How Employees' Attitudes are Influenced by Organizational Change: Evidence from a Non-Profit Organization in Bahrain

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Abstract

In today's business environment, it is imperative for organizations to conduct total or partial changes every now and then if they are willing to survive in the fierce completive jungle of nowadays. In studies that have examined the conditions in which employees support organizational change, researchers have focused on various attitudinal constructs that represent employees' attitudes toward organizational change. This research aims at studying the effect of the organizational change in non-profit organizations on the employees' attitudes, either in a positive way or a negative one. The study was applied on the Bahraini Parliament General Secretariat. The study is based on two types of primary data. One is a questionnaire survey administered among the target population, all considered subjects for the organizational change. Another type of data was gathered by conducting interviews with managers of the General Secretariat. The researchers have employed the analytical descriptive approach to describe a specific phenomenon, collected data using a survey designed by the researcher, and then analysed them to reach results about the effect of the independent variable, with its different dimensions, on the dependent variable with its different components, in accordance with the pilot study conducted to reach qualitative results aiming at supporting the reached quantitative ones. Findings suggest the existence of a statistical significant effect of the organizational change on employees' attitudes. Findings also suggest that the technological change occurred to the General Secretariat has substantially affected their emotional, knowledge, and behavioural attitudes.

Keywords - *Organizational Change, Employees' Attitudes, Non-Profit organization, Bahrain, Parliament General Secretariat.*

I. INTRODUCTION

In the present rapid change business world, the exceptional competitive advantage of organizations gives off an impression of being its capacity to embrace and adjust to change Lawler and Worley (2006). Influenced by new public administration, numerous public and governmental organizations engage in change initiatives. Among the most perceived change occasions are: restructures, inducing of new top management, and embracing best practice the management models.

So as to get by in tempestuous condition, organizations must change. In any case, there is a high possibility that when change endeavours come up short a crisis will happen. Despite the fact that the success of changes relies upon a numerous factors, the human factor is the basic asset in change management. Change must be executed by employees – change beneficiaries, besides workers' steady and creative practices have been considered as the achievement variables of change progress. People in organizations are different in their readiness to acknowledge or support change.

II. THEORETICAL FRAMEWORK

As organizational change is the tool for improving the non-profit organizations, such as the study organization, it needs profound comprehension through change literature and field examining studies. Just like the case in most organizational change activities, driving and looming powers engagement may negatively affect the administrations offered and employees prompting diverse employees' demeanours. Since it is investigating the most critical factors in forming employee mentalities, this examination is relied upon to help the administrators in the Bahraini Parliament General Secretariat to all the more likely deal with the resulting changes in other legislative organizations' workplaces. This examination means to survey the subjective, affective commitment, and purposeful mentalities toward organizational change; to analyse the effect of expectation, setting, process, and identity qualities on demeanours toward organizational change; and to inspect the conceivable reason impact connections between factors in these spaces and attitudes toward organizational change.

Numerous organizations are confronting major organizational changes that may influence their staff. Some of them concern the organization everywhere (restructurings, mergers, downsizings), others influence some explicit units, offices or measurements of the organization (subcontracting, IT anticipates),

and keeping in mind that still others centre on work gatherings or employees (work updates, preparing gadgets, and adaptable work routines). Every one of these progressions may have suggestions, either positive or negative, on labourer prosperity by and large and on the nature of work life specifically.

Most organizations perceive that on-going change is fundamental for organizational survival, and consequently endeavour to break the obstructions and protection from change. A few obstructions and protection from organizational change are as per the following: surprising expense of progress, monetary troubles, time confinements, different business needs, specialized challenges, dread of frailty, losing something profitable, absence of abilities and assets, unsavoury past encounters, pledge to current practices, solid organizational culture, inner legislative issues, amazing exchange organizations, and government regulations.

