INVESTIGATING THE INFLUENCE OF ORGANIZATIONAL CHANGE INTERVENTIONS ON EMPLOYEE TURNOVER INTENTIONS WITH A FOCUS ON THE MEDIATING EFFECT OF EMPLOYEE STRESS

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ABSTRACT

Organizational change is a pervasive phenomenon in today's dynamic business environment. As companies adapt to technological advancements, market shifts, and competitive pressures, they often implement change initiatives to enhance efficiency, productivity, and competitiveness. However, these organizational changes can significantly impact employee turnover rates. This research study explores the intricate relationship between organizational change and employee turnover. Specifically, we investigate how organizational change interventions influence employees' intentions to leave their current positions. Moreover, we delve into the mediating role of employee stress in this context. For this purpose, data from 250 Employees from private sector insurance companies in Madhya Pradesh were collected. The data was analyzed using PLS software. Our research draws insights from existing literature and empirical data, providing a comprehensive understanding of the dynamics at play. We propose a mechanism through which widespread organizational change translates into individual decisions to quit. Additionally, we corroborate four relevant hypotheses related to turnover intentions during organizational transitions. Key findings emphasize the importance for managers to comprehend "avoidability" the extent to which turnover decisions can be prevented. By understanding the impact of change initiatives on turnover, organizations can refine their change management practices and mitigate potential negative consequences.

In summary, this study contributes to the field by shedding light on the interplay between organizational change, employee stress, and turnover intentions. It provides practical implications for change management strategies, fostering a more informed approach to organizational transformations.

KEYWORDS: Employee turnover intention, Organizational change, Change management, Employee stress.

INTRODUCTION

In the ever-changing business environment of the twenty-first century, organisations are under constant pressure to evolve, transform, and adapt. It is critical to adopt emerging technologies, maintain a competitive edge, and adapt survival strategies. The ubiquity of unconventional methods is growing, and the perception of "stable states" is diminishing.

Conversely, disruptive, recurring change has become the norm. Organisational change is an essential component of the workplace, exerting influence on both the institution as a whole and its personnel (Sikdar, A., &Payyazhi, J., 2014). This phenomenon is readily identifiable in a number of instances, including business relocations (Rothe et al., 2015) and salary reductions (Wang & Seifert, 2017).

Organisational change is a continuous procedure wherein an entity revitalises its trajectory, framework, and competencies in order to satisfy the ever-evolving demands of internal and external stakeholders (Rosenbaum et al., 2018). In this dynamic environment, it is imperative for organisations to maintain an eye on the future and proactively seek out emerging opportunities. Change is the predominant motif, whether propelled by technological advancements, emerging competitors, regulatory shifts, or evolving consumer preferences. Notwithstanding this cognizance, numerous change endeavours fail to achieve their intended goals. The difficulty is not in acknowledging the necessity for change; rather, it is in efficiently implementing it. Change management specialists fulfil a critical function by equipping client organisations with the necessary tools and knowledge to navigate intricate periods of change.

This critical literature review explores a multitude of organisational change management theories and methodologies. We undertake a pivotal initial stage in the development of a novel framework for change management by doing so. Our research centres on comprehending the ways in which organisations can proactively mould their futures while navigating the turbulent currents of change by aligning themselves with their environments. Change can be effectively coordinated from its inception by establishing a clear objective that specifies the intended result. In their article "Organisation Development and Change," Cummings and Worley (2016) delineated four fundamental classifications of organisational change processes: techno-structural interventions, human resource management, strategic interventions, and human process interventions.

A positive correlation has been found in the majority of change management research studies between change initiatives and organisational performance (Bordum, 2010). Although this has been acknowledged, the potential adverse effects of change on organisational performance have received scant consideration. Employees frequently encounter emotional responses including anxiety, uncertainty, dread, and stress during organisational change processes (Ronnenberg et al., 2011, Singh, et al., 2024). The responsibility of attentively monitoring employees during these transitions lies with change agents. Employees who do not understand the change process may experience increased levels of tension (Abrell-Vogel and Rowold, 2014). Although the majority of staff members express a desire to participate in the change process and strive to make substantial contributions, they may encounter difficulties at times if they do not fully understand the change intervention and its goals (Rusly et al., 2012). As stated earlier, it is the responsibility of change agents to provide assistance to employees in effectively navigating change interventions. In order to facilitate a smooth transition, change agents must address and reduce the elements that contribute to workforce tension (Manning, 2012). Insufficient assistance extended to personnel throughout change endeavours may result in attrition, a consequence that compromises the effectiveness of the change process and the overall performance of the organisation (Rusly et al., 2012).

