

Expectations of Managers in Pre and Post Hiring Scenario of Employment Relationship

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ABSTRACT

Purpose: The study of psychological contract, from an employee point of view only, will not help the researcher to understand, the met/unmet expectations of the managers, therefore consideration of attitude and behavior of employees also become crucial for the psychological contract. In the current study the managers, who were involved in the hiring of employees, were considered for the study. **Methodology:** In the research, the multistage stratified sample technique was used by the researcher, so that the large cluster of the sample could be subdivided into smaller target group for the survey. Multistage sampling technique divides the total population under study into small composite categories into different stages. At the first stage, various social service sectors were identified by the researcher, in Delhi and NCR with the structure of the revenue model, as the primary sampling unit. Further categorization of the service sector into education, IT, finance/Banking and services was done by the researcher, in the second stage. In the third stage, from each identified categories of organization, list of employees pruned by the researcher and 250 managers were selected. **Findings:** In the current research, it was suggested by the researcher that the employer's expectations would generally meet in the post-hiring period. The employer's ability to handle labor issues become crucial, that if the employee could get the justice and, their grievances were redressed by the employer on time, they would develop confidence towards the employer. A positive attitude from both parties has a crucial role to play in the contract and, whenever an employee showed positivity towards the work of the employer, follow rules and regulation and, adhered to the policies and procedures of the employer then it gives an extra edge to the employer in terms of his met expectations

Keywords: Met/unmet expectations, Pre-joining, Post- Joining

Paper type: Research Paper

INTRODUCTION

The perceived expectation of employer and employee in psychological contract scenario played a very crucial role in the employment relationship. The expectations of the employer (manager) that the employee would show a desired and expected behavior often end with the disappointment for an employer point of view. There are many employees, who apart from the written job description are always ready to take instructions and orders from employers. These types of employees are often respected, recognized and appreciated by employers. In the same way, there are many instances where employer faced a tough challenge from an employee, where they don't take instructions and order of employer easily. Naturally, it becomes a very challenging task for employers. Managers perceived expectations from the employee before hiring them may or not be fulfilled, it can be realized only after their joining and staying for a considerable period after joining. The met expectation of employer post-hiring would depend on the healthy and stable psychological contract between the parties. Breach of contract may lead to unrest in the organization. The employer, on one hand, may face resistance from the employee, leading to a strained relationship between them; on the other hand, the employee may come under distress, as a result of their strained relationship. It is crucial to study the psyche of both the party in the contract. Post liberalization era the economic, social and technological environment of our country hugely changed. The working class also changed and become more educated and skilled, which made the situation of contract even more stressful for the employers. To handle and expect the desired performance from employee those managers are required, who can lead by example with their performances and show maturity, friendliness and command over them. The contract is

the essence of any employment relationship which provides incentive and exchanged commitment and is the basis of formation of membership in an organization, (Barnard, 1973). This contribution suggested that some kind of consideration in an employment relationship is essential. Any form of a contract made at the cost of recompense and generally have legal validity, (Farnsworth, 1982; Murray J., 1974). It gave an idea of the period when there was less impact of trade unions; in fact, the trade union did not have much bargaining power, so the written form of contract often created problems for the workforce. During the same period concept of unwritten contract emerged and also become a concern for legal opinion and action, (Heshizer, 1984; Dunahee & Wangler, 1974). The written and psychological contracts are different in a sense that, where a written contract forms a legal document and needs formalities to be completed by the contracting parties, at the time of joining the organization. On the other hand, a psychological contract is an unwritten form of mutual expectations which do not require any legal action.

