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Constructive Relationship between Employee's Adaptability and Performance Builds up New Trends and Practices in Pakistani Organizations

Muhammad Arif Khattak¹, Nadeem Iqbal², Sajid Rahman Khattak³

^{1,3}Muhammad Ali Jinnah University, Islamabad, Pakistan, ²Faculty of Business Administration, BZU Sub Campus, Dera Ghazi Khan, Pakistan

Email: arif@jinnah.edu.pk, nadeemmba70@hotmail.com, Sajidk99@yahoo.com

Abstract

Employees tend to resist the change; whereas adaptability to new change can improve employee's performance which ultimately contributes towards improving organizational performance. To establish the viability of assertion, sample of 491 individuals belonging to Banking, Telecommunication and Pharmaceutical sectors was selected. 15 items related to Employee's adaptability were used whereas seven items represent organization performance. Results prove that Organization Learning, Creating Change and Customer Focus have relationship with Open Interval Model results, Rational Model Results and Human Relations Model Results. Moreover, organization performance increases between 56% and 79% due to Employee's adaptability. Employee's adaptability facilitates to take benefits of novel technology, improved processes, enhance knowledge and skill of employees, and create an environment whereby change facilitates in achievement of customers focuses. New trends and practices would bring about auspicious affects on the growth and development of the organization. It is recommended that management is to remain alive with the changes taking place in the environment and adapt all those measure which are beneficial to the organization.

Keywords: Adaptability, Organizational Learning, Change, Customer Focus, Organizational Performance

Introduction

Each organization is imbued with a passion to enhance organizational performance which increases the profit, enhances viability in changing milieu and maintains potent position in the market. In the present scenario where change is permanent, adaptability has significant impact on organizational performance (Akimova, 2000). According to previous researchers Krogh Ichijo, and Nonaka (2000) highlighted three sub components of adaptability are organizational learning, creating change and customer focus. These three sub components can impact on performance of organization, according to Krogh Ichijo, and Nonak when

organizational learning is improved; performance increases because employees are adapting new skills, knowledge and attitudes. Hedberg (1981) says that when there is any positive change in organizational environment or culture, it improves performance of employees: hence, impacting positively on organizational performance, it was claimed by Levitt and March (1988). Customer focus also impacts organizational performance (Loasby, 2000), because whenever needs of customer are fulfilled, it results into their satisfaction (Crossan et al., 1995).

According to Wernerfelt (1984) each organization has its goals which assists in improvement of its performance and generate bigger profit margins; more so organizational learning is main factor to perk up organizational performance. Crossan, Lane, White, and Djurfeldt, (1995) argues that organizational learning and changes are interrelated, which shows that organizational change is another foremost factor to predict organizational performance. According to Loasby (2000) customer focus is an important element to enhance organizational performance. Lazonick (2002) also have same views which shows that organizational performance is predictive by customer focus. Jardine Matheson and Company (1961-2003) in their reports suggested that adaptability and its three components, organizational learning, change and customer focus impacts on organizational Performance.

According to Pennings, Barkema, and Douma, (1994) organizational learning is linked with adaptability and it tends to improve performance when learning is improved. Chandler (1990) argues that organizational change is coupled with organizational performance and when employees are adaptable to change it enhances organizational performance. According to Jones (2002) customers focus is an important part of adaptability and it improves organizational performance when needs of customers are fulfilled properly.

It is imperative to ascertain as to how adaptability contributes in improvement of organization performance. It is essential to ferret out factors which are instrument in adaptation and measure its affects on organization performance

The main objective of the study is to analyze the affects of adaptability on the organization performance and to see how adaptability as independent variable and its elements make difference in the organization performance

The conduct of this study would facilitates management of related organizations to remain alive towards changes taking place in the environment and adapt those through training, concentrating on customers needs and bring about changes in the systems wherever necessary.

It is imperative to evaluate affects of adaptability as to how management by itself and employees in particular remain receptive to changing environment. It would keep the entity viable in futuristic approach towards achievement of organizational objectives.

Literature Review

Employee's Adaptability

According to Swieringa and Wierdsma (1992) adaptability is related to organizational learning, change and customer focus. Dodgson (1993) believes that adaptability is a process to get some thing new and organizational learning, change and customer focus involves adaptation of something new. Employees tend to resist the change whereas adaptability to new change can improve employee's performance which contributes towards improved organizational performance.

Argyris (1998) says that employees must be willing to adapt to change because without their willingness, they can't adapt to changes and learning of new skills and knowledge.

Bhushan and MacKenzie (1994) argue that employees resist adaptation to changes and new environment. When employee's resistance is less so they easily adapt to learning and changes in organization. (Ramus, 2001) says that when employees are less resistant to adaptability of environment, they tend to learn new things and perform well.

