <b>change</b> things to make communication better to help me be successful in my role.		x			
2k.	I think we could <b>change</b> systems and processes here to support us getting our work done effectively.		x			
3e.	I think that our ways of working need a <b>change</b> .				x	
<b>Result Section 4.0.1: Summary of Employee Change Readiness.</b>		Open to change	Indifferent to Change		No to change	
<i>Responses above depict individual as...</i>		x				

<b>Result Section 5.0: Participant Summary.</b>	
<b>Age bracket.</b>	
<b>Gender.</b>	
<b>Duration worked at the organisation.</b>	
<b>Duration worked in this department.</b>	>1yr, less than 5 yrs.
<b>In general things get better every year?</b>	Agree
<i>Survey responses depict individual as:</i>	<b>Not Energised</b> (See Results Section 1.0).
<i>and:</i>	<b>Enabled</b> (See Results Section 2.0).
	Traditionally Engaged
With	<b>an openness</b> towards change at the organisation.

**Appendix 3 - Exemplars of Collected Survey Data and RMT OC Usage Data - Example 2 Part 2 - RMT Data.**



**Appendix 3 - Exemplars of Collected Survey Data and RMT OC Usage Data - Example 2 Part 2 - RMT Data continued.**



**Appendix 4 - Characteristics of the Case Study (Part 1), and Mini-Case Study Employees (Part 2).**

Part 1 Characteristics of the Case Study Employees.

Returned surveys	Gender		Tenure / years					Age / years				
	Male	Female	x<1	5>x>=1	9>x>=5	14>x>=9	14>=x	<25	26-35	36-45	46-55	55+
60% (104/174)	83% (86/104)	18% (19/104)	8% (8/104)	38% (39/104)	39% (41/104)	10% (10/104)	7% (7/104)	2% (2/104)	19% (20/104)	38% (40/104)	28% (29/104)	12% (12/104)

**Appendix 4 – Part 2: Characteristics of the Mini-Case Study Employees**

Dept; Team; Sub-team	Returned surveys	Gender		Tenure/ years					Age/ years				
		Male	Female	1>x	5 > 1	9 > 5	14 > 9	> =14	25>x	35>26	45>36	55>46	>=55
1A, OI, BI	100% (3/3)	100% (3/3)	0% (0/3)	-	67% (2/3)	33% (1/3)	-	-	-	33% (1/3)	67% (2/3)	-	-
1A, OI, OS	100% (6/6)	50% (3/6)	50% (3/6)	-	100% (6/6)	-	-	-	-	-	17% (1/6)	17% (1/6)	67% (4/6)
1A, ER	75% (6/8)	50% (3/6)	50% (3/6)	33% (2/6)	50% (3/6)	17% (1/6)	-	-	33% (2/6)	33% (2/6)	17% (1/6)	-	17% (1/6)
1A, EP	75% (9/12)	100% (9/9)	0% (0/9)	-	78% (7/9)	11% (1/9)	11% (1/9)	-	-	33% (3/9)	33% (3/9)	33% (3/9)	-
1A, ES	100% (2/2)	100% (2/2)	0% (0/2)	50% (1/2)	50% (1/2)	-	-	-	-	50% (1/2)	-	50% (1/2)	-
1A, CG, SSoW	100% (3/3)	100% (3/3)	0% (0/3)	-	-	-	33% (1/3)	67% (2/3)	-	-	-	67% (2/3)	33% (1/3)
1A, CG, TSE	100% (4/4)	100% (4/4)	0% (0/4)	-	25% (1/4)	-	25% (1/4)	50% (2/4)	-	-	-	25% (1/4)	75% (3/4)
1A, CG, AG	83% (5/6)	60% (3/5)	40% (2/5)	-	40% (2/5)	20% (1/5)	-	40% (2/5)	-	-	20% (1/5)	60% (3/5)	20% (1/5)
2A, S	40% (2/5)	0% (0/2)	100% (2/2)	-	-	-	50% (1/2)	50% (1/2)	-	-	50% (1/2)	50% (1/2)	-
2A, E	86% (6/7)	17% (1/6)	83% (5/6)	17% (1/6)	50% (3/6)	17% (1/6)	17% (1/6)	-	-	67% (4/6)	17% (1/6)	17% (1/6)	-
3A, S	0% (0/4)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
3A, DD	0% (0/8)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
3A, D	0% (0/2)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>Subtotal</b>	<b>66%</b> <b>(46/70)</b>	<b>67%</b> <b>(31/46)</b>	<b>33%</b> <b>(15/46)</b>	<b>9%</b> <b>(4/46)</b>	<b>54%</b> <b>(25/46)</b>	<b>11%</b> <b>(5/46)</b>	<b>11%</b> <b>(5/46)</b>	<b>15%</b> <b>(7/46)</b>	<b>4%</b> <b>(2/46)</b>	<b>24%</b> <b>(11/46)</b>	<b>22%</b> <b>(10/46)</b>	<b>28%</b> <b>(13/46)</b>	<b>22%</b> <b>(10/46)</b>

**Note:** N/A signifies no participation in the research from employees in this team.

**Appendix 5 - Characteristics of Employees Outside the Mini-Case Study.**

Dept; Team; Sub-Team	Returned surveys	Gender		Tenure / years					Age / years				
		Male	Female	x<1	5>x>=1	9>x>=5	14>x>=9	14>=x	<25	26-35	36-45	46-55	55+
1B-CC	60% (6/10)	67% (4/6)	33% (2/6)	2 (2/6)	17% (1/6)	50% (3/6)	-	-	-	-	33% (2/6)	50% (3/6)	17% (1/6)
1B-H	60% (9/15)	100% (9/9)	0% (0/9)	-	56% (5/9)	44% (4/9)	-	-	-	44% (4/9)	56% (5/9)	-	-
1B-OM	55% (11/20)	100% (11/11)	0% (0/11)	-	9% (1/11)	64% (7/11)	27% (3/11)	-	-	9% (1/11)	55% (6/11)	36% (4/11)	-
1B-C	0% (0/3)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
1B-P	0% (0/15)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
1C-D	71% (5/7)	100% (5/5)	0% (0/5)	-	-	100% (5/5)	-	-	-	-	100% (5/5)	-	-
1C-P1	0% (0/5)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
1C-P2	100% (7/7)	100% (7/7)	0% (0/7)	14% (1/7)	29% (2/7)	43% (3/7)	14% (1/7)	-	-	-	71% (5/7)	29% (2/7)	-
1C-P3	95% (21/22)	90% (19/21)	10% (2/21)	5% (1/21)	24% (5/21)	67% (14/21)	5% (1/21)	-	-	19% (4/21)	43% (9/21)	33% (7/21)	5% (1/21)
<b>Subtotal</b>	<b>57%</b> <b>(59/104)</b>	<b>93%</b> <b>(55/59)</b>	<b>7%</b> <b>(4/59)</b>	<b>7%</b> <b>(4/59)</b>	<b>24%</b> <b>(14/59)</b>	<b>61%</b> <b>(36/59)</b>	<b>8%</b> <b>(5/59)</b>	<b>-</b>	<b>-</b>	<b>15%</b> <b>(9/59)</b>	<b>51%</b> <b>(32/59)</b>	<b>27%</b> <b>(16/59)</b>	<b>3%</b> <b>(2/59)</b>

**Note:** N/A signifies no participation in the research from employees in this team.

## Appendix 6 - Exemplars of In-depth Interview Transcripts

### Example 1: Employee ID 12402

Thank you for agreeing to participate in this research and for returning your consent form in line with that consent if you wish to withdraw from this interview at any point you are welcome to do, so can you please confirm that you are happy for this interview to be recorded just the audio

Yes

I'd like to remind you that the audio recording of this interview will be transcribed and anonymised so that you will not be identifiable from the resulting data the interview will take between 30 to 40 minutes do you have any other questions before we go ahead

No no nothing

Thank you so this research is around employee engagement at times of organisational change the nature of the questions which I ask you will be open-ended so if we start off with the first question set which is around an individual's views around change at this organisation could you recall a recent example of a change initiative which you feel went well

( long pause 4 secs)

Conversely if it's easier to think of one which didn't go so well if you could think give an example of 1 which didn't go well

Yeah that's much easier I would say the last round of redundancies

And how long ago was that months less than 5 months ago a year ago

I'm having trouble thinking I think I think it can be completed properly about a year ago now

Ok and what was your role in that

Erm so I was basically acting as a line manager losing two of my team, one of which got another job in fact both were able to get another job in the end

And what was it about that particular change initiative correct me if I'm wrong but is this one which went well or didn't go so well

It didn't go well, there was no mapping off of those responsibilities to other people I mean there was an attempt to, but it missed so many important areas which we're still struggling with now over a year later

And where do you think that failing would have occurred if it was a failing

In the initial assessment I don't believe there was one done

Okay and what were your feelings when it became obvious to you that this might have not been initially assessed as well as it could have been what were your feelings at that time being the change agent if you like

Anger and disappointment because this is off the back of three redundancies in or all three cuts in the last three to four years and so these are all problems that happened before and we honestly didn't learn our lessons

So it was it was the repeated nature that resulted in the disappointment and the anger repeated nature no lessons learned about a very similar very similar change initiative which would suggest that there was the opportunity for lessons to be learnt any to it being done arguably better or at least with some improvements

Yeah

And what was your you said that it was one off maybe three or four that happened in quick succession were you playing a similar role in the other three or four whereby you are taking on the line manager duties and therefore you have a kind of active hand in seeing the change initiative through or were you more of a recipient of the change

As a line manager with someone leading a team I was both I was receiving news that more people are to leave the team and so I have to take them through the process

and with some of these lessons not being learned from previous times when this particular change initiative was done what was your what were your thoughts or what your actions then about escalating some of the issues that were causing the anger and disappointment, or did you use any escalation routes or did you carry on without doing so

I voiced my opinions but I was told that this is done and there's no change in it

So in terms of flexibility around decision made at once the initial assessment was done it was almost like the path had been charted and irrespective of any voices of concern the route didn't change it was essentially then asked upon you to see it through to the end in terms of just execute based on orders is that correct

Yeah that's correct

Okay what were your thoughts when you when you queried it when you try to escalate it and that's the feedback that you had back this is specifically around the thoughts that you might have had

I suppose thoughts of nonprofessional way of doing things, non-engineering way of doing things perhaps and the view that we've been here before so we should know better than this, I suppose the main thing is it showed the desperation of the company.

So your behaviours around executing correct me if I'm wrong but you almost you recognise that there was no room to negotiate if you like and therefore it was purely then an execution mode running the process making it happen but there was the thoughts around it were that this is already with the with the car crash if you like on the horizon whereby you can see that if this isn't managed correctly and there isn't at the moment enough to give you that confidence that is being managed correctly that this could go wrong very quickly in terms of the performance of the wider team is that is that correct is that fair statement

Yeah yeah that's a fair statement

OK so your engagement in the change initiative your behaviours around that that didn't change you still remain professional and you still undertook it what you say that the undertaking of your role making it happen if you like that was the performance of the change initiative if somebody were to review it had to start it had an end and there was a timeliness to it would you say that that was successful or not successful in terms of being able to execute on orders if you like

That was successful that was the best part of the project knowing what we had to do by when

The important thing is looking after the people so as a line manager that's what I did.

So the timeliness was successful but thought up what would your feelings be if the same initiative word to come up again in 3-4 months' time how would you feel on hearing the news that you have to undertake a similar activity would it be the same would it be would it be different and if it would be different how would it be different.

It depends it could be different if they learned lessons before and they were able to map everything that was being done so that we weren't left wanting it was just an acknowledgement of we don't have anyone to do these responsibilities and then we will have to find somewhere doing it rather than ignoring problems

And did you feel that with the one of the other improvements around the initial assessment where you at all collaborated with at that point

No collaboration

So one of the improvements might be more collaboration early on when these ideas are being thrown up and suggestions are being made in terms of who what when and where is that again a fair assessment.

