

**THE METHODS TO MITIGATE EMPLOYEE
UNCERTAINTY DUE TO
PROJECT DISCONTINUATION
IN SRI LANKAN SOFTWARE INDUSTRY**

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ABSTRACT

Project discontinuation with an existing customer in a software development company may create a huge impact on employee uncertainty. Employees may start to think about what organizational changes may arise due to this situation since leaving a main customer will affect the business and there will be several changes in the current job due to project discontinuation.

The purpose of this research is to find out the methods to mitigate employee uncertainty through the analysis and findings of the survey by identifying employee perception on project discontinuation to provide management a clear understanding on which factors are affecting most on employee uncertainty and take actions to mitigate them. Quantitative research method has been used in this study since the population of this research is employees in IT industry in Sri Lanka and self-administrative questionnaire was designed to get the responses from the selected sample.

The main contribution of this study comes from the fact that this study is one of the few to be carried out with the aim of finding the methods to mitigate employee uncertainty due to project discontinuation in Sri Lankan IT industry. Moreover, the literature does not record efforts for measuring specifically employee uncertainty due to project discontinuation while this study reveals the factors which can be affect employee uncertainty and the most affected factor, job insecurity has a huge impact on employee uncertainty due to project discontinuation. And also there is a positive relationship between lack of management communication, perception of organizational readiness for change and mistrust in management.

It would be interesting to explore more variables which are affecting employee uncertainty due to project discontinuation and find the relationship with employee uncertainty.

Keywords: Employee Uncertainty, Job Insecurity, Lack of Management Communication, Perceptions of Organizational Readiness for Change

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LIST OF ABBREVIATIONS

UNC	Employee Uncertainty
JOI	Job Insecurity
LMC	Lack of Management Communication
POC	Perception of Organizational Readiness for Change
TRM	Mistrust in Management

1. INTRODUCTION

1.1 Background

Software projects carry out by software development companies are regularly unpredictable and complicated thus items conveyed are frequently exceptional. Most of the software companies have their customers connected through contractual agreements. The greater part of these contracts marking to buy complex software products and services which are unavoidably deficient since all client necessities and desires cannot be characterized before contracts are signed (Kujala et al., 2015). Various factors can pave the way for ending this relationship among the software company and the client which is finally ended up with project discontinuation.

In a continuous relationship, the breakdown comes unexpectedly based on one party's (either company or customer) point of view due to a chosen decision. So that such relationships can be ended forcefully, as a chosen decision or naturally. The influencing factors for project discontinuation can be exceeded budget, reduction of customer base, obsolete products due to the need for business exchange has diminished and client's decision to leave due to less performance and quality of the product (Halinen & Tähtinen, 2002).

In a terminal relationship, both parties would prefer to operate separately or with another party, but they are unable to do so. Therefore project discontinuation is happened as a desired decision. The decision to dissolve the relationship can be due to a new policy introduced by the government in using software products for longer period. In episodic relationship, the relationship is set up for a specific reason or a specific time period. So the relationship closes when it has filled its need or era is finished. This type of ending relationship is predetermined and it can be happened due to ending contract period (Halinen & Tähtinen, 2002).

Employee uncertainty can arise knowing about the project discontinuation. The uncertainty of project discontinuation will cause job insecurity. Past research has found that job insecurity has a negative effect on organizational commitment and job

satisfaction (Tseng & Kang, 2013). The uncertainty also influenced by resistance to change, trust of management and the organization (Weber & Weber, 2001), the role of communication (Wim J.L. Elving, 2005) and degree of change previously experienced. Most of the management in software organizations do not pay attention to employee uncertainty which may occur due to several ways of project discontinuations where as they are mainly focused on uncertainty occurs when there is an organizational change to cause a state of uncertainty including loss of status, overload of roles, role conflict, and reduction of resources (Tseng & Kang, 2013).

1.2 Motivation

Ending relationship with an existing customer in a software development company may create a huge impact on employee uncertainty. Employee will start to think about what organizational changes may arise due to this situation since leaving a main customer will affect the business and the changes in the job.

As per the study done on this area, it seems that there is no adequate attention paid by the management on the uncertainty creates in employee's mind when discontinuation of a project. Therefore having methods to handle such a situation will be helpful for the management of the company in order to mitigate employee uncertainty and get the expected outcome from employees.

Many researches have done based on uncertainty during an organizational change, but not specifically researched on a project discontinuation in software industry and how it affects the employees.

1.3 Research Scope

Times of uncertainty can build pressure and diversion among workers. Most of the time they react to uncertainty by performing less viably, delivering less work, and participating in digressions such as checking the internet, gossip. It is critical to keep the association in general concentrated on elevated amounts of creation and not to enable execution benchmarks to drop because of project discontinuation. Since there are several influencing factors for employee uncertainty, this research intended to find out most affected uncertainty factors due to project discontinuation. So that

management can make decisions where they need to take actions to mitigate uncertainty due to project discontinuation and which areas should be highly focused and handled carefully.

The relationship with employee uncertainty due to project discontinuation and the identified factors affecting employee uncertainty will be found by conducting a questionnaire based analysis targeting employees who are involved in software projects in software industry in Sri Lanka. The methods to mitigate employee uncertainty will find out through the analysis and findings of the survey by identifying employee perception on project discontinuation to provide management a clear understanding on which factors are affecting most on employee uncertainty and take actions to mitigate them.

1.4 Problem Statement

It can promptly be accepted that employees will respond to the gradually changing qualities of work conditions and employments. One way of creating uncertainty in the mind of employee is project discontinuation in software industry. Uncertainty can be very stressful to its employees based on employee attitudes and perception on the situation which will eventually affect the organization with job satisfaction of employees, commitment, and motivation and employee performance. Thus the employee uncertainty due to project discontinuation is creating a loss of productivity and increase employee turnover.

Management of the organization should have a proper understanding of employee uncertainty creates due to the project discontinuation and which factors may influence the employee uncertainty and make managerial decisions to mitigate uncertainty when dissolving a project.

The aim of the research is to investigate on followings;

- What factors affecting employee uncertainty due to project discontinuation?
- What is the most influencing factor among the factors affecting employee uncertainty due to project discontinuation?

- What are the methods to mitigate employee uncertainty due to project discontinuation?

1.5 Research Objectives

The objectives of this research are to;

- Identify the factors affecting employee uncertainty due to project discontinuation.
- Identify the most influencing factor among the factors affecting employee uncertainty due to project discontinuation.
- Identify the methods to mitigate employee uncertainty due to project discontinuation.

1.6 Research Output

- The factors affecting employee uncertainty due to project discontinuation.
- Most influencing factor among the factors affecting employee uncertainty due to project discontinuation.
- The methods to mitigate employee uncertainty in a project discontinuity situation which can be used by the management to handle that situation smoothly.

1.7 Research Outcomes

Employee uncertainty is a critical factor that will affect the entire organization's performance. The management should aware when and where to handle such situations. This research will provide methods to mitigate employee uncertainty due to project discontinuation after analyzing data received from questionnaire responses which are created based on identified factors that are affecting employee uncertainty due to Project discontinuation. Management will be able to identify and handle the uncertainty where necessary using those methods.

2. LITERATURE REVIEW

2.1 Introduction

Many organizations are already entering a climate where doing the same thing is not an option anymore and are responding by introducing strategies left right and center aimed at reducing costs, downsizing or restructuring based on different circumstances. Nearly everyone is feeling the effects of impending change, and in some instances this change will be complex. This can cause feelings of fear and anxiety, even for seasoned veterans of organizational change. This study is mainly focused on uncertain situation occurs during a project discontinuation in Sri Lankan software industry. Even though there are certain numbers of studies were focused on uncertainty during an organizational change, there is no adequate attention paid on employee uncertainty during discontinuation of a project in software industry.

The main intentions of this research is to identify the factors affecting employee uncertainty due to project discontinuation and come up with the methods to mitigate employee uncertainty during a project discontinuation. This chapter includes previous studies done based on employee uncertainty and covers most frequently identified factors which are affecting employee uncertainty during an organizational change. Uncertainty is one of the most commonly reported psychological states for organizational change. Times of uncertainty can build pressure and diversion among workers. Most of the time they react to uncertainty by performing less viably, delivering less work, and participating in digressions such as checking the internet, gossip.

There are several factors influencing employee uncertainty. Job insecurity and role of communication are mostly discussed areas in literature among those factors. Job insecurity has a negative effect on organizational commitment and job satisfaction (Tseng & Kang, 2013) whereas the knowledge about the motives for change which receives via communication will help reducing uncertainty and creating readiness for change. In that sense effective change communication can be viewed as a mean to proper manage uncertainty (Wim J.L. Elving, 2005). The uncertainty also affected by role conflicts, resource reduction (Tseng & Kang, 2013), trust of management and

the organization (Weber & Weber, 2001), deviations to the job role (Ito & Brotheridge, 2001) and perception of organizational readiness for the change (Eby et al., 2000). Most frequently discussed factors in literature among identified factors have further described here adhering to employee uncertainty.

2.2 Employee Uncertainty during an Organizational Change

Change in an organization has turned into the lifestyle for organizations since their business condition has turned out to be progressively competitive. Overseeing change in organizations is an exceptionally investigated area in business management contemplates. Various investigations have been made about the effects out of organizational change on affiliations and attributes of individuals' behavior, yet the part of the physical workplace in supporting and influencing the change strategy is a foggy zone. While organizational change readings give dreams into the compelling management of organizational change, they add beside no to a cognizance of the association among representatives' and arrangement stresses of workplace change management (Inalhan, 2009).

The significance of individual contrasts in foreseeing business related inclinations and states of mind is very much inquired about and widely acknowledged. Contingent upon singular patterns, employees act distinctively in an organizational setting and focus on and esteem diverse angles in their workplace (Steidle et al., 2013). Many literatures have discussed about the uncertainty of employees during a change. Particularly sentiments of uncertainty happen when the organization is experiencing the changes with loss of employments (Wim J.L. Elving, 2005). Uncertainty is a standout amongst the most regularly detailed mental states for organizational change. Writing has characterized the wellsprings of uncertainty into three levels (Tseng & Kang, 2013).

- i. Strategic (regarding organization-level issues), such as;
 - Reasons for change
 - Planning and future direction of the organization
 - Organization's sustainability

- ii. Structural (refers to uncertainty arising from changes to the inner workings of the organization), such as;
 - Reporting structures
 - Functions of different organization
- iii. Job-related
 - Job security
 - Promotion opportunities
 - Changes to the job role

These sources of uncertainty levels can be seen in software project discontinuation situations as well thus project discontinuation can be considered as a change in the organization and there is an uncertainty among employees regarding which changes may occur after the discontinuation of current projects in the organization. Change management writing has demonstrated that far from conviction, employee perceptions and attitudes are likewise basic to compelling organizational change. Job related uncertainty incorporates with respect to job security, promotion opportunities, deviations to the job role, and so on (Ito & Brotheridge, 2001).

Some other analyst has found in their literary works that uncertainty amid change forms is ordinarily about the point, process and expected results of the change and suggestions for the individual representatives. Information isn't just basic to the capacity of persuading the results yet learning about the expectations for change will likewise bolster diminishing uncertainty and making availability for change. With the goal that powerful change correspondence can be viewed as an intend to properly oversee uncertainty (Wim J.L. Elving, 2005). Uncertainty of representatives amid a change procedure will consider the suggestions for the worker, or the condition that representative is doing his or her work in. The questions like “will I still have a job after this change”, “will I still have the same co-workers after the change”, and “can I still do perform my tasks on the same way I used to do them” may come with that. In this way sentiments of uncertainty are about the process of the change, the individual and social results of the change.

Several items have been utilized to estimate the perception of uncertainty towards organizational change. A Likert's five point scale ranging from 1 ¼ "very uncertain" to "very certain" was used to gauge them. Role conflict is characterized as a circumstance in which a man is relied upon to assume two incongruent roles. Job insecurity speaks to feebleness to save a coveted progression in an undermined work circumstance. Reducing resources implies assets the individual can utilize will be lessened. Sample items from some scales are: "Predicting that after organizational change, my current job title or position will be altered" (job insecurity), "Predicting that after organizational change, my working technical ability will be insufficient" (role conflict) and "Predicting that after organizational change, my personal welfare will be reduced" (reducing resources). The Cronbach's a reliability estimates were acceptable at 0.87, 0.79, 0.74, and 0.85, respectively (Tseng & Kang, 2013).

2.3 Employee Uncertainty and Job Insecurity

The changes from the past of working life has brought the problem of uncertain working circumstances as a main issue, and an expanding number of researchers and specialists are tending to the matter of job insecurity. As indicated by the investigation done by Sverke in 2006 in light of writings (M. Sverke et al., 2006), there are number of definitions where job insecurity has portrayed as;

- "One's expectations about continuity in a job situation" (Davy et al., 1997);
- "An overall concern about the future existence of the job" (Rosenblatt & Ruvio, 1996);
- "An employee's perception of a potential threat to continuity in his or her current job" (Heaney et al., 1994);
- "A discrepancy between the level of security a person experiences and the level she or he might prefer" (Hartley et al., 1990);

These depictions depend on the idea that activity uncertainty happens as a relative wonder free of the person's encounters and comprehension of the circumstance. Aside from that numerous have embraced a worldwide view in which work uncertainty is considered as a general worry about the proceeded with presence of the

activity later on (Wim J.L. Elving, 2005). The uncertainty of organizational change will cause work weakness, and job uncertainty has a negative effect on hierarchical responsibility and employment fulfillment. The view of job insecurity will cause uneasiness prompting perceptions of abdication, and negatively effect on organizational commitment.

As per writings by Tseng and Kang, different scientists have brought up that job insecurity impacts the individual consciousness of authoritative change when the individual attention to danger and job insecurity is higher. Before the organizational change, a feeling of uncertainty in workers' brain science will extremely influence employee's state of mind toward hierarchical change and psychology (Tseng & Kang, 2013). Hui and Lee discovered representative anticipated that hierarchical change would bring uncertainty as a result; including the loss of status, work overburden, role loading, and asset diminishment (Hui & Lee, 2000).

Tseng & Kang (2008) examined about how regulatory focus affects uncertainty towards organizational change and keeping in mind the end goal to accomplish that Structural Equation Modeling was utilized to investigate the relationship among regulatory focus, uncertainty towards organizational change, and organizational commitment. While most literary works point out the view that job insecurity is a subjectively experienced stressor, it is additionally sufficiently wide to incorporate various aspects of uncertainty perceptions. Dangers of fast approaching employment misfortune, for example, loss of esteemed occupation highlights, downgrade, and job insecurity are consolidated as other central parts of employee uncertainty acknowledgments.

2.3.1 Measure Job Insecurity

A few unique measures are utilized to survey job insecurity in current literature. A few includes utilized inside the subjective approach, it incorporates dread or stress addresses instead of likelihood questions (M. Sverke et al., 2002). A few analysts have been incorporated wordings in their things, for example, "I stress over", "I fear I will", or "I feel uneasy about". Such things revolve around job insecurity as something negative and undesired and these inquiries give an indication the way that

around job insecurity is a stressor. It considers as offensive for the individual and makes a type of negative feeling.

As indicated by the outcomes from a meta-analysis (M. Sverke et al., 2002), it has shown that job insecurity measures based on multiple-item scales have a more grounded association with the results contrasted with measures finished with single-item. The reliability of the scales that are having multiple indicators is higher than it is to be found with single item. They have been contended that measures which are having numerous markers contain a greater amount of the job insecurity experience and substance legitimacy has a higher degree in contrast with single-item measures.

There are several dimensions used to quantify job insecurity. As indicated by Roskies in 1990, four variables have been concerned to measure job insecurity. These four dimensions have also been used in this study to measure job insecurity. Those dimensions are the likelihood of termination, demotion, impaired working conditions and long term insecurity (Roskies & Louis-guerin, 1990). For each aspect of insecurity, those who responded 'highly unlikely' were delegated as 'low insecure' and the individuals who reacted 'possibly' were named as 'medium insecure' and the individuals who reacted 'quite likely' and 'almost certain' were named as 'high insecure'.

Likelihood of termination

This can be explained as the probability of an employee's departure from a job and the end of an employee's duration with an employer. Termination may be voluntary on the employee's part, or it may be at the hands of the employer, often in the form of dismissal or a layoff. Dismissal or firing is generally thought to be the fault of the employee, whereas a layoff is generally done for business reasons such as during a organizational change which is outside the employee's performance.

Demotion

Demotion refers to a permanent reassignment to a lower position than the employee had worked previously. The position will generally have a lower level of responsibility or required skill, and a lower pay grade than the previous position.

Demotions can be either voluntary or involuntary and can occur due to poor employee performance, position elimination, disciplinary actions or organizational restructuring. A demotion can allow a company to retain an employee it deems valuable by returning him or her to the previous position. However, it is also possible that the employee will not respond well to the demotion.

Impaired working conditions

Empirical studies have repeatedly found job insecurity to associate with impaired employee well-being; it appears that physical health complaints, mental distress, and work to leisure carry-over increase proportionately with the level of job insecurity . A number of studies have also found feelings of uncertain employment conditions to be related with reduced levels of work attitudes such as job satisfaction.

Long term insecurity

This is the failure to keep the present place of employment despite the fact that the respondent is wish to remain longer. The long-term job insecurity is likely to have severe consequences for an employee's overall life situation in that economic and other highly valued aspects of life will be perceived as threatened. Indeed, studies have suggested that perceived threats concerning the nature and continued existence of a job may have as detrimental consequences as job loss itself. This is consistent with the central proposition of stress research, that anticipation of a stressful event represents an equally important, or perhaps even greater, source of anxiety than the actual event.

2.4 Employee Uncertainty and Lack of Management Communication

Communication is a vital factor in any organization to obtain expected outcome of employees. It is also a key to the effective implementation of organizational change. According to Ridder (2004) organizational communication usually has two goals where the foremost target of organizational communication should be to teach the employees of their assignments and about the game plan, strategies and distinctive issues of the affiliation. The second target is communication with an aim to create a group within the association. A distillation can be created between organizational

communication as an aim to give data and organizational communication as a goal to influence a group to soul (Ridder, 2004).

In accordance with these objectives, organizational change literature has particularly distinguished between the information given about the change, and the feeling of a group inside the association previously, amid and after the change. The information given by the organization about the change ought to convey the inspirations to change, and the burdens specialists will have at first. The data given by the organization as a rule starts from organization as the sender, and delegates as the beneficiary of information. Considering the facts mentioned here, normal communicational hypotheses of sender, message, channel, beneficiary and clamor can be connected to this communication. Particular perspectives are if the information of the change was in time, the information was justifiable; it has no mistakes and so on. The fundamental reasons for change communication ought to be to illuminate the organizational individuals about the change, and how their work is modified in light of the change. This instructive capacity of communication will affect readiness for change (Wim J.L. Elving, 2005).

There is an effect on sentiments of uncertainty and job insecurity by organizational communication. Uncertainty will uncover when the association did not imparted obviously what changes singular representatives within the organization need to adjust. Uncertainty can prompt bits of gossip and different types of casual communication. Casual communication happens amid the change exertion could be a marker of the measure of uncertainty and on the absence of nature of the information given about the organizational change. As per the research done by Wim J.L. Elving (2005), they have made the recommendation that information of the change, feelings of a community within the organization which is experiencing the change, and uncertainty have an impact on readiness for change. With the goal that the calculated model of communication amid the organizational change is as shown in Figure 2.1 (Wim J.L. Elving, 2005).

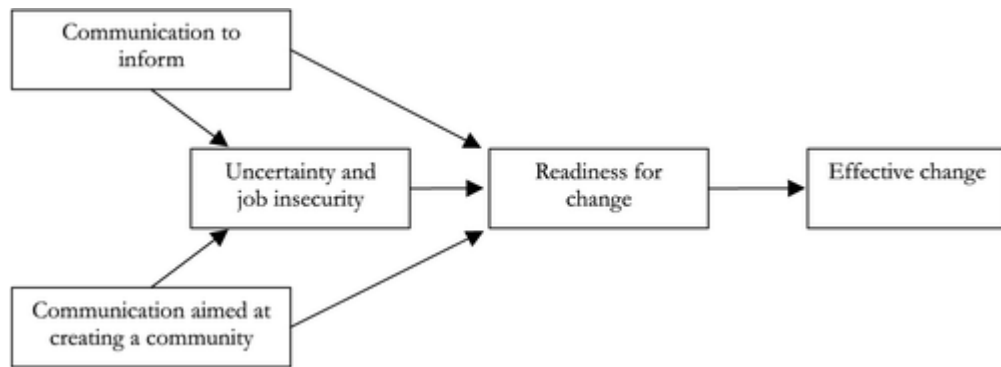


Figure 2. 1 - The conceptual model of communication

As found by Bordia and the rest in their written works, uncertainty has been a for the most part and generally explored theme in communication, the organizational sciences, and psychology. Research territories that incorporate uncertainty have relational communication, socialization of new worker, environmental uncertainty, role ambiguity, decision making and change communication with others. A noteworthy point of the change communication is to diminish employee uncertainty and educate employees about foreseen occasions due to the change. The uncertainty that results from dismissing representative inclinations prompts sentiments of frustration and mistrust of the management. Effective and compelling communication assists organizations to manage employee uncertainty, work fulfillment and retention amid and after changes, for example, mergers or decreases in workforce (Bordia et al., 2004).

In an overview among staff individuals at a psychiatric hospital experiencing huge scale rebuilding, it was presumed that communication helped defeating uncertainty and increased workers' control and prosperity (Bordia et al., 2004). Uncertainty is regularly specified as a noteworthy wellspring of psychological strain amid the procedure and result of organizational change. Bordia et al. (2004) tried a model that layouts the connection between communication, uncertainty, control, and prosperity. Information was gathered from staff at a psychiatric hospital which was experiencing an organizational rebuilding. The nature of progress communication was identified with the other three factors in the anticipated way. Communication lessens uncertainty as well as expands a feeling of control over individual conditions identified with the change and employment satisfaction.

2.4.1 Measure Lack of Management Communication

There are several dimensions used in literature to measure the quality of communication. This study has considered mostly used dimensions among them to measure the management communication when discontinuation of a project.

Informativeness

Literature has used informativeness as a dimension to measure the quality of communication. It has been measured using a seven-item scale. An example item was “the official information provided about the change communicates the reasons for the change”. The responses had been made on a 7-point response format (1=strongly disagree to 7=strongly agree). It had been utilized corroborative factor investigation as the examination strategy and the items mentioned in the Table 2.1 have been utilized to get responses (Bordia et al., 2004).

Table 2.1- Measures of Informativeness

Item	Standardized path coefficient
The official information provided about the change:	
Kept you informed throughout the change process, even after the official announcement.	0.85
Included information about changes to the organization's structure.	0.68
Addressed your personal concerns regarding the change.	0.77
Was accurate.	0.74
Gave as much information as possible.	0.79
Involved employees in the change process and decisions made.	0.61
Communicated the reasons for the change.	0.66

Horizontal and informal communication

Communication is basic to the compelling usage of organizational change. Ineffectively oversaw change communication brings about broad gossipy tidbits. That is regularly overemphasizing the negative parts of the change and making obstructions towards the change (Bordia et al., 2004). These days, communication

has a vital part in accomplishing the objectives in the organizations in various circumstances because of the way that compelling communication between partners amid benefit experiences gives answers for different potential issues happen during the trading of learning and exchanging information. In the literature which examined the effect of communication satisfaction on organizational commitment has thought about the horizontal and informal communication as a measurement to gauge the nature of the communication inside the organization (Ammari et al., 2017)

Employees will find out about the change from outside sources if the convenient communication is nonattendance inside the organization (Bordia et al., 2004). Scholar demonstrates that organizational communication in itself has an effect on feelings of uncertainty and job insecurity. Uncertainty will uncover what changes singular workers need to adjust when the organization did not conveyed obviously. Rumors and other forms of informal communication will be led by uncertainty. The stretch out in which spread out the informal communication amid the change exertion can be a pointer of the volume of uncertainty and on the nature of the information gave about the organizational change. So additionally the immediate impacts of the useful motivation behind communication, and communication as an intention to fabricate a community inside the organization, writing likewise expects a backhanded impact on uncertainty and job insecurity (Wim J.L. Elving, 2005).

Relationship to superiors

As in the literature which studied based on communication and uncertainty, most investigations demonstrates that employees by and large wish to get data from immediate supervisors and other authorized people inside the organizational chain of importance as opposed to getting data from sources apparent as immaterial to hierarchical limit (Bordia et al., 2004). The uncertainty arises because of neglecting inclinations of employee prompts the sentiments of frustration and Mistrust of the management. So that effective and powerful communication helps to manage employees during and after the progressions such as mergers or reductions in organization. Communication reviews have reliably demonstrated that

communication with supervisors as a most firmly related measurement with overall communication satisfaction.

Ammari in 2017 investigate the impact on communication satisfaction on organizational commitment and relationship to superiors is one of the dimensions used to measure the communication satisfaction and it was found that there is a positive correlation with communication satisfaction and employee commitment. Likewise as tested in sub hypothesis it was found that there is a critical connection between the organizational commitment and the relationship to superiors (Ammari et al., 2017). The fundamental point of change communication is to decrease employee uncertainty and advise them about every one of the adjustments in the organization. So that a precise, an accurate, timely and trustworthy communication which provides information about the reason for the change should achieve in maintaining a strategic distance from and decreasing the measure of uncertainty among the employees (Bordia et al., 2004).

2.5 Employee Uncertainty and Perception of Organizational Readiness for Change

Readiness for change is similar to Lewin's (1951) concept of unfreezing which is the procedure of organization individuals' convictions and mentalities about a coming change are modified, in this manner individuals see the change is essential and it resembles to be effective. The recommendation of having people prejudged originations about the degree to which the organization is prepared for change can be given by this definition of readiness for change recommends. These discernments are probably going to grow step by step after some time as people include a history inside the organization. An employee's perception of readiness for change might be symptomatic of the organization's capacity to effectively roll out improvements and the employee's state of mind toward the organization and their job activity (Eby et al., 2000).

Previous research proposes that organizational characteristics must be reliable with the change idea of the organization which is attempting to make, for example, if an

organization is endeavoring to make an atmosphere that esteems change, the significance of progress should clear and evident itself all through the organization in the states of mind of workers, qualities of the activity, connections between people, the setting in which the organization works and the accessibility and nature of assets. Change specialists say that higher readiness leads to more successful change implementation since when organizational readiness for change is high, more inclined to start change by authoritative individuals has been proposed by social cognitive theory, for example, beginning new strategies or practices. Motivation theory also recommends when organizational readiness is high, , hierarchical individuals will indicate more deliberate conduct and activities supporting the change exertion that surpass work necessities or role expectations (Weiner, 2009).

2.5.1 Measure Perception of Organizational Readiness for Change

There are a few measurements which have been utilized as a part of writings to gauge the perception of organization's readiness for change in view of the change going to be implemented such as multiple, simultaneous changes in staffing, communication, work process, decision making, and reward systems (Weiner, 2009) in a healthcare organization and preference for teams, trust in peers, flexible policies and procedures and perceived participation similar as employee empowerment and involve in decision making (Eby et al., 2000). Sometimes readiness for change has measured directly using scale items "We fail to anticipate employee resistance to change", "It is difficult to gain cross-functional cooperation when my company implements change" and "We have rigid hierarchical structures that prevent us from implementing change" (Eby et al., 2000).

Decision making

To respond to the pace of change, organizations are adopting flatter, more agile structures and more empowering, team-oriented cultures. As status differences erode, some employees are coming to expect involvement in decisions about organizational change. Successful organizational adaptation is increasingly reliant on generating employee support and enthusiasm for proposed changes, rather than merely overcoming resistance. A variety of research indicates that divergent opinions about

direction are necessary in order for groups to make wise decisions and for organizations to change effectively.

Reward systems

The perception of organizational readiness for change be reflected from how change is accommodated by management through realignment of performance evaluation and employee compensation with change initiative program. Change demands sacrifice from employee. During change process, employee will feel uncomfortable with the new surroundings. Thus, sacrifice, participation and commitment from members of organizations have to be rewarded through performance evaluation and compensation.

Perceived participation

Perceived participation at work may impact an individual's reaction to large scale change. While research on the effect of participation is mixed, participation can impact job attitudes and motivation. Moreover, certain conditions may enhance the likelihood that participation will lead to positive reactions to the organization. This includes the extent of employee involvement, the perception of employee choice and impact in the process, and management's perceived motive for the change. In the present study, it was expected that if an employee perceived the work environment as highly participative they would be more receptive to the change effort and in return, view the organization as more ready to take large scale change.

2.6 Employee Uncertainty and Mistrust in Management

Previous research has discovered that absence of information about the change consequently diminishing theory and a portion of the feelings of uncertainty and unwarranted feelings of dread can be decreased by trust in management. At a greater distance, employees have a tendency to respond all the more decidedly to alter in organizational level changes and they will feel harmoniousness with managerial esteems when they have a faith in their management (Weber & Weber, 2001).

According to the literature done by Weber (2001), the psychological contract set up amongst people and organizations in light of the messages a worker gets with respect

to company desires and employee's view of wanted managerial activities can be alluded by trust in management. In the same manner, previous research has set up that trust in management can be appeared in employee behaviors, attitudes, employee practices and the adequacy of a manager, especially in the midst of a change effort, might be rely on picking up the trust of their workers. Wim J.L. Elving has found in their literature that unmistakable effects such as more elevated amounts of participation, more rousing auras and dominating levels of execution can be realized by the trust in management. Researchers have recommended two ways of trust behaviors, like a fundamental impact on working environment results, for example, participation and inspiration, or as mediator impact, "as it helps the individual assess the future behavior of another party and/or interpret past behavior" (Wim J.L. Elving, 2005).

2.6.1 Measure Employee Mistrust in Management

Scholars have discovered that variables such as employee participation, feedback, goal clarity and autonomy have a positive relationship with employee trust in management. With the goal that higher revealed levels of criticism, objective clearness (goal clarity) and self-rule (autonomy) prompt more elevated amounts of trust in management. This study used these variables as the dimensions to measure mistrust in management during a project discontinuation situation.

Feedback

Employee feedback is alluding to the sum in which employees get information about how well they are performing at work the information get from management for the thoughts given by employees. Feedback provides employees a comprehension of how well they are getting along and to what level they can get information on their activity execution from their managers. The profundity and profundity of this information stream ought to give a smaller premise to make view of managerial help for development and trust the management.

Autonomy

Autonomy is the degree to which employees encounter opportunity, official basic leadership and independence as far as planning their work, settling on which methods they ought to take after and choosing the hardware they utilize. Employees trust that they can act independently and manage their own work at the point when there are high levels of autonomy. The level of employee trust in management can be influenced by the level of employee autonomy. Additionally autonomy may impact employee impression of how rapidly the organization can adapt to change. The view of how well an organization can adapt to change is also influenced by an individual's autonomy.

Goal clarity

Goal clarity is the degree to which an organization's objectives and the methods for accomplishing those objectives are obviously comprehended by employees (Gordon and Cummins, 1977). Vital administration writing has since quite a while ago proposed the significance of goals and clear vision for company achievement particularly amid times of expanded uncertainty, for example, a hierarchical change exertion. In this manner, they estimate that the view of supervisory support for development, trust in management, and perceptions of organizational readiness for change may be enhanced by goal clarity. The feeling of reason that may encourage trust and underscore management impression of supervisory help for development endeavors are given by clear goals of an organization. What's more, they propose that the presence of clear goals amid a change exertion ought to enhance impression of the organization's capacity to adjust to change.

2.7 Employee Uncertainty Factors and Dimensions

According to the literature, Table 2.2 shows the summary of factors that have a relationship on employee uncertainty during a change in an organization. Since project discontinuation also leads to a change in the organization, departments or within teams, these factors have been considered in this research in order to find the methods to mitigate employee uncertainty due to project discontinuation.

Table 2. 2– Factors affecting employee uncertainty

Factor	Dimensions
Job Insecurity	• Likelihood of termination • Demotion • Long term job insecurity • Impaired working conditions
Lack of Management Communication	• Informativeness and accuracy • Horizontal and informal communication • Relationship to superiors
Perception of organizational readiness for change	• Perceived participation • Decision making • Reward systems
Mistrust in Management	• Feedback • Autonomy • Goal clarity

3. RESEARCH METHODOLOGY

The overall research method used in the study to achievement desired research objectives is presented in this section. The conceptual framework was designed with the use of referred literature and using the identified factors affecting employee uncertainty during organizational changes. This section also includes research instruments, determination of population and sample size, preparation and the process for data collection.

3.1 Research Problem

The aim of the study is to investigate on followings;

- What factors affecting employee uncertainty due to project discontinuation?
- What is the most influencing factor among the factors affecting employee uncertainty due to project discontinuation?
- What are the methods to mitigate employee uncertainty due to project discontinuation?

3.2 Research Method

The type of research that will be used in this study is a quantitative research. Since the population of this research is employees in IT industry in Sri Lanka and all of them cannot be reachable to receive responses, self-administrative questionnaire was designed to get the responses from the selected sample.

Questionnaire Design

A Questionnaire was used to test the hypotheses, so a quantitative research design was implemented since such type of research's measurement provides the fundamental connection between empirical observation and mathematical expression of quantitative relationships. Questionnaire survey is one of the most popular and most commonly used quantitative research instruments in research community. This method has several advantages over other quantitative data collection methods, such as observations and interviews. Large amount of data can be gathered relatively less time using a questionnaire.

A literature survey has been conducted to find out how researches in similar area were carried out and to identify the most common factors affecting employee uncertainty due to project discontinuation in Sri Lankan IT industry. Most of the publications were based on employee uncertainty during an organizational change and there is no adequate number of publications which focused on uncertainty during a project discontinuation in software industry.

Figure 3.1 shows the process of research methodology.

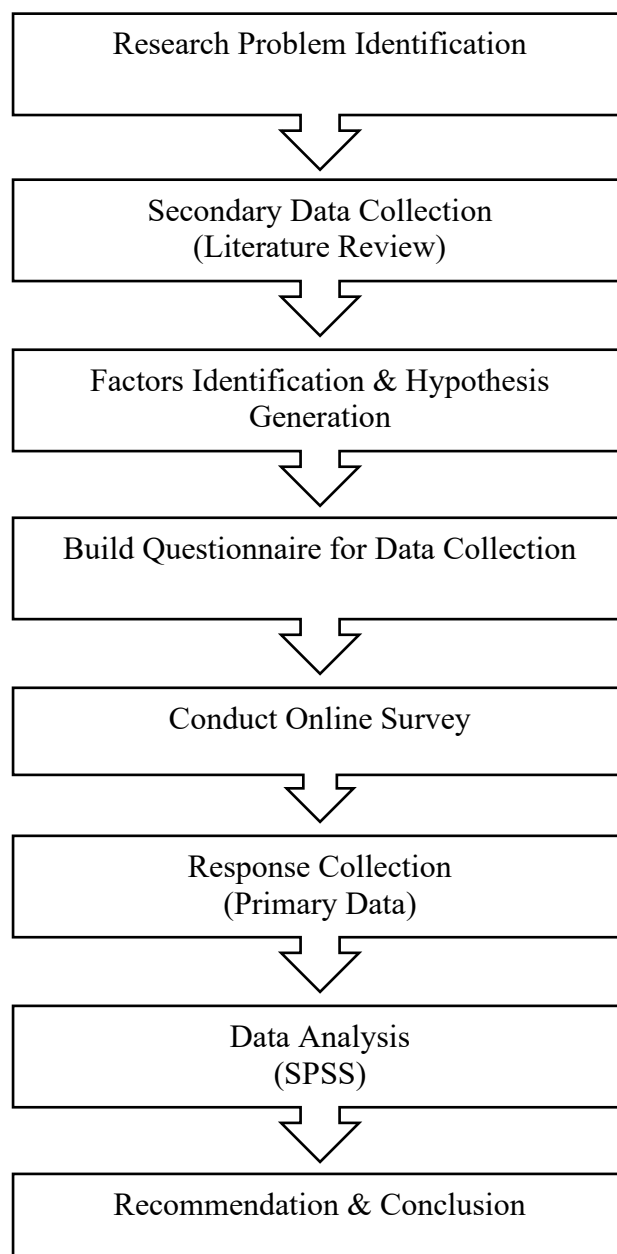


Figure 3. 1 – Research Methodology

The process started by identifying the research problem and the related publications about organizational changes which were ended with downsizing, merges, role conflicts were focused and identified the factors affecting employee uncertainty. As found in the literature survey, four factors were identified as most used factors which can affect employee uncertainty during an organizational change. This research is intended to find how these identified factors are really affecting the employee uncertainty due to project discontinuation and recommend the methods to mitigate employee uncertainty based on the analysis.

3.3 Conceptual Framework

The factors identified in the literature review have considered as the independent variables in this study and the employee uncertainty due to project discontinuation becomes the dependent variable. The relationship with employee uncertainty due to project discontinuation and the independent variables job insecurity, lack of management communication, perceptions of organizational readiness for the change and trust in management have conceptualized as shown in Figure 3.2.

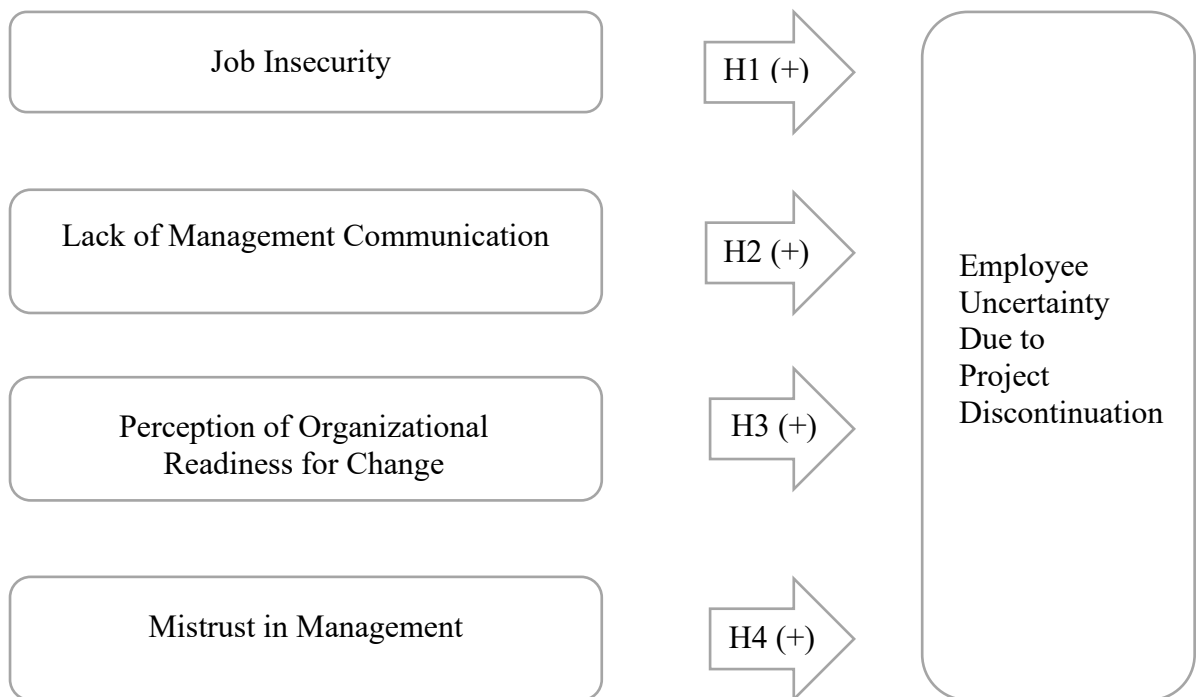


Figure 3. 2 – Conceptual Framework

3.4 Hypotheses Development

Several hypotheses were developed to test the relationship of this conceptualization. It is expected that the solution for employee uncertainty due to project discontinuation could be found based on the confirmation received from tested hypotheses. H_0 is considered as the null hypotheses.

H1 – There is a positive relationship between job insecurity and employee uncertainty due to project discontinuation.

H_{10} – There is no relationship between job insecurity and employee uncertainty due to project discontinuation.

H2 – There is a positive relationship between lack of management communication and employee uncertainty due to project discontinuation.

H_{20} – There is no relationship between lack of management communication and employee uncertainty due to project discontinuation.

H3 – There is a positive relationship between perception of organizational readiness for change and employee uncertainty due to project discontinuation.

H_{30} – There is no relationship between perception of organizational readiness for change and employee uncertainty due to project discontinuation.

H4 – There is a positive relationship between Mistrust in management and employee uncertainty due to project discontinuation.

H_{40} – There is no relationship between Mistrust in management and employee uncertainty due to project discontinuation.

3.5 Dependent Variable

Dependent variable of this study is employee uncertainty due to project discontinuation. Three items has been used in the questionnaire to measure this factor. *“I feel I should search for other job opportunities before any changes are taken place in my project”*, *“I am confused with current decisions of management regarding project discontinuation”* and *“I feel uneasy to work in a project which will be terminated in the near future”* are those three items and respondents were asked to

provide their answers on five point Likert scale ranging from strongly disagree (1) to strongly agree (5).

3.6 Independent Variables

Four independent variables have been used in this study as shown in the conceptual framework. Following dimensions and research instruments have been considered to measure these factors affecting employee uncertainty and they were identified from previous studies.

Six items were used to measure job insecurity based on four dimensions which are Likelihood of termination, Demotion, Long term job insecurity and Impaired working conditions. *“Management will ask me to resign voluntarily due to termination of my current project”*, *“I think I will lose my current social status after the current project termination”* and *“I am not interested to work in a totally new project in the same company after my current project is ended”* are some of the example items used in the questionnaire to measure job insecurity.

Lack of Management Communication was measured based on the dimensions Informativeness and accuracy, Horizontal and informal communication and Relationship to superiors. 2 items from each dimension have included in the questionnaire to measure this factor, so 6 items in total. For examples, *“I have been informed officially in advanced to prepare mentally for the changes in my job due to ending current project”* has included under informativeness and accuracy, *“I grab the information in rumors, gossips for unanswered questions in my mind regarding future changes in the organization”* was used under the dimension horizontal and informal communication and *“My superiors will not communicate with top management about my concerns regarding the changes”* was included for relationship to superior.

Same as the lack of management communication factor, perception of organizational readiness for change was measured with 3 dimensions and two questions for each dimension. Perceived participation, Decision making and Reward systems dimensions were used along with the items such as *“I could express my concerns about the changes and get the honest feedback from management”*, *“My company*

will survive and grow with right decisions even some projects are ended in the near future” and “I can climb the ladder in my career even though some changes are made within the projects and teams”.

Mistrust in management variable was measured using 5 items under the dimensions Feedback, Autonomy and Goal clarity. The questions like “Employee feedback will be considered by management before implementing a change due to a project discontinuation”, “I have a control in scheduling my work independently in any status of the current project” and “I can expect management to treat me in a consistent and predictable fashion” were added in the questionnaire to get the responses.

All the items used to measure independent variables are created as five point Likert scale and respondents were asked to provide their answers in the range of strongly agree to strongly disagree.

3.7 Data Collection

Hypotheses are developed and tested by utilizing comparative and quantitative research design in order to accomplish the objectives of the study, Sampling is regularly illustrative and randomized to guarantee that outcomes could be summed up from a sample to a population in a quantitative research and furthermore those respondents with specific attributes are enough spoken to in the sample. Conversely, sampling is ordinarily deliberate with the goal of intentionally sampling cases that can best help the investigator understand the central problem under study in qualitative studies. Since the population of this research is the employees in IT industry in Sri Lanka and it is quite large the sample will be used to test the hypothesis.

Primary data for the survey is collected by an online questionnaire which is distributed to random individuals based on the contacts from work place and universities who are employed in IT companies in Sri Lanka. Emails and social media are the primary sources of distributing the questionnaire.

3.8 Population and Sample Selection

The research problem is targeting all employees in IT industry in Sri Lanka. National ICT Work Force Survey 2013 report by Information and Communication Technology Agency of Sri Lanka (ICTA) estimated ICT sector employee population is to be 33,918 by 2014 and it expected to be around 40,000 by 2017 as shown in Figure 3.3.

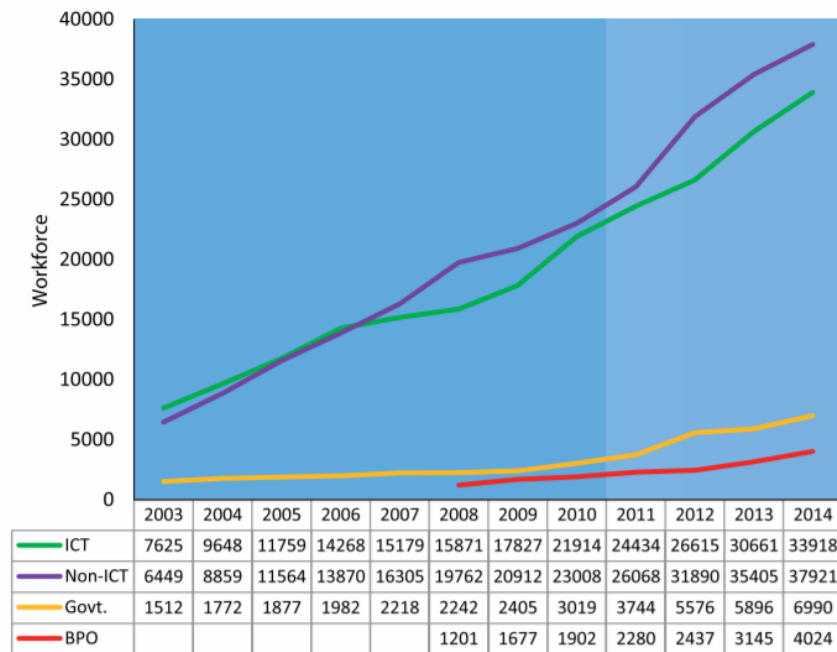


Figure 3.2: Growth of ICT Workforce by sub sectors

Figure 3. 3 – ICT Population Statistics

Simple random sample method was used to determine the sample size of this study. Everyone in the population has an equal chance of getting selected as the object. According to the sample size calculation given by (Sekaran & Bougie, 2016) with a confidence level of 95 and margin of error as 5 sample size for a population of around 40,000 is 383.

3.9 Process of Data Collection

The questionnaire for the survey is consisting of 30 questions including demographic questions to identify the respondents in the sample. Respondents were requested to demonstrate their concession on a five point Likert scale ranging from strongly disagree (1) to strongly agree (5). The questionnaire has designed the basis of

objectives and hypotheses and it is used to measure the factors affecting employee uncertainty which are job insecurity, lack of management communication, perception of organizational readiness for the change and Mistrust in management.

This questionnaire is used to capture empirical feedback from respondents regarding uncertainty due to project discontinuation based on the identified factors. The survey is distributed among the employees who are working in SLASSCOM listed IT companies via the contacts found in different companies and distributed via social media. The reminders were sent time to time and gathered around 363 responses to carry out data analysis from the actual sample size of 383.

4. DATA ANALYSIS

This chapter discusses about statistical approach of analyzing the data collected through the survey. Initially descriptive statistical analysis is demonstrated on the response collected from the study sample and then the reliability of the research instruments are tested using Cronbach's alpha. Finally Pearson correlation, simple and multiple regression analysis is used to measure relationships between the variables. All statistical analyses were carried out using the SPSS statistical computer package.

4.1 Data Preparation for Analysis

The questionnaire was a self-administrative questionnaire. One might say that this approach involved in-person conveyance of online questionnaire created using google forms and respondents were followed up until collecting the responses. The survey was distributed among the employees in Sri Lankan IT companies to find the relationship with uncertainty due to project discontinuation and identified factors in the literature survey. The respondents are employees in SLASSCOM listed IT companies.

4.2 Descriptive Analysis

The first part of the questionnaire is consisting of six employee's demographic characteristics which are gender, age, highest educational qualification, designation, experience years in total, and number of employees in the company.

4.2.1 Gender Distribution

Results explores that about 64% of study respondents are males and the rest are females as denotes by Figure 4.1.

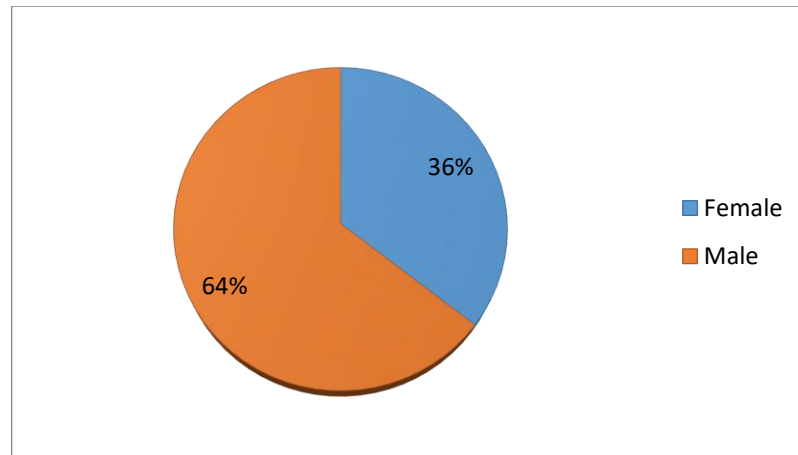


Figure 4. 1– Gender Distribution

4.2.2 Age Distribution

Regarding the sample's age distribution, result as shown in the Figure 4.2 indicates that the majority of study sample ages (49.7%) are between 26-30 years old which is 178 as the number of respondents among 363 respondents. 97 number of study sample ages are between 31 to 35 years old. Similar numbers of respondents are in 20-25 years old age and 36-40 years old which is 38 (10.2%).

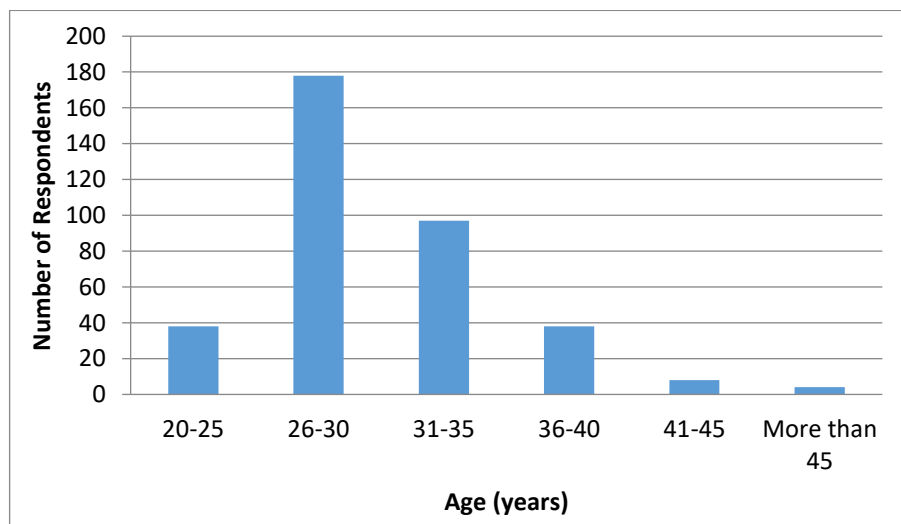


Figure 4. 2 – Age Distribution

4.2.3 Education Level Distribution

Regarding the educational distribution of the sample which is shown in Figure 4.3, result indicates that the majority of study sample (64.5%) is holding Bachelor degrees. 26% of the sample is having a post graduate or master degree.

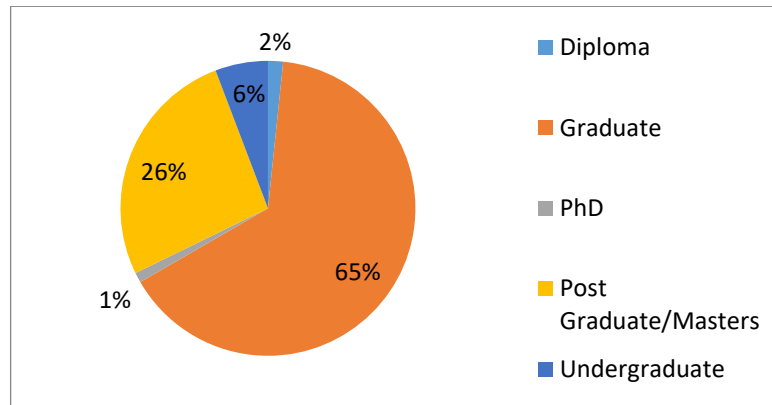


Figure 4. 3– Education Level Distribution

4.2.4 Designation

According to the results from respondents as shown in Figure 4.4, sample has covered main job areas in IT industry. 36.4% of study sample is software engineers which include associate software engineers, software engineers and senior software engineers collectively. 24.8% includes the respondents who are in business analysis, application support and consultant roles and there are 11.6% of QA and test engineers. Team leads are represented 14.3% and the respondents in project management and managerial roles are 12.9%.

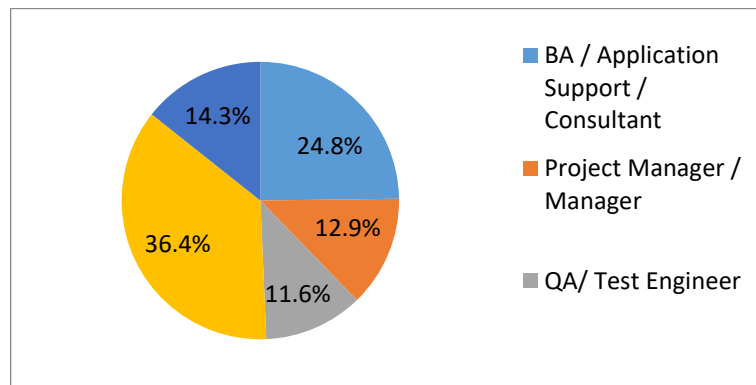


Figure 4. 4 – Designation Distribution

4.2.5 Total Work Experience

Regarding the respondent's total working experience longevity, results in Figure 4.5 show that 36.5% of respondents have 3 to 5 years of experience which is 132 frequencies in number and 30.5% of them have from 6 to 10 years of experience that is 113 in number.



Figure 4. 5 – Work Experience Distribution

4.2.6 Number of Employees in the company

Majority of the respondents are in medium sized IT companies in Sri Lanka which is 54.5% as a percentage. 31.7% of respondents are in large number of employees where the number of employees in their companies are greater than or equal to 250. The rest of 13.8% are in small IT companies where the number of employees is less than 50. These results are shown in Figure 4.6.

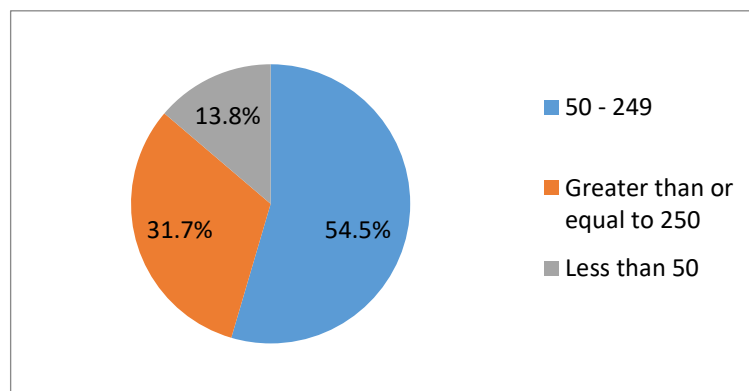


Figure 4. 6 – Company Size Distribution

4.3 Reliability Analysis

Internal consistency of the scales Cronbach's Alpha was used to investigate the internal consistency of the research instruments in relation to the study sample. This approach to reliability is based on the assumption that the items on a scale are measuring a common entity to a certain extent. Cronbach's Alpha is related to the average correlation of an item with all other items in the scale. So it tells us about the extent of common entity (Moss et al., 1998)

Based on the ICT employee population of 40,000 a sample size of 380 was determined from simple random sampling method. The Questionnaire was sent out and distributed more than 450 employees in SLASSCOM listed ICT companies. I was able to collect 363 valid responses for the data analysis. The next section illustrates the results of Cronbach's Alpha coefficient calculated on each variable using SPSS.

4.3.1 Employee Uncertainty

Three items have been used to measure uncertainty and the internal consistency is in acceptable level since the alpha value is $0.716 > 0.7$ as shown in Figure 4.7.

Case Processing Summary			
		N	%
Cases	Valid	363	100.0
	Excluded ^a	0	.0
	Total	363	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.716	3

Figure 4. 7 – Reliability Statics_Uncertainty

4.3.2 Job Insecurity

Figure 4.8 shows that the Cronbach's alpha of Job Insecurity is $0.783 > 0.7$ which indicates a high level of reliability among the six items used to measure the job insecurity based on the dimensions likelihood of termination, demotion, long term job insecurity and impaired working conditions.

Case Processing Summary			
		N	%
Cases	Valid	363	100.0
	Excluded ^a	0	.0
	Total	363	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.783	6

Figure 4. 8 – Reliability Statics _Job Insecurity

4.3.3 Lack of Management Communication

Internal consistency of this variable is in acceptable level since the alpha value is $0.742 > 0.7$. This value is shown in Figure 4.9.

Case Processing Summary			
		N	%
Cases	Valid	363	100.0
	Excluded ^a	0	.0
	Total	363	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.742	6

Figure 4. 9 – Reliability Statics _Lack of Management Communication

4.3.4 Perception of Organizational Readiness for Change

The Cronbach's alpha of Perception of Organizational Readiness for Change is 0.823 > 0.7 as shown in Figure 4.10 which indicates a high level of reliability among the six items used to measure this variable.

Case Processing Summary			
		N	%
Cases	Valid	363	100.0
	Excluded ^a	0	.0
	Total	363	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.823	6

Figure 4. 10 – Reliability Statics_ Perception of Organizational Readiness for Change

4.3.5 Mistrust in Management

As shown in Figure 4.11, the Cronbach's alpha of this variable is 0.682 which is close to 0.7 of normally acceptable level of this analysis.

Case Processing Summary			
		N	%
Cases	Valid	363	100.0
	Excluded ^a	0	.0
	Total	363	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.682	5

Figure 4. 11– Reliability Statics_ Mistrust in Management

As found in some literature, Alpha's over 0.6 are considered acceptable when considering psychological factors (Moss et al., 1998). Therefore six items used for this variable have an internal consistency.

4.4 Correlation Analysis

Correlation and linear regression analysis were used to explore the relationship among employee uncertainty due to project discontinuation and the other variables which were identified as factors affecting employee uncertainty. Simple regressions alongside with correlation coefficient statistical tests are utilized to accomplish the hypotheses testing objective.

4.4.1 Correlation Analysis of Variables

Pearson's correlation coefficient is a statistical measure of the strength of a linear relationship between paired data. In a sample it is denoted by r and is by design constrained as $-1 \leq r \leq 1$. Pearson's r can range from -1 to 1. An r of -1 indicates a perfect negative linear relationship between variables, an r of 0 indicates no linear relationship between variables, and an r of 1 indicates a perfect positive linear relationship between variables. The direction and the strength among dependent and independent variables are measured in this analysis. Table 4.1 denotes the correlation among all variables in this study.

As shown in Table 4.1, the employee uncertainty due to project discontinuation (UNC) and job insecurity (JOI) has a positive direction and has a statistically significant linear relationship ($p < .01$) which is positively correlated. The strength of the association of employee uncertainty and job insecurity is approximately moderate since $r = 0.518$ ($.3 < |r| < .5$). The Pearson correlation $r = 0.498$ indicates that there is a positive correlation between employee uncertainty and lack of management communication (LMC). This means that both variables are changing in the same direction. The relationship between these two variables can be considered as a moderate correlation and it is significant at $p < 0.01$.

When considering the perception of organizations readiness for change (POC) and employee uncertainty, the correlation $r = 0.181$ indicates that there is a weak positive correlation between these independent and dependent variables. Mistrust in

management (TRM) and employee uncertainty also have a weak positive correlation which is significant at $p\text{-value } 0.001 < 0.01$.

Table 4. 1 - Correlations

		Correlations				
		UNC	JOI	LMC	POC	TRM
UNC	Pearson Correlation	1	.518**	.498**	.181**	.170**
	Sig. (2-tailed)		.000	.000	.001	.001
	N	363	363	363	363	363
JOI	Pearson Correlation	.518**	1	.460**	.168**	.147**
	Sig. (2-tailed)	.000		.000	.001	.005
	N	363	363	363	363	363
LMC	Pearson Correlation	.498**	.460**	1	.407**	.392**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	363	363	363	363	363
POC	Pearson Correlation	.181**	.168**	.407**	1	.798**
	Sig. (2-tailed)	.001	.001	.000		.000
	N	363	363	363	363	363
TRM	Pearson Correlation	.170**	.147**	.392**	.798**	1
	Sig. (2-tailed)	.001	.005	.000	.000	
	N	363	363	363	363	363

** . Correlation is significant at the 0.01 level (2-tailed).

4.4.2 Correlation Analysis by Gender

The correlation coefficient between dependent variable and independent variables by gender is shown in Table 4.2. According to these values, female has a higher positive correlation for lack of management communication meanwhile male has the highest correlation for job insecurity. It is weak for both perception of organizational readiness for change and mistrust in management for both male and female.

Table 4. 2 – Correlations by gender

			Correlations ^{c,d}				
GEN			UNC	JOI	LMC	POC	TRM
Female	UNC	Pearson Correlation	1	.498**	.529**	.220*	.175*
		Sig. (2-tailed)		.000	.000	.012	.047
	JOI	Pearson Correlation	.498**	1	.365**	.238**	.242**
		Sig. (2-tailed)	.000		.000	.007	.006
	LMC	Pearson Correlation	.529**	.365**	1	.513**	.418**
		Sig. (2-tailed)	.000	.000		.000	.000
	POC	Pearson Correlation	.220*	.238**	.513**	1	.849**
		Sig. (2-tailed)	.012	.007	.000		.000
	TRM	Pearson Correlation	.175*	.242**	.418**	.849**	1
		Sig. (2-tailed)	.047	.006	.000	.000	
Male	UNC	Pearson Correlation	1	.530**	.492**	.168*	.176**
		Sig. (2-tailed)		.000	.000	.010	.007
	JOI	Pearson Correlation	.530**	1	.506**	.132*	.101
		Sig. (2-tailed)	.000		.000	.044	.124
	LMC	Pearson Correlation	.492**	.506**	1	.352**	.373**
		Sig. (2-tailed)	.000	.000		.000	.000
	POC	Pearson Correlation	.168*	.132*	.352**	1	.773**
		Sig. (2-tailed)	.010	.044	.000		.000
	TRM	Pearson Correlation	.176**	.101	.373**	.773**	1
		Sig. (2-tailed)	.007	.124	.000	.000	

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

c. GEN=Female,;Listwise N=129

d. GEN=Male,;Listwise N=234

4.4.3 Correlation Analysis by Designation

When finding the correlations by designation, I have categorized all designations in to two groups where one includes normal employees and the other one includes the employees in managerial level who has the responsibility to manage other employees. Therefore designations with Team Lead and Project Manager / Manager categorized in to one group as MNG and the rest (Software Engineer, QA/ Test Engineer, BA / Application Support / Consultant) were added to the group EMP.

Table 4. 3 – Correlations by Designation

Correlations ^{c,d}			WOR_1	UNC	JOI	LMC	POC	TRM
EMP	UNC	Pearson Correlation		1	.458**	.484**	.166**	.123*
		Sig. (2-tailed)			.000	.000	.007	.045
	JOI	Pearson Correlation		.458**	1	.487**	.151*	.157*
		Sig. (2-tailed)		.000		.000	.014	.011
	LMC	Pearson Correlation		.484**	.487**	1	.396**	.394**
		Sig. (2-tailed)		.000	.000		.000	.000
	POC	Pearson Correlation		.166**	.151*	.396**	1	.773**
		Sig. (2-tailed)		.007	.014	.000		.000
	TRM	Pearson Correlation		.123*	.157*	.394**	.773**	1
		Sig. (2-tailed)		.045	.011	.000	.000	
MNG	UNC	Pearson Correlation		1	.648**	.522**	.173	.222*
		Sig. (2-tailed)			.000	.000	.087	.027
	JOI	Pearson Correlation		.648**	1	.380**	.196	.102
		Sig. (2-tailed)		.000		.000	.052	.314
	LMC	Pearson Correlation		.522**	.380**	1	.415**	.360**
		Sig. (2-tailed)		.000	.000		.000	.000
	POC	Pearson Correlation		.173	.196	.415**	1	.851**
		Sig. (2-tailed)		.087	.052	.000		.000
	TRM	Pearson Correlation		.222*	.102	.360**	.851**	1
		Sig. (2-tailed)		.027	.314	.000	.000	

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

c. WOR_1=EMP,;Listwise N=264

d. WOR_1=MNG,;Listwise N=99

According to the correlation coefficient values denote by Table 4.3, the employees in managerial position have higher correlations for all 4 independent variable than normal workflow. R=0.648 for job insecurity and R= 0.522 for lack of management communication. Overall, for both types of employees have a weak correlation for perception on organizational readiness for change and mistrust in management.

4.4.4 Hypotheses Testing Results

Hypotheses are tested using correlation coefficient values and using the result of simple and multiple regression analysis.

4.4.4.1 The First Hypothesis — H1

H1 – There is a positive relationship between job insecurity and employee uncertainty due to project discontinuation.

Table 4. 4 – Job Insecurity_Model Summary

Job insecurity regressed against Employee uncertainty – Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.518 ^a	.268	.266	.619421720562138

a. Predictors: (Constant), JOI

Table 4. 5 – Job Insecurity_ANOVA

Job insecurity regressed against Employee uncertainty - ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	50.698	1	50.698	132.134	.000 ^b
	Residual	138.510	361	.384		
	Total	189.207	362			

a. Dependent Variable: UNC

b. Predictors: (Constant), JOI

Table 4. 6 – Job Insecurity_Coefficients

Job insecurity regressed against Employee uncertainty - Coefficients^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	1.688	.146		.000
	JOI	.642	.056	.518	.000

a. Dependent Variable: UNC

The correlation coefficient R= 0.518 as shown in Table 4.4, indicates that there is a positive correlation between job insecurity and employee uncertainty. This means that the independent variable and dependent variable change in the same direction.

The correlation coefficient is a gauge of how well the model predicts the observed data. In terms of the variability of employee uncertainty accounted for the model, R square represents this variability. The value of R square 0.268 which is also shown under Table 4.4, indicates the amount of variations in the employee uncertainty variable that is accounted by the fitted model. It plots that 26.8% of the variability of employee uncertainty has been explained by job insecurity. The adjusted R square tells us about the generalizability of the model. It allows us to generalize the results taken from the respondents to the whole population. In this case it equals 0.266. It is noticed that the adjusted R square has almost the same value as R square.

The analysis of variance (ANOVA) allows to statistically testing the null hypothesis. Looking at the ANOVA analysis presented in Table 4.5, it can be concluded that F-ratio for these data is 132.134 which is significant at $p < 0.05$ (Alpha in this case equals $\text{sig} = 0.000$) where the significant of variables are shown in the Table 4.6. The result shows that there is less than a 0.05% chance that an F- ratio of this value would happen by chance alone. Therefore, it can be concluded that there is statistically significant relationship between job insecurity and employee uncertainty and thus rejecting the null hypothesis (H_{10}) and accepting the alternative hypothesis. Finally, job insecurity has a statistically significant positive relationship with employee uncertainty due to project discontinuation, where hypothesis 1 has been tested.

4.4.4.2 The Second Hypothesis — H2

H2 – There is a positive relationship between lack of management communication and employee uncertainty due to project discontinuation

Table 4. 7 – Lack of Management Communication_Model Summary

Lack of management communication regressed against Employee uncertainty - Model

Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.498 ^a	.248	.246	.627705152580683

a. Predictors: (Constant), LMC

Table 4. 8 – Lack of Management Communication_ANOVA

Lack of management communication regressed against Employee uncertainty - ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.968	1	46.968	119.205	.000 ^b
	Residual	142.239	361	.394		
	Total	189.207	362			

a. Dependent Variable: UNC

b. Predictors: (Constant), LMC

Table 4. 9 – Lack of Management Communication_Coefficients

Lack of management communication regressed against Employee uncertainty - Coefficients^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	1.511	.170		.000
	LMC	.606	.055	.498	.000

a. Dependent Variable: UNC

As denotes by Table 4.7, the correlation coefficient $R = 0.498$ indicates that there is a positive correlation between lack of management communication and employee uncertainty. This means that the independent variable and dependent variable change in the same direction. In terms of the variability of employee uncertainty accounted for the model, R square represents this variability. The value of R square 0.248, indicates the amount of variations in the employee uncertainty variable that is accounted by the fitted model. It plots that 24.8% of the variability of employee uncertainty has been explained by lack of management communication. The adjusted R square tells us about the generalizability of the model. It allows us to generalize the results taken from the respondents to the whole population. In this case it equals 0.246. It is noticed that the adjusted R square has almost the same value as R square.

The analysis of variance (ANOVA) allows to statistically testing the null hypothesis. Looking at the ANOVA analysis which can be found in the Table 4.8, it can be concluded that F- ratio for these data is 119.205 which is significant at $p < 0.05$ (Alpha in this case equals $\text{sig} = 0.000$) where the significant of variables are shown in

the Table 4.9. The result shows that there is less than a 0.05% chance that an F- ratio of this value would happen by chance alone. Therefore, it can be concluded that there is statistically significant relationship between lack of management communication and employee uncertainty and thus rejecting the null hypothesis (H_{20}) and accepting the alternative hypothesis. Finally, lack of management communication has a statistically significant positive relationship with employee uncertainty due to project discontinuation, where hypothesis 2 has been tested.

4.4.4.3 The Third Hypothesis — H_3

H_3 – There is a positive relationship between perception of organizational readiness for change and employee uncertainty due to project discontinuation.

Table 4. 10 – Perception of Organizational Readiness for Change_Model Summary

Perception of organizational readiness for change regressed against Employee uncertainty - Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.181 ^a	.033	.030	.712028310017564

a. Predictors: (Constant), POC

Table 4. 11 – Perception of Organizational Readiness for Change_ANOVA

Perception of organizational readiness for change regressed against Employee uncertainty - ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.186	1	6.186	12.201	.001 ^b
	Residual	183.021	361	.507		
	Total	189.207	362			

a. Dependent Variable: UNC

b. Predictors: (Constant), POC

Table 4. 12 – Perception of Organizational Readiness for Change_Coefficients

Perception of organizational readiness for change regressed against Employee uncertainty -

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.721	.177		15.348	.000
POC	.235	.067	.181	3.493	.001

a. Dependent Variable: UNC

The relationship between perception of organizational readiness for change and employee uncertainty has a weak relationship. The correlation coefficient $R = 0.181$ as shown in Table 4.10 indicates that there is a positive correlation between these two variables. The value of R square 0.033, indicates the amount of variations in the employee uncertainty variable and the variability is only around 3.3%. The relationship is significant at $p = 0.001$ ($p < 0.05$) as shown in Table 4.12, thus it can be concluded that there is statistically significant relationship between perception of organizational readiness for change and employee uncertainty. So that H3 can be accepted and null hypothesis can be rejected. But the possibility of getting this variable into a model should be analyzed further.

4.4.4.4 The Fourth Hypothesis — H4

H4 – There is a positive relationship between Mistrust in management and employee uncertainty due to project discontinuation.

Table 4. 13 – Mistrust in Management_Model Summary

Mistrust in management regressed against Employee uncertainty - Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.170 ^a	.029	.026	.713409331447384

a. Predictors: (Constant), TRM

Table 4. 14 – Mistrust in Management _ANOVA

Mistrust in management regressed against Employee uncertainty - ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.475	1	5.475	10.758	.001 ^b
	Residual	183.732	361	.509		
	Total	189.207	362			

a. Dependent Variable: UNC

b. Predictors: (Constant), TRM

Table 4. 15 – Mistrust in Management _Coefficients

Mistrust in management regressed against Employee uncertainty - Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2.757	.178		.000
	TRM	.221	.068	.170	.001

a. Dependent Variable: UNC

The relationship between Mistrust in management and employee uncertainty has a weak relationship. According to the Table 4.13, the correlation coefficient $R = 0.170$ indicates that there is a positive correlation between these two variables. The value of $R^2 = 0.029$, indicates the amount of variations in the employee uncertainty variable and the variability is only around 2.9%. The relationship is significant at $p = 0.001$ ($p < 0.05$) as shown in Table 4.15, thus it can be concluded that there is statistically significant relationship between Mistrust in management and employee uncertainty. So that H4 can be accepted and null hypothesis can be rejected. But the possibility of getting this variable into a model should be analyzed further.

4.5 Multiple Regression Analysis

In the multiple regression analysis, the values are calculated considering all the variables together. Multiple linear regression analysis is used to describe data and to explain the relationship between one dependent variable and two or more independent variables as a predictive analysis.

Table 4. 16 – Multiple Regressions of all variables _Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.595 ^a	.354	.347	.584239900442 159

a. Predictors: (Constant), TRM, JOI, LMC, POC

Table 4. 17 – Multiple Regressions of all variables _ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	67.009	4	16.752	49.078	.000 ^b
	Residual	122.198	358	.341		
	Total	189.207	362			

a. Dependent Variable: UNC

b. Predictors: (Constant), TRM, JOI, LMC, POC

Table 4. 18 – Multiple Regressions of all variables _Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.002	.198		5.061	.000
	JOI	.453	.059	.365	7.634	.000
	LMC	.411	.063	.338	6.496	.000
	POC	-.019	.093	-.015	-.207	.836
	TRM	-.006	.092	-.004	-.062	.950

a. Dependent Variable: UNC

As denote by the coefficients Table 4.18, the predictor variables job insecurity and lack of management communication are significant because both of their p-values are 0.000. However, the p-value for perception of organizational readiness for change (0.836) and Mistrust in management (0.950) are greater than the common alpha level

of 0.05, which indicates that they are not statistically significant. So these two variables cannot be included in the model for employee uncertainty due to project discontinuation. Considering the facts and figures, most influencing and least influencing factors for employee uncertainty due to project discontinuation can be modelled as shown in Figure 4.12;

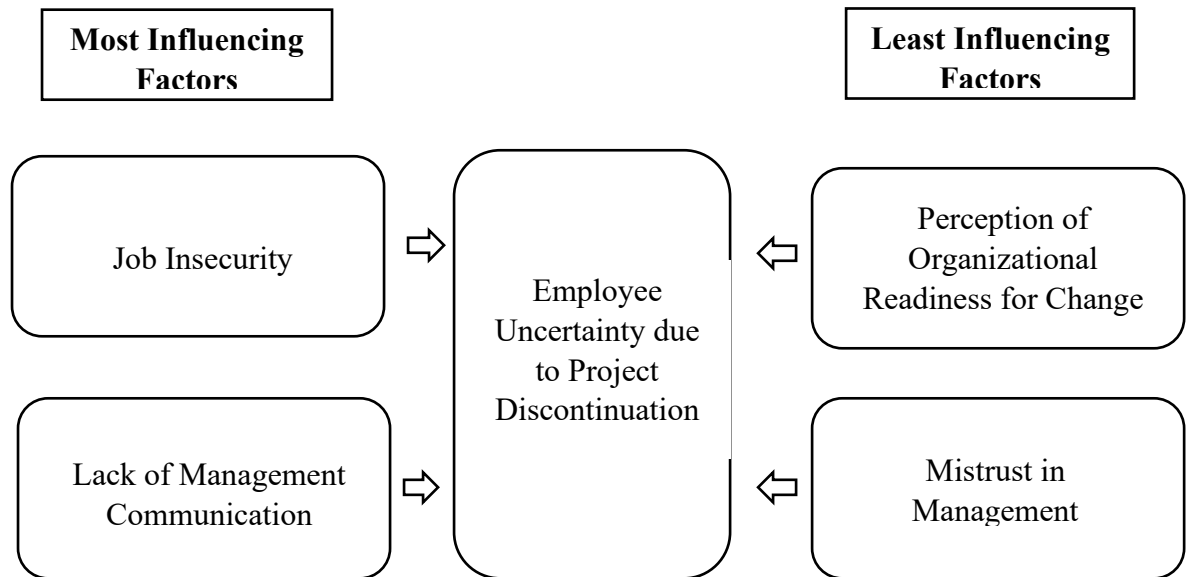


Figure 4. 122 – Most and Least Influencing Factors

5. RECOMMENDATIONS AND CONCLUSION

The intention of this study was to identify the methods to mitigate employee uncertainty due to project discontinuation in Sri Lankan software industry by analyzing the relationship with factors affecting employee uncertainty. Once all required data is gathered for the study using the questionnaire, Pearson's Correlation and Regression Analysis were applied in analyzing and interpreting collected data, this chapter utilizes information derived from previous chapter to make conclusions and to provide suggestions for both academic context and to business context.

5.1 Discussion and Recommendations

There can be several factors affecting employee uncertainty due to project discontinuation. Sometimes it can be vary company to company since several approaches are made within companies to handle such situations, but still there is not adequate attention paid by management on employee uncertainty due to project discontinuations in IT industry even though most literature are discussed about employee uncertainty due to organizational changes such as mergers, downsizing, layoff and changes in the job role etc. The project discontinuation situation also related to a change in the organization thus most affected factors of employee uncertainty during an organizational change were considered to carry out this study to find the relationship of those factors and employee uncertainty due to project discontinuation.

Based on the reliability analysis of the survey, the validity of the research instruments was revealed and it was revealed that the validity of the research instruments since the Cronbach's alpha value for all five variables are around the threshold value of 0.7. This implies that all 363 respondents have provided answers to all questions and had a thoroughly understanding of questions.

The sample contains 64% of male and the rest is female. Most of the respondents are between 26-30 years old age group with 49.7% from the total and next highest number of respondents is in 31-35 age groups. According to the education level distribution 65% of employees are graduates and the next highest number of

respondents which is 26% from the total having a post graduate or a master degree. Software engineers including associate to senior level, business analysts, application support engineers, consultants and QA/ test engineers are included in the sample along with the team leads and project managers. Most of the respondents have 3 to 5 years of total working experience in the software industry which is 36.5% and 30.5% from the sample have 6 to 10 years of working experience in the industry. Nearly half of the respondents are in medium sized companies where number of employees in the company is greater than or equal to 250.

According to the Pearson's correlation analysis, we could come to the conclusion that only two factors among the identified factors which could affect employee uncertainty have a moderate positive relationship with employee uncertainty due to project discontinuation. So that job insecurity and lack of management communication have an impact on employee uncertainty where correlation coefficient of them with employee uncertainty are $r = 0.518$ and $r = 0.498$ respectively. The other two factors, perception of organizational readiness for change and Mistrust in management have a weak positive relationship with employee uncertainty since the correlation coefficient of these two factors are $r = 0.181$ and $r = 0.170$.

The first hypothesis is tested via using Simple Regression statistical technique and the testing shows that there is a statistically significant relationship between employee uncertainty due to project discontinuation (The independent variable) and Job insecurity (The dependent variable). The correlation coefficient $R = 0.518$ which is the value taken from the first table indicated that there is a positive correlation between employee uncertainty due to project discontinuation and Job insecurity. This means that independent variables and dependent variable are changeable within in the same direction. So the null hypothesis was rejected because the significant value resulted from the ANOVA table was 0.000 which is $<$ the p value (0.05).

- *When employees feel that their job is not secured due to discontinuation of current project, there is an uncertainty in their mind.*

Job insecurity was measured using the dimensions likelihood of termination, demotion, long term job insecurity, impaired working conditions. Most of the employees feel uncertainty during a project discontinuation due to the feelings of possibility of future terminations, loss of their current status in the current job role, long term insecurity in the current job and weakened working conditions in the organization due to project discontinuation. As revealed from research instruments, employees have the uncertainty that management will ask them to resign voluntarily due to having excess resources once the current working project is dissolved thus management should inform the employees about the possibility of future terminations of the employment in advance but not to lose their efficacy and unwearying efforts. Some employees may predict that their working technical ability will be insufficient to work in a different domain when they are assigned to a new team. Management can build the confidence of the employees by expositioning long term career pathways within the organization and arranging ample training sessions for the employees to improve their technical literacy and knowledge to adapt to the future transformations even on other projects in the organization in such a situation. In another way, employees have the feeling of losing their status in the organization since they are in a project which is going to be ended. Management will not pay enough attention to such projects thus working environment conditions will not be same as before. Therefore employees may think that the flexibility they had before has impaired and weakened thus it should ensure that the employees work attentively even in a dissolving project rendering their utmost service.

The second hypothesis is also tested using Simple Regression statistical technique and the testing shows that there is a statistically significant relationship between employee uncertainty due to project discontinuation (The independent variable) and lack of management communication (The dependent variable). The correlation coefficient $R = 0.498$ which is the value taken from the Model Summary table for lack of management communication regressed against Employee uncertainty indicated that there is a positive correlation between employee uncertainty due to project discontinuation and Lack of management communication. This means that these two variables are changeable within in the same direction. So the null

hypothesis was rejected because the significant value resulted from the AVOVA table was 0.000 which is $<$ the p value (0.05).

- *When there is a lack of management communication regarding the project discontinuation, employees feel uncertainty.*

The effective communication is a building block of successful organizations. It is significant for managers in the organizations so as to perform the basic functions of management. When people don't have the information or knowledge they feel they need, as a result it will be ended up in uncertainty, stress and low productivity. And just about everyone has a fear whether what will happen in the next stage. The information provided by the management regarding the project discontinuation should be informative and accuracy and announced officially. According to the dimensions used to measure lack of management communication during a project discontinuation, most employees are tending to grab rumors and gossips to predict the future changes and find the answer for unanswered questions in their minds which occurred due to ending current project. And also lack of management has caused due to poor relationship with superior managers and expecting information from top management. But still most of the employees are not comfortable asking questions directly from top management when they are calling meetings and discussing with employees. Employees expect management to communicate continuously with them regarding project discontinuation to create transparency and address any concerns employees have. It includes official announcements of future changes once the current project is ended so that employees can prepare mentally for the changes in their current job. Strong relationship with superiors and other employees must be built to cognize about their mentality and foresee their opportunism since most of the time they are displeased with direct approach by the higher delegates or officials in the management. The organizations should focus on reducing gap between management and employees and employee concerns regarding the changes which will be taken place should be considered before they are implemented.

The third hypothesis also tested and we could see a positive relationship between perceptions of organizational readiness for change and employee uncertainty. The correlation coefficient $R = 0.181$ which is the value taken from the Model Summary table for perception of organizational change regressed against Employee uncertainty indicated that there is a weak positive correlation between employee uncertainty due to project discontinuation and perception of organizational readiness for change. But according to the multiple regression analysis result as shown in the Figure 4.15, the relationship between employee uncertainty and perception of organizational readiness for change is statistically insignificant which means that there is no major impact on employee uncertainty due to project discontinuation by employee perception on organizational readiness for change. As revealed from research instruments, the weak relationship must be due to belief of employees that the organization will survive and grow with right decisions even some projects are ended in the near future and the changes which may occur after a project termination will not harm any employee in the organization. And also we can come to a conclusion that most of the respondents are expecting to receive monetary and non-monetary rewards even though their project will be ended in the near future and they believe that they can climb the ladder in their career even though some changes are made within the projects and teams. But still the employees have a negative perception on perceived participation where they believe that their opinions are not considered in current processes and procedures and they do not have the possibility to express their concerns regarding future changes due to project discontinuation and get the honest feedback from management. Employees should be encouraged to enhance their heed on the future transformations and consider those facts when forming final decisions.

The fourth hypothesis is tested via using multiple regression statistical technique and the testing shows that there is a statistically insignificant relationship between employee uncertainty due to project discontinuation (The independent variable) and Mistrust in management (The dependent variable). The correlation coefficient $R = 0.170$ which is the value taken from the first table indicated that there is a weak positive correlation between employee uncertainty due to project discontinuation and Mistrust in management. The significant value in multiple regression statistical

technique is 0.836 (which is > 0.05) which reveals that there is no major impact on employee uncertainty due to project discontinuation by employee's Mistrust in management. Feedback, autonomy and goal clarity were used as the dimensions to measure employee Mistrust in management and up to which extend management will consider employee feedback, the ability to work independently even though there is a project discontinuation situation and expectations to be treated by management in consistent and predictable fashion have been considered.

Employees want to be engaged so they feel connected to the organization. When they are, they are willing to work harder, smarter, and be active in the workplace in ways that drive business results even though some projects are discontinued but still the business going on. When they are not engaged, when they do not feel connected, they suffer. This might seem like a touchy-feely, soft business issue, but unhappy and disconnected employees can have a profound effect on business through absenteeism, lack of motivation, and turnover.

5.2 Future Research Insights and Study Limitations

A number of limitations were associated with the quantitative part of this study. One is that the use of only one data collection method which is the questionnaire brings to light the lack of support for findings results from data analyses. In addition, although random sampling method was used, the seriousness of respondents was somewhat questionable. Such access related, sampling related, and cultural issues add more to the limitations and difficulties confronted this research. Moreover, the study does not include all the IT companies because not all IT companies are listed under SLASSCOM and not all the companies listed SLASSCOM is used for data collection. The study may be bit biased towards medium sized IT companies because larger proportion of responses are being captures from medium sized IT companies. Furthermore, although the knowledge transforming function was hypothesized in this study, no data were available that can directly test the importance of this matter. That enhances the fact that these data should also be collected in the future. And the same findings may not be directly applicable to other countries and business domains which are more or less mature and they have different cultural backgrounds within

organizations. It is important to mention that managers will not be able to mitigate employee uncertainty unless they recognize and understand what employees expect from management in order to stay without an uncertainty and perform their job well.

The main contribution of this study comes from the fact that this study is one of the few to be carried out with the aim of finding the methods to mitigate employee uncertainty due to project discontinuation in Sri Lankan IT industry. Moreover, the literature does not record efforts for measuring specifically employee uncertainty due to project discontinuation while this study reveals the factors which can be affect employee uncertainty and the most affected factor, job insecurity has a huge impact on employee uncertainty due to project discontinuation. And also there is a positive relationship between lack of management communication, perception of organizational readiness for change and mistrust in management. It would be interesting to explore more variables which are affecting employee uncertainty due to project discontinuation and find the relationship with employee uncertainty.

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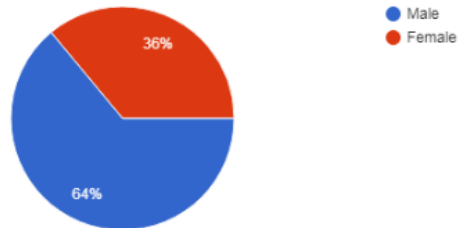
APPENDIX A: QUESTIONNAIRE

	No	Question
	1	My gender is,
	2	My age between,
	3	My highest educational qualification is,
	4	I am currently working as a,
	5	My total working experience is,
	6	Total number of employees in my company,
Employee Uncertainty		
	7	I feel I should search for other job opportunities before any changes are taken place in my project.
	8	I am confused with current decisions of management regarding project discontinuation.
	9	I feel uneasy to work in a project which will be terminated in the near future.
Job Insecurity		
Likelihood of termination	10	Management will ask me to resign voluntarily due to termination of my current project.
	11	If my team is dissolved after ending my current project, I predict that my working technical ability will be insufficient to work in another team.
Demotion / loss of status	12	If I am assigned to a new team, I will have to report to a person who has a similar designation as me which is not comfortable with me.
	13	I think I will lose my current social status after the current project termination.
Long term job insecurity	14	I am not interested to work in a totally new project in the same company after my current project is ended.
Impaired working conditions	15	The flexibility I had before in my working environment has weakened now.
Lack of Management Communication		
Informativeness and accuracy	16	I have been informed officially in advanced to prepare mentally for the changes in my job due to ending current project.
	17	My management continuously communicates with employees to create transparency and address any concerns we have.

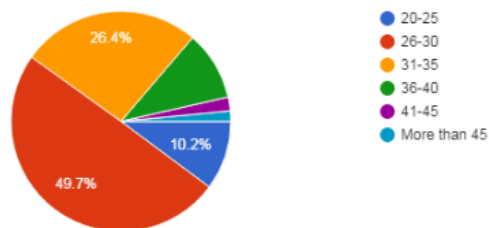
Horizontal and informal communication	18	I grab the information in rumors, gossips for unanswered questions in my mind regarding future changes in the organization.
	19	I am not comfortable with asking questions from top management thus predicting changes after discussing with peers.
Relationship to superiors	20	I would like to get information directly from top management regarding project terminations rather than receiving information through the immediate manager/ team lead.
	21	My superiors will not communicate with top management about my concerns regarding the changes.
Perception of Organizational Readiness for Change		
Perceived participation	22	My opinions can make an impact in current processes and procedures.
	23	I could express my concerns about the changes and get the honest feedback from management.
Decision making	24	My company will survive and grow with right decisions even some projects are ended in the near future.
	25	The changes which may occur after a project termination will not harm any employee in the organization.
Reward systems	26	I think I will receive monetary and non-monetary rewards even though my project will be ended in the near future.
	27	I can climb the ladder in my career even though some changes are made within the projects and teams.
Mistrust in Management		
Feedback	28	Employee feedback will be considered by management before implementing a change due to a project discontinuation.
	29	I could express my concerns about the changes and get the honest feedback from management.
Autonomy	30	My opinions can make an impact in current processes and procedures.
	31	I have a control in scheduling my work independently in any status of the current project.
Goal Clarity	32	I can expect management to treat me in a consistent and predictable fashion.

APPENDIX B: SUMMARY OF THE ANSWERS

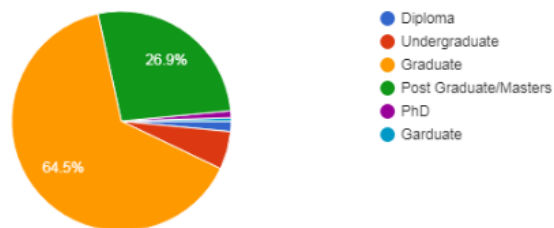
My gender is,
363 responses



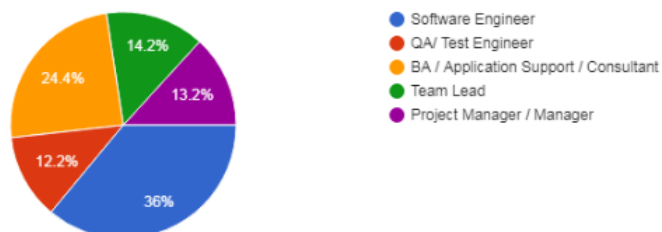
My age between,
363 responses



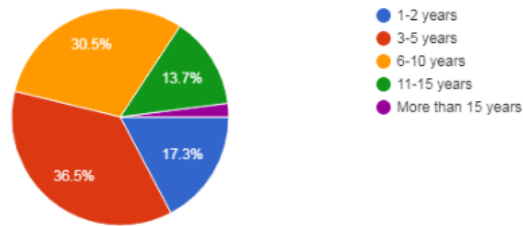
My highest educational qualification is,
363 responses



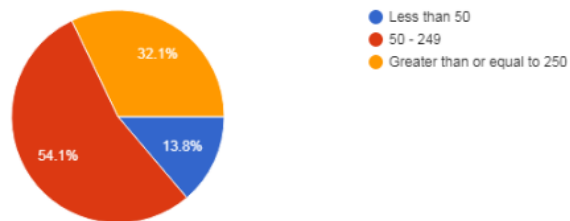
I am currently working as a,
363 responses



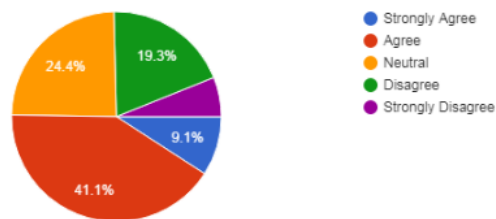
My total working experience is,
363 responses



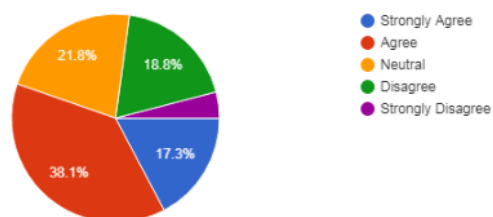
Total number of employees in my company,
363 responses



I have been informed officially in advanced to prepare mentally for the changes in my job due to ending current project.
363 responses

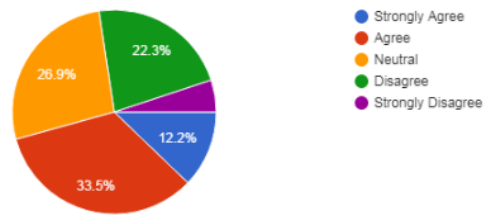


I feel I should search for other job opportunities before any changes are taken place in my project.
363 responses



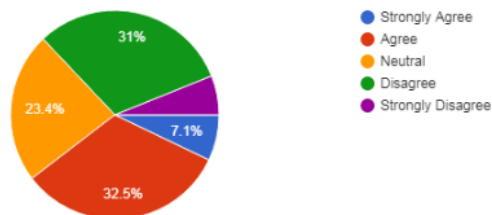
My management continuously communicates with employees to create transparency and address any concerns we have.

363 responses



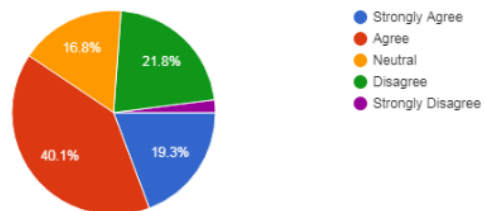
I am not comfortable with asking questions from top management thus predicting changes after discussing with peers.

363 responses



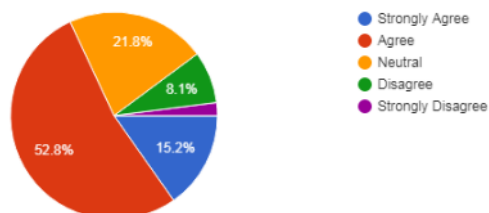
I would like to get information directly from top management regarding project terminations rather than receiving information through the immediate manager/ team lead.

363 responses



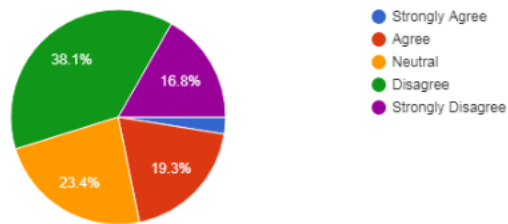
My company will survive and grow with right decisions even some projects are ended in the near future.

363 responses



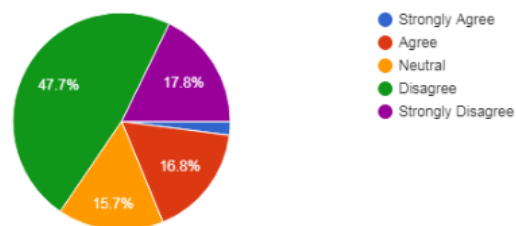
Management will ask me to resign voluntarily due to termination of my current project.

363 responses



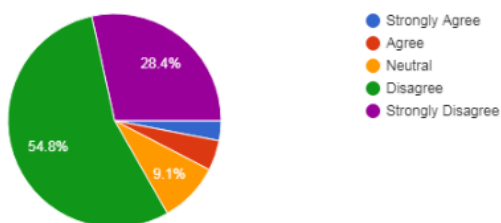
If my team is dissolved after ending my current project, I predict that my working technical ability will be insufficient to work in another team.

363 responses



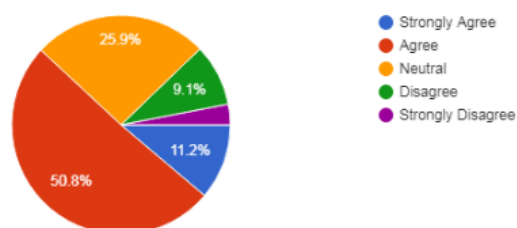
I am not interested to work in a totally new project in the same company after my current project is ended.

363 responses



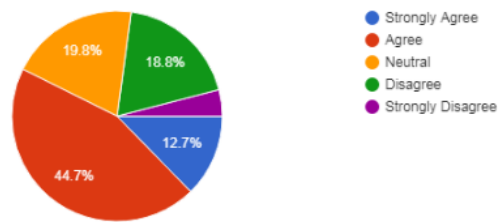
I can expect management to treat me in a consistent and predictable fashion.

363 responses



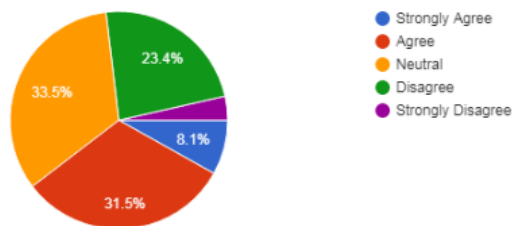
I could express my concerns about the changes and get the honest feedback from management.

363 responses



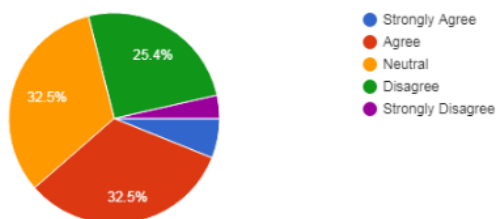
I think I will receive monetary and non-monetary rewards even though my project will be ended in the near future.

363 responses



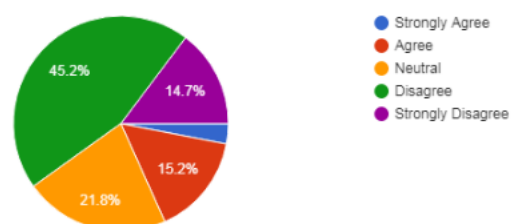
The flexibility I had before in my working environment has weakened now.

363 responses



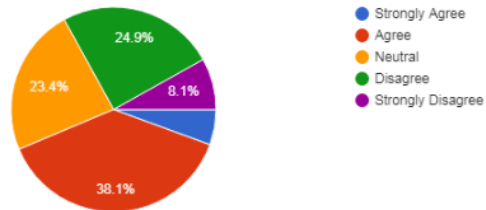
I think I will lose my current social status after the current project termination.

363 responses



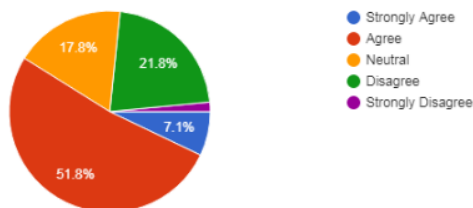
Employee feedback will be considered by management before implementing a change due to a project discontinuation.

363 responses



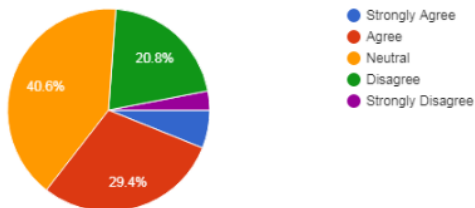
I have a control in scheduling my work independently in any status of the current project.

363 responses



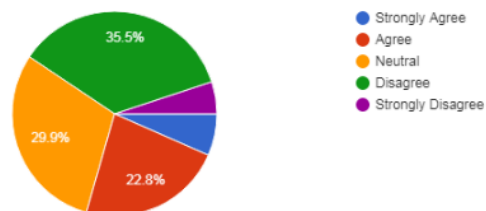
I am confused with current decisions of management regarding project discontinuation.

363 responses



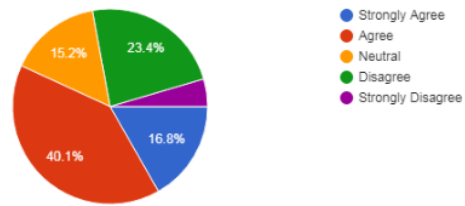
My superiors will not communicate with top management about my concerns regarding the changes.

363 responses



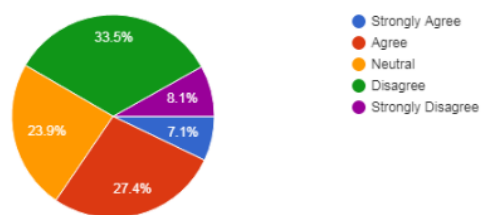
I feel uneasy to work in a project which will be terminated in the near future.

363 responses



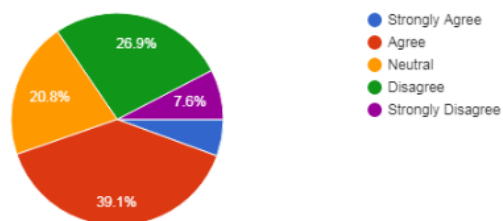
If I am assigned to a new team, I will have to report to a person who has a similar designation as me which is not comfortable with me.

363 responses



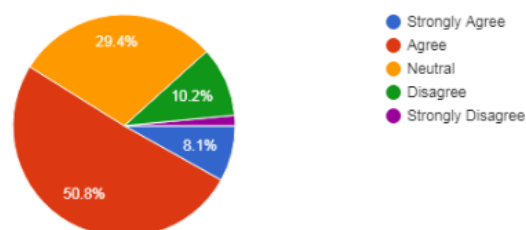
I grab the information in rumors, gossips for unanswered questions in my mind regarding future changes in the organization.

363 responses



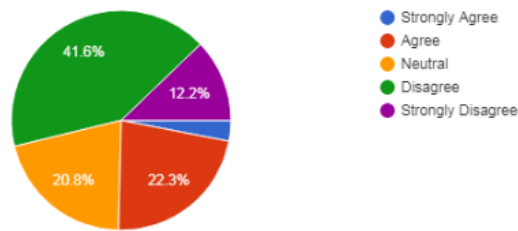
My opinions can make an impact in current processes and procedures.

363 responses



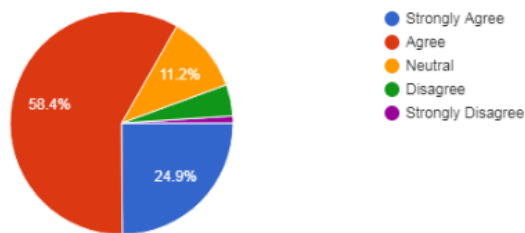
The changes which may occur after a project termination will not harm any employee in the organization.

363 responses



I can climb the ladder in my career even though some changes are made within the projects and teams.

363 responses



APPENDIX C: LIST OF COMPANIES PARTICIPATED FOR THE SURVEY

Attune Lanka (Pvt) Ltd	Thinkcube Systems Pvt Ltd
B Sharp Technologies	Tiqri Pvt Ltd
Calcey Technologies	Unicorn Solutions (Pvt) Ltd
Cambio Software Engineering (Pvt) Ltd	Virtusa (Pvt) Ltd
CAM Management Solutions	WSO2 Lanka (Pvt) Ltd
CodeGen International (Pvt) Ltd	Xcendant Pvt Ltd
Creative Software (Pvt) Ltd	Zebra Technologies
DMS Software Technologies (PVT) LTD	Zillion Technologies
Ebuilder Technology Centre Pvt Ltd	Zone24x7 (Pvt) Ltd
EFutures Private Limited	99X Technology (Pvt) Ltd
Embla Software Innovation (Pvt) Ltd	
Epic Lanka (Pvt) Ltd	
Eureka Technology Partners (Pvt) Ltd	
Exilesoft (Pvt) Ltd	
Geveo Australasia (Pvt) Ltd	
Hsenid Mobile Solutions (Pvt) Ltd	
IFS Research & Development (Pvt) Ltd	
Inova IT Systems (Pvt) Ltd	
Intervest Software Technologies (Pvt) Ltd	
IronOne Technologies (Pvt) Ltd	
Navantis IT (Pvt) Ltd	
Pearson Lanka (Pvt) Ltd	
Reservations Gateway (Pvt) Ltd	
ShipXpress Technologies (Pvt) Ltd	
Sierra Information Technologies Ltd	
SimCentric Technologies (Pvt) Ltd	
Synopsys Lanka (Pvt) Ltd	
TGS Solutions (Pvt) Ltd	