LITERATURE REVIEW

The employer's concerns and practices to handle human resources depend on the mutual perception of the employer and the employee for fairness and expectations for justice and equality. (Guest & Conway, 2002), illustrated that employee's job security are crucial in the sense that it helped to develop a healthy psychological contract between the employer and employee. The impact of the psychological contract on employment relationship varies from organization to organization and depends on the personal and organizational attributes. Researchers discussed various types of psychological contracts. Rousseau illustrated four types of Psychological contract namely the relational PC, Balanced PC, Transactional PC, and transitional PC, (Rousseau M. D., 2000). According to (Shore and Barksdale, 1998) the psychological contract can be broadly classified by him into a balanced PC and unbalanced PC, this typology was based on the perceived level of obligations by the parties in the contract. The balanced psychological contract can be either in the form of mutual high or low obligations. An employee under obligation refers to such actions between the contracting parties that employer's conscientiousness and responsibility overshadow employee's one. Similarly, an employee over obligation refers to action between two contracting parties where employee conscientiousness and responsibility overshadow employer's one. According to (Tsui; Pearce; Porter; and Tripoli, 1997), the psychological contract can be of four types. The mutual high obligation PC refers to reciprocated high transaction from contracting parties. The quasi-spot PC refers to an arrangement where the contracting party fulfills fewer promises only. In employer over obligation pc, the employer fulfills most of the promises he made or committed to the employee, whereas employees fulfill fewer promises which he has committed to the employer. In the employer, under obligations PC the employees are committed and actuate the promises, made by them to the employers, wherein the employers only fulfill fewer promises which they made to the workers.

The relational psychological contract suggested a healthy and long-term relationship between the two-party. It is imprecise, indefinite measures in the employment relationship, based on employer-employee trust, loyalty and, long-term association. Dispersion of reward is subject to participation in the organizational activities. One of the most important factors which helped, building a strong bond between the two contracting parties is the trust. The employer exhibit trust in the employee, which may enhances the level of confidence of the employee, resulting in more output from the employee. Similarly, the employee's trust in the employer gives assurance to the employee that the employer is with the employee. The trust between the parties is good for the sake of the organization and the productivity. In cases of mutual trust, the working environment becomes healthy and pleasant. The psychological contract depends on the promises made by the two contracting parties namely employer and employee. Trust is a crucial factor, had a significant role in the relationship, (Van den Heuvel, 2016). In the psychological contract high-performance work system is very important to develop an employer-employee relationship and trust. According to Pfeffer (1998), selecting right candidates, offering them job security, imparting training and also reward them suitably, constitute a high-performance work system. Employees' working in an organization has to contribute for the accomplishment of its goal. They must be disciplined, punctual, committed and loyal to the employer. On the other hand employer's support to the employee and their family, caring for the health, safety, the welfare and giving them all dues, are crucial to creating a perception in the eyes of employee that employer is also loyal to them. Research studies have shown that employee loyalty increases when an employer provides a friendly work culture, offers flexible working hours to their employees, (Goshe, 2006). Retention of the

employees in the organization and development of a healthy psychological contract with them would be possible, only when the employee's loyalty and their commitment was rewarded, by the employer, (Vos, 2007). On the other hand, the employer will not be able to retain its best & committed employees, if they fail to induce them properly and keep their promises, which they made initially at the time of hiring, (Turnley, 2003). One of the crucial attributes of relational psychological contract is job security or long-term association of the employees. Employee's long-term association with the employer would depend on their contribution and recognition for the same by the employers. Whatever skills and efforts are necessary for the task, the employee is required to contribute. Retention of the workforce in the organization would depend on the job security and competitive wages provided by the employer. It is the psychological contract between two parties expecting something from each other. The employer is more concerned with its growth as well as achieving an economy rate at par with its competitors, whereas the employees look forward to their growth, development and career advancement. Balanced PC demands a situation where the contracting parties can be termed as business partners, as the success or failures of both the parties are naturally dependent on each other. The transactional psychological contract is a temporary arrangement, based on monetary negotiations, between the employer and the employee. The employer offers the employee with the economic reward, for his labor, basically, this arrangement temporary. The employee's acceptance of work as a challenge gets him the monetary package as a reward. In the transactional contract, the employee has a limited role to play as it is a temporary arrangement. The transitional psychological contract represents the picture of transition, in the sense that the organization is striving for a change and look for an arrangement, which would be different from the existing one. As the parties are unaware of the impact of future changes thus is based on mistrust, uncertainty, and erosion. The perception of the employee about the employer takes the form of mistrust. They develop the feeling that employers are deliberately not giving the facts and figures about the perceived change. The workforce develops a feeling of uncertainty, as they are not aware of their future role in the organization. The perception of the employer also changed, and they start the assessment of the intention of the employee. Study on psychological contract revealed that whenever change becomes necessary and accordingly when it is communicated by the employer, to the to the employees, who in turn, take it positively, (Choudhry, 2011). The negative perception continues. The employee feels they will have fewer wages and benefits in future as compared to the current one and also develop feeling that they will get a lesser role in the future. Employer adopts changes which become adverse for the worker as compared to current practice.