A similar creator thinks about that the organizational change can best be recognized by five dimensions (Salience, Impact, Significance, Meaning, and Control) to be better comprehended. The correspondence is the most compelling forerunner of perceived organizational change, and perceived organizational changes essentially influence outcomes (attitudes toward organizational changes and organizational commitment). Communicating with employees, deciding employee assumptions regarding what will occur, decreasing vulnerability and equivocalness by giving applicable and auspicious data, and tending to the issue of employer stability can moderate the negative impacts caused by mergers. Different types of employee correspondence brought about higher fulfilment, responsibility, and view of trust and minding than in a control assemble that did not get this data.

Figure. 1 Model of perceived organizational change

Source: Chun-Fang, C., 2010

Organizational change theories have been described for at some point by its attention on culture and change process issues to the detriment of other relevant components (Hempel and Martinsons, 2009). Armenakis and Bedeian (1999) recommend that a complete hypothesis of organizational change must address four crucial measurements: process, content, context, and the outcome(s) of change. Rather than the customary concentration upon organizational outcomes, singular dimension results got more consideration after conducted change ended up perceived as an essential for organizational change to

progress. Notwithstanding these measurements, Judge et al. (1999, p. 107) recommend that change achievement may lie "inside the mental inclinations of people encountering the change." Similarly, Armenakis et al. (2007) propose considering individual contrasts in the organizational change research. Thusly, there is a need to achieve comprehension of employee attitudes toward organizational change and the job of the substance of progress, the procedure by which change is dealt with, the setting in which the change occurred, and the inclinations of the people encountering the change.
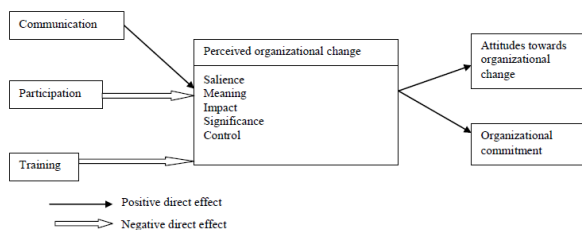
An ever increasing number of organizations are gone up against with major organizational changes that influence their employees. As referenced by Armenakis and Bedeian (1999), the literature relate to organizational change manages this issue utilizing four points of view: the content, context, process and consequences of organizational changes. Most studies that have explored the results of organizational changes concentrated on downsizing practices. Without a doubt, in spite of the fact that downsizings do not represent the sole kind of organizational change, they were used often as classic example of change. Kozlowski et al. (1993, p. 267) characterized downsizing as an organizational choice planned to decrease the number of employees so as to enhance organizational efficiency.

Findings related to the studies led on the effect of layoffs show two conundrums. To begin with, layoffs do not add to critical improvements in long term gains of organizations. In addition, a few specialists (Brockner, 1988 ;Cascio, 1993 ; Kets de Vries and Balazs, 1997 ; Kozlowski et al., 1993) have spotlighted the negative results of layoffs for both, the downsized and the survivors. To be sure, the test for any downsizing organization is to keep up or even enhance its performance utilizing a workforce that is both decreased and adversely influenced by layoffs.

There are individuals who plan changes and individuals who execute them, and furthermore individuals who are influenced by such changes. The smooth task of organizational change and employees' attitudes toward that change is firmly related. Employee's readiness has been seen as the centre factor in deciding work practices and organizational communications engagement. The readiness factors act like a scaffold between recognizing what requirements to occur and the movement of executing the change. Attitudes toward change are characterized as — a person's cognitions about change, affective reactions to change, and behavioural tendency toward change. Mullan and Gorman characterize the individual's attitude towards change as a support and has a positive impact on possible outcomes of the change.

In motivating people to stand by changes the principal need ought to be given to keep them in the organization. To do as such, positive affective commitment of people to the organization ought to be

accomplished which thusly result in the satisfaction at the working environment. Since, affective commitment duty is seen as a decent pointer of expectation to remain or leave the organizations.

With regards to organizational change, attitudes to change—the advantages of the change and the skill of managers to actualize these changes—wind up essential. Writers centre around two preparation factors – employee attitudes and organizational learning - and effect of values on these variables.

While executing of changes in organization, structure, or advancement; the part of employees' inclusion is fundamental since change happens because of people change, organizational change happens when dominant part of people can change their mentalities or practices. Attitudes toward organizational change are characterized as the general employee's judgment identified with the change executed by their organization.