Yeah yeah definitely

What other improvements would you feel as well as collaboration at the earliest stages would have or would in the future result in a better outcome on all on all fronts

A measure of risk was absent as far as I am aware there wasn't any association of risk with what we were losing

Okay a measure of risk and more active collaboration if nothing were to change there and you were to be asked to do something similar again how different would your undertaking be compared to this time around or would it be the same

I suppose it would just be the same

And if I were to ask this question what would make you or what do you feel makes someone like yourself undertake it in the same way as you've just done even with the reservations that you've had from the last round and obviously now the experiences that you have in terms of we could have done this better on these this is essentially a manifestation of all the issues which I cited earlier what makes someone like yourself undertake the change again is this harking back to professionalism

We just got no choice that's one of the roles of being a line manager

So these two routes that potentially could happen one is where an agent would maybe resist the change and then the other is that they actively engage the change and almost promoting the change initiative and then the other one is where they undertake the change and keen to understand I'm keen to understand the thoughts of those who would undertake the change but expecting it not to be delivering exactly what people are expecting it to in the longer term

It's probably the latter, I doubt that I'll never be promoting a size <interruption in interview> the land-line doesn't normally ring I forgot we had one

Looks like a spam call I don't recognise the number okay

Are we ok to continue

Yep

It was really around the descriptor there about there would if it stayed the same you would essentially see it through similarly to what you've done previously and it would be as successful in terms of this timeliness and your ability to kind of work with any individuals that may be part of that change in terms of leavers and that type of thing but you said you do it feeling that you had no choice to do it but you would still do it you wouldn't actively resist the change what is it that makes are you able to say what would drive that feeling off no choice

it's one of the things as a line manager that you have to do play you have to do the good and the bad, sometimes redundancies happen and you have to do the best for the people.

So its almost an expectation of the role.

Yeah

But you wouldn't resist the change why not

Well I suppose I would (resist) but I can't actively do anything different a decisions been made I can voice my concerns but that's all I can do, I have to follow the process.

Ok thank you, so duty of role and follow process.

Ok is there any change initiative that you can recall that has gone well at this organisation in which you've been a change agent.

The best bit of change since I've been at E.ON I suppose would be the (name of program) program.

What was your role in that?

So my role was to provide governance to facilitate that to happen.

So on a governance structure level the management system wise, but also to participate in it and to be a coach for my team and who ever I dealt with.

And what was it particularly that made that change initiative successful on most fronts?

(what made this change go well) I suppose its resource again, there was a lot of pre planning for this, there was dedicated people assigned to the programme and I lot of time and thought went into it before anything actually happened.

And do you think the pre planning stages what arguably was missing on the change initiatives which we've spoken about a few minutes ago which wasn't as successful on all fronts

Yes I think so

Okay next question I'll ask is around a specific change initiative and it was around the resource management tool that was launched in the department which you're working in and one of the questions which I'd like to start off with is what your thoughts are around the RMT

I I, <pause> I suppose it can be frustrating because there is a there is a lot of clicking to be done in order to fill a month, complete a month on there and it's both the planner and timesheet combined into one I suppose I've only I can only ever refer to time sheets I've had to do in the past that have been much more simple and yet still gained a lot of information that was usable I suppose I don't see how we use information we gain at the moment so if I could possibly see that I might see the benefit more

OK so it's almost as though at the moment there's a feeling of frustration and it resolves a through the design of the tool where you feel that there's a number of clicks you're making this this is almost a yeah it's a more complicated process than what you would expect it to be if in fact is a timesheet and then there's all to this lack of visibility around how the data is being used what the usefulness is off it and I guess

how it benefits yourself is that is that again a true summary of what you're saying there

Well yeah although it doesn't really have to benefit myself, as long as it benefits the organisation and I can see how that actually happens I mean in proper detailed form, because we're told that it benefits but we got don't actually see it so that that's what would make it better for me and my team because it just fills them with dread unfortunately

Could I ask whether you have received any reports or any extracts or anything any dialogue with more senior managers specifically around how it helps the department has any of that happened or is it very much your undertaking or you're engaging with the change initiative but you're having nothing back there's no kind of feedback from top down if you like around how is benefit

When I was (Team name) Leader I used to mention it at every meeting but there was never any come back other than it's a jfdi process that needs to be followed so that's what the team do

Yes but in in your current position are you receiving any do you do you actively question what it's bringing to your line manager for instance or is that again a space that's kind of unexplored at the moment you're expecting the line manager volunteer that information

I still voice my team's concerns up to my line manager

Specifically around what are we doing this for how is it helping the organisation is it is it as open as that

Yeah yeah and we've been asked this by other people as well including auditors so it would be great to have that information to be able to show the auditors

is there an update that you've been provided around some of the questions that you've got around the specific the use of the tool

(about when the participant has requested information around the benefit its delivering) no it's often just silence and acknowledgment has spoken perhaps if I'm lucky but that's about it

OK so yeah essentially if I would summarise here it's very similar in terms of how you describe the first change initiative around the redundancies if you like or the reduction in staff count whereby you engage with the change because you're asked to it's almost the same thing whereby you have concerns or questions I think it's more questions this one around what the usefulness is of the activity that you are undertaking but there isn't then the clarification and there's almost an underlining a similarity with the pre the other change initiative which was unsuccessful or in some ways unsuccessful whereby you ask questions but there is almost no escalation or nothing that's done off the back off those questions in this case there's no update that's provided around the question specific questions that you've got again is that is that what you're saying there

Yep yes spot on

Is an example of a question that you might have asked around the RMT which you were your awaiting an answer on

I suppose apart from what I said there was talk at one-point about like a workshop to perhaps improve it and we were going to put forward members of the team to do that but yeah I haven't I haven't asked that question for probably six months yeah probably not able yeah not this started Christmas.

Okay so if I were to ask you whether you see something like the RMT still being in use after a year two years or for the foreseeable what would your feelings or answered be to that question.

Hopefully by then there would be some improvement or at least some insight to how it is benefitting the organisation

So it's almost like it may be but it all depends whether or not some of your existing questions can be answered and whether you can get that visibility around what's the purpose of this how is it fitting into the bigger picture and as result of that making our lives better as a department correct

Yeah yeah well it's I mean it's a good example of change management because the you know we've got a team of 40 odd people that not had to do this and then all of a sudden are having to do it and then they've got this extra burden having an personal

objectives to make them do it and if they don't they got penalised so it's the team are feeling hard done because of this

And again it's almost a change is it a change initiative which they may feel that has been put on them without real visibility around why it's being done is that again you're feeling around that. One of the approaches which is being used specifically with this change initiative has been to undertake one to one sessions with the end users of the tool, were they what they the opportunities where people could seek clarification on why it was being used for the purpose was and voice some of the concerns do you feel that that might have been the opportunity where some of these concerns could have been voiced and whether or not it had been used as well as it could have been or not

I don't think there is the opportunity I mean the team voice the concerns to me and then I can voice my concerns upwards but I don't think there's any other opportunities for people.

OK so with this specific change initiative usually where we round this off this section off is to ask the question where you feel the tool itself could be improved to ensure that it would be sustained over a longer period of time and I think again just to summarise I feel it's almost like taking on board some of the team's comments arguably again starting off a change initiative like this may have been better maybe more in consultation with a number of individual who you now I think for more recently were thinking about pulling into a workshop type environment, having those may be more engaged with the initial concept of the RMT design that might have helped with the rmt's performance in terms of uptake with your team is out again something

Yeah definitely yeah.

OK I'm just gonna look through some of the other questions so we've got here. with the RMT do you feel that you are engaged with the change are you managing to update it on a monthly basis are you able to commit time and make that happen or is that something that regularly gets missed

(responding to question on whether they manage to keep it up to date) I suppose it gets missed cause it's not become my habit yet it it's more of a hindrance so the priority are way different to the rmt so the priority is the day job this is a distraction

And is this view echoed by your team or is this again maybe more your thoughts but (Responding to question on whether participants team manage to keep RMT up to date by the end of the month) Oh no my team do not sugarcoat at all they tell me in no uncertain terms how much they dislike it they are shall we say scared in voicing their concerns on the wider level so you would never get them speaking up at a call for instance, but that's true of a lot of things that we do that they people are especially my team scared rocking the boat.

So is it almost it's almost this mutual feeling of no choice not actively resisting the initiative but engaging with it in order for at some point with the belief that some point it will become clear as to what the benefit is but whilst your you don't have that he's almost you just carry on carry on with the with the hope belief that there is a point to this and it will be helping us at some point in the future.

Yeah

Alright thanks for your responding to all my questions is there anything else from your side that you like to add

I think the biggest failure that I have seen in change management since I've been at this organisation has been the removal of lessons learnt it used to be such an important thing that you couldn't even go overdue it was that heavily tracked in the beginning in the good old days and now it's an afterthought and then it doesn't happen so I would like to see lessons learned come back in in some way.

If I could ask you why you feel that it went away in the first instance what would you say

We were very engineering dominated business back in the good old days and we follow processes vehemently it was a Prince 2 process back then but nevertheless it is all part of project management however you do it and the whole business did it whether it be HR IT whatever it was everybody operated in the same way in so everybody knew that lessons learned how to be done and because it was so valuable people wanted to do it wasn't it wasn't a bad part of the process its what people look forward to in order to improve and we did improve every time and the reason that it went was when things got competitive in the energy market and we started to have

restructuring that meant we reduced staff levels I suppose it was 2010 ish onwards its just bring a gradual decline from then so that's one of the things that got dropped.

And then is it on occasions do you still see this remnant of people trying to do lessons learnt and it's there in name, but then there is none of that follow up that you would associate with lessons learned so the end-to-end process isn't completed but there is at least the how do you say the nominal gesture of doing the lessons learned session something along those lines

Yeah people try to but what will happen is even if a meeting happens then there won't be enough people on it so it kind of fails because you don't ever see the follow up so you'll see if you do have a lessons learned you're still see those things being there done at the next change initiative.

Could I just ask one of the aspects of prince 2 is your sponsorship of particular projects where do you feel sponsorship lies in the failure of some of this lessons learned not being done as much resourcing is one element of it do you feel that that's the primary failing or do you feel that sponsorship of something like this is whereby they see the significance and therefore ensure they take place even with limited resources is that absent or is that somewhere where they were the things could have improved or could be improved.

It's a good point yeah that that sponsorship as well we used to have a central tracking mechanism for projects we never had a proper PMO as some past the business do have but we had ways of tracking and so every project was sponsored and understood whether it was red amber or green and why, so yeah that's another important element that we are missing now

Even with the reduced resources would you feel that if the sponsorship was there arguably at the leadership levels the sponsorship existed on these projects and they were engaged in their duties as a result of being sponsors do you think that even with the reduced resources the organisation could still perform more effectively than it currently does in this space do you think that resource is essentially meaning it changes it so fundamentally that you just can't even with good sponsorship

I think resource limits up to a point but we have become high performers so I think absolutely think sponsorship would improve things and it would help raise the competency of those people that were sponsoring things as well

Yes and it would start at the very beginning so we mentioned here lessons learnt first could sponsorship initially put out the initial assessment and why we're doing the change looking at collaborating with like you mentioned around the RMT arguably they could have maybe been more active collaboration with your team the sponsorship comes at all levels from concept through to deployment through to sustaining the change initiatives that again correct

yeah definitely.