RATIONALE OF STUDY

The study of psychological contract, from an employee point of view only, will not help the researcher to understand, the met/unmet expectations of the managers, therefore consideration of attitude and behavior of employees also become crucial for the psychological contract. In the current study the managers, who were involved in the hiring of employees, were considered for the study. Generally, managerial level employees are involved in policymaking and, they play an advisory role in the organization. They also act as a linking pin between employer and employee. The expectations of managers, before they hire people is crucial from the point of view, that they have to align the organizational task with the employee's job specifications. The manager's expectations from an employee would be realized, after a considerable period of the hiring. Keeping this argument in mind, the researcher wants to study and understand the met/unmet expectation of the managers.

Objective of the study: To find out the met/fulfilled expectation of employer post-hiring period.

Hypotheses of the study:

H 0: The employer's expectation from the employee would not meet.

H1: The employer's expectation from the employee would meet, after employee's working for a considerable period.

In the current study, the survey method of data collection was used, by the researcher. The study was conducted to get the information from managerial employees of various social service sectors, operating in Delhi and National Capital territory (NCR).

Data collecting procedure:

Data were primarily collected by the researcher, through questionnaire method. Initially, the Questionnaire was designed by the researcher, meticulously after studying various published research papers and questionnaires, (Aggarwal, 2012). The questionnaire was personally given by the researcher, to the

managerial employees of various service sectors. In the process of collecting data, care was taken by the researcher to get responses from managers, actually involved in the hiring. The participants were requested by the researcher, to give free and frank opinions. Few questionnaires were also sent by the researcher, through emails.

Sampling Technique:

In the research, the multistage stratified sample technique was used by the researcher, so that the large cluster of the sample could be subdivided into smaller target group for the survey. Multistage sampling technique divides the total population under study into small composite categories into different stages. At the first stage, various social service sectors were identified by the researcher, in Delhi and NCR with the structure of the revenue model, as the primary sampling unit. Further categorization of the service sector into education, IT, finance/Banking and services was done by the researcher, in the second stage. In the third stage, from each identified categories of organization, list of employees pruned by the researcher and 250 managers were selected.

Managerial expectation Pre-hiring and Post-hiring:

In the current research, managers were considered by the researcher, as employers in the organization. Each employer has some expectation from the employee, before they hire, after spending a considerable time they realize whether their perceived expectations were met or not. Keeping this rationale in mind the questions on the psychological contract were designed in such a way that it asks questions about perceived expectations of the employer before hiring the organization (Part-1) and their fulfilled/unfulfilled expectations after hiring (Part-2),(Aggarwal, 2012) Likert's five-point interval scales were used to get the response of participant pre-and-post hiring. Following scales were given to the participants.

Part I- Expectations prior to hiring	Part II- Experiences of Met/Unmet expectations after hiring
1=Not at all expected,2= Expected but to least extent,3= Moderately Expected,4=Clearly Expected, 5= Expected to a great extent	1= Not at all Met, 2= Met but to least extent, 3= Moderately Met, 4=Clearly Met, 5= Met to a great extent

Table: 1, Managerial expectation Pre-hiring and post-hiring

Reliability of data:

The reliability test was carried out by the researcher, who found Cronbach's Alpha as 0.912 with total items 24, in pre-hiring psychological contract. Cronbach's Alpha was also found by the researcher, as 0.936 with 24 items in the post-hiring psychological contract. According to Cronbach's Alpha 1950, any value more than 0.7 is reliable and acceptable for further study.

