

The Effects of Readiness to Change on Workers Performance and Management knowledge During Covid-19

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ABSTRACT

Businesses are finding it increasingly difficult to avoid being swept up in the Fourth Industrial Revolution (fourth industrial revolution). Any company expecting to be successful in the future must develop a plan that is both unique and inventive. This technique might help both established and new firms equally, allowing them to escape today's climate's harmful effects while allowing them to grow in the future. A company's operational actions must be tracked using an integrated mapping system. For global businesses, it is vital to underline the importance of preparing the organization for adjustments in its strategic plans. Everyone who works in manufacturing must be prepared to deal with an ever-changing environment due to global competitiveness. Directly involved personnel have a more positive attitude on change and hence are more likely to contribute to the company's success. "Performance" refers to a person's prowess in completing a task. Continuous improvement is the ultimate goal of this management style, which individuals share, teams, and the entire company. Its main objective is to boost production. Data collected was primary. This was a quantitative study and the elected approach to measure each variable was through the survey; every variable of this study was measured using questionnaires that were adjusted from authentic sources and data was gathered through internet-based means. The information was gathered from employees living in Pakistan. Data was collected from 250 individuals, and we came to find out that readiness to change has a significant and positive impact on management knowledge and employee performance.

Key Word: Readiness, Workers Performance, Global Competitiveness, Integrated Mapping System

1 | INTRODUCTION

Businesses are finding it increasingly difficult to avoid being swept up in the Fourth Industrial Revolution (fourth industrial revolution). Any company expecting to be successful in the future must develop a plan that is both unique and inventive. This technique might help both established and new firms equally, allowing them to escape today's climate's harmful effects while allowing them to grow in the future. A company's operational actions must be tracked using an integrated mapping system. For global businesses, it is vital to underline the importance of preparing the organization for adjustments in its strategic plans. Everyone who works in manufacturing must be prepared to deal with an ever-changing environment due to global competitiveness. Business procedures must change as the Covid-19 outbreak spreads worldwide, especially in Indonesia. There are specific organizations that must be well-managed to respond promptly and efficiently in the event of a crisis. Bass and Avolio's concept of management knowledge was influenced by Burn's (1978) original idea. The organization's long-term goals, purposes, and vision are dependent on the establishment of mutual trust and loyalty between management leaders and their followers and between management leaders and other followers. Helping others succeed is at the heart of management expertise. According to Tony Robbins, a transformational

leader motivates their team to make good life changes while also setting higher goals (2001). As a manager, it is your responsibility to motivate and inspire your employees to strive for their goals. Instead of you, the people who work for and contribute to your company should provide this motivation. If you want to be a transformative manager, Bass and Avolio say that you need to make your followers aware of how vital and relevant procedures and projects are (2000).

Christians are taught to set their interests and desires aside when helping others. You need to be able to use your supporters' money in a way that enhances their sense of self-actualization and success, rather than earning more tangible wealth. What Robert Burn refers to as "management expertise" is the ability to influence others to follow one's own beliefs and aims (1978). You should consider how their views on what constitutes a happy existence may evolve and how this may encourage them to seek more ambitious goals, such as ensuring equal rights for all and encouraging humanitarianism. Various issues negatively impacted employees' belief in their ability to improve performance. For example, people wonder if they will get adequate management support and how much personal satisfaction they will have from their job if they work there. According to Gallup, a company's willingness to change may be affected by various factors. Some of these factors include employer confidence in proposed changes as appropriate for the organization, employee confidence in how the implementation of proposed changes will benefit both employees and employers, employee belief in the existence of logical justifications for proposed changes, and employee focus on the proposed changes. The inquiry was carried out by the researcher, who was in charge (Banjongprasert, 2017). One must be able to adapt to a wide range of conditions and events to be a successful person. Do everything you can to prepare your people for change while also working tirelessly to keep it from happening. Workers need to be prepared for a new age of work. If you want your company to succeed, you must do this. For firms now experiencing solid levels of organizational commitment, a paradigm shift will be more challenging to implement. When it comes to large corporations, this is particularly true. For a team to succeed, each member needs a strong sense of purpose that drives them to keep working hard. For an organization to function effectively, its members must share the organization's values and be prepared to put in substantial work on its behalf. It is also critical that employees want to be a part of the change process to successfully implement significant changes that affect all parts of the business (work participation) (Astuti, & Khoirunnisa, 2018).