**Example 2: Employee ID 12412**

Ok thanks for agreeing to participate in this research and for returning your consent in line with that consent should you wish to withdraw from this interview at any stage you are welcome to do so could you confirm that you're happy for this interview to be recorded just the audio

Yes

I'd just like to remind you that the audio recording of this interview will be transcribed and anonymised so you won't be identifiable from the resulting data the interview will take between 30 to 40 minutes, do you have any other questions before we go ahead

No

Thank you so this research is about employee engagement at times of change and the nature of the questions will be open-ended the change initiative that this study is particularly interested in is the roll-out of the RMT to the department with this in mind could I ask you how you think the change initiative has gone

Reasonably well

Thanks and why would you think that

Its something new and different from how we've worked in the past we've not needed to do anything like this in the past

Ok thanks and can you see why we are doing something like this now

Yes I understand that we're trying to make it clearer to our customers what we do and the value the team members create

Ok and would you feel that it's a change initiative that will still be around with good engagement from the teams in 1 to 2 years time

I think it would be interesting as I know some people struggle with keeping it up to date

Ok and why might that be

Well early on I struggled to remember to fill it in then if you remember I was often putting entries in the wrong places and needed some support so I think that can affect peoples use I think if it was simpler it might be better

Ok thanks so if I could summarise then then am I right in saying that you think by improving its design we could increase the chances of the tool being used into the future

Yes I think that would help

Ok thanks and how have you felt about this change initiative expecting that this has been an additional ask of you and the team to update

I don't mind doing it but like I said if it could be made simpler then that would help

Ok thanks and do you think the way that the tool was rolled out to you and the team was appropriate

Yes I think so

Ok thanks, could I ask a more general question about how well you think we as an organisation undertake change initiatives

I don't really have much change projects to work on in our area we pretty much have a fixed scope at the start of each year that we work to year in year out

Ok thanks and could I ask how that works for you i.e. is that something you like about your role

Yes we've built up good relations with contractors and within the business so changing things isn't ideal as there's a lot of moving parts

Ok thanks and if I could ask if you heard news that a change was going to be made to you and or the way the team are currently working how would you feel

It wouldn't fill me with confidence

Ok and if I could ask why that might be

I've seen changes in other areas before and it usually leaves behind more work for those picking up the pieces

Ok could I ask if you think as an organisation we should change and so have change initiatives

Yes but like I said I think you have to look at where its needed rather than any change anywhere sometimes we don't have to change what's working

Ok thanks, going back to the rmt could you describe how you felt when you were asked for you and the team to fill it in

It was ok it's just another task that we have to make time for

Ok and do you see the benefit of doing it

Personally I don't benefit too much but I know that my manager likes it and refers to its reports so we know it needs to be done

Ok thanks would it be fair to say then that you don't have any individual benefit but engage with the change on the basis that it benefits your manager

Yes that's basically it

Ok if I could ask you how well you think the RMT change initiative has gone in the department and with your team

As expected in my team there were questions from a few who I would have expected questions from which we brought you into to discuss and answer questions on but since then the team have been using the rmt

Ok so did the Q and A session help to have people engage with the rmt

Yes it did there were questions around why we need to fill it in and whether it had been approved and so having you answer the questions directly helped and underlined what I had already said

Ok do you think we could have communicated more about the rmt to reduce that happening as an improvement to doing something like this in the future

Not really I think the rest of the team got it and id expect the same to happen again even if we had more comms on it happens most of the time when we have change even in extra roles or duties

And how much of your team is now using the RMT

Everyone as far as I'm aware

Ok thanks and do you think your team have adopted the rmt better or worse than other teams in the department

I couldn't say I don't really see how the other teams are using the rmt

Ok thanks and do you think your feelings towards the change have altered since it was launched

I think with something like this its new and takes time to get used to so it's become more routine at the start I struggled as did my team but with the team calls with you we managed to get through and now it's an easy chore to do at the end of the month

Ok thanks for your time and responding to all my questions is there anything else from your side that you'd like to add

No I'm fine thanks

Ok thanks

**Example 1: Employee ID 211003**

Thank you for agreeing to participate in this research after returning your consent form in line with that consent if you wish to withdraw from this interview at any point you're welcome to do so can you confirm that you're happy for this interview to be recorded just the audio

I can confirm I'm happy for the audio to be recorded.

Thank you I just like to remind you that you're the audio recording of this interview will be transcribed and anonymised so that you will not be identifiable from the resulting data the interview should take between 20 to 30 minutes, do you have any other questions before we go ahead

No

Okay so the first section is around employee engagement at times of change in organisations so if I were to ask you what parts of your work you enjoy the most, generally speaking what category would you use out of repeatability, familiarity, frequency of change whether is high or low and you have an appetite for more change or not the scope to learn new process or skills or something else

Just read them again please

what parts of your work do you enjoy the most is it the repeatability with that the familiarity or do you prefer higher frequencies of change and the scope to learn new processes and skills that might come with something like that.

More of the latter, so the nature of my job we encounter new problems, issues that the business is facing and we need to work out how they can best respond, and I find that most interesting when it is something new, it is satisfying if you're advising on something that you are already very familiar with and very confident in and being able to easily relay that information but it's probably more satisfying if it's something new.

And what is it particularly about the new problems that interest you maybe more so than something which is proven and maybe more standardised if you like in terms of what your involvement might be what is it around the new problems specifically if you were having to pick up maybe two or three points thinking about a particular project that you've worked on recently your maybe last longer in the past what is it around

these new problems that gives you that feeling of satisfaction more so than something which is tried and tested if you like in terms of solution.

I suppose it's the nature of the work I like that we have to do research so for example if there's a change to the legislation that's going to impact on eon then you know I will obviously have to read the legislation which sounds incredibly boring but once you get into it its usually quite interesting then you will try to explore is there any information available on how other companies have approached this, we are involved with some working groups for example within industry we might be able to discuss it with them, and you collate all of that information and then try to apply it to our organisation, and then you're thinking ok well usually it will relate to a type of activity that we doing well where do we have the activity how who's doing it, and then it involves identifying who in the business is doing it and how it would affect them applies and working out with them, exactly how we can best adapt to the changing to the requirement, so I think it's that combination of research which quite enjoy you're using different sources and then figuring out how it applies and in the figuring out usually have to engage people and I enjoy working with people you know outside of my team my direct team I enjoy that that part of it and we come up with a solution together essentially.

OK trying to develop this theme around the satisfaction that maybe something novel something where you're maybe having to do a little bit of research, bring your understanding up to a level and then see how applicable it might be to the problem that's at hand at the organisation, how relevant are other factors like say for instance managerial support generally your department view on how things are normally done around those types of initiatives the organisation itself in terms of giving you the empowerment if you like to do those types of things, what factors do you feel, because you described a lot about the process, which it seems has a key part of delivering you the satisfaction with the end result, but what other contributors are there, to giving you that feeling of satisfaction that keeps you interested in that type of work again more so then things which are maybe proven and tried and tested.

Well we have strong we have quite a clearly defined provision and purpose for our team specifically the environment team for the UK solution outside so when we pick up oh there's a new requirement it's usually acknowledged by everyone in the team without really much work to persuade us that this is something important this needs

resource we need to focus on this like we kind of all of one mind if you know what I mean, so that helps, because you know from the beginning that your contribution is going to be valued and it's gonna be acknowledged that yes this is something we should be spending resource on and that comes from I mean it's led by our manager really and we talk about our purpose quite a lot but it doesn't change that much like it is very annoying when people are always like who do we deliver what do we deliver, so although I'm talking about you know I get a lot of satisfaction from you know change or changes that will impact on the business, actually the nature of the work is quite consistent that we say okay a change is coming we gonna help the business adapt to that, and so that gives you know a lot of faith in what you doing basically.

So it's almost it's the almost the recognising the car crash if you weren't to intervene and then the benefit to your stakeholders that you're providing is that part of the satisfaction developing this satisfaction from yourself because it mentioned that there's a clarity in terms of your purpose for the department in terms of avoiding negative consequences we're usually pretty clear on that.

You mentioned there also that you felt that the manager they value your work how would that normally kind of manifest how is the appreciation of there is value in terms of the work that you do.

Well just trying to think of various examples like not prioritising any of these but within team meetings, we reflect quite regularly on a single value with bringing and why what we're doing is important and important for the business, you know our specific manager doesn't hold back with you know positive feedback and that kind of thing specific examples, like I mean it's bit of a lame one but the other day I got the question by someone within the business hire you aware of this consultation that the Environment Agency is doing and can you advise on how it's going to impact us their particular part of the business and do something we look so I emailed him back and said we're not in the position to advise you right now, but it is something we are aware of we are working on the consultation this is a time scale for responding and we will involve you from this point forward and my and copied in my manager and you know emailed me back and said hey great response exactly the right thing thanks very much for dealing with it and you know it's just I mean that's just a small thing isn't it but that you know a good example you know we get that across the board really positive feedback from people in business also we do annual roundup where we

basically account for all our successes and how we've brought value to the business which gets sent to leadership teams and things like that so you know we see that within the team

It's almost as though there's more for reliance on the process and clarity of purpose and things in place that ensure or assure that team members are aligned to it and then it's almost as though that in itself makes provides this kind of overwhelming how do you say reassurance to individuals that they are actually doing something of value is linked to the purpose and therefore you feel that level of satisfaction okay that's good.

So the next question is around if I were to ask you how well do you think we undertake change generally at this organisation so very well right down to not very well at all.

So in a recent example we supported a part of the business prepare for some changes which were announced which went well but when the time came for the preparations to be tested we found that a lot of what had been discussed and agreed wasn't done, so I suppose you know part of the change piece should have been OK here's what needs to be in place and then you pull on the string to see whether the processes are in place to support it to be operationalised or not. I guess there's a breakdown there between us saying the expectations and people just not really taking that on board and not really assigning responsibility for the changes that need to happen and I think that's maybe partly awareness but I think a lot of it right now within the organisation is there simply aren't enough people like people only have so many hours to do their jobs, I think probably sponsorship would help at the moment it isn't something that we necessarily actively chase or trying to like engender but proud that we relay information and hope that you know someone in in top management would say Oh yeah this is important right guys let's get it sorted. you know there's not much of a project management approach to a lot of these things so they just drop away they don't you know they don't have people assigned to them

Okay next question then in this section was around the RMT in particular so specifically do you know why it was rolled out or why you're having to put your information into the RMT tool

Well not exactly my feeling, I don't know, I don't know if this is even right actually but in the past the function had to demonstrate the value that it was bringing and also

justify its headcount and you know in the face of sort of restructuring and redundancies and having to make that that team smaller so I guess I assume that it's basically to demonstrate that we need everybody that we've got in the team like that we're maxed to the capacity to demonstrate that the work that we do does actually align with what the business wants so there's a record of what we've been doing so they can see these guys are important, also I think it is probably used to demonstrate look my team to Maxed out I need more resource and to help justify ask for more people

So in terms of knowing why you're using its almost as though you're using old information to re engage with tool.

Yeah so I've been on maternity leave and starting back about three months ago my manager asked me to continue to use the RMT tool and I did ask at that time you know who's the audience what and I think he said yeah it is primarily used to evaluate how we're using the time in the team and make sure that basically we were using our time effectively to deliver what we meant to be delivering and yes you know if it turns out like everyone's maxed out 120% then obviously that I mean we would already discussed with our managers appear in that situation but it would highlight to them and also their manager that you know we don't have enough resource so we did we did discuss it when I get back from attaining but I didn't feel like motivation for having it had had changed very much.

So if I were to ask you whether or not you still see that particular tool being used in let's say a year or twos time by the department by yourself

Well I don't think those threats are going away and I think with the conversations I've had with my manager sounds like it has been useful a useful tool to extract information from I was talking to a colleague the day in my team and we were talking about how we plan our time and how we make sure that we achieve our work objectives and she was saying that she wanted to use the RMT because of course it has lookaheads, I don't think I'm the only one to say that we don't use it for lookaheads we do it at the end of the week on the end of the month to record the time spent rather than planning tool whereas she was saying like I'm thinking of using the RMT to plan my time and make sure that it will align to my objectives time is like split proportionately across my

objectives and then like additional kind of day-to-day stuff that I have to do to come because we have a thing where I assume others do but our objective so there to stretch us so they are not always in our day-to-day work is like projects where we have to stop think plan and it's easy to get to the end of the quarter or half year and think Oh my God I haven't done haven't worked on my objectives the day-to-day work taken over so she was hoping to use it more like that for a planning tool but so I said like that work feedback to the team because if there's anything that can make us work more effectively then please do share that we could you know we can all experiment with that or maybe adopt it consistently but yeah at the moment I would predict yes there probably still be a role for it in terms of like justifying an analysing what the team is doing and probably we will still be using it in a similar way to how we use it now unless something changes we get directed otherwise

So it's almost as though the most significant role were approached that you could play in ensuring something like the RMT remains sustained over the longer periods maybe to echo what your colleague had mentioned around ensuring a linkage between your annual objectives and your day-to-day rmt entries.

