

# IMPACT OF CHANGES IN ORGANIZATION'S STRATEGY ON EMPLOYEE ENGAGEMENT

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## INTRODUCTION

*The problem of the research.* Today most Lithuanian business organizations are confronted with environmental factors that cause changes in strategy. The pandemic changed the development of long – term strategic plans, led to the reorientation of organizations to current activities, the essence of which is: active monitoring of the environment and adequate response to its factors. *The aim of the research:* to analyze the impact of strategy changes on employee engagement in the organization. *Objectives:* to identify the most effective measures of employee engagement and those that require greater management attention or support.

## RESEARCH METHODS AND PROCESS

The following methods are used in the work: descriptive, comparative method, analysis of scientific literature, semi-structured interview, and standardized questionnaires. The study was conducted in a manufacturing company that exports it's production all over the world. 89 % of the organization's employees participated in the study.

### INFLUENCE OF EXTERNAL FACTORS

- lack of staff (physical);
- work schedule constraints;
- lack of specialization;
- lack of learning;
- insecurity for the future.

### COMPROMISE BETWEEN EMPLOYEE NEEDS AND STRATEGY TOOLS – INCREASING EMPLOYEE ENGAGEMENT

(see Table 1)

Table 1. **Increasing employee engagement**

Enhancing <b>social security (SS)</b> : introducing social mentoring, promoting informal leadership and group cooperation (" <i>Group</i> ").
Increasing <b>job satisfaction (JS)</b> : developing new skills through the introduction of professional mentoring (" <i>Mentoring</i> ").
Improving <b>information channels (IN)</b> : expanding means of communication; reduction of confidentiality (" <i>Communication</i> ").
Improving the <b>reward system (RS)</b> : assessment of the practice use of the new skills (" <i>Skills</i> ").
Increasing <b>empowerment (EM)</b> : extending workplace autonomy and decision making at organizational level (" <i>Autonomy</i> ").

## THE RESULT OF STUDY

The results of the research that reveal the positions of employee related to new organization strategy's tools are presented (see Table 2)

Table 2. **Answers illustrating the most acceptable means to increase EE**

Requirement	Group	Mentoring	Communication	Skills	Autonomy
SS	61	95	100	50	14
JS	85	80	95	80	72
IN	90	85	100	25	80
RS	20	90	12	61	71
EN	14	79	21	15	61
%	54	<b>86</b>	<b>66</b>	46	<b>60</b>

EE tools	SS	RS	IN	JS	EN
Mentoring	+	+	+	+	+
Communication	+		+	+	
Autonomy		+	+	+	+
Group	+		+	+	
Skills		+		+	

## CONCLUSIONS

The formations of new strategy in organization is inevitable if it is responded adequately to environmental factor. Therefore, the impact of strategy's changes on employee engagement depends on how the reasons, meaning and objectives of all changes are clearly disclosed to employees. The study revealed:

- The most successful measures for employee engagement are: *mentoring, communications and autonomy*;
- Measures requiring better managers' attention and support are: *group collaboration, development of new skills*;
- Without exception, *all the measures increase employees' job satisfaction*;
- The need of authority through *empowerment can only be met by using mentoring and increasing workplace autonomy*.