Directly involved personnel have a more positive attitude on change and hence are more likely to contribute to the company's success. "Performance" refers to a person's prowess in completing a task. Continuous improvement is the ultimate goal of this management style, which individuals share, teams, and the entire company. Its main objective is to boost production. Organizational effectiveness is evaluated by supervisors based on how employees behave rather than how the management acts or fails to act. When assessing an employee's overall performance at work, several factors need to be taken into account. Both parties stand to gain a connection between workplace stress and productivity and work-life balance. An employee's overall performance can be evaluated using a variety of indicators. It is possible to identify a person's work environment by looking at their job load and the speed at which they perform it. Everyone knows how loyal and devoted the Indonesian people are, especially when it comes to serving their country and their many regional governments and administrations. Businesses are not discouraged by the fact that excellent leadership skills are required nowadays in every part of

life. According to recent research, there appears to be no correlation between managerial skill and employee performance (Asbari, Santoso, & Purwanto, 2019).

There is room for improvement, but the apparent correlation between employee performance and management knowledge training is encouraging. When the outbreak started, the company's financial situation deteriorated. Managerial expertise may be at odds with actual performance owing to the inability to cope with change, according to the study. Even if the author acknowledges its importance, he feels it must be investigated since even in the most challenging situations, people's willingness to change cannot be destroyed. Although the prior study suggested that management leaders had a favorable impact on employees' preparation for change, management competence had no significant impact on workers' readiness for change. It is an entirely new technique that makes it possible for scholars to go further into their understanding of the complex link between these two notions: being open to new ideas. This epidemic had a profound effect on national economies and sectors, as well as on established operating methods, and it was a significant shock to the world economy. Most governments invested much money to try to contain and alleviate the financial crisis spread (Ghozali, 2014).

The current study's goal is to arouse discussion on the COVID-19 pandemic's economic impact. There have been no quantitative or empirical studies of COVID-19's economic sustainability in the past. Since this study was conducted, there are no theoretical gaps in the field of business administration. To help fill the hole, we are researching how firms handle economic crises and applying management knowledge to the COVID-19 issue. We now know more about the impact of the COVID-19 outbreak on management and employee behavior, as well as the financial consequences of the firms that were harmed as a result. We examine whether or whether empowering management expertise has a favorable impact on long-term economic performance by analyzing the creative work practices of workers in the sample organizations. Research in this area examines the link between an organization's capacity for long-term success and its ability to empower its employees. For the first time, researchers have identified factors that contribute to an enterprise's long-term financial viability during the pandemic of COVID-19.

In the past decade or so organizations have shifted to new technology. Organizations are shifting to new technology so that it could enhance their operations in such a way that it adds to their profitability and reduces the effort. The reliance on technology has increased many folds as a result of which the employees have to adapt to the new technology and they should be eager enough to learn how to operate new technology as it, not only reduces human effort but it also enhances their performance. Therefore, this study will highlight the impact of readiness to change on employees' performance and management knowledge.

This study contributes to the current literature. This study explored the impact of readiness to change on management knowledge and employee performance. The relationship with these variables hasn't been studied in the past studies and this study will fill in this gap. Moreover, there is no empirical research done regarding employees of the telecom sector. Since technology is shifting rapidly in organizations and individuals who are open or eager to adapt to the new technology have better performance at the workplace as compared to those who resist change. Therefore, this study is focused on readiness to change as an important variable for clarifying employees' performance and management knowledge.

To better understand the factors that influence long-term sustainability in the face of severe economic downturns, we have chosen to focus on the concept of change. Consideration must be given to the readiness of

the organization to learn from the study's findings. In today's market, "stability" should not be viewed as inflexible or stable but rather as a fluid market environment that requires adaptability, even in the context of COVID-19. The gap that this study has identified is that the relationship with these variables hasn't been studied in past studies. There are several constraints to research conducted by Zaman, et al (2020). To begin, that study, examined the impact of transformational leadership on employee performance, both directly and indirectly via the willingness to change the variable. This might be due to other factors influencing the worker's performance (such as motivation, competency, managerial expertise, company culture, and so on). To the following investigations, the author advises that more be discovered, explored, and analyzed for the next research. Furthermore, that study was conducted in the manufacturing business and may not apply to other industries. As a result, it is advised that more study be done on this problem in other businesses, which might be useful. Therefore, this study will highlight the relationship between readiness to change, management knowledge, and employee performance.

2 | LITERATURE REVIEW

2.1 | Readiness to Change

This research shows the importance of workers' confidence in their ability to implement change, as well as the importance of managers' commitment to changes proposed (which is management support). Change efficacy, appropriateness, and management support are all factors that influence workers' willingness to change (which is a personal benefit). However, there are still signs that may be used to measure the readiness of employees to change (Holt et al., 2007).

- Employees should have faith in the company's plans for progress.
- It is hoped that the execution of the reforms would increase workers' confidence in the organization.
- Employees have a firm conviction that the planned changes have logical arguments and will suit the needs of the organization.
- Employees are motivated by the progress the organization has made.
- How confident employees are that they are capable of making the necessary changes.
- Sixth, employees' opinions of the dedication and support of management leaders and management for the implementation of planned improvements.
- As a result of the implementation of targeted changes, employees' conviction in their value.