Yeah, I have to admit ,that nobody likes to do the RMT, in the same way that in any organisation people do not enjoy doing time sheets it is viewed as a timesheet if we could change the change it to make it a little bit more positive like more of a planning tool like something that's gonna like you say help you achieve your objectives and it into a positive position then that would probably be beneficial but even though it is viewed as a timesheet a chore perhaps although by our managers I think it's a very useful tool then yeah there's probably a scope to kind of improve our attitude to it.

Well thank you for your time and responding to all my questions there, if there's anything else you feel that you'd like to add a feel free to mention them now or feel free to get in touch with me, are there any questions at this point that you'd like to ask or any further contributions that you'd like to make.

Yeah I'd just add that where EON doesn't give you a choice then we adhere and in this case you know the RMT was accepted by management and then for its passed onto us we don't have a choice if we do it or not or managers ask us to do it and we do it and that sort of applies in other ways like you know with when (system name) the (system name) module came in our people didn't have a choice if they use (system name), the old system didn't exist anymore and so they had to use it and so

people did you it the level of quality maybe not be great but we did and you know like with function for example you know they don't have many people so they have what we call the self-serve approach you basically go online you might be able to get to talk to someone to get the information you need but mostly you have to use what's online we tried to do that in our function you know (name of department) people always have the option of coming to us and asking questions and maybe that's appropriate because maybe I mean in in our line of work there's a lot of grey areas and sometimes it's better to be able to talk to a professional about it talk to an expert rather than everything being online but we tried to do that and it didn't really work as they can always talk to someone the option was still available to them to use us in a certain way. I just mean in terms of like uptake I think both the RMT and (system name) were quite effective to be honest and whether they achieve their intended aims I'm not sure but in terms of people using the tools

Was it the absence of an alternative as you said there the predecessor to (system name) was taken away was that maybe or how significant would you think that that was in then supporting the uptake of something like the new system as an example.

I think it was from my point like people used to an extent use (system name) reporting using an older system managers already acknowledged the importance of (system name) reporting probably inconsistently I'm sure many do it better and then they passed that on to their employees and they're saying right this is the new system you have to use it you know there was a lot of communication asked this is where you find it this is how you use it like training and awareness but essentially if you have an (system name) to report yes you go on Connect and you find the incident reporting tool and you report it like

It's almost as if I could check that the behaviours already existing to want to report a (system name) and the absence of how you normally done it drove the uptake to use this replacement irrespective of any comms any sponsorship around it there was almost a behaviour incumbent on the organisations people whereby they felt compelled to log an incident with the rmt

I guess it's not a great example we changed the system but the behaviours were still there.

If I could ask in the last three minutes if I could ask you mentioned that both (system name) and the RMT from your opinion they both had good uptake, with the RMT there wouldn't have been something akin to time sheets yet they both established the high uptake what would you say in addition to being married up to your annual team objectives, drove the uptake of the rmt within the team

I mean we simply didn't have a choice, if we if we said to our managers I'm not doing it all manager would say because of this I need you to do it and for us the completion of our RMT is even in our annual objectives now so we are we are measured on a performance not in detail like he's not gonna go back and I don't think he is going to go back and asking did they get it in within 10 days of the month whatever and if we failed to complete it then we won't have achieved our objectives like that's one way to show like how its controlled and managed but even if he hadn't I mean you're a colleague we respect you we don't want to let you down but also I mean we are essentially accountable for that it is a requirement and we will you know we have to deliver it otherwise our manager would be having serious words with us.

I'm trying to be honest there, I think one of the reasons that it was taken up reasonably well with less push back is that a lot of work was put into trying to make it less painful so you know work was put into saying can we put some shortcuts in can we pre populate can we make it easier for you and we did you know respected that and appreciate it but that was that was an element in the success and I think that helped the managers as well when they were asking us to complete it you know they were able to say look we've tried to make it easier for you to do this we wanted to be painless you need it done because of this but you know we tried to do it the best we can for everybody if that makes sense.

It does, and thank you for your time on this interview and particularly the comments and feedback that you provided which I have recorded with your permission.

**Appendix 7- Employee RMT Adoption Levels (Level 1- Part 1, L2 – Part 2, L3i and 3ii - Part 3, L4i and 4ii – Part 4,L5 – Part 5)**

Part 1 - Employees with Level 1 RMT Change Adoption

Employee ID	Department and Team	Time to 1 <sup>st</sup> use of RMT			Thoroughness of RMT entries			Frequency using the RMT			Performance summary (Note 2)	Level of RMT Adoption	OTC (Note 4)	Engagement level (Note 3)	Gender	Age / Years	Tenure / Years
		Employee /Months	Average Team / Months	Employee Rating (Note 1)	Employee	Average Team	Employee Rating (Note 1)	Employee	Average Team	Employee Rating (Note 1)							
72003	1A - OI - OS	3	3	+	114%	107%	+	8	7.5	+	+++	L1	Not OTC	HE	M	46-55	5>x>=1
15403	1A - CG - AG	0	0	+	121%	106%	+	18	15.0	+	+++	L1	Not OTC	HE	F	55+	14>=x
152003	1A - CG - AG	0	0	+	106%	106%	+	20	15.0	+	+++	L1	Not OTC	HE	M	46-55	5>x>=1
212503	1A - CG - AG	0	0	+	108%	106%	+	21	15.0	+	+++	L1	Not OTC	TE	F	46-55	5>x>=1
9523	1A - EP	2	2	+	104%	85%	+	11	6.9	+	+++	L1	OTC	TE	M	36-45	5>x>=1
131023	1A - EP	2	2	+	101%	85%	+	9	6.9	+	+++	L1	Neutral	TE	M	46-55	5>x>=1
211523	1A - EP	2	2	+	93%	85%	+	7	6.9	+	+++	L1	OTC	TE	M	26-35	5>x>=1
3513	1A - ES	0	2	+	108%	90%	+	7	6.5	+	+++	L1	OTC	HE	M	26-35	x<1
61003	2A - E	0	0	+	182%	108%	+	8	7.8	+	+++	L1	OTC	TE	F	36-45	14>x>=9
122002	2A - E	0	0	+	114%	108%	+	9	7.8	+	+++	L1	OTC	HE	M	46-55	5>x>=1

Note 1: "+": Performance was Better than Team average, "-" performance was worse than team average.

Note 2: Time taken to First Entry Performance; Thoroughness Performance; Frequency of entries performance.

Note 3:HE – Highly Engaged; TE – Traditionally Engaged. Note 4: OTC – Openness to change.

**Appendix 7 - Employee RMT Adoption Levels - Part 2 – Employees with Level 2 RMT Change Adoption**

Employee ID	Department and Team	Time to 1 <sup>st</sup> use of RMT			Thoroughness of RMT entries			Frequency using the RMT			Performance summary (Note 2)	Level of RMT Adoption	OTC (Note 4)	Engagement level (Note 3)	Gender	Age / Years	Tenure / Years
		Employee / Months	Average Team / Months	Employee Rating (Note 1)	Employee	Average Team	Employee Rating (Note 1)	Employee	Average Team	Employee Rating (Note 1)							
21402	1A - OI - BI	3	2	-	119%	107%	+	12	9.3	+	-++	L2	OTC	HE	M	36-45	5>x>=1
121003	1A - EP	3	2	-	113%	85%	+	8	6.9	+	-++	L2	OTC	TE	M	26-35	5>x>=1
152523	1A - EP	3	2	-	112%	85%	+	7	6.9	+	-++	L2	Neutral	TE	M	36-45	5>x>=1
182202	1A - ER	0	0	-	112%	90%	+	21	13.7	+	-++	L2	OTC	TE	M	55+	5>x>=1
222123	2A - S	0	0	-	86%	81%	+	31	22.5	+	-++	L2	OTC	TE	F	36-45	14>x>=9

Note 1: "+": Performance was Better than Team average, "-" performance was worse than team average.

Note 2: Time taken to First Entry Performance; Thoroughness Performance; Frequency of entries performance.

Note 3: HE – Highly Engaged; TE – Traditionally Engaged. Note 4: OTC – Openness to change.

**Appendix 7 - Employee RMT Adoption Levels - Part 3 – Employees with Level 3i and 3ii RMT Change Adoption**

Employee ID	Department and Team	Time to 1 <sup>st</sup> use of RMT			Thoroughness of RMT entries			Frequency using the RMT			Performance summary (Note 2)	Level of RMT Adoption	OTC (Note 4)	Engagement level (Note 3)	Gender	Age / Years	Tenure / Years
		Employee /Months	Average Team / Months	Employee Rating (Note 1)	Employee	Average Team	Employee Rating (Note 1)	Employee	Average Team	Employee Rating (Note 1)							
20903	1A - OI - OS	3	3	+	113%	107%	+	4	7.5	-	++-	L3i	Not OTC	HE	M	55+	5>x>=1
12723	1A - CG - TSE	1	2	+	95%	93%	+	8	15.0	-	++-	L3i	OTC	TE	M	46-55	14>x>=9
18603	1A - CG - TSE	1	2	+	107%	93%	+	6	15.0	-	++-	L3i	OTC	HE	M	55+	14>=x
121203	1A - EP	2	2	+	87%	85%	+	5	6.9	-	++-	L3i	OTC	TE	M	26-35	5>x>=1
31503	1A - OI - OS	4	3	-	120%	107%	+	7	7.5	-	-+-	L3ii	Neutral	HE	M	55+	5>x>=1
31022	1A-CG-SSOW	3	2	-	114%	95%	+	8	8.0	-	-+-	L3ii	Not OTC	HE	M	46-55	14>=x
214231	1A - CG - TSE	4	2	-	101%	93%	+	4	15.0	-	-+-	L3ii	OTC	TE	M	55+	14>=x
12423	1A - ER	0	0	-	111%	90%	+	8	13.7	-	-+-	L3ii	OTC	TE	M	26-35	5>x>=1
28903	1A - ER	0	0	-	93%	90%	+	9	13.7	-	-+-	L3ii	OTC	HE	M	<25	x<1

Note 1: "+" Performance was Better than Team average, "-" performance was worse than team average.

Note 2: Time taken to First Entry Performance; Thoroughness Performance; Frequency of entries performance.

Note 3: HE – Highly Engaged; TE – Traditionally Engaged. Note 4: OTC – Openness to change.

**Appendix 7 - Employee RMT Adoption Levels Part 4 – Employees with Level 4i and 4ii RMT Change Adoption**

Employee ID	Department and Team	Time to 1 <sup>st</sup> use of RMT			Thoroughness of RMT entries			Frequency using the RMT			Performance summary (Note 2)	Level of RMT Adoption	OTC (Note 4)	Engagement level (Note 3)	Gender	Age / Years	Tenure / Years
		Employee /Months	Average Team / Months	Employee Rating (Note 1)	Employee	Average Team	Employee Rating (Note 1)	Employee	Average Team	Employee Rating (Note 1)							
61403	1A - OI - BI	0	2	+	105%	107%	-	11	9.3	+	+-+	L4i	OTC	HE	M	26-35	5>x>=1
3503	1A - OI - OS	3	3	+	96%	107%	-	9	7.5	+	+-+	L4i	OTC	TE	F	36-45	5>x>=1
12412	1A - OI - OS	3	3	+	99%	107%	-	13	7.5	+	+-+	L4i	Not OTC	HE	F	55+	5>x>=1
31012	1A - CG - TSE	1	2	+	66%	93%	-	42	15.0	+	+-+	L4i	OTC	TE	M	55+	5>x>=1
202123	1A - EP	2	2	+	63%	85%	-	7	6.9	+	+-+	L4i	Not OTC	HE	M	46-55	14>x>=9
14403	2A - E	0	0	+	86%	108%	-	12	7.8	+	+-+	L4i	Neutral	HE	F	26-35	x<1
82803	1A - ER	0	0	-	86%	90%	-	21	13.7	+	--+	L4ii	OTC	HE	F	26-35	5>x>=1
142123	1A - ER	0	0	-	69%	90%	-	17	13.7	+	--+	L4ii	Not OTC	TE	F	36-45	9>x>=5
31223	2A - E	1	0	-	70%	108%	-	10	7.8	+	--+	L4ii	OTC	HE	F	26-35	5>x>=1
141523	1A - CG - AG	0	0	+	101%	106%	-	8	15.0	-	+--	L4iii	OTC	HE	M	36-45	9>x>=5
151123	1A-CG-SSOW	1	2	+	95%	95%	-	8	8.0	-	+--	L4iii	Not OTC	HE	M	46-55	14>=x
182023	1A-CG-SSOW	1	2	+	77%	95%	-	8	8.0	-	+--	L4iii	Not OTC	TE	M	55+	14>x>=9
152123	1A - EP	2	2	+	27%	85%	-	3	6.9	-	+--	L4iii	OTC	TE	M	36-45	5>x>=1
181023	1A - EP	2	2	+	64%	85%	-	5	6.9	-	+--	L4iii	OTC	TE	M	46-55	9>x>=5
211003	2A - E	0	0	+	98%	108%	-	4	7.8	-	+--	L4iii	OTC	HE	F	26-35	5>x>=1

Note 1: "+" Performance was Better than Team average, "-" performance was worse than team average.; Note 2: Time taken to First Entry Performance; Thoroughness Performance; Frequency of entries performance.