The coming factors are affecting employee's attitudes toward organizational change: (1) Individual factors: Individuals working in an organization have ability to act diversely to the comparative change since of their singularity, for example, control and self-adequacy. (2) Change content factors: (3) Change context factors: Change of internal setting incorporates factors that convince organizational execution, for example, organizational standards, organizational governmental issues, organizational benchmarks, employees consistency, controls, policies, and regulations. The change is an activity of disparity, meeting, and participation, which happens at various dimensions inside and outside an organization amid the advancement of overseeing change. (4) Change process factors: In these factors, measures are considered to influence people groups for the accomplishment of organizational execution. Management bolster is vital for profoundly aggressive employees taking an interest in the change.

III.RESEARCH PROBLEM

As per the nature of work of the researcher at Bahraini Parliament General Secretariat, and the direct contact with employees, in addition to the continuous development of the admin operations, and based on the change process conducted by the General Secretariat in the organizational chart, used technology and operations processes since 2015, and on the basis of the literature review, we can hypothesize that:

H1: There is a positive statistical significant effect of organizational change, with its three dimensions of organizational chart, used technology, and work process (steps), on the employees' attitudes at the Bahraini Parliament General Secretariat.

IV.METHODOLOGY AND DESIGN

This study utilizes the survey descriptive methodology approach to identify the relationship between Organizational Change measured by three dimensions as suggested the studied literature on the issue, which are the organizational chart, the used technology, and the process paths on the employees' attitudes, whether emotional, knowledge, or behavioural .

Data collection was conducted using the survey method with adapted questionnaire instrument.

The target population of this study consisted of 14 departments, agencies, and centres, the total number of employees are 257 divided according to the organizational structure of the Parliament's General Secretariat as shown in the below table:

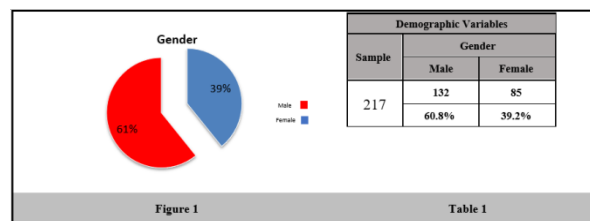| Study Target Population			
Parliament's General Secretariat	Male	Female	Total
	172	85	257

Source: Parliament Training QA Unit

This Study used the Complete Census method in choosing the sample, with 30 individuals chosen as the pilot sample from HR, Finance, and Committees and Sessions' Affairs employees, and the rest of the target population represented the main sample of the study.

In addition to the data primary source represented in the survey as a source of collecting data, the study also used the secondary data sources represented in articles, periodicals, and memos related to the organizational change process and its impact on the employees' attitudes.

Data was analysed using SPSS 22, using the following methods (Arithmetic Mean, Standard Deviation, Pearson Coefficient, multiple regression, Cronbach's Alpha Coefficient and One Sample t-test)

The following tables show the demographic categorization of the study sample:

	Demographic Variables		
		Gender	
Sample		Male	Female
217		132	85
		60.8%	39.2%

Figure 1   Table 1

Figure 2   Table 2

Figure 3   Table 3

Figure 4   Table 4

Figure 5   Table 5
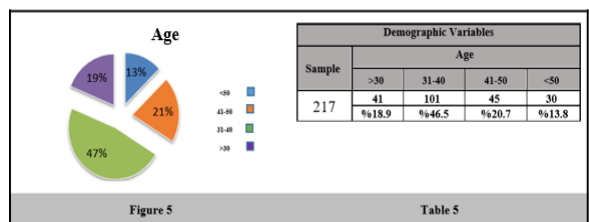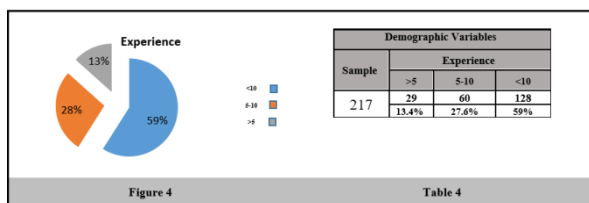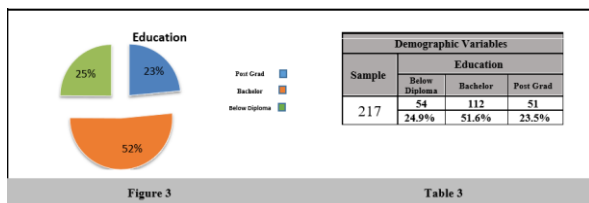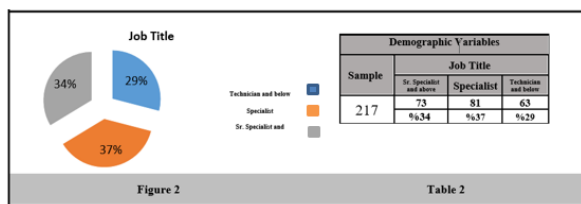
V. RESULTS AND DISCUSSION

Part 2: Organizational Change

Dimension 1: Change to the organizational chart:

Ser.	Paragraph		(5)	(4)	(3)	(2)	(1)	Mean	St. Dev.		Order
1	Organizational units' names in the org. chart are compatible with their work natures	R	123	27	27	33	7	4.04	1.263	1	Agree
		%	56.7%	43.3%	30.9%	18.4%	3.2%				
2	Specified functions for your unit in the org. chart are compatible with their missions and responsibilities	R	23	92	32	55	15	3.24	1.151	4	Neutral
		%	%10.6	%42.4	%14.7	%25.3	6.9%				
3	The org. chart taken into consideration the possible promotions of the employees.	R	7	47	57	65	41	2.60	1.118	8	Neutral
		%	%3.2	%21.7	%26.3	%30	18.9%				
4	The org. divisions of your department are clear.	R	43	97	40	37	0	3.67	.981	2	Agree
		%	%19.8	%44.7	%18.4	%17.1	0%				
5	Change to the org. chart are compatible with the requirements of your unit's function.	R	21	67	75	43	11	3.20	1.030	5	Neutral
		%	%9.7	%30.9	%34.6	%19.8	%5.1				
6	Changes to the org. chart helped expedite work performance in your unit.	R	11	73	53	51	29	2.94	1.145	7	Neutral
		%	%5.1	%33.6	%24.4	%23.5	%13.4				
7	Your unit's org. chart achieves its objectives.	R	21	75	73	31	17	3.24	1.066	3	Neutral
		%	%9.7	%34.6	%33.6	%14.3	%7.8				
8	Changes to the org. chart was accompanied with some extent of awareness to the unit's employees.	R	13	73	73	40	18	3.11	1.042	6	Neutral
		%	%6	%33.6	%33.6	%18.4	%8.3				
	General Mean							3.255	1.099	-	Neutral

It is noted that most answers are (neutral) which indicates an effect on the employees' attitudes. In two paragraphs (Organizational units' names in the org. chart are compatible with their work natures) and (The org. divisions of your department are clear) there had been an agreement from the sample to how they impact the employees' attitudes. The general Mean of

3.225 and standard deviation of 1.009 reveal that the effect of changing the names of organizational units and their convenience was the paragraph with the strongest effect on employees' attitudes.

Dimension 2: Change to the Technology:

Ser.	Paragraph		(5)	(4)	(3)	(2)	(1)	Mean	St. Dev.	Order	
1	Changes to the technology was convenient with the org. change to your unit.	R	15	95	67	39	1	3.39	.875	6	Neutral
		%	%6.9	%43.8	%30.9	%18	%5				
2	Technological development called for the org. change to your unit.	R	25	93	57	39	3	3.45	.962	5	Neutral
		%	%11.5	%42.9	%26.3	%18	%1.4				
3	The necessary technical programs are available to accomplish the missions of your unit.	R	39	115	31	29	3	3.73	.955	2	Agree
		%	%18	%53	%14.3	%13.4	%1.4				
4	Used technology contributed to expedite work performance.	R	41	117	34	25	0	3.80	.878	1	Agree
		%	%18.9	%53.9	%15.7	%11.5	%0				
5	Used technology is compatible with work requirements in your unit.	R	33	111	45	27	1	3.68	.895	3	Agree
		%	%15.2	%51.2	%20.7	%12.4	%0.5				
6	Available tech. abilities are highly efficient.	R	17	91	71	27	11	3.35	.970	7	Neutral
		%	%7.8	%41.9	%32.7	%12.4	%5.1				
7	Changes to the technology was accompanied with the proper technical support to your unit.	R	25	85	63	33	11	3.37	1.038	4	Neutral
		%	%11.5	%39.2	%29	%15.2	%5.1				
8	Changes to the technology was accompanied with training of the unit's employees.	R	11	69	69	43	25	2.99	1.089	8	Neutral
		%	%5.1	%31.8	%31.8	%19.8	%11.5				
	General Mean							3.47	0.957		Neutral

The above table reveals that most answers are (neutral) which indicates an effect on the employees' attitudes. In three paragraphs (The necessary technical programs are available to accomplish the missions of your unit) and (Used technology contributed to expedite work performance) and (Used technology is compatible with work requirements in your unit) there had been an agreement from the sample to how they impact the employees' attitudes. The general Mean of 3.47 and standard deviation of 0.957 reveal that the effect of changing the technology had a substantial effect on employees' attitudes.

Dimension 3: Change to the work process (steps):

Ser.	Paragraph		(5)	(4)	(3)	(2)	(1)	Mean	St. Dev.	Order	
1	Induced work steps in your unit are smooth.	R	23	95	66	33	0	3.50	.877	3	Agree
		%	%10.6	%43.8	%30.4	%15.2	%0				
2	Induced work steps between your unit and other units are smooth.	R	37	81	44	55	0	3.46	1.050	5	Neutral
		%	%17.1	%37.3	%20.3	%25.3	%0				
3	Change to work steps is marred with a degree of control and monitor to the missions and responsibilities.	R	29	97	76	15	0	3.65	.798	2	Agree
		%	%13.4	%44.7	%35	%6.9	%0				
4	Org. change did not cause any contradiction to the work steps.	R	25	73	49	61	9	3.20	1.099	7	Neutral
		%	%11.5	%33.6	%22.6	%28.1	%4.1				
5	Your unit's work steps are flexible when executed.	R	21	123	55	15	3	3.66	.801	1	Agree
		%	%9.7	%56.7	%25.3	%6.9	%1.4				
6	Change to the work steps increased the employees' efficiency.	R	23	85	71	27	11	3.38	1.002	6	Neutral
		%	%10.6	%39.2	%32.7	%12.4	%5.1				
7	Change to the work steps helped develop skills and abilities.	R	17	101	71	25	3	3.48	.850	4	Neutral
		%	%7.8	%46.5	%32.7	%11.5	%1.4				
8	Changes to the work process was accompanied with training of the unit's employees.	R	19	71	51	55	21	3.06	1.149	8	Neutral
		%	%8.8	%32.7	%23.5	%25.3	%9.7				
	General Mean							3.423	0.953		Neutral

It is clear from the above table that most answers are (neutral) which indicates an effect on the employees' attitudes. In three paragraphs (Induced work steps in your unit are smooth) and (Change to work steps is marred with a degree of control and monitor to the missions and responsibilities) and (Your unit's work steps are flexible when executed) there had been an agreement from the sample to how they impact the employees' attitudes. The general Mean of 3.423 and standard deviation of 0.953 reveal

that the effect of changing the work process (steps) had a substantial effect on employees' attitudes.