Organizational Learning

Boje (1994) says that organizational learning is adapting new skills and knowledge. Hawkins (1994) says that when employees adapt new skills in learning process, it enhances employee's performance. Hedberg (1981) says that when employee's performance increases it results into organizational performance learning. There is relationship between employees' performance and organizational performance. According to Levitt and March (1988) learning new skills are related to adapting new skills and abilities and this shows that adaptability is a factor to improve organizational performance.

According to Fulmer, Gibbs, and Keys, (1998) whenever there is learning process involved so it includes improving knowledge, skills and attitudes. Knowledge can only be improved by training and development of employees. When companies provide training to employees, their knowledge increase and this enhances learning. Skills can be increased by adapting new techniques to improve performance of employees. This shows that employee's increased skills would improve organizational performance.

Creating Change

Korsvold (2002) says that whenever any organization wants to improve its performance it necessitates to change and adapt to new environment. Gottschalk (2002) says that employees always resist to change and without changing, employees performance can't increase. Krogh et al. (2000) says that organizations can only perform well when new processes are introduced and that is possible when employees are adaptable to change. According to Gottschalk (2002) knowledge and skills can only be increased through change and this can be done when employees are willing to change.

There are two parts of change that employees must not resist: change and willingness to accept new changes. When employees are not resistant to change and are willing to accept new changes, they can learn new knowledge, skills and abilities. This can help employees to perform well on their duties which are assigned to them. Katz (1984) says that organizational performance can be increased when employees are motivated to adapt to new changes in organization and without adapting new things organizational performance can't be increased because it is depending on performance of organizational employees.

Customer Focus

Akimova (2000) says that without satisfying customer needs, organizational objectives can't be achieved. Buzzell Gale, and Sultan, (1975) says that organization's main objective is profitability and to achieve that objective organization must perform well. According to Bowman and Ambrosini (1997) customer focus can only be achieved by adapting changes in needs of customers and this can only be done when organizational processes are adaptable to changes. Deshpande, Farley, and Webster, (1993) says that customer orientation and focus is an important aspect in satisfying customer needs and wants. Day and Wenseley (1988) say that without achieving customer focus, organizations can't achieve performance level required to sustain and earn profit.

Organization Performance

According to Andrews (1971) organization performance is the main objective of different companies in the world. Without achieving high level of performance, organizations can't earn huge profit. Krogh Ichijo, and Nonaka, (2000) also says that organization performance can be increased when they are consistent with adaptability and change as per the market needs. Bhushan and MacKenzie (1994) says that when organization is adaptable to changes and implements organizational learning, changes and focus on customer so its performance can be increased. Organizations having low performance are not able to adapt to new changes and can't implement organizational Learning Processes.

Adaptability and Organization Performance

According to Fitt (1992) performance of organization can be increased when it is adaptable to changes. Martone (2003) says that management system reveals that organizations which are adaptable to changes in environment are mostly performing better than other organizations. Prahalad and Hamel (1990) say that organizations which implement organizational learning, adjust changes and focuses on needs of its customers are more adaptable and perform well. This shows that the organization which implements learning as a part of adaptability perform well due to improving performance of its employees.

Theoretical framework shows rapport among Independent and dependent variable(s). (i.e.; Adaptability) Figure 1 shows relationship between adaptability sub components (Organizational Learning, Creating Change, and Customer Focus) and Organizational Performance. This Framework will help us to test the previously generated hypothesis to show the relationship among adaptability and organization performance.

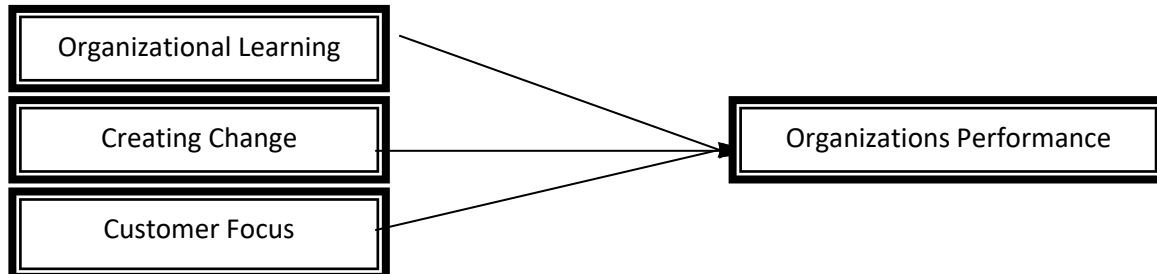


Figure No 1. Elements of Employee's adaptability and Organizations Performance

Methodology of Research

Sample

The population for the research study is comprised of different public and private companies in Banking, Telecommunication and Pharmaceutical Sectors of Pakistan. A systematic random sampling was used first to select the companies in Telecom Sector and of those, respondents are chosen using simple random sampling procedure. Total of 588 questionnaires were distributed, out of which 491 respondents returned. This shows 84% of the response rate. Data is collected from individuals of different organizations.