Note 3: HE – Highly Engaged; TE – Traditionally Engaged. Note 4: OTC – Openness to change.

**Appendix 7 - Employee RMT Adoption Levels Part 5 – Employees with Level 5 RMT Change Adoption**

Employee ID	Department and Team	Time to 1 <sup>st</sup> use of RMT			Thoroughness of RMT entries			Frequency using the RMT			Performance summary (Note 2)	Level of RMT Adoption	OTC (Note 4)	Engagement level (Note 3)	Gender	Age / Years	Tenure / Years
		Employee /Months	Average Team / Months	Employee Rating (Note 1)	Employee	Average Team	Employee Rating (Note 1)	Employee	Average Team	Employee Rating (Note 1)							
121001	1A – OI – BI	3	2	-	98%	107%	-	5	9.3	-	---	L5	OTC	HE	M	36-45	9>x>=5
21423	1A – OI – OS	4	3	-	101%	107%	-	4	7.5	-	---	L5	OTC	TE	F	55+	5>x>=1
12402	1A – CG – AG	1	0	-	92%	106%	-	8	15.0	-	---	L5	OTC	TE	M	46-55	14>=x
122103	1A – ER	0	0	-	68%	90%	-	6	13.7	-	---	L5	OTC	HE	F	<25	x<1
31002	1A – ES	3	2	-	71%	90%	-	6	6.5	-	---	L5	OTC	TE	M	46-55	5>x>=1
72023	2A – S	0	0	-	76%	81%	-	14	22.5	-	---	L5	OTC	TE	F	46-55	14>=x
20923	2A – E	1	0	-	100%	108%	-	4	7.8	-	---	L5	OTC	HE	F	26-35	9>x>=5

Note 1: "+": Performance was Better than Team average, "-" performance was worse than team average.

Note 2: Time taken to First Entry Performance; Thoroughness Performance; Frequency of entries performance.

Note 3: HE – Highly Engaged; TE – Traditionally Engaged. Note 4: OTC – Openness to change.

**Appendix 8** - Open To Change Employee Characteristics (Part 1 – Mini-Case, Part 2 – Outside Mini-Case study)

Part 1 Mini-Case study OTC employee characteristics (would receive the RMT change initiative).  
Part 2 Outside the Mini-Case study OTC employee characteristics (would not receive the RMT change initiative).

Additional Notes to Appendix 8; Part 1.0 and 2.0.

n/a\* - Denotes where either no surveys were returned the employee, or the research participants were assessed as not OTC.

Note 1 - Research participation: Total Returned Surveys/Total Sent Surveys
Note 2 - No. of OTC Employees /Total Returned Surveys
Note 3 - No. of OTC Employees against shown IF variable category / Total OTC Employees in sample

See Appendix 16.0 Part 1 for individual Employee ID details

**Appendix 8 - Part 1 - Mini-Case study OTC employee characteristics (would receive the RMT change initiative).**

Department; Team; Sub-team	Research participation (Note 1)	OTC Note 2	Number of OTC employees by Team and Individual Factor (IF) Note 3											
			Gender		Tenure/ years					Age/ years				
			Male	Female	x<1	5>x>=1	9>x>=5	14>x>=9	14>x	<25	26-35	36-45	46-55	55+
1A; CG; AG	5/6	40% (2/5)	100% (2/2)	0% (0/2)	0% (0/2)	0% (0/2)	50% <b>(1/2)</b>	0% (0/2)	50% <b>(1/2)</b>	0% (0/2)	0% (0/2)	50% <b>(1/2)</b>	50% <b>(1/2)</b>	0% (0/2)
1A; CG; SSOW	3/3	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*
1A; CG; TSE	4/4	100% (4/4)	100% (4/4)	0% (0/4)	0% (0/4)	25% <b>(1/4)</b>	0% (0/4)	25% <b>(1/4)</b>	50% <b>(2/4)</b>	0% (0/4)	0% (0/4)	0% (0/4)	25% <b>(1/4)</b>	75% <b>(3/4)</b>
1A; EP	9/12	67% (6/9)	100% (6/6)	0% (0/6)	0% (0/6)	83% <b>(5/6)</b>	17% <b>(1/6)</b>	0% (0/6)	0% (0/6)	0% (0/6)	50% <b>(3/6)</b>	33% <b>(2/6)</b>	17% <b>(1/6)</b>	0% (0/6)
1A; ER	6/8	83% (5/6)	60% (3/5)	40% (2/5)	40% <b>(2/5)</b>	60% <b>(3/5)</b>	0% (0/5)	0% (0/5)	0% (0/5)	40% <b>(2/5)</b>	40% <b>(2/5)</b>	0% (0/5)	0% (0/5)	20% <b>(1/5)</b>
1A; ES	2/2	100% (2/2)	100% (2/2)	0% (0/2)	50% <b>(1/2)</b>	50% <b>(1/2)</b>	0% (0/2)	0% (0/2)	0% (0/2)	0% (0/2)	50% <b>(1/2)</b>	0% (0/2)	50% <b>(1/2)</b>	0% (0/2)
1A; OI; BI	3/3	100% (3/3)	100% (3/3)	0% (0/3)	0% (0/3)	67% <b>(2/3)</b>	33% <b>(1/3)</b>	0% (0/3)	0% (0/3)	0% (0/3)	33% <b>(1/3)</b>	67% <b>(2/3)</b>	0% (0/3)	0% (0/3)
1A; OI; OS	6/6	33% (2/6)	0% (0/2)	100% (2/2)	0% (0/2)	100% <b>(2/2)</b>	0% (0/2)	0% (0/2)	0% (0/2)	0% (0/2)	0% (0/2)	33% <b>(1/2)</b>	0% (0/2)	67% <b>(1/2)</b>
2A; E	6/7	83% (5/6)	20% (1/5)	80% (4/5)	0% (0/5)	60% <b>(3/5)</b>	20% <b>(1/5)</b>	20% <b>(1/5)</b>	0% (0/5)	0% (0/5)	60% <b>(3/5)</b>	20% <b>(1/5)</b>	20% <b>(1/5)</b>	0% (0/5)
2A; S	2/5	100% (2/2)	0% (0/2)	100% (2/2)	0% (0/2)	0% (0/2)	0% (0/2)	50% <b>(1/2)</b>	50% <b>(1/2)</b>	0% (0/2)	0% (0/2)	50% <b>(1/2)</b>	50% <b>(1/2)</b>	0% (0/2)
3A; S	0/3	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*
3A; DD	0/6	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*
3A; DD	0/5	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*
<b>TOTAL</b>	<b>46/70</b>	<b>31/46</b>	<b>21/31</b>	<b>10/31</b>	<b>3/31</b>	<b>17/31</b>	<b>4/31</b>	<b>3/31</b>	<b>4/31</b>	<b>2/31</b>	<b>10/31</b>	<b>8/31</b>	<b>6/31</b>	<b>5/31</b>

**Appendix 8 - Part 2 - Outside the Mini-Case study OTC employee characteristics (would not receive the RMT change initiative).**

Dept; Team; Sub-team	Research participation Note 1	OTC Note 2	Number of OTC employees by Team and Individual Factor (IF) Note 3											
			Gender		Tenure / years					Age / years				
			Male	Female	x<1	5>x>=1	9>x>=5	14>x>=9	14>x	<25	26-35	36-45	46-55	55+
1B-CC	6/10	100% (6/6)	67% (4/6)	33% (2/6)	33% <b>(2/6)</b>	17% <b>(1/6)</b>	50% <b>(3/6)</b>	0% (0/6)	0% (0/6)	0% (0/6)	0% (0/6)	33% <b>(2/6)</b>	50% <b>(3/6)</b>	17% <b>(1/6)</b>
1B-H	9/15	44% (4/9)	100% (4/4)	0% (0/4)	0% (0/4)	25% <b>(1/4)</b>	75% <b>(3/4)</b>	0% (0/4)	0% (0/4)	0% (0/4)	25% <b>(1/4)</b>	75% <b>(3/4)</b>	0% (0/4)	0% (0/4)
1B-OM	11/20	100% (11/11)	100% (11/11)	0% (0/11)	0% (0/11)	9% <b>(1/11)</b>	64% <b>(7/11)</b>	27% <b>(3/11)</b>	0% (0/11)	0% (0/11)	9% <b>(1/11)</b>	55% <b>(6/11)</b>	36% <b>(4/11)</b>	0% (0/11)
1B-C	0/3	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*
1B-P	0/15	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*
1C-D	5/7	100% (5/5)	100% (5/5)	0% (0/5)	0% (0/5)	0% (0/5)	100% <b>(5/5)</b>	0% (0/5)	0% (0/5)	0% (0/5)	0% (0/5)	100% <b>(5/5)</b>	0% (0/5)	0% (0/5)
1C-P1	0/5	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*
1C-P2	7/7	100% (7/7)	100% (7/7)	0% (0/7)	14% <b>(1/7)</b>	29% <b>(2/7)</b>	43% <b>(3/7)</b>	14% <b>(1/7)</b>	0% (0/7)	0% (0/7)	0% (0/7)	71% <b>(5/7)</b>	29% <b>(2/7)</b>	0% (0/7)
1C-P3	21/22	86% (18/21)	89% (16/18)	11% (2/18)	6% <b>(1/18)</b>	22% <b>(5/18)</b>	61% <b>(11/18)</b>	6% <b>(1/18)</b>	0% (0/18)	0% (0/18)	22% <b>(4/18)</b>	50% <b>(9/18)</b>	22% <b>(4/18)</b>	6% <b>(1/18)</b>
<b>TOTAL</b>	<b>59/104</b>	<b>51/59</b>	<b>47/51</b>	<b>4/51</b>	<b>4/51</b>	<b>10/51</b>	<b>32/51</b>	<b>5/51</b>	<b>0/51</b>	<b>0/51</b>	<b>6/51</b>	<b>30/51</b>	<b>13/51</b>	<b>2/51</b>