Part 3: Employees' Attitudes

Ser.	Paragraph		(5)	(4)	(3)	(2)	(1)	Mean	St. Dev.		Order
1	Employees have a degree of confidence in the management.	R	35	79	79	13	11	3.53	1.000	12	Agree
		%	%16.1	%36.4	%36.4	%6	%5.1				
2	There is an atmosphere of respect between the employees and management.	R	87	104	21	5	0	4.26	.725	2	Agree
		%	%40.1	%47.9	%9.7	%2.3	%0				
3	Increasing employees' loyalty towards the organization.	R	47	79	73	13	5	3.69	.953	10	Agree
		%	%21.7	%36.4	%33.6	%6	%2.3				
4	There is an atmosphere of readiness to thoroughly implement the instructions.	R	49	121	41	5	1	3.98	.742	5	Agree
		%	%22.6	%55.8	%18.9	%2.3	%0.5				
5	Relation between employees and their superiors are transparent.	R	49	75	51	33	9	3.56	1.121	11	Agree
		%	%22.6	%534.6	%23.5	%15.2	%4.1				
6	Increased commitment to the work hours.	R	47	111	37	19	3	3.83	.915	7	Agree
		%	%21.7	%51.2	%17.1	%8.8	%1.4				
7	Employees bear the work pressures.	R	91	98	25	3	0	4.28	.718	1	Agree
		%	%41.9	%45.2	%11.5	%1.4	%0				
8	Employees have a high sense of responsibility.	R	82	85	41	9	0	4.11	.851	4	Agree
		%	%37.8	%39.2	%18.9	%4.1	%0				
9	Increased number of employees willing to attend training courses.	R	45	105	38	29	0	3.76	.930	9	Agree
		%	20.7%	%48.4	%17.5	%13.4	%0				
10	There is a continuous readiness to participate in meetings.	R	49	97	51	19	1	3.80	.904	8	Agree
		%	%22.6	%44.7	%23.5	%8.8	%5				
11	يتصف الجو العام بالوفاء المتبادل بين الموظفين There is a general atmosphere of mutual amicability among employees	R	75	95	46	1	0	4.12	.750	3	Agree
		%	%34.6	%43.8	%21.2	%5	%0				
12	There is some degree of resistance to change from employees.	R	23	87	79	27	1	3.48	.861	13	Agree
		%	%10.6	%40.1	%36.4	%12.4	%0.5				
13	Employees have a high sense of stability.	R	23	61	65	41	27	3.06	1.181	17	Neutral
		%	%10.6	%28.1	%30	%18.9	%12.4				
14	Number of employees willing to retire or leave is increasing.	R	23	51	113	29	1	3.30	.850	14	Neutral
		%	%10.6	%23.5	%52.1	%13.4	%0.5				
15	Employees feel comfortable to be at work.	R	19	69	77	43	9	3.21	.996	15	Neutral
		%	%8.8	%31.8	%35.5	%19.8	%4.1				
16	Employees are keen on performing work according to the specified plans and programs.	R	47	126	23	21	0	3.92	.840	6	Agree
		%	%21.7	%58.1	%10.6	%9.7	%0				
17	There is a general atmosphere of satisfaction in your unit towards the organizational change.	R	15	83	75	17	27	3.19	1.097	16	Neutral
		%	%6.9	%38.2	%34.6	%7.8	%12.4				
General Mean								3.710	0.908		Agree

The above table reveals that the most important problem that could happen is the employees' feeling of instability and job satisfaction towards the organizational change and their tendency to early retirement. From paragraphs of (Number of employees willing to retire or leave is increasing), (Employees feel comfortable to be at work), (Employees are keen on performing work according to the specified plans and programs), and (There is a general atmosphere of satisfaction in your unit towards the organizational change) with the lowest response, even though they were in (neutral) level, which make them reveal how the employees' attitudes are influenced by the organizational change. The general Mean of 3.710 (agree level) and the low level of standard deviation of 0.908 reveal that how the employees' attitudes are influenced with the availability of more stabilized bearing of work pressure and increasing level of respect and appreciation.