Instruments and measures

To measure the Adaptability as construct of culture, Denison (2000) instrument on organizational culture was used. It also facilitated to measure adaptability elements as Organizational Learning, Creating Change and Customer Focus. Five-point Likert scale was used to measure the adaptability as the cultural construct. Respondents were asked to

express their opinion as 1 for strongly disagree and 5 for strongly agree. Each element has five items.

For measuring organization performance, Baker & Sinkula, (1999) scale was used. Change in market share, new product success, growth and profitability etc. were also measured as organizational performance. Quinn and Rohrbaugh (1983) suggest that the criteria for organizational effectiveness can be sorted out to different value dimensions. These dimensions make the identification of four basic models of organizational effectiveness possible which includes the human relations model, the internal process model, the open system model and the rational goal model. Jiménez and Navarro (2006) used 7 items on organization performance with indices of Open Interval Model results, Rational Model Results and Human Relations Model Results.

Procedure

The responses of the 491 subjects using 15-items Denison Organizational Culture Survey related to Employee's adaptability, and 7-items consisted on Organizations Performance as well as the biographical data, were entered in to Statistical Package for Social Sciences (SPSS) Sheet by a data capturer and were then verified. To avoid flip attitude of respondents, we focused on every individual through their respective supervisors to facilitate in filling out questionnaire. Descriptive, Correlation and Regression analysis is applied to test the model. The relationship among independent and dependent variables is checked on the basis of significance and relationship among variables.

Results

This study involves 491 employees, working in different public and private companies in Banking, Telecommunication and Pharmaceutical Sectors of Pakistan. Out of those 491 individuals, 70% were males and remaining were females. 54% were married and 46% were singles. Only 61% completed their Post Graduate studies and 39% were Graduates.

Table No 1. Descriptive Analyses of Adaptability and their elements with Organizations Performance with their elements

Variables	Items	N	Mean	Std. Deviation	Cronbach Alpha
Organizations Performance	07	491	3.4192	.68515	.84
Open Interval Model Results	03	491	3.5636	.84467	.84
Rational Model Results	03	491	3.5395	.99243	.78
Human Relations Model Results	02	491	2.9124	.85906	.81
Adaptability	15	491	3.2153	.57029	.87
Creating Change	05	491	3.2158	.74844	.82
Customer Focus	05	491	3.2151	.71461	.92
Organizational Learning	05	491	3.3430	.61446	.83

Table No. 1 above demonstrates the descriptive analysis of Adaptability and organizations Performances elements. In organizations performance, Human Relations Model Results are low in shape of means to other elements whereas in adaptability, organizational learning is high as compare to other elements.

Table No 2. Correlation Analyses of Employee’s adaptability and their elements with Organizations Performance with their elements

Variables		Open Interval Model Results	Rational Model Results	Human Relations Model Results	Organizations Performance
Employee’s Adaptability	Pearson Correlation	.344**	.216**	.294**	.391**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	491	491	491	491
Creating Change	Pearson Correlation	.251**	.172**	.212**	.292**
	Sig. (2-tailed)	.000	.003	.000	.000
	N	491	491	491	491
Customer Focus	Pearson Correlation	.254**	.163**	.190**	.294**
	Sig. (2-tailed)	.000	.003	.000	.000
	N	491	491	491	491
Organizational Learning	Pearson Correlation	.271**	.235**	.201**	.339**
	Sig. (2-tailed)	.000	.000	.001	.000
	N	491	491	491	491

** Correlation is significant at the 0.01 level (2-tailed).

The result in Table No. 2 reveals the Pearson Correlation among Adaptability and its elements between Organizations Performance and its elements. It summarizes the values of Pearson Coefficient of Correlation and their significance. It is quite evident from the results that Adaptability is positively correlated with Open Interval model Results, Rational Model Results, Human Relations Model Results and overall organizations Performance as value of Pearson Correlation Coefficient is .344, .216, .294 and .91 respectively and the relation is significant at 95% confidence level ($p < .05$). The relationship between Creating Change among Open Interval model Results, Rational Model Results, Human Relations Model Results and overall organizations Performance as value of Pearson Correlation Coefficient are .251, .172, .212 and .292 respectively and the relation is significant at 95% confidence level ($p < .05$). The relationship between Customer Focus among Open Interval model Results, Rational Model Results, Human Relations Model Results and overall organizations Performance as value of Pearson Correlation Coefficient are .254, .163, .190 and .294 respectively and the relation is significant at 95% confidence level ($p < .05$). The relationship between Organizational Learning among Open Interval model Results, Rational Model Results, Human Relations Model Results and overall organizations Performance as value of Pearson Correlation Coefficient are .271, .235, .201 and .399 respectively and the relation is significant at 95% confidence level ($p < .05$).