## Appendix 9 - Propositions Made to Define Employee Engagement

Employee Engagement description	Cognitive	Emotional	Behavioural
Beliefs employees have about their organisation, its leadership and culture. An employee's focus, motivation and passion displayed towards their work tasks. The observed effort employees put into achieving their work tasks (AON Hewitt, 2013).	Y	Y	Y
Belief in company goals and objectives, Willingness to give extra effort to support success, Emotional connection (pride, would recommend their employer) and the employees feel enabled and energised (Towers Watson, 2012).	Y	Y	Y
An individual's view and perception of the world, feelings, commitment, employee morale and passion and personal discretionary effort (Macey et al., 2008).	Y	Y	Y
Engagement is the concurrent existence of three behaviours in employees, namely, the job performance, involvement, and citizenship behaviour (Newman and Harrison, 2008).			
The degree to which employees are satisfied with their jobs, feel valued and experience collaboration and trust, and continually find smarter, more effective ways to add value to the organisation. The result is a high – performing company where people are flourishing, and productivity is increased and sustained' (Catteeuw et al., 2007).	Y	Y	Y
An employee's <b>beliefs about the organisation</b> , its working conditions and <b>leaders</b> , An employee's positive or negative attitudes around the organisation. The discretionary effort engaged employees bring to their work - extra time, brainpower, and energy (Konrad, 2006).	Y	Y	Y
The way each employee <b>connects with their company</b> and with their customers (Lucey et al., 2005).			Y
An employee's positive <b>attitude towards the organisation and its values</b> and a desire to work to make things better (Robinson et al., 2004).	Y	Y	Y
The degree to which individuals make use of their cognitive, emotional, and physical resources to perform <b>role related work</b> (May et al., 2004).			
"a positive, fulfilling, <b>work-related state</b> of mind that is characterised by vigour (e.g., being highly energetic), dedication (e.g., being highly involved in work), and absorption (e.g., being highly concentrated in work)" (Schaufeli et al., 2002, p. 74).			
An individual's satisfaction with and involvement as well as enthusiasm for <b>work</b> (Harter et al., 2002).		Y	
The harnessing of organisation members' selves to their work roles. Through engagement, employees express themselves physically, cognitively, and emotionally during <b>role performance</b> (Kahn 1990).	Y	Y	Y
"a distinct and unique construct consisting of cognitive, emotional, and behavioural components . . . associated with <b>individual role performance</b> " (Saks 2006 p. 602).	Y	Y	Y

## Appendix 10 - UWES, EES, Gallup Survey Assessment Scales

### Part 1 - The UWES-17 (Schaufeli et al., 2002) survey questions

Vigour	Dedication	Absorption
V1. When I get up in the morning, I feel like going to work.	D1. To me, my job is challenging.	A1. When I am working, I forget everything else around me.
V2. At my work, I feel bursting with energy.	D2. My job inspires me.	A2. Time flies when I am working.
V3. At my work I always persevere, even when things do not go well.	D3. I am enthusiastic about my job.	A3. I get carried away when I am working.
V4. I can continue working for very long periods at a time.	D4. I am proud on the work that I do.	A4. It is difficult to detach myself from my job.
V5. At my job, I am very resilient, mentally.	D5. I find the work that I do full of meaning and purpose.	A5. I am immersed in my work.
V6. At my job I feel strong and vigorous.		A6. I feel happy when I am working intensely.

### Part 2 - Employee Engagement Scale (Shuck et al., 2017)

	Emotional engagement	Behavioural engagement
C1. I am really focused when I am working.	E1. Working has a great deal of personal meaning to me.	B1. I really push myself to work beyond what is expected of me.
C2. I concentrate on my job when I am at work.	E2. I feel a strong sense of belonging to my job.	B2. I am willing to put in extra effort without being asked.
C3. I give my job responsibility a lot of attention.	E3. I believe in the mission and purpose of my company.	B3. I often go above what is expected of me to help my team be successful.
C4. At work, I am focused on my job.	E4. I care about the future of my company.	B4. I work harder than expected to help be successful.

**Appendix 10 - UWES, EES, Gallup Survey Assessment Scales continued**

Part 3 - Gallup (1998) Q12 survey

Q01. I know what is expected of me at work.
Q02. I have the materials and equipment I need to do my work right.
Q03. At work, I have the opportunity to do what I do best every day.
Q04. In the last seven days, I have received recognition or praise for doing good work.
Q05. My supervisor, or someone at work, seems to care about me as a person.
Q06. There is someone at work who encourages my development.
Q07. At work, my opinions seem to count.
Q08. The mission or purpose of my organisation makes me feel my job is important.
Q09. My associates or fellow employees are committed to doing quality work.
Q10. I have a best friend at work.
Q11. In the last six months, someone at work has talked to me about my progress.
Q12. This last year, I have had opportunities at work to learn and grow.

**Appendix 11 - Employee Change Readiness with Individual Factors (Part 1 OTC, Part 2 Not OTC, Part 3 Indifferent to Change)**

Part 1 - Change Ready (Open to Change) Employee Characteristics (Individual Factors).

Participant ID	Dept and Team	Age bracket	Gender	Yrs in the department	EE	CR
21402	Dept. 1A - OI - BI	36 to 45 yrs.	Male	>1yr, less than 5 yrs.	HE	Open to change
61403	Dept. 1A - OI - BI	26 to 35 yrs.	Male	>1yr, less than 5 yrs.	HE	Open to change
121001	Dept. 1A - OI - BI	36 to 45 yrs.	Male	>5yr, less than 9 yrs.	HE	Open to change
3503	Dept. 1A - OI - OS	36 to 45 yrs.	Female	>1yr, less than 5 yrs.	TE	Open to change
21423	Dept. 1A - OI - OS	55+ years.	Female	>1yr, less than 5 yrs.	TE	Open to change
31503	Dept. 1A - OI - OS	55+ years.	Male	>1yr, less than 5 yrs.	HE	Open to change
12402	Dept. 1A - CG - AG	46 to 55 yrs.	Male	> 14 Yrs.	TE	Open to change
141523	Dept. 1A - CG - AG	36 to 45 yrs.	Male	>5yr, less than 9 yrs.	HE	Open to change
12723	Dept. 1A - CG - TSE	46 to 55 yrs.	Male	> 9yrs, less than 14 yrs.	TE	Open to change
18603	Dept. 1A - CG - TSE	55+ years.	Male	> 14 Yrs.	HE	Open to change
214231	Dept. 1A - CG - TSE	55+ years.	Male	> 14 Yrs.	TE	Open to change
31012	Dept. 1A - CG - TSE	55+ years.	Male	>1yr, less than 5 yrs.	TE	Open to change
9523	Dept. 1A - EP	36 to 45 yrs.	Male	>1yr, less than 5 yrs.	TE	Open to change
121003	Dept. 1A - EP	26 to 35 yrs.	Male	>1yr, less than 5 yrs.	TE	Open to change
121203	Dept. 1A - EP	26 to 35 yrs.	Male	>1yr, less than 5 yrs.	TE	Open to change

**Appendix 11 - Part 1 Change Ready (Open to Change) Employee Characteristics (Individual Factors) continued.**

<b>Participant ID</b>	<b>Dept and Team</b>	<b>Age bracket</b>	<b>Gender</b>	<b>Yrs in the department</b>	<b>EE</b>	<b>CR</b>
152123	Dept. 1A - EP	36 to 45 yrs.	Male	>1yr, less than 5 yrs.	TE	Open to change
181023	Dept. 1A - EP	46 to 55 yrs.	Male	>5yr, less than 9 yrs.	TE	Open to change
211523	Dept. 1A - EP	26 to 35 yrs.	Male	>1yr, less than 5 yrs.	TE	Open to change
12423	Dept. 1A - ER	26 to 35 yrs.	Male	>1yr, less than 5 yrs.	TE	Open to change
28903	Dept. 1A - ER	<25 yrs.	Male	Less than 1 yr.	HE	Open to change
82803	Dept. 1A - ER	26 to 35 yrs.	Female	>1yr, less than 5 yrs.	HE	Open to change
122103	Dept. 1A - ER	<25 yrs.	Female	Less than 1 yr.	TE	Open to change
182202	Dept. 1A - ER	55+ years.	Male	>1yr, less than 5 yrs.	TE	Open to change
3513	Dept. 1A - ES	26 to 35 yrs.	Male	Less than 1 yr.	HE	Open to change
31002	Dept. 1A - ES	46 to 55 yrs.	Male	>1yr, less than 5 yrs.	TE	Open to change
72023	Dept. 2A - S	46 to 55 yrs.	Female	> 14 Yrs.	TE	Open to change
222123	Dept. 2A - S	36 to 45 yrs.	Female	> 9yrs, less than 14 yrs.	TE	Open to change
20923	Dept. 2A - E	26 to 35 yrs.	Female	>5yr, less than 9 yrs.	HE	Open to change
31223	Dept. 2A - E	26 to 35 yrs.	Female	>1yr, less than 5 yrs.	HE	Open to change
61003	Dept. 2A - E	36 to 45 yrs.	Female	> 9yrs, less than 14 yrs.	TE	Open to change
122002	Dept. 2A - E	46 to 55 yrs.	Male	>1yr, less than 5 yrs.	HE	Open to change
211003	Dept. 2A - E	26 to 35 yrs.	Female	>1yr, less than 5 yrs.	HE	Open to change

**Appendix 11 - Part 2 - Not Open to Change Employee Characteristics (Individual Factors).**

<b>Participant ID</b>	<b>Dept and Team</b>	<b>Age bracket</b>	<b>Gender</b>	<b>Yrs in the dept</b>	<b>EE</b>	<b>CR</b>
12412	Dept. 1A - OI - OS	55+ years.	Female	>1yr, less than 5 yrs.	HE	No to change
20903	Dept. 1A - OI - OS	55+ years.	Male	>1yr, less than 5 yrs.	HE	No to change
72003	Dept. 1A - OI - OS	46 to 55 yrs.	Male	>1yr, less than 5 yrs.	HE	No to change
152003	Dept. 1A - CG - AG	46 to 55 yrs.	Male	>1yr, less than 5 yrs.	HE	No to change
212503	Dept. 1A - CG - AG	46 to 55 yrs.	Female	>1yr, less than 5 yrs.	TE	No to change
182023	Dept. 1A - CG - SSOW	55+ years.	Male	> 9yrs, less than 14 yrs.	TE	No to change
202123	Dept. 1A - EP	46 to 55 yrs.	Male	> 9yrs, less than 14 yrs.	HE	No to change
142123	Dept. 1A - ER	36 to 45 yrs.	Female	>5yr, less than 9 yrs.	TE	No to change

**Appendix 11 - Part 3 - Indifferent to Change Employee Characteristics (Individual Factors).**

<b>Participant ID</b>	<b>Dept and Team</b>	<b>Age bracket</b>	<b>Gender</b>	<b>Yrs in the department</b>	<b>EE</b>	<b>CR</b>
15403	Dept. 1A - CG - AG	55+ years.	Female	> 14 Yrs.	HE	Indifferent to change
31022	Dept. 1A - CG - SSOW	46 to 55 yrs.	Male	> 14 Yrs.	HE	Indifferent to change
151123	Dept. 1A - CG - SSOW	46 to 55 yrs.	Male	> 14 Yrs.	HE	Indifferent to change
131023	Dept. 1A - EP	46 to 55 yrs.	Male	>1yr, less than 5 yrs.	TE	Indifferent to change
152523	Dept. 1A - EP	36 to 45 yrs.	Male	>1yr, less than 5 yrs.	TE	Indifferent to change
14403	Dept. 2A - E	26 to 35 yrs.	Female	Less than 1 yr.	HE	Indifferent to change

**Appendix 12** - Levels of Employee Engagement - Part 1 Blessings White (2011), Part 2 Meere (2005), Part 3 Blessing White's (2011), Part 4 Towers Watson (2012), Part 5 AON Hewitt (2013).

Part 1 - Summary of Sub-Categories Under Not Engaged as depicted by Blessings White (2011).

<b>Not Engaged subgroup</b>	<b>Characteristics</b>	<b>Contribution to Organisation</b>	<b>Satisfaction from their effort at the organisation</b>
<b>Almost Engaged</b>	Not affiliated with any particular demographic or individual factor such as gender, age, team, or tenure with the organisation.	Medium to high contributions	Experience reasonable satisfaction from their work.
<b>Honeymooners</b>	New employees to the firm, who need to understand their alignment to the organisation to be fully connected to improve their contributions.	Low contribution	medium to high satisfaction in their work
<b>Hamsters</b>	working hard but delivering little due to their focus on non-essential tasks that offer modest success to the organisation	Low contribution	Feel satisfied
<b>Crash and Burners</b>	They are exhausted and are not achieving their definition of success, complaining about decisions made and the performance of their colleagues	Medium to high contributions	low satisfaction

**Appendix 12** - Levels of Employee Engagement - Part 2 - Meere (2005) presentation of EE Levels.

	<b>Engagement Level</b>		
<b>Engagement expression</b>	<b>Engaged</b>	<b>Not Engaged</b>	<b>Disengaged</b>
<b>Cognitive</b>	Have a profound connection to their organisation.	Time serving.	
<b>Behaviour</b>	Drive innovation and the organisation forward.		Undermine the work of their engaged colleagues.
<b>Emotional</b>	Work with passion.	No passion or energy into their work.	Unhappy at work.