The aim of this study is to conduct a thorough investigation into the effects of organisational change interventions on the intentions of employees to leave their current positions, with a particular focus on the mediating function of employee stress. The principal objective is to

examine the impact of different change interventions that are implemented in organisations on the intentions of employees to resign from their positions. This study aims to elucidate the subtle mechanisms by which organisational change interventions influence attrition intentions by examining the mediating role of employee stress. The precise objective of this study is to investigate whether there is a mediating effect of heightened employee stress on the association between organisational change interventions and turnover intentions. The primary objective of this study is to augment the current corpus of knowledge regarding change management through the provision of empirical data and perspectives that illuminate the intricate dynamics among employee attrition intentions, organisational change, and stress. It is anticipated that the results of this research will provide practical guidance for organisations seeking to adopt successful change initiatives while mitigating adverse effects like employee attrition.

THE RESEARCH QUESTIONS OF THE STUDY ARE

1. What is the relationship between Organizational Change (OC) and Employee Turnover Intention (ETI)?

2. What is the relationship between Organizational Change (OC) and Employee Stress (ES)?

3. What is the relationship between Employee Stress (ES) and) and Employee Turnover Intention (ETI)?

4. How does employee stress play a mediator role in the relationship between organizational change and employee turnover intention?

LITERATURE REVIEW

Younger et al. (2013) note that historically, organisations were frequently founded on the premise that they could function without requiring adjustments. In the contemporary landscape, however, it has become imperative that every organisation maintain its agility and currency (Parkes and Davern, 2011). Lack of compliance with this requirement can result in the obsolescence of organisations, exposing them to the risk of being surpassed by rivals. Identifying the precise nature of the change being implemented is an essential aspect to bear in mind when contemplating change (Smith et al., 2011). (Guimaraes, 1997) As the complexity of organisations increases, managers are compelled to give precedence to each facet of their initiatives. The unavoidability of change and its consequences are indisputable, regardless of whether manufacturing capabilities are improved or services in service-based organisations are refined (Smollan, 2015).

ORGANISATIONAL CHANGE (OC)

Extensive and multifaceted, the literature on organisational change within organisations comprises an array of theories, models, and empirical investigations. Academic researchers have extensively examined different facets of organisational change, encompassing its catalysts, procedures, and results, with a specific emphasis on the manner in which organisations navigate and adjust to change. Furthermore, scholars have investigated various forms of organisational change, ranging from gradual modifications to profound overhauls, and have emphasised the intricacies and difficulties linked to each methodology. Notwithstanding substantial progress in comprehending organisational change, the body of literature also highlights persistent discussions and knowledge gaps, including the

significance of resistance to change, the durability of change outcomes, and the necessity for adaptive strategies in volatile environments.

Although the primary objectives of organisational changes are frequently resource optimisation and organisational transformation, there are cases documented in the literature where such changes resulted in reduced productivity and dissatisfied employees (Castillo, 2022). The inability of numerous organisational changes to attain their desired outcomes has led to a surge in scholarly investigation concerning the elements that contribute to effective change (Burnes, 2011; Oreg et al., 2011). Although change may not be instigated with malicious intent, it can still be regarded as detrimental, especially when employees perceive adjustments as detrimental. Contextual factors determine whether this relationship is positive or negative in nature (Jones & Ven, 2016, Verma et al., 2024). The literature underscores the substantial influence of employees on change outcomes, notwithstanding the myriad of factors that contribute to unsuccessful changes (Oreg et al., 2011, Khare, et al.,2023). Employee responses to organisational change generally fall into one of three categories, according to Gupta and Singla (2016): passive, honest, or aggressive. Employee resistance has been recognised as a significant impediment to the effective implementation of change (Dorling, 2017). The impact of stressful corporate changes on behaviour, satisfaction, productivity, and uncertainty has been documented by Aslam et al. (2016). Therefore, a multitude of emotive challenges and additional defining factors influence the ways in which stakeholders react to organisational change (Jones & Ven, 2016).