Table No 3. Regression Analysis of Employee's adaptability and Organizations Performance in Banking/Leasing, Telecommunication and Pharmaceutical Sectors

Sector		Coefficient Beta	Std. Error	t-Value	F-Statistic & Sig.	R-Square
Banking/Leasing Sector	Constant	1.659	.412	4.026	26.304	
	Adaptability	.624	.122	5.129	.000	.359
Telecommunication Sector	Constant	.536	.690	.776	13.157	
	Adaptability	.789	.218	3.627	.001	.257
Pharmaceutical Sector	Constant	1.673	.447	3.742	18.252	
	Adaptability	.561	.131	4.272	.000	.386

Dependent Variable: Organizations Performance

In Table No. 3, Regression analysis between Adaptability and Organizational Performance illustrates the value of R-Square in Banking, Telecommunication and Pharmaceutical Sector is .359, .257 and .386 respectively. It shows that pharmaceutical Sector employees have strong positive association of Adaptability and Organizational Performance than other sectors. Therefore, overall model is significant at the 95% of confidence level ($p < 0.05$). The regression coefficient of Adaptability is .624, .218 and .561 of Banking, Telecommunication and Pharmaceutical Sector. It means banking sector employees perceived that 62 percent positive change on Organizations Performance is due to Adaptability. Telecommunication sector employees perceived that 79 percent positive change on Organizations Performance is due to Adaptability. Pharmaceutical Sector employees perceived that 56 percent positive change on Organizations Performance is due to Adaptability. Results reveal that 5.129, 3.627 and 4.272 are t-value which reveals relevant importance of Adaptability for Organization Performance in Banking, Telecommunication and Pharmaceutical sectors respectively.

Discussions

After analysis of data it could be deduced that adaptability and its components like creating change, organizational learning and customer focus are positively correlated with organization performance and its components like open interval model, Rationale Model and human Relation Model: henceforth adaptability is positively associated with organization performance.

This is according to Fitt (1992) who says that performance of organization is dependent on adaptability and organizational performance increase when organization is adaptable to changes. By looking at above literature review, model and results we can say that organizational performance is dependent on Adaptability. As adaptability has its three components which includes Organizational Learning, Creating Change and Customer Focus, so these three components affects organizational Performance. Whenever any organization wants to perform well, it needs to adapt to organizational learning, creating change and focus on its customers. As some researchers have given their views on relationship between

organizational learning, creating change, customer focus and organizational performance, this study proved the relationship of organizational learning, creating change, customer focus and organizational performance according to adaptability sub components.

Conclusions

We have concluded that there is significant and positive relationship between adaptability and organizational Performance. Adaptability is further composed of organizational learning, creating change and customer focus. Any organization which wants to improve its performance must adapt to organizational learning, creating change and customer focus. Every organization wants to improve its performance and in Pakistani telecommunication, banking, and pharmaceutical sectors there is competition in which performing well for organizations is very competitive. Organizations which follow the three adaptability change components can perform well. To maintain pace with the changing milieu and to cope with the advent of technology, employees in the organizations needs to be fully prepared and developed to undertake needed changes. Similarly, customers have attained greater importance as stakeholders: henceforth, apt attention is to be accorded towards their preferences so that they maintain enduring relation with the organization. Top management needs to be fully alive with the development within and around their organization and take prompt action to manage emerging but needed development.

Organizations in current scenario of global competitiveness are prioritizing their concerns in lieu of their performance which could be only achieved when employee's adaptability is in line with the current changes in global market situations. Among the skills employee's adaptability is ranked the highest along with other attributes. Every company looks for a candidate who fits within the existing work environment and is able to anticipate, respond to and manage change on a day-to-day basis.

Recommendations

It is recommended that to remain viable entity, employees need to remain posted with the latest knowledge and skill to adapt any change direly needed for the growth of organization. Customer needs to be accorded proper attention and their preference are catered for, so as, they maintain their loyalty with the organization. Moreover, organizations need to be adaptive for the enhancement of their performance.

There are marked implications of adaptability for the enhancement of performance. Organization remaining static and closed from acceptance of any change would face decline in their performance. It is therefore imperative that adaptability in present era needs to be given due importance for the enhancement of organizational performance.

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