**Appendix 12 - Levels of Employee Engagement - Part 3 - Blessing White's (2011) presentation of EE level**

	Engagement Level		
Engagement expression	Engaged	Not Engaged	Disengaged
<b>Cognitive</b>	Have aligned their personal interests to the organisation's interests.	<b>Crash and Burners:</b> Not achieving their personal definition of success, complaining about decisions made and the performance of their colleagues.	Most disconnected from the organisation, not knowing what they need to give to the organisation and feel underutilised.
<b>Behaviour</b>	Deliver high contributions to the organisation, exerting discretionary efforts for the success of the organisation.	<b>Almost Engaged:</b> Make medium to high contributions to the organisation. <b>Honey Mooners:</b> Make low contributions. <b>Crash and Burners:</b> Medium to high contribution.	Employees are making medium to low contributions to the organisation.
<b>Emotional</b>	Have high satisfaction from their work.	<b>Almost Engaged:</b> Reasonable satisfaction from their work. <b>Honey Mooners:</b> Medium to high satisfaction in their work. <b>Crash and Burners:</b> Exhausted, low satisfaction in their work.	Have medium to low satisfaction.

**Appendix 12 - Levels of Employee Engagement - Part 4 - Towers Watson (2012) presentation of employee engagement levels.**

	<b>Engagement Level</b>			
<b>Engagement expression</b>	<b>Highly Engaged</b>	<b>Traditionally Engaged</b>	<b>Not Engaged</b>	<b>Disengaged</b>
<b>Cognitive</b>	Believe in company goals and objectives. Feel enabled (see Note 1).	Belief in company goals and objectives. May not think they are enabled (see Note 1).	<b>Detached:</b> Lack of belief in company goals, and objectives, but the work environment supports productivity (they are enabled, see Note 1).	<b>Disengaged:</b> Lack of belief in company goals and objectives. May not think they are enabled (see Note 1).
<b>Behaviour</b>	Willingness to give extra effort to support success.	Willingness to give extra effort to support success.	<b>Detached:</b> Lack a willingness to give extra effort to support success.	<b>Disengaged:</b> Lack of a willingness to give extra effort to support success.
<b>Emotional</b>	Emotional connection (pride, would recommend their employer). Feel energised (see Note 2).	Emotional connection (pride, would recommend their employer). May not feel energised (see Note 2).	<b>Detached:</b> Lack the emotional connection (pride, would not recommend their employer). The work experience promotes well-being and feeling energised (see Note 2).	<b>Disengaged:</b> Lack the emotional connection (pride, would not recommend their employer). May not feel energised (see Note 2).

**Note 1** - Enablement – freedom from obstacles to succeed at work, Availability of resources to perform well, Ability to meet work challenges effectively.

**Note 2** - Feeling Energised – Ability to maintain energy at work, supportive social environment, feelings of enthusiasm/accomplishment at work.

**Appendix 12** - Levels of Employee Engagement - Part 5 - AON Hewitt (2013) presentation of EE level

	<b>Engagement Level</b>		
<b>Engagement expression</b>	<b>Highly engaged</b>	<b>Engaged</b>	<b>Not engaged</b>
<b>Cognitive</b>	Strongly aligned with the organisation's mission, vision, and objectives.		
<b>Behaviour</b>	Actively pursue opportunities to improve operations and the general work environment, are fully invested in terms of commitment and significant discretionary behaviour.	May engage in productive behaviours but are not fully invested in commitment and significant discretionary behaviour.	Come to work and go through the motions without any particular interest in work. Do not create a positive environment for innovation and progress.
<b>Emotion</b>		Employees possess positive attitudes towards work	

### Appendix 13 - Engaged Employee RMT OC Views Under the Benefit Theme

Adoption Level	Employee ID	View of Employee	Benefit
1	72003	...it's nice to see a record of what I've done at the end of every month.	Personal
2	21402	it lets me have a real-time view of what each team member has been doing ahead of our catchups.	Personal
2	21402	We have a keener eye on what we're doing and which business units we're serving.	Department /Team
2	121003	... allows me to essentially report on what I've been doing.	Personal
2	182202	to give the leadership team a better idea of how busy we are and which parts of the business we are serving.	Managerial
4i	12412	... we're trying to make it clearer to our customers what we do and the value the team members create.	Department /Team
4i	12412	Personally, I don't benefit too much.	Little/No Personal
4i	12412	I know that my manager likes it and refers to its reports, so we know it needs to be done.	Managerial
4i	12412	It's more of a hindrance, and the priority is the day job, so the RMT gets missed.	Little/No Personal
4i	31012	It has supported manage the team.	Personal
4i	31012	It balances the pain of filling it in as it helps me keep a rein on the team.	Managerial
4i	31012	Nice to know people are aware of what they're losing if we go away.	Organisational
4i	61403	Being able to clearly communicate with my manager about things that I'm working on.	Personal
4i	61403	Enable management to make better decisions.	Managerial
4i	61403	The RMT has delivered greater benefit as time has gone on.	Personal
4i	61403	It reduces my time prepping for meetings.	Personal
4i	151123	My manager knows what I'm doing anyway.	Little/No Personal
4ii	82803	...it helps the I mean our managers with stakeholder management.	Managerial
4ii	82803	I don't have to explain all my projects all the time to anyone who asks.	Personal
4iii	211003	...primarily used to evaluate how we're using the time in the team.	Department /Team
5	12402	...it doesn't really have to benefit myself	Little/No Personal
5	12402	...as long as it benefits the organisation.	Organisational
5	12402	There's a lot of clicking to fill the RMT, and I can't see how we use the information.	Little/No Personal
5	12402	I suppose it gets missed because it's not become my habit yet, and it's more of a hindrance.	Little/No Personal
5	31002	...it's helping us steer a big picture.	Department /Team
5	121001	...allows me to view team utilisation.	Personal

**Appendix 14** HE Employee Individual Factors and their Survey Responses  
(Part 1 Mini-Case and Part 2 Outside the Mini-Case Study)

To support interpret the Survey Statement references and the responses shown in the table, please use the definitions in the two tables directly below:

<b>Response ID in table</b>	<b>Response ID description</b>
<b>+A</b>	- Strongly Agree
<b>A</b>	- Agree
<b>D</b>	- Disagree
<b>+D</b>	- Strongly Disagree
<b>n/a*</b>	- No data
<b>-</b>	Neither disagree or agree

See Appendix 1.0 for full survey script

<b>Statement ID in table</b>	<b>Statement ID Meaning</b>
1a	I am proud to work and represent this department
1c	I rarely think about looking for a job in another department
1d	I see myself still working in the dept in 2 Yrs.'
1f	I am positive about my future at this organisation
1m	I believe in our departments objectives
1n	Every year I think the organisation is performing better
2a	My dept. keeps its people informed about what is happening
2c	My Dept. could be better at informing what is happening
2d	No more communication required to be successful in role
3g	I often work extra hours to ensure we get the work done on time
3h	I am often asked to work OT to complete work
3j	My efforts are important to the future success of this dep
3k	My efforts are critical to the future success of this dept
3l	I put in extra effort, so the org is successful

Part 1 - HE Mini-Case Study Employees (summarised in Table 4-6).

Part 2 - HE Outside the Mini-Case Study Employees (summarised in Table 4-7).

**Appendix 14 - HE Employee Individual Factors and their Survey Responses Part 1.**

Department; Team; Sub-team	HE Employee IDs	Gender	Tenure /years	Age / years	Survey Statement and response														
					1a	1c	1d	1f	1m	1n	2a	2c	2d	3g	3h	3j	3k	3l	3l
1A - CG - AG	15403	F	>14	55+	+A	+A	+A	A	A	A	A	D	+D	+A	-	-	-	-	-
	141523	M	9 > x >= 5	36-45	+A	+A	+A	+A	+A	-	+A	-	-	A	-	A	A	A	A
	152003	M	5 > x >= 1	46-55	A	A	A	A	A	A	A	D	A	+A	D	+A	A	A	A
1A - CG - SSOW	31022	M	>14	46-55	+A	+A	+A	+A	+A	A	+A	D	A	+A	-	A	A	A	A
	151123	M	>14	46-55	+A	+A	+A	+A	+A	+A	A	D	D	A	-	A	A	-	-
1A - CG - TSE	18603	M	>14	55+	n/a *	-	+A	+A	A	A	+A	A	A	A	+D	+A	+A	+A	+A
1A - EP	202123	M	14>x>=9	46-55	-	A	-	D	A	-	A	-	-	D	-	A	-	-	-
1A - ER	28903	M	x < 1	<25	n/a *	A	A	+A	A	A	+A	D	-	+A	D	A	A	A	A
	82803	F	5 > x >= 1	26-35	-	A	-	-	+D	-	A	D	A	+A	+A	-	-	A	A
	122103	F	x < 1	<25	+A	+A	-	-	+A	+A	+A	-	-	A	D	A	A	A	A
1A - ES	3513	M	x < 1	26-35	-	A	A	A	A	-	-	+A	-	-	D	+A	+A	A	A
1A - OI - BI	21402	M	5 > x >= 1	36-45	n/a *	n/a *	-	A	A	D	+A	D	+A	A	-	+A	A	A	A
	61403	M	5 > x >= 1	26-35	+A	+A	+A	A	+A	+A	A	D	+A	+A	+D	A	A	D	D
	121001	M	9 > x >= 5	36-45	+A	A	A	A	A	A	A	A	-	+A	D	A	-	+A	+A
1A - OI - OS	12412	F	5 > x >= 1	55+	n/a *	+A	+A	+A	+A	-	+A	+D	-	+A	D	+A	+A	+A	+A
	20903	M	5 > x >= 1	55+	n/a *	A	A	+A	+A	-	A	A	-	+A	+D	+A	A	+A	+A
	31503	M	5 > x >= 1	55+	+A	+A	+A	A	+A	-	+A	D	-	+A	D	+A	+A	+A	+A
	72003	M	5 > x >= 1	46-55	n/a *	A	A	+A	+A	-	A	A	-	+A	+D	+A	A	+A	+A

**Appendix 14 – HE Employee Individual Factors and their Survey Responses Part 1 continued.**

Department; Team; Sub-team	HE Employee IDs	Gender	Tenure /years	Age / years	Survey Statement and response														
					1a	1c	1d	1f	1m	1n	2a	2c	2d	3g	3h	3j	3k	3l	3l
2A - E	14403	F	x < 1	26-35	n/a *	+A	A	+A	A	A	+A	-	-	A	D	A	A	+A	+A
	20923	F	9 > x >= 5	26-35	+A	A	A	+A	A	A	+A	D	-	D	+D	+A	+A	A	A
	31223	F	5 > x >= 1	26-35	+A	+A	+A	+A	+A	+A	+A	D	-	-	D	A	A	A	A
	122002	M	5 > x >= 1	46-55	-	+A	+A	+A	-	-	-	-	+A	-	+D	+A	+A	D	D
	211003	F	5 > x >= 1	26-35	+A	A	A	+A	A	A	+A	D	-	D	+D	+A	+A	A	A
2A; S	n/a*	n/a*	n/a*	n/a*	n/a *	n/a *	n/a *	n/a *	n/a *	n/a *	n/a *	n/a *	n/a *	n/a *	n/a *	n/a *	n/a *	n/a *	n/a *