Reliability of data:

Sr.No.	Variable	No. Of Items	Cronbach's alpha
1	Psychological contract (Pre-Hiring)	24	.912
2.	Psychological contract (Post-Hiring)	24	.936

Table: 2, Reliability of data

Study Location:

The research design is descriptive and to test the hypotheses of current research work the organizations were selected at randomly (general industries) with 90.46% comprising social service sector (comprises IT, Banking, education and service sector).The data collection was carried out in Delhi and NCR region. The demographic and other details are listed below.

Male/Female Percent	Married/Unmarried Percent	Types of Industry	Total revenue of the firm percent
75.4/24.6	49.2/50.8	Social service	36% less than 100 crore

sector

64% more than 100 crore

Table: 3, Respondents Details

DATA ANALYSIS

For the data analysis, Wilcoxon signed rank test was conducted by the researcher, to see the possible influence of psychological in the post-hiring scenario. The sign test is a statistical method to test for consistent difference between pairs (pre-and-post) of observations. The test determines the level of influence of independent variables on the others. Moreover, the test is non-parametric one which makes very few assumptions about the nature of the distribution under test. Initially, the medians of the variables of the psychological contract, before and after hiring the employee by the employer, were calculated by the researcher.

In the second stage, the Wilcoxon signed rank test was conducted to find out

H0: Median Pre Test = Median Post Test

H1: Median Pre Test \neq Median Post Test

Wilcoxon Sign Rank Test

Psychological contract(Before Joining)	Psychological contract(After Joining)	Media score(Before Joining)	Media score(After Joining)	Differen ce of score before joining and after joining	Absolute Differen ce	Ran k	Positi ve Rank	Negati ve Rank
Understand employer's limitations and labour issues	Understand employer's limitations and labour issues	3.47	3.58	-0.11	.11	9		-9
Understand grievances redressal process	Understand grievances redressal process	3.85	3.49	0.36	.36	18	18	
Show positive attitude and encourage others to look forward and do new things.	Show positive attitude and encourage others to look forward and do new things.	3.76	3.51	0.25	.25	13	13	
Grab the opportunities for the self and show loyalty to the organization.	Grab the opportunities for the self and show loyalty to the organization.	4.02	3.90	0.12	.12	10	10	
Develop sense of personal accomplishment and association.	Develop sense of personal accomplishment and association.	3.74	3.79	-0.05	.05	4		-4
Follow rules as well as work policies and practices.	Follow rules as well as work policies and practices.	4.04	4.13	-0.09	.09	8		-8

Show commitment to provide competitive products and services.	Show commitment to provide competitive products and services.	3.90	3.88	0.02	.02	2	2
Participate in innovative practices and develop new ways to serve the customers.	Participate in innovative practices and develop new ways to serve the customers.	3.73	3.82	-0.09	.09	8	-8
Understand that employee development is the key to success rather than a cost to the Company	Understand that employee development is the key to success rather than a cost to the Company	3.92	3.78	0.14	.14	12	12
Follow systematic process to Optimize their operational/functional skills through company supported training.	Follow systematic process to Optimize their operational/functional skills through company supported training.	4.07	3.81	0.26	.26	14	14
Develop feeling of association as an important part of the Company.	Develop feeling of association as an important part of the Company.	3.85	3.98	-0.13	.13	11	-11
Understand that the pay offered is competitive and at par with comparable industries.	Understand that the pay offered is competitive and at par with comparable industries.	3.75	3.78	-0.03	.03	3	-3
Understand the benefits and reward system clearly.	Understand the benefits and reward system clearly.	4.07	4.05	0.02	.02	2	2
Show intent to set challenging performance goals.	Show intent to set challenging performance goals.	3.83	3.75	0.08	.08	7	7
Understand that they are accountable for the work they do.	Understand that they are accountable for the work they do.	4.10	3.66	0.44	.44	20	20