EMPLOYEE STRESS (ES)

Extensive research (Khamisa et al., 2015; Maslach and Jackson, 1981) indicates that burnout can be precipitated by stressors in the workplace. Burnout is an emotional breakdown, cynicism, and diminished professional efficacy that develop in individuals as a result of extended exposure to stressors (Maslach and Leiter, 2008). Burnout is frequently linked to organisational stressors, including but not limited to undefined responsibilities or conflicts, insufficient resources, time constraints, staff discord, and diminished independence or authority over one's work (Leiter and Maslach, 2009; Elman and Dowd, 1997). Owing to organisational transformation processes, a considerable number of these stressors are either introduced or intensified.

The intentions of employees to resign from their employment are notably impacted by stress (Nguyen et al., 2012). This effect is amplified during periods of organisational change. Stress has been identified by Ghosh et al. (2013) as a mediator in interventions pertaining to human processes. It is critical to acknowledge that employees' contemplation of abandoning their positions is ultimately motivated by stress, not the human process change in and of itself (Krell, 2012). The mediating effect of stress in various forms of organisational changes has been emphasised by numerous researchers (Riot and de la Burgade, 2012). Stress has been identified as a specific factor in techno-structural interventions within organisations (Hede, 2010). Research has indicated that inadequate stress management can result in employee attrition and inhibit the development of innovative ideas within an organisation (Vithessonthi and Thoumrungroje, 2011). The importance of stress as a mediator between change interventions and employee turnover is highlighted by its mediating effect (Wayland, 2015). Strategies function as guiding principles for organisations, providing direction in the face of both favourable and unfavourable circumstances. Nevertheless, the implementation of modifications to these approaches frequently induces tension among staff members, potentially leading to their ultimate intention of resigning (Yuan et al., 2014).

TURNOVER INTENTION (TI)

The scholarly discourse surrounding attrition intention in organisations examines a multitude of determinants that impact personnel's choices to resign from their roles. The importance of turnover intention as a predictor of turnover in practice has been repeatedly emphasised in research, rendering it a crucial subject of investigation for organisations aiming to preserve stability and retain personnel (Griffeth, Hom, and Gaertner, 2000). Academic researchers have identified a multitude of factors that precede the intention to leave an organisation, such as organisational change, employee tension, job satisfaction, and organisational commitment. A complex interplay of dynamics influences employees' decisions to quit their jobs in the context of organisational change and employee stress factors (Lum et al., 1998). Organisational change processes frequently bring about disturbances and ambiguities that have the potential to greatly augment the stress levels of employees and, consequently, impact their intentions to resign. According to research, employee turnover intention can be exacerbated by organisational change-related stressors including increased burden, role ambiguity, and job insecurity (Cho, Y. J., & Lewis, G. B., 2012). Moreover, the stress levels of employees may be heightened by the uncertainty and perceived lack of control that are intrinsic to change initiatives. As a result, some may even consider resigning from their positions as a coping strategy. Research has also emphasised the mediating function of stress in the connection between turnover intention and organisational change, highlighting the criticality of addressing stress-inducing factors during transitional phases (Yin-Fah, B. C et al., 2010). Furthermore, inadequate management of employee tension and turnover intentions during organisational change endeavours may ultimately impede the success of the change programme and compromise the stability of the organisation. Hence, scholarly literature underscores the imperative for organisations to adopt a proactive approach in addressing stress-inducing factors among employees during times of transition, establish supportive interventions to mitigate stress, and cultivate a favourable work atmosphere that promotes employee retention.

Based On Reviewing Literature Researcher Formulated Following Hypothesis:

H_1: There is a significant Impact of Organisational change on Employee Turnover Intention.

H_2: The Role of Employee Stress as a Mediator between Organisational Change and Employee Turnover Intention.

H_{2a}: There is a significant Impact of Organisational change on Employee Stress.