If you want your staff to be successful in the workplace, you need to know how to foster a culture of openness to change. First, a company can make sure that its employees are prepared to adjust to new conditions, and second, it can fix any obstacles that impede them from doing so. A (Banjongprasert, 2017). The organizational commitment may impact change preparedness. As per Hadiyani (2014, 2015) and Pramadani (2012, 2014), what constitutes organizational commitment is an individual's desire for membership in an organization and their willingness to work hard for the good of that organization. In addition to these aspects, the success of large-scale organizational transformation projects depends significantly on employee engagement (work participation). Employees who participate in the organization's activities are more likely to be receptive to change and to support the organization's journey. Even though many people are frightened of change, it is well-known. Organizational transformation is a challenging concept to grasp since there is so much information available on the issue. Even

though there is a multitude of ways to change, there is no one theory of change. It is more like a horde of people. According to March (1981), "a succession of concordant reactions by distinct segments of the organization to numerous connected components of the environment" is what constitutes organizational change.

In the past, we have seen a correlation between an organization's ability to innovate digitally and its ability to adapt to change. When it comes to the study and analysis of organizational change, Cunningham (2006) recognizes two key research themes. A range of external factors, the company's strategic orientation, and several other components are addressed before focusing on organizational systems and variables such as institutional influences that push organizations to change. To better understand how people perceive and respond to change, we must focus on the phenomena and psychological factors that impact each member of an organization on a personal level. This is referred to as the second approach. Because of the frequency of failed organizational reforms, people are becoming increasingly interested in phenomena on a personal level. The phrase "organizational preparation for change" refers to how an organization's members feel and think about the possibility of change.

The level of managerial experience and the degree of decision-making involvement determine a company's preparedness for change. The Empowering Management knowledge style is built on a foundation of structure, training, mentoring, and actualization, to name just a few. This idea emerges at the theoretical intersection of social exchange theory (SET) and person-environment fit, according to the assumption that individual differences can be balanced with organizational characteristics and that the leader can multiply cognitive resources invested in training by assuming the right strategy. As long as everyone on the team understands that organizational change is necessary and that they are all working toward the same objective, new ideas will not arise. It is important to note that delegation of authority is possible even in an authoritarian setting when it comes to this Management style's emphasis on empowerment. In other cases, team members can be given orders to carry out their duties without any input from the leader and may even be unaware of the correct solution if the decision has already been made. To identify the optimum solution, management executives take the lead in inspiring and energizing their employees. Delegating power and autonomy to subordinates are two critical ways used by management executives to manage their workforce. Employees are also given a say in decision-making. Additionally, managers that possess this kind of management knowledge are generally more open to sharing ideas and opinions with their coworkers. As a result, one of the most significant characteristics and components of empowering management knowledge is participative management knowledge (Fitriana, & Sugiyono, 2019).

As a result, the open system model focuses on the elements that influence this attitude in the workplace. A component of adaptability is flexibility. To be "flexible," one must be capable of changing with the times. It is time for a new direction, a leap forward. Innovation is defined as the level of assistance and encouragement given to employees who come up with fresh ideas and innovative methods. An outward-facing focus means that a company is concerned with how effectively it meets the needs and desires of its consumers in the marketplace. There is much power in the hands of the organization's members. The organization's capabilities and performance are constantly evolving because of the constant updates and modifications that are done. Organizations must have "strategic flexibility" if they want to keep up with changing market conditions (Bogler, 2001).

Making a firm that can be quickly and easily recreated while simultaneously improving over time reduces the risk of failure rather than trying to avoid it. A significant advance in this regard is the shift from a "top-down"

to a "bottom-up" method. A company would rapidly become paralyzed by the continual changes taking place at all organizational levels and throughout all departments if only top managers were responsible for recognizing and fixing problems. Local handling is the only way to have things taken care of quickly. Even though businesses have been undergoing ongoing change for decades, the idea of change has evolved as well. Managers must be able to deal with change in the workplace, from redefining organizational boundaries to upgrading current structures, processes or just rethinking business decisions. Successful organizations do not only look at what needs to be changed; they also look at how it can be done. Transformation management is vital for bringing about organizational change and transforming the firm. However, the likelihood of a successful change management effort as opposed to a need for change being recognized (Johanes, 2020).

When a business transforms, the attitudes and behaviors of its employees are taken into account as well. Employee behavior and attitude are directly linked to long-term corporate performance. In addition, companies need personnel who are open to, and even eager for, change. Workers' contributions to the company should be acknowledged and rewarded if a change is successful. In addition, management and the company's culture should emphasize the importance of fostering a positive outlook among employees toward their workplace. People who are optimistic about the company's future are less inclined to reject change in the workplace. An organization's success depends on its willingness and ability to undergo organizational change. Emotional, normative, and continuing commitments to organizational transformation are the three types of commitments to be considered (Meyer, 2002).

2.2 | Management Knowledge

The prior notion of managerial knowledge has been improved by (Bass and Avolio 2000) (Burn, 1978). Many individuals believe that a leader's responsibility in a company is to foster connections based on mutual admiration and respect among the firm's employees to work toward the same goals and fulfill the organization's vision without feeling pressed. In Robbins (2001), he observed that a manager's skill is founded on their capacity to inspire and guide subordinates to understand the big picture. Managers who are influential in motivating and inspiring their teams to achieve the organization's objectives are described by (Luthans 2005) as good management leaders (Luthans, 2005). As stated by Bass and Avolio in 2000 (Bass & Avolio, 2000), three attributes are necessary for management leaders. Second, to persuade the devotee to put the group's interests above their own. As the last step, the adherent's expectations should be diverted from physical things, such as pride and actualization, to a greater level of spiritual fulfillment.

Managerial leaders inspire their subordinates to act in line with the ideas and motives they have — their goals and wishes, aspirations and dreams — on behalf of all management leaders and subordinates, according to Burn (1978). A moral aim and ambition, such as equality, freedom, and justice, maybe instilled in their adherents through their influence.

First and foremost, individuals must feel empowered. An effective leader takes a proactive approach rather than merely responding to difficulties that develop on the job. A more localized and employee-focused strategy with wholly new implications contrasts with the typical management style of focusing on an organization's broad financial and market potential to satisfy KPIs. Many firms are distributing authority to avoid losing sight of the primary goal of organizational management, which is to maximize a company's financial and competitive

potential while minimizing risk. Managers of different business units are allocated to different teams, each with a different focus and a different management style.

Increasingly, workplace and organizational literature appear to focus on uncovering the most effective and conducive management knowledge, emphasizing participatory and inclusive administration. During our research, we found that empowering Management knowledge was the best sort of Management knowledge when all known business conduct was disturbed, and employees' attitudes and behaviors were impacted by fear. All of the characteristics described in the current literature on empowerment's potentials are present in the knowledge culture of Empowering Management. Everyone must be on the same page before anything else can begin. Additionally, it includes addressing questions from employees, the same thread that binds management leaders and their followers together, and all the changes that arise from this touch with them (Ghozali, 2014).

Make sure that the goal of distributing responsibility is well defined before handing it off. The purpose of the training should be to build trust, enhance the relationship with the organization, and increase followers' authority and autonomy and their sense of control and responsibility for the organization's long-term viability. By linking people more closely to the organization, it hopes to improve their feeling of duty, influence, and shared devotion to it. The more frequently this tactic is utilized, the more assured and self-confident the followers become. Strategically, such a move may be considered a development and learning opportunity. Allowing workers to make their own decisions and encouraging entrepreneurial endeavors and the reform and revolutionization of existing inefficient processes are likely to lead to innovative solutions that ensure long-term viability and a competitive advantage in today's global marketplace. For them, it will be a way of aligning their interests with those of the organization and gaining a greater sense of accomplishment. A firm leader with this profile can no longer be described just by their ethical or responsible management skills. Instead of gazing backward, forward, forward, backward, backward, forward, forward, forward, forward, forward, forward, forward, forward. To anticipate and avert such events and conflicts, business leaders must plan strategically over the long term (Astuti, & Khoirunnisa, 2018).

2.3 | Employee Performance

"Performance" refers to the process through which a goal is achieved (Armstrong & Taylor, 2014). Organizations need to ensure that all operational procedures are set up so that they maximize the productivity of the company's employees and groups. Workers' actions or inactions are viewed as a type of performance (Luthans, 2005). Worker performance can only be assessed by looking at specific criteria. Role stress and conflicts between work and non-work activities affect productivity (Babin & Boles, 1998). Performance is judged on some variables, including quality, quantity, timeliness, cost-effectiveness, and human relationships (Bernardin & Russel, 1993). Workers' productivity may be measured in many different ways, according to (Mathis & Jackson, 2002), including via their output in terms of both quantity and quality and through their attendance, cooperation, and loyalty. In addition, these elements are intertwined, they said.

Because of the fierce rivalry in today's business environment, companies must be constantly adaptable, flexible, and forward-thinking to remain competitive. Thus, innovation as a response to external concerns is becoming a cornerstone topic of discussion. "Innovation" is a term used to describe the process of developing new strategies to meet the difficulties of a changing business environment by making innovative and imaginative

modifications to an organization's standard operations. It does not matter how many brainstorming sessions the employees hold if no seed money is available to implement their suggestions. Employees with a creative mindset and work style are essential for any online resource to succeed (Ghozali, 2014)

In the same way that there is not a jumble of uncoordinated ways, there is not anyone instrument or procedure that consistently delivers cost-effective breakthroughs. Having a cohesive corporate culture is essential to a company's success. Everything from people to procedures to tools is included here. Corporate investment in employee innovation is uncommon.

Daily life has never seen rapid advancements in technology, equipment, and other necessities. A fresh set of ideas is needed to address these difficulties. To successfully sell a new product, it is necessary to come up with innovative ideas. Steps must be taken to innovate effectively. The way a person acts and behaves changes as they progress through a process (Astuti, & Khoirunnisa, 2018).

Our goal is to bring in new and beneficial ideas from people who are driven to do so in the workplace, group, or organization. As Janssen (2000) points out, it might be challenging to elicit fresh thoughts from others. As a result of the support, they receive from their coworkers and peers, employees are more able to innovate. The aid of coworkers is necessary while dealing with work-related challenges. Jokissari (2013) found that coworkers play a significant role in providing the necessary support for creativity. Workers are more likely to seek assistance from those with whom they spend the most time, and as a result, they tend to do better at work. Many studies have shown that fostering innovation necessitates a high level of managerial skill.

For politicians, company owners, and artisans, the macroeconomic impact of creativity is essential. According to a new study, employees' feelings of job insecurity have a negative impact on their ability to think creatively.

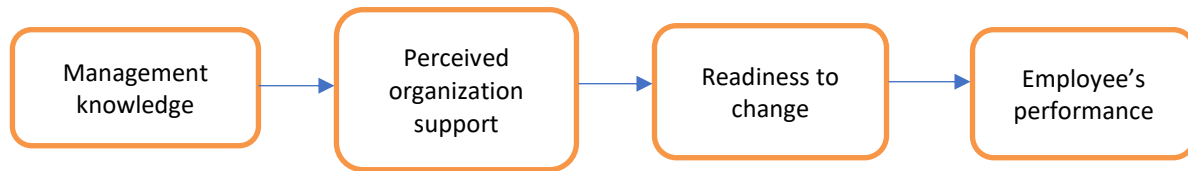
2.4 | Readiness to Change and Management Knowledge

The ability of an organization to adapt is unaffected by management competence, according to prior studies (Susyanto, 2019). A recent study by Mahessa and colleagues (Mahessa and NRH, 2016) shows that managerial skill does not affect employees' desire to switch jobs in the social security health care system (BPJS). It should be noted that, in addition to the findings of et al. (Astuti & Khoirunnisa, 2018).

2.5 | Readiness to Change and Employee Performance:

Holt et al. (2007) defined organizational preparation as employees' trust in their capacity to implement new ideas, the appropriateness of the organization for such ideas, and the commitment of management leaders in these ideas (management support)" (personal benefit). To be deemed "ready to change" by Holt, et al., an employee must exhibit behaviors such as acceptance and implementation of change plans (2007). Several factors must be considered before an employee is ready to accept the changes that will be imposed by their employer. Success in recent reforms has hinged on the ability to adjust to change (Armenakis et al 1993). There are two separate reactions to a shift, one that is positive and one that is negative. Positivity is defined by a willingness to try new things, whereas negativity favors the same old things. It is feasible to encourage excellent conduct in employees by developing an atmosphere of receptivity to new ideas and techniques that will eventually lead to the desired results.

2.6 | Theoretical framework



3 | RESEARCH METHODOLOGY

The study aimed at the collection of primary data following a positivistic approach of philosophy for inference. A self-administered questionnaire was used for survey purposes where data was collected from a single source however temporal separation of IV and mediator one at time one, mediator two at time two, and DV at time lag three was done to overcome response biases. This research had a sample size of approximately 250 employees and the sampling technique was convenience sampling. The instruments of the study were adapted from reliable sources. There was a cover letter attached to the questionnaire which explained the topic. Furthermore, the cover letter ensured the participants that their participation in this research is completely voluntary, and their responses would be kept confidential and would only be used for academic research purposes. Moreover, the data was collected through online means. The questionnaire was divided into four sections. The first section consisted of demographic questions regarding the participants (e.g., gender, age, education level, tenure). There were 7 questions to measure readiness to change which is adopted from (Holt and coworkers, 2007). There were 6 items to measure employee's performance which is adopted from (Bernardin and Russell, 1993). Lastly, there were 6 items to measure management knowledge which is adopted from (D. Tranfield, D. Denyer, and P. Smart, 2003) and perceived organization support Perceived was measured using a scale developed by Eisenberger et al., 1986.

4 | RESULTS AND ANALYSIS

Out of 250 respondents, there were 131 (52.4%) male respondents who contributed to their participation in the data collection process of this study. Whereas there were 119 (47.6%) female respondents who contributed to their participation in the data collection process of this study. Out of 250 respondents, 47 or 18.8% of them were in the age bracket of 20-40. 127 or 50.8% of them were in the age bracket of 31-40. 48 or 19.2% of them were in the age bracket of 41-50. 28 or 11.2% of them were in the age bracket of above 50.

There was a total of 7 items to measure readiness to change and the value of Cronbach alpha for readiness to change was 0.954 which is greater than 0.7. There was a total of 6 items to measure employee's performance and the value of Cronbach alpha for employee's performance was 0.812 which is greater than 0.7. There was a total of 6 items to measure management knowledge and the value of Cronbach alpha for work engagement was 0.872 which is greater than 0.7. Since the values of Cronbach Alpha for all the variables are above 0.7 this implies that all the variables are reliable.

The value of mean for readiness to change is around or above 4 depicting that most of the respondents inclined the agree on the option which is coded as 4. Likewise, the value of mean for employee's performance is around or above 4 depicting that most of the respondents inclined the agree on the option which is coded as 4. Moreover, the value of mean for management knowledge is above 4 depicting that most of the respondents

inclined the agree on the option which is coded as 2. From the table, we can see that the total number of participants was 250.

To measure the relationship between two variables we use a correlation test. Correlation is the mathematical or statistical instrument that assists in ascertaining how much the relationship among the constructs or variables is robust or not. Its value must be in between +1 & -1 (Kafle 2019). In addition, these values also tell us how strong a relationship there is between those variables. It has a range from -1 to +1. The larger this number would be, the stronger the relationship would be between the variables. For instance, if the value is 0.92, it means the two variables not only have a positive relationship but also a strong one.

The main analysis of the study was done using AMOS where the impact of management information was checked on perceived organizational support and its impact was further assessed on readiness to change leading to improved performance of employees. The direct relation of the Management support with mediator one Perceived organizational support was statistically supported $\beta = .334$, $t(328) = 7.74$ $p < 0.00$. The direct relation between the independent variable "Management information and mediator two Readiness to change was also checked and found statistically significant $\beta = .118$, $t(327) = 2.55$ $p < 0.05$. The direct path of mediator one Perceived organizational support towards the mediator two Readiness to change was also checked for its impact and found to be statistically significant $\beta = .406$, $t(327) = 7.063$ $p < 0.01$. The direct relation of Management information on the dependent variable Employee performance was found to be significant $\beta = .119$, $t(326) = 2.75$ $p < 0.001$. The direct relation of the first mediator Perceived organizational support on the dependent variable of the present study Employee performance was statistically significant $\beta = .224$, $t(326) = 3.63$ $p < 0.001$, in the same manner, as anticipated the effect of the second stage mediator readiness to change was also found statistically significant on the dependent variable in the present path Employee performance $\beta = .372$, $t(326) = 5.60$ $p < 0.01$. In the final stage of the analysis the complete path of sequential mediation was statistically significant $\beta = .280$, $t(328) = 6.42$ $p < 0.01$.

Table 4.29. Bootstrapping results of sequential mediation between Abusive Supervision Climate and Turnover Intentions through Abusive Supervision and Fear

	Variable	B	S.E	t	P
1	Direct impact MI→POS	.334	.043	7.74	.000
2	Direct impact MI→ RTC	.118	.043	2.55	.0113
3	Direct impact POS→RTC	.406	.048	7.063	.000
4	Direct impact MI→EP	.119	.043	2.75	.006
5	Direct impact POS→ EP	.224	.061	3.63	.003
6	Direct impact RTC→ EP	.372	.062	5.60	.000
7	Mediation of POS and RTC between MI and EP	.2801	.043	6.42	.000
	Bootstrap output indirect effects				
		B	S.E	LL95% CI	P UL 95% CI
	Effect POS	.1009	.035	.1503	.2888
	POS and RTC	.0635	.014	.0414	.0993
	RTC	.0521	.029	.0131	.0969

5 | DISCUSSION

The findings of this study show that readiness to change has a very significant and high positive correlation with employee's performance which has a Pearson correlation value of 0.762 and the significance value is 0.00. Readiness to change has a very significant and high positive correlation with management knowledge which has a Pearson correlation value of 0.743 and the significance value is 0.000. Employees' performance has a very significant and high positive correlation with management knowledge which has a Pearson correlation value of 0.752 and the significance value is 0.000.

When it comes to COVID-19 pandemics, this study sought to determine which components of an organization's economic sustainability should be fostered or preserved for it to thrive after the crisis. When economic conditions suddenly change, managers and policymakers are drawing on past financial and health crises to quickly adjust to a wide range of scenarios and design new operational and entrepreneurial initiatives. There is no doubt that crisis management is needed when things go wrong. Some organizations have been better than others in continuing "business as usual" in the face of the epidemic. In the face of hardship, these firms may have already begun crisis management contingency planning and are continually adapting their tactics to match the latest research on how to maintain sustainability and apply damage avoidance and damage control.

An empowered Management team may lead numerous semi-autonomous teams to carry out risk-avoidance procedures and action plans using the theoretical framework of distributed cognition theory. Involvement and supervision. To keep up-to-the-minute business information flowing and adjust rapidly to daily changes, several business units must work together. If this goal is to be achieved, supervisors and team leaders must be allowed to operate autonomously while making strategic decisions and carrying out such operations on the ground. An obstacle that traditional management expertise presents is its tendency to take too long to make decisions. However, in the Federation, regions have been given the autonomy and local governance they need to deal with crises and mitigate their effects, which has led some to conclude that centralized economies with little reliance on globalization and external supply are more advantageous than decentralized ones; however, this is not the case (Banjongprasert, 2017).

Giving management team and business unit managers autonomy and authority to lead in a participative way supports an organization-wide synergistic approach to data collecting, analysis, and usage. This approach is similar to Russia's experience in delegating authority in politics. This data might be used in the future to generate new ideas and confirm the validity of existing ones. The organizational ecosystem, on the other hand, sees every employee as a contribution to the long-term success of the company rather than a passive participant in the national macrosystem. At times it may be necessary to use resources from other firms because they have complementary services and skills, infrastructural and cognitive capital, technical advances, or institutional R&D capability. For the long-term health of a firm, open innovation requires that people collaborate both within and between enterprises. This can only be accomplished with a high level of organizational commitment and reliance on managerial expertise. Trust and transparency are the foundations of effective management, not the authoritarian style that so often ruins it. With the existing political system, Russian citizens are distrustful of the government's ability to reveal crucial facts, such as the epidemic's status. Despite being given an exact future picture, there is mistrust because of censorship, repression, censorship, or filtering of critical intelligence and the manipulation of it. Employees get disengaged from working with the management team due to a lack of trust in them. Inspiring and motivating others to follow is the risk-taking of seasoned, skilled, empowered, and honest

managerial skills. An organization's ties with its employees can only be improved through a combined effort that leads to breakthrough corporate developments. To overcome this, we need managerial knowledge that is more adaptable, current, and open and that is built on empowerment (Ghozali, 2014).

As a result, our initial hypothesis that empowered managerial knowledge influences innovative work behavior has been found acceptable. This finding is supported by Rae (2017), Tiwana and Mclean (2005), McTernan, Dollard, Tuckey, and Vandenberg (2007). (2016). Previous research' conclusions have been reconfirmed and clarified by the findings of the current inquiry. To further support this claim, we argued that, as a result of its beneficial organizational effect, creative work behavior results in a sustainable company model. IWB can only be entirely understood by looking at a wide range of aspects and phases, including new ideas, the creation of new techniques, and the implementation of operative innovation in the workplace.

The long-term viability of any economy depends on entrepreneurship's capacity to retain a competitive edge in a constantly changing market. Keeping a competitive edge is difficult when small and medium-sized enterprises (SMEs) in Russia generate 16 times as many patents as major corporations (MNCs). Many service providers were forced to shut down as a result of the social distance regulation, which forbade any kind of near physical proximity. However, the lucrative ones relied heavily on digitalization and employed the automation process wherever possible, including customer care, new differentiation techniques, and the practice of using new service technologies. Technology developments were necessary and desired because they provided an efficient and safe means of operating (Banjongprasert, 2017). Altering the current business strategy, vision, and goal was invoked as anti-crisis measures that included mandatory personnel reductions and layoffs, as well as a partial suspension of all non-critical activity. According to a wide range of definitions, innovation is described as the act of rearranging an organization's internal structure and providing more options for its current or future clients to suit their demands. As a result of the innovation, a new business venture and a significant transition has occurred. Existing research in pandemic scenarios suggests that traditional firms that rely on physical points of sale are shifting to digital ones to reduce disruption (Bogler, 2001).

Hybrid learning is a second trend that combines AI and human creativity to make it easier to translate unique ideas into usable and tangible inventions. The current crisis has exposed Russia's vulnerability to small and medium-sized firms (SMEs), despite their critical role in its economy. The economy is suffering from a dearth of new ideas that may spur development to make matters worse. Innovative work behavior positively influences long-term economic performance. Consequently, we agree with Suprapati et al. (2020) and Jong and Suprapati (2019). The author's name is Hartog (2008). The results of this study support the notion that creative work practices are a bridge between managerial empowerment and long-term economic success.

It was essential to focus on change in our study because we were looking for ways to ensure long-term sustainability in the face of severe economic downturns; this is a broad phrase that may mean different things depending on where you are. For this reason, organizational learning readiness was included in the study as a critical sustainability criterion. A dynamic market environment means that the term "stability" no longer refers to a static situation but instead to an ever-changing market scenario that demands flexibility and flexibility. Even the tiniest of endeavors may be considered meaningful and productive if the resources to make change are readily available. A more comprehensive transformation is required, and it can only be realized by fully accepting the

imminence and inevitability of change and embracing the firm's transformational potential while accurately assessing the learning readiness and engaging all available resources, human and infrastructure.

The Russian government provided relief measures and social measures to ease the blow, such as increased social benefits and a suspension of debt repayments. Relief packages and incentives have been put in place by the government to help small and medium-sized businesses (SMEs) cope with the oncoming challenge, but not all SMEs were able to benefit from it. To achieve their full potential, the most successful firms have made full use of their resources. Because of a shortage of cash, the firm may fail in its pioneering efforts, whether in terms of people and technological resources, or money. To bring about change, all employees influenced by the firm's management must work together. For example, a company must have the appropriate resources, literacy, a competent management team, and a staff that is both willing and able to learn. All actions must be carefully planned, reviewed, and risk-checked before they can be put into action due to shifting demand and management expectations. Open communication and empowering management expertise inspire workers to think creatively and freely, increasing their inventiveness. Organizational transformation necessitates that employees be prepared to accept more duties, assume new roles, and use new tools when the best answer is identified. Ultimately, a corporation may lose out on opportunities that might lead to new ideas.

5.1 | Readiness to Change on Management Knowledge

According to previous research, an organization's readiness to adapt has a considerable and positive influence on its performance. This study's findings confirm these findings" (Banjongprasert, 2017; Katsaros et al., 2020). The findings of these studies are consistent with the results of this study

5.2 | Readiness to Change and Employee's Performance

A person's willingness to adapt positively influences their capacity to perform successfully, according to previous research (Banjongprasert, 2017; Katsaros et al., 2020). The findings of these studies are consistent with the results of this.

6 | CONCLUSION

The current study contributes to the literature by being the first one (to the best of my knowledge) to examine the impact of readiness to change on management knowledge and employee performance. Furthermore, it extends the body of literature by highlighting the impact of existing variables in the telecom sector of Pakistan managerial implication one can draw is that managers themselves should be eager enough to learn and adapt to the new technology. This would result in others following their lead. They should also come up with strategies or training programs through which they can teach how to bring about change in the organization. Moreover, they can also organize seminars or workshops where they can teach employees how to operate a particular software.

Even though the present research fills in as the first to examine the impact of workplace loneliness on productivity and engagement at the workplace in banking, its outcomes may be tempered by specific restrictions. Most of our respondents belonged to the age group of 25-45. This could serve as a limitation. The direction of future research, in this case, could be the fact that research could be conducted on people belonging to different age groups. This study used a cross-sectional method to collect data. The direction of the future could be to use

longitudinal methods which could further enhance the results. Lastly, this study had neither mediator nor moderator. The future direction could be to use a mediator or moderator.

Businesses are finding it increasingly difficult to avoid being swept up in the Fourth Industrial Revolution (fourth industrial revolution). Any company expecting to be successful in the future must develop a plan that is both unique and inventive. This technique might help both established and new firms equally, allowing them to escape today's climate's harmful effects while allowing them to grow in the future. A company's operational actions must be tracked using an integrated mapping system. For global businesses, it is vital to underline the importance of preparing the organization for adjustments in its strategic plans. Everyone who works in manufacturing must be prepared to deal with an ever-changing environment due to global competitiveness. As a manager, it is your responsibility to motivate and inspire your employees to strive for their goals. Instead of you, the people who work for and contribute to your company should provide this motivation. If you want to be a transformative manager, Bass and Avolio say that you need to make your followers aware of how vital and relevant procedures and projects are (2000).

Directly involved personnel have a more positive attitude on change and hence are more likely to contribute to the company's success. "Performance" refers to a person's prowess in completing a task. Continuous improvement is the ultimate goal of this management style, which individuals share, teams, and the entire company. Its main objective is to boost production. Data collected was primary. This was a quantitative study and the elected approach to measure each variable was through the survey; every variable of this study was measured using questionnaires that were adjusted from authentic sources and data was gathered through internet-based means.

The information was gathered from employees living in Pakistan. Data was collected from 250 individuals, and I came to find out that readiness to change has a significant and positive impact on management knowledge and employee performance. The current study contributes to the literature by being the first one (to the best of my knowledge) to examine the impact of readiness to change on management knowledge and employee performance. Furthermore, it extends the body of literature by highlighting the impact of existing variables in the telecom sector of Pakistan.

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