**Appendix 14 – HE Employee Individual Factors and their Survey Responses Part 2.**

Department; Team; Sub-team	HE Employee IDs	Gender	Tenure /years	Age / years	Survey Statement and response														
					1a	1c	1d	1f	1m	1n	2a	2c	2d	3g	3h	3j	3k	3l	3l
Dept. 1B - CC	15503	M	5 > x >= 1	46-55	+A	+A	+A	-	+A	D	+A	+D	+A	A	D	A	A	A	A
	51203	F	x < 1	55+	+A	+A	+A	A	+A	A	A	A	D	+A	D	A	A	+A	+A
	61503	M	9 > x >= 5	36-45	A	A	A	A	-	A	-	-	-	-	D	A	A	-	-
	121303	M	9 > x >= 5	36-45	A	A	A	A	-	-	A	-	-	-	D	A	A	-	-
	151013	F	x < 1	46-55	+A	+A	+A	+A	+A	+A	+A	+D	+A	+A	+D	+A	A	+A	+A
Dept. 1B - H	13403	M	5 > x >= 1	26-35	A	A	A	+A	+A	-	+A	D	+D	A	-	+A	A	-	-
	14803	M	5 > x >= 1	26-35	A	+A	A	+A	A	-	A	-	A	A	-	+A	A	-	-
	15303	M	9 > x >= 5	36-45	A	A	-	A	+A	-	A	D	D	A	A	+A	+A	+A	+A
	15513	M	5 > x >= 1	26-35	+A	+A	A	+A	+A	-	A	-	-	A	-	A	A	-	-
	21303	M	9 > x >= 5	36-45	A	-	-	A	-	-	+A	-	-	-	-	+A	A	-	-
	121803	M	5 > x >= 1	26-35	+A	+A	D	+A	+A	A	A	D	A	+A	D	+A	+A	-	-
	162003	M	5 > x >= 1	36-45	+A	+A	A	+A	+A	-	A	-	-	-	-	+A	-	-	-
Dept. 1B - OM	8803	M	9 > x >= 5	36-45	A	A	A	A	-	A	-	-	-	-	D	-	A	A	A
	32103	M	14 > x >= 9	46-55	A	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	121213	M	14 > x >= 9	46-55	A	A	-	A	-	-	A	D	-	-	D	-	A	-	-
	62513	M	9 > x >= 5	36-45	A	A	A	A	A	A	A	D	-	-	D	+A	-	A	A
	124231	M	9 > x >= 5	36-45	A	A	A	A	-	-	-	D	A	A	D	-	-	A	A

**Appendix 14 – HE Employee Individual Factors and their Survey Responses Part 2 continued.**

Department; Team; Sub-team	HE Employee IDs	Gender	Tenure /years	Age / years	Survey Statement and response														
					1a	1c	1d	1f	1m	1n	2a	2c	2d	3g	3h	3j	3k	3l	3l
Dept. 1C - D	15210	M	9 > x >= 5	36-45	+A	+A	+A	+A	-	-	-	-	-	A	D	A	A	-	-
	31502	M	9 > x >= 5	36-45	A	A	A	+A	+A	+A	A	-	-	A	D	A	A	-	-
	61202	M	9 > x >= 5	36-45	A	A	A	A	+A	+A	+A	-	-	A	D	A	A	-	-
	111502	M	9 > x >= 5	36-45	A	-	-	A	-	-	-	-	-	-	D	-	A	-	-
Dept. 1C - P2	102103	M	x < 1	46-55	+A	A	+A	+A	+A	-	A	-	D	+A	A	A	-	-	-
	9210	M	14 > x >= 9	46-55	+A	A	-	A	-	-	-	-	-	+A	D	A	-	A	A
	62503	M	9 > x >= 5	36-45	A	-	-	A	-	-	-	-	-	-	-	-	A	-	-
	3613	M	9 > x >= 5	36-45	A	-	-	A	-	-	A	-	-	-	-	-	-	-	-
Dept. 1C - P3	3130	M	x < 1	26-35	+A	+A	A	+A	-	-	A	A	A	A	+D	+A	A	-	-
	1280	F	9 > x >= 5	36-45	+A	A	A	A	A	A	A	A	-	+A	A	A	-	+A	+A
	51503	M	9 > x >= 5	26-35	A	+A	A	A	A	A	A	-	-	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*
	9903	M	9 > x >= 5	36-45	A	A	-	-	+A	A	+A	-	-	-	D	-	-	-	-
	9603	M	5 > x >= 1	36-45	A	A	A	A	-	+A	-	-	-	A	D	A	A	A	A
	12403	M	9 > x >= 5	46-55	+A	+A	+A	-	A	A	+A	-	-	+A	D	A	A	-	-
	202513	M	5 > x >= 1	36-45	A	A	-	A	+A	+A	+A	D	A	A	D	A	A	A	A
	21603	M	9 > x >= 5	36-45	+A	+A	+A	+A	+A	+A	+A	-	-	A	D	A	A	A	A
	212003	M	9 > x >= 5	46-55	+A	A	A	-	A	A	A	-	-	A	D	+A	+A	-	-
	28302	F	5 > x >= 1	26-35	+A	+A	+A	+A	+A	+A	A	A	A	A	-	+A	A	-	-

**Appendix 15 - OTC Employee Individual Factors and their Survey Responses**  
(Part 1 Mini-Case Study Employees, Part 2 Outside the Mini-Case Study)

To support interpret the Survey Statement references and the responses shown in the table, please use the definitions in the two tables directly below:

<b>Response ID in table</b>	<b>Response ID description</b>
<b>+A</b>	- Strongly Agree
<b>A</b>	- Agree
<b>D</b>	- Disagree
<b>+D</b>	- Strongly Disagree
<b>n/a*</b>	- No data
<b>-</b>	Neither disagree or agree

See Appendix 1.0 for full survey script

<b>Statement ID in table</b>	<b>Statement ID Meaning</b>
1e:	I think we could change things to make the organisation a better place to work
1l:	I'm happy with the way things are and wouldn't want them to change
2k:	I think we could change systems and processes here to support us in getting our work done effectively
3e:	I think that our ways of working need a change

**Appendix 15.0 - OTC Employee Individual Factors and their Survey Responses Part  
1 - Details on OTC Mini-Case Study Employees**

Department; Team; Sub-team	OTC Employee IDs	Gender	Tenure /years	Age / years	Survey Statement and response			
					1e	1l	2k	3e
1A; CG; AG	12402	M	>14	46-55	+A	+D	+A	+A
	141523	M	9 > x >= 5	36-45	+A	A	-	A
1A; CG; SSOW	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*
1A; CG; TSE	12723	M	14>x>=9	46-55	A	A	A	+A
	18603	M	x > 14	55+	A	A	A	+A
	31012	M	5 > x >= 1	55+	A	D	-	A
	214231	M	x > 14	55+	A	D	-	D
1A; EP	9523	M	5 > x >= 1	36-45	A	A	A	A
	121003	M	5 > x >= 1	26-35	A	A	A	A
	121203	M	5 > x >= 1	26-35	A	-	-	A
	152123	M	5 > x >= 1	36-45	A	-	-	-
	181023	M	9 > x >= 5	46-55	A	A	n/a*	+A
	211523	M	5 > x >= 1	26-35	A	D	D	A
1A; ER	12423	M	5 > x >= 1	26-35	-	D	-	A
	28903	M	x < 1	< 25	-	D	D	A
	82803	F	5 > x >= 1	26-35	+A	-	D	+A
	122103	F	x < 1	< 25	A	-	-	A
	182202	M	5 > x >= 1	55+	A	D	-	A
1A; ES	3513	M	x < 1	26-35	+A	A	A	A
	31002	M	5 > x >= 1	46-55	+A	D	A	A
1A; OI; BI	21402	M	5 > x >= 1	36-45	A	D	D	A
	61403	M	5 > x >= 1	26-35	+A	D	D	A
	121001	M	9 > x >= 5	36-45	-	A	A	-
1A; OI; OS	3503	F	5 > x >= 1	36-45	A	D	A	A
	21423	F	5 > x >= 1	55+	A	D	A	A
2A; E	20923	F	9 > x >= 5	26-35	+A	-	-	A
	31223	F	5 > x >= 1	26-35	A	-	-	A
	61003	F	14>x>=9	36-45	A	-	A	A
	122002	M	5 > x >= 1	46-55	+A	+D	+A	+A
	211003	F	5 > x >= 1	26-35	+A	-	-	A
2A; S	72023	F	x > 14	46-55	A	+D	A	A
	222123	F	14>x>=9	36-45	A	+D	A	A

Appendix 15 - OTC Employee IF and Survey Responses - Pt 2 Outside Mini-Case Study

Dept; Team; Sub- team	OTC Employee IDs	Gender	Tenure /years	Age / years	Survey Statement and response			
					1e	1l	2k	3e
1B-CC	15503	M	5 > x >= 1	46-55	A	D	+D	A
	15523	M	9 > x >= 5	46-55	-	-	-	A
	51203	F	x < 1	55+	A	D	A	A
	61503	M	9 > x >= 5	36-45	A	D	-	A
	121303	M	9 > x >= 5	36-45	A	D	-	A
	151013	F	x < 1	46-55	+A	-	+D	+A
1B-H	14813	M	9 > x >= 5	36-45	+A	+D	+A	+A
	15303	M	9 > x >= 5	36-45	+A	-	-	+A
	22603	M	9 > x >= 5	36-45	A	D	D	A
	121803	M	5 > x >= 1	26-35	+A	+D	-	-
1B-OM	8803	M	9 > x >= 5	36-45	A	-	-	A
	9403	M	9 > x >= 5	36-45	A	-	-	A
	12603	M	9 > x >= 5	36-45	A	-	-	A
	32103	M	14 > x >= 9	46-55	A	A	-	A
	32403	M	14 > x >= 9	46-55	A	A	-	A
	62513	M	9 > x >= 5	36-45	-	-	-	A
	102303	M	9 > x >= 5	46-55	A	-	-	A
	121213	M	14 > x >= 9	46-55	-	-	-	A
	124231	M	9 > x >= 5	36-45	A	-	-	A
	151503	M	5 > x >= 1	26-35	-	-	-	A
	152013	M	9 > x >= 5	36-45	A	-	-	A
	1C-D	15210	M	9 > x >= 5	36-45	A	D	D
31502		M	9 > x >= 5	36-45	A	D	D	A
51502		M	9 > x >= 5	36-45	A	D	D	A
61202		M	9 > x >= 5	36-45	A	D	D	A
111502		M	9 > x >= 5	36-45	A	D	D	A
1C-P2	3613	M	9 > x >= 5	36-45	A	D	-	A
	4130	M	9 > x >= 5	36-45	A	D	A	A
	9210	M	14 > x >= 9	46-55	-	A	A	A
	12213	M	5 > x >= 1	36-45	A	D	D	A
	62503	M	9 > x >= 5	36-45	A	D	-	A
	102103	M	x < 1	46-55	A	D	A	A
	121002	M	5 > x >= 1	36-45	A	D	A	A
1C-P3	1280	F	9 > x >= 5	36-45	-	A	A	-
	3130	M	x < 1	26-35	-	D	-	A
	5803	M	9 > x >= 5	46-55	A	-	-	A
	9603	M	5 > x >= 1	36-45	A	-	-	A
	9903	M	9 > x >= 5	36-45	A	-	-	A
	12403	M	9 > x >= 5	46-55	A	-	-	A
	21603	M	9 > x >= 5	36-45	A	-	-	A
	28302	F	5 > x >= 1	26-35	-	D	-	A
	42003	M	9 > x >= 5	36-45	A	-	-	A
	51503	M	9 > x >= 5	26-35	A	-	-	A
	121223	M	5 > x >= 1	36-45	A	-	-	A
	122123	M	9 > x >= 5	36-45	+A	-	-	+A
	171002	M	9 > x >= 5	36-45	A	D	-	A
	181513	M	9 > x >= 5	46-55	A	-	A	A
	202513	M	5 > x >= 1	36-45	A	-	-	-
	211813	M	14 > x >= 9	55+	+A	-	-	A
	212003	M	9 > x >= 5	46-55	A	-	-	A
615031	M	5 > x >= 1	26-35	-	-	-	A	