H_{2b}: There is a significant Impact of Employee Stress on Employee Turnover Intention.
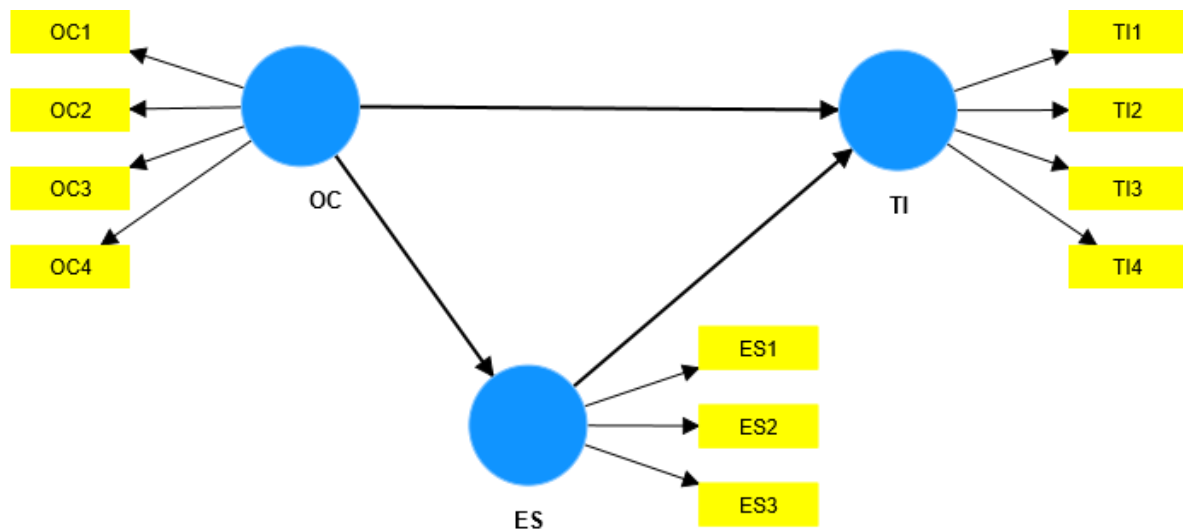
Figure 1: Conceptual model

RESEARCH METHODOLOGY

The research design employed in this study is cross-sectional, and it gathers and analyses data at a singular point in time. The data gathering process was facilitated by means of a questionnaire that was disseminated via Google Forms. In order to investigate the potential influence of organisational change interventions on employee turnover intentions, the researcher conducted hypothesis tests and sought insights into the mediating effect of employee stress among employees in the private insurance sector of Madhya Pradesh. Modified standardised instruments were utilised in the study to assess the constructs of interest. The information was gathered via snowball sampling. Wang (2014), among others, has utilised the identical method for data acquisition in studies examining comparable subjects. The research sought to include a sample size of 400 participants; of these, 312 submitted final, comprehensive responses, which were incorporated into the analysis. Incomplete questionnaires led to the exclusion of the remaining 88 responses. Bhopal, Indore, and Gwalior were the locations where questionnaires were distributed. This research made use of secondary and primary sources of information.