Demonstrate professionalism through technical knowledge and skills.	Demonstrate professionalism through technical knowledge and skills.	3.64	3.71	-0.07	.07	6	-6
Understand clearly the job expectations and role.	Understand clearly the job expectations and role.	3.80	3.88	-0.08	.08	7	-7
Accept responsibilities to meet the needs of the organization effectively.	Accept responsibilities to meet the needs of the organization effectively.	3.86	3.87	-0.01	.01	2	-2
Seek to prevent conflict by addressing work related problems before they escalate.	Seek to prevent conflict by addressing work related problems before they escalate.	3.72	3.72	0	0	1	1
Show enthusiasm and interest to participate in important decisions.	Show enthusiasm and interest to participate in important decisions.	4.03	3.69	0.34	.34	16	16
-Understand and trust Company policies and procedures even when organizational change takes place	Understand and trust Company policies and procedures even when organizational change takes place	4.09	3.76	0.33	.33	15	15
Understand their role in the new situation after re-organization due to change.	Understand their role in the new situation after re-organization due to change.	3.71	3.65	0.06	.06	5	5
Understand that as a result of change the Quality of products and services in the organization may be affected.	Understand that as a result of change the Quality of products and services in the organization may be affected.	3.82	3.40	0.42	.42	19	19
Understand that the adaptability of the company to environmental pressures is vulnerable.	Understand that the adaptability of the company to environmental pressures is vulnerable.	3.87	3.52	0.35	.35	17	17

Table: 4, Wilcoxon sign Rank test for managerial employees

Procedure:

Step 1: The employer's psychological contract differences of median scores before they hire and after the hiring of the employees, were calculated by the researcher.

Step 2: The difference in the median value of the employer's psychological contract, before and after hiring, was converted by the researcher to an absolute difference.

Step 3: In the third step of the analysis, done by the researcher, the ranking of pre and post psychological contract of responses, were made by the researcher, on the basis of picking the smallest value as number one in rank.

Step 4: The sign to the numbers were assigned once again by the researcher, to the absolute rank, and the sum of all positive and negative numbers were calculated by him separately.

In the study;

Sum of positive rank = 171

Sum of Negative rank = -58

Sum of all negative differences (rank) in pre and post scenario = 58

Sum of all Positive differences (rank) in pre and post scenario = 171

As per the Wilcoxon sign rank test, the lower of the two outcomes would be considered by the researcher, for the current study.

Therefore the researcher has taken the test Statistics as 58 here in the analysis as it is lowest amongst the sum of positive and negative ranks.

Critical Value = 81 (measurement of Critical value at 0.5% level of confidence for n=24 is 81)

Decision:

As per the Wilcoxon sign rank test, if the test statistics is less than the critical value, the null hypothesis would be rejected by the researcher.

Here in the current analysis, the researcher found that the test statistics < critical value. (i.e. $58 < 81$)

Therefore the null hypotheses were rejected by the researcher.

There was sufficient evidence to suggest, that there is a difference of met expectations of the employer before hiring and after hiring period of the psychological contract.

DISCUSSION AND CONCLUSION

The objective of current research work was to understand the manager's expectations from employee particularly at the later stage of their hiring. The analysis through Wilcoxon sign rank test suggested that there was sufficient evidence, which showed that there is a difference of met expectations of the employer before hiring and after hiring period of the psychological contract. In the current research, it was suggested by the researcher that the employer's expectations would generally meet in the post-hiring period. The employer's ability to handle labor issues become crucial, that if the employee could get the justice and, their grievances were redressed by the employer on time, they would develop confidence towards the employer. A positive attitude from both parties has a crucial role to play in the contract and, whenever an employee showed positivity towards the work of the employer, follow rules and regulation and, adhered to the policies and procedures of the employer then it gives an extra edge to the employer in terms of his met expectations. Employee commitment is also dependent on the behavior of the managers, the pieces of evidence in the current research suggested that the employer's concern for the employees certainly existed, that leads to the met expectation of the employers. Employees' participation in the organizational activity did play a crucial role, so it is the employer's duty, to provide opportunities to the workers with training & skill development program and create an opportunity for their growth and development in the organization. It is also important to provide competitive pay packages and other benefits to the employee so that they become more associated with the organization and develop the concept of belongingness. It was expected, from the employee that they would take the initiative and, accept their role as per the requirements and, become accountable to the employer for their work. The study suggested that the employer was able to engage the employee for the desired work the role of the employee came at par with employer's expectations.