Survey's Descriptive Statistics:

The descriptive measure of the means and standard deviations for the survey's variables showed the following:

Variables	Dimensions	Mean	St. Dev.	Attitude
Org. Change	Change to the Org. Chart	3.255	1.099	Neutral
	Change to the Technology	3.47	0.957	Neutral
	Change to the Work Process (Steps)	3.423	0.953	Neutral
Employees' Attitudes		3.710	0.908	Agree

Testing the paper's main hypothesis

To test the paper's main hypothesis, correlation degree was measured among the dimensions of the organizational change and employees' attitudes using SPSS software. The coming table was the output of this analysis:

		Dimensions of Org. Change		
		Change to the Org. Chart	Change to the Technology	Change to the Work Process (Steps)
Attitudes	Correlation Coefficient	0.982*	0.983*	0.970*
	Significance	0.000	0.000	0.000
	Order	2	1	3

* Correlation Coefficient is significant at (0.01)

Source of Variation		Some of Squares	Degree of Freedom	Mean Squares (MS)	Correlation Coefficient R	Coefficient of Determination R2	F Ratio	Level of Significance at (F)
Regression	Among Groups	196.841	44	4.474	0.984	0.967	1407.454	0.000
Residual Value	Within Groups	0.547	172	0.003				
Total	Total	197.388	216	-				

The above table reveals that the organizational change with its dimensions correlate positively with the employees' attitudes at significance level (0.01), which is high for all dimensions, with the change to the technology being the highest, and the change to the work process being the lowest. In general, readings indicated that there is a strong correlation degree for the coefficient and that there is an effect relation from the organizational changes on the employees' attitudes in the target population.

Furthermore, the regression analysis conducted on the gathered data revealed the following:

As noted above, the high F value indicates a statistical relation between the independent variable, the organizational change, with its dimensions, and the dependent variable, employees' attitudes.

Statistical data reveals a significant level of (0.00) less than (0.01) and a correlation degree of (0.984), which urges the acceptance of the paper hypothesis that there is a positive statistical significant effect of organizational change, with its three dimensions of organizational chart, used technology, and process path, on the employees' attitudes at the Bahraini Parliament General Secretariat.

Moreover, the data analysis reveals that the organizational change with its dimensions (change to the organizational chart, change to the technology, change to the work process) interprets (96.7%) of the employees' attitudes in the Bahraini Parliament General Secretariat depending on the value of the determination coefficient of (R2=0.967).

VI. CONCLUSION AND FUTURE STUDIES

Change is frequently associated with either a crisis, bad situations, or unanticipated status, and that is why it is difficult to manage with the Status Que. One of the best ways to manage the change is to have great internal marketing procedures, and to adopt efficient communication systems that would assure the high degree of employees' commitment. By so doing, employees will be able to identify the promising opportunities accompanying the change and will have a more decreased level of resistance to it, which leads

to better performance, whether on the individual level, or the organizational one.

The findings of the study agree with the results of similar and close studies about the relation between the organizational change and employees' attitudes, such as the study of Hallgrímsson (2008), Maria Vakola and Ioannis Nikolaou (2005), Sairakhatoon and Ayesha Farooq (2015), Majed M. El-Farra Mohammed B. Badawi (2012), and Chinyerem et al. (2016), in concluding that employees' attitudes toward organizational change were positive.

This paper provided an understanding of how employees' attitudes are influenced by the organizational change with its three dimensions in non-profit organizations represented in the Bahraini Parliament's General Secretariat. Furthermore, the dimension of change to technology was the highest among the three dimensions of organizational change in affecting the employees' attitudes. Moreover, this could be explained as whenever the organizational change is accepted positively from the employees, there would be an increase in the knowledge attitudes (beliefs, opinions, thoughts), emotional attitudes (one's emotions and feelings), and behavioural (intentions, tendency to behave or act in a specific way).

In addition, the emotions' role in understanding the reactions of employees to organizational change had been emphasized. Employees in the General Secretariat have positive attitudes toward the introduced organizational change. As attitudes are widely accepted as antecedents for behaviour, we may conclude that employees would demonstrate some supporting behaviour towards the change process.

It is recommended that future studies would be carried out on a regular time intervals to measure the effect of the organizational change and the employees' attitudes using different dimensions than the one used in this paper. It is also recommended that future studies concentrate on the relations among those predictors and potential mediation among such predictors and the employees' attitudes towards the organizational change. In addition, further studies could deal with exploring the General Secretariat's employees attitudes after the completion of the change process and trying to link those with the employees' attitudes revealed in this study.

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