DATA ANALYSIS

DATA DESCRIPTION

The demographic data collected through the survey questionnaire was quantified using a nominal scale. A survey instrument comprising eleven items was developed in accordance with extant scholarly works. The items were subsequently classified into three variables through the utilisation of a five-point Likert scale, with each item being coded from 1 to 5. From vehemently disagree (1) to strongly agree (5), the responses varied. One exogenous variable, Organisational Change (OC), consists of four items (Oreg, S. 2003). Furthermore, one endogenous variable, Turnover Intention (TI), also comprises four items (Mobley, Horner, and Hollingsworth 1978), is incorporated into the study, andEmployee stress (ES) is the mediating variable among the three items (dos Santos Leite et al., 2021).
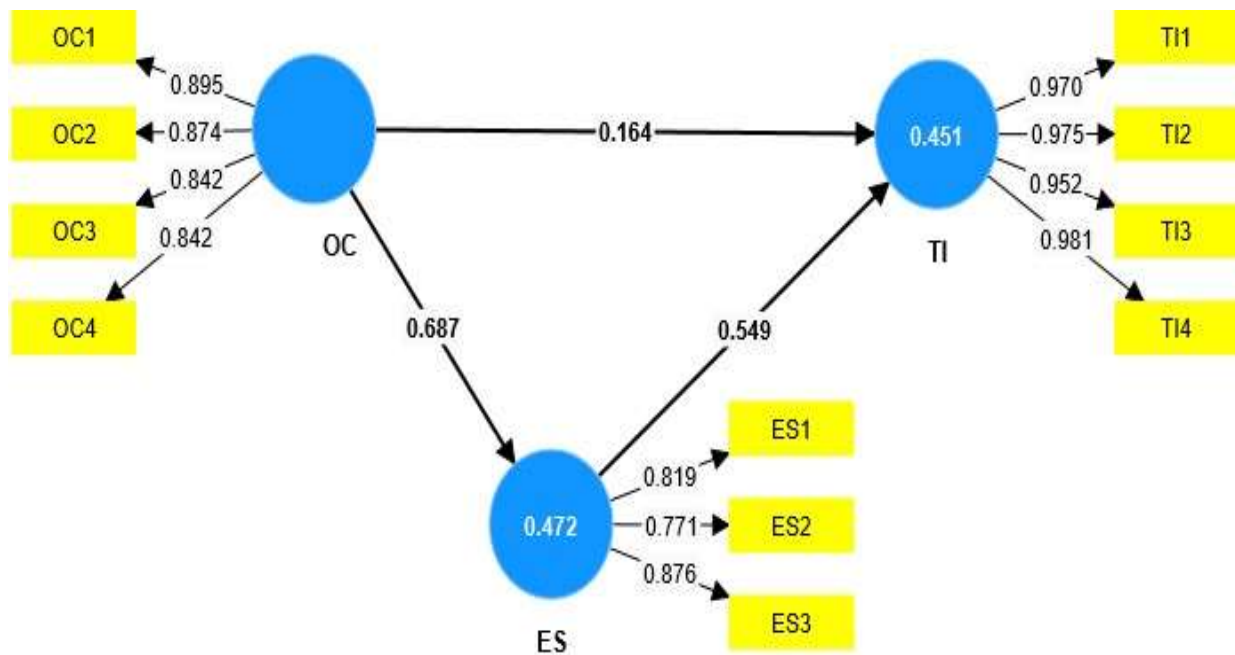
For this investigation, Smart-PLS version 4.0 was utilised to perform data analysis. The study employed the Partial Least Squares (PLS) method of Structural Equation Modelling (SEM) to assess the validity and reliability of the variables under investigation and to examine the

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relationship between three variables: employee turnover intention, organisational change, and employee stress via multiple regression. Byrne (2013) identifies the measurement model and structural model as the two primary components of SEM. Utilising Harman's single-factor test, the degree of common method bias in the research model was determined.

In this investigation, the measurement model was verified through the implementation of partial least squares structural equation modelling (PLS-SEM). Convergent and discriminant validity were employed to assess the validity of the study's construct. Examining factor loadings, average variance extracted (AVE), and composite reliability, convergent validity was evaluated in order to ascertain the validity and reliability of this study. On the basis of the measurement model's outcomes, all items have been approved due to their all-around higher value loadings. Each item in the construct demonstrated a loading greater than 0.6, with adequate AVE values ranging from 0.677 to 0.940 and composite reliability values surpassing the threshold of 0.7 that is recommended. Furthermore, the results demonstrated sufficient discriminant validity, as each square root of AVE exceeded the intercorrelation value between constructs (Table 1). Thus, the validity and dependability of the research model were validated.

TABLE 1: MEASUREMENT MODEL FOR PLS

Construct Variables	Construct Items	Outer Loadings	Cronbach's alpha	AVE	Composite Reliability	R Square
Organisational change	OC1	0.895	0.886	0.745	0.921	O.432
	OC2	0.874				
	OC3	0.842				
	OC4	0.842				
Employee stress	ES1	0.819	0.761	0.677	0.863	0.472
	ES2	0.771				
	ES3	0.876				
Turnover Intention	TL1	0.970	0.979	0.940	0.984	0.451
	TL2	0.975				
	TL3	0.952				
	TL4	0.981				

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Figure 2: PLS-Path Analysis after Assessment of Convergent and Discriminant Validity

An evaluation of the structural model scrutinised the theoretical connections that were suggested within the conceptual framework. The study specifically examined the relationship between employee stress mediates the relationship between organisational change (independent variable), turnover intention (dependent variable), and turnover intention (dependent variable).

TABLE 2: HYPOTHESES TESTING WITH INTERNAL FIT

Hypothesis	Path	Beta value	SD	Sample Mean	t-value	p-value	Decision
1	ES->TI	0.549	0.079	0.552	6.982	0.000	**Supported**
2a	OC->ES	0.687	0.042	0.688	16.497	0.000	**Supported**
2b	OC->TI	0.164	0.078	0.159	2.106	0.035	**Supported**

Table 3: Model Fit Summary

Fit summary of Pattern		
	Saturated pattern	**Estimated pattern**
SRMR	0.058	0.058
Chi- square	277.325	277.325
NFI	0.912	0.912

DISCUSSIONS AND CONCLUSION

The research investigated the effects of organisational change on the intention of employee attrition and stress levels.The findings validate a positive correlation between intention to leave and organisational change, indicating that such transitions may induce employees with feelings of unease and pressure, ultimately resulting in a heightened inclination to depart. Additionally, the results indicate that organisational change has a substantial impact on employee stress, underscoring the criticality of stress management throughout change initiatives in order to avert unfavourable outcomes. Furthermore, a noteworthy correlation exists between employee stress and intention to leave, suggesting that employees who are under considerable stress are more prone to contemplating a departure. It is critical to acknowledge employee stress as a mediating factor between attrition intention and organisational change. It is critical to implement targeted interventions that reduce stress and foster resilience. Prioritise strategies that cultivate a supportive work environment and furnish coping resources for employees. By efficiently managing employee tension, businesses have the potential to improve employee retention and well-being. Further investigation is warranted to delve into additional contextual variables and intervention approaches in order to enhance our comprehension of employee reactions to organisational change.

This study has the potential to be applied in both domestic and global settings, aiding organisations in the effective implementation of change. As a result of this research, effective change interventions and their influence on employee turnover intentions can be enhanced. This instrument has the potential to assist change agents in developing efficacious interventions to tackle employee turnover intentions.

IMPLICATIONS

This research brings light on the significant impact that organisational change interventions have on the intentions of employees to leave their current positions, with a particular emphasis on the role of employee stress. A comprehensive grasp of this correlation is imperative for the effective management of change and the retention of personnel within the insurance industry. The results underscore the necessity of approaching the implementation of organisational change interventions regarding employee stress levels with meticulous deliberation. Insurance companies have the ability to mitigate the adverse effects on employee turnover intentions through proactive measures to address stressors associated with change, such as labour demands and uncertainty.

In addition, the acknowledgement of employee stress as a mediating factor underscores the significance of targeted interventions designed to reduce stress and enhance employee resilience in the midst of organisational change. This may involve providing support services, promoting open communication, and providing stress management training. Insurance companies in the private sector can enhance their capacity to manage organisational change while simultaneously preserving the health and loyalty of their staff by acknowledging and confronting the mediating function of employee stress. This may result in increased competition and enhanced performance in the insurance industry.

The critical implications of this study, which examines the effect of organisational change interventions on employee turnover intentions via employee stress mediation, must be acknowledged by managers in private-sector insurance companies. Recognising the substantial impact that change has on intentions to leave highlights the critical importance of implementing strategic plans and having leadership that provides support throughout periods

of transition. By encouraging open communication and providing resources for stress management, managers ought to place an emphasis on the welfare of their employees. In the midst of organisational change, it is critical to maintain employee retention through the ongoing assessment and modification of change strategies. Leaders in the insurance industry can effectively manage change and maintain a resilient workforce by incorporating these ramifications.

LIMITATIONS AND FUTURE DIRECTION

One limitation refers to the possibility of common method bias as a result of the dependence on self-reported data. A further limitation of the study is its cross-sectional design, which hinders the establishment of causal relationships between variables. The information was gathered from a representative cohort residing in the cities of Bhopal, Indore, and Gwalior, Madhya Pradesh. Draw conclusions that are more general in nature by employing a sample that is more geographically diverse. This research investigates an extensive array of transformation interventions. Subsequent investigations and therapies may aim to target particular modifications.

Further investigation may be warranted to explore the enduring impacts of organisational change interventions on employee stress and turnover intentions through the utilisation of longitudinal designs. By investigating alternative metrics for organisational change and stress, a more comprehensive understanding may be attained. Furthermore, a comprehensive examination of moderators, including leadership support and organisational culture, could provide valuable insights regarding the efficacy of interventions.

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