FUTURE SCOPE

The current study was just the beginning of an understanding of manager’s met/unmet expectations from an employee in the psychological contract, which can be further studied by the researchers, by identifying one or more categories of industries and, selecting only experienced managers, actually involved in the hiring process. The managerial perspective regarding pre-and-post hiring varies, depending upon the social, cultural and, economic status of the state/cities. The responses from the managers, about their met/unmet expectations, were taken by the researcher, in one or two meetings, the post-hiring response duration was not adequate, and, therefore it is advised that the study can further be done by the researchers, through longitudinal study, so as to understand the actual fulfilled/unfulfilled, expectations of managers.

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ANNEXURE

Psychological Contract: Each one of us, before hiring an employee has certain expectations from the employees. Following statements pertain to your expectations from the current employee. Kindly indicate (tick mark) the degree of some of your expectations before hiring (PART I) and actual experiences of met/unmet expectations after hiring (PART II) on the following items. Please use the given scale

Part I- Expectations prior to Joining

Part II- Experiences of Met/Unmet expectations after Joining

- 1=Not at all expected
- 2= Expected but to least extent
- 3= Moderately Expected
- 4=Clearly Expected
- 5= Expected to a great extent

- 1= Not at all Met
- 2= Met but to least extent
- 3= Moderately Met
- 4=Clearly Met
- 5= Met to a great extent

Statements	PART- I	PART –II
	Expectations Prior to Hiring	Experience of Met/Unmet expectation After Hiring
1. Understand employer’s limitations and labour issues	Choose from here	Choose from here
2. Understand grievances redressal process	Choose from here	Choose from here
3. Show positive attitude and encourage others to look forward and	Choose from here	Choose from here

	do new things.		
4.	Grab the opportunities for the self and show loyalty to the organization.	Choose from here	Choose from here
5.	Develop sense of personal accomplishment and association.	Choose from here	Choose from here
6.	Follow rules as well as work policies and practices.	Choose from here	Choose from here
7.	Show commitment to provide competitive products and services.	Choose from here	Choose from here
8.	Participate in innovative practices and develop new ways to serve the customers.	Choose from here	Choose from here
9.	Understand that employee development is the key to success rather than a cost to the Company	Choose from here	Choose from here
10.	Follow systematic process to Optimize their operational/functional skills through company supported training.	Choose from here	Choose from here
11.	Develop feeling of association and as an important part of the Company.	Choose from here	Choose from here
12.	Understand that the pay offered is competitive and at par with comparable industries.	Choose from here	Choose from here
13.	Understand the benefits and reward system clearly.	Choose from here	Choose from here
14.	Show intent to set challenging performance goals.	Choose from here	Choose from here
15.	Understand that they are accountable for the work they do.	Choose from here	Choose from here
16.	Demonstrate professionalism through technical knowledge and skills.	Choose from here	Choose from here
17.	Understand clearly the job expectations and role.	Choose from here	Choose from here
18.	Accept responsibilities to meet the needs of the organization effectively.	Choose from here	Choose from here
19.	Seek to prevent conflict by addressing work related problems before they escalate.	Choose from here	Choose from here
20.	Show enthusiasm and interest to participate in important decisions.	Choose from here	Choose from here
21.	Understand and trust Company policies and procedures even when organizational change takes place	Choose from here	Choose from here
22.	Understand their role in the new situation after re-organization due to change.	Choose from here	Choose from here
23.	Understand that as a result of change the Quality of products and services in the organization may be affected.	Choose from here	Choose from here
24.	Understand that the adaptability of the company to environmental pressures is vulnerable.	Choose from here	Choose from here