

The Employee's Attitude towards the Change of Organization and Organizational Resilience Predicting the Adaptation to Organizational Changes of Private Employees in Beverage Manufacturing Company

Yuranun Punngam^{1*}, Nontirat Pattanapakdee²

¹ *Master's Student, Department of Humanities, Faculty of Applied Arts, King Mongkut's University of Technology North Bangkok, Thailand*

² *Professor of Master of Arts Program, Department of Humanities, Faculty of Applied Arts King Mongkut's University of Technology North Bangkok, Thailand*

**E-mail: yuranun_p@hotmail.co.th*

Abstract

The research aimed 1) to study levels of organizational changes, attitude towards organizational changes and organizational resilience, 2) to study the relationship between attitude towards organizational changes and adaptation to organizational changes, 3) to study the relationship between organizational resilience and adaptation to organizational changes, 4) to predict adaption to organizational changes based on attitude towards organizational changes and organizational resilience. The sample in the research study was 388 employees in a private beverage manufacturing company. The research instrument was a questionnaire and statistics used for data analysis were frequency, percentage, mean, standard deviation, Pearson' correlation coefficient, partial correlation coefficient, and stepwise multiple regression analysis. The findings from the study revealed that 1) the adaptation to organizational changes of private employees in the beverage manufacturing company was at the highest level, and employees' attitude towards organizational changes and organizational resilience was at a high level, 2) employees' attitude towards organizational changes was related to the adaptation to organizational changes with the statistical significance level of 0.01, 3) organizational resilience was positively related to the adaptation to organizational changes with the statistical significance level of 0.01 and 4) employees' attitude towards organizational changes in terms of intentional dimension, cognitive dimension, affective dimension and organizational resilience in terms of preventative control could predict the adaptation to organizational changes by 68.31%.

Keywords— Attitude towards organizational changes, Organizational resilience, Adaptation to organizational changes

I. INTRODUCTION

At present, organizations need to confront rapid changes in the form of various development, the amount of business competition increased, technological advancement, challenges and problems, including the Covid-19 outbreak that affect the operations and business or all organizations tremendously, as well as beverage business. What would help organizations to move forward is developing organizational changes to be consistent with current situations. As a consequence, employees have to adapt

themselves to always keep pace with organizational changes. Machteld van den Heuvel, Evangelia Demerouti and Arnold B. Bakker (2020) stated it is a method to seek a new way of working to retain organizational competitive advantage. Therefore, importance should be given to employees who will help strengthen organizational commitment and support the adaptation to organizational changes.

Employees' attitude towards organizational changes is important to their willingness to

accept and support the adaptation to organizational changes, comprising knowledge and understanding, emotions and mind, and intention so as to promote the success of the adaptation to organizational changes. Majed M. El-Farra and Mohammed B. Badawi (2012) – organizational resilience is a qualification every organization should have since it will lead organizations to stability and development in a sustainable manner. Resilient organizations shall have explicit business plans in response to all continuous demands in the world of business and industry as of today. They have preparedness for emergency situations in the future and can respond to those events in an appropriate manner. Moreover, organizational resilience gives rise to adaptation to increasing changes, prevent sudden disruption in businesses for organizational survival, for organizational progress sustainably. The British Standards Institution and Cranfield School of Management (2017).

Therefore, the researcher was interested in conducting a study on attitude towards organizational changes and organizational resilience that predict the adaptation to organizational changes of private employees in a beverage manufacturing company.

II. RESEARCH OBJECTIVES

To study levels of attitude towards organizational changes, organizational resilience, and the adaptation to organizational changes.

To study the relationship between attitude towards organizational changes and the adaptation to organizational changes.

To study the relationship between organizational resilience and the adaptation to organizational changes.

To study the prediction of the adaptation to organization changes based on attitude towards organizational changes and organizational resilience.

III. LITERATURE REVIEW

A. Definition of Adaptation to organizational changes

Masten and Reed (2002) said it is positive adaptation to a difficult or high risk situation in the form of a group of people or specific situation that can be predicted a positive outcome. It is a tool that can be measured.

Choi and Ruona (2010) said it is organizational readiness to changes. Organizations adapt themselves to identify organizational strategies according to the goals for achieving continuous changes. Innovation is made to be in line with new technologies to keep pace with advancement in order to achieve the organizational goals.

Machteld van den Heuvel, Evangelia Demerouti, and Arnold B. Bakker(2020) said for continuous organizational change, with regard to reorganization or new way of working, employees need to adapt themselves to retain organizational competitive advantage and success. Employees are an important key to propel the success of organizational changes. Importance must be given to employees for retaining motivation and positive thinking during a transitional period, which can enhance organizational commitment and support the adaptation to organizational changes.

Michael Ahearne, Son K. Lam, John E. Mathieu and Willy Bolander (2021) said it is the management that leads to the development of ability to reach success according to the set goals. It is an organizational tool to propel individual behavior among employees, such as the development of employees' learning and skills, promoting organizational changes to gain achievement, and generating gradual recoverability. In addition to solving important problems of organizations, it is important to management for being able to predict, employees' adaptation.

Rismansyah, Mohamad Adam, Agustina Hanafi and Yuliani (2022) said adaptation is determined to be a mechanism to predict physical properties and changes in social environment. If employees have high readiness to changes, they can adapt themselves to new

technologies more and are ready to confront change.

According to the meanings mentioned earlier, the researcher defined adaptation to organizational changes as the way employees are able to adapt their behaviors to organization environment and requirements in an appropriate manner, they accept a variety of new things in terms of adaptation to work, adaptation to rules and regulations or to environment at work, and adaptation to colleagues with regard to relationship and trust between each other, retain motivation and positive thinking during a transitional period to strengthen organizational commitment and help support the adaptation to the changes of the organization.

B. Meanings of attitude towards organizational changes

Maria Vakola and Ioannis Nikolaou (2005) said that current problem in organizations is the connection between employees' attitude and organizational changes and the two most important structures in organizational behavior are work-related stress and organizational commitment. Research study results showed negative relationship between work-related stress and attitude towards organizational changes, indicating that a high stress person has reduced commitment and increased unwillingness to accept organizational changes. Attitude towards changes comes from poor job performance, organizational restrictions, work burdens that may cause organizational changes, increased workload, making changes not interesting, leading to not to support attitude.

Lines(2005) said that employees' attitude is determined to be a psychological tendency of employees expressed by judging or evaluating changes positively or negatively as a whole. Besides, it is described that understanding the structure and the function of attitude towards organizational changes is important to predicting response to changes.

Dave Bouckenoghe, Herman Van den Broeck and Geert Devos (2009) said attitude towards organizational change may be viewed as a supplement of existing results, such as survival or profitability. Intellectual response, emotional

response, and possible intention towards organizational changes depend on various factors related to changes, such as individual factors, the process of changes, and organizational context.

Elias(2009) said that when the structure, work system or process are changed, individual change plays a role in conciliation since change has to begin with the individual, considered an important factor to determine the success of organizational changes.

According to the meanings mentioned earlier, the researcher defined attitude towards organizational changes as employees' knowledge and understanding about organizational changes and their willingness to support, give importance to, and accept changes in their organization in various aspects, and they are able to evaluate, make decision to, and support the success of those organizational changes.

1. Elements of attitude towards organizational changes

Elements of attitude towards organizational changes according to the concept of Majed M. El-Farra and Mohammed B. Badawi (2012) include:

- a) Cognitive dimension means employees perceive and understand current current status and demands of organizational changes.
- b) Affective dimension mean employees share their positive emotions and feelings, they do not fear of organizational changes, contributing to acceptance and support of the changes of organization.
- c) Intentional dimension means employees have intention and willingness of positive response in giving cooperation and participation in implementing according to organizational objective without opposition, contributing to behaviors in supporting organizational changes.

2. Research and Papers Related to Attitude towards organizational changes

Krittakorn Kanyarat (2010) found innovation is related to readiness for adaptation to changes with the statistical significance level of 0.01.

Majed M. El-Farra and Mohammed B. Badawi (2012) found support in organizations, self-

efficacy, quality of information, and evaluation of threats with employees' attitude towards organization change were 52.00%.

Benjamat Saentikarn and Sophee Aphibanrat (2013) found perception results in adaptation to work for entering the ASEAN Economic Community with the statistical significance level of 0.05.

Heuvel, Demerouti and Bakker(2013) found opinion sharing between leaders and members in organizations to generate perception and understanding is positively related to adaptation during a transitional period and individual resource management in organizations is positively related to behavior modification that causes changes.

Pedro Nevas (2009 as cited in Apaporn Tangpakdeetrakul, 2016) found appropriate organizational changes are related to feelings to change organizations, appropriate organizational changes are positively related to changes at individual level.

The researcher set the hypothesis 1 as the attitude towards the change of organization is related to the adaptation to organizational changes of private employees in beverage manufacturing company.

C. Meaning of Organizational resilience

Stephenson (2010) said business needs to be resilient to respond to disruption in a positive manner, adapt to challenging situations, utilize opportunities, and improve delivery efficiency in a sustainable manner. In other words, high-ranking executives must build confidence to terrible situations while they need to adapt themselves and change. Identifying best practices in organizational resilience is the most challenging.

Yannick Hémond and Benoît Robert (2012) said resilience is efficiency, especially in eliminating the connection of problems in organizations. It can maintain and build readiness connectively and respond to organization development to address organizational problems.

Zahari Abu Bakar, Noorulsadiqin Azbiya Yaacob, Zulkifli Mohamed Udin (2015) said that it is an idea to many aspect for improving

understanding about organizational situations. Resilience shall help organizations have better control. In the future, changes at global level will be more severe including disaster and crisis. Resilience can help requirements in the context of new economy confronting risks slow down.

The British Standards Institution and Cranfield School of Management (2017) said it is organization ability to predict, prepare for response and adaptation to increasing changes or sudden disruption in business for organizational survival and prosperity. The conceptual framework about organizational resilience has been developed as time passes by. It plays an important role in propelling organizations, namely, providing prevention to stop unfavorable things that happen and providing progress to let good things happen in organizations. There are 4 forms of organizational resilience as preventative control, mindful action, performance optimization, and adaptive innovation.

Lei Xiao and Huan Cao (2017) said it is ability that encourages organizational performance to reach the set goals by means of understanding and cooperation between the management team and personnel in organizations, making organizations able to manage changes efficiently.

In this study, the researcher defined organizational resilience as employees' perception of the ability of their organization to predict and prepare to cope with problems that may arise, such as sudden business disruption, disaster, crisis, and threats inside and outside the organization. It is organizational adaptation to changes in response to problems, readiness is built for adaptation to risk management when confronting challenges while organizational goals and objectives can be achieved. In the meantime, there is an opportunity to improve the organization to have sustainable efficiency.

1. Elements of Organizational Resilience

The British Standards Institution and Cranfield School of Management(2017) gathered research study evidence about organizational resilience. Evidence evaluation covered 181

academic articles. Organizational resilience is summarized and described to create appropriateness to stress management and avoid problems eroding organizations. Importance is given to organizational resilience in terms of

a) Preventative control means employees perceive organizational safety and security, perceive problem solving facilitated by strict work system, standard work process in each procedure which can be adjusted as appropriate, including the organization has efficient systems and processes to facilitate work complexity analysis, being able to respond problem solving fast and clearly as planned.

b) Mindful action means employees are aware of mistakes and solve problems quickly, they do not neglect occurring mistakes or problems. Organizational leaders speed up the operations to solve perceived problems at once by distributing responsibilities in problem solving and decision making at their discretion.

c) Performance optimization means employees perceive efficiency improvement in different aspects, have quick methods to solve problems and expand their existing skills and abilities, add new things from current technology. Supervisors give importance to improving work efficiency, have effective planning skills, goal setting, and making understanding about roles and responsibilities clearly, reduce conflicts and help maintain peace and order in the organization.

d) Adaptive innovation means employee perceive and accept challenges in the adaptation to new innovation, are open-minded to creative thinking and have a variety of perspectives to facilitate problem solving and risks safely, make and carry out strategic plan to make interaction and share opinions between each other in terms of resources and working. Meanwhile, organizations have systems of various dimensions that are ready to respond to changes inside and outside the organizations fast and precisely.

2. Research and Papers Related to Organizational Resilience

Fu Liang and Lin lin Cao (2021) studied the linking of employee resilience and organization

resilience; the roles of coping mechanism and managerial resilience, to analyze the relationship between employee resilience and organizational resilience. The study highlighted managerial resilience, problem-focused coping and emotion-focused coping into the rational mechanism between employee resilience and organizational resilience from 329 participants of hi-tech industries, service industries, and traditional manufacturing industries. The study result showed that employee resilience is positively associated with organizational resilience.

Ana Maria Corrales-Estrada, Loyda Lily Gómez-Santos, Cesar Augusto Bernal-Torres and Jaime Eric Rodriguez-López (2021) conducted a study on sustainability and resilience organizational capabilities to enhance business continuity management, during Covid-19 pandemic. The content analysis is based on the Web Of Science and Scopus database during the period between 1998 and May 2021. The findings from the study showed that there is a bidirectional relationship between organizational sustainability capabilities and organizational resilience capabilities. Besides, there are 4 groups of relationship between them, i.e. (1) from risk management to business continuity management and organizational resilience; (2) resilience and business continuity practices; (3) business continuity contribution to innovation and sustainability; (4) dynamic capabilities for organizational sustainability and organizational resilience to enhance business continuity management.

Grzegorz Tadeusz Paluszak, et al. (2021) studied organizational resilience levels of rural non-profits organizations under conditions of the Covid-19 pandemic ; global uncertainty. 35 managers of rural non-profits organizations in Poland were queried. The findings from the study revealed that the undertaken activities are related to the organizational resilience levels. Passive adaptation aimed at returning to the pre-pandemic state with no changes may lead to a bounce backwards and an uncertain survival, while active adaptation leads to a transformation process between organizational

resilience levels to move forward and thrive in adapting to post-pandemic changes with the statistical significance level of 0.01.

Siddharth Shankar Rai, Shivam Rai and Nitin Kumar Singh (2022) studied organizational resilience and social-economic sustainability: Covid-19 perspective aimed at presenting a holistic view of organizational resilience, among 261 persons, which leads to the overall sustainable development. The study considered 3 aspects of organizational resilience as crisis anticipation, organizational robustness, and organizational recoverability. It assessed the impact of the aspects of resilience on social sustainability and economic sustainability, using a structural equation model approach. The study found out that predicting the crisis and disruption, building robustness and

recoverability had a positive effect on both social and economic aspects of sustainability.

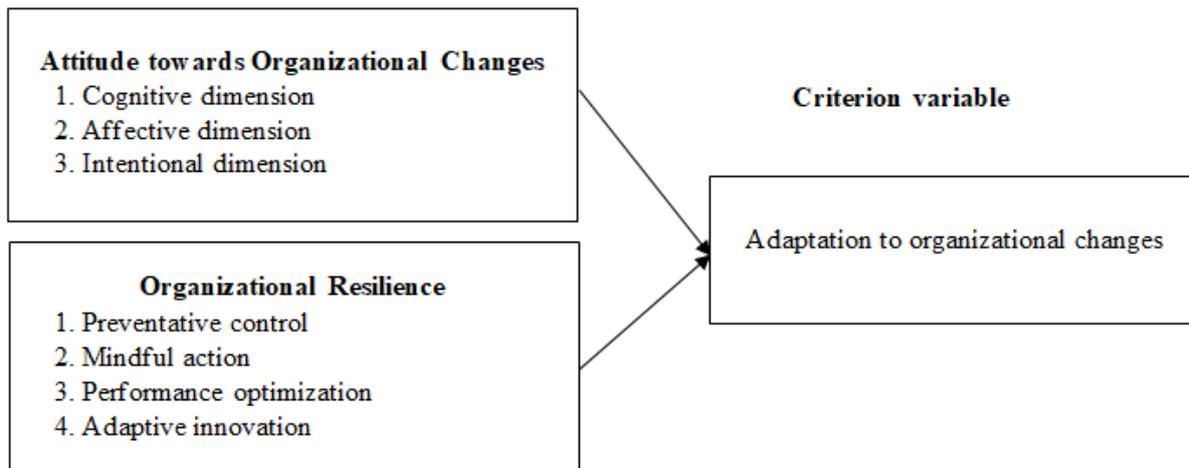
The researcher set the hypothesis 2 as organizational resilience is related to the adaptation to organizational changes of private employees in beverage manufacturing company.

Stepwise multiple regression analysis was used to conclude whether or not the attitude towards the change of organization and organizational resilience could predict the adaptation to organizational changes of private employees in beverage manufacturing company.

The researcher set the hypothesis 3 as the attitude towards the change of organization and organizational resilience, at least one aspect, can mutually predict the adaptation to organizational changes of private employees in beverage manufacturing company.

IV. THEORETICAL FRAMEWORK

Predictor variables



The researcher studied attitude towards the change of organizations and organizational resilience predicting the adaptation to organizational changes. There are 7 predictor variables, namely, attitude towards organizational changes which comprises 1) cognitive dimension, 2) affective dimension, 3) intentional dimension, organizational resilience consists of 4) preventative control, 5) mindful action, 6) performance optimization, 7) adaptive innovation.

V. RESEARCH METHODOLOGY

1. Research methodology – this research was conducted on the basis of a correlation research design on employees’ attitude towards the change of organization and organizational resilience predicting the adaptation to organizational changes of private employees in beverage manufacturing company. Major steps for conducting the research included determination of population and sample, making and developing a research instrument for data collection, data collection and data analysis using statistics.

2. Population – 2,605 private employees in 2 beverage manufacturing companies (Data as at 8 April 2022).

3. Sample – private employees in beverage manufacturing companies. The number of sample was referred to a stratified random sampling technique, according to the proportion of population in each company. Yamane formula (1973) was used to calculate the size of sample and the sample consisted of 347 persons. To prevent the withdrawal of research participants, another 10% of participant was added; therefore, the sample consisted of 381 persons.

4. Research instrument

The research instrument is a questionnaire that the researcher collected data by adhering to relevant concepts, theories, and literature review. Questions were raised to be consistent with the meanings explored. The questionnaire is divided into 4 parts:

Part 1 – general information of respondents, there are 4 items in the form of a check list with answer choices for respondents to choose from, i.e. sex, age, education level, work experience.

Part 2 – opinion questions about the adaptation to changes, there are 17 items in the form of opinion evaluation from a high to a low degree, to measure which level of opinion respondents have about adaptation behavior to organizational changes, based on a rating scale, i.e. highest, high, moderate, low, lowest and scores ranging from 5,4,3,2 and 1 respectively. The item objective congruence index (IOC) was used to measure the consistency of questions. The questions that obtained the IOC greater than or equal to 0.5 were selected (Chatsiri, 2005), and 15 question items were included in the original questionnaire.

Part 3 – there are 13 question items about the attitude towards organizational changes, in the form of opinion evaluation from a high to a low degree in order to measure respondents' opinion about the attitude towards organizational changes. The content of questions was divided into 3 dimensions according to the concept of Majed M. El-Farra and Mohammed B. Badawi (2012), consisting of the cognitive dimension,

the affective dimension, and the intentional dimension. A rating scale was used ranging from highest, high, moderate, low, and lowest with scores ranging from 5,4,3,2 and 1 respectively. The item objective congruence index (IOC) was used to measure the consistency of questions. The questions that obtained the IOC greater than or equal to 0.5 were selected (Chatsiri, 2005), and 12 question items were included in the original questionnaire.

Part 4 – 40 question items about organizational resilience, in the form of opinion evaluation from a high degree to low degree, to measure respondents' opinion about organizational resilience. The content of the question items was divided into 4 aspects according to the concept of The British Standards Institution (2017), consisting of preventative control, mindful action, performance optimization, and adaptive innovation. A rating scale was used ranging from highest, high, moderate, low and lowest with the scores ranging from 5,4,3,2 and 1 respectively. The item objective congruence index was used to measure the consistency of questions. The questions that obtained the IOC greater than or equal to 0.5 were selected (Chatsiri, 2005), and 35 question items were included in the original questionnaire.

The research project was approved by the ethical committee for research conduct in human from the network of Naresuan University, COA No. 0011/2022, NREC No. 0008/2022.

The copies of the improved questionnaire were pretested (Try out) with 43 employees who are not the research sample. The obtained data were calculated to find out discrimination power of the questionnaire in each aspect using corrected item total correlation. Any item has discrimination power lower than 0.2 (Buntita, 2011) shall be excluded. Cronbach's alpha coefficient (Cronbach, 1990) was used to measure reliability. The questionnaire was analyzed based on each aspect of each variable and some items were excluded though their discrimination power was greater than the criteria to ensure the reliability of the

questionnaire is greater than 0.7 (Nunnally, 1978). It can be said that the questionnaires is highly reliable. Reliability test and the

correlation coefficient of the original questionnaire are shown in Table 1.

Table 1 – Discrimination power and reliability of the questionnaire

Questionnaire	Discrimination power	Reliability
Attitude towards organizational changes	.491 - .774	.925
(1) Cognitive dimension	.637 - .667	.825
(2) Affective dimension	.491 - .754	.736
(3) Intentional dimension	.725 - .774	.909
Organizational resilience	.464 - .814	.978
(1) Preventative control	.664 - .812	.935
(2) Mindful action	.464 - .791	.828
(3) Performance optimization	.719 - .809	.948
(4) Adaptive innovation	.648 - .814	.951
Adaptation to organizational changes	.616 - .790	.940

Statistics used in research hypothesis test

Statistics used in data analysis are frequency, percentage, mean and standard deviation to describe individual characteristics of the sample and levels of variables.

Pearson Product Moment Correlation Coefficient was used to test the hypothesis 1 – the attitude towards the change of organization is positively related to the adaptation to organizational changes of private employees in beverage manufacturing company, the hypothesis 2 – organizational resilience is positively related to the adaptation to organizational changes of private employees in beverage manufacturing company.

Stepwise multiple regression analysis was used to test the hypothesis 3 – the attitude towards the change of organization and organizational resilience, at least one aspect, can mutually predict the adaptation to organizational changes of private employees in beverage.

VI. FINDINGS

Personal Characteristics of the sample

1. Sex – 201 women (51.80%), 187 men (48.20%).
2. Age – 238 persons aged 31-40 years (61.34%), 82 persons aged 41–50 years (21.13%), 43 persons younger than 30 years (11.08%), and 25 persons aged 51 years and over (6.44%).

3. Education level - 251 persons graduated with a bachelor degree (64.69%), 84 persons finished education lower than a bachelor's degree level (21.65%), 51 persons graduated with a master's degree (13.14%), 2 persons graduated with a doctoral degree (0.52%).

4 Work experience – 173 persons have 6 – 10 years of work experience (44.59%), 150 persons have 10 years and above work experience (38.66%), 57 persons have 1-5 years of work experience (14.69%), 8 persons have less than 1 year of work experience (2.06%).

Levels of adaptation to organizational changes, attitude towards organizational changes and organizational resilience of private employees in beverage manufacturing company.

According to the study, the overall attitude towards organizational changes was at the highest level ($\bar{x} = 4.21$, S.D. = 0.52). Consideration given to each dimension found the sample had the cognitive dimension at a high level ($\bar{x} = 4.20$, S.D. = 0.58), the affective dimension at a high level ($\bar{x} = 4.07$, S.D. = 0.62), and the intentional dimension at the highest level ($\bar{x} = 4.30$, S.D. = 0.56).

The sample had the overall level of organizational resilience at a high level ($\bar{x} = 4.10$, S.D. = 0.61). Consideration given to each aspect found preventative control was at a high level ($\bar{x} = 4.09$, S.D. = 0.65), mindful action

was at a high level (\bar{x} = 4.17, S.D. = 0.58), performance optimization was at a high level (\bar{x} = 4.07, S.D. = 0.71), and adaptive innovation (\bar{x} = 4.10, S.D. = 0.65); 2.3 The sample had overall adaptation to organizational changes at the highest level (\bar{x} = 4.24, S.D. = 0.49).

Correlation between the attitude towards organizational changes and organizational resilience and the adaptation to organizational changes of private employees in beverage manufacturing company.

Table 2: correlation between the attitude towards organizational changes and adaptation to organizational changes

Variables	r	p
Cognitive dimension	.24**	.000
Affective dimension	.42**	.000
Intentional dimension	.82**	.000
Overall attitude towards organizational changes	.30**	.000

** with the statistical significance level of 0.01.

According to the study, it was found that overall attitude towards organizational changes was positively related to the adaptation to organizational changes with the statistical significance level of 0.01 (r = .30). According to the analysis result, the hypothesis 1 was accepted.

Consideration given to each dimension found that the cognitive dimension, the affective dimension, and the intentional dimension were positively related to the adaptation to organizational changes, r = .24 .42 and .82, with the statistical significance level of 0.01, respectively.

Table 3: correlation between organizational resilience and the adaptation to organizational changes

Variables	r	p
Preventative control	.13**	.010
Mindful action	.32**	.000
Performance optimization	-.06	.230
Adaptive innovation	.13**	.010
Overall organizational resilience	.66**	.000

** with the statistical significance level of 0.01.

According to the study, it was found that overall organizational resilience was positively related to the adaptation to organizational changes with the statistical significance level of 0.01 (r = .66). According to the analysis result, the hypothesis 2 was accepted. Consideration given to each aspect, it was found that preventative control, mindful action, and adaptive innovation were positively related to the adaptation to organizational changes, r = .13 .32 and .13 with the statistical significance level of 0.01, respectively, while performance optimization was negatively related to organizational changes, r = .32 with no statistical significance level of 0.01.

The analysis result of the prediction of the adaptation to organizational changes of private employees in beverage manufacturing company based on the attitude towards organizational changes and organizational resilience. 6. The analysis of the prediction of organizational changes of private employees in beverage manufacturing company is 1 criterion variable, the attitude towards organizational changes and organizational resilience are 2 predictor variables using stepwise multiple regression analysis.

Table 4: Stepwise multiple regression analysis to select the attitude towards organizational changes and organizational resilience predicting the adaptation to organizational changes of private employees in beverage manufacturing company

Predictor variables	R	R ²	Adj R ²	SE _{est}	F	P
Constant value - The attitude towards organizational changes in terms of the intentional dimension.	0.78	0.60	0.60	4.66	580.46**	.000
Constant value - The attitude towards organizational changes in term of the intentional dimension. - The attitude towards organizational changes in terms of the cognitive dimension.	0.81	0.66	0.65	4.33	366.62**	.000
Constant value - The attitude towards organizational changes in terms of the intentional dimension. - The attitude towards organizational changes in term of the cognitive dimension. - The attitude towards organizational changes in terms of the affective dimension.	0.82	0.68	0.67	4.21	266.99**	.000
Constant value - The attitude towards organizational changes in terms of the intentional dimension. - The attitude towards organizational changes in terms of the cognitive dimension. - The attitude towards organizational changes in terms of the affective dimension. - Organizational resilience in terms of preventative control.	0.83	0.68	0.68	4.17	206.39**	.000

**with the statistical significance level of 0.01.

From Table 6-3, there are 4 variables having power to predict the adaptation to organizational changes of private employees in beverage manufacturing company, namely, the intentional dimension, the cognitive dimension, the affective dimension, and preventative control. The intentional dimension is the first predictor variable having the correlation coefficient and the adaptation to organizational changes at 0.775. It can predict the adaptation to organizational changes of private employees in beverage manufacturing company by 60.06% with the statistical significance level of 0.01 and prediction error is 4.66.

When the cognitive dimension variable was added, the correlation coefficient and the adaptation to organizational changes were 0.81,

being able to predict the adaptation to organizational changes or private employees in beverage manufacturing company by 65.75% with the statistical significance level of 0.01, prediction error is 4.33. Prediction power increased from using the first predictor variable only by 5.69%.

When the affective dimension variable was added, the correlation coefficient and the adaptation to organizational changes were 0.822, being able to predict the adaptation to organizational changes of private employees in beverage manufacturing company by 67.59% with the statistical significance level of 0.01, prediction error is 4.21. Prediction power increased from using the first predictor variable

only by 7.53%, and increased from using 2 predictor variables by 1.84%.

When the preventative control variable was added, the correlation coefficient and the adaptation to organizational changes were 0.826, being able to predict the adaptation to organizational changes of private employees in

beverage manufacturing company by 68.31% with the statistical significance level of 0.01, prediction error is 4.17. Prediction power increased from using the first predictor variable only by 8.25%, and increased from using 3 predictor variables by 0.71%.

Table 5: Stepwise multiple regression analysis to find out a prediction equation for the adaptation to organizational changes of private employees in beverage manufacturing company

Predictor variables	b	SE b	β	t	p
Constant value	19.87	1.83	-	10.86**	.000
- The attitude towards organizational changes in terms of the intentional dimension.	2.03	0.08	0.77	24.09**	.000
Constant value	15.55	1.79	-	8.70**	.000
- The attitude towards organizational changes in terms of the intentional dimension.	1.39	0.11	0.53	12.23**	.000
- The attitude towards organizational changes in terms of the cognitive dimension.	1.08	0.14	0.34	7.85**	.000
Constant value	14.63	1.75	-	8.38**	.000
- The attitude towards organizational changes in terms of the intentional dimension.	1.13	0.12	0.43	9.17**	.000
- The attitude towards organizational changes in terms of the cognitive dimension.	0.86	0.14	0.27	6.08**	.000
- The attitude towards organizational changes in terms of the affective dimension.	0.84	0.17	0.21	4.90**	.000
Constant value	13.92	1.75	-	7.97**	.000
- The attitude towards organizational changes in terms of the intentional dimension.	1.01	0.13	0.38	7.86**	.000
- The attitude towards organizational changes in terms of the cognitive dimension.	0.82	0.14	0.26	5.82**	.000
- The attitude towards organizational changes in terms of the affective dimension.	0.72	0.18	0.18	4.10**	.000
- Organizational resilience in terms of preventative control	0.17	0.06	0.12	2.94**	.000

** with the statistical significance level of 0.01.

From Table 6-4, a prediction equation for the adaptation to organizational changes of private employees in beverage manufacturing company can be made as follow:

The adaptation to organizational changes = $13.92 + 1.01$ (the intentional dimension) + $.82$ (the cognitive dimension) + $.72$ (the affective dimension) + $.17$ (preventative control).

From the equation, it can be described that if the intentional dimension of private employees in beverage manufacturing company increases 1 point while other variables are controlled, the score of the adaptation to organizational changes of private employees in beverage manufacturing company shall increase 1.01

point. If the cognitive dimension of private employees in beverage manufacturing company increases 1 point while other variables are controlled, the score of the adaptation to organizational changes of private employee in beverage manufacturing company increases 0.82 points. If the affective dimension of private employees in beverage manufacturing company increases 1 point while other variables are controlled, the score of the adaptation to organizational changes of private employees in beverage manufacturing company increases 0.72 points. If the preventive control of private employees in beverage manufacturing company increases 1 point while other variables are

controlled, the score of the adaptation to organizational changes of private employees in beverage manufacturing company increases 0.17 points.

When raw scores are converted to standard scores (Z-Score), the prediction equation in the form of standard scores is obtained as follow:

The adaptation to organizational changes = .38 (the intentional dimension) + .26 (the cognitive dimension) + .18 (the affective dimension) + .12 (the preventative control).

According to the statistical analysis, the hypothesis 3 was accepted. The attitude towards organizational changes and organizational resilience, at least one aspect, can mutually predict the adaptation to organizational changes of private employees in beverage manufacturing company.

VII. DISCUSSION

According to the study, overall attitude towards organizational changes is related to the adaptation to organizational changes at the highest level with the statistical significance level of 0.01 ($r = .82$). According to the analysis result, the hypothesis 1 is accepted. In the researcher's opinion, the private beverage manufacturing company gives importance to making understanding about organizational changes to employees. When employees perceive changes that shall occur, they are willing to accept and ready to give their cooperation. Moreover, behaviors in supporting the adaptation to organizational changes in every aspect occur. The study result is consistent with the research conducted by Majed M. El-Farra and Mohammed B. Badawi (2012), showing that employees' attitude towards organizational changes is positive which stimulates supportive behaviors. If employees understand changes that are useful to all of them, it shall enhance their performance efficiency, employees have positive emotions of happiness, excitement, relief, and hope at a moderate level. Besides, employees have moderate intention to support changes patiently by following and showing acceptance to change by 52.0%, and the research conducted by Rune Lines (2005) showing that employees' attitude

towards organizational changes is determined as a psychological tendency of employees, expressed by judging or evaluating positively or negatively. Attitude towards organizational changes is important to reaction anticipation to organizational changes. Sensitivity of attitude towards changes affects the adaptation to organizational changes become difficult.

According to the study, overall organizational resilience is positively related to organizational changes at a high level with the statistical significance level of 0.01 ($r = .66$). According to the analysis result, the hypothesis 2 is accepted. In the researcher's opinion, private employees in beverage manufacturing company perceive organizational resilience. They understand about organizational ability to predict and prepare itself ready to cope with problems that may arise. Based on current situations that affect business disruption, the Covid-19 pandemic or disaster or crisis, the organization has methods to cope with threats, inside and outside the organizations, raises employees' awareness of adaptation to learning new things in response to problem solving or prevention. Leaders are able to prepare readiness to manage risks when confronting challenges. These things result in organizational survival and stability, making the organization able to achieve the goals and objectives of organizational changes efficiently and sustainably. This research result is consistent with the research conducted by Stephenson (2010) finding that business needs to be resilient to respond to disruption in a positive manner. The adaptation to changes when confronting challenges, making use of opportunities and sustainable efficiency improvement shall give confidence in solving problems and events that arise. Meanwhile, organizations need to adapt themselves and change. Identifying best practices in organizational resilience is a highly important challenge.

VIII. RECOMMENDATIONS

Recommendations for use of research finding

1. According to the study, the attitude towards organizational changes in terms of the

intentional dimension is the most related. Therefore, organizations should enhance perception and understanding about changes, organizational goals, positive reinforcement, such as giving admiration or awards to a performance that represents the success. Heads or organization leaders have to listen to and give employees an opportunity to express their thoughts. When problems at work arise, organizations need to give assistance and support to show employees that they do not work alone but as a team. When they gain success, they will be proud and have more organizational commitment. These things will enable employees to express their behaviors that they are willing to respond to organizational changes in every aspect. Employees shall give cooperation and participate in the operations to reach the objectives, goals, and policies. Their behaviors to oppose against changes will be hardly seen. Employees shall express their intention, engagement, listen to and follow organizational policies and give support to their full capacity, making the adaptation to organizational changes better.

2. According to the study, organizational resilience in terms of mindful action is higher related. Thus, organizations should enhance employees to perceive mindful action increasingly. Though organizations have a system to facilitating problems or work process responding to complexity, employees may not be attentive to work details. If employees lack mindful action, there will be an effect on work. Organizations need to raise employees' awareness to ensure they have carefulness in mistakes at work or when problem arise, employees shall be able to solve those problems quickly. Organization leaders are the key. Leaders must be able to manage a team in terms of team development to ensure team members have knowledge and proficiency in their areas or responsibility, create attractive work environment, monitor and follow up performance of team members to ensure they can meet the set goals, work plan is explicitly set. When problems at work occur, leaders need

to listen to employees' opinions and give them opportunities to express their opinions in different aspects. Leaders must pay attention to every problem equally.

Recommendations for further study

1. This research was limited to self-evaluation among private employees in beverage manufacturing company. Therefore, future studies should be conducted among other business groups, such as transport business, hospital, government officers, state enterprise officers, etc. A variety of studies give differences and interesting perspectives. Research result can be applied to analyze and evaluate the big picture of organizations for improvement and development, enhancing organizations to have changes, keep pace with updated situations and enabling organizations to facilitate and prevent problems inside and outside organizations in a stable and sustainable manner.

2. In this research, employees participating in the study are office workers. Therefore, to ensure research results can respond to the whole organization, in-depth research should be conducted, such as at policy level, at management level, and operations level, since different levels require different work methods and different opinions shall be given. In-depth information shall give specific research results and evaluate performance or operation levels better, which can be used to serve development or improvement to meet demands of employees in each part correctly and appropriately.

3. This research was conducted on the basis of a quantitative design. In order to develop such research further, a research study should be conducted on other aspect, such as interview and analysis using descriptive approach or experimental research to show differences before and after. A training program should be prepared for better understanding. Meanwhile, employees shall have knowledge and understanding about skills useful for their work. Evaluation can be made to develop any skills employees at each level do not have in an appropriate manner.

IX. ACKNOWLEDGEMENTS

I would like to thank all experts who reviewed the questionnaire and gave suggestions, and private employees in beverage manufacturing company who responded to the questionnaire. I would like to thank my parents and friends who provided valuable support throughout the time the research was conducted.

REFERENCES

Articles

- [1] Krittakorn Kanyarat .(2010). Empirical impact of competition rivalry, knowledge management, learning climate, readiness to change and innovation on performance of Siam Commercial Bank branches.
- [2] Wipada Kuptanon. (2008). Management and organizational behavior. Bangkok: Sor Charoen Printing.
- [3] Benjamat Saentikarn and Sophee Aphibanrat .(2013).The perception and adjustment of bachelor of business administration graduates for the working response to ASEAN Economic Community. Silpakorn University.
- [4] Apaporn Tangpakdeetrakul. (2016). Relations between readiness for changes, organizational citizenship behavior and counterproductive work behavior with positive psychological capital as a moderator. Thammasat University.
- [5] Choi and Ruona. (2010). Individual Readiness for Organizational Change and Its Implications for Human Resource and Organization Development. University of Georgia.
- [6] Dave Bouckenooghe, Herman Van den Broeck and Geert Devos. (2009). Organizational Change Questionnaire–Climate of Change, Processes, and Readiness: Development of a New Instrument. Vlerick Leuven Gent Management School & Brock University.
- [7] Donald G. Gardner, et al. (2011). The development of an attitude toward change instrument. Colorado : University of Colorado Colorado Springs.
- [8] Elaine Rabelo Neiva (2005). Attitudes towards organizational change. Brazil : University of Brasilia.
- [9] Elena P. Antonacopoulou. (2001). Emotion, learning and organizational change : Towards an integration of psychoanalytic and other perspectives. London : University of Manchester.
- [10] Fu Liang and Linlin Cao. (2021). Linking Employee Resilience with Organizational Resilience: The Roles of Coping Mechanism and Managerial Resilience. China : Shandong University.
- [11] Grzegorz Tadeusz Paluszak , et al. (2021). The Organisational Resilience (OR) of Rural Non-Profits (RNPOs) under Conditions of the COVID-19 Pandemic Global Uncertainty. Poland : University of Warsaw.
- [12] Howard Kerr, Chief Executive, BSI. (2014). Organizational Resilience. Cranfield University.
- [13] Jenny W. Rudolph and Nelson P. Repenning. (2002). Understanding the Role of Quantity in Organizational Collapse. Massachusetts Institute of Technology.
- [14] Karl Dake and Aaron Wildavsk. (1991). Individual Differences in Risk Perception and Risk-Taking Preferences. University of California.
- [15] Lei Xiao and Huan Cao. (2017). Organizational Resilience : The Theoretical Model and Research Implication. China : University of Electronic Science and Technology.
- [16] Machteld van den Heuvel, Evangelia Demerouti, and Arnold B. Bakker. (2020). How do Employees Adapt to Organizational Change The Role of Meaning-making and Work Engagement. England : Cambridge University Press.
- [17] Majed M. El-Farra and Mohammed B. Badawi. (2012). Employee attitudes toward organizational change in the Coastal Municipalities Water Utility in the Gaza Strip. Gaza : Islamic University.
- [18] Maria Vakola and Ioannis Nikolaou. (2014). Attitudes towards organizational change. Greece : Athens University of Economics and Business.
- [19] Maria Vakola, Achilles Armenakis, and Shaul Oreg. (2009). Reactions to organizational change from an individual differences perspective. Alabama : Auburn University.
- [20] Masten and Reed. (2002). Resilience in development. Villanova University.
- [21] Michael Ahearne, Son K. Lam, John E. Mathieu and Willy Bolander. (2021). Why Are Some Salespeople Better at Adapting to Organizational Change. University of Georgia.

- [22] Murali Sambasivan. (2004). The influence of organizational culture on attitudes toward organizational change. Centre for Graduate Studies, Open University Malaysia.
- [23] Nusrah Ahmad Mukhtar, Chan Yuen Fook (2019). The Effects of Perceived Leadership Styles and Emotional Intelligence on Attitude toward Organizational Change among Secondary School Teacher. Malaysia : University Teknologi MARA.
- [24] Perrow, C. (1984). Normal Accidents: Living with High Risk Technologies. New York, Basic Books.
- [25] Rismansyah, Mohamad Adam, Agustina Hanafi and Yuliani. (2022). Readiness for Organizational Chang. Indonesia : Universitas Sriwijaya.
- [27] Roy & Andrews. (1999). Nursing Knowledge Development through Research: Using the Roy Adaptation Model. City University of New York.
- [28] Ruijun Chen 1, Yaping Xie and Yingqi Liu. (2021). Defining, Conceptualizing, and Measuring Organizational Resilience: A Multiple Case Study. China : Beijing Jiaotong University.
- [29] Rune Lines. (2005). The Structure and Function of Attitudes Toward Organizational Change. Human Resource Development Review 2005.
- [30] Siddharth Shankar Rai, Shivam Rai and Nitin Kumar Singh. (2022). Organizational resilience and social-economic sustainability COVID-19 perspective. Springer Nature B.V.
- [31] Stefan Tengblad. (2020). A Theoretical Framework for Organizational Resilience. Portugal : Gothenburg University.
- [31] Stephenson. (2010). Impact of Scenario based exercise on Organization Resilience in Critical Infrastructure Organizations. Department of Computing Science, University of Glasgow.
- [32] Tennakoon and Janadari. (2021). Organizational resilience: What it is and what it isn't? A review. Colombo : University of Kelaniya.
- [33] The British Standards Institution and Cranfield School of Management. (2017). Organizational Resilience. Cranfield University.
- [34] Van Den Heuvel, Demerouti, Bakker. (2013). How psychological resources facilitate adaptation to organizational change. Utrecht University of Netherlands.
- [35] Yannick Hémond and Benoît Robert. (2012). Preparedness: the state of the art and future prospects. University in Montreal, Canada.
- [36] Zahari Abu Bakar, Noorulsadiqin Azbiya Yaacob, Zulkifli Mohamed Udin (2015). The Effect of Business Continuity Management Factors on Organizational Performance: A Conceptual Framework. Malaysia : Universiti Utara Malaysia.