



HAL
open science

Sentiment analysis of write-in comments related to organisational change

Jūratė Čingienė, Dimitri Tcherniak, Benoît Sagot

► To cite this version:

Jūratė Čingienė, Dimitri Tcherniak, Benoît Sagot. Sentiment analysis of write-in comments related to organisational change. 17th Congress of the European Association of Work and Organizational Psychology - EAWOP 2015, European Association of Work and Organizational Psychology, May 2015, Oslo, Norway. hal-01285621

HAL Id: hal-01285621

<https://inria.hal.science/hal-01285621v1>

Submitted on 11 Sep 2024

HAL is a multi-disciplinary open access archive for the deposit and dissemination of scientific research documents, whether they are published or not. The documents may come from teaching and research institutions in France or abroad, or from public or private research centers.

L'archive ouverte pluridisciplinaire **HAL**, est destinée au dépôt et à la diffusion de documents scientifiques de niveau recherche, publiés ou non, émanant des établissements d'enseignement et de recherche français ou étrangers, des laboratoires publics ou privés.



Distributed under a Creative Commons Attribution 4.0 International License

Manager and Non-manager Reactions to Organisational Change: Write-in comment analysis

Jurate Cingiene, Towers Watson, London, UK Paris, France
 Dimitri Tcherniak, Verbatim Analysis, Paris, France
 Benoît Sagot, Verbatim Analysis & INRIA, Paris, France

TOWERS WATSON



VERBATIM ANALYSIS

opinion survey intelligence

Purpose

This paper aims to explore employee and manager comments related to recently announced organisational change involving significant redundancies

Materials and methods

Employee opinion survey
 Comments question- During the transformation what is the most important priority area that [company name] should focus on in your opinion?

5600 Employees responded

40% "Comments,,

Key themes coded using VERA comments processing solution specifically designed by Verbatim Analysis for employee research



Using VERA's hybrid sentiment analysis module, a sentiment score was calculated for each comment which was then aggregated to manager and non-manager populations

Literature

Borg, I. and Zuell, Z. (2012). Write-in comments in employee surveys, International Journal of Manpower, 33 (2), pp. 206 – 220
 Kiefer, T. (2005). Feeling bad: antecedents and consequences of negative emotions in ongoing change. Journal of Organizational Behavior. 26, 875-897

Results

During the transformation what is the most important priority area that [company name] should focus on in your opinion?

	Managers (Employees)		Employees (Managers)
Leadership	20% (16%)	Products and Services	19% (13%)
Strategy	18% (9%)	Quality	23% (17%)
Empowerment	15% (8%)	Customer	13% (11%)

Sentiment analysis showed that manager AND employee comments have negative tone and the sentiment score is very similar ranging from -14 to -5

Topics with lowest sentiment scores	% of Comments		Sentiment Score	
	Manager	Employee	Manager	Employee
Low costs	8%	11%	-11	-12
Atmosphere	6%	6%	-11	-11
Workload	6%	5%	-12	-10
Skills	17%	15%	-10	-11
Respect and ethics	12%	10%	-11	-10
Resources and means	9%	9%	-10	-10

Implications for Practice

● Key focus during change

There are several key issues that are important to focus on during change and those issues are different for employee and manager populations. At times of change, management need to focus not just on strategy and leadership but also on supporting work processes such as providing quality products and services

● Negative tone

Management needs to pay attention to how employees feel treated by the organisation- high level of negative tone may indicate feelings of injustice, loss in trust and withdrawal

Comment Illustration

Managers

it is important that **people are empowered and accountable**, so the required changes can be implemented fast and with full commitment of the people involved

With the **new strategy our priorities** would be to strengthen our competitive edge towards our main competitors in order to be successful in a very competitive business

There seem to be **big gap how senior management and working level** are seeing the situation or understanding that are the right tools how get out of this situation.

Employees

It is really essential that the reductions are done in the way that the workers who are allowed to stay in company will NOT have (huge) overload on their tasks. Otherwise the quality and innovation will cease to exist in our products

General atmosphere [company name] has been going downwards all the time. I feel people within my working environment frustrated and tired

[Company Name] would need to respect its employees and value their competences. We are more than just costs. Apart from being employees we are also human beings and should be treated as such



Contact:
Jurate Cingiene
Towers Watson
[Organizational Surveys and Insights](mailto:jurate.cingiene@towerswatson.com)
 Phone: 44 20 7170 3740
 E-mail: jurate.cingiene@